



**University of Bahrain  
Deanship of Scientific Research**

# **Strategic Plan**

# Introduction

- Scientific research is considered one of the higher thinking skills and practices that human mind practices due to the achievements that nations can make in developing industry, improving production processes, and raising the cultural and civilized levels of nations and individuals.
- As it is shown, scientific research is a systematic way of thinking through the implementation of a definite methodology that is based on the utilization of specific instruments to investigate or measure a phenomenon or problem. Therefore, scientific research requires the availability of a suitable environment in which the researchers are supported with both the financial and moral support to conduct their research projects in the perfect way.
- Consequently, the advanced countries highly consider the important role of scientific research because it's realized that the glory of any nation is measured by its individuals' scientific, intellectual and behavioral abilities. Therefore, most nations today direct all their abilities, supplies and scientists towards improving the status of scientific research in different ways such as hosting the distinguished minds from other countries, allocating considerable financial budgets to research from the national income, because it is hoped that these attempts will lead towards the beginning of a brighter prosperous future for people in which they are guaranteed a descent comfortable life.

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- The background of the slide features a faded image of a student sitting at a desk with a stack of books. The wall behind the student is covered in various letters and symbols, creating a textured, educational atmosphere.
- The University of Bahrain has always sought to develop its strategic plan 2009-2014 in which it compasses the University's major goal which is to straighten its role on both the national and international levels as a source of knowledge, research, distinction and invention.
  - In this regard, the University has given special consideration to scientific research by stating it as a main pillar in the second strategic goal that aims to increase and improve the quality and quantity of scientific research at the University in order to integrate with the economic vision 2030 of the kingdom of Bahrain.
  - In the light of this, The strategic goal is transformed into three strategic initiatives:
    - Developing the scientific research strategy
    - Establishing a treasurer's/funding office to support scientific research
    - Adopt the best international practices in reviewing the quality of the findings and outcomes resulted from the conducted researches.

# Formation of the Sub-strategic Aims, Mechanisms & Means, and Performance Indicators

1. To Increase and improve the outcomes of the applied and basic scientific productions.
2. To shift towards knowledge production and encouraging innovation.
3. To straighten collaboration with the public and private sectors inside and outside the Kingdom of Bahrain.
4. To establish a funding treasury to support scientific research.

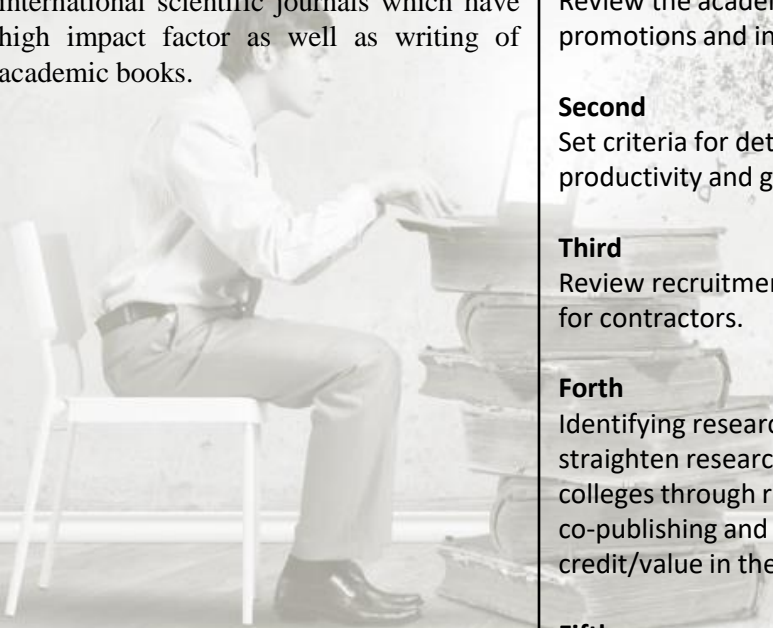
## Formation of the sub-strategic Aims for the Deanship of Scientific Research

### Formation of Performance Indicators


1. Increase scientific publishing in the referred international scientific journals which have high impact factor.
2. Increase collaborative research projects among colleges, academic departments and scientific centers at the University.
3. Organize workshops in scientific research and establish potentials in this regard.
4. Establish research chairs in some disciplines [e.g. Nanotechnology, alternative energy, information technology, environment, business] and increase endowments.
5. Sign memorandums of understanding with the biggest organizations in the public and private sectors in the domain of conducting research and studies.
6. Prioritizing the initiatives of scientific research that have an application aspect and determine how they contribute to the economic development plans in the Kingdom.
7. Revisit the organizational structure of the scientific research process at the University and supply it with the required technical and human needs to reinforce its role in serving the local community and its development plans. In addition, to collaborate with regional and international research figures in specific domains.
8. Diversify the financial support for scientific research at the University.

**First:** To Increase and improve the outcomes of the applied and basic scientific productions.


**Sub-objectives for the 1<sup>st</sup> Strategic Aim**

No.	Sub-Strategic Objective (1)	Mechanisms & Procedures	Performance Indicators
1	<p>Increase scientific publishing in the referred international scientific journals which have high impact factor as well as writing of academic books.</p> 	<p><b>First</b> Review the academic regulations related to promotions and incentives.</p> <p><b>Second</b> Set criteria for determining competence in scientific productivity and giving incentives accordingly.</p> <p><b>Third</b> Review recruitment regulations and contract renewals for contractors.</p> <p><b>Forth</b> Identifying research potentials in the colleges and straighten research collaboration between the colleges through research committees to encourage co-publishing and give these researches a special credit/value in the academic promotion procedures.</p> <p><b>Fifth</b> Reinforce the principle of Academic Freedom in the academic community within the disciplines of religious, ethical, and political backgrounds of the local community.</p> <p><b>Sixth</b> Reinforce anti-plagiarism policy to ensure credibility and accountability of the academic production.</p>	<p><b>First</b> Number of published papers &amp; authored books.</p> <p><b>Second</b> Number of authored books/studies</p> <p><b>Third</b> Amount of incentives and appreciations given to active research faculty</p> <p><b>Forth</b> Number of plagiarism cases registered by the University.</p>

**Sub-objectives for the 1<sup>st</sup> Strategic Aim – Cont.**

<b>No.</b>	<b>Sub-Strategic Objective (1)</b>	<b>Mechanisms &amp; Procedures</b>	<b>Performance Indicators</b>
2	<p>2<sup>nd</sup> Strategic Objective                      Increase collaborative research projects among colleges, academic departments and scientific centers at the University.</p> 	<p><b>First</b>                      Identify domains of collaborative research projects among academic departments in the colleges.</p> <p><b>Second</b>                      Form research teams among colleges and determine work mechanism and type of studies that can relate to the economic plans of the Kingdom.</p> <p><b>Third</b>                      Work on emphasizing the scientific and academic productions of the University through the website of the University.</p> <p><b>Forth</b>                      Obtain External Research Assessment [ERS] for the research projects that were sponsored by the University.</p>	<p><b>First</b>                      Number of Research teams</p> <p><b>Second</b>                      Number of applied studies that were achieved.</p> <p><b>Third</b>                      Ratio of research that were sent for ERA.</p>
3	<p>3<sup>rd</sup> Strategic Objective                      Organize workshops in scientific research and establish potentials in this regard.</p>	<p><b>First</b>                      Communicate with research centers and scientific organizations and seek to host popular experts to conduct workshops in scientific research.</p> <p><b>Second</b>                      Determine topics and contents of these workshops/</p>	<p><b>First</b>                      Number of conducted workshops and scientific meetings in this regard.</p>

**Sub-objectives for the 1<sup>st</sup> Strategic Aim – Cont.**

<b>No.</b>	<b>Sub-Strategic Objective (1)</b>	<b>Mechanisms &amp; Procedures</b>	<b>Performance Indicators</b>
4	<p>4<sup>th</sup> Strategic Aim Engage the newly PhD holders of faculty in the research projects.</p> 	<p><b>First</b> Organize and conduct special workshops for these faculty members to be familiar with the ways of conducting a research or study at the University.</p> <p><b>Second</b> Allocate budget to allow these faculty to attend one scientific conference without presenting a paper for 2 sequential years.</p> <p><b>Third</b> Faculty have to submit a report to on their attendance to the conferences they have attended explaining the type and purpose of the conference and how it impact their professional and academic career. This can be done in a form of a workshop organized to the members of the concerned academic department.</p> <p><b>Forth</b> Instruct senior researchers to involve the new faculty in their current research projects.</p> <p><b>Fifth</b> Offer financial incentives to the new faculty members who are recognized as active researchers.</p>	<p><b>First</b> Number of conducted workshops for the new faculty.</p> <p><b>Second</b> Number of research studies that the new faculty were engaged in.</p> <p><b>Third</b> Number of incentives and financial support given to the new faculty.</p> <p><b>Forth</b> Number of the distinguished research projects that were done by the new faculty.</p>



**Second:** To shift towards knowledge production and encouraging innovation.

**Sub-Objectives to the 2<sup>nd</sup> Strategic Aim**

No.	Sub-Strategic Aim (2)	Mechanisms & Procedures	Performance Indicators
1	<p>1st Strategic Objective</p> <p>Review, develop, and activate the policies, regulations, and laws of the University and its academic programs to disseminate and reinforce the culture of scientific research across the University environment to encourage and motivate creative thinking among the academic faculty and students.</p>	<p><b>First</b> Offer courses in scientific research skills within the academic curriculum plan for the undergraduate programs.</p> <p><b>Second</b> Adopt programs to develop the research skills for both the academic faculty and students through involving them in some local and regional research centers or universities.</p> <p><b>Third</b> Establish a Center of Excellence and Creativity for students' projects.</p> <p><b>Forth</b> Encourage and include students in the faculty research projects [faculty member will be obliged to state the student's name on the joint research project in addition to his/her name as a supervisor]</p> <p><b>Fifth</b> Assign graduation projects as a compulsory requirement for graduation for ALL programs at the University.</p> <p><b>Sixth</b> Form a University Committee that takes responsibility of marketing the students' distinguished projects to the companies and corporations in the Kingdom.</p> <p><b>Seventh</b> Organize visits to reputed/key figure organizations in research to shed light on the latest developments in this regard.</p> <p><b>Eight</b> Offer financial incentives and moral support to the distinguished students in scientific research and honoring them by the University.</p> <p><b>Ninth</b> Exchange experiences and visits between the University's faculty and other universities and research centers in the domain of joint research projects.</p> <p><b>Tenth</b> Activate and develop the academic regulations for the academic faculty members and encourage them to attend regional and international conferences [e.g. King Suad's University experience]</p>	<p><b>First</b> Number of courses related to scientific research in the University's curricula.</p> <p><b>Second</b> Number of students' projects in all specializations.</p> <p><b>Third</b> Students' innovative projects/inventions in all specializations.</p> <p><b>Forth</b> Number of patents on inventions</p> <p><b>Fifth</b> Number of excellence centers</p> <p><b>Sixth</b> Number of specialized research centers</p>

## Sub-Objectives to the 2<sup>nd</sup> Strategic Aim – Cont.

No.	Sub-Strategic Aim (2)	Mechanisms & Procedures	Performance Indicators
2	<p>2<sup>nd</sup> Strategic Objective</p> <p>Establish research chairs in some disciplines [e.g. Nanotechnology, alternative energy, information technology, environment, business] and increase <u>endowments</u>.</p>	<p><b>First</b> Communicate with the Royal leadership to establish a Chair of His Majesty the King in some specializations such as environmental sciences, alternative energy, and Islamic Finance.</p> <p><b>Second</b> Contact rich, business families to invite them to sponsor or donate one of the research Chairs.</p> <p><b>Third</b> Benefit from what international organizations [e.g. UNISCO] offer to the developing countries through scholarships, experts, scientific support, and encourage them to sponsor of the research Chairs.</p>	<p><b>First</b> Number of research chairs for the coming 5 years.</p> <p><b>Second</b> Number of sponsorships, entailments.</p>

**Third:** To straighten collaboration with the public and private sectors inside and outside the Kingdom of Bahrain.

**Sub-Objectives to the 3<sup>rd</sup> Strategic Aim**

No.	Sub-Strategic Objectives (3)	Mechanisms & Procedures	Performance Indicators
1	<p>1<sup>st</sup> Strategic Objective Sign memorandums of understanding and collaboration/cooperation between the University and biggest organizations in the public and private sections in the domain of conducting research and studies.</p>	<p><b>First</b> Form delegations from the University to visit target government and private organizations according to a specific visiting program. The Deanship of Scientific Research will act as the organizer and responsible of these visits.</p> <p><b>Second</b> Determine the readiness of the colleges at the University in terms of their expertise and technical equipment – across all the specializations – that can support and serve in this regard.</p> <p><b>Third</b> Involve the governmental and private organizations in the University’s activities and invite them to sponsor and host these activities and the same on the part of the University.</p>	<p><b>First</b> Number of agreements signed in this regard [MOUs]</p> <p><b>Second</b> Number of collaborative activities between the University and the organizations from the public &amp; private sectors.</p> <p><b>Third</b> Number of joint research projects, conferences and symposiums.</p>

## Sub-Objectives to the 3<sup>th</sup> Strategic Aim – Cont.

No.	Sub-Strategic Objectives (3)	Mechanisms & Procedures	Performance Indicators
2	<p>2<sup>nd</sup> Strategic Objective</p> <p>Determine the priorities in scientific research that has application perspective and that serve into the economic and developmental plans of the Kingdom.</p>	<p><b>First</b></p> <p>Form a committee on the level of the University named [Committee of Scientific research Priorities] that work on</p> <ul style="list-style-type: none"> <li>- Registering the research trends in the different domains under the economic vision 2030 and the government's program for the year 2013-2014.</li> </ul> <p><b>Second</b></p> <p>The Committee should work on developing a program to contact the decision making leaders for the economic perspective in both the governmental and private sectors in order to establish shared vision in terms of the priorities of research projects in this regard for the Kingdom.</p>	<p><b>First</b></p> <p>Number of meetings and effective gatherings with the economic decision makers in the governmental and private sectors.</p> <p><b>Second</b></p> <p>Establishment of a program that specifies the priorities of research projects on the level of the kingdom.</p>

## Sub-Objectives to the 3<sup>th</sup> Strategic Aim – Cont.

No.	Sub-Strategic Objectives (3)	Mechanisms & Procedures	Performance Indicators
3	<p>3<sup>rd</sup> Strategic Objective</p> <p>Restructure the scientific research process at the University and supply it with all the technical and human potentials to support the role of the University in serving its community and development plans. In addition, reinforce the research potentials with regional and international expertise in specific specialisations/domains.</p>	<p><b>First</b></p> <p>The Organizational Studies Unit at the University studies the current structure of scientific research [e.g. Deanship of Scientific Research – research Centers- Colleges ] and suggest a mechanism to organize the process among these all.</p> <p><b>Second</b></p> <p>Hire competent researchers in specific specializations based on what is prioritized by the formed Committee in this regard. These researchers are freed for research purposes through an academic committee that is specialized and responsible of determining the selection and roles of these researchers.</p>	<p><b>First</b></p> <p>Number of research potentials from the current faculty members who can be freed for research purposes.</p> <p><b>Second</b></p> <p>Number of researchers hired or employed for research purposes in specific specializations.</p>

**Forth:** To establish a funding treasury to support scientific research.

Sub-Objectives to the 4<sup>th</sup> Strategic Aim

No.	Sub-Strategic Objectives (4)	Mechanisms & Procedures	Performance Indicators
1	<p>1<sup>st</sup> Strategic Objective To determine and specify the resources of supply.</p>	<p><b>First</b> Communicate with the government for the purpose of increasing the financial support to the University which will be allocated to supply the funding treasury for Scientific Research.</p>	<p><b>First</b> Ration of increase of financial support provided by the government.</p>
2	<p>2<sup>nd</sup> Strategic Objective Diversify the financial support for Scientific Research at the University.</p>	<p><b>Second</b> Communicate with the parliament and Shura Council and encourage them increase the budget of the University in the Kingdom's budget.</p> <p><b>Third</b> Communicate with the different organizations from both sectors the governmental and private, and notable/noble individuals, and rich families through information sessions and workshops in which the University's strategic plan and its policy for scientific research can be explained and clarified.</p> <p><b>Forth</b> Invite the governmental and private institutions in addition to individuals to attend the events, conferences and activities of the University and involve them in the different activities carried by the University through the organization, preparation and sponsoring these activities.</p>	<p><b>Second</b> Amount of support given by the private sector.</p> <p><b>Third</b> Endowments that are donated by the private sector.</p>