جامعة المستقبل
Mustaqbal University

Community Responsibility Department Manual

Prepared by

Community Responsibility Department

2nd Edition

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Manual Identification Card

Manual Name	Community Responsibility Department Manual
Code	UOM-COMR-CRD-GUI-001-V1
Objective	Guiding the CRD affiliates about the system of work in the Department, and guiding the University's students, faculty, and employees for effective contribution to the community services.
Owner	Community Responsibility Department
Reference(s)	Volunteer Work Law, 2022
	Executive Regulations for Volunteer Work, Ministry of Human Resources and Social Development, 2022
Scope	The University's staff and students
Approved by	Vice Rector for Development and Community Responsibility
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Chapter 1: Introduction and Overview

1.1. Introduction

It is our pleasure to introduce the Community Responsibility Department (CRD) Manual. This comprehensive document is a testament to Mustaqbal University's voluntary commitment to create a sustainable impact on community, environmental and economic development locally and nationally.

Mustaqbal University is more than just a center for academic learning; we are an integral part of the community fabric. As an anchor institution within the vibrant Qassim region, we recognize our profound obligation to be an active, responsive, and impactful partner in the sustainable development of our local community. Our mission extends beyond the classroom walls, aspiring to make a tangible, positive impact on the community, environment, and economy through meaningful engagement, innovation, and collaboration.

Our commitment to community responsibility is not merely a philanthropic endeavor; it is a strategic imperative that aligns intrinsically with the ambitious goals of Saudi Vision 2030, which emphasizes the importance of community vitality and the role of educational institutions in fostering a vibrant society. We are dedicated to building a vibrant society by empowering our youth, stimulating local economic growth, and preserving our precious environment for future generations.

This manual is not merely a bureaucratic requirement; it is a practical guide and a pledge of Commitment to operational excellence. It embodies our core values of Respect, Team Work, and Community Responsibility, providing our dedicated staff, faculty, students, and partners with the clear policies and procedures necessary to execute our initiatives safely and effectively.

The CRD Manual is the foundational document that outlines the policies, procedures, and quality standards for all Department activities, serving as a practical guide for staff, faculty, students, and partners. Thereafter, we call upon all members of the Mustaqbal University family to embrace the guidelines within this manual and to treat it as a vital resource. By adhering to the standards outlined in the following chapters, we ensure consistency, accountability, and the achievement of our shared goals—from strengthening local relationships to enhancing cultural and technological awareness. The procedures detailed within, particularly those focused on co-design and partnership management, underscore our belief that the most impactful solutions are those created with the community, not just for them.

Through rigorous application of these policies, together, we can drive positive, measurable change, strengthening the bond between town and gown and creating a lasting legacy of service and impact. In addition, we will collectively advance the university's mission and contribute meaningfully to the aspirations and prosperity of our community.

1.2. Vision, Mission, and Values

Vision: Excellence locally in providing high-quality and comprehensive community services according to a strategic institutional perspective

Mission: Providing diverse, high-quality community services that contribute to achieving certain community development goals and enhance cooperation and partnership with relevant entities, according to an integrated strategic perspective.

Values:

- **Quality:** We are committed to high quality in inputs, processes and outputs.
- **Integrity:** We perform our work with sincerity, mastery and dedication in accordance with professional ethics.

- **Transparency:** We are committed to the highest levels of transparency, integrity and accountability within the framework of corporate governance.
- **Collectiveness:** We do our work in the spirit of one team.
- **Innovativeness**: We promote creative thinking and creative spirit, intellectually and productively.
- **Continuous Learning:** We support continuing education and learning inside and outside the university.
- **Development:** We believe in the necessity of development and growth in all fields and businesses

1.3. Strategic Goals

Mustaqbal University's Community Responsibility (CR) strategy is built upon three integrated pillars. These pillars align the university's mission and academic expertise with the core objectives of Saudi Vision 2030, which aims to build a vibrant society, a thriving economy, and a responsible nation. The CR's goals align with the university's strategic plan, with the objectives of Saudi Vision 2030 across three key pillars:

Pillar Alignment	Goal Statement	Specific Objectives
Pillar 1: **Community Development**	**Goal 1:** Strengthen the relationship between the University and the community.	**Objective 1.1:** Achieve an 80% student volunteer rate before graduation. **Objective 1.2:** Offer training courses, seminars, conferences, and workshops that contribute to developing cultural and technological awareness within the local population.
Pillar 2: **Economic Development**	**Goal 2:** Preparing qualified graduates who support economic progress by offering academic programs at competitive and reasonable tuition fees to increase access to higher education.	**Objective 2.1:** Offer academic programs at competitive and reasonable tuition fees to increase access to higher education.

	Goal 2: Preparing qualified graduates who support economic progress by offering academic programs at competitive and reasonable tuition fees to increase access to higher education.	**Objective 2.2:** Provide discounts and financial support for specific groups (e.g., martyrs of duty's family members, low-income students, high achievers, or special categories) to ensure equal opportunities.
Pillar 3: Environmental Development	**Goal** Champion Environmental Stewardship and Sustainability.	**Objective 3.1:** Implement initiatives aimed at promoting sustainable practices across the university.

The three pillars of CR for Mustaqbal University are:

<u>Pillar 1: Community and Social Well-being:</u> This pillar focuses on directly enhancing the quality of life, education, and health of local residents in Buraydah and the wider Qassim region.

Focus Area	Examples of Initiatives	Aligns with Vision 2030 Aim
Education & Awareness	Tutoring programs for local schools, literacy campaigns, public seminars, and career guidance workshops.	Quality Education for All
Health & Wellness	Free medical screenings, blood drives, health awareness campaigns (e.g., diabetes, nutrition), and first-aid training.	Improved Healthcare Services
Volunteering & Engagement	Mobilizing students and staff for social welfare projects and fostering a strong culture of civic engagement.	Empowering a Caring and Responsible Society

<u>Pillar 2: Economic Development and Empowerment:</u> This pillar leverages the university's resources and expertise to stimulate local economic growth, support entrepreneurship, and improve the employability of the local workforce.

Focus Area	Examples of Initiatives	Aligns with Vision 2030 Aim
Entrepreneurship	Operating business incubators, mentorship programs, and seed-funding competitions for local start-ups.	Enabling a Thriving Private Sector
Human Capital Development	Vocational training, professional certification courses, and job placement support tailored to Qassim's market needs.	Developing Human Capital

Local Business Support	Providing expert consultations to SMEs, conducting applied research relevant to local industries, and connecting businesses with talent.	Supporting SMEs and Local Content

<u>Pillar 3: Environmental Stewardship and Sustainability:</u> This pillar addresses environmental challenges specific to the region, promoting conservation and responsible practices both on campus and within the broader community.

Focus Area	Examples of Initiatives	Aligns with Vision 2030 Aim
Conservation & Efficiency	Implementing water and energy saving technologies on campus and promoting these practices publicly.	Optimal Utilization of Water Resources
Greening Initiatives	Large-scale tree-planting campaigns and urban beautification projects in collaboration with the municipality.	Protecting and Enhancing the Environment
Waste Management	Comprehensive campus-wide recycling programs and awareness campaigns on reducing consumption.	Promoting Sustainable Consumption

1.4. Scope and Application

1.4.1 The Manual Applies to (Audience and Users)

This manual is a mandatory reference document for anyone participating in, managing, or partnering on activities initiated or managed by the Mustaqbal University Community Responsibility Department (CRD).

Stakeholder Group	Application of the Manual
CRD Staff	Mandatory adherence for all daily operations, project management, financial procedures, and reporting.
University Faculty	Applicable when engaging in service-learning projects, research with a community focus, or volunteering through the CRD structure.
Students/Volunteers	Applicable for all registered volunteers; governs conduct, safety protocols, hours tracking, and specific project involvement rules.

External Partners	The MOU template and collaboration guidelines serve as the basis for formal agreements and operational expectations during joint projects.
University Leadership	Used as a reference document for governance, accountability, strategic oversight, and performance metrics reporting.

1.4.2. Types of Activities Covered (Scope of Operations)

The manual provides procedures and guidelines for the entire lifecycle of activities aimed at achieving the university's community, economic, and environmental aims. The manual covers procedures for, but is not limited to, the following types of initiatives:

- **Educational Outreach Programs:** Literacy campaigns, tutoring services, computer training workshops, and public awareness seminars.
- **Health and Wellness Initiatives:** Medical screening days, blood donation drives, health awareness campaigns, and fitness programs run in partnership with local health authorities.
- **Economic Empowerment Projects:** Vocational training courses, business incubation support, mentorship programs for local entrepreneurs, and career fairs in addition to preparing qualified graduates who support economic progress by offering academic programs at competitive and reasonable tuition fees.
- **Environmental Stewardship Projects:** Recycling programs, energy/water conservation drives, tree-planting campaigns, and local cleanup initiatives.
- **Applied Research and Consultation:** Research projects focused on solving local community issues (e.g., water scarcity solutions, local market analysis).

- **Event Management:** All logistics and safety protocols for public events, workshops, forums, and conferences hosted by the CRD.

1.5. Document Purpose and Manual Structure

1.5.1. Document Purpose

This Community Responsibility (CR) Operations Manual is the official, centralized source of truth for all procedures, policies, and quality standards governing community engagement activities at Mustaqbal University.

The core purposes of this document are to:

- **Ensure Consistency and Quality:** Standardize processes for planning, executing, and evaluating all initiatives to maintain a consistently high standard of service delivery and impact.
- **Provide Clarity and Accountability:** Define clear roles, responsibilities, and decision-making authorities for all staff, faculty, and volunteers involved.
- **Ensure Compliance:** Guarantee that all CR operations adhere to internal university policies, national laws of the Kingdom of Saudi Arabia, and ethical standards.
- **Facilitate Training and Onboarding:** Serve as a foundational training guide for new staff and volunteers, ensuring they are prepared and informed before engaging in community work.
- **Support Continuous Improvement:** Provide the necessary framework and documentation requirements to enable systematic monitoring, evaluation, and enhancement of all programs.

1.5.2. Manual Structure

The manual is organized into five chapters, progressing logically from high-level vision to detailed operational forms:

- **Chapter 1: Introduction and Overview:** Defines the mission, vision, goals, scope, and guiding principles of the CRD.
- **Chapter 2: Organizational Structure and Governance:** Details the hierarchy, roles, decision-making processes, and accountability frameworks of the unit.
- **Chapter 3: Policies and Procedures: Core Operations:** Provides step-by-step guidance for key functions such as needs assessment, partnership management, project execution, and risk management.
- **Chapter 4: Quality Assurance and Evaluation:** Outlines how performance is measured, data is analyzed, and continuous improvement cycles are implemented.
- **Chapter 5: Appendices and Forms:** Contains all mandatory templates, checklists, and forms required for documentation and compliance (e.g., MOU template, volunteer forms, project proposal forms).

1.5.3 Guiding principles of the CRD

The guiding principles of the Community Responsibility (CR) are the fundamental values and operational philosophies that direct all actions, decisions, and interactions. They are rooted in ethical conduct, strategic alignment with Mustaqbal University's mission, and adherence to national directives like Saudi Vision 2030.

These principles ensure the CR operates effectively, ethically, and sustainably:

1.5.3.1. Alignment with Vision and Mission

Every initiative must directly support the CRD's mission and vision, ensuring that activities are strategic and not merely opportunistic:

- **Mission-Driven:** All actions must facilitate communication between the university and various community sectors and provide distinguished services.
- **Strategic Alignment:** Initiatives must support the high-level goals of enhancing education/well-being, stimulating the local economy, and championing sustainability, which mirror Saudi Vision 2030.

1.5.3.2. Reciprocity and Mutual Respect

Partnerships are built on mutual benefit and respect for all stakeholders:

- **Co-Design:** Programs are developed with the community and partners, not for them, ensuring relevance and community ownership.
- **Inclusivity:** Valuing the perspectives and needs of all community members, treating everyone with dignity regardless of background.

1.5.3.3 Transparency and Accountability

Openness is essential for building trust and demonstrating responsible stewardship of resources:

- **Clear Communication:** Ensuring all information regarding activities, impact, and finances is shared openly and honestly with stakeholders.
- **Data-Driven Accountability:** Utilizing Key Performance Indicators (KPIs) and rigorous documentation to demonstrate measurable impact and responsible use of funds.

1.5.3.4 Quality and Continuous Improvement

A commitment to excellence ensures the effectiveness and sustainability of all programs:

- **Quality Standards:** Adhering to strict quality management standards and procedures outlined in the manual.
- **PDCA Cycle:** Operating on a continuous improvement loop (Plan-Do-Check-Act) to learn from experiences, correct shortcomings, and refine operations.

1.5.3.5. Compliance and Ethical Conduct

Adherence to legal and ethical frameworks is mandatory to maintain the university's reputation and trust:

- **Legal Compliance:** Operating within all national laws and ministerial regulations in Saudi Arabia.
- **Ethical Behavior:** Upholding a strong code of conduct, managing conflicts of interest transparently, and maintaining the highest integrity in all dealings.

1.5.3.6. Innovation and Efficiency

Leveraging resources creatively to solve community challenges effectively:

- **Innovative Approach:** Continuously seeking creative and effective solutions to local challenges.
- **Resource Management:** Ensuring that resources (facilities, budget, volunteers) are utilized optimally to maximize benefit and avoid waste.

1.6. Definitions and Terminologies

This section provides a glossary of key terms and acronyms used throughout the CR Operations Manual to ensure consistent understanding and clarity across all stakeholders.

Term (English)	Term (Arabic)	Definition
Activity Lead	قائد النشاط	A CRU staff member responsible for the planning, execution, and monitoring of a specific project.
Beneficiary	المستفيد	An individual, group, or entity in the community that directly benefits from a CR initiative or service.
CR	المسؤولية المجتمعية	Community Responsibility at Mustaqbal University
CRD	إدارة المسؤولية المجتمعية	Community Responsibility Department at Mustaqbal University.
CRU	وحدة المسؤولية المجتمعية	Community Responsibility Department at College
CRD Manager	مدير الادارة	The strategic and operational head of the Community Responsibility Unit.
CRU Head	مدير الوحدة	Implement daily operations and report to the CRD Manager
Co-design	التصميم المشترك	A collaborative approach to program design involving input and shared decision-making from both university personnel and community partners/beneficiaries.
Documentation	التوثيق	The process of recording information related to CR activities using standardized forms, logs, reports, and photos for accountability and auditing.
Engagement	المشاركة المجتمعية	The interaction between the university and the community for mutual benefit and the exchange of knowledge and resources.
Impact	الأثر	The long-term positive changes or effects resulting from a CR initiative within the community (distinguished from outputs/activities).
KPI	مؤشر الأداء الرئيسي	Key Performance Indicator: A measurable value used to evaluate the success of an organization or project in achieving objectives.
MOU	مذكرة تفاهم	Memorandum of Understanding: A formal, non-binding agreement that outlines the terms and responsibilities of a partnership between the university and an external entity.
Needs Assessment	تقييم الاحتياجات	The systematic process of identifying the actual needs, gaps, and priorities of the local community before designing a program.
PDCA Cycle	دورة (خطط-نفذ-افحص-تصرف)	Plan-Do-Check-Act Cycle: A four-step method used for continuous improvement of processes and products.
Partner	الشريك	An external organization (public, private, or non-profit) that collaborates with the CRU/CRD on an initiative.
Shareholder	صاحب المصلحة / المساهم	In the context of a private university, an owner or member of the governing board who has a direct financial or governing stake in the institution.
Stakeholder	الجهة المعنية	Any individual or group that has an interest in, or can affect or be affected by, the university's CR activities.
Vision 2030	رؤية 2030	Saudi Vision 2030: The Kingdom of Saudi Arabia's strategic framework to reduce its dependence on oil, diversify its economy, and develop public service sectors.
Volunteer	المتطوع	A person who freely offers to take part in an enterprise or undertaking for the benefit of the community or the university without payment.

Chapter 2: Organizational Structure and Governance

2.1 CRD Organizational Structure and Reporting Structure

The Community Responsibility Department at the university is designed to foster meaningful engagement between the institution and society, ensuring that academic resources, expertise, and initiatives contribute positively to the community. This administrative structure outlines clear leadership, specialized internal units, and dedicated college-level coordinators to effectively plan, implement, and monitor community programs. By integrating strategic planning, program management, and partnerships with volunteer activities, the department aims to create a coordinated and sustainable approach to social responsibility that aligns with the university's mission and values.

Leadership Level

- The Manager of Community Responsibility typically reports to the Vice Rector for Development.
- An advisory committee or council for community responsibility includes representatives from: some deans, the Student Affairs Department, and an external community sector representative when needed.

Main Internal Units

The department consists of three core units:

i- Planning and Follow-up Unit

- Preparing the annual plan and sustainable community responsibility programs.
- Monitoring implementation, collecting data, and preparing reports and performance indicators.

ii- Community Programs and Initiatives Unit

- Designing and implementing initiatives and events in coordination with colleges and external entities.
- Assessing community needs, proposing suitable programs, and tracking and documenting activities.

iii- Partnerships and Volunteer Work Unit

- Managing partnerships and agreements with community entities (government agencies, private sector, associations).
- Organizing volunteer work and supervising university staff participation in national volunteering platforms.

Extension at the College Level

- A Community Responsibility Coordinator/unit exists in each college (or department), administratively reporting to the college dean and functionally to the Community Responsibility Department.
- Their role: implement the college's community responsibility plan, submit reports, and coordinate with the main department.

Organizational Relationship

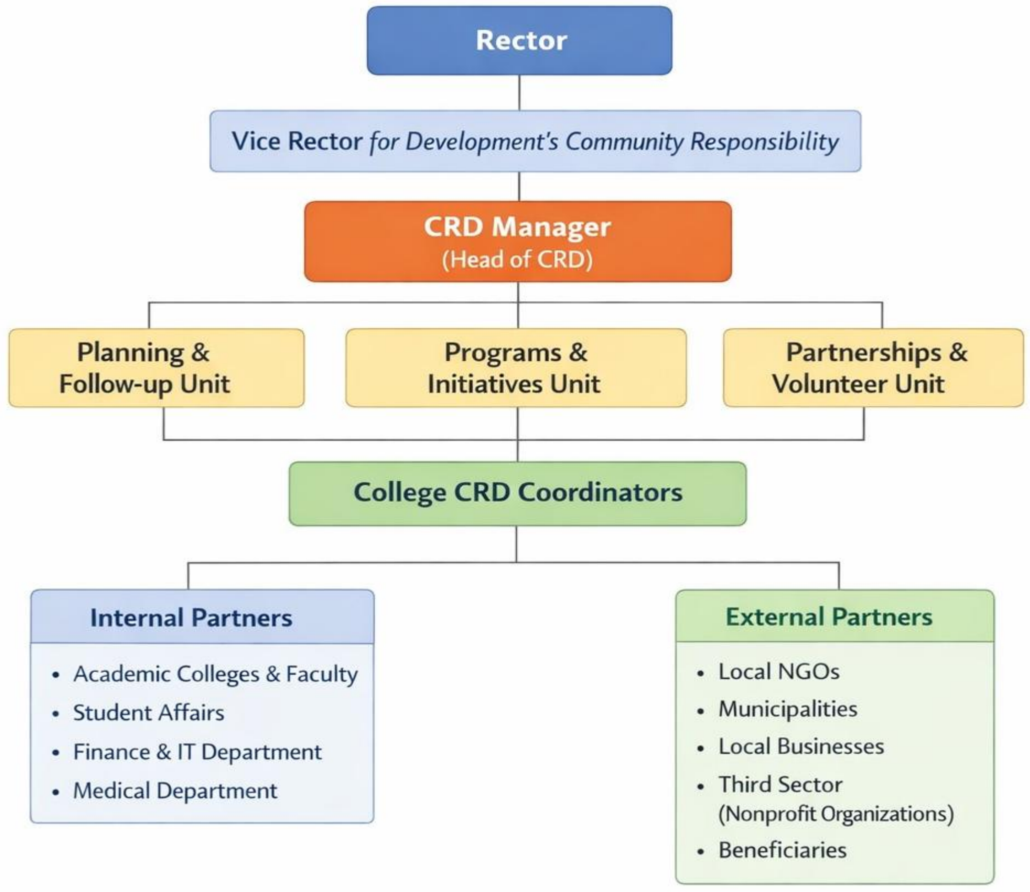

Fig. 2.1: CRD Organizational Structure

Level	Position/Entity	Relationship to CRD
Top Tier	Rector	Ultimate Authority
Second Tier	Vice Rector for Development & Community Responsibility	Direct oversight of the CRD
Third Tier	CRD Manager	Operational lead of the unit
Fourth Tier	Head for the Community Responsibility Department at College	Implement daily operations and report to the CRD Manager
Collaborative	Internal Partners: - Academic Colleges/Faculty - Student Affairs - Finance Dept. - IT Dept. - Facility Dept. - Relation Dept. (Media and Corporate Communication Dept.) - Medial Dept	Provide expertise, volunteers, resources, and administrative support
External	External Partners & Community: - Local NGOs - Municipalities - Local Businesses - Third Sector (Nonprofit Sector) - Beneficiaries	Co-design initiatives, provide data, implement initiatives, and receive services

This structure ensures that the CRD has a direct reporting line to university leadership while maintaining flexibility to collaborate across various internal and external stakeholders, as shown in related organizational frameworks.

2.1.2 Key Reporting and Collaborative Relationships

This structure defines formal lines of authority (solid lines in the chart) and vital collaborative relationships (dashed lines/interactions):

Relationship	Description	Frequency of Interaction
CRD Manager to Vice Rector	**Direct Reporting Line:** The CRD Manager reports directly to the Vice Rector for Development & Community Responsibility. This ensures strategic	Weekly/Bi-weekly

	alignment, resource requests are addressed at a senior level, and performance reports are submitted effectively.	
CRU Head Staff to CRD Manager	**Supervisory Reporting Line:** The Head of CRU reports directly to the CRD Manager for daily task management, performance review, and guidance.	Daily/Weekly
CRD Manager to Academic Colleges	**Collaborative Interaction:** The CRD **Manager** partners with faculties (e.g., Administration and Humanities Science, Engineering and Computer Science) to leverage academic expertise, integrate service-learning, and recruit specialized volunteers/experts.	Project-based (frequent during activity cycles)
CRD Manager to Support Departments	**Internal Service Request:** The CRD **Manager** collaborates with IT for technical support, the Finance Department for budget management, and Facilities for accessing venues and vehicles. These interactions follow established protocols.	As needed (daily/weekly)
CRD Manager to External Partners	**External Collaboration:** The Department works closely with external stakeholders (NGOs, local government) to co-design and implement initiatives, as outlined in the Partnership Management protocols.	Frequent/Ongoing

2.2. Roles and Responsibilities

This section provides detailed descriptions of the roles, responsibilities, and authority levels of the key personnel involved in managing and executing the university's community initiatives to ensure accountability and efficient operation of the CR.

2.2.1 Vice Rector for Development & Community Responsibility

The Vice Rector for Development & Community Responsibility holds a senior executive role with broad responsibilities for linking the university's resources and mission with external stakeholders and opportunities, as well as Strategic Leadership and direct oversight of the CRD.

Key Responsibilities:

- Building and maintaining strategic relationships with a diverse set of key partners and stakeholders, including local businesses, government entities, non-profits, and other educational institutions.
- Overseeing corporate community responsibility initiatives.
- Overseeing efforts to enhance the university's image as an institution actively engaged in corporate community responsibility
- Overseeing the Community Responsibility Department Manager and ensuring the effective implementation of community partnership plans and activities

2.2.2 The CRD Manager

The CRD Manager is the strategic and operational leader, ensuring all activities align with the University's Mission and Vision 2030 goals.

- **Primary Duty:** Overall leadership, strategic direction, and accountability for the performance and impact of the CRD.
- **Key Responsibilities:**

  a. Developing and implementing corporate community responsibility initiatives

- Developing and implementing initiatives, programs, projects, and activities aimed at achieving community responsibility in the community.
- Developing and implementing initiatives, programs, projects, and activities aimed at achieving corporate community responsibility in the economy.
- Developing and implementing initiatives, programs, projects, and activities aimed at achieving corporate community responsibility in the environment.
- Engaging students in initiatives, programs, projects, and activities.
- Providing the academic, research, consulting, and training expertise of faculty and staff in initiatives, programs, projects, and activities.
- Contributing to leveraging the various partnerships established by the university to implement initiatives, programs, projects, and activities.

b. Raising awareness to contribute to corporate community responsibility and sustainable development initiatives

- Implementing programs aimed at raising awareness of corporate community responsibility and sustainable development within and outside the university.
- Promoting the concepts of community responsibility and sustainable development and their impact on enhancing the well-being of society and the environment.
- Fostering and instilling values such as volunteering, solidarity, giving, and social justice within the university environment.
- Collaborating with other relevant departments to raise awareness of community responsibility.

c. Measuring community impact

- Monitoring and evaluating the effectiveness of initiatives, programs, projects, and activities implemented by the university for the local community by measuring their social, economic, and environmental impacts.

- Collecting and monitoring suggestions and feedback from the local community regarding community activities to ensure they align with their needs and aspirations.
- Preparing periodic reports demonstrating the impact of initiatives, programs, projects, and activities on achieving community responsibility.

d. Development and Training

- Identifying the training needs of management staff in coordination with the Training and Skills Development Department.
- Evaluating the impact of training on the performance of management staff.

e. Performance Management

- Evaluate the performance of management staff.
- Follow up on evaluation results and take necessary corrective actions.
- Propose initiatives that enhance the work environment and quality of work life.
- Achieve the satisfaction of management staff and beneficiaries.

f. Planning and Reporting

- Develop and implement a strategic plan for the department that aligns with the university's plan.
- Prepare periodic reports on the department

2.2.3 The CRU Manager / Head

CRU Manager works as Coordinator and are responsible for the hands-on planning, execution, and monitoring of specific projects within the community, economic, or environmental pillars at college.

- **Primary Duty:** Day-to-day management of assigned projects from initiation to closure.

Key Responsibilities:

- Develop a community responsibility plan for the college.
- Facilitating the contribution of faculty members in all specializations to society through the programs held by the unit.
- Act as the primary point of contact for specific community partners to establish partnerships
- Use the college's facilities to benefit its community environment.
- Communicate with the CRD to activate college community service programs.
- Coordination with units and committees providing community service programs; this is to avoid repetition.
- Coordinate logistics, including booking facilities, requesting transportation, and managing equipment
- Oversees the volunteer lifecycle (recruitment, training, tracking, recognition).
- Ensure all project data and documentation are collected and submitted on time.
- Submitting annual reports on the programs established by the community service

2.3. Decision-Making Authority and Approval Protocols

This section defines the formal hierarchy and procedures required for decision-making regarding new initiatives, partnerships, and resource allocation. This ensures accountability, strategic alignment, and efficient use of university assets. All CRD activities must pass through a structured approval process to move from concept to implementation. This section outlines who holds the authority at each stage.

2.3.1 Initiative Approval Protocol

All new CR initiatives must undergo a formal vetting process to ensure they are viable, impactful, and aligned with identified community needs and Mustaqbal University resources.

Stage	Action Required	Approving Authority	Documentation Required

1. Staff Inviting to Participate	The faculty staff invite by CRU Head to fill and submit a detailed proposal	CRU Head (**Submission**)	Activity(program) Proposal Form
2. Proposal Receiving	The faculty staff completes and submits a detailed proposal to CRU Head.	CRU Head (Receiving)	CRU Head's endorsement signature/comments
3. Proposal Submission	CRU Head Submits a detailed "Project Proposal Form" to the College Dean	CRU Head (**Submission)**	CRU Head's endorsement signature/comments
4. Initial Review & Vetting	Review for strategic fit, feasibility, and preliminary risk assessment.	College Dean	College Dean endorsement signature/comments
5.Second Review & Vetting	Review for strategic fit, feasibility, budget availability, team, so on.	(Receiving)	CRD Manager's endorsement signature/comments
6. Financial & Resource Review	Confirmation of budget availability and resource viability by support teams.	Finance Liaison / Admin Assistant	Budget check-off, resource confirmation
7. Final Decision	Formal approval, modification request, or rejection of the initiative.	CRU Manager (for small/routine projects); Vice Rector (for large projects); University Council/Board of Trustees (for large/strategic projects)	Signed approval form; project formally entered into project management system

2.3.2 Partnership Approval Protocol

Formal partnerships require approval to ensure the partner's credibility, legal compliance, and alignment with the university's mission.

Stage	Action Required	Approving Authority	Documentation Required
1. Partner Identification	Identification of potential partner during needs assessment.	Activity Lead/ CRU Head/CRD manager/ Vice Rector/ Rector	Initial Partner Profile
2. Due Diligence & Alignment	Vetting the partner organization's reputation and mission alignment.	CRD Manager	Vetting summary report
3. MOU Drafting & Review	Legal and finance teams review the draft MOU with the partner.	Legal Counsel / Finance Dept.	Reviewed draft MOU
4. Final Approval & Signing	Official authorization to sign the agreement and formalize the partnership.	University Rector / Vice Rector **University Council/Board of Trustees** (for large/strategic projects)	Signed and archived MOU

2.3.3 Resource Allocation Protocol

Resource allocation ensures efficient use of university assets (facilities, vehicles, equipment, budget). All allocation is tied directly to an approved initiative.

Stage	Action Required	Approving Authority	Documentation Required
1. Resource Request Submission	Activity Lead/unit Head submits formal requests via specific forms.	Activity Lead/Unit Head (Submitting)	Facility/Vehicle/Equipment Request Forms
2. CRD Vetting	Verification that the request aligns with the approved project plan and budget.	CRD Manager	CRD Manager's approval signature
3. Final Authorization	Relevant Department authorizes the release/booking of the resource based on availability and protocols.	Facilities Management /Relation Dept/ IT Dept.	Confirmed booking/reservation receipt

2.4: Formal Documentation and Quality Control

This section establishes the framework for maintaining the CR Operations Manual itself as a living document, ensuring all activities are traceable, transparent, and align with quality standards.

2.4.1. The CR Operations Manual: A Living Document

The manual is the definitive guide for operations and is subject to continuous review and improvement.

2.4.1.1. Version Control:

- A formal version control system shall be implemented. Every update must be dated (month and year), numbered (e.g., Version 1.0, 1.1, 2.0), and include a summary of changes in the Change Log.
- The latest approved version is the only one authorized for use.

2.4.1.2. Accessibility:

- The manual shall be available in a digital format on the university's internal server, accessible to all CRD staff, faculty involved in CR initiatives, and the University's Internal Audit Department.
- Partners may be provided with relevant sections upon signing an MOU, where necessary for compliance or clarity of procedures.

2.4.2. Policy Review and Update Procedures

To ensure the manual remains relevant and effective, regular reviews are mandatory.

2.4.2.1. Annual Formal Review:

- The CRD Manager is responsible for coordinating an annual review of the entire manual
- This review should incorporate feedback gathered through the "lessons learned" phase of projects and performance data.
- Any proposed changes are reviewed by the CRD Council/Leadership before implementation.

2.4.2.2. Ad-Hoc Updates:

- Urgent updates (e.g., changes in university policy, new national safety regulations, or a change in funding requirements) can be implemented ad-hoc with immediate effect, provided they receive authorization from the CRD Manager and are documented immediately.

2.4.3 Compliance and Audit Trail

Documentation provides the essential evidence that procedures are being followed correctly and resources are being used responsibly.

2.4.3.1. Mandatory Use of Templates and Forms:

- Adherence to standardized forms and templates (listed Appendices) is mandatory for every activity. This ensures consistency and simplifies the auditing process.

2.4.3.2. Record Keeping and Archiving:

- All documentation, forms, approvals, and reports must be stored securely, both physically and digitally, following the rigorous archiving protocols. This creates a comprehensive audit trail for every project.

2.4.3.3. Internal and External Audits:

- The CRD's financial records and operational procedures are subject to regular internal audits by the University Quality Department and potentially external auditors (for grants/donations).
- Compliance with the manual will be a key performance indicator during these audits.

2.5. Compliance, Ethics, and Accountability

This section establishes the mandatory standards for conduct, ensuring that all CR activities maintain the highest level of integrity and meet legal and ethical requirements.

2.5.1 Ethical Conduct and Integrity

All CR staff, faculty, and volunteers are expected to uphold the highest ethical standards as representatives of Mustaqbal University.

2.5.1.1. Code of Conduct:

- All participants must sign and adhere to the University's established Code of Conduct and the specific CR Volunteer Code of Conduct.
- This code emphasizes professionalism, respect for all individuals regardless of background, and appropriate behavior within the local cultural context of the Qassim region.

2.5.1.2. Conflict of Interest:

- Personnel must disclose any potential conflicts of interest that may arise during project planning or implementation (e.g., a volunteer selecting a vendor they are related to).
- Disclosed conflicts must be reviewed and managed by the CRD Manager to ensure impartiality.

2.5.1.3. Anti-Bribery and Corruption:

- The CR maintains a zero-tolerance policy for bribery, corruption, or fraud. All financial transactions are subject to rigorous oversight. Any suspicions must be reported immediately and confidentially.

2.5.1.4. Community Service Ethics:

The faculty member is committed to the following terms regarding community service:

- Feeling responsible towards the community to which the faculty member belongs.
- Publicly disclosing that the opinions adopted by the faculty member are his/her own and do not necessarily reflect the university's point of view.
- The faculty member at the college may provide external consultations that they do not affect the duties and academic performance of the member requested to be consulted (without prejudice to the applicable labor laws and regulations in the KSA).
- Participating in everything that would raise awareness in the community, such as participating in public lectures, and in the press, visual and audio media.
- Observing balance and moderation in presenting social and intellectual issues, while bearing the responsibility of preserving the constants of Saudi Arabian society.
- Contributing to the development of human knowledge related to serving the community in a way that enables the graduation of citizens more capable of participating in society effectively.
- Immersion in the affairs of society with all its intellectual, political, and economic issues.
- Interacting positively with the data and issues of the surrounding environment.
- Guiding and directing students in a way that serves society and the environment through work projects.
- Behaving in public and private life in a manner befitting social and academic status without vulgarity or arrogance.
- Respecting the systems, regulations and decisions that aim to achieve the safety, security, stability, progress, and prosperity of society.
- Commitment of the contractor from outside the country to the laws, customs, traditions and customs of society and not to violate them.
- Strengthening the student's sense of belonging to his religion and country.
- Strengthening positive interaction between the student and other cultures.

- Working to establish love and sincere respect among students and others to achieve the security and stability of the country, enable its growth and prosperity and ensure its reputation and position among advanced human societies.
- Taking into account his status as a moral and social role model in his dealings and relationships with various community institutions.
- Avoid breaching any of the above terms.

2.5.2 Legal and Regulatory Compliance

All activities must operate within the framework of Saudi Arabian laws and ministerial regulations governing higher education and non-profit/volunteer work.

2.5.2.1. Ministry of Education Regulations:

- Ensure all community programs and partnerships comply with guidelines set by the Saudi Ministry of Education regarding community engagement and university activities.

2.5.2.2. National Volunteer Law Compliance:

- Adhere to all national regulations regarding volunteer work in Saudi Arabia, particularly concerning insurance coverage, liability waivers, and working with minors.

2.5.2.3. Data Privacy Laws:

- Ensure the protection of personal data collected from beneficiaries, partners, and volunteers, adhering to Saudi data privacy laws.

2.5.3. Accountability and Transparency

The CR is accountable to its stakeholders (**<u>shareholders, university leadership, partners, and the community</u>**) for its actions and impact.

2.5.3.1. Financial Transparency:

- Adhere to strict financial reporting procedures and submit to regular internal and external audits to ensure funds are used effectively and as intended.

2.5.3.2. Reporting and Feedback Mechanisms:

- Maintain open channels for feedback and complaints from stakeholders.
- Ensure prompt investigation and response to all concerns.

2.5.3.3. Public Reporting of Impact:

- Commit to transparently documenting and disseminating the results and impact of CR activities through annual public reports and the university website, demonstrating accountability to the community served.

2.6 Performance Monitoring and Accountability Framework

This section establishes the overarching framework by which the Community Responsibility Department measures its success, evaluates its impact, and holds itself accountable to all stakeholders.

2.6.1. The Accountability Structure

The CR’s accountability framework is multi-tiered, ensuring oversight at all levels of operation:

- **Internal Accountability (Staff to Management):** Activity Leads (CRU Head) are accountable to the CRD Manager for the daily execution and documentation of projects.

- **Institutional Accountability (CRD Manager to University Leadership):** The CRD Manager is accountable to the Vice Rector and the University Rector for achieving strategic aims and managing resources effectively.
- **External Accountability (University to Stakeholders):** The university is accountable to the community, partners, and funding bodies for the transparent delivery and documented impact of all initiatives.

2.6.2. Performance Monitoring and Evaluation Policy

The CR commits to systematic monitoring and evaluation to drive continuous improvement.

2.6.2.1. Use of Key Performance Indicators (KPIs):

- Performance is measured against a standardized set of KPIs across the community, economic, and environmental pillars (as Section 4.3). These metrics are the primary tools for determining success.

2.6.2.2. Regular Data Collection:

- Data collection is mandatory and systematic, using tools like attendance logs, surveys, and financial reports (Section 4.2). This ensures that monitoring is based on evidence, not assumptions.

2.6.2.3. Impact Measurement:

- The focus of evaluation extends beyond simple activity counts (outputs) to actual changes achieved in the community (outcomes and impact), following the procedures in section 4.4.

2.6.3. Reporting and Transparency

Transparency is a cornerstone of the CRD's operations.

2.6.3.1. Regular Reporting Cycle:

- Adherence to the required monthly, quarterly, and annual reporting cycle is mandatory for all staff.

2.6.3.2. Public Disclosure:

- The university commits to transparently sharing its overall impact and financial summaries with the public via its Annual Community Responsibility Report, demonstrating responsible use of its resources and commitment to the local community.

2.6.3.3. Continuous Feedback Loop:

- The accountability framework is designed to integrate feedback from evaluation reports back into the planning phase of the next project cycle, reinforcing the commitment to continuous improvement (PDCA cycle, 4.1).

2.7. Stakeholder Engagement and Communication Policy

The **CR Manual** is the definitive guide for all stakeholders involved in community responsibility initiatives at Mustaqbal University. It defines not only who must adhere to its guidelines but also the comprehensive range of activities it governs. This section establishes the overarching policy and principles for how the CR interacts with all its stakeholders—**shareholders, staff, partners, beneficiaries, and the general public**—to ensure transparency, build trust, and foster collaborative relationships. Mustaqbal University, its stakeholders are typically organized as follows, rather than having publicly traded shareholders.

2.7.1. Principles of Engagement

All engagement activities conducted by the CR must adhere to the following principles:

- **Respect and Inclusivity:** All stakeholders will be treated with respect, ensuring communications are inclusive and culturally appropriate for the Qassim region.
- **Transparency:** Information regarding CR activities, impact, and (where appropriate) finances will be shared openly and honestly.
- **Reciprocity:** Engagement should be a two-way street, ensuring that community input is genuinely heard, valued, and integrated into decision-making processes.
- **Timeliness:** Communications will be prompt, providing relevant information in a timely manner.

2.7.2. Stakeholder Groups and Engagement Goals (مجموعات أصحاب المصلحة وأهداف المشاركة)

The CRD recognizes different stakeholders require different engagement strategies:

Stakeholder Group	Engagement Goal	Primary Communication Method(s)
University Leadership/Shareholders	Ensure strategic alignment and secure continued support/resources.	Formal reports, quarterly meetings, strategic reviews.
Staff/Faculty/Volunteers	Ensure motivation, clarity of roles, and continuous feedback gathering.	Internal meetings, emails, training sessions, internal feedback surveys.
Community Partners	Build trust, facilitate collaboration, and ensure mutual accountability.	Joint meetings, formal MOUs, partner feedback surveys.
Beneficiaries/General Public	Inform about opportunities, gather feedback on impact, and build goodwill.	Social media, university website, public events/forums, satisfaction surveys.

❖ Stakeholder

In the context of a private university, shareholders are the private individuals or entities who own and fund the institution. They are typically represented by a Board of Directors or Board of Trustees. While specific ownership details are not publicly listed, key members of the governing body have been publicly identified in past news reports.

- **Role:** Funders and ultimate decision-makers who hold legal ownership and strategic oversight of the university.
- **Relationship to Community Responsibility:** Their buy-in and financial support are crucial for establishing and sustaining CR) and its long-term initiatives. They approve the university's strategic direction and resource allocation.

❖ Intermediaries

Intermediaries are the entities that facilitate, enable, and expand the reach of the CR's initiatives. They bridge the gap between the university and the ultimate beneficiaries.

- **Within the University:**
  - **CR Staff and Volunteers:** Implement the programs and manage day-to-day operations.
  - **Academic Faculty:** Provide expert knowledge and supervision for service-learning and research projects.
  - **Administrative Departments:** Provide logistical support, financial management, and promotional assistance.
- **External to the University:**
  - **Government Ministries:** Ministries like the Ministry of Higher Education and Scientific Research set the regulatory framework.

- **Local Government (Municipality):** Cooperate on environmental and urban development projects, like tree-planting and public space improvements.
- **Non-Governmental Organizations (NGOs) and Charities:** Co-deliver social and welfare programs, leveraging their local networks.
- **Private Businesses:** Provide training, internships, and sponsorships for economic and educational initiatives.

❖ **Beneficiaries**

Beneficiaries are the individuals, groups, or entities that ultimately gain from the CR's initiatives and programs.

- **Individuals:**
  - **Students:** Acquire practical skills, fulfill volunteer requirements, and gain experience in community engagement.
  - **Local Residents:** Receive direct benefits like health screenings, educational courses, and access to university facilities.
  - **Entrepreneurs:** Get mentorship and support to grow their businesses.
- **Groups:**
  - **Community Groups:** Benefit from workshops, awareness campaigns, and direct support.
  - **Local Schools:** Participate in outreach programs and receive educational resources.
  - **Local Businesses (SMEs):** Benefit from consulting, skilled interns, and support for growth and sustainability.
- **The Environment:** Local ecosystems benefit from clean-up efforts, recycling programs, and environmental awareness campaigns.

This three-part structure clarifies the flow of influence and benefit, illustrating how the CR connects the university's mission and its owners with the tangible needs and positive impact within the local community.

2.7.3. Communication Protocols Overview

The detailed procedures for communication are outlined in other sections of this manual, but the policy mandates compliance with these protocols:

- **Media and Public Relations:** All media engagement follows the strict guidelines and centralized points of contact
- **Promotional Materials:** All public-facing materials must adhere to brand consistency and approval protocols
- **Feedback Mechanisms:** The Department must actively gather feedback using the tools and methods, ensuring that community voices are heard and documented.
- **Crisis Communication:** In incidents of crisis, the established plan is activated immediately to ensure responsible and timely communication.

2.7.4. Policy Review

The Stakeholder Engagement and Communication Policy will be reviewed annually as part of the formal manual review process to ensure it effectively supports the CR's mission and adapts to evolving communication landscapes.

Chapter 3: Policies and Procedures: Core Operations

The following table provides summaries of the content for Chapter 3: Policies and Procedures: Core Operations of the Mustaqbal University Community Responsibility Department (CRD) Operations Manual

Section	Title	Summary of Content	Alignment with Values/Goals
3.1	**Needs Assessment and Program Design**	Procedures for identifying community needs using primary and secondary data, prioritizing them, and designing evidence-based projects using the Project Proposal Form.	Respect, Innovation
3.1.1	**Procedure for Identifying Community Needs**	Details data collection methods (government stats, surveys, forums) to move beyond assumptions and gather evidence-based requirements in the Qassim region.	Respect
3.1.2	**Procedure for Program Design**	Outlines drafting proposals, setting SMART objectives aligned with high-level goals (Section 1.3), innovation review, and formal approval process (Section 2.3).	Innovation, Commitment
3.2	**Partnership Management**	Procedures for identifying, vetting, scoping, and formalizing collaborations with external partners (public/private/charitable sectors) using MOUs (App 5.1).	Team Work, Commitment
3.2.1	**Partner Identification**	Aligns potential partners' missions with university goals and leverages existing networks.	Team Work
3.2.2	**Partner Vetting**	Ensures partners are credible, ethical, and capable of meeting commitments through reputation and capacity checks.	Respect, Accountability
3.2.3	**Partnership Scoping and Formalization**	Defines shared purpose, roles, responsibilities, and formalizes agreement via MOU or formal agreement.	Team Work, Commitment
3.2.4	**Maintaining and Sustaining Partnerships**	Protocols for communication, monitoring meetings, joint evaluations (App 5.4), and formal recognition.	Team Work, Respect
3.3	**Project Implementation and Management**	Workflow for executing approved projects, from kick-off meetings to documentation and change management.	Commitment, Accountability

3.3.1	**Kick-off Meeting**	Mandatory meeting to align all team members and partners on scope, roles, and safety protocols before execution.	Team Work, Commitment
3.3.2	**Execution and Monitoring**	Defines regular check-ins, performance tracking (KPIs), and procedures for managing and escalating scope deviations.	Accountability
3.3.3	**Documentation of Activities**	Mandates real-time records, use of Activity Report Template (App 5.5), and archiving for quality assurance.	Accountability
3.4	**Volunteer Management**	Procedures for recruitment, onboarding (orientation, safety), tracking hours (KPI 1.1), and recognition programs using forms in App 5.3.	Community Responsibility
3.5	**Communication and Media Protocols**	Ensures all external communications are reviewed and approved by Media Relations, are professional, and adhere to brand guidelines.	Respect, Accountability
3.6	**Risk Management and Safety**	Requires project-specific risk assessments, safety procedures, and immediate incident reporting via the Incident Report Form (App 5.6).	Community Responsibility, Commitment

3.1. Needs Assessment and Program Design (Plan Developing)

This Section details the essential procedures for ensuring that all university initiatives are relevant, impactful, and genuinely valuable to the local community in Buraydah and the wider Qassim region. This section covers two main sub-processes: **Identifying and Assessing Community Needs** and **Co-Designing Programs with external partners**. The process of **Identifying and Assessing Community Needs** is the crucial first step within **Section 3.1**. This phase ensures that the initiatives launched by Mustaqbal University genuinely address the real and pressing challenges faced by the local community in Buraidah and the wider Qassim region, rather than being based on assumptions.

3.1.1. Identifying and Assessing Community Needs: The goal is to move beyond assumptions and gather evidence-based data on what the community truly requires. Procedures for using both secondary data review and primary data collection (surveys, interviews, community forums) to identify actual local needs. The goal of this phase is to move beyond assumptions and gather evidence-based data on what the community truly requires.

Sub-Step	Procedure Description	Tools & Data Sources
Data Gathering	Review existing data from local government, health authorities, and the Chamber of Commerce to identify baseline socio-economic, health, and environmental challenges.	Qassim Municipality reports, MEWA statistics, Chamber of Commerce data.
Stakeholder Mapping	Identify key individuals and groups (local leaders, NGOs, schools, residents) who have insight into community issues.	Stakeholder identification lists, initial informal meetings.
Primary Data Collection	Conduct direct engagement to gather current, specific data through broad surveys, focused interviews, and public listening sessions/community forums.	Surveys (digital/paper), focus group guides, interview scripts.
Needs Analysis	Analyze data to identify recurring themes and prioritize needs based on urgency, feasibility, and alignment with university expertise.	Data analysis software (Excel, SPSS), "Community Needs Report" template.

3.1.1.1 Data Gathering and Scoping:

The process begins by leveraging existing data to build a foundational understanding of the community landscape.

- **Secondary Data Review:** Begin by reviewing existing data from local government sources, the Qassim Municipality, the Ministry of Health branch, local charities, and the Chamber of Commerce regarding socio-economic indicators, health statistics, environmental challenges, and employment gaps.

Sub-Step	Procedure Description	Tools & Data Sources
1.1.1	**Review Existing Reports:** Analyze existing data and statistics from local government, health authorities, and the Chamber of Commerce regarding socio-economic indicators, health statistics, and employment gaps.	Qassim Municipality reports, MEWA statistics, Chamber of Commerce data.
1.1.2	**Identify Broad Focus Areas:** Based on the review, the CRD identifies preliminary areas where the university's intervention might be needed (e.g., youth employment training, environmental waste management, health awareness).	**Preliminary Needs Report.**

- **Process of Identification During Needs Assessment:**

1. **Review the Needs Report:** The CR teams identifies critical needs (e.g., "high youth unemployment," "need for health screenings," "poor local recycling rates").
2. **Map Potential Expertise:** Identify which organizations already operate in that space or have the resources to help.
3. **Conduct Initial Vetting:** Ensure the partner's values align with the university's mission and that they are reputable actors in the community (Step 2.1 in the Partnership Approval Protocol).
4. **Initiate Contact:** The CR Managers initiates initial contact to gauge interest in collaboration.

3.1.1.2. Stakeholder Mapping and Engagement

Stakeholder Mapping: Identify key community stakeholders, including local leaders, school principals, NGO managers, business owners, and local residents (as detailed in the Stakeholder Identification process). Identifying who to engage with is critical for gathering accurate ground-level information.

Sub-Step	Procedure Description	Tools & Documents
1.2.1	**Identify Key Players:** Identify specific local leaders, NGO managers, school principals, business owners, and resident representatives who can provide insight into community issues.	**Stakeholder identification lists, initial contact logs.**
1.2.2	**Initial Engagement:** Conduct initial, informal meetings to introduce the CR's objectives and understand the community's immediate concerns and priorities from their perspective.	Meeting notes and summaries.

The Power/Interest Grid Matrix

This matrix categorizes stakeholders into four quadrants, each requiring a different management approach:

	High Interest	Low Interest
High Power/Influence	**Manage Closely** (Key Players)	**Keep Satisfied** (Powerful, but potentially disengaged)
Low Power/Influence	**Keep Informed** (Interested observers)	**Monitor (Minimal Effort)** (Least priority group)

Stakeholder Analysis Table

Use this table to list stakeholders and assign their characteristics before mapping them onto the grid.

Stakeholder Name/Group	Role/Position	Power (L/M/H)	Interest (L/M/H)	Current Attitude (S/N/R)*	Engagement Strategy (Quadrant)	Communication Method/Frequency
University Rector	Executive Leadership	H	H	S	Manage Closely	Quarterly formal reports
Local Residents	Beneficiaries	L	H	N	Keep Informed	Social media, public forums

MEWA Qassim Branch	Gov. Partner	H	M	S	Keep Satisfied	Formal meetings, ad-hoc updates
General Public	General Audience	L	L	N	Monitor	Annual report summary

(S=Supporter, N=Neutral, R=Resistant)

3.1.1.3. Primary Data Collection Methods:

This involves direct interaction to gather current, specific data tailored to the university's scope.

Sub-Step	Procedure Description	Tools & Documents
1.3.1	**Surveys and Questionnaires:** Distribute targeted surveys (digital and paper-based, in Arabic) to a broad audience to gather quantitative data on perceived needs and interests.	**Survey templates (Google Forms/SurveyMonkey), distribution plans.**
1.3.2	**Interviews and Focus Groups:** Organize structured interviews and facilitated discussions with specific segments of the population to gather in-depth, qualitative insights into specific problems and potential solutions.	**Interview guides, focus group templates, recording consents.**
1.3.3	**Community Forums/Listening Sessions:** Host open public meetings where residents can voice their concerns and ideas directly to university representatives.	**Attendance logs, summarized meeting observations**.

3.1.1.4. Needs Analysis and Prioritization

The collected data is synthesized to produce actionable recommendations.

Sub-Step	Procedure Description	Outputs and Results
1.4.1	**Analyze and Synthesize Data:** Analyze all collected data (quantitative and qualitative) to find patterns, common themes, and validate initial focus areas.	Data analysis reports (Excel/SPSS).
1.4.2	**Prioritize Needs:** Rank needs based on urgency, feasibility (ability of the university to address them), and alignment with the university's mission pillars.	Prioritized List of Needs.
1.4.3	**Develop a "Community Needs Report":** A formal report summarizing all findings, prioritized needs, and proposed intervention areas.	**Community Needs Report** (Key Document).

Criteria for Prioritization

The CRD prioritizes needs based on the following criteria, ensuring alignment with its values of **Commitment, Community Responsibility**, and **Impact**:

1. **Urgency/Severity:** The immediate seriousness of the problem or the consequences of ignoring the need.
2. **Impact & Scope:** The number of community members affected and the potential for the CRD's intervention to create significant, measurable positive change.
3. **Feasibility & Resources:** The availability of university or partner resources (financial, human, facilities) to address the need effectively.
4. **Community Willingness & Buy-in:** The community's capacity and desire to act on the issue, which increases the likelihood of program success and sustainability.
5. **Alignment with Mission & Goals:** How well addressing the need supports the CRD's specific objectives (e.g., developing technological awareness, strengthening university ties).

Format of the Prioritized List of Needs

The Project Coordinator documents the results of the analysis in a standardized format, typically a table within the **Project Proposal Form**.

Rank	Identified Need/Problem Statement	Severity (High/Med/Low)	Alignment with CRD Goals	Feasibility Score (1-5)	Rationale for Priority
1	Lack of digital literacy training for local small business owners.	High	High (Goal 2 & 3)	4	High demand identified in surveys; existing university IT resources can be leveraged.
2	Need for structured mentorship programs for local high school students.	Med	High (Goal 1 & 2)	3	Strong community interest; requires significant volunteer coordination (Section 3.4).
3	Unavailability of specific recreational facilities in the local park.	Low	Med	2	Important for well-being but requires large capital investment beyond CRD scope.

3.1.2 Co-Designing Programs

Co-Designing Programs is the crucial second phase of Section 3.1. This phase moves beyond identifying problems to collaboratively developing solutions with community partners and beneficiaries, ensuring buy-in, relevance, and sustainability. Once needs are identified, the focus shifts to designing solutions with the community partners and beneficiaries, rather than for them.

Sub-Step	Procedure Description	Tools & Documents

Partnership Engagement	Identify and formally engage potential partners who can help address the prioritized needs.	Partner identification records, initial meeting minutes.
Collaborative Design	Organize joint workshops involving university staff/faculty/students and partner representatives to brainstorm solutions and define activities.	Workshop plans, participatory design methods.
Defining Goals & KPIs	Agree on specific, measurable objectives (SMART goals) and Key Performance Indicators (KPIs) for the project	Project Proposal Form, KPI tracking sheets.
Formalization	Document the finalized project plan, budget, and mutual responsibilities in a draft Memorandum of Understanding (MOU).	MOU Template, Draft Project Proposal.

3.1.2.1. Partnership Engagement and Scoping:

Identify and formally engage the potential partners identified during the needs assessment phase who can help address the prioritized needs.

Sub-Step	Procedure Description	Tools & Documents
2.1.1	**<u>Partner Identification & Vetting</u>:** Based on the Community Needs Report, the CRD Manager identifies relevant potential partners (e.g., local health clinic for health programs, Chamber of Commerce for economic training). A quick vetting ensures alignment of values	**Partner Identification Records, Vetting Checklist**.
2.1.2	**Initial Scoping Meetings:** Hold initial meetings to share the needs assessment findings, confirm mutual interest in collaboration, and discuss potential resource contributions from each side.	Initial Meeting Agendas and Notes.

3.1.2.2. Collaborative Design Workshops:

Organize joint workshops involving university faculty/staff, students, and community partner representatives/beneficiaries. These workshops use participatory design methods to brainstorm potential solutions, define clear objectives, identify necessary resources, and determine mutual responsibilities.

Sub-Step	Procedure Description	Tools & Documents
2.2.1	**Workshop Facilitation:** Use participatory design methods (e.g., brainstorming sessions, SWOT analysis relevant to the project) to collaboratively brainstorm potential solutions and interventions.	Workshop Plans, Flipcharts, Facilitation Guides.
2.2.2	**Defining Mutual Responsibilities:** Clearly define the division of labor, resources required from each partner, and who is accountable for specific tasks.	Draft Responsibilities Matrix.

3.1.2.3. Defining Clear Goals and KPIs:

The workshops must produce agreed-upon, specific goals (SMART Goals) and Key Performance Indicators (KPIs) for the project. Both parties must agree on what success looks like.

Sub-Step	Procedure Description	Tools & Documents
2.3.1	**Setting SMART Goals:** Develop objectives that are Specific, Measurable, Achievable, Relevant, and Time-bound for the project.	Project Proposal Form (Section 5.2).
2.3.2	**Identifying KPIs:** Agree on the Key Performance Indicators that will be used to measure success and impact, linking to the standardized metrics in Section 4.3.	KPI Tracking Sheets, Evaluation Plan.

3.1.2.4. Formalization and Documentation:

Document the agreements reached during the co-design process to ensure clarity and commitment. A formal Memorandum of Understanding (MOM) is signed between Mustaqbal University and the Partner Organization, officially cementing the collaboration.

Sub-Step	Procedure Description	Tools & Documents
2.4.1	**Drafting the Project Proposal:** Compile all planning information into the standardized internal Project Proposal Form for university approval.	Project Proposal Form
2.4.2	**Drafting the MOM:** Document mutual responsibilities, timelines, and agreements in a draft Memorandum of Understanding (MOM) (linked to Section 5.1, the MOU Template).	Draft MOM Template

3.1.3. Review and Approval: Steps for formalizing the program plan before seeking final authorization

The finalized program proposal and draft MOM then move through the official internal approval processes detailed in **Section 2.3: Decision-Making Authority** before full implementation can begin.

3.1.3.1. Internal Review and Vetting

The project proposal must be reviewed by the key internal stakeholders to ensure all operational and financial aspects have been adequately addressed.

Sub-Step	Procedure Description	Approving Authority/Reviewer	Documentation Required
3.1.1	**CRD Manager Review:** The CRD Manager reviews the proposal and the draft MOU (from Section 3.1, Part 2) for strategic alignment with CRD goals, feasibility, and risk mitigation strategies.	CRD Manager	Manager's Endorsement Signature/Comments

3.1.2	**Finance Department Review:** The Finance Liaison and the Finance Department review the detailed budget to confirm the availability of internal funds or the viability of grant requests.	Finance Department	Budget Review Check-off/Confirmation
3.1.3	**Legal Review (if necessary):** The university's legal counsel reviews the draft MOM for compliance with KSA laws and university liability standards.	Legal Counsel	Legal Review and Approval of MOU

3.1.3.2. Formal Authorization

The final decision to proceed with the initiative is made by the designated authority based on the project's scope and budget.

Sub-Step	Procedure Description	Approving Authority	Documentation Required
3.2.1	**Final Decision:** The proposal is presented to the authorized decision-maker for final approval	CRD Manager (for small/routine projects) or **Vice Rector** (for large/strategic projects)	Signed and Dated Approval Form
3.2.2	**Project Activation:** Once approval is granted, the project is officially activated in the CRD project management system, and the timeline for implementation begins	CRD Administrative Assistant	Entry into Project Management System

3.1.3.3. Partner Formalization

Once internal university approval is secured, the partnership is finalized with the external organization.

Sub-Step	Procedure Description	Documentation Required
3.3.1	**MOU Signing Ceremony:** Both the university official and the partner representative formally sign the Memorandum of Understanding (MOU).	Signed MOU (Original physical and digital scan)
3.3.2	**Archiving and Record Keeping:** The signed MOU is archived according to university protocol, creating a formal record of the agreement and commitment.	Archived MOU record

3.2. Partnership Management

To provide a structured framework for identifying, vetting, formalizing, and managing relationships with diverse external partners (public, private, and charitable sectors). This ensures all collaborations are strategically aligned and contribute effectively to strengthening university-community relationships (Goal 1; Values: Respect, Team Work, Commitment, Community Responsibility).

Phase	Sub-Procedure	Key Activities and Tools	Related CR Values
1. Forming Partnerships	Identification, Vetting, Scoping	• Identify partners aligned with CR mission. • Conduct initial engagement and scope potential projects. • Use **Form (Partner Identification Record)**. Use **Form (Vetting Checklist)** for due diligence.	Respect, Community Responsibility, Team Work
2. Formalizing Partnerships (MOU)	Agreement & Legal Review	• Define shared roles, responsibilities, and deliverables. • Draft formal agreement using **Form 5.1 (MOU Template)**. • Obtain mandatory legal and financial reviews. Secure authorized signatures.	Commitment, Team Work
3. Maintaining and Sustaining Partnerships	Monitoring & Evaluation	• Establish communication protocols and points of contact. • Monitor progress using **Form 5.5 (Activity Report Template)**. • Conduct joint evaluations (using **Form 5.4** for feedback). Provide formal recognition and plan for sustainability.	Commitment, Respect, Community Responsibility

3.2.1 Forming Partnerships: Identification, Vetting, and Scoping

The initial phase focuses on identifying the right partners based on shared goals and community needs. This phase ensures that potential collaborators align with the university's mission and values before significant resources are committed.

3.2.1.1 Partner Identification

- Strategic Identification: The CRD identifies potential partners (public, private, and non-profit sectors) whose mission and capabilities align with the Prioritized List of Needs generated in Section 3.1
- **Check Mission Alignment:** Potential partners are evaluated based on how well their work supports CRD goals (e.g., developing technological awareness, strengthening university ties).
- **Log Prospects:** All potential partners identified are recorded in the **Partner Identification Record (Form 6.8)**, noting alignment and potential contributions.

The identification of potential partners is a crucial step during the Community Needs Assessment phase. Partners are selected based on their ability to help address identified needs and their alignment with the university's mission. Here is a breakdown of potential partners for Mustaqbal University based on the three pillars of community responsibility:

i. Community and Social Well-being Partners

These partners help facilitate educational, health, and social services directly to residents of the Qassim region.

Partner Type	Specific Examples	Potential Collaboration Areas
Local Government Body	Buraydah Municipality	Public awareness campaigns, joint event organization, facility use permits, and urban planning input.
Healthcare Providers	Qassim Health Cluster or Private Hospitals/Clinics	Health screenings, medical volunteer deployment, awareness workshops, and first-aid training.

Educational Institutions	General Administration of Education in Qassim & Local Schools	Tutoring, mentorship programs, educational material development, and career guidance for K-12 students.
Non-Profit Organizations	Local Charitable Societies	Welfare support, identifying vulnerable beneficiaries, joint volunteer efforts, and social support programs.

ii. Economic Development and Empowerment Partners

These partners are essential for bridging the gap between academia and the job market, supporting local businesses, and stimulating the regional economy.

Partner Type	Specific Examples	Potential Collaboration Areas
Business & Industry	**Qassim Chamber of Commerce & Industry**	Market insights, internship placements, job fairs, and identifying training needs of local employers.
Financial/Funding Bodies	**Small & Medium Enterprises General Authority (Monsha'at)**	Mentorship programs, funding opportunities, and support for the university business incubator.
Private Corporations	**Major Local Companies/Retailers**	Sponsorship of training programs, providing case studies for business students, and offering job opportunities for graduates.

iii. Environmental Stewardship and Sustainability Partners

These partners assist in implementing environmental initiatives and complying with regional environmental standards.

Partner Type	Specific Examples	Potential Collaboration Areas
Government Environmental Body	**Ministry of Environment, Water & Agriculture (MEWA) - Qassim Branch**	Regulatory compliance, access to data/expertise, joint conservation projects (e.g., water management).

Local Environmental Groups	**Volunteer Environmental Teams**	Fieldwork support, implementing recycling programs, awareness campaigns, and clean-up drives in natural areas.
Waste Management Companies	**Private Waste Management Service Providers**	Setting up recycling infrastructure on campus, managing waste audits, logistics for waste diversion.

3.2.1.2: Initial Engagement and Scoping Collaboration

This step involves dialogue to ensure mutual understanding and the definition of a shared purpose.

- **Conduct Scoping Meetings:** The CR Manager engages in direct dialogue with the partner's representative to:
    - **Listen to Partner Needs:** Understand their objectives, constraints, and operational context to ensure a mutually beneficial relationship.
    - **Identify Mutual Benefit:** Clearly articulate the value proposition for both parties, defining how collaboration creates greater impact than working alone.
    - **Map Potential Contributions:** Collaboratively identify what resources (expertise, facilities, funding, data) each party can contribute.
- **Define Preliminary Scope:** Jointly formulate the initial goals and boundaries of the potential collaborative project, agreeing on what the project will and will not cover.

3.2.1.3 Formal Vetting and Due Diligence

If initial scoping is successful, formal vetting is initiated to manage risk and ensure ethical alignment.

- **Initiate Formal Vetting:** The CR Manager uses the **Vetting Checklist (Form 5.9)** to formally assess the partner's:

- **Legal Standing and Financial Stability:** Review registration documents and financial statements.
- **Reputation and Ethics:** Ensure alignment with university values and identify any potential conflicts of interest or past issues that could pose a reputational risk to the university.
- **Operational Capacity:** Verify their ability to deliver on potential commitments.

- **Obtain Internal Approvals:** The completed vetting checklist and supporting documents are submitted for internal review and approval via established university protocols (Section 2.3).

3.2.2. Formalizing Partnerships (MOU):

Formalization solidifies the commitment, clarifies roles, and provides legal protection for both parties.

3.2.2.1. Collaborative Project Design:

- Once alignment is confirmed, the parties move into co-design workshops (Section 3.1) to develop a detailed project plan, including clear objectives, KPIs, timeline, and budget requirements.

3.2.2.2. Drafting the Memorandum of Understanding (MOU):

- The CRD uses the standardized "MOU Template" (Section 5.1).
- The draft is populated with the agreed-upon responsibilities, timeline, financial contributions (if any), and confidentiality clauses.

3.2.2.3. Legal and Financial Review:

- The draft MOU must be reviewed by the university's legal counsel and the Finance Department to ensure compliance with institutional policies and national regulations.

3.2.2.4. Formal Authorization and Signing:

The final MOU is officially signed by authorized representatives of both Mustaqbal University (e.g., University Rector or Vice Rector for Community Responsibility) and the Partner Organization.

The following table summarizes the mandatory process for formalizing partnerships using the standardized MOU template and obtaining legal and financial reviews.

Step	Procedure Description	Key Activities and Tools
1. Agreement Drafting	Drafting a comprehensive agreement based on the defined scope and university standards.	• Use mandatory **Form 5.1 (MOU Template)**. • Ensure inclusion of all financial and legal clauses. • Reflect the defined scope from Section 3.2.4.1.
2. Mandatory Review & Approval	Formal submission to internal departments to manage risk and ensure compliance.	• Submit draft to University Legal Department. • Submit draft to University Finance Department • Obtain formal written approvals from both departments.
3. Signature and Archival	Finalizing the agreement with authorization signatures and documentation.	• Secure signatures from authorized representatives (Section 2.3). • Archive executed original securely

The signed original copies are archived securely by both parties

3.2.3. Maintaining and Sustaining Partnerships:

Maintaining healthy, long-term partnerships is crucial for the university's mission and promotes a culture of Team Work and Commitment. This section outlines the procedures for nurturing relationships post-MOU signing. Here are the protocols for maintaining and sustaining partnerships of the Mustaqbal University Community Responsibility Department

(CRD). The objective of these protocols is to ensure clarity, accountability, and mutual value throughout the partnership lifecycle.

Step	Procedure Description	Key Activities and Tools
1. Communication Channels and Protocols	Establishing clear, respectful, and consistent lines of communication.	• Designate primary points of contact. • Define frequency and methods of communication (meetings, reports).
2. Regular Monitoring and Reporting	Tracking progress and identifying deviations from the agreed plan.	• Monitor contributions against the MOU/Project Plan (Section 3.3). • Use **Form 5.5 (Activity (Project) Report Template)** to log progress/risks.
3. Joint Evaluations	Formal reviews to gather feedback and measure mutual satisfaction/impact.	• Conduct mid-point and end-of-project evaluations. • Use **Form 5.4 (Stakeholder Feedback Survey)**
4. Formal Recognition and Sustainability	Acknowledging contributions and planning for long-term community benefit.	• Provide official letters/certificates of appreciation (Section 3.5). • Discuss future collaborations and project sustainability.

Here is a breakdown of the typical protocols involved:

3.2.3.1. Protocols for Communication Channels

Establishing clear lines of communication prevents confusion and delays:

Protocol	Description	Frequency
Designated Point of Contact (POC)	Each partner organization and the event management team assigns one primary individual to handle all official communications.	Ongoing
Formal Channel	All formal requests, approvals, and contractual discussions must occur via email for documentation purposes.	As needed
Urgent Channel	A secondary channel (e.g., dedicated phone line, specific chat group) is established for real-time issues during the event setup and execution phases.	As needed, especially during event days
Response Time SLA	An agreed-upon Service Level Agreement (SLA) for response times (e.g., 24-hour turnaround for non-urgent emails) is established.	Ongoing

3.2.3.2. Protocols for Regular Monitoring Meetings

These meetings track progress against agreed-upon deliverables and proactively identify risks:

Protocol	Description	Frequency
Kick-off Meeting	A mandatory initial meeting to align expectations, confirm POCs, review deliverables, and establish communication protocols.	Once, immediately after contract signing
Status Update Meetings	Structured meetings to review progress, track deliverables, and manage logistical tasks.	Monthly (standard) or Bi-weekly (closer to event date)
Shared Tracking Document	Utilizing a central, cloud-based project management tool or shared spreadsheet to monitor the status of all contractual obligations in real-time.	Ongoing management
Agenda & Minutes	All meetings must have a pre-distributed agenda and documented minutes/action items sent out within 24 hours.	Every meeting

3.2.3.3. Protocols for Joint Evaluations

Evaluations ensure the partnership is meeting the established Key Performance Indicators (KPIs) and provide data for future improvement:

Protocol	Description	Timing
Mid-Point Review	A formal review meeting for long-term partnerships to assess performance halfway through the term and adjust strategies if needed.	Midway through agreement
Post-Event Debrief Session	A mandatory meeting involving key stakeholders from both organizations to discuss what worked well, what didn't, and review preliminary results.	Within 2 weeks post-event

Formal Feedback Survey	A standardized survey sent to partners to gather structured, quantifiable feedback on the management process and overall satisfaction.	Within 1 week post-event
Impact Report Sharing	The event team provides a final report detailing attendance figures, media impressions, and specific ROI metrics relevant to the partner's goals.	Within 30 days post-event

3.2.3.4. Protocols for Formal Recognition

Proper acknowledgement builds goodwill, supports long-term retention, and validates the partner's investment:

Protocol	Description	Timing
Public Acknowledgment	Recognizing partners by name during opening/closing ceremonies, press conferences, and official event collateral (website, program guide).	During the event
Formal Thank You Letter	A personalized letter of appreciation signed by the highest relevant executive (e.g., CEO or Event Director).	Within 1 week post-event
Token of Appreciation	Providing a small, customized gift or memento that connects back to the event experience.	Within 1 week post-event
Renewal Discussion Initiation	Leveraging the positive momentum and data from the Impact Report to formally initiate discussions for the next event cycle.	Following Impact Report delivery

3.3. Project Implementation and Management (Plan Implementation)

This section outlines the workflow and procedures for executing approved community responsibility projects. The execution phase involves coordinating resources, managing timelines, monitoring progress, and documenting outcomes to ensure projects are delivered effectively and align with the university's values of **Commitment**, **Team Work**, and **Accountability**. The step-by-step procedures for the efficient and effective execution of approved projects are detailed here Project. This section breaks down the project lifecycle into four distinct phases:

Phase	Steps and Procedures	Key Activities and Tools

1. Planning & Initiation	Transitioning from design to detailed execution plans.	• Finalize detailed schedule, resources, and budget. • Hold Kick-off meeting with team and partners. • Ensure alignment with Finance) and Resources.
2. Execution and Monitoring	Performing the work and tracking progress continuously.	• Manage day-to-day operations and coordinate all resources. • Monitor schedule/budget and track partner/volunteer progress. • Use **Form 5.5 (Activity Report Template)** for regular reporting. • Manage risks.
3. Project Closeout	Formally concluding the project and finalizing documentation.	• Obtain formal sign-off ("Deliverable Acceptance") from beneficiaries. • Finalize financial closure and reporting • Archive all project documentation

These procedures are divided into three distinct phases to ensure a structured approach to managing all activities from inception to closure and evaluation:

3.3.1. Planning & Initiation

This phase ensures every activity is well-designed, approved, and ready for execution before it begins.

Step	Description	Key Actions/Forms
1.1. Project Proposal Submission & Approval	Formal initiation of an activity idea.	Submit **"Project Proposal Form"** (Section 5.2) detailing objectives, budget, timeline, partners, and resources. Approval required before proceeding.
1.2. Resource Allocation Confirmation	Securing necessary physical and human resources.	After CRU Manager approval, initiate formal requests for facilities, vehicles, equipment, and volunteers (Section 5.3). All approvals must be *in writing*.
1.3. Detailed Work Plan Development	Creating the operational blueprint for the activity.	Activity Lead develops a plan including specific tasks, milestones, assigned responsibilities (**RACI Matrix**), timelines with deadlines, and risk mitigation strategies

1.4. Volunteer and Staff Briefing/Training	Preparing all personnel for their roles.	Mandatory briefing session covering project objectives, safety protocols, assigned roles, use of documentation tools (attendance logs, survey forms), and the CRU Code of Conduct.

3.3.2. Execution and Daily Operations Phase

This phase focuses on the day-to-day management, monitoring, and problem-solving during the activity's lifespan.

Step	Description	Key Actions
2.1. Daily Start-Up/Briefing	Daily team synchronization and safety check.	Short daily team meeting to review tasks, confirm volunteer attendance, address immediate concerns, and review safety protocols.
2.2. Activity Implementation & Monitoring	Overseeing execution and adherence to standards.	Activity Lead ensures operations follow the work plan and quality standards, monitoring through observation, attendance logs, and initial informal feedback.
2.3. Real-Time Problem Solving & Escalation	Managing issues as they arise.	**Minor Issues:** Managed by Activity Lead (e.g., A/V failure, volunteer absence). **Major Issues/Emergencies:** Immediately escalated to CRU Manager and documented, following emergency protocols (Section.
2.4. Documentation & Data Collection	Ensuring all records are collected daily.	All required documentation (attendance sheets, receipts, photo consent forms) must be collected daily and stored securely to prevent a backlog.

3.3.3. Close-out and Evaluation Phase

This phase ensures proper closure of the project and seamless transition into the evaluation cycle.

Step	Description	Key Actions/Forms

3.1. Data Compilation & Submission	All raw data, forms, photos, and documentation gathered during execution are compiled and archived centrally according to the records management policy	Within *three working days* of completion, the Activity Lead submits all collected data, forms, and financial receipts to the CRD administration assistant and Finance Liaison.
3.2. Final Reporting	Summarizing activity outcomes and learning.	Activity Lead completes the **"Activity Report Template"** (Section 6.5), summarizing achievements against KPIs, lessons learned, and challenges.
3.3. Partner and Volunteer Debriefing	Gathering feedback and recognizing contributions.	Conduct formal debriefing sessions with partners and volunteers to gather input, offer recognition, and express gratitude.
3.4. Transition to Evaluation	Handover to quality assurance for impact measurement.	The collected data and the activity report are transferred to the Quality Assurance team for formal data analysis, impact measurement, and inclusion in periodic reports

3.4. Volunteer Management

Effective volunteer management is vital to the success and sustainability of Mustaqbal University's Community Responsibility Department (CRD) initiatives. Volunteers, particularly students, are the primary workforce for many projects and represent a core alignment with Pillar 1 (Community and Social Well-being) goals. This section outlines the complete lifecycle for involving volunteers effectively in the event. This ensures volunteers are recruited, trained, supported, and recognized in a structured manner that benefits both the individual and the event's success.

This table summarizes the essential components, procedures, and alignment with CRD values for the effective management of volunteers at Mustaqbal University.

Management Phase	Key Procedures	Responsibilities	Guiding Values

3.4.1 Recruitment & Selection	1. Identify needs and skills required. 2. Conduct outreach via university channels. 3. Vet potential volunteers against project needs.	Volunteer Coordinator, Project Managers, Communications Team	Community Responsibility
3.4.2 Onboarding & Training	1. Provide mandatory general orientation. 2. Deliver role-specific skills training. 3. Obtain necessary consents/waivers.	Volunteer Coordinator, Trainers	Commitment, Respect
3.4.3 Utilization & Supervision	1. Define clear roles during daily operations. 2. Ensure direct supervision by Team Leads. 3. Provide regular informal feedback.	Project Managers, Team Leads	Team Work, Respect
3.4.4 Recognition & Retention	1. Implement formal recognition programs. 2. Conduct formal project offboarding/debriefing. 3. Track retention rates as a KPI.	Volunteer Coordinator, Director of CRD	Respect, Commitment

3.4.1 Recruitment & Selection

This section details the formal process used by the Mustaqbal University Community Responsibility Department (CRD) to ensure that volunteer recruitment is strategic, transparent, and aligned with project requirements and university values. It includes Procedures for identifying volunteer needs, advertising opportunities, and vetting applicants.

3.4.1.1 Identifying Volunteer Needs (Needs Forecasting)

The identification of needs occurs during the project planning phase (ref. 3.3.1.1 Activity Planning). This ensures that volunteer roles directly support the achievement of specific project objectives within the university's three strategic pillars (Section 2.1-2.3).

Step	Procedure Details	Responsibility
1.1 Needs Assessment	Activity Leads conduct a detailed review of their project (Activity) plan to determine where volunteer assistance is required, calculating required person-hours and specific skill sets needed (e.g., medical expertise for a health campaign, coding skills for an IT workshop).	Activity Leads /Unit Manager (UMs
1.2 Request Submission	Unit Manager/ Activity Leads submit a formal Volunteer Request Form to CRD manager. This form includes the project name, dates, location, number of volunteers needed, required skills, and a brief role description.	Activity Leads /Unit Manager (UMs
1.3 Approval and Vetting of Needs	The CRD manager reviews the request for alignment with the CRD's overall capacity and strategic goals, seeking approval from the Director of CRD if significant resources are needed.	Director of CRD

3.4.1.2. Advertising Opportunities

Once needs are approved, opportunities are advertised to attract a diverse and committed pool of applicants from the university community and beyond.

Step	Procedure Details	Responsibility
2.1 Prepare Recruitment Materials	The Communications Team prepares clear, engaging advertising copy and materials. These materials must emphasize the mission, the specific role, expected commitment,	Communications Team, CRD manager

	and the impact the volunteer will make (Value: Community Responsibility, Commitment).	
2.2 Utilize Multiple Channels	Opportunities are posted across various platforms to maximize reach: university internal portals, student activity boards, CRD social media accounts, and local community outreach platforms.	Communications Team
2.3 Link to Registration Form	All advertisements must link directly to the online Volunteer Registration Form as the single point of entry for applicants.	Communications Team

3.4.1.3. Vetting Applicants

A structured vetting process ensures that selected volunteers are a good match for the role, reliable, and suitable representatives of Mustaqbal University (Values: Respect and Team Work).

Step	Procedure Details	Responsibility
3.1 Application Review	The CRD manager reviews submitted forms to screen applicants based on alignment with the required skills, availability, and general interest in the CRD mission.	CRD manager
3.2 Interview/Screening (If required)	For roles requiring specific expertise or significant responsibility, Department Manager conducts a brief interview (virtual or in-person) to assess suitability and commitment.	CR Department Manager
3.3 Background Checks (As necessary)	For activities involving vulnerable populations (e.g., youth mentorship programs under Pillar 1), mandatory security or background checks are performed in coordination with university administration and local authorities.	University Administration

3.4 Selection and Notification	Successful applicants are notified of their selection and provided with details for the mandatory onboarding session. Unsuccessful applicants are thanked and added to a general interest mailing list for future opportunities.	CR Department Manager

3.4.2. Training and Orientation:

Ensuring all volunteers are properly oriented and trained is a critical step in effective volunteer management, guaranteeing safety, consistency, and alignment with the CRD's mission and values: Respect, Commitment, and Community Responsibility. These procedures cover both general university protocols and specific safety requirements relevant to individual projects.

3.4.2.1. Mandatory General Orientation

All new volunteers must complete a foundational orientation program *before* participating in any project activities.

Step	Procedure Details	Responsibility
1.1 Schedule and Notify	The Department Manager schedules regular orientation sessions (online or in-person) and notifies all vetted volunteers of the required attendance dates and times.	Unit Manager
1.2 Content Delivery	The Department Manager or designated representative delivers content covering: a. University/CRD Vision, Mission, and Values (Section 1.2). b. Code of Conduct and Ethical Guidelines (Section 2.5). c. Basic administrative procedures (e.g., hours logging, key contacts).	Unit Manager, University Representative

1.3 Acknowledgment and Consent	Volunteers digitally or physically sign forms confirming they have received, read, and understood the volunteer handbook, code of conduct, confidentiality agreements, and liability waivers	Unit Manager

3.4.2.2. Project-Specific and Safety Training Requirements

In addition to general orientation, volunteers receive targeted training relevant to the demands and potential risks of their assigned project.

Step	Procedure Details	Responsibility
2.1 Identify Training Needs	Project Managers /Activity leader / Department Manager (PMs) identify specific training requirements during the project planning phase. This includes both task-oriented training (e.g., using equipment) and mandatory safety protocols.	Unit Manager
2.2 Develop/Source Materials	PMs, potentially collaborating with external partners, develop or source necessary training materials specific to the activity (e.g., health campaign protocols, environmental safety briefings).	Unit Manager, External Partners
2.3 Conduct Specialized Training	Training sessions are delivered by qualified individuals (Activity Lead, or certified trainers). This is mandatory for roles requiring specific skills or dealing with potential risks.	Activity Lead, Certified Trainers
2.4 Document Training Completion	A record of attendance and demonstrated competency is maintained for all specialized training sessions, ensuring accountability and compliance.	Activity Lead,, CRD Manager

3.4.3. Tracking Hours and Performance:

Tracking the volunteer time and monitoring the performance ensures accurate measurement of contributions toward Pillar 1 objectives (e.g., the 80% student volunteer rate objective in Section 1.3), maintains accountability, and ensures professional conduct is upheld throughout project execution.

3.4.3.1. Tracking Volunteer Hours (Time Management)

The mandatory use of standardized tools ensures consistency and provides verifiable data for reporting and recognition purposes.

Step	Procedure Details	Responsibility
1.1 Mandatory Use of Standardized Tools	All volunteers must use the designated time-tracking system (e.g., a specific university app, online portal, or standardized paper log) to record all hours contributed to CRD projects.	All Volunteers
1.2 Daily/Weekly Entry Requirement	Volunteers are required to log their hours daily or weekly, detailing the project name, activity performed, and duration. Failure to log hours promptly may result in hours not being counted for recognition purposes.	All Volunteers
1.3 Verification and Approval	The assigned Team Lead or Activity leads is responsible for reviewing and approving all submitted volunteer hours on a weekly basis, verifying that time logged corresponds to actual work performed.	CR Department Manager
1.4 Data Compilation	The Department manager compiles verified hours monthly to track progress against KPIs and prepare data for annual reports and recognition programs	CR Department Manager

3.4.3.2. Monitoring Conduct and Performance

Supervision is not only about task completion but also about ensuring conduct aligns with the university's values of **Respect** and **Professionalism** (Value: Respect, Commitment, Section 2.5 Ethics).

Step	Procedure Details	Responsibility
2.1 Ongoing Supervision and Observation	Team Leads provide direct supervision and observe volunteer interactions with community members and partners, ensuring adherence to the Code of Conduct provided during orientation.	Team Leads
2.2 Real-time Feedback and Coaching	Team Leads are empowered to provide immediate, constructive feedback to volunteers regarding their performance or conduct, addressing minor issues informally as they arise.	Team Leads
2.3 Performance Review (If required)	For ongoing or long-term projects, Activity leads may conduct formal, brief performance check-ins with volunteers to discuss alignment with expectations.	Activity leads
2.4 Incident Reporting and Escalation	Any breaches of the Code of Conduct, ethical issues, or safety violations must be documented immediately using the Incident Report Form and escalated to the Director of CRD.	All Staff/Volunteers, Activity leads

3.4.4. Recognition and Appreciation:

Recognizing volunteer contributions is essential for maintaining high morale, boosting retention rates, and demonstrating that the university values the commitment of its participants. This process directly supports the Pillar 1 objective of fostering lifelong civic engagement and reinforces the university's values of **Respect** and **Commitment.**

3.4.4.1. Formal Certification and Hour Verification

Providing tangible proof of service hours is a primary motivator, especially for students seeking to add experience to their academic records or CVs.

Step	Procedure Details	Responsibility

1.1 Verification of Hours	The Activity leader or Department Manager (UM) cross-references approved hours logs to generate official, verified hour totals at the end of each semester or project lifecycle.	Activity leader or Department Manager (UM)
1.2 Issuance of Certificates	Official university certificates of appreciation are automatically generated and issued to volunteers who complete their committed hours or reach specific milestones (e.g., 50 hours of service).	Unit Manager (UM), Vice precedent for CRD (Director of CRD)

3.4.4.2. Awards and Recognition Events

Formal events and awards programs serve to highlight exceptional dedication and impact, promoting the university's commitment to the community.

Step	Procedure Details	Responsibility
2.1 Annual Awards Program	The CRD hosts an annual appreciation event to recognize outstanding volunteers in categories such as "Volunteer of the Year," "Most Innovative Contribution" (Value: Innovative), and "Teamwork Award" (Value: Team Work).	Director of CRD, Events Committee
2.2 Nomination Process	A transparent nomination process is established, allowing Project Managers, staff, and even fellow volunteers to nominate deserving individuals or teams based on demonstrated excellence and adherence to values.	Events Committee, PMs
2.3 Leadership Involvement	University leadership (Rector/VP) is present at appreciation events to personally thank volunteers, reinforcing the importance of their work to the highest levels of the university (Value: Respect).	University Leadership, Director of CRD

3.4.4.3. Ongoing Appreciation and Communication

Day-to-day recognition and clear communication are vital for maintaining morale and retention.

Step	Procedure Details	Responsibility
1- Informal Recognition	Project Managers and Team Leads are encouraged to provide consistent verbal praise and acknowledgement during daily operations and meetings volunteers receive an official certificate of appreciation from the University, signed by the CRD Manager.	Team Leads CRD Manager
2- Featuring Volunteer Stories	The Communications Team regularly features volunteer success stories and testimonials in CRD newsletters, social media, and the annual impact report, highlighting their impact within the Qassim region.	Communications Team
3- Feedback Solicitation	Ensuring volunteers feel heard and respected is a form of appreciation. Feedback mechanisms are used post-project to gather input for continuous improvement	CR Department Manager

3.5 Communication and Media Protocols

This section outlines the standardized procedures for all internal and external communication related to Community Responsibility Department (CRD) activities. Effective communication ensures transparency, maintains the university's brand reputation, manages public perception, and facilitates engagement with the broader community as outlined in the CRD Mission. These protocols are guided by the values of Respect, Commitment, and Community Responsibility.

Sub-Section	Procedure Details	Responsibility	Guiding Values
1- Publicizing Initiatives	Procedures for advertising events and opportunities using approved channels (website, social media, community boards). Materials must be clear, accessible, and adhere to brand guidelines. All major external communications require final approval from the Director of CRD	Communications Team, Director of CRD	Respect, Commitment
2- Media Relations Guidelines	Only designated spokespersons (Director of CRD or Media Relations Officer) are authorized to speak to the press. Staff and	Designated Spokespersons, All Staff/Volunteers	Commitment, Respect

	volunteers must redirect all media inquiries immediately to the designated spokesperson		
3- Community Feedback Mechanisms	Procedures for maintaining accessible two-way communication channels (email, suggestion boxes, surveys). Feedback is collected weekly, acknowledged within 3 business days, and used for continuous improvement	Communications Team, Director of CRD, All Staff	Community Responsibility, Respect

A) Pre-Approval Procedure

Step	Procedure Details	Responsibility
1- Material Development	The individual or team responsible for a project creates draft materials (e.g., fliers, social media posts).	Project Manager (PM), Design Team
2- Internal Review	The PM conducts an initial review for accuracy of facts (dates, times, locations), correct spelling/grammar, and alignment with project goals.	Project Manager (PM)
3- Brand Compliance Check	The draft is submitted to the Communications Team Lead, who conducts a mandatory check against Mustaqbal University Brand Guidelines (logos, colors, tone of voice).	Communications Team Lead
4- Final Authorization	The Director of CRD grants final approval for public dissemination. No materials may be distributed without this final sign-off.	Director of CRD
5- Documentation of Approval	A record of the approval (e.g., an email confirmation or a signed approval form) is archived in the project files for audit purposes.	

B) Procedures for Advertising Events and Opportunities Using Approved Channels

The following procedures ensure that all communications regarding CRD events and opportunities are professional, reach the intended audience effectively, and adhere strictly to Mustaqbal University's established guidelines and approved channels.

i. General Advertising Principles

- **Accuracy is Mandatory:** All advertisements must contain accurate and verifiable information regarding dates, times, locations, target audience, and contact details.
- **Brand Compliance:** Strict adherence to Mustaqbal University's brand guidelines (logos, colors, tone) is non-negotiable for all materials
- **Approval is Required:** All outward-facing materials require formal pre-approval before distribution

ii. Utilizing Approved Channels

The Communications Team manages the dissemination of information across authorized internal and external platforms.

Channel	Target Audience	Procedure for Posting
Official University Website (CRD Section)	General Public, Prospective Partners/Students	Content submitted to Webmaster by Communications Team after approval.

Student Portal/Intranet	Current Students, Faculty, Staff	Content submitted to Internal Communications via approved request form.
Official Email Blasts	Opt-in Subscribers, Specific University Departments	Managed exclusively by the Communications Team; requests submitted 3 business days in advance.
Official social media (Twitter, LinkedIn, etc.)	General Public, Alumni, Partners	Managed by the Social Media Coordinator following pre-approval protocols.
Physical Campus Boards	Students, On-Campus Visitors	Printed materials (fliers/posters) must bear the official *'Approved for Posting'* stamp from the Student Affairs office.
Local Community Outlets	Qassim Region Public	The CRD Director/Communications Lead coordinates with local municipality or media partners (ref. Section 3.2 Partnership Management).

iii. Material Development and Approval Workflow

This workflow ensures compliance and consistency across all channels:

a. **Draft Creation:** The Project Manager (PM) or assigned designer creates draft promotional material.

b. **Internal Review:** PM reviews for accuracy and project alignment.

c. **Brand Compliance Check:** The draft is submitted to the Communications Team Lead for mandatory brand and tone-of-voice review.

d. **Final Authorization:** The Director of CRD provides final sign-off for release.

e. **Dissemination:** The Communications Team distributes the approved material via the agreed-upon multi-channel plan

f. **Archiving:** A copy of the final approved material is archived in project documentation for record-keeping

3.6. Risk Management and Safety

This section outlines mandatory procedures designed to ensure the physical safety, health, and security of all participants (staff, volunteers, community members) during CRD activities. Effective risk management protects individuals, minimizes disruption to projects, and safeguards the university's reputation. These protocols are guided by the values of **Commitment**, **Community Responsibility**, and **Respect**.

3.6.1. Risk Identification and Assessment

A proactive approach to identifying potential hazards is the foundation of safety management. This is a mandatory step for every CRD initiative, regardless of size.

Step	Procedure Details	Responsibility
1.1 Mandatory Risk Assessment Form	A comprehensive risk assessment form (part of the Project Proposal form,) must be completed for every activity during the planning.	Unit Manager (UM)
1.2 Identifying Potential Hazards	The Department Manager and project team brainstorm and document potential risks across various categories:	Unit Manager, Project Team

	a. **Physical Safety:** Transportation risks, venue hazards, equipment misuse (e.g., using machinery during a recycling drive).	
	b. **Health:** Food safety during events, exposure to illness during health campaigns, extreme weather conditions in the Qassim region.	
	c. **Security:** Managing large crowds, handling sensitive data, working in off-campus locations.	
	d. **Reputation:** Any activity that could be perceived negatively by the community or media.	
1.3 Risk Assessment Scoring	Each identified risk is assigned a probability and impact score (Low, Medium, High). The assessment determines the overall risk level of the activity.	Unit Manager, Director of CRD

3.6.2. Safety Protocols and Mitigation Strategies

For all risks identified as medium or high, specific mitigation strategies must be developed and implemented to reduce the likelihood or impact of an incident.

Step	Procedure Details	Responsibility
2.1 Developing Mitigation Plans	The Department Manager outlines specific actions to minimize or eliminate key risks (e.g., ensuring all drivers have licenses for university vehicles, hiring security for large public events, having medical staff present at health campaigns).	Unit Manager (PM)

2.2 Mandatory Safety Training	For projects with significant identified risks, completion of specific safety training is mandatory for all involved participants. This is documented in volunteer/staff files.	Unit Manager, Training Coordinator
2.3 Establishing Emergency Contacts	Clear emergency contact lists must be created for every project location. This includes university security, local emergency services (police/ambulance), and designated CRD crisis contacts. This information is shared during all pre-activity briefings.	Unit Manager, CRD manager

3.6.3. Crisis Management and Review

A clear process for incident response and post-event review is essential for accountability and continuous improvement.

Step	Procedure Details	Responsibility
1- Immediate Incident Reporting	Any incident (accident, injury, security breach, ethical violation) must be reported *immediately* to the onsite Team Lead and the Director of CRD.	All Staff/Volunteers
2- Use of Incident Report Form	All incidents must be formally documented using the mandatory Incident Report Form within 24 hours of occurrence.	Team Leads, Department Manager

3- Activation of Crisis Communication	Depending on severity, the Crisis Communication Plan may be activated, ensuring timely and accurate communication with leadership and external media.	Director of CRD, Communications Team
4- Post-Incident Review (PIR)	Following any significant incident, the QA Committee and the project team conduct a formal Post-Incident Review. This review analyzes the cause, the effectiveness of the response, and generates action items for protocol adaptation (ref. 2.10 Continuous Improvement Model).	QA Committee, Director of CRD, Department Manager

Chapter 4: Quality Assurance System

This chapter establishes the framework for monitoring, evaluating, and continuously improving the performance and impact of the Community Responsibility Department (CRD) initiatives. The Community Responsibility Department follows a structured Quality Assurance system (QAS) that complies with Mustaqbal University's Quality and Accreditation standards. The system ensures that all services, operations, and resources meet institutional expectations, support academic programs, and follow national accreditation requirements (NCAAA). Continuous monitoring, documentation, feedback collection, and improvement processes are applied to maintain high-quality performance. The QA system ensures the engagement of the stakeholders, demonstrates the value of activities, and aligns performance with Mustaqbal University's vision, mission, and goals. The quality system is guided by the values of commitment, innovation, and community responsibility.

4.1 Quality Assurance System Implementation Mechanism

Mustaqbal University is committed to delivering high-quality, impactful community initiatives that effectively meet identified needs. Quality assurance is an integrated, systematic process embedded in all CRD operations, utilizing a Plan-Do-Check-Act (PDCA) continuous improvement model as depicted in the following diagram:

Fig. 4.1: Improvement Cycle

Step in Mechanism	Manual Section Alignment	Description (Plan-Do-Check-Act)
1. Plan development	3.1, 4.1	Defining goals, objectives, and KPIs for initiatives. (Plan)
2. Plan implementation	3.3	Executing the activities and operational plans. (Do)

3. Data Collection Related to Performance	4.2	Tracking and documenting performance data systematically. (Check)
4. Results Analysis and Evaluation Based on Targets	4.4	Comparing actual performance against targets and analyzing deviations. (Check)
5. Identifying Strengths and Opportunities for Improvement	4.4	Identifying successes and areas needing corrective action based on analysis. (Check)
6. Suggesting improvement actions and Improvement Action Plan	4.1.2, 4.4.3	Developing and implementing action plans to address weaknesses or capitalize on strengths. (Act/Plan next cycle)

4.2 Plan Development and Implementation

4.2.1 Plan Development

Plan Developing is the foundational step in the Community Responsibility Department's (CRD) Quality Assurance System (QAS) and overall operational cycle. It corresponds to the "Plan" stage of the Plan-Do-Check-Act (PDCA) continuous improvement model. This process ensures that every initiative is strategically aligned with Mustaqbal University's core mission, vision, and the specific objectives outlined in its three Pillars of Community Responsibility. The objective of this phase is to move from broad ideas identified during a needs assessment to a concrete, approved, and measurable plan of action. Procedures for Plan Development **(Aligned with Sections 1.3 and 3.1 of the CR Manual**)

Step	Procedure Details	Responsibility
1- Needs Alignment	The Department Manager (UM) initiates the planning process by verifying the identified community need (**from Section 3.1.**1 Needs Assessment) aligns directly with one or more of the university's three strategic Pillars (Social Well-being, Economic Empowerment, Environmental Stewardship).	Activity Lead/Unit manager

2- Define Goals and Objectives	High-level goals (Section 1.3) are established, then broken down into specific, measurable, achievable, relevant, and time-bound (SMART) objectives. This ensures clarity on what the project intends to achieve.	Activity Lead/Unit manager
3- Establish Key Performance Indicators (KPIs)	For each objective, quantifiable metrics (KPIs) are defined to measure success. These are the indicators used later in the "Check" phase of the QAS	Activity Lead/Unit manager, Quality Department Rep
4- Resource Planning	The PM assesses the resources required (human, financial, material) to meet the objectives and ensures they are available or can be secured within the university's constraints. This informs budget preparation	Activity Lead/Unit manager, Logistics/Finance Liaisons
5- Develop Work Plan & Timeline	A detailed work breakdown structure (WBS) and project timeline are created, outlining all required tasks, milestones, and dependencies	Activity Lead/Unit manager
6- Risk Assessment	A mandatory risk assessment is conducted using the approved form to identify potential hazards, impacts, and initial mitigation strategies	Activity Lead/Unit manager
7- Formal Approval	The complete plan, including goals, objectives, budget, risks, and timeline, is documented in the Project Proposal Form and submitted for final authorization.	Activity Lead/Unit manager, Director of CRD

4.2.2 Plan Implementation

Plan Implementation is the phase where the approved project plan is executed. This step moves the initiative from planning documents and approvals into active operations, corresponding to the "Do" stage of the Plan-Do-Check-Act (PDCA) quality assurance cycle. This phase is primarily governed by the procedures outlined in **Section 3.3: Project Implementation and Management** of the CRD Operations Manual. **Procedures for Plan Implementation (<u>Aligned with Sections 3.3 and 3.4 of the Manual</u>)**. It involves systematically executing the policies, procedures, and strategic initiatives defined during the Planning phase. This phase transforms the strategic blueprint into tangible actions and services within the community.

The objective is to execute activities efficiently while managing resources, risks, and changes in real-time.

Step	Procedure Details	Responsibility	Alignment with Manual Sections
1- Formal Project Kick-off	The Department Manager (UM) initiates the execution phase with a mandatory meeting for all team members, volunteers, and partners to clarify roles, timelines, and expectations.	Unit Manager (UM)	3.3, Phase 1.3
2- Resource Allocation and Deployment	Resources (human, financial, material) are allocated and utilized according to the approved plan. This includes onboarding and deploying trained volunteers.	UM, Logistics/Finance Liaisons	3.3.2, 3.4.2
3- Execution of Activities	Team members carry out assigned tasks as detailed in the work plan. The UM monitors daily progress and ensures activities meet the required scope and quality standards.	All Project Members	3.3.1, Phase 2.2
4- Ongoing Monitoring and Data Collection	Continuous monitoring occurs to track performance against KPIs (Key Performance Indicators). Data is collected in real-time using standardized tools (e.g., hour logs, feedback forms) to prepare for the "Check" phase of the QAS.	UM, Team Leads	3.3.3, Phase 2.4
5- Risk Management and Incident Response	The project team proactively manages risks identified during planning (Section 3.6). Any incidents are immediately reported using the Incident Report Form.	UM, All Staff/Volunteers	3.5,

6- Change Management	Any deviation from the approved project baseline (scope, timeline, budget) must follow the formal Change Request and approval protocol to prevent "scope creep".	CR Department Manager, CRD Director of CRD

4.3 Collection of Data Related to the Performance

This section details the standardized tools and methods used by the Community Responsibility Department (CRD) to systematically collect data throughout the project lifecycle. This data is essential for monitoring performance, gathering feedback, and ultimately measuring the impact of initiatives against the defined Key Performance Indicators. The collection methods align with the "Check" phase of the Quality Assurance System (QAS) implementation mechanism.

The QAS relies on multiple data sources to gather a comprehensive view of performance:

- **KPI Results:** Data collected against Key Performance Indicators (Section 4.3) related to the three Pillars (e.g., student volunteer rates, start-ups launched).
- **Periodic Progress Reports:** Weekly/monthly reports from Project Managers (Section 3.3.1.3).
- **Stakeholder Feedback Survey and Annual Perception Surveys:** Satisfaction surveys completed by employees and beneficiaries.
- **Administrative Records:** Attendance logs, completion rates, task quality metrics
- **Meeting/Workshop Outcomes:** Documented feedback and outcomes from planning and debrief sessions.

4.3.1 Activity Tracking and Performance Monitoring Tools

These tools focus on quantitative data related to project execution and participation rates.

Tool/Method	Data Collected	Frequency	Responsibility
Project Management Software/Logs	Task completion status, milestones reached, resource utilization, and timeline adherence.	Daily/Weekly	Team Leads
Volunteer Time Logs	Total volunteer hours contributed, specific task allocation, attendance verification (Section 3.4.3).	Weekly	All Volunteers, UM
Administrative Follow-up Records	Participant attendance records (e.g., seminar sign-in sheets), training completion rates, successful job placements (Pillar 2 objective).	Per Activity/Monthly	UMs, Admin Staff

4.3.2. Feedback Collection Methods (Qualitative and Quantitative)

These methods focus on gathering satisfaction levels, perceptions of impact, and suggestions for improvement from beneficiaries and stakeholders (Value: Respect, Community Responsibility).

Tool/Method	Data Collected	Frequency	Responsibility

Stakeholder Feedback Surveys (Appendix D)	Beneficiary satisfaction scores, relevance of services provided, perceived impact on community awareness/skills.	Post-Activity/Project Close-out (ref. 3.3 Phase 3.4)	UMs, Communications Team
Employee and Beneficiary Satisfaction Surveys	Internal staff/volunteer morale, partner feedback on collaboration effectiveness (ref. Section 3.2.3.3).	Quarterly/Annually	UM, HR Liaison
Meeting and Workshop Outcomes	Documented feedback, recommendations, and decisions captured in meeting minutes from planning sessions, steering committees, and debriefs (ref. 3.3 Phase 3.4).	Per Meeting/Workshop	UMs, Meeting Scribe

4. 4 Key Performance Indicators

This component moves from abstract goals to concrete, measurable standards. It defines success through Key Performance Indicators (KPIs) linked directly to the Community Service Goals.

Goal (from user input)	Quality Standard/Policy	Key Performance Indicators (KPIs)
1. Strengthening the relationship between the University and the community.	Policy: Maintain systematic, proactive, and positive communication channels with community partners.	- **KPI:** Number of annual partnerships with local community institutions (**Number**). - **KPI:** Average satisfaction rating from community partners (>85% score).
2. Contributing to developing the cultural and technological awareness of community members and consolidating the concept of sustainable development.	Policy: Ensure all training programs are needs-driven, accessible, and up-to-date with current industry standards.	- **KPI:** Percentage of community members completing tech/cultural awareness programs. - **KPI:** Measured increase in participant knowledge/awareness (pre/post testing).

3. Offering training courses, seminars, conferences and workshops that will develop society and meet its changing needs.	Policy: All offerings must undergo rigorous quality assurance via immediate post-event feedback loops and a minimum quality score threshold.	**KPI: Beneficiary Satisfaction** (Average satisfaction scores from program participants). - **KPI:** Average Post-Event Survey score across all workshops (>4/5 stars). -**KPI:** Percentage of community service programs implemented from targeted programs (**% achieved**). -**KPI:** Percentage of faculty members' participation in community service annually (**% of the total members**). -**KPI:** Number of students' participation in community service activities (**% of the total students**). -**KPI: Reference comparison quality** (e.g., Benchmarking program quality/impact against similar units at peer universities).

4.4.1 CRD Key Performance Indicator (KPI) Matrix

Goal Category / Focus Area	Key Performance Indicator (KPI)	Target Type / Frequency	Required Target	Data Source / Method
Partnership Building (Goal 1)	1. Number of annual partnerships with local community institutions (**Number**). # Annual partnerships	Output / Annually	5 new MOMs signed	CRD System; MOM Template

	2. Average satisfaction rating from community partners (Average partner satisfaction scores)	Outcome / Annually	>85% Score	Annual Perception Survey (Partners)
Internal Engagement (Goal 3)	3. Percentage of faculty members' participation in community service annually. **% Faculty participation**)	Input / Annually	>20% participation	HR Data; Attendance Logs
	4. Number of students' participation in community service activities. **% Students' participation in activities (Target: 80%).**)	Input / Annually	>80% participation	Registrar Data; Attendance Logs
Program Implementation	5. Percentage of community service programs implemented from targeted programs	Efficiency / Annually	>90%achieved	Project Proposal Forms; QPR
	6. Total number of internal volunteer hours recorded annually	Activity / Annually	100 hours	Volunteer Logs/CRD
	7. **Number of programs Delivered:** Total number of training courses, seminars, or workshops successfully executed.	Activity / Annually	10	Project Proposal Forms; QPR
Program Quality & Impact (Goal 3)	8. Average Post-Event Survey score across all workshops (**Average Post-Event Survey score**)	Outcome / Per Event	>4/5stars	Post-Event Survey Data
	9. Beneficiary Satisfaction (**Average satisfaction scores**)	Outcome / Annually	>85% satisfaction	Annual Perception Survey
	10. Reference comparison quality (Benchmarking against peers)	Outcome / Annually	Above peer average	Peer University Reports

Awareness & CSR (Goal 2)	11. Number of new environmentally-focused programs launched annually	Output / Annually	2 new programs	Project Proposal Forms
	12. Number of economically-focused CSR programs launched annually	Output / Annually	2 new programs	Project Proposal Forms
	13. Metrics tracking participation rates in solidarity/social justice-themed university events	Outcome / Annually	3 events held, avg 50 attendees	Attendance Logs; QPR

4.5 Results Analysis and Evaluation

This section details how the Community Responsibility Department (CRD) moves from simply collecting data to actually understanding its impact and reporting findings to stakeholders. This corresponds to the "Check" stage of the Quality Assurance System (QAS) mechanism and ensures that operations align with goals, objectives, and institutional expectations.

4.5.1. Data Analysis and Evaluation Based on Targets

The initial step involves processing raw data collected via methods described in Section 4.3 to generate meaningful insights and compare performance against established KPIs and targets (Section 4.4).

Step	Procedure Details	QAS Alignment
1- Data Processing and Compilation	Raw data from logs, surveys, and records is cleaned, organized, and compiled into a usable format (e.g., database or spreadsheet) for analysis.	Data Collection (Step 3)
2- Comparing Performance with Targets	The UM systematically compares the actual KPI results (Section 4.3) with the required targets set during the planning phase (ref. 1.3 Goals & Objectives).	Results Analysis (Step 4)

3- Analyzing Deviations	The analysis focuses on understanding *why* performance matched or deviated from targets. This involves identifying both positive deviations (strengths/opportunities) and negative deviations (weaknesses/areas for improvement).	Analysis of Deviations (Step 4)
4- Identifying Strengths and Opportunities	Based on analysis, the team identifies successful strategies (strengths) to be replicated and clear opportunities for future enhancement or innovation [1.2, 4.4].	Identifying Strengths (Step 5)

Key Activities in Comparison:

- **Benchmarking:** The results are compared against the set targets, historical data (previous years' performance), and Reference comparison quality metrics (peer universities).
- **Data Validation:** Ensure the data being compared is accurate and reliably collected

Example of Comparison

KPI Metric	Target (Plan)	Actual Result (Do)	Variance	Status
Student Volunteer Rate (%)	80% (ref. KPI 1.1)	78%	-2%	Requires intervention (Slightly below target)
Beneficiary Satisfaction Score	4.0/5.0	4.2/5.0	+0.2	Meets/Exceeds expectations
Average Post-Event Survey score	>4/5	4.24	+0.24	☑ Met
% Faculty Participation	20%	12%	-8%	✗ Not Met
Number of new MOUs signed	10	11	1	☑ Met
Beneficiary Satisfaction	>85%	88%	3%	☑ Met
% Programs Implemented	95%	90%	-5%	✗ Not Met

4.5.2. Analyzing Positive and Negative Deviations

This step involves deep-diving into why a target was met, exceeded, or missed. The goal is to move from what happened to why it happened, which is crucial for continuous improvement.

A. Analysis of Positive Deviations (Exceeding Targets)

Understanding success is as important as understanding failure. We seek to identify best practices that can be formalized and replicated.
Example: If the number of new MOUs signed was 11 against a target of 10.

- **Analysis Questions:**
  - What specific strategies contributed to this success?
  - Was there a particular staff member, approach, or timing that was exceptionally effective?
  - Was this success sustainable (e.g., were these quality partnerships, or just quick signatures)?
- **Action:** The successful strategy is documented in the CRD Operations Manual as a new standard best practice (e.g., a revised Section 3.4 for Partnership Establishment).

B. Analysis of Negative Deviations (Missing Targets)
When targets are not met, the Department triggers a formal **Corrective Action and Preventive Action (CAPA)** process.
Example 1: If Faculty Participation was 12% against a target of 20%.

- **Analysis Questions:**
  - Why did the faculty not participate? (e.g., lack of awareness, scheduling conflicts, lack of integration into faculty KPIs, no incentives?)
  - Is the target realistic, or were barriers identified in the employee perception survey that were ignored?

Action: A corrective action plan is created: the Department Head will integrate community service involvement into faculty members' annual performance reviews as an incentive, and scheduling is made more flexible.

Example 2: If % Programs Implemented was 90% against a target of 95%.

Analysis Questions:

- Which specific programs were delayed or canceled?
- What was the reason? (e.g., lack of funding, insufficient community interest, logistical failure?)

Action: The program design process (Section 3.1) is reviewed to better vet programs for feasibility before they are added to the implementation target list.

4.6 Identifying Strengths and Weaknesses

Identifying opportunities is a critical analytical process within the Community Responsibility Department's (CRD) Quality Assurance System (QAS). This step occurs after analyzing project data and comparing results against targets. It focuses specifically on converting observed weaknesses, negative variances, or emerging trends into actionable strategies for future improvement and innovation. his procedure is the core analytical process within the "Check" phase of the Quality Assurance System (QAS). It serves to transform raw performance data into actionable insights for the Community Responsibility Department (CRD). By deliberately identifying what worked well (strengths/successes) and what did not (weaknesses/areas needing corrective action), the CRD commits to continuous improvement and accountability.

Step	Procedure Description	QAS Alignment
1. Review Performance Metrics and Variances	The Department manager (UM) uses the validated data and variance analysis from previous steps (ref. "Comparing performance with the required target") to pinpoint specific project elements that performed exceptionally well or poorly against KPIs (Section 4.3).	Results Analysis & Evaluation (Step 4)

2. Categorize Strengths and Successes	Outcomes that met or significantly exceeded expectations are formally documented as strengths. This involves identifying *why* success occurred (Root Cause Analysis for Strengths) to establish best practices that can be replicated (Value: Innovative).	Identifying Strengths (Step 5)
3. Categorize Weaknesses (Areas Needing Action)	The PM formally documents all negative variances or failures to meet quality standards (e.g., safety breaches, low attendance, missed deadlines). These weaknesses are prioritized based on their potential impact on overall goals.	Identifying Opportunities (Step 5)
4. Conduct Root Cause Analysis for Weaknesses	For high-priority weaknesses, the PM organizes a team review to determine the underlying cause of the failure, ensuring solutions target the core problem rather than just the symptom.	Analysis of Deviations (Step 4)
5. Document Findings and Propose Actions	All identified strengths and weaknesses are logged into the Activity Report Template. This transparency is vital for review by the QA Committee.	Documentation (Section 4.6)

Outcome: Action Planning

The outcome of this "Check" phase directly informs the "Act" phase of the PDCA cycle:

- **For Strengths:** Best practices are formalized and integrated into future planning phases.
- **For Weaknesses:** A formal Corrective and Preventive Action (CAPA) plan is developed and implemented immediately to address and prevent recurrence of issues.

4.7 Documentation

This procedure is a mandatory step in the Community Responsibility Department's (CRD) Quality Assurance System (QAS). It ensures that all analysis, comparisons, and findings from the evaluation phase are systematically recorded, archived, and submitted to the appropriate university authorities. Proper documentation is essential for transparency and accountability, and supports the continuous improvement model (Value: Commitment, Community Responsibility).

Step	Procedure Description
1. Utilize Standardized Templates	Unit Manger/CR Manager must use the approved Activity Report Template to compile all evaluation findings. This ensures consistency across all CRD projects.
2. Compile All Data and Analysis	Unit Manger/CR Manager incorporates all relevant data points into the report, including: a. KPI results versus targets (the "Comparison" data). b. Detailed analysis of positive/negative deviations (variances). c. Root cause analysis for identified strengths and weaknesses. d. Suggested improvement actions for the next cycle
3. Obtain Internal Approval	The drafted report is reviewed and signed off internally by the Director of CRD, confirming accuracy and completeness before formal submission.
4. Archiving Records	The final, approved report and all associated raw data (surveys, logs, meeting minutes) are centrally archived on the university server. All records are retained for a minimum of five (5) years.
5. Submitting Reports to QA Committee	The completed reports are formally submitted to the University Quality Assurance Committee on a quarterly or annual basis as mandated by university policy

Chapter 5: Appendices and Forms

5.1: Memorandum of Understanding (MOU) Template

- **Purpose:** The standard legal template used to formalize partnerships with external organizations, clarifying roles, responsibilities, duration, and financial implications (as detailed in Section 3.2).
- **Includes:** Sections for Purpose/Objectives, Scope of Work, Responsibilities of Each Party, Duration, Signatures, and Legal Clauses.

5.2: Project Proposal and Approval Form

- **Purpose:** The mandatory form used by Activity Leads to propose new initiatives, obtain internal review (Finance, CRD Manager), and secure final authorization to proceed (as detailed in Section 2.3 and 3.1).
- **Includes:** Project Title, Objectives (SMART goals), Alignment with CRD Aims, Detailed Budget, Risk Assessment Summary, Timeline, and Signature lines for Approval Authorities.

5.3: Volunteer Registration and Consent Forms

- **Purpose:** To register volunteer details, outline expectations, obtain necessary consents, and secure waivers of liability (as detailed in Section 3.4).
- **Includes:** Personal Details, Emergency Contact Info, Skills & Interests, Volunteer Agreement, Waiver of Liability, Media Release Consent, Confidentiality Agreement, and Code of Conduct Acknowledgment.

5.4: Stakeholder Feedback Survey Templates

- **Purpose:** Standardized templates for systematically gathering feedback and measuring satisfaction from various stakeholder groups (as detailed in Section 4.2).
- **Includes:** Separate templates tailored for:
  - Beneficiaries/Participants Survey
  - Community Partners Survey
  - Internal Stakeholders (Staff/Volunteers) Survey

5.5: Activity Report Template

- **Purpose:** The standardized form used by Activity Leads to report on the outcomes of a completed project, summarize data, and document lessons learned (as detailed in Section 4.4 and 4.5).
- **Includes:** Project Title, Dates, # of Beneficiaries, # of Volunteer Hours, Summary of Achievements, KPI Results, Challenges Faced, Lessons Learned, and Financial Summary.

5.6: Incident Report Form

- **Purpose:** A mandatory form for documenting any accidents, injuries, "near-misses," or safety incidents that occur during CR activities (as detailed in Section 3.6).
- **Includes:** Date/Time/Location of Incident, Nature of Incident, Individuals Involved, Actions Taken Immediately, Witnesses, and Signature of Reporter.

5.7: Equipment Loan Form

- **Purpose:** To track the borrowing and return of university equipment (A/V gear, tools, laptops) for CR activities, ensuring accountability for asset management (as detailed in Section 5.3).
- **Includes:** Item Description, Serial Number, Loan Date, Return Date, Borrower's Name, Signature, and Condition Check upon return.