



# Islamic Virtual University Project

# Contents

<b>Part One: Background of the Project</b> .....	3
Introduction .....	4
<b>Part Two: Islamic Virtual University</b> .....	9
Introduction.....	10
Model Description .....	16
1. Project Specification .....	18
2. Vision and Mission Statement.....	18
3. Analysis of Strategic Components.....	18
4. Specification of Master Strategies.....	19
Strengths, Weaknesses, Opportunities and Threat Analysis (SWOT).....	22
Operational Projects and Plans.....	30
Proposed Organizational Structure for Islamic Virtual University.....	33
Evaluation and Control System of the Strategic Plan and the Implementation of its Mechanisms.....	35
Hypothesis Control.....	36
Performance Control.....	36
Supervision Control.....	38
<b>Conclusion</b> .....	39
 <b>Figures and Tables</b>	
Figure 1: VIU Strategic Planning Components .....	18
Figure 2: VIU Organizational Chart.....	34
Figure 3: Control and Evaluation Schedule.....	38
Table 1: SWOT Matrix .....	20
Table 2: SWOT Analysis and Strategies .....	25
Table 3: VIU Operational Strategies .....	27
Table 4: Islamic Virtual University: Institutional Performance Management...	32
Table 5: VIU Evaluation & Control Indices .....	37

**PART I**

**Background of the Project**

**An Overview of Accomplished Activities**

## **Introduction**

In the wake of the fast technological changes and the advent of modern communication technology, educational systems around the world have been trying to keep up with new opportunities regarding educational facilities. The developments in this respect have been quite impressive and praiseworthy.

Computer science and the internet have contributed to eliminating the physical distance hindering data dissemination and information exchange throughout the world. These developments have speeded the trend towards competing in influencing globalization. Universities, educational and research institutions as well as other educational structures are no exception and cannot remain unaffected by the impact of such technological development. In fact many of them are now expanding their activities throughout the world.

The production of many kinds of educational software, the existence of virtual universities, digital libraries and many other research, scientific and educational contents accessible via the World Wide Web all constitute the evidence for such gigantic move towards eliminating physical distance in the field of academic support.

The increase in the speed of communication along with the elimination of physical distance has also made it possible for students, university professors and researchers across the world to exchange views about educational and scientific matters. This has in turn led to developing technology and reaching solutions to many scientific problems.

Within this interaction, and taking into account the common cause of Islamic world universities as to their beliefs, culture and thought, along with the possibility of establishing close links with each other within the Federation of Universities of the Islamic World, and other similar regional or scientific entities, member universities can contribute to establishing a basis of cooperation in the exchange of information and the identification of opportunities, intellectuals and other educational facilities available in member states.

This project hinges on the idea of using current technological progress, especially advanced information technologies based on the internet and other networking facilities, with a view to expanding mutual educational and scientific cooperation among universities in the Islamic world, producing and teaching knowledge as well as expanding the scope of its dissemination.

Accordingly, Azad Islamic University (AIU), as a member of FUIW, has proposed the Project of Islamic Virtual University. FUIW has studied the Project and contributed to its content so as to make it compatible with the experience of the Union with a view to activating the mission of Islamic universities and confirming their contribution in the realm of the fast moving technological and knowledge developments.

The project aims at promoting education quality and calling for cooperation between Islamic world universities with a view to achieving the common objectives below:

1. Benefiting optimally from the educational potentials of universities in the Islamic World, and reducing the quality gaps among member universities;
2. Benefiting from the expertise of highly qualified and renowned university teachers, and enabling researchers and students to easily contact distinguished university professors in member universities;
3. Creating an appropriate system in which professors and students of the Islamic world would communicate and exchange ideas in various specializations;
4. Striving to institute and expand information technology in the member universities within the Union;
5. Introducing specialized courses and establishing a benchmarking system for evaluation purposes;
6. Eliminating the obstacles of geographical distance between universities through the use of internet-based information technology;
7. Setting up an appropriate mechanism to expose to the world the scientific and research potentials of these universities;

8. Implementing research projects through close cooperation of member-state universities;
9. Connecting senior specialists and qualified academics to FUIW;
10. Producing, exchanging and providing information;
11. Avoiding parallel basic research works, reducing their cost and improving their quality through enhancing cooperation among researchers in Islamic world universities.

This model contains Learning Management System (LMS) software programs on the basis of the following:

- This information program will be prepared in the three official languages of the Union, namely Arabic, English and French;
- Since certain member universities are not endowed with the infrastructure necessary for browsing websites, the information program has been set up in such a way as to enable them to easily access the program using minimal communication tools;
- Taking into account how each university may use the information program independently, observing the educational and scientific regulations as well as procedures;
- This information program will be set up assuming that there will be a prospective information development in the use of the internet, and that the methods of using the program will be accessible to all;
- While the information program is being designed, it will include all the relevant support tools such as courses, online debates, scientific forums, digital libraries and other elements that would facilitate cooperation among members, academics and students;

The vital element lies in the project of designing the program in the form of a preliminary operational model that will be provided to members free of charge or for a symbolic membership fee.

On the basis of these decisions calling the Federation Secretariat to continue its cooperation with IAU so as to implement both projects, develop the University

Project in coordination with the Federation Secretariat and launch the website of FIUW bearing the address [www.fuiw.org](http://www.fuiw.org) and containing the following information:

- Search list on universities specifying their countries, logos and general and detailed information, including the university address, telephone number, e-mail address , website, languages available, funding, library, number of students, date of establishment, affiliated schools, departments, sections, etc..

### **Islamic Virtual University**

The implementation steps of the plan below will be performed in two phases:  
**Phase One:** Presentation of the university proposed organizational structure, and its manner of cooperation with the member universities, the following items of which have been accomplished:

- Elaboration of the vision, mission and SWOT analysis;
- Preparation of operational strategies and implementation plans;
- Specification of the needs of member universities and the relevant legal, administrative, financial and technical aspects;
- Drawing up the draft of the Charter of Islamic Virtual University.

### **Phase Two**

#### ***VIU Activities***

The activities to be accomplished are summarized below:

- a) Establishing VIU headquarters;
- b) Facilitating access to the headquarters for officials, university presidents and Federation officers;
- c) Establishing an advanced information and technological bases;
- d) Calling all member universities to cooperate and develop the project as well as to benefit from members' experiences;
- e) Using the free technological grounds or those requiring minimum fees;
- f) Providing advice, training and services upon the request of universities;

- g)** Inviting prestigious leading universities to offer degree courses at reduced or special costs for the students of member universities;
- h)** Facilitating interaction among member universities for them to invest their capacities to cooperate in this regard;
- i)** Encouraging member universities to produce pedagogical contents;
- j)** Offering courses on electronic training and the mastery thereof for trainers and managers of member universities;
- k)** Making public announcements at international assemblies to attract new members and collaborators;
- l)** Providing the equipment required for hosting the application programs and the presentation of the educational program (LMS).

It should be noted in this regard that at the last session of the Executive Council of the Federation held in Sharjah University in 2006, the following resolutions have been adopted regarding the virtual university and the digital library:

- 1.** Adopting the Project of the Islamic Virtual University in its new version;
- 2.** Setting up an Advisory Committee for the follow-up of the project implementation, composed of the Federation Secretariat, IAU, Sharjah University and the Islamic University in Uganda;
- 3.** Creating a special Fund to implement the Project under the supervision of the Federation of Universities in the Islamic World;
- 4.** Expressing thanks to the Islamic Azad University for its initiative in contributing US\$10 000 to this Fund, and inviting other universities to offer support to the Project;
- 5.** Calling for a conference to be held, bringing together experts and specialists from member universities, to contribute in enriching the Project by their expertise.

To illustrate the various aspects of the Project, the present report exposes in detail the master objectives, the relevant analyses, operational plans and the implementation organization of the Project.

**PART TWO**  
**ISLAMIC VIRTUAL UNIVERSITY**

## **Introduction**

The Islamic Nation is characterized by unity, as it believes in one God, practices one religion, follows one Prophet, reads one Book, and prays towards one Kiblah. It is the Ummah that God called in the first verse of the Holy Book to read and seek knowledge, which constitutes the key to global sustainable development: "Read in the name of thy Lord, who created Man out of a clot of congealed blood" (Al-Alaq:1-2). However, many Islamic countries suffer from underdevelopment. Islamic peoples are endowed with many potentialities, chief of which is a dynamic religion calling for reflection and exalting scholars, so much so that it granted them the rank of "heirs to the Apostles". Nonetheless, these Islamic countries have been relegated from the position they deserve within the world order, giving it up to others.

War, poverty and regional instability contribute to the weakening of the capacities of these countries, directing them to other routes. On the other hand, the world has changed today, and humans in the post-industrial age and network economy have entered a new stage based on science and technology. The modern development model is no longer achievable through natural resources. Nor is it possible to reiterate the experience of the last two decades, where good export performance would lead to growth and progress.

Currently we live in a world whose main requirements are globalization and knowledge-based development. The dream of progress will not come to fruition in the absence of these two elements. Science and technology determine the gap between the advanced economies and those of developing countries.

In the present century, progress is realized neither by expanding existing lands nor by exploiting new ones. Knowledge, science and technology constitute the field where the pioneers are striving to gain ground. The train of knowledge and science has already run past the previous stations of industrial revolutions, and has stopped so as to herald new horizons of progress. Those who avail themselves of this opportunity and board this train will undoubtedly obtain good results and enjoy the blessings God has bestowed.

Hence, the Islamic world –both states and peoples- should strive to change its approach to development into an approach based on knowledge. On this basis, the required infrastructures should be provided. The responsibility for this world must be assumed by mankind –the best of creatures on earth. Any move in this world results from human development, skills, knowledge and vision. The triangle of knowledge, skill and vision constitutes a strong capacity that can realize the dream of peace and development, as well as enable the Islamic world to regain power and glory. Hence, the fundamental question which constitutes the starting point and driving force behind such a move lies in dealing with the following problematic:

1. How can the Islamic world realize development through a knowledge-based system?
2. How can we ensure the training of the talented people who constitute the driving force of this movement?

In this context, educational and training systems should be dealt with, and universities as well as schools should assume the major responsibility for achieving such ambitions. Two issues arise in this connection. First, the required characteristics of universities and education institutions in the Islamic world should be specified. Second, regarding the number of universities, institutes and colleges in the developed world, we should determine the reason behind ignoring their potentials in this regard! Perhaps the word “Islamic” would trigger other aspects so that a new experience would arise and more demand would be generated. At a higher level and in a different sense, this question raises another issue relating to our definition of the Islamic Virtual University and the elements it should contain.

To react to the first question, the issue should be elaborated. More insights should be provided about the scope and indicators that would initiate human development, creating a center for developing competencies, skills, knowledge, vision and reflection upon the issues of the Islamic World, taking into account the following:

- The vast geographical area of the Islamic world with different languages, cultures and rules;
- Disparity of GDP per capita among Islamic countries;
- Disparity of the standards of knowledge and technology among Islamic countries;
- Disparity of the needs of these countries due to their different natural and human resources;
- The poor income per capita, which makes relatively basic expenses unbearable to many countries;

These indices hinder real progress within the classical forms of universities. They even drive us to use the new methods made available in the last decade of the twentieth century.

The observations and findings indicate that a viable approach to deal with the problematic above lies in using information and communication technologies, which would enable us to achieve the goals and face the current challenges.

In this regard, ISESCO and FUIW, two agencies specializing in education, culture and science, and affiliated to the Organization of the Islamic Conference, are capable of promoting the civilizational message of Islamic Virtual University.

Such orientation, which some countries have tried successfully to achieve global development, would constitute the best method to meet these requirements. With regard to the issue of the importance of creating an “Islamic” virtual university within the pool of existing virtual universities, the connotation of the term “Islamic” in its name requires serious consideration.

The availability of an educational virtual university in the Islamic world constitutes a suitable ground for the dissemination and development of Islamic sciences. Also, the potential to benefit from academics, experts and scholars would not be constrained by their location of residence. Moreover, the University would provide an appropriate space for interaction and learning at the international level. On the other hand, focus will be on the needs and requirements of member

universities; hence, research would speed up in such fields as Islamic management and economy, along with scientific research in all fields of inquiry.

Further, special geographical and technological needs can be studied, investigated and taught at this University. These are some of the issues that have not been addressed by universities in developed countries. There have been a few attempts by some students and researchers; even so, their expertise and works were used mostly to meet the needs of developed countries.

The Islamic Virtual University can concurrently satisfy these needs and address the maximum number of instructors, learners and beneficiaries. It would provide the following advantages:

1. Adopting a common language and scientific platform among researchers in the Islamic countries;
2. Accelerating the pace of the transfer of knowledge and expertise among intellectuals in the Islamic states;
3. Providing a meeting platform for outstanding academics and scholars from different countries, and bridging the gaps with a view to facilitating common activities;
4. Creating a sustainable trend towards specifying and studying research and scientific requirements of the Islamic world.

The university is in fact a ground bringing together the elite of scholars in the Islamic world, including academics, faculty members, students and researchers. It strives to upgrade scientific standards and development indices in Islamic countries. Unfortunately, the official figures and indices released by Islamic countries, such as the outstanding articles published by these countries, the rate of education per capita, the rate of research and other data, are at variance with those of developed countries.

To achieve a decent scientific position in the world, Islamic countries should increase their investment in the field of scientific research, provide its requirements and facilitate its mechanisms. The absence of a scientific virtual university and information media would motivate others to invade our spaces, which would have

negative consequences on the Islamic world and all its educational institutions. These international information research channels enjoy a powerful influence that seriously threatens Islam.

There is a pressing need for such a university, and to implement this plan, we need the assistance of decision-makers as soon as possible, through the following conception:

- The University will be an Islamic international institution. It will cooperate with and complement all Islamic universities as well as scientific and research centers, under the supervision of FUIW;
- The management officers of this educational university will be chosen through a democratic mechanism. This university will constitute a pivotal ground for other universities to benefit from the capacities in digital fields through their interaction with one another.
- Attaching vital importance to education and skill development –rather than the delivery of academic degrees- through the exchange of knowledge and research works among the outstanding members in the Islamic world;
- This project is by no means in conflict with the running projects and activities; it aims at upgrading the efficiency of other projects through the use of ICT;
- The dissemination of Islamic culture and peaceful values in the current unstable circumstances is one of the main objectives behind establishing this University;
- This University derives its credibility from the pressing necessity to meet the needs of universities and higher education institutes in the Islamic world for virtual university services. Its responsibility lies in evaluating and interacting with these universities;
- Faculty members of this university consist of the teaching staff of member universities in the Islamic world, and leading academics working in various Islamic universities. These faculty members will become actual teaching staff when certain conditions are met.

It should be noted that this plan can only succeed with the support of governments and higher education officials in the following areas:

- Investment in developing and upgrading the competitive capacity of this university;
- Promoting the scientific aspect of the university through the contribution of the participating universities and institutes, sharing resources and offering various study grants;
- Providing grounds for the university to grow through the member universities approval of the relevant regulations;
- Supporting the research works generated by the interaction within the University of its financial and administrative components and systems on the one hand, and the services of its intellectual mission on the other;
- Granting membership to universities and scientific institutes, for them to effectively contribute to the University activities and programs, through the approval of the relevant regulations and the delivery of the necessary licenses.

Finally, we would like to express our gratitude to those who provided financial and moral support to the present project in its preliminary stages. This conception is the first draft of the University Project, which aims at presenting the appropriate strategies for its realization.

In the second part of this report, we will expose the model used to apply the conception outlined above. Subsequently, we will present the general framework of the entire plan, from the specification of the mission and vision to the realization of the practical goals.

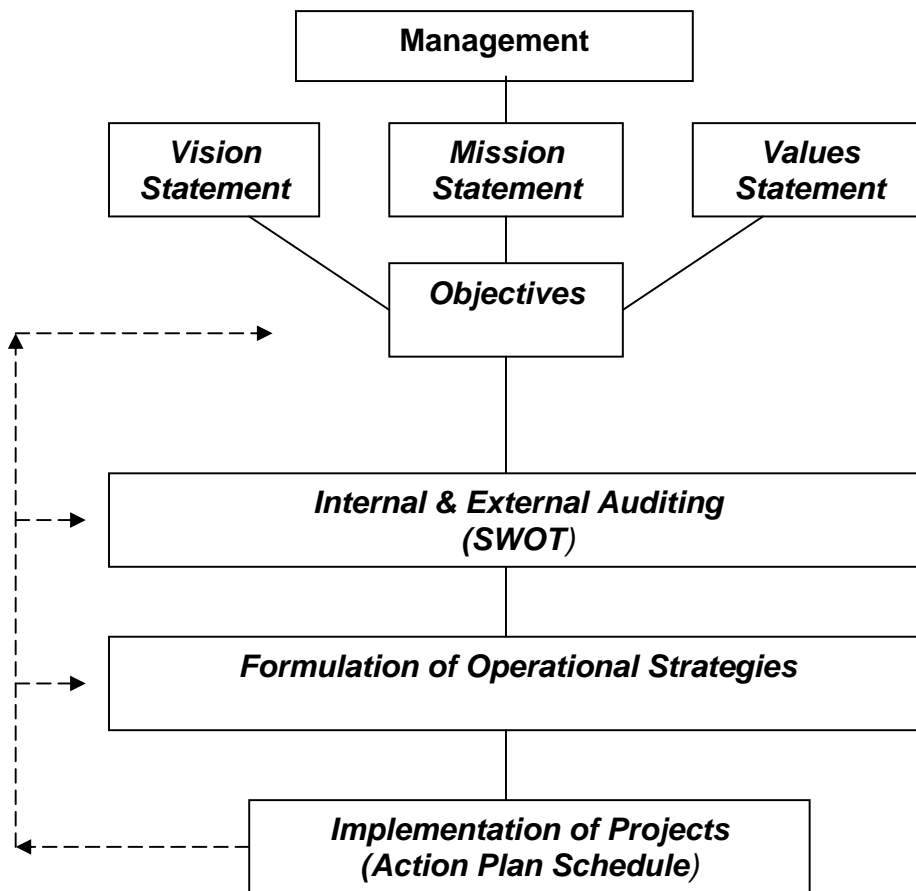
It is hoped that adaptation to this issue would trigger a large-scale mobilization in the Islamic world with a view to developing human resources.

## **Model Description**

To elaborate the approach of the plan model based on management science, various models and approaches have been put forward to design and implement strategic plans. With regard to implementation, however, each of the phases mentioned in the strategic planning models contain a vast range of activities, which requires managerial tools. Such an approach to planning is systematic and methodical. The present part of this report intends to explain the model used in the VIU plan. In fact, the required infrastructures for the plan are analyzed on the basis of the strategic components and maneuver grounds. The solutions are provided according to the vision and outcome of the plan, as well as the specification of the interaction involving strengths, weaknesses, opportunities and threats.

This plan aims at specifying the potential and existing capacities. It also describes the basis for practical solutions. The outcome of this plan is to explain the model of strategic planning so as to accelerate the operational level of VIU, and to achieve a sound operational framework, as a fundamental step in planning. This brief section of the report, therefore, outlines the tools, means and approaches employed in preparing the strategic plan of the Islamic Virtual University.

The model below shows the overall schema of VIU:



**Figure 1: VIU Strategic Planning Components**

## **1. Project Specification**

Developing virtual education and establishing VIU involve many dimensions such as technology standard, producing scientific content, curricula, fields of study, managerial mechanisms and various aspects of the need for implementing the plan.

## **2. Vision and Mission**

VIU vision, mission and objectives have been specified with reference to the information obtained from the study of forecasts and approaches related to the implementation of the plan. Advice from experts and counselors in various fields has also been sought in this regard.

## **3. Analysis of Strategic Components**

This section aims at identifying the key elements influencing the plan, for a better understanding of the strengths, weaknesses, opportunities and threats (SWOT). The usual strategic planning models have been used in this part to explain these elements within the SWOT table.

Once the VIU vision, mission, values and objectives have been explained, and its strategic components have been assessed and analyzed, data analysis will be immediately carried out to choose the master and sector-based operational strategies. These should be formulated in the light of the status of this Virtual University.

The proposed dimensions will be specified on a large scale, benefiting from the various studies, methods and matrices. In the final phase, the master plan will be formulated for the Islamic international departments of science (VIU). Following the studies carried out on the identification of the elements related to the present plan, a list of internal strengths and weaknesses, as well as external opportunities and threats has been established to analyze the working conditions. This is necessary to specify the dimensions and tools of the Virtual University. SWOT analysis is also useful in determining the distinctive features of the plan, laying down a basis to specify future

opportunities and specifying the advantages of the plan. Within the system applied to these studies, the SWOT elements are defined as follows:

- Weaknesses: internal deficiency and system dysfunction;
- Strengths: internal advantages of the system;
- Opportunities: favorable conditions in an easily accessible system;
- Threats: negative impacts threatening the structural system of education in the Islamic world.

#### **4. Specification of Master Strategies**

Regarding the SWOT table, and the international knowledge and technology vision, mission and objectives (Islamic Virtual University), this phase exposes the master strategies of the plan based on the present choice models in the form of different categorizations to compile the operational solutions in the phases ahead.

These are overlapping dimensions ranging between skills, internal as well as external resources, opportunities and risks. The strategy is determined in the SWOT matrix based on a comparison between strengths, weaknesses, opportunities and threats. This method is based on the information obtained from the studies accomplished. To choose the appropriate strategy, it is very important to correctly compare internal and external elements. Strategies are drawn up to benefit from opportunities and strengths and to modify weaknesses and avoid threats. There are four explainable strategies in the SWOT matrix. Comparing the main internal and external elements is one of the most difficult activities of the process of providing the SWOT matrix. Therefore, in this matrix the strategies are as follows:

- S–O strategies - where strength is used to benefit from the environmental opportunities. This is one of the most favourable strategies that managers usually use. Other types are explained in the following table:

**Table 1- SWOT MATRIX**

	<b>Strengths</b>	<b>Weaknesses</b>
<b>Opportunities</b>	<p><b>S-O strategies</b> Used to redress weaknesses</p>	<p><b>W-O strategies</b> Through employing opportunities, Weaknesses decrease and it will be made possible to exploit the environment.</p>
<b>Challenges</b>	<p><b>S-T strategies</b> Should be specified and faced.</p>	<p><b>W-T strategies</b> Consolidating the confrontation methods and ensuring their effectiveness.</p>

Following the identification of master strategies, as well as operational and implementation solutions, operational activities plan has been designed and submitted for implementation in the form of an action plan. To link it the implementation steps, this part is presented as implementation projects and plans with fixed timeframe to provide the possibility of follow-up and management of project implementation.

**Vision:**

Expanding the dissemination of knowledge on a scale as vast as the Islamic World.

**Mission:**

VIU scientific departments strive to initiate sustainable development by raising the qualitative and quantitative standards of science and technology in the different Islamic communities. It also provides a proper ground for science-based sustainable development of Islamic countries through the use of communication and information technology and network technologies.

This is because we believe in extending the scope of education and scientific research. We are also committed to the remedy of the standing deficiencies in scientific development of the Islamic world, by raising it to international standards, in a world currently characterized by fast-moving transformation. This is possible through establishing educational courses, developing databases of science, exchanging information and increasing the interaction rate among intellectuals. All these issues revolve around Islamic values.

**Objectives:**

VIU science departments intend to accomplish the following objectives:

- 1) Providing education opportunities for everyone, everywhere, and every time, with the most cost-effective facilities and the highest level of productivity.
- 2) Creating a proper ground for localizing science and technology in the Islamic World.
- 3) Contributing to the production of science and developing it based on Islamic values.
- 4) Providing the possibility for exchanging experiences and transferring science among Muslim Nations.
- 5) Eliminating scientific and cultural disparity among Muslim Nations;
- 6) Establishing grounds for putting science and technology into practice based on the needs of the Islamic World;

- 7) Consolidating the capacities of the Islamic Ummah through modern science and technology.
- 8) Consolidating the unity of the Islamic world and shunning fanaticism and discord.

**Values:**

- 1) Respecting Islamic beliefs and cults, focusing on their common values and disregarding their differences;
- 2) Utilizing modern communication and information sciences and advanced technologies, as well as promoting peace in the world.
- 3) Fighting all kinds of racial and cultural discrimination;
- 4) Protecting humane Islamic values;
- 5) Respecting educational and research systems in member universities, and upgrading their standards;
- 6) Making science serve society, Islamic values and the civilizational needs of the Islamic Nation.

**Strength, Weakness, Opportunity and Threat Analysis (SWOT)**

The results of the studies conducted on strengths, weaknesses, opportunities and threats and those of employing strategic selection models both indicate the following:

**Strengths**

1. A Learning Management System (LMS): it contains all the facilities required for interaction based on the structure of the Federation. It aims at realizing cooperation among member universities on the internet.
2. An extensive network of the member universities under the supervision of FUIW.
3. Investment potentiality of the member universities

4. A strong will to accelerate the implementation of the plan and to develop knowledge and science across the Islamic World.
5. Sufficient human and managerial resources as well as sufficient number of faculty members;
6. Various scientific facilities to be shared by the member universities, including decentralized knowledge databases.

### **Weaknesses**

1. Geographical vastness and inequality in skills across member countries
2. Time-consuming decision making and approval processes in FUIW (regarding intervals between conferences)
3. Lack of a comprehensive and integrated educational policy in member universities, and at the level of the officials in charge of higher education policies in member universities;
4. Serious deficiency in the rate of the participation of member universities in the implementation of projects;
5. Poor contribution of Islamic states to the production of knowledge, compared to other states;
6. Poor education contribution rate in the GDP in member states.

### **Opportunities**

1. Potential students interested in education (demand);
2. High quality universities in the Federation;
3. Advanced e-learning and virtual education in the world;
4. Industrial and economic development of Islamic countries in the past decades;
5. Developing Information and Communication Technologies (ICT) in the member states;
6. Benefiting from parallel capacities of member states;
7. Pivotal role of Islam in the member states;

8. FUIW being a centralized decision-making system supported by ISESCO and the Organization of the Islamic Conference;
9. Benefiting from the scale economy in the network of the member universities (increasing the bargaining power);
10. A strong will in the Islamic Ummah for more cooperation.

### **Threats**

1. Growing negative atmosphere against Islam in recent years;
2. Inefficient distance learning educational systems;
3. Different languages and cultures in the member states;
4. Different ways of interacting with ITC among the member states;
5. Different higher education systems in the member states;
6. Weak and different knowledge bases in the member states;
7. Different motivations of the Islamic states to participate in the project;
8. High rate of immigration of the elite from the member states (to the industrial countries);
9. Unequal per capita income in the member states;
10. Potential competitors outside the network of the universities of the Islamic world.

Considering the points mentioned above, the Islamic Virtual University may work on the basis of its master strategies according to the table, and draw up the sections and operational plan for each item therein.

**Table 2: Islamic Virtual University**  
**SWOT Analysis and Strategies**



### **Table 3 – VIU Operational Strategies**





## **Operational Projects and Plans**

Finally, to determine the operational plans, a set of executive activities and certain projects have been extracted from operational strategies, which will be put forward as executive model of institutional performance management (IPM) It is worth mentioning that this part of the report aims at explaining accurate executive and operational steps along with the timeframe of implementing them to realize the final launching of the Islamic Virtual University. This IPM and the list of the related projects to be realized are some of the executive obligations of the Islamic Virtual University.

Subsequently, a complete list of the projects to be executed, extracted from the operational strategies, will be submitted along with the designed operational IPM.

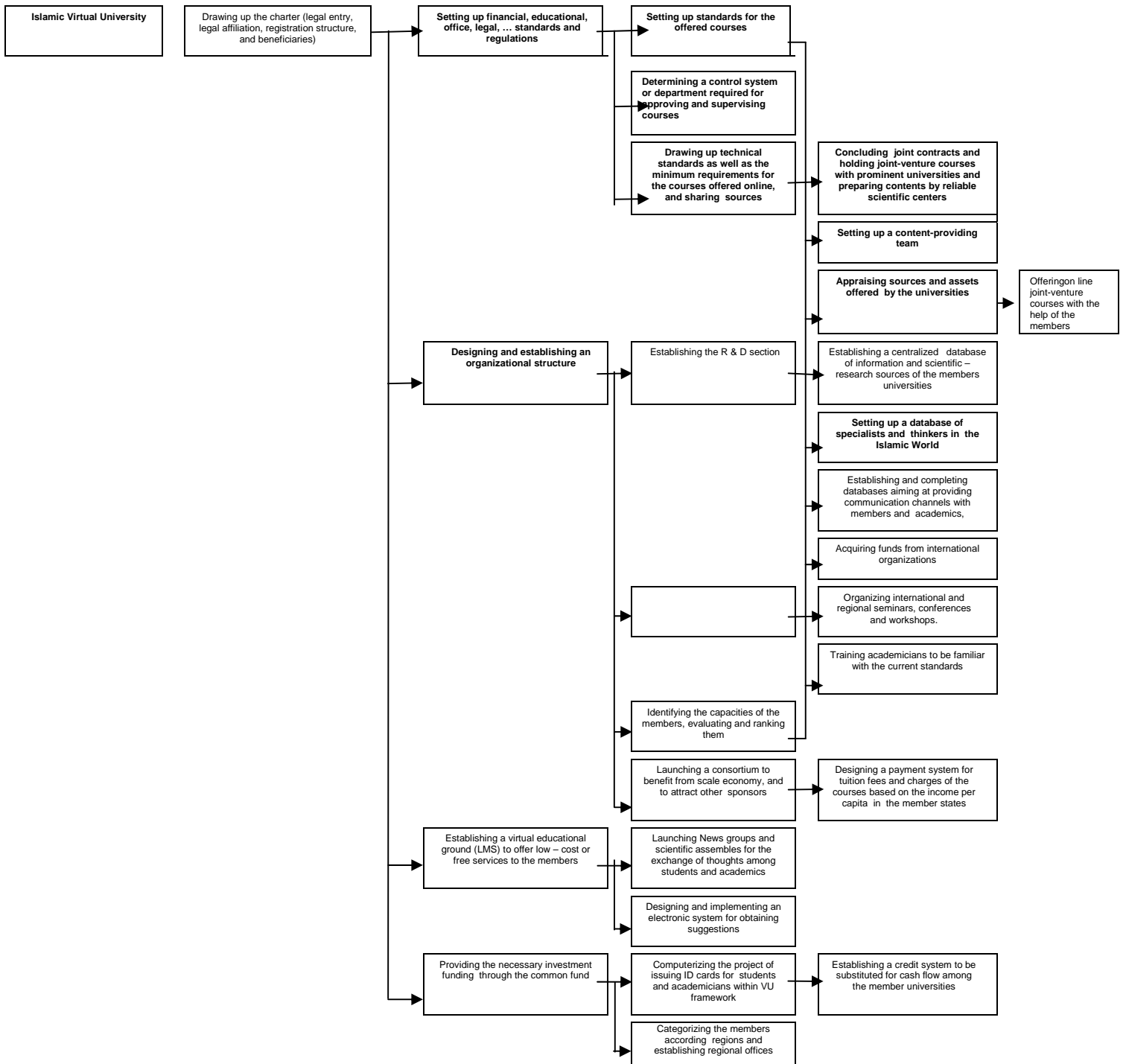
1. Drawing up technical standards as well as the minimum requirements for online courses, sharing the sources, licensing, etc, and using software and scientific content provided by each member across the network of the members.
2. Drafting the Charter (legal entry, legal affiliation, registration and structure, beneficiaries).
3. Establishing an R&D section
4. Establishing a section for rendering services to the members for the purpose of offering educational, technical, support ... services;
5. Setting up financial, educational, administrative and legal standards and regulations.
6. Designing and establishing an organizational structure (Including a translation office and an international affairs office)
7. Determining a supervisory system or department required for approving and supervising courses.
8. Categorizing the members with regions and establishing regional offices.
9. Appraising resources and assets offered by the universities.
10. Setting up a database of specialists, intellectuals, etc. of the Islamic World;

11. Computerizing the plan for issuing ID cards for students and academics within VU framework;
12. Seeking funds from international organization.
13. Establishing and completing databases aiming at communicating with members, academics, students, etc.
14. Identifying, evaluating and ranking the capacities of members
15. Organizing international and regional seminars, conferences and workshops.
16. Setting up a content-providing team.
17. Establishing a credit system to be substituted for cash flow among the members.
18. Establishing a virtual educational ground (LMS) to offer low-cost or free services to the members to offer their electronic courses;
19. Setting up standards for the offered courses;
20. Concluding contracts and holding joint-venture courses with prominent universities and preparing contents from reliable scientific centers
21. Designing and implementing a web based system for obtaining suggestions;
22. Training academics to be familiarized with the current standards.
23. Designing a payment for tuition fees and charges of the courses based on the income per capita in member countries
24. Launching a consortium to benefit from scale economy and to attract other sponsors.
25. Establishing a centralized database of information and scientific research sources of the members and other science-producing centers with an advanced search option (creating scientific portal);
26. Identifying fields of study and priority courses;
27. Providing the necessary investment funding through the common fund;
28. Offering online joint-venture courses with the help of the member universities;
29. Set up news groups and scientific forums for the exchange of ideas among students and academics.

**Table 4- VIU Institutional Performance Management**

**Islamic Virtual University**

**(IPM)**



## **Proposed VIU Organizational Structure**

The plan offered to establish VIU in the form of executive strategies and plans is so extensive and has a specific implementation timeframe .Therefore, inappropriate organization and programming can divert us from achieving the required goals and expectations mentioned in this report. To successfully implement the proposed programs and achieve the objectives, an appropriate executive mechanism, powers and obligations must be defined.

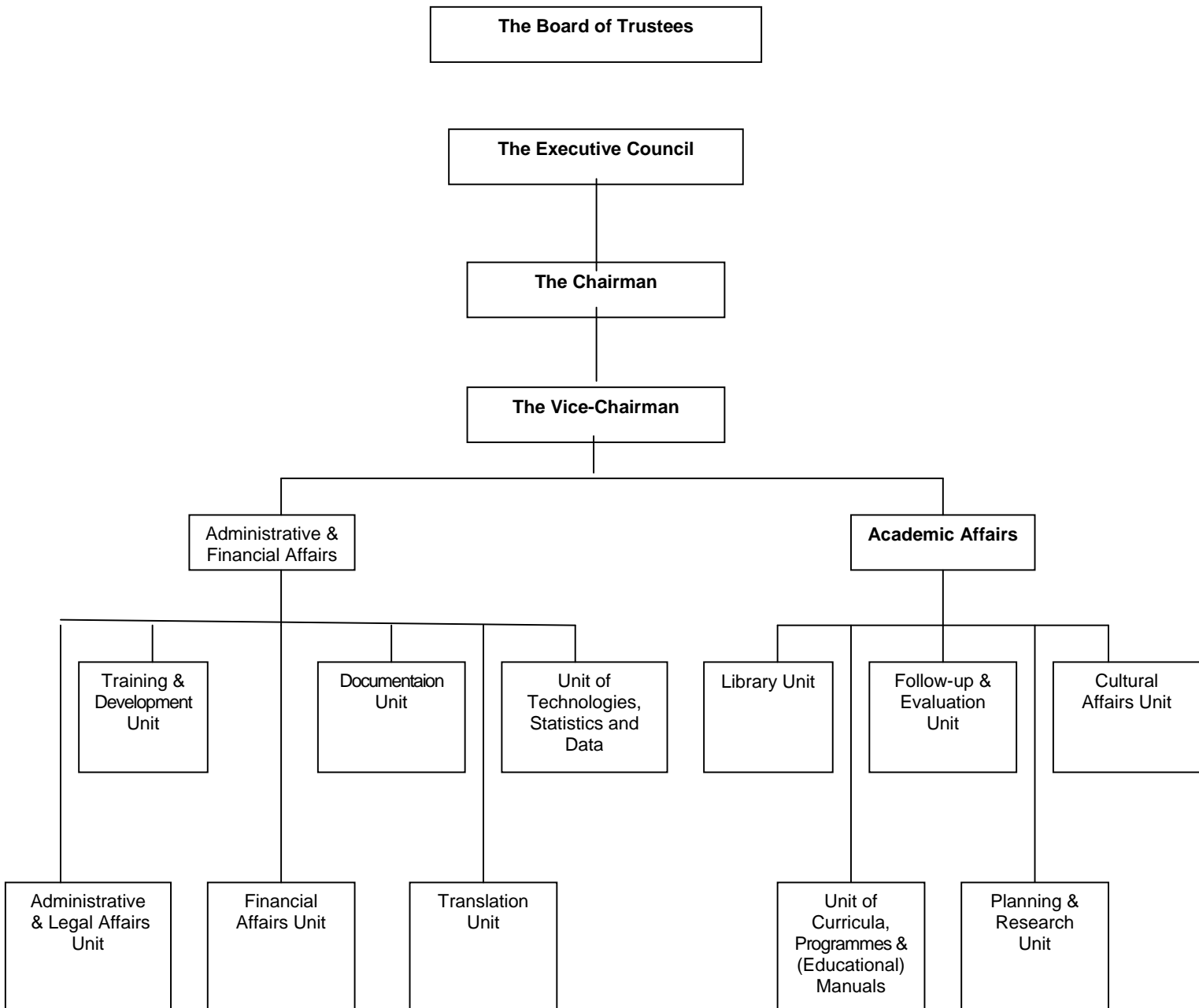
In the studies done for Islamic Virtual University, various plans have been designed and proposed to meet the required needs. Certain organizational divisions will be responsible for the implementation thereof. It is necessary to establish coordination and interaction among different sections of the network so that no conflict arises concerning the respect of commitments.

This section of the report provides a proposed organizational structure of VIU, including the organization chart and its requirements. This structure embraces elements necessary for organizing activities assigned for establishing the Islamic Virtual University.

Once the proposed structure has been approved, the executive mechanism of the project will be operative and the necessary mechanism for implementing plans will be provided.

The proposed organizational structure for Islamic Virtual University is as follows:

**Figure 2- The Organisational Chart of the Islamic Virtual University**



The set given at the top level of VIU organizational structure is a proposed plan. It provides an operational ground for the plan implementation model. It is obvious that this structure relates to the macro level and the high-ranking positions. Should such structure meet the approval of the relevant bodies, special studies and surveys should be carried out to make it operative.

Therefore, in some of the main executive projects and plans of establishing the Islamic Virtual University, organizational bodies of the operational process have been established so as to study the mechanism at a micro-level. More important, however is the fact that Islamic Virtual University organizing model should be closely followed, and the sections proposed in the above structure be respected. Upon the approval of the project, and during the following phases of developing the network and making it operational, detailed charts of each section along with job description of different sections, departments and staff of the Islamic Virtual University should be determined.

### **Evaluation and Control System of the Strategic Plan and its Implementation Mechanisms**

An important part of all strategic plans is their evaluation and control system.

This system is used as controlling and revising strategies to ensure the accuracy of the process and the proper implementation of the strategies. Three approaches explain the control and evaluation system of the Islamic Virtual University. The first approach is based on assumption control where the hypotheses of the plan will be reviewed. The second relates to implementation control, considering indices and results. The strategic supervision for reviewing the plan is performed periodically to accommodate potential environmental as well as internal changes of the organization. The three approaches are given below:

### **Hypothesis Control**

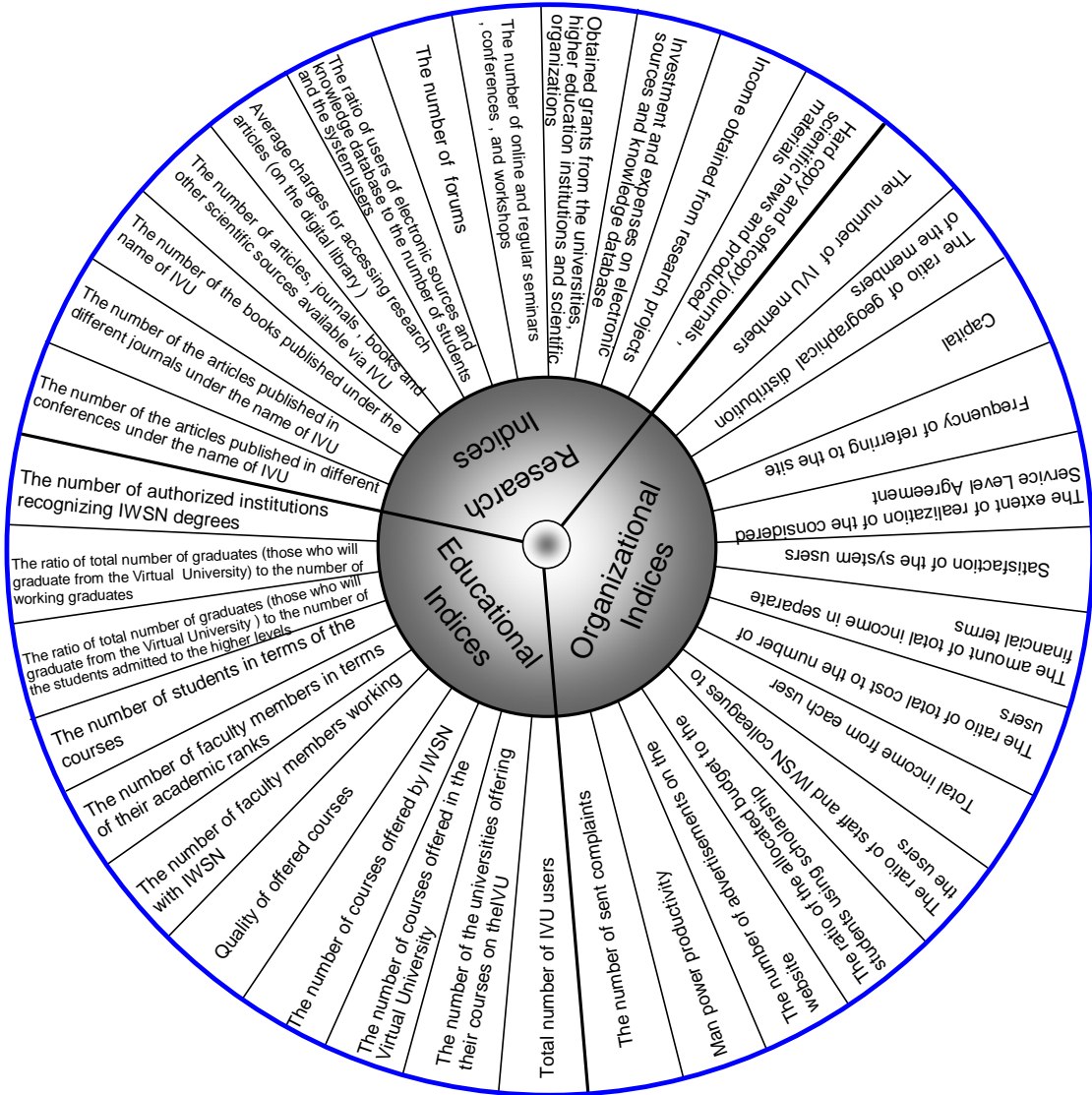
This plan is based on hypotheses that change according to their validity. These hypotheses include legal, technological, and managerial aspects. The investigation team must review them in a specific period of time within which necessary program data must be available to decision makers for them to make the necessary changes.

### **Performance Control**

The periodical identification and assessment of the key success factors constitute one way to ensure the appropriate implementation of the plans. These factors should be submitted to periodic control, as they specify the aspects that should be adjusted or those that require the implementation of a certain plan.

The indices below have been especially designed for VIU, and they can serve as a benchmarking system, measuring the extent to which the expected objectives have been realized in implementing the plan.

**Table 5- VIU Evaluation and Control Indices**



***These indices should be evaluated quarterly and the resulting report must be submitted to the management of the university to be used in line with the objectives of the Islamic Virtual University.***

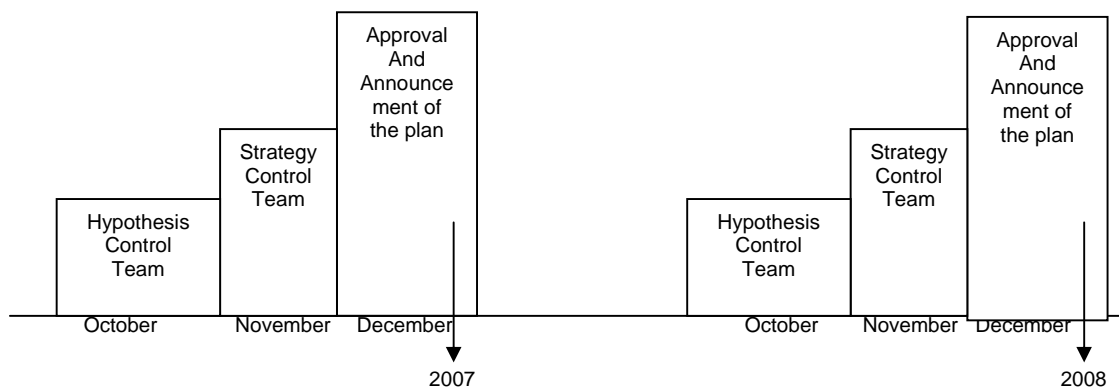
## **Supervision Control**

Since changes occur at a fast pace in many fields, programs and strategies should be reviewed in line with the new developments. The supervision of plans aims at accomplishing this very objective. The month of October has been devoted to this purpose. After reviewing pal expectations and evaluating the outcome of the key indices of the preceding months, the Review Team submits the relevant reports every year.

The subsequent step consists of reviewing factors and dimensions as well as introducing the required adjustments to the plan.

By the end of November, the revised version should be presented to the policy and decision makers at the University so as to formulate a final version of the plan, after it has been adopted by the said authorities during the month of December. The plan is announced before the beginning of the following working year.

***Figure 3- Control and Evaluation Schedule***



***The above three approaches can collectively provide a suitable evaluation, control and action model for the above plan.***

## **Conclusion**

The Islamic Virtual University is a project for all countries aiming at developing science and technology in the Islamic world as a whole. To achieve this ambition, we seek assistance, support, advice and cooperation from all the officials, elite, experts, scholars, managers and officers working in the field of education.