

	ULF- Academic Programs	
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## **Chapter One Introduction:**

### **1.1 Introduction:**

ULF is a Lebanese French based university that offers quality education (in French and English) for a wide variety of Business, Computers and Technology subjects. ULF was founded by French Education Group AFDES in France and the first campus was launched in Lebanon some 20 years ago.

#### The Services

ULF offers a wide range of academic subjects. Classes offer intense individual assistance and can also be beneficial with decreased economic costs and the use of team-based approach that the business and IT programmes encourages. For all students, ULF uses the European Credit Transfer System ECTS. This unique problem solving approach taught to students provides a system to approach all topics that they encounter in the University. This system seeks to provide the student with a way in which they can better solve their own queries and advance their learning. This system differs from most international systems that are primarily concerned with answering the students' immediate questions and not concerned with providing the students with basic problem solving skills for future applications.

### **1.2 Mission**

#### ULF Philosophy and Mission

ULF is a unique learning higher education institution for talented, and ambitious individuals, dedicated to creates and deliver quality and valid education, enriched with sound experiences based on its liberal thinking.

The deeply rooted philosophy of liberal education at all levels in all activities at ULF, fosters strong level of competencies and abilities among its students and faculty.

The shared vision of academic excellence, intellectual curiosity, liberal thinking, helps faculty and student work together to make ULF a sound experience. Students are welcomed at ULF regardless of their demographics or handicap. We uphold and promote universally accepted spiritual, ethical and human values. We stress on intellectual inquiry, critical thinking, integrity and solidarity. Our teaching methodologies are aimed at building student intellectual inquiry, learning capabilities, helping them become lifelong learners, and advocates of humanity. We strongly believe in shifting education from a rote memorization and subjective interpretations, to the training of the mind to intellectuality inquire, recognize, design and research objectively.

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It is our concern that ULF programmes are of high quality and relatedness to the marketplace. At ULF and throughout our education journey we aim to become a beacon of excellence where our students, faculty and staff come together in a family of intellect and happiness.

Today more than ever we at ULF continue to be the advocates of optimism to the world around us. We believe it is important for us to recognize what is possible, through innovation and change, while learning from the past and holding on to its best.

We believe that the challenges and some of the effects of advancing technology can be managed, because technology can be made to be self-correcting and humane. Regardless of the gloomy environmental reports, man's continued inhumanity to man, genocidal wars, depleted resources, population explosion, ULF believes that can be effectively countered, because the accumulated knowledge of the world is dynamic and adequate to the task of pursuing better alternatives. ULF is intentionally innovative and determined to have a positive and significant impact on solutions to the problems facing us. The university mission is to justify in optimistic view of the world through instruction, research and service that do, in fact, make a difference. The foundation of this effort is the University's own optimism about humanity. We believe in the unlimited potential of human beings to pursue their own growth and to shape their own destiny. Indeed, the University believes that "learning" is both supported by, and directed towards, the achievement of five particular hallmarks: faith, hope, freedom, choice, and compassion.

We are not an accidental university, ULF is purposeful. Since its early days and immediately when it was founded, the university developed a sound, valid, diverse faculty and student body to be able to address future challenges which are not confined to Lebanon. and thus must be approached from such a perspective. We work to build a new embracing culture based on the very values that people cherish just because they are human, not because they belong to a particular culture or society or subscribe to a particular political philosophy.

Our key values at ULF is in our belief in the feasibility of the brotherhood of man; that not only is the potential of an individual unlimited, but so is the potential of all men and women to understand one another and to strive together for their common good while still believing in their own beliefs and country. We therefore believe in an enlightened educational environment where we, despite of our backgrounds and heritage differences, get to know one another rather than merely hearing and or reading about one another. We believe that the balanced development of our country, the Middle-East and the world's human and natural resources depend on such an understanding, and ULF is a force in accelerating that understanding by creating a successful place for the meeting of minds and backgrounds.

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For this, we have extended our operations in Lebanon, the Middle East and the Western World, to enable our students to transfer, without loss of credit, from one location to another, and thus be affected by, as well as contribute to, better understanding of what we stand for.

We do this without overlooking the fact that almost all elements of life at ULF are based on the belief in the unlimited potential of individuals. We are dedicated to the belief that it is faith, hope, freedom, choice and compassion which permit individual growth and we show this way to growth rather than to prescribe exactly how growth should be achieved. Indeed, the development of human potential is an individual, heuristic process, not an algorithm to be taught or learned and therefore, with us, the individual processes of learning are afforded as much respect as the individual processes of teaching. If man's potential is indeed without limit, then the typical notion of "average man" is fallacious and the people we recognize as being "great" must represent the average, for scientific measurements do not apply to the spirit of man, nor to his reach and grasp.

To enrich and strengthen our philosophy, we have promoted and encouraged interdisciplinary and cross-disciplinary approach to leadership as well as to the promulgation of knowledge. We believe that no single academic discipline can fully focus on man as a valuing, caring, learning, communicating and consuming being. Instead, we integrate the many disciplines that contribute to an understanding of the human being and make this "inter-discipline" the core of our educational programs at all levels. At ULF every student is viewed as a potential leader whose perspective on human behaviour may not only affect his/ her own life, but the future of the country and the world at large. ULF endeavours to provide the disciplinary and inter-disciplinary foundation that prepares men and women not just to cope with their societies, country and the world but to actively embrace and stimulate them.

ULF founders from France and Lebanon believed that exposure to local and international experiences, specializations, competencies and skills is the best service a university can offer its students, and therefore, ULF family was set to include distinguished regular professors with other able faculty members who provide more than one perspective and more than one role model, and then offers the student opportunities to participate actively in the exchange process.

Every class at ULF, from Junior-level, general education, or to the most advanced masters-level specialization, is taught by a fully qualified faculty member. Our course pedagogy is based four methodology modes beginning by the presentation of lecture which encompass what the professor, as an authority, thinks, as well as his/ her interpretation of the thoughts of others; followed by research laboratory dealing with what others think and have expressed in the literature of the field; our pedagogy will include seminar where what the students and professor think together as a result of stimulating discussion and debate; and finally reaction and research reports where

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the learning process combines what the student thinks for himself / herself as a result of this exposure to the thoughts of the professor, other authorities, and fellow students interaction.

### 1.3 Organization Summary

The University of Technology and Applied Sciences Lebanese French was established by French and Lebanese Professors as an independent, not for profit and nondenominational Lebanese higher education institution with undergraduate and graduate degree programmes. Dedde, Koura, North Lebanon is where the main campus of the University. ULF has a branch in a and a study centre in Tripoli, North Lebanon.

The University of Technology and Applied Sciences Lebanese French strongly upholds and is committed to democratic values and is founded on the traditions of academic independence, freedom of inquiry and expression. At ULF, intellectual curiosity, innovation are well established, and this was clear in the vision of its founders since its establishment year 1996 where these academics set forth the pursuit of quality and valid higher education for ULF.

To strengthen the dedication to the values of liberal arts education and to ensure that such continue to serve its core philosophy in our changing times, ULF invited prominent members of the community in Lebanon, France and Canada to join its Board of Trustees.

Both undergraduate and graduate degree programmes are offered at ULF in a highly selective manner. The university is a residential one with a strong technology, sciences and liberal arts orientation. Considerable degree of design and development has been and remain invested in the structure of ULF curriculum which is focused on nurturing independence of thought, creative problem solving, and effective communication. At ULF, students can study towards degrees in sciences, engineering, computer science; telecommunications, industrial management, business administration, fine arts education, marketing, and hospitality management.... open to students of high abilities, regardless of their demographic or physical limitations.

ULF has three faculties and a division: Engineering, Sciences and Arts, Business Studies and the University Institute. Academic excellence diversified academic programmes and growing students' populations, what characterizes ULF. The University can accommodate for approximately 1,500 students at its campuses.

French, English and Arabic are the languages of instructions at ULF; students choose in what language to receive their degree instructions. ULF faculty are selected from distinguished specialists in their respective areas of academic and research. ULF classes are kept adequate in size to ensure effectiveness in order that students receive individual attention such as the case in the liberal arts and sciences traditions.

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Students at ULF are also engaged in a wide range of extracurricular activities including arts and sports.

ULF is recognized as a unique institution in the area strives to become a regional institution with centres of excellence in its academic programmes and research strength. ULF advanced capabilities facilitates the implementation of the University's core curriculum and educational outreach programmes, and enables it to enhance its role as a regional institution.

Through partnership agreements with other educational and developmental institutions in the Middle East, Europe, Canada, the university seeks to integrate itself in these countries' academic societies, developmental agencies especially, The Arab Economic Council of the Arab League and the Arab Sea Ports Federation and promote its ideals to the public by advancing the cause of openness and freedom in the region and the world.

#### *Ownership*

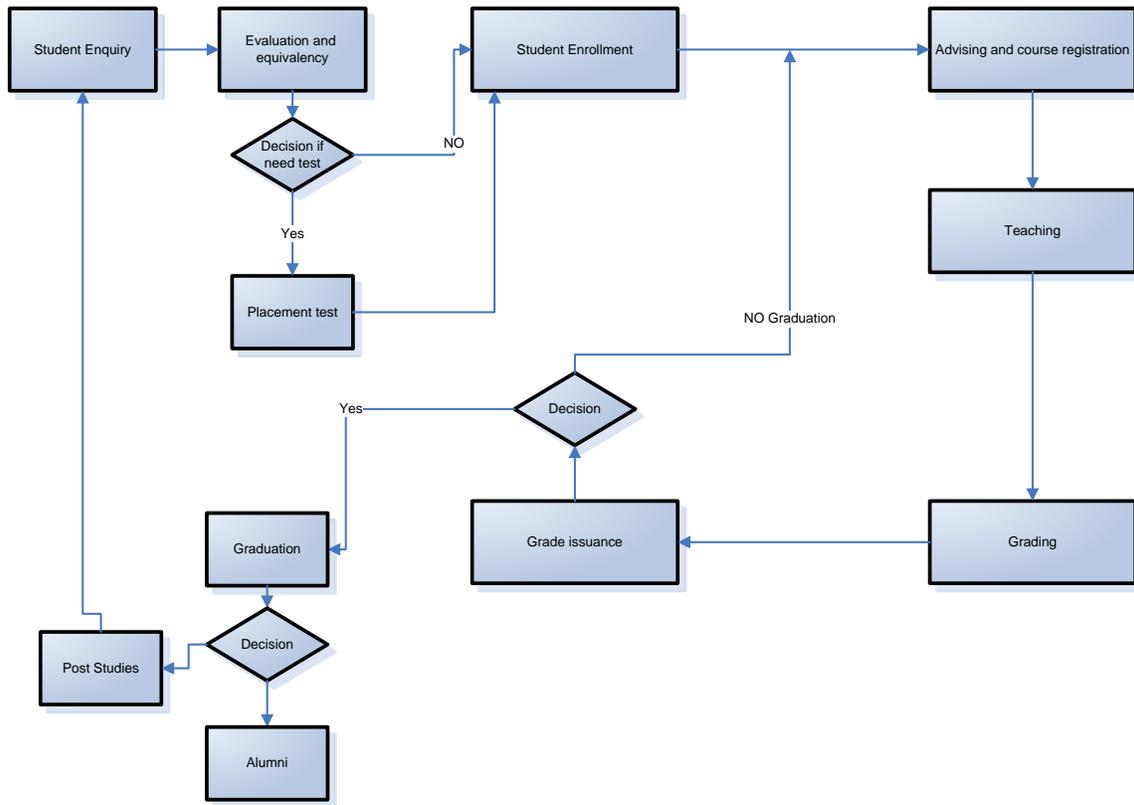
ULF is a Lebanese French based university that offers quality education (in French or English) for a wide variety of Science, Technology, Engineering, IT and Business studies.

ULF was founded by French Education Group AFDES in France and the first campus was launched in Lebanon some 20 years ago.

ULF is member of the Agence Universitaire de la Francophonie (AUF) for over 16 years. ULF is also a founder member of the Conference of Rectors of the Middle East (CONFREMO), and Professor Mohamad Salhab, President of the ULF, has been elected vice-president of the CONFREMO and has held this position from 2007 to 2009.

#### **1.4 Business Cycle:**

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### 1.5 Organizational Chart:

See Organisational Chart – ULF Webpage

### 1.6 Scope of Activity:

**ULF- Academic programs** are committed to providing premium quality educational services that lives up to the highest international standards and meets the required specifications and delivery terms without fault. In keeping with that ideology, we strive to continuously develop novel methods, innovative products and educational services designs via the efficient and sustainable utilization of capital and human resources.

In addition to others functions:

**ULF- programs** produces a wide variety of educational services for different undergraduate and post- graduate student needs, as well as professional training products. Educational services (Courses, and degrees) are prepared in compliance with the Lebanese Ministry of Higher Education and international standards by our various academic departments and personnel. Special Professional training programs are designs be it for high performance for professionals in the industry and can also be tailored to our costumers' (student/ learner) needs.

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## **Chapter Two: “Normative References”**

The following chapters are included in ULF- programs Quality Manual to address all of the normative requirements of ISO 9001:2008 unless exclusions are specified:

- 4. Quality Management System***
- 5. Management Responsibility***
- 6. Resource Management***
- 7. Product (education, learning) Realization***
- 8. Measurement, Analysis, Improvement***

Element 7.3 of the ISO 9001:2008, which calls for “Design and Development”, has been eliminated since it does not apply to ULF- Academic Programmes.

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### **Chapter Three: “Definitions”**

Definitions and terms mentioned in the ISO Standard 9001:2008 are implemented in the ULF- Academic programs Q.M.S.:

- Q.M.S.: Quality Management System
- Q.M.: Quality Manual
- Q.P.: Quality Procedures
- Q.M.R.: Quality Management Representative
- Q. Mgr: Quality Manager
- Q.M.A.: Quality Management System Auditor

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## Chapter Four: Quality Management System (QMS)

### 4.1 General Requirements:

The ULF- Academic programs has implemented a QMS that is continuously maintained for effectiveness and process improvement in accordance with the requirements of ISO 9001:2008.

The QMS is a package including the organizational chart, the responsibilities and procedures, as well as assets and equipment resources used to facilitate the implementation of the Quality Policy, Quality Objectives and Section Quality Planning and to assure the quality of our products (education, Learning) and to help avoid mismanagement and deficits within the ULF Academic Programs

The QMS is compulsory to all ULF Academic Programs employees (staff/ faculty).

### 4.2 Documentation Requirements:

#### 4.2.1 General:

Documentation is required for the adoption, implementation and verification of the QMS. The documentation of our quality management system includes:

- Documented Quality Policy & Quality Objectives & Section Quality Planning as stated under sections 5.3 & 5.4.1 of this Quality Manual.
- Quality manual - that covers the entire activities at the ULF Academic Programs and gives a general view of the implemented Quality System. (Document no. QM-0)
- Quality Procedures - The Quality Procedures Manual is a collection of Standard Operating Procedures (SOP's), which are established, documented, implemented, and maintained in conformance with the Quality Policies Manual's requirements and guidelines. The Quality Procedures Manual details the implementation of requirements and guidelines for the operation. (Quality Procedures are placed as hard copies at relevant workstations) .
- Work Instructions - are documented as necessary to support each applicable Quality Procedure to ensure the effective planning, operation and control of the processes.

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- Records - documents required by the ISO 9001:2008 standards such as forms, Management review... to confirm the objective evidence of compliance.

#### **4.2.2 Quality Manual:**

The Quality manual points out the ULF Academic Programs organization and defines procedures and responsibilities for implementing the QMS.

The QMR is responsible for the preparation, distribution and modification of the Quality Manual.

The Quality Manual shall be approved and released by Top Management unless this task is assigned by top management to the QMR. Revisions to the Quality Manual are subject to the same review and approval process as the original document. It is the responsibility of the Director of ULF Academic Programs and the QMR to implement and maintain the QMS as defined in the Quality Manual.

#### **4.2.3 Control of Documents:**

The control of documents is performed under the standard operating procedure **SOP-002**. Documents are reviewed and approved by the QMR and the appropriate head of departments.

A documented procedure shall be established to define the controls needed:

- a- Preparing, reviewing, updating as necessary and re-approve the documents.
- b- Each document has a unique serial and a revision number to identify it.
- c- Documents are available at effected workstations to appropriate employees (staff/faculty).
- d- Cancelled and invalid documents are removed from all workstations.
- e- Suppliers and customers documents are identified and their distribution controlled.

#### **4.2.4 Control of Records:**

Records established to show the compatibility the ULF- Academic programs bylaws and the effective operation of the QMS shall be controlled.

ULF Academic Programs establishes a documented procedure **SOP- 003** is used whereby all quality records are listed.

The QMS at ULF Academic Programs ensures that records shall be remained legible, readily identifiable and retrievable.

QMS records are stored with the Director of ULF Academic Programs and the QMR

Student records are stored with the Administrative assistant of ULF Academic Programs under the direct supervision of the director.

QMS old and obsolete records are disposed immediately.

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Student records are kept with the Administrative assistant of ULF Academic Programs for 4 years than archived in ULF- Academic programs main archive for 4 years.

## **Chapter Five: Management Responsibility**

### **5.1 Management Commitment & Principles:**

Quality is a top priority at top management at ULF- Academic programs, and the latter is committed to continuously improve and develop the Quality Management System.

Top management is responsible for establishing the Quality Policy and Objectives, conducting management reviews to the processes and internal quality reports, and ensuring the availability of resources in order to implement the Quality Management System in conformance with ISO 9001:2008.

The management at ULF Academic Programs is committed to the development and implementation of the Quality Management System, and to its continual improvement and effectiveness. Furthermore, ULF- Academic programs management is committed to the eight quality management principles as listed below, and as defined in ISO 9001:2008.

- a) Customer focused organization.
- b) Leadership.
- c) Involvement of people.
- d) Process approach.
- e) System approach to management.
- f) Factual approach to decision making.
- g) Continual improvement.
- h) Mutually beneficial supplier relationships.

### **5.2 Customer Focus:**

The management at ULF Academic Programs is committed to focus its resources to satisfy its external customers. This approach requires:

- a) The proper communication of the external customers' needs and expectations throughout the ULF Academic Programs
- b) Measuring member's satisfaction and ensuring a balanced approach between satisfying external customers and interested parties such as employees (staff/faculty), suppliers, etc.

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- c) Ensuring that the objectives of the ULF Academic Programs are linked to external customers' needs and expectations.
- d) Improving external customers' loyalty, which leads to repeated business.

### 5.3 Quality Policy:

The top management commits itself to continuously audit, review and control the ULF-Academic programs QMS performance to ensure its suitability and appropriateness to the purpose of the ULF Academic Programs

The top management shall therefore provide all means necessary to reach high level of Student and employees' (staff/ faculty) satisfaction as well as the continuous improvement of the quality and the diversification of services appropriate to the purpose of the ULF Academic Programs

The ULF Academic Programs quality policy is conducted according to the following principles:

**To supply education and learning of top quality, suitability to clients' needs and reliability by understanding, controlling, reducing process errors, and initiating actions to ensure continuous process improvement with total customer (student/ Learner) satisfaction.**

The **ULF Academic Programs** top management is committed to its quality management system. This is to be performed by continuously auditing, reviewing, controlling and implementing the correct means and resources into the QMS. This we believe will ensure quality performance of the **ULF Academic Programs** QMS, its suitability and appropriateness to the **ULF Academic Programs**

The employees (staff/ faculty) of **ULF Academic Programs** are therefore dedicated to developing and maintaining excellent customer (internal customer/ external customer- student/ learner) relations by meeting regulatory requirements, meeting or exceeding **(student/ Learner)** specifications, providing on time and defect free (education, learning) and service.

The **ULF Academic Programs** is also dedicated to reach high level employees (staff/ faculty) satisfaction in order to ensure efficiency and better (student/ learner) service.

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The **ULF Academic Programs** is committed to continuously improve the quality of its QMS, education, learning and services to meet student/ learner) needs and the appropriateness to the purpose of the **ULF Academic Programs**.

In order to support this Quality Policy (which is to be reviewed annually for suitability and validity), our quality objectives, and management's overall commitment to quality, **ULF Academic Programs** is dedicated to operating under the following quality mandates:

1. Top management must be actively involved in the QMS to ensure its continued compliance with the requirements of ISO 9001:2008.
2. The QMS performance to be continuously controlled. All resources and up-to-date technology are provided to the QMS to ensure effective performance and (students/ learners) satisfaction.
3. Management with Executive Responsibility must be committed to comply with the requirements of Quality Manual and continually improve the effectiveness of the QMS.
4. Top management must establish good and effective communication processes to ensure quality system performance.
5. Top management must ensure that the Quality Policy is effectively communicated and understood by all employees (staff/ faculty) to ensure that the QMS performs adequately thus contributing to the effectiveness of the **ULF Academic Programs**
6. Heads of Departments must implement and maintain a departmental objectives and strategies to realize the quality policy in their respective area of responsibility.
7. The **ULF Academic Programs** management system must operate to understand and satisfy (students/ learners) needs.
8. Every employee (staff/ faculty) must recognize that compliance to the Quality Policy promotes a system of continual improvement that ultimately leads to (students/ learners) satisfaction and better performance by the organization.
9. Top management must plan, implement and ensure that training needs of its employees (staff/ faculty) are met in order to enhance their understanding of the

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quality management system, develop their skills and competencies and therefore add value to the quality of service provided to (students/ learners).

10. Every employee (staff/ faculty) must adhere to the spirit and directives of the University's Quality Policy and all subordinate documents (SOP's, Work instructions and others) when performing assigned tasks.

## **5.4 Planning:**

### **5.4.1 Quality Objective:**

Planning of the quality system is carried out to meet quality objectives and general requirements of the quality management system. Any changes to the quality system are controlled and the integrity of the quality management system is maintained during these changes.

Realising that every employee, (students/ Learners), and supplier is a vital part of the overall process of continual improvement, striving to fully understand the requirements for meeting the needs of our internal and external customers (students/ Learners), our individual jobs, and our roles within the organization, and after the integration of the companies departments' objectives, the following Quality Objectives arouse:

- 1- Ensuring effective and efficient communicational channels to secure continual improvement in identifying internal and external customer (students/ Learners), needs and requirements.
- 2- Purchasing information – product approval, procedures, processes, equipment and or suppliers qualifications which their list must be yearly updated by the **ULF Academic Programs** who must be selected according to the **ULF Academic Programs** criteria - are effectively collected and controlled to ensure that purchased products conform to specified quality requirements so that no delay in deliveries and service will occur, and final product will be according to specifications.
- 3- Identifying, providing and maintaining the facilities required to achieve product conformity.

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- 4- Acquiring adequate work space, process equipment for hardware and software (not less than 5 years old) as well as support services that are all environmentally friendly.
- 5- Empowering the internal and external communication channels to reduce time consumption in applying after sales service (post and complementary education and academic services) processes and (students/ Learners)' feedback.
- 6- Continual management reviews and internal audits (at least 1 annually) to avoid nonconformities and reduce (students/ Learners)' complaints through system, products (education, learning) and processes testing and improvement and through per semester student evaluation of classes and faculty members satisfaction surveys.
- 7- Evaluating employees (staff/ faculty), training and motivating them through their interference in education, learning' improvement policy and decision making.
- 8- Recruiting and retaining the best employees (staff/ faculty) to ensure providing the best (education, Learning) and service quality.
- 9- Building a competitive advantage to increase registration by at least 5% for 2017 and market share through an exceptional quality service based on:
  - a. Quality product (education, Learning),
  - b. Quality service,
  - c. On time delivery of education and learning,
  - d. Professionalism in education and learning,
  - e. Professionalism in registration and admission,
  - f. Best prices and flexible payments facilities,
  - g. Continuous Marketing and Promotional programs,
  - h. Long term loyal customer (student, learner) relationship.
- 10- Ensuring the necessary budgeting to secure the needed purchases on time and ensure paying the due claims on time.
- 11- Ensuring all reports and studies of the **ULF- Academic Programs** departments are all prepared and ready to be executed and delivered to the **ULF- Academic Programs** Director of ULF- Academic Programs, and legal governmental organizations accurately on time.
- 12- Controlling the admission and registration to ensure collecting revenues on time.

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- 13- Preparing the appropriate financial studies in coordination with the various departments to ensure that the University's income increase yearly.
- 14- Ensuring that this policy is continuously improved, by instituting a qualified QMS, complying with ISO 9001:2008.
- 15- Maintain and improve a suitable, reliable and effective IT business environment at the **ULF Academic Programs** by:
  - a- Building and maintaining an effective IT communication System at the organization (Dec, 2017)
  - b- Building and maintaining effective System Security (Dec, 2017)
  - c- Building and developing a full electronic filing system (Dec, 2017)
  - d- Developing and maintaining effective web-page (Dec, 2017).
- 16- Develop and keep up-to-date a **ULF Academic Programs** Brochure (Dec, 2017).
- 17- Ensuring that non-conformity (education, learning) and services do not exceed 10% of the delivered products (education, learning) and service for 2017.

#### **5.4.2 QMS Planning:**

In order to implement the Quality Management System at ULF Academic Programs as described in chapter 4, a Quality Plan has been established which includes all the procedures on basis of which the system operates. Furthermore, proper planning, control and supervision are established at all levels within the organization in order to ensure that the Quality Objectives for meeting all requirements are satisfied.

The management checks whether the quality objectives are kept and consistent with the quality policy as described in chapter 4. In order to assure conformity and continuous improvement of the QMS, the QMR prepares once a year a quality report summarizing the results based on generated quality records and submits it to the management.

Employees (staff/ faculty) have to be informed on the outcome of the QMS evaluation. The following documents represent the basis for QMS evaluation:  
The quality system should not be affected by any changes of procedures, if was planned properly according to ULF Academic Programs norms and bylaws

- Internal and external audits;

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- Management review and regular meetings;
- Customer/employee (staff/ faculty) satisfaction sheets;
- Executed preventive and corrective actions;
- Adequate documentation and planning;
- Personnel training;

## **5.5 Responsibility, Authority and Communication:**

### **5.5.1 Responsibility and authority:**

The organizational chart for the ULF Academic Programs has been established where a hierarchical scale of responsibilities and authorities of each employee (staff/ faculty) are defined and properly communicated within the organization. Top management is the only entity within the organization that is allowed to make changes to the organizational chart.

### **5.5.2 Quality Management Representatives (QMR and QMA): [Mr. Nizam Hakam and Mrs. Simoni Lakkis as 5.5.2.b and 5.5.2.c.]**

Top management at ULF Academic Programs has appointed a Quality Management Representative (QMR) from its full time management who has the following responsibility and authority:

- a) The QMR should supervise & follow up all QMS procedures especially audits, corrective & preventive actions and documentations.
- b) The QMR shall report verbally & in written report every six month to the top management about all non- conformities or preventive or corrective actions needed to maintain the QMS.
- c) Reporting to top management on the performance of the QMS and any additional need for improvement.
- d) Responsible for liaison with external parties on matter related to the Quality Management System.
- e) Preparing, maintaining and distributing the Quality Manual as well as other quality relevant documents as described in chapter 4 of this manual.
- f) QMR is assisted by the QMA for carrying out the internal audits.

The QMR is officially in charge of drawing-up and modifying the Quality Manual, and has the right to issue all information related to quality matters within the ULF Academic Programs

### **5.5.3 Internal Communication:**

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Appropriate communications have been established throughout the ULF Academic Programs with the objective of improving the efficiency of all procedures and for the continuous evaluation of the Quality Management System. Periodic progress meeting for the Quality Team is to take place for the purpose of reviewing the quality process. It is a requirement to make sure that all communications to be in writing with proper documentations follow up and filing.

## **5.6 Management Review:**

### **5.6.1 General:**

Top management at ULF Academic Programs analyses the Quality Management System at least once a year to ensure its continuing suitability, adequacy and effectiveness in accordance with the standard operating procedure **SOP- 005**. The Top management shall review the system in its entirety, and shall take actions as deemed necessary under the form of changes or amendments to the QMS including the Quality Policy and Objectives.

Organized internal audits are conducted by the Quality Management Auditor to monitor the proper carrying out of the preventive/ corrective measures.

### **5.5.3 Review Input:**

The input sent to management must be clearly defined statements or figures and shall include the following:

- a) Results of audits,
- a) Customer (Student/ Learner) feedback,
- b) Process performance and product (education, learning) conformity,
- c) Status of preventive and corrective actions,
- d) Follow up actions from previous management reviews,
- e) Changes that could affect the Quality Management System, and
- f) Recommendations for improvement.

All management reviews and internal audit reports will be sent to the external auditor for his review and records.

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#### **5.5.4 Review Output:**

Upon the review guideline the output from management review at ULF Academic Programs must show that there is commitment to take all necessary actions to improve the effectiveness of the Quality Management System and its processes and the service provided to its external customers, and to make available sufficient resources for executing the recommended corrections. Proper documentations are taking place to monitor and to support the outcome of the changes.

## **Chapter Six: Resource Management**

### **6.1 Provision of Resources:**

Top management is committed to provide all resources (financial and human) needed to implement and maintain the QMS and its continual improvement and effectiveness. Furthermore, top management is committed to enhance customer satisfaction by meeting customer requirements.

ULF Academic Programs has sufficient resources to be able to implement, maintain and continually improve its Quality Management System.

### **6.2 Human Resources:**

#### **6.2.1 General:**

All personnel must possess the proper qualification, education, training, experiences and skills as described in the job description of each position.

#### **6.2.2 Competence, Awareness and Training:**

The exact requirements for the employees (staff/ faculty) are described in the job descriptions. All ULF- Academic programs personnel must be competent for the work each employee (staff/ faculty) is responsible for. Adequate professional training is a must for the quality assurance and for meeting product (education, Learning) requirements, is an integral part of the quality policy of the ULF Academic Programs The professional training is mandatory and is scheduled yearly for concerned employees (staff/ faculty) at all levels as described in the standard operating procedure **SOP- 006**. Each employee (staff/ faculty) has a personal record evidencing the requirements for training, skills, education, and experience. Training must be evaluated by top management to satisfy the objective of improving the skills and services.

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The QMR is responsible for the coordination and control of all internal as well as external quality related training programs. The QMR reports in his yearly QMS evaluation report to the management on the status of employees (staff/ faculty) training. The QMR is responsible for making sure that each employee (staff/ faculty) has exact and up-to-date training records.

### **6.3 Infrastructure:**

The ULF Academic Programs maintains and upgrades its entire infrastructure to make sure its employees (staff/ faculty) and external customers have the best environment to obtain the desired quality service. The infrastructure includes equipment, workspace, building, and supporting services for which the ULF Academic Programs has a yearly development plan for developing and updating. An inventory list for the infrastructure is available and up-to-date as described in **SOP-007**.

### **6.4 Work Environment:**

The ULF Academic Programs is determined to manage the professional and safe work environment needed to achieve conformity to services requirement. (This procedure is described in **SOP-008**).

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## Chapter Seven Product (education, Learning) Realization

### 7.1 Planning the Product (education, Learning) Realization Process:

The policy adapted at the ULF Academic Programs is to make sure that appropriate equipment and sufficient resources along with the right trained personnel are made available to meet the requirements needed for providing a quality service consistent with the processes defined in the QMS. Trial and errors approach to an existing or new (education, learning programs) or service is not permitted at ULF Academic Programs Any new service or product (education, Learning) must be planned properly. The planning procedure entails the need to establish a detailed process, with supporting documentations and resources to achieve the quality objectives and requirements of the product (education, Learning). The objective is to plan, verify, monitor, measure and re-evaluate the service/product (education, Learning) to eliminate the non-conformities to produce the desired outcome. Any changes to the plan or the product (education, Learning) are to be documented and kept on records, and to be communicated to all concerned persons.

### 7.2 Customer-related Processes:

#### 7.2.1 Determination of Requirements Related to the Product (education, Learning).

- All requirements related to the product (education, Learning) are to be determined by means of continuously updating the ULF- Academic programs database and equipment.
- Statutory and regulatory requirements applicable to the product (education, learning) and any additional organization are met.
- Receipts and any financial documents related to the accounting department are to be put in that Department for 2 years, then to be put in active archived for 8 years and then disposed according to a written report signed by the **University President.**
- Admission records are to be kept in the admission department for 2 years, then to be put in active archive for 6 years, and then disposed according to a written report signed by the **University President.**

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- **Student files and student exams are to be kept in administrative department** for 2 years, then to be put in active archive for 6 years, and then disposed according to a written report signed by the **University President**.
- All disposed document are kept in the permanent archive.

### 7.2.2 **Review of Requirements Related to the Product** (education, Learning).

Top management at ULF Academic Programs reviews all contracts or agreements before final acceptance to ensure that all requirements of the product are adequately and clearly defined, and can be met. New agreement must be reviewed, verified, documented, and circulated.

### 7.3 Student/ learner Communication:

**All communications with the (Students/ Learners) must be in writing. The written documentations must be reviewed, answered and archived for future use as required in the QMS.**

### 7.4 Purchasing:

#### 7.4.1 **Purchasing Process:**

There is a purchasing process established by top management to obtain a minimum of three quotations for any non-dedicated product (education, Learning) or service to be acquired for the ULF Academic Programs from a supplier or contractor unless instructed otherwise. It is also required to have written and clear specifications for the product (education, Learning) to be purchased or requested. Upon receipt of the purchased product (education, Learning) or service, it is requested to verify the conformity of the delivered item for conformance with the set specifications.

All subcontractors / suppliers shall be assessed at least once a year to come up with an Approved Subcontractors/suppliers' List that meets the ULF- Academic programs requirement for accurate and reliable delivery of the product (education, Learning) or service.

#### 7.4.2 **Purchasing Information:**

The ULF- Academic programs purchase orders must include detailed information on the product (education, Learning) to be purchased, by clearly describing, where applicable, the code, type, quantity and all specifications relevant to the material required. These

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purchased orders must be reviewed and approved prior to issuing. (The purchasing procedure is described under **SOP- 009**.)

#### **7.4.3 Verification of Purchased Product:**

Top management requires the inspection and verification for all incoming purchased product to ensure their conformity with the specification. Rejected material is handled in accordance with the standard operating procedure for “the Control of Non-Conforming Products” as described in **SOP-010**.

### **7.5 Teaching, learning and Service Provision:**

#### **7.5.1 Control of teaching, learning and Service Provision:**

The ULF Academic Programs carries out a teaching, learning and service provision under controlled conditions and described procedure **SOP-011**.

The following conditions shall be made available as applicable:

- a) Work instructions, procedures and material.
- b) Equipment but not limited to personal computers, peripherals and Internet.
- c) Evaluating the satisfaction of the students/ learners or participants.

#### **7.5.2 Validation of Processes for teaching/ learning and Service Provision:**

All procedures and methods are to be reviewed by top management during the management review to determine their validity. The review should include work instructions, procedures, equipment and qualification of personnel.

Any deficiencies must be addressed and action be taken to reflect the validity of the processes. The objective of the validation of the processes is to minimize non-conformities and complaints. (The validation procedure is described in **SOP-012**)

#### **7.5.3 Identification and Traceability:**

All documents issued by the ULF Academic Programs are identified throughout the product (education, learning) realization at each department in order to avoid non-conforming services, as well as to ensure proper circulation and filing. Identification and traceability of the products (education, Learning) is done in accordance with the procedures and as required by the governing laws, and as described in **SOP- 013**.

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**7.5.4 Student/ Learner Property:**

Top management has informed all employees (staff/ faculty) to exercise utmost care with student/ learner property while it is under the ULF- Academic programs control. During the process of authenticating student/ learner' documents, the ULF- Academic programs taught employees (staff/ faculty) at the office of authentication are instructed to exercise care while handling the documents in such a manner to preserve their integrity and their secrecy. Any loss or damage to such a property shall be documented, reported and records of such are maintained. The ULF Academic Programs has a policy of respecting and abiding any governmental rules & regulation with respect to intellectual property.

**7.6 Control of Monitoring and Measuring Devices:**

Top management ensures that proper appraisal and feedbacks are collected for certain workshops or seminars to measure the satisfaction rate of attendees to improve future events and as described in **SOP- 014**.

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## Chapter Eight: Measurement, Analysis and Improvement

### 8.1 General:

The ULF Academic Programs implements a system of monitoring, measuring and process improvement in order to verify conformity of its education, learning/ services and of the Quality Management System.

Statistical data are established to reflect the number of complaints received from students/ learners and the number of waste as a result of non-conformities. Statistical data should also address the conformity of the QMS by tracking the number of internal audits and their successful results. These results are essential for the continual improvement of the QMS and for the updating of the company quality objectives at all levels.

### 8.2 Monitoring and Measurement:

#### 8.2.1 Student/ learner Satisfaction:

The ULF Academic Programs has put in effect a procedure for monitor and evaluate student, learner satisfaction by exercising per semester student evaluation of classes and faculty members to determine if it met student/ learner requirements, to enhance and to continually improve the quality of its education and learning. The QMR prepares a report to summarize the evaluation process and results for top management review and action.

#### 8.2.2 Internal Audits:

The ULF Academic Programs has established implemented and maintained documented procedures for a comprehensive system of internal audits to verify the effectiveness of the Quality Management System. The details are described in **SOP- 015**.

The Quality Management Representative is responsible for administering the internal audit system as scheduled at planned intervals.

Audit results are documented in audit reports and audit checklist per established procedures. Copies of all audit reports including completed corrective requests are forwarded to management of the audited area and maintained by the QMR.

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Management personnel responsible for the audited area implement timely corrective actions for any reported non-conformance and follow-up activities including verification of the corrective actions taken and reporting of the results.

**8.2.3 Monitoring and Measurement of Processes:**

The ULF Academic Programs has a comprehensive plan for monitoring and measuring the Quality Management System processes in order to demonstrate the ability of the processes to achieve planned results. When planned results are not achieved, corrective actions are implemented and monitored for effectiveness. The comprehensive plan includes, but not limited to, appraisals, checklists, questionnaires etc...

**8.2.4 Monitoring and Measurement of Product (education, learning):**

The services are reviewed and inspected for compliance prior to their releases.

**8.3 Control of Nonconforming Product (education, learning) / Services:**

Every Head of Department at the ULF Academic Programs is responsible for the identification and documentation of the control of nonconforming service. In the event of a nonconforming situation, the product (education, Learning) is reviewed in accordance with documented procedures as described in **SOP- 017**, and then actions are taken by the concerned head of departments to eliminate the detected non-conformity.

The concerned heads of departments is also responsible to re-verify the correction of non-conforming product (education, Learning) /service to ensure conformity to the requirements.

One of non-conforming control of products (education, learning) is the double signature policy at the ULF Academic Programs

Records of the nature of nonconformities and any subsequent actions taken, including concessions obtained, shall be maintained.

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#### **8.4 Data Analysis:**

The ULF Academic Programs uses statistical techniques for the purpose of analysing the results to control the effectiveness of the QMS and its continual improvement. Methods used to generate relevant data are reviewed periodically to ensure the information provided relates to:

- a) Student/ learner satisfaction.
- b) Reaching budgetary target.
- c) Characteristics and trends of services including opportunities for repetitive business.
- d) Rate of non-conformities and corrective/preventive actions.
- e) Suppliers and employees (staff/ faculty).

#### **8.5 Improvement:**

##### **8.5.1 Continual Improvement:**

The ULF Academic Programs continually improves the effectiveness of its Quality Management System and its performance through the implementation and updating of the quality policy and objectives, audit results, analysis of data, corrective and preventive actions and management reviews.

##### **8.5.2 Corrective Action:**

The ULF Academic Programs has established implemented and maintained documented procedures to initiate effective corrective and preventive actions for conditions adverse to quality as described in **SOP- 018**.

##### **8.5.3 Preventive Action:**

The ULF Academic Programs has established and maintained documented procedure as described in **SOP- 018** to determine the appropriate and effective preventive actions required to eliminate the causes of potential non-conformities in order to prevent their occurrence.

Such preventive action also includes development of a contingency plan in the beginning of each year in the transactions and services department (staff, technical tools....).