His Royal highness Prince Khalifa Bin Salman Al Khalifa
The Prime Minister

His Majesty King Hamad Bin Isa Al Khalifa
The King of the Kingdom of Bahrain

His Royal highness Prince Salman Bin Hamad Al Khalifa
Crown Prince of Bahrain
Deputy Supreme Commander
First Deputy Prime Minister
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1. Executive Summary

It gives me great pleasure to present Royal University for Women (RUW) Annual Report for the Academic Year (AY) 2013-14. This report documents the collective achievements of the RUW community and represents the efforts of a team of committed and dedicated colleagues through whose work we are able to look back on a productive year. I commend all 662 students who made a commitment to excellence by enrolling at RUW.

Implementation of RUW’s Second Strategic Plan 2011-2016

During the AY 2013-14, the University’s second Strategic Plan implementation continued. All entities developed their respective Operational Plans based on the report generated by RUW faculty and staff. Initiatives and Key Performance Indicators (KPI’s) were developed for Operational Plans. Performance and Progress was measured using a Balanced Scorecard. All Strategic and Implementation KPIs have been integrated into academic programmes. The new operational plans will be updated each year which will highlight the objectives, activities, initiatives and plans of all entities at the University. The Board of Trustees (BoT) received regular reports, which indicated the level of achievement against the KPI’s that had been developed by all faculties and departments. Staff assigned to this task received training overseas with a view to developing the skills of staff within RUW as well as to offer this knowledge to the general public.

Graduation

The Class of 2013 comprising a cohort of 129 students graduated on June 12, 2014 taking the total number of students who have graduated from RUW to 565. The Commencement ceremony took place at the Gulf Convention Centre and was held under the Patronage of Her Highness Princess Sabeeka Bint Ebrahim Al Khalifa, wife of His Majesty the King and Chairperson of the Supreme Women’s Council. The well organised ceremony was attended by over 1500 guests. This year the graduating cohort included 27 students from the Faculty of Art & Design (FAD); 94 students from the Faculty of Business & Financial Sciences (FBFS) and 8 students from the Faculty of Information Technology (FIT).
**Submission of new programme proposals to the Higher Education Council**

During the AY 2013-14, RUW submitted proposals for new programme in Bachelor in Architectural Design to the HEC. The HEC approved the Bachelor in Architectural Design in July 2014. The new programme will be offered from the AY 2014-15.

**Higher Education Council (HEC)**

In view of the HEC Directive regarding the guidelines and regulations for next AY 2014-15, the management has put its best efforts and planning for the compliance of the Directive to be implemented from the new academic year. Budget and recruitment plans have taken into account the new guidelines for workload and related issues. The information about RUW staff, workload, and approvals were regularly sent to HEC as per their requirements.

In an effort to raise standards across all HEI’s, the HEC also facilitated a series of capacity building workshops during AY 2013-14. These included topics ranging from Teaching & Learning to Leadership and Governance. The workshops were extremely useful and were attended by the President and key members of faculty and staff.

A separate directive from the HEC intimated the need to implement the use of External Examiners for final exams. In this regard, arrangements were made between RUW and University of Bahrain and External Examiners, Second Markers, and External Verifiers came to RUW during the month of January and May to assess many courses including Final Year Projects. It was indeed a very effective exercise in benchmarking the courses being offered in various faculties. Furthermore, the Academic Plan, Professional Development Plan, and Research Plan of RUW were submitted to HEC at the beginning of the year. Efforts were made to actualise these plans during the academic year.

**Academic Implementation**

A new revised programme approved at end of AY 2012-13 in FAD, FBFS and FIT with 132 credits were successfully implemented from the first Semester of AY 2013-14. Efforts were made by all faculties to ensure smooth and effective implementation. Furthermore, the information for HEC catalogue and programme handbooks was sent to HEC.

**Assessment of Academic Programmes**

Following a review of academic data over the past 9 years and planning for the future of women’s education, a draft Plan about restructuring of programmes and introduction of new programmes was prepared. For FIT, HEC approved the suggestion to freeze the Computer Science programme and continue with Information Technology. New programmes like Media & Communication, Public Administration and Wellness & Health Promotion are being worked on.
**Review of Organizational Chart**

The BoT continued its systematic review of the organisational chart using international expertise and adapting these changes within its organisational structure. Based on the re-structuring approved during AY 2013-14, the implementation of the new structure of the administration departments was fully implemented and has brought about positive improvements.

**International Collaborations**

RUW’s international collaborations with West Virginia University (WVU) and other international universities were utilised effectively. Input was sought from WVU on a range of areas including faculty enrolment plan, improvements to the student recruitment strategy, Visiting Professor Series, introduction of new programmes and collaboration for conferences. Most importantly, benchmarking of various areas of activity such as teaching and learning, infrastructure, library services, and Student affairs. Representatives from WVU also visited RUW several times during the course of the year. In addition, students from WVU visited and participated in debate sessions with RUW students. The relationship with La Rochelle Business School was also further enhanced as they conducted the programme review for all FBFS programmes. This engagement with reputable international universities has facilitated positive improvements across all faculties.

**Quality Management**

FBFS underwent a Programmes-within-College Review. The supporting materials were submitted along with self-evaluation reports. The review panel comprised international academicians from the field of Business as well as Review Directors from the NAQQAET. The final report is awaited.

The FIT also submitted their Improvement Plan addressing all recommendations in response to the Review Report received from DHR.

RUW submitted its application to the National Qualifications Framework (NQF-NAQQAET) for listing on the NQF Institutional Listing Register and received approval in June 2014. The Listing will remain valid for a three-year period. In order to meet the policy and procedural requirements of the Institutional Listing process, a number of policies and procedural templates were developed during AY 2013-14. Furthermore, the Centre for General Studies (CGS) and FBFS participated in the pilot project which involved mapping their programmes to the NQF. All preparatory courses offered by CGS received validation from the NQF.

The second cycle of Institutional review will begin during AY 2014-15. In response to the feedback requested by the NAQQAET, RUW responded to the indicators and received the revised draft of IQR (Institutional Quality Review) Handbook and is awaiting the final amended version.

The ISO 9001:2008 QMS Surveillance Audit took place in 2014 and once again, all administrative departments proved their capability in maintaining the requirements of the Standard.
Lectures and Guest Speakers

Several lectures were held at the University and guest speakers visited RUW in AY 2013-14. Health and Safety Evacuation Training Workshop was conducted by Civil Defence for RUW Staff. The two-hour presentation was organized as part of health and safety training procedures. RUW Hosted the Sharaka Lecture which was a European Union Funded Project. The German businesswoman Dr. Eva Fischer, Ambassador Adam Kulach and the Italian Ambassador were among the prominent delegates who attended the event.

A Forensic Accounting & Fraud Examination Workshop was organised in coordination with WVU. Guest Speaker, Prof. Haluk Kabaalioglu Dean of the Faculty of Law, Yeditepe University, Turkey and Prof. Mario Panebianco, University of Salerno, also delivered lectures at the University.

A Workshop on Urban Planning and Municipality Management Sokoto State, Nigeria was held in March 2014. RUW received the United States Ambassador in a debate on Leadership Roles of Women during the month of April 2014. RUW organized a Guest Lecture on ‘Women’s Leadership in the 21st Century’, followed by a debate with students. Speakers included two US Diplomats, Daniela Di Pierro, Executive Secretariat-Kabul and Amira Fouad, Deputy Consular Chief, both with experience in human rights in Middle East.

The Public Relations and FAD participated in ‘Wedding and Fashion Arabia 2014’ at the Exhibition Centre in March which was held under the patronage of Sheikha Hind bint Salman Al Khalifa. FAD organised a Fashion show, ‘Synthesis’ in collaboration with the US Embassy and the RUW Annual Fashion show ‘Moda Mist 2014 & Art Gallery’ was held for graduating students. Many workshops, guest lectures from eminent persons were also held in FAD.

Official visits and collaborations

H.E. Lapo Pistelli, Italian Vice-Minister of Foreign Affairs visited RUW in December 2013. Representatives from Denver University visited the FAD in December 2013. Women’s Parliament visited RUW in February 2014. A visit by the WVU delegation comprising 8 students, 2 chaperones and 1 supervisor also took place in March 2014.

H.E. Hajiya Dr. Amina Mohammed Namadi Sambo, wife of Vice President of Federal Republic of Nigeria visited RUW in March 2014 as part of the International Women’s Day Celebrations at RUW. FBFS welcomed Dr. Wood, visiting professor from the WVU College of Business and
Economics in April. Dr. Wood gave a lecture on ‘Global Marketing’ during his visit including a public lecture. The ‘Center of Excellence for Women Empowerment’ initiated an ‘Entrepreneurship Awareness Campaign’ at RUW. This activity was based on the University’s Mission and Vision ‘to prepare the students as global leaders with creative minds and confidence as well as to unleash their entrepreneurial potentials.’

**Completion of recommendations from Annual Report 2012-13**

I take great pride in reporting that with the support and commitment of staff and faculty, all recommendations listed in last year’s Annual Report have been successfully completed during this academic year.

In concluding this summary, I wish to acknowledge the continuous and ongoing support and commitment of the University’s Board of Directors, Board of Trustees and the Executive Committee who, in carrying out their fiduciary responsibilities, actively promote the interests and mission of the University by providing strategic direction and valuable resources for the advancement of teaching, research and outreach services, all of which are essential characteristics of any leading institution. In addition, I formally recognize and commend the hard work andendeavour of the RUW Senate, Senior Management Committee, the Deans’ Council and all Faculty Councils as well as the dedicated efforts of our committed staff in all academic, administrative and support roles.

**Prof. Mazin M.A. Juma’ah, PhD**

*President*

*Royal University for Women*
2. Administrative Work

Royal University for Women’s administration is a wide-ranging group whose work touches every student, faculty member and employee at the RUW. The 2013-14 Annual Report highlights administration’s role as a service provider at RUW and its efforts to continually improve the way the University operates in order to increase efficiency.

Administration supports RUW’s mission and vision through collaborative cooperation to provide the best services for all stakeholders. It maintains ownership of the University’s resources through a sound internal control structure and by ensuring that all their procedures are in compliance with HEC and NAQQAET requirements.

2.1 Governance

To ensure proper governance regular meetings were held at all levels of operation. Meetings of the Board of Trustees, Executive Committee, Senate, Senior Management Committee, Deans’ Council and Faculty Councils were held at regular intervals in AY 2012-13 and through these channels many issues were addressed.

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2.2 Organisational Chart

The BoT continued its systematic review of the organisational chart using international expertise and adapting these changes within its organisational structure. Based on the re-structuring approved during 2013-14, the implementation of the new structure of the administrative departments was fully implemented and has brought about positive improvements.
Meetings of the Board of Trustees

The RUW Board of Trustees comprises the following members:

- Mr. Fahad Abdulla Al-Zamil, Chairman
- Mr. Mohamed Ebrahim Kanoo, 1st Deputy of the Chairman
- Mr. Adnan Ahmed Yousif, Member
- Dr. Aref Abdulla Al Ashban, Member
- H.E. Shaikh Mohammed bin Khalifa bin Ahmed Al Khalifa, Member
- Dr. Eiman Al-Mutairi, Member
- Dr. Mohamed Ahmed Jumaan, Member
- Mr. Sami A. Rahman Aladdin, Member
- Mr. Essa Mohammed Najibi, Member
- Mr. Khalid Yousif Aldoseri, Member
- Professor Mazin M.A. Jumaah, PhD, President, Member

During AY 2013-14 RUW mourned the loss of esteemed Board member Mr. Sami A. Rahman Aladdin, who left for his heavenly abode. His contributions to RUW were appreciated by all.
members. Three BoT meetings were held during the Academic Year 2013-14.

The members discussed many emergent issues and resolutions were taken. Some of the important resolutions are mentioned below:

- Approval of the Annual University Budget for AY 2014-15.
- Approval of the appointment of the AVP, new Deans and senior staff for AY 2014-15.
- Approval of revision and restructuring of the Faculty of Computer Science and its programmes.
- Review and approval of new and amended policies. Guidelines, procedures and events of various departments were also noted.
- The audit report was discussed and reviewed. Management was advised to ensure that required action is taken for the implementation of suggested recommendations.
- Management to adhere to all Civil Defence requirements.
- Supporting the University’s initiatives in fulfilling HEC and NAQQAET requirements and implementing regulations.
- Deliberations on matters relating to governance and regular performance monitoring.

**Approval to change the name of ‘Centre for Consultancy & Continuing Education’ in Organizational chart to ‘Centre for Community Education’**

**Meetings of the Executive Committee**

The Executive Committee held three meetings during the Academic Year 2013-14 in addition to a number of regular visits with senior management to maintain consistent oversight with respect to ongoing and evolving issues. Some of the salient recommendations made to the BoT are as follows:

- RUW Annual Report of AY 2012-13 was approved and recommended to BoT.

- Discussed with University Management and finalized the budget for AY 2014-15 as per HEC and Quality requirements.

- Policies were noted, discussed, reviewed, amended, updated and recommended to BoT.

- Collaboration with International Universities and ongoing efforts were discussed by the ExCo and forward to BoT for discussion and approval.
• Adherence to HEC requirements and regulations was discussed and forwarded to BoT for approval.

• The proposed academic, administrative and students’ activities, Conference, Workshop and Seminars were reviewed and approved for AY 2013-14.

• Infrastructure enhancements were discussed and reviewed.

Meeting of the Senior Management Committee
Since its establishment in 2010-11, the SMC has become integral to the University’s governance structure. This academic year the SMC conducted 27 meetings. Some key decisions and recommendations are as follows:
• Important administrative matters with financial implications were addressed and resolved.

• Issues related to policies, budget and staff recruitment were discussed and forwarded to Senate for approval.

• Issues arising from the functions of several departments such as Administration, Finance, Human Resources, Students Centre, Residence, ICT and Registration along with their monthly status report were addressed and reviewed.

• Quality Assurance matters were discussed and followed up for implementation.

• Internal Auditors reports were discussed regularly and the follow up was done with concerned departments for the required action.

• Student’s educational trip requirements were discussed and approved.

• Staff and Student Satisfaction surveys were reviewed and the implementation measures were followed up.

• Evaluation of feedback received in Q&A sessions with students was undertaken and concluded and the concerned departments were advised to address emergent issues accordingly.

• Issues related to HEC regulations were discussed and forwarded to top management for awareness and implementation.
Meetings of the University Senate

The RUW Senate, chaired by the President, is composed of the Academic Vice President, Deans and Director of CGS, all full-time academic PhD holders, Director of Administration, Director of Finance, Director of QAAU, the Dean of Students, the Registrar and Student Council President. The total number of RUW Senators in AY 2013-2014 was 30. The number of Senate Meetings held in Academic Year 2013-2014 was 12.

RUW Senate proposed schedule was approved at the beginning of the AY and Senate meetings were conducted every month or more if necessary. The RUW Senate has 7 Senate Standing Committees. The chairpersons’ and members were nominated for AY 2013-14 and a minimum of a two year term of office was maintained. Chairpersons submitted proposed policies and new programmes for approval, monthly progress reports outlining any developments, revision of mandates and event updates throughout the year. Furthermore, the list of Graduates for AY 2013-14 and the Annual Budget was approved and recommended, and an update provided on the Strategic Plan and Balanced Scorecard.

Chairpersons submitted monthly progress reports outlining any developments, revision of mandates and event updates throughout the month.

Senate Standing Committees

The Senate Standing Committees had regular meetings throughout the Academic Year.

![Graph of Number of Senate Standing Committee Meetings held](image)
**Teaching & Learning Committee**

The Committee worked towards measuring and improving the quality of teaching and learning as articulated in the University’s Teaching and Learning Strategy developed in this Academic Year. Plans and methods to enhance the student learning experience were debated and the Committee worked towards a means of encouraging and rewarding high quality teaching and learning. Existing policies were revised following exhaustive review and deliberation and new policies were drafted.

Recognising that higher education embraces teaching, learning, and research, the role of classroom assessment was reinforced as a structured outlet for reflection of teaching and learning methods. Based on workshops organised by University of Bahrain faculty members to enhance teaching and learning.

New courses were reviewed and approved. Furthermore, as per a decision of the Senate, it was noted that course specifications will be approved at faculty council level and from AY 2014-15, only new and amended course specifications would be tabled at the Teaching & Learning Committee.

The number of new policies were discussed and recommended to the Senate for approval. Related procedures and templates were also issued.

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**Graduate Studies and Research Committee**

The committee includes members representing the four faculties within RUW. In the AY 2013-14 the Committee held eleven meetings where various issues have been discussed.

The main issues which have been discussed and resolved by the Committee included the development of the operational plan for the AY 2013 – 2014. Strategic objectives have been identified which the committee plans to achieve through the implementation of complimentary initiatives. In addition, several documents have been drafted which relate to the procedure for support to Non-RUW researchers. The Committee has also reviewed the criteria for awarding research incentives as well as the template for application for professional development and conference participation. Policies relating to research were reviewed and relevant procedures will be developed.

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**The T & L Committee approved new policies and existing policies were revised for efficient assessment and evaluation of teaching at RUW**

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**The Committee modified the Master’s thesis section in the Graduate Studies Academic Rules and Regulations.**
Continuing Education Committee

The Continuing Education Committee is the latest committee to be functional at RUW. The mandate of this committee states that the Continuing Education Committee would offer educational and training courses to meet the ongoing professional needs of the workforce and the adult community. In this statement the Committee have undertaken initial moves on training activities like; staff motivation through attending conferences and seminars as well as conducting one staff motivation workshop. The Committee likewise provides a support service to other committees and academic departments. The Continuing Education Policy is under development at the moment.

Library Committee

The Committee includes members representing the four faculties and the Centre for General Studies within RUW. During its first meeting, the Library Committee suggested an action plan for the AY 2013-14. The action plan includes the following main items: review the existing resources and HEC regulations, set a proposal for library security, review of library policy, ensure database recovery for all faculties, revision of library satisfaction survey, provide the library with necessary support for plagiarism awareness for students, and provide short-term courses for students.

One of the main initiatives during AY 2013-14 was the need to enhance the awareness amongst students for the prevention of plagiarism. The Committee suggested the delivery of lectures and seminars on plagiarism for students by the Librarian and introduced an anti-plagiarism day of the month.

The Committee reviewed their mandate and the Library Policy. The Library Committee mandate and loan matrix was reviewed and approved by the Senate. The Committee drafted the Plagiarism Policy and Plagiarism Awareness Booklet to be presented to the Senate.

As part of their action plan for the next academic year, the Committee shall prepare lectures
and plagiarism awareness workshops for students during the semesters and the orientation week AY 2014-15.

The Committee drafted the Plagiarism Policy and Plagiarism Awareness Booklet

Community Engagement Committee
Community engagement is one of the major committees in any educational institution; it is a vehicle to give back to society and the gateway to corporate social responsibility. The CEC managed and implemented over ten small projects that had direct impact on Bahraini society, and participated in many events to support women empowerment as part of the mission of RUW. The committee also reviewed and revised policies and mandates. Staff and Students attended the following Seminars:

- Empowering Women; Strategic Marketing with Medpoint Events
- 8 RUW Bahraini Staff attended the TEPS Training
- Organized a Staff Motivation Workshop through CEWE
- Organized the Entrepreneurship Awareness Campaign in collaboration with CEWE and RUW Faculties.
- Monitored RUW Bahrainis in their training areas (TEPS)

The Committee participated in many events to support women's empowerment

Disciplinary Committee
Over the AY 2013-14 the number of disciplinary cases decreased as compared to the previous Academic Year. The decisions taken by the Disciplinary Committee have been in tune with the RUW Disciplinary Policy.

Quality Assurance & Enhancement Committee
In order to improve the effectiveness and consistency in the implementation of policies and procedures related to quality assurance within the faculties; the Quality Assurance & Enhancement Committee was established in November 2013.
The Committee was tasked to ensure continuous improvement, effectiveness and consistency of implementation of policies and procedures related to academic quality assurance at faculty level. Over the last Academic Year, the Committee developed and applied strategies and policies relating to teaching and learning that are aligned with University strategic objectives and advised on any learning and teaching issues referred to the Committee.

In order to respond to the policy requirements with respect to the National Qualifications Framework (NQF) Institutional Listings process, a gap analysis was carried out and identified policies and procedures were designed, developed, reviewed or revised as needed. RUW was listed on the NQF Institutional Listing Register in June 2014.

Based on the gap analysis carried out against NQF standards, the Committee revised policies and procedures.

Meetings of the Deans’ Council
The Deans’ Council reports to the RUW Senate and provides academic leadership to the University. Deans’ Council is a forum for members to share information and is focused on academic leadership and administration matters relating to the academic community at local, regional, and international level. The Council advises the Deans on processes and procedures to be applied at the University to monitor the quality of teaching and learning, academic standards and assessment, research priorities and enhancing the academic infrastructure. It is also responsible for ensuring the provision of the appropriate mechanism for student guidance and learner support.

A number of salient issues were addressed including:
- Matters pertaining to academic standards and examinations
- International Collaborations
- Progress and follow-up of matters pertaining to faculties

The Committee discussed Semester Reports and proposed recommendations for improvement

New Committees established
To increase awareness among RUW Staff and enhance the implementation of policies and procedures, a further three new Committees were established at RUW.
**Strategic Planning Committee:** The Committee have been involved in the development, approval, execution and assessment of a five year strategic plan and defining the Universities strategic direction. The Committee was tasked to develop, approve, execute and assess the five year Strategic Plan and define the University's strategic direction.

**Examination Committee:** In Semester 2, an Examination Committee was established in order to streamline and oversee the examination process for both Midterm and Final Examinations. The Committee supervised the schedule of exams, allocation of resources; followed-up on deferral and incomplete exams; submission of grades and uploading of grades as per Policy.

**Events Committee:** The Committee was formed to provide a structured approach to events planning and implementation at RUW. For academic activities, Deans or Managers were invited to attend meetings and all events were coordinated through the Committee.

**Faculty Councils**

Each faculty held regular meetings to discuss academic issues and activities of faculties, management of grades, course specifications, course folders, assessment methods, the mapping PILOs-CILOs, the Strategic Plan and curriculum review. FBFS undertook a review of its three programmes by the Directorate of Higher Education Reviews (DHR). FIT submitted an Improvement Plan, the EAS programme of the Centre for General Studies successfully passed the validation stage of the National Qualifications Framework and is now provisionally mapped on the NQF register. FAD worked towards implementation of their Masters Programmes, Architectural Design programme and Edexcel certification. Details of achievement of each faculty are listed in a later section.
2.3 Faculty Annual Reports

**Faculty of Business & Financial Sciences**

The Faculty has two departments; Department of Banking & Finance and the Department of Business. FBFS underwent a review of its programmes by the Directorate of Higher Education Reviews (DHR) which is part of the National Authority for Qualifications and Quality Assurance of Education and Training (NAQQAET) in Bahrain. The review panel visited RUW in May 2014 and the results of the review of all three programmes are awaited.

FBFS conducted two curriculum reviews of its programmes. West Virginia University conducted the first one and their comments were positive on the design and the delivery of the programmes. The comments in their report will be discussed at faculty council for further actions to be taken if necessary. La Rochelle Business School provided the faculty with another review which was also very positive on the design and delivery of the programmes.

During the past academic year, FBFS has continued to closely work with RUW’s strategic partner, West Virginia University (WVU) on several projects. WVU and RUW agreed to host a second workshop on Forensic Accounting in November 2013. It was agreed to organize a third workshop in November 2014.

- Regarding other collaborations, FBFS cooperated with the AACSB accredited La Rochelle Business School in France on a range of initiatives. One FBFS member has been delivering a course every fall, FBFS received the first exchange student from La Rochelle who attended classes for the entire year 2013-14 and La Rochelle conducted a curriculum review of the three programmes.

- Regarding accreditation from other countries, FBFS was recognized by the National Bureau of Accreditation from Kuwait in December 2012. FBFS started collaboration with Box Hill College in Kuwait, a private two year college for women of a similar size to RUW.

**Senior Business Projects**

The graduating students taking Senior Business Projects have submitted projects in a wide range of topics. These projects were worth 3 credits each. The majority of the projects were done in a group of two or three students under guided supervision of the faculty members. Students were required to present their projects in front of a panel which included internal as well as an external examiner. There were some projects which received high recognitions by the examiners.

**Faculty of Art & Design**

In the AY 2013-14 there was a 19% increase in enrolments in the faculty. The total number of
students in the faculty in AY 2012-13 in semester 1 and 2 were 193+11 and 182 respectively. In AY 2013-14 there were 171+11 students in the faculty in first semester and 167+10 in the second semester. Staff to student ratio was in line with HEC Regulations.

The Faculty of Art & Design proudly launched two Masters Programme in Design Management and Fine Arts in Drawing & Painting in the AY 2012-13. Both programmes aim to provide students with an opportunity to pursue higher studies in Kingdom of Bahrain.

Interaction with West Virginia University (WVU) resulted in a review of all curricula. In view of that and based on suggestions from the Faculty Advisory Committee, the faculty received the review of their 3 undergraduate programmes in fashion, Interior and Graphic design. The important inputs given with regards to the courses, course titles and course content were taken into consideration for revising the programmes. The revised programmes were put into practice from this AY 2013-14. The faculty also received a positive report and certification from Edexcel for the BTEC level 3 Diploma in Art & Design.

• An educational tour to London was organised where students also took up a short course with Chelsea College of Art. Furthermore, students went to Al Khobar, KSA for a design event.

• A series of workshops, guest lectures, talks and visits were organised at the faculty to enhance the teaching & learning experience of the students. This year also saw the successful completion of a major community engagement initiative of the faculty of Art & Design in collaboration with the US Embassy. A three day workshop on Fashion Design with a series of lectures were conducted with a resource person from VCU, Doha in 2012-13.

• A Fashion show of the collection ‘SYNTHESIS’ was held on 25th November 2013 under the patronage of the wife of the US Ambassador. The show was attended by over 200 guests.
In addition, Moda Mist 2014 - Annual fashion show and Art Gallery was organised showcasing the final graduating projects of Fashion design, Graphic design and Interior Design students. All faculty members were involved in supervising the final projects and in organising the event. Over 250 guests visited.

Successful completion of a major community engagement initiative of the faculty of Art & Design in collaboration with the US Embassy

Faculty of Information Technology

The total number of enrolment was 38 students which represents less than 7% of the total number of the University students. Furthermore, the faculty witnessed RUW sixth graduation batch and graduated 7 Computer Science and IT students. A number of our graduates received offer letters to do their Masters in IT and related areas in US and UK Universities. The faculty also received good news about a number of FIT graduates who have got jobs at reputable organizations in Bahrain and in the region.

During the AY 2013-14, faculty members and students participated in many conferences and events.

- Along with the traditional teaching and learning environment, workshops, lectures, and local field visits were organized for motivating students and for adding value to the traditional teaching and learning process. The faculty students worked hard on various topics for their senior year project. Students from the Faculty of IT published their academic works and achievements at regional and international conferences and events.
- Staff to student ratio was in compliance with the HEC regulations.
- A well-equipped lab and classroom furniture were provided for various teaching and learning activities. Faculty members have published academic writings in international journals and in conferences. All academic staff in the faculty participated in professional development activities, organized by either the University or external organizations.
- During the AY 2013-14, the Faculty joined MEET ICT 2013 as an academic partner, the
faculty students also participated in the MEET ICT, E-Government Forum 2014, the Bahrain youth innovation competition and conference (eShabab) 2013 and 2014 events. Furthermore, this academic year also witnessed various activities and events which were organized by the Faculty of IT. These included presentation by guest speakers from Cisco, Q&A Advisory, and field trip to (Viva) a famous telecommunication company in Bahrain. In addition to that, FIT participated in National Charter Road show in Bahrain.

The Faculty of IT held two advisory meetings. The meetings was focused on the curriculum design linking IT with industry, CS and IT majors for Bahrain market and implementing the revised curriculum plan. The Panel of the advisory committee includes the FIT faculty members, and industry leaders. The recommendation of the advisory board shall be reflected in the academic plan as well as semester courses.

On the other hand, in cooperation with our international partner West Virginia University (WVU), the Faculty of IT received a review letter for the faculty programmes. Some important inputs were given. The inputs of the WVU programme review shall be reflected in the academic plan as well as semester courses to some extent in order to meet the international norms and standard.

As per the HEC regulations and the QA recommendations, the Faculty of IT started to enhance the quality of its programmes. Programme and courses specifications were reviewed and revised. The CS and IT curriculums reviewed, revised and implemented. Following the DHR (NAQQAET) reports, the Faculty of IT prepared and started implementing its improvement plan. The Improvement Plan reflects the panel comments and recommendations. The plan was submitted to DHR for further follow up.

As a result of the improvement plan and the low student’s enrolments, the faculty decided to freeze the Computer Science programme and run only the Information Technology programme starting from next academic year 2014-15.

Faculty of Law

Despite being recently founded, the Faculty of Law has already achieved important goals and it plays a vital role in the achievement of RUW main mission of excellence, providing scientific and comprehensive knowledge in the field of Legal Studies.

During the current Academic Year the curriculum has been slightly revised and new courses have been added to the curriculum, in order to implement the legal knowledge of the students.

Many extra-curricular activities have taken place during the Academic Year. Three field trips to the Constitutional Court, House of Representatives and Shura Council were held and many guest lectures have been hosted at RUW campus. Eminent Professors from abroad, legal
experts, Diplomats and a foreign Vice Minister of Foreign Affairs have given lectures on legal topics and related issues. Students attended four conferences in Bahrain on various legal topics and an Environmental Club has been established by Law students. Students of the second Year, outlined a research on the Dangerous Waste and Chemical Management Legislation in the GCC, which has been submitted for a conference on Environment to be held in Jeddah.

The custom designed ‘Moot Court’ room was inaugurated by a delegation from the Ministry of Justice and the first Moot Court Activities started in the framework of the Criminal Law II course during the current Academic Year.

**Centre for General Studies**

In its commitment to continuous development and improvement, the CGS has thoroughly reviewed its courses and their delivery, which has resulted in the structural changes in the delivery of courses. These changes are in response to the needs of the students and to keep up with the latest trends in language instruction. The changes made include increase in the number of hours of face-to-face instruction from a total of 405 to 630 contact hours, addition of weekly library hours, updating of the textbooks, and inclusion of field trips into the curriculum. A total of three new LAR courses were introduced.

### 2.4 Liaison with the Higher Education Council

RUW continued strengthening its relationship with the HEC during the AY 2013-14. As per HEC directive the plan for AY 2013-14 was sent to HEC in the beginning of the academic year including professional development activities, research plan, academic plan, events plan, student’s data
sets etc. The details of administrative and academic staff were sent to HEC every semester including summer semester. The details included work load of academic staff every semester with an updated employment data and personal data.

An audit was conducted by HEC in February 2014 to assess the compliance of the University to the HEC Regulations. The scope of this audit included Registration, Finance and Institutional Governance. The result of the audit was received. RUW also conducted a survey by UNESCO for HEC.

As per the directive from HEC regarding the formation of Board of Trustees, the University took several measures including the modification in the RUW policy for the compliance with HEC guidelines.

Several capacity building workshops and seminars were conducted by HEC, which were attended by a range of RUW faculty and administrative staff. The Management is working on submitting the plan for the new academic year 2014-15 as a procedure for adhering with the regulations of the HEC.

### 2.5 RUW Strategic Plan AY 2011-2016

The RUW's Strategic Plan was revised and updated through a collegial process involving all constituencies of the University. The updated Plan of RUW has been approved by the Deans’ Council and the University Senate. As a result of the update, all faculties and departments updated their operational plans for complete alignment with the RUW strategic objectives.

The faculty and departmental Operational Plans were approved by the relevant faculties and committees before being submitted to the Strategic Planning team. Reports of the performance and progress of faculties and administrative departments for AY 2013-14 are being generated to be discussed at University level and later be presented to the Board of Trustees. The RUW Strategic Plan will be revised to ensure its full and complete alignment with the recently released HEC Higher Education and Research Strategic Plans.

### 2.6 Budget AY 2013-14

The AY 2013-14 budget process as outlined in the RUW Policies since 2011, continued to be applied
during the budget process this academic year. All Deans and department heads in consultation with their Faculty Councils presented their budget outlines to the Director of Finance who then presented a summary budget to the Deans’ Council for discussion and approval. The RUW Senior Management Committee and Senate reviewed the budget and recommended some modifications. The budget for 2013-14 was then presented to the Executive Committee and later on to the BoT where it was approved. The intimation of approved budgets was sent to all concerned heads.

**Financial Aid Programme**

During AY 2013-14, the number of students receiving financial aid from RUW as per the Financial Aid policy of RUW has increased.

2.7 **Public Relations and Marketing**

The PR Department carried out a number of school visits and participated in several local and regional exhibitions during AY 2013-14. This academic year the PR and recruiting department, reached out to 10 private schools as well schools overseas. All schools were either visited or invited to visit the RUW campus. Marketing materials were taken to schools that could not schedule a visit. Schools with a high percentage of expat students were reached out to as part of a cultural experience for providing an excellent opportunity for current Royal University for Women students to learn from the different cultures and traditions of varying nationalities.

**Participation in Exhibitions**

RUW's PR team participated in an educational fair in the eastern province of Saudi Arabia in September 2013 where the school fair acted as a hub for female secondary schools from the Eastern Province of Saudi Arabia to visit and meet universities. Moreover, the PR department in collaboration with the Faculty of IT at RUW participated in the MEET ICT fair where alongside the participation of the RUW in workshops and seminars the PR promoted the IT program. The Hawar International School Fair in November provided the perfect platform where the PR team met with potential students and alumnae currently studying at RUW participated alongside the PR department which proved very effective. Participation in Fashion Arabia 2014 allowed
the PR department to promote the RUW’s Bachelor’s and Master’s programmes on offer. The PR department participated in the Annual Naseem International School Fair where current students have previously been recruited, as well as the Career and Training Expo 2014 where female government school students were met and introduced to the RUW programmes.

**Press Releases and Media Clippings**

The PR department has written 53 press releases and has published approximately 200 media releases in different English and Arabic Bahraini newspapers and magazines. The artwork for advertisements was done by students of the Faculty of Art and Design and was used in newspapers, magazines, lamp-post and banners at different times throughout the year.
2.8 Quality Assurance & Accreditation

FBFS Programmes-within-College Review

The academic year began with RUW receiving intimation of the Programmes-within-College Review of the Faculty of Business and Financial Sciences from the Directorate of Higher Education Reviews (DHR) of the NAQQAET. The FBFS approached the review process with a systematic plan of action. The SER was drafted with the support of the QAAU. In May 2014 the Site Visit lasting three days took place from 11-13 of May 2014 and was coordinated and managed by the QAAU with characteristic efficiency. During the closing session of the Visit the Panel Chair conveyed positive outcomes in all four indicators.

ISO 9001:2008 QMS Surveillance Audit

The ISO 9001:2008 QMS Surveillance Audit took place in April 2014. All administrative departments once again proved their capability in maintaining the requirements of the Standard. Only one NC and 4 observations were issued by the Audit Team from AJA Europe.

National Qualifications Framework (NQF) Mapping

As part of the NQF Pilot Project the mapping of selected programmes from HEIs and Vocational Training Institutes and schools across Bahrain continued during AY 2013-14. From RUW, the FBFS and CGS submitted their mapping documents during 2013. Thus far the CGS has completed its confirmation process and in May 2014 the NQF held a validation exercise at RUW to validate the CGS mapping of its English for Academic Success programme.

Institutional Listing

In January 2014, RUW received the Institutional Listing Report from the NQF Unit of the NAQQAET. In general the report was positive. The Listing process presented an opportunity to develop RUW’s policy portfolio in line with the eight Standards for QA in HEI’s. As a result, a comprehensive Gap Analysis was carried out at the start of the academic year and policies and procedures were developed in order to meet the Standards for QA in HEIs. The QA & E Committee and the T & L Committee worked collaboratively to develop all required policies.

HEC Audit

The HEC Team and Consultants conducted an audit for the HEC in February to assess compliance to the HEC Regulations. The scope of this audit included Registration, Finance and Institutional Governance. Outcomes of this audit will be communicated in due course. The QAAU has taken proactive steps to monitor and ensure compliance to the HEC Regulations.
During this academic year RUW organised a series of Professional Development workshops which were offered by Senior Academicians from the University of Bahrain (UoB). The series focussed on topics such as Development of Outcomes-Based Assessment Framework, Outcomes Assessment Methods and Tools, Course Portfolio Development and Program Self-Evaluation Report. All Faculty members as well as QAAU Staff found them to be extremely beneficial. As a result of these workshops the course folder checklist was revised and all course folders were re-organised. In April, an audit of course folders was carried out by UoB academics which also provided an opportunity for early intervention and correction of course folder documentation. The QAAU has since developed a procedure for audit of course folders which has been approved by the RUW Senate.

Institutional Quality Review Cycle 2
The NAQQAET recently held an introductory seminar regarding the second cycle of Institutional Quality Reviews. During Cycle 1 (2008 – 2011) all HEIs in Bahrain were reviewed by international reviewers. The NAQQAET review reports provided insight to institutions which allowed them to develop their respective quality systems. In 2010 with the introduction of the National Qualifications Framework a further clarity in expectations began to emerge. RUW responded proactively to these requirements and as a result during AY 2013-14 developed all of those policies and procedures which were found to be lacking.

BSC Reports
Reports of the performance and progress of faculties, committees and administrative departments were generated and presented to the Board of Trustees. This year’s RUW Strategic Plan and objectives, along with the faculties and departmental operational plans were
reviewed and updated to be in-line with the Balanced Scorecard Institute strategy framework. Progress and performance reports are currently being generated and to be discussed in the next Management Review meeting.

**Quality Management Systems**

**Internal Auditor Training**

Further to the successful implementation of the ISO 9001:2008 Quality Management System (QMS), and as part of on-going development of administrative staff; the QAAU organized Internal Auditor Training. The training offered by Bureau Veritas was attended by administrative managers, senior officers, and identified secretarial staff members. A number of staff received Internal Auditor certification following the successful completion of the training course.

A follow-up in-house internal auditor training was held and the internal audits were assigned, and the audit process was explained to the new auditors. This training was beneficial to enhance staff knowledge of the ISO 9001:2008 Standard and enabled them to carry out Internal Audits on an on-going basis.

**Internal Audit**

Cycle 3 of the internal audit process started with the audit of 12 departments and divisions were audited by 10 certified internal auditors. The audited departments underwent a comprehensive review and observations and nonconformities were issued.

**Surveillance Audit**

In April, 2014 AJA Europe carried out the first ISO 9001:2008 Surveillance Audit at RUW to follow-up on the RUW’s progress towards maintaining the ISO Standards. Administrative processes in key departments were audited for continuous compliance to the ISO Standard through a review of departmental documentation. One minor non-conformance and four observations for improvements were issued. The non-conformance was closed and evidence for immediate correction was sent to the auditors.

**Staff and Student Satisfaction Surveys**

The QAAU administered staff and student satisfaction surveys during the Academic Year 2013-14. These surveys ran once each semester.

**Staff Satisfaction Survey results for AY 2013-14**

The staff satisfaction survey is administered each semester and encompasses all administrative
and academic support departments. End users of all administrative services are requested to take the anonymously. Comparative analysis of results of all departments showed improved satisfaction rates amongst end users. The satisfaction rate with HR services declined sharply in Semester 1 of AY 2013-14 but the department improved its performance and received a higher rate of satisfaction in semester 2.

<table>
<thead>
<tr>
<th>Satisfaction with HR</th>
<th>AY 2012-2013 Sem 2</th>
<th>AY 2013-2014 Sem 1</th>
<th>AY 2013-2014 Sem 2</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>90.72%</td>
<td>81.98%</td>
<td>87.47%</td>
</tr>
</tbody>
</table>

Survey results show an overall improvement in the satisfaction with the provision of ICT services as well as infrastructure.

Staff satisfaction for ICT
Student satisfaction AY 2013-2014

Student Satisfaction Survey results AY 2013-14 for Office of Student Affairs
The online Student Satisfaction Survey was distributed to students in Semester one and two. The number of respondents in the first semester was 190, while the number of respondents to the survey in the second semester was 220, and the rate of satisfaction of the students for this year has increased by 13.09% from AY 2012-13. The complaints and suggestions of students have also decreased. The data collection of the 2 academic years 2012-13 & 2013-14 was compared and shows the improvement in student satisfaction.

Students Satisfaction Survey results AY 2013-14 for Student Residence
High level of students’ satisfaction is maintained as shown in the below graph.
2.9 Directorate of Administration

The Administration Directorate at RUW consists of five departments; namely, Human Resources, Information & Communications Technology (ICT) Services, Administration, Student Residence and Sports Centre. Together these departments have a great impact and touch every student and employee.

During the AY 2013-14, two successful fire drills were done with the collaboration of the Civil Defence Directorate. Furthermore, comprehensive safety training was offered to all RUW staff by the Electricity & Water Authority. This training covered fire safety, electrical equipment safety and disaster management. Another practical firefighting training was done by the Civil Defence Directorate for RUW fire wardens. One of the biggest achievements in the Administration Directorate is the implementation of the ERP system for all the administration departments and the finance directorate.

Human Resources (HR)

HR Policies and changes

In AY 2013-14 a number of new policies and procedures were developed. An important document that was put into place was the HR Strategy, which was developed in 2014.

In addition and in pursuing the realisation of its goals and objectives, the HR department managed to achieve the following:

- Finalized, approved and implemented the HR Policies.
- Expanded the recruitment channel through international recruitment advertisement
- Full compliance of HEC requirements for both academic and administrative staff
- Successfully underwent the HEC 2013 review
- Passing the 2nd phase of the ISO audit review
- Improved, enhanced and maintained the standard documentation processes.

Training & Development

During AY 2013-14, TEPS workshops were continuously provided to RUW Bahraini staff members
that were designed specifically for Higher Education Institutions. Many other courses were conducted to RUW Bahraini & Non-Bahraini staff members during the AY 2013-14. Moreover, Tamkeen has launched different projects to support Universities training development programs. In addition, allowances are also provided to all staff since September 2012. Through this partnership, RUW has propelled a strong support to its staff members in achieving professional advancement. Based on the RUW recruitment plan and the facultydepartmental budget allocations, the recruitment of all required staff for the AY 2014-15 has been processed and is pending HEC approval.

**Information & Communications Technology (ICT)**

RUW's ICT department is responsible for the provision of ICT services at RUW. Some departments are closely linked to the ICT department such as the Office of the Registrar (issuing ID cards and email ID for students and system administration and back office support for SIS); HR (issue of staff ID and email addresses); Library (back office support for Library Management System).

**Key Achievements during AY 2013-14**

The top priority of the ICT department is to continue to provide high quality, reliable services and support to RUW faculty, staff and students. The major milestones for the AY 2013-14 include the following:

- Establishing a secondary datacentre site to be utilized for disaster recovery.
- Introduction of cloud backups and automation of 90% of the existing backups.
- Enhancement of internet connectivity based on DIA technology.
- Increased WiFi coverage on campus.
- Replacement of existing Firewall with a new and modern Cisco FW.
- New laptops and desktops for 15 staff members.
- Installation of latest Adobe CS6 and Premier Products on RUW's computer laboratories.
- Installation of a Security System for RUW Library.
- Server replacement and upgrade of existing security & attendance system.
- Initializing project for Mobile App.
- Initializing project for Queue Management System (QMS).
• Restructuring of RUW e-mails.
• Replacement of faulty projectors.

Administration (Infrastructure and Facilities)
The administration department carried out routine services as well as special projects during AY 2013-14. These tasks included a broad range of requests and services such as maintenance, Campus Health & Safety, support and facilitation of RUW events, landscape management and construction projects.

Key achievements during AY 2013-14
• Monthly departmental satisfaction surveys shows improvement of service provision.
• Improvement in resolving complaints of users.
• Maintaining compliance with HEC building requirements.
• Safety Certification from Civil Defense Directorate.
• Improvements to general landscaping of the campus grounds.
• Completion of entertainment village project.
• Implementation of interior and exterior signage.

Student Residence
RUW Student Residence (SR) Hall consists of 2 dorms. The second dorm was opened in October 2011 with similar capacity.

Key achievements during AY 2013-14
• Introduction of subsidized transportation services to non RUW students as a marketing tool to attract more occupants
• Offering free access to gym to non RUW students
• Highly positive feedback from different audit bodies especially during ISO surveillance audit.

Sports Centre
At RUW, several activities have been designed to build students into more productive, attentive and participative in all kinds of activities. RUW has a Sport Centre (SC) facility offering
recreational sports activities to all members of RUW students and staff to experience active, healthy and meaningful lives while on campus. Facilities, programmes and services include gym, indoor swimming pool, aerobics, aqua aerobics, swimming training, Zumba fitness, steam and sauna room, billiards, outdoor stadium with basketball, football and volleyball court. The facility is open for the student’s families, friends and expanded to the community.

**Key Achievements during AY 2013-14**

Our top priority is to continue to provide high quality, constant services and support to all our customers.

- Increase number of teams and individual participants in each sporting event.
- Increase the number of aerobic classes to accommodate increased clientele.
- Procure new machines to add to the current items.
- Improvement in resolving complaints of customers.
- Swimming pool design work – painting.
- Participated in different intramural sporting events.
- Increase the student attendance and general participation at the sports center.

### 3. Academics

#### 3.1 Student Body

RUW followed the Admissions and Registration policies and procedures as given in Student Handbook AY 2013-14. All the programmes clear entry requirements for each faculty and are given along with the Admission requirements. RUW was well within the HEC approved 450 new students for AY 2013-14.

**Student Enrollment**

The enrolments for Semester 1 were 159 and Semester 2 was 22. In total, in Semester 1 total students were 673 (662 Undergraduate + 11 Masters) and Semester 2, 620.
### No. of Students in 2011-12, 2012-13, and 2013-14

<table>
<thead>
<tr>
<th>Programme</th>
<th>Sem. 1</th>
<th>Sem. 2</th>
<th>Sem. 1</th>
<th>Sem. 2</th>
<th>Sem. 1</th>
<th>Sem. 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art and Design</td>
<td>162</td>
<td>159</td>
<td>171</td>
<td>169</td>
<td>180</td>
<td>178</td>
</tr>
<tr>
<td>Business and Financial Sciences</td>
<td>340</td>
<td>332</td>
<td>337</td>
<td>344</td>
<td>332</td>
<td>325</td>
</tr>
<tr>
<td>Education</td>
<td>12</td>
<td>06</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Information Technology</td>
<td>48</td>
<td>48</td>
<td>46</td>
<td>48</td>
<td>38</td>
<td>31</td>
</tr>
<tr>
<td>Law</td>
<td>-</td>
<td>-</td>
<td>17</td>
<td>24</td>
<td>39</td>
<td>43</td>
</tr>
<tr>
<td>CGS</td>
<td>90</td>
<td>71</td>
<td>89</td>
<td>55</td>
<td>84</td>
<td>43</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>652</td>
<td>615</td>
<td>660</td>
<td>640</td>
<td>673</td>
<td>620</td>
</tr>
</tbody>
</table>

### Student Registration (Summer Semester)

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>No. of Students</th>
<th>No. of Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-14</td>
<td>296</td>
<td>45</td>
</tr>
</tbody>
</table>

### 3.2 Graduating Students

In AY 2013-14 in total 129 students graduated. From Faculty of Art & Design 27, Faculty of Business & Financial Sciences 94 and Faculty of Information Technology 8 students successfully graduated.

<table>
<thead>
<tr>
<th>AY</th>
<th>Art &amp; Design</th>
<th>Business &amp; Financial Sciences</th>
<th>Information Technology</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>39</td>
<td>72</td>
<td>18</td>
<td>129</td>
</tr>
<tr>
<td>2013-14</td>
<td>27</td>
<td>94</td>
<td>8</td>
<td>129</td>
</tr>
</tbody>
</table>
Number of Graduates Per Year
Graduating Students (Faculty wise)

3.3 Student Council

The objective of the Student Council is to cultivate qualities of character, academic excellence, and global values amongst its members. The Student Council structure was amended to include a Student Support Officer. Outgoing members received certificates of recognition for the end of their service. The role of the Student Support Officer was to ensure that the Office of SC is available for students; maintaining the quality of facilities and ensuring health and safety regulations are implemented in the University.

Achievements

- **RUW Blossoms:** RUW Blossoms Volunteering Committee is a group of volunteers who help the Student Council in important tasks such as marketing, public relations and organization.
- **Orientation Day:** On the Student Orientation Day the Student Council members did a presentation on their achievements during the past year. The Council set-up a stall, where students were able to sign-up to volunteering to help the council and other programs.
- **National Day Souq:** The student council organized the National Day Souq with the help of RUW Blossoms.
- **National Day Poetry Event:** The student council organized The National Day Poetry Event under the patronage of the Bahraini poet, Shaikh Khalid bin Humood Al-Khalifa. The event was held in collaboration with the Bahrain Folk Poetry Society.
- **Social Event:** The student council organized 2 social events for the students, Costume Party and Frozen party to entertain students.
- **Poetry event in March:** There was a charity football game for the benefit of Love, Care and Give association, founded by our student.
Student Educational Travel

Educational travel provides students with a unique experience of combining educational value with exposure to local culture while gaining an international perspective. In this academic year, a number of local and International educational trips were undertaken by students from all faculties. Local trips were to Museums, Art Galleries, Banks, Courts, Manufacturing units etc. The International trips were from Faculty of Art & Design to London where 11 students accompanied by 2 Instructors attended a short term course at Chelsea College and combined with excursion and to Alkhobar, KSA to attend a one day Art Exhibition.

3.4 Teaching Faculty

For AY 2013-14 the teaching faculty was as follows:

The retention rate of the various faculties in the AY 2013-2014 is shown in the graph below:
3.5 Teaching Load
The teaching load is within HEC regulations and part time staff was only used to teach specialized areas for which there are no relevant members of staff. The allocation of the load is as per the HEC regulations. The summer courses taken up by the faculty members were paid as an extra remuneration. Furthermore, in line with RUW’s academic policy and in line with the rank and administrative duties the maximum load was waived for select faculty members with administrative duties. The student to staff ratios in each faculty and full time to part time ratio of staff was maintained within HEC norms.

3.6 Professional Development opportunities
RUW values the role that academic members play in the functioning of the University and the importance of providing opportunities to enhance knowledge and skills. The development of individual potential and career advancement are linked to the quality of teaching. In the beginning of year, all faculty members were advised to adhere to Policy and submit applications for professional development and conference participation well in time to minimise class disruption. Professional Development is additional to teaching and research and needs to be deliberated carefully if classes are disturbed therefore applications were reviewed objectively to gauge the benefit to both faculty and RUW. The need to develop a Professional Development Strategy to harness research has been identified. The application forms for both Professional Development and Conference Participation were revised.

All faculty members attended compulsory workshops at RUW organised at University level. In addition, faculty members attended various Professional Development activities within their faculties and as individuals.

<table>
<thead>
<tr>
<th>RUW Academic Professional Development Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Staff</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>62</td>
</tr>
</tbody>
</table>
RUW Art and Design students in Academic Building B

Officials from the University of Salerno, Italy at RUW
### Number of professional developments carried out over the last 2 years

<table>
<thead>
<tr>
<th></th>
<th>FBFS</th>
<th>FAD</th>
<th>FIT</th>
<th>FL</th>
<th>CGS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>74</td>
<td>54</td>
<td>18</td>
<td>4</td>
<td>19</td>
</tr>
<tr>
<td>2013-14</td>
<td>186</td>
<td>136</td>
<td>35</td>
<td>18</td>
<td>33</td>
</tr>
</tbody>
</table>

3.7 Research

In order to build the reputation of RUW, strong research was encouraged throughout the year in the form of research incentives and the provision of the Research Forum that acted as an excellent platform for faculty members to showcase their work. Faculty research activity would also link in with the annual Faculty Appraisal. Individual outstanding achievements include the following publications:


<table>
<thead>
<tr>
<th>Individual Research Output</th>
<th>Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>AY 2012-13</td>
<td>32</td>
</tr>
<tr>
<td>AY 2013-14</td>
<td>50</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Individual Research Output</th>
<th>AY 2012-13</th>
<th>AY 2013-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Journal Publication</td>
<td>13</td>
<td>22</td>
</tr>
<tr>
<td>Presentation</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Book Publication</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>
Research Incentive
There was an increased amount of publications in journals and the Faculty of Law Acting Dean published a book on “Studies on Arab Regionalism: The Gulf Cooperation Council” (2014). Further development of common themes for research in each faculty was recommended and the need to align research to them. It was further recommended that recipients of research incentives or participants in conferences are requested to present their research at the Research Forum. All conference participation applications should be under the name of RUW and Research Incentive form template was also revised.

3.8 RUW Facilities

Library
Library is an integral part of an educational institution, facilitating information seeking and retrieval. RUW Library strives to provide user-focused, quality services and collections in support of RUW academic programs, faculty research and general information needs of the RUW community. It offers not only print collection of materials to meet the academic needs of users but also subscribes to online databases and eBooks to fulfil its role of information provider.

The RUW Library subscribes to a number of electronic databases, Academic Journals and E-books. The print collection is well within HEC norms. The RUW Library also subscribes to anti-plagiarism software and offers students regular orientations in the use of all of the above.

Student Affairs
The Office of Students Affairs (OSA) continues to facilitate and maintain important university activities/events to enrich students learning experiences and promote community engagement activities. This year a total of 168 activities were conducted at RUW, with 42 activities by OSA
and 126 activities by Faculty of Art & Design, Faculty of Business & Financial Sciences and Faculty of Information Technology respectively.

Some of the most important activities were Bahraini Women Day, National Day of Bahrain, National Charter, International Women Day celebrations & Career Fair. These events were organised with themes of National Importance in mind. National Unity & Harmony, Women Empowerment, Mutual tolerance and Human Rights were some of the themes in these events of National Importance.

168 activities were organized in total at RUW in AY 2012-13

In addition to the above, the Student Orientation Day for two semesters of AY 2013-2014, Fire Drills, Question & Answer Sessions, Alumni Reunion and the Career Fair 2014 were some of the other outstanding events that marked the end of AY 2014. A total of 40 reputable firms, banks and organizations participated in the Career Fair. Many of the exhibitors and participants applauded the Fair as a “huge success,” contributing this to the organization and efforts that the Office of Student Affairs had put into this event.

RUW Football Team received 4th position in GCC football tournament

RUW students secured 3rd place in the University Debate which was again an added achievement
Resolving Student Complaints

The Office of Student Affairs receives and resolves student complaints. Suggestion boxes were installed at various locations across the campus where students have the opportunity to lodge their complaints or suggestions. All student complaints were answered back either through email or by a letter to the concerned student.

Clinic

RUW clinic is equipped by qualified staff nurse and basic health care items. During this AY 2014-15 the Clinic received the following number of visits by students and staff:

<table>
<thead>
<tr>
<th></th>
<th>Number of student</th>
<th>Number of staff</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>AY 2012-13</td>
<td>399 visit</td>
<td>185 visit</td>
<td>584</td>
</tr>
<tr>
<td>AY 2013-14</td>
<td>448 visit</td>
<td>165 visit</td>
<td>613</td>
</tr>
</tbody>
</table>

Social Work

The social worker provides counseling services for our students as well as assisting during events, exams and campus rounds. In addition the social worker performs other duties delegated by DoS. In total 140 daily counselling and 55 parent counselling sessions were taken up by the social worker. Visits to the Residence hall, Campus rounds and to assess scholarship students were also carried out.
Alumnae Association

Analysis of the current status of RUW Alumnae from the year 2009-till date was conducted by calling by phone, e-mailing and contacting via social media such as Twitter, LinkedIn, Instagram and Facebook. The number of graduates for AY 2013-2014 was **129**.

To further motivate students to join the Alumnae Association, OSA obtained rigorous information regarding AY 2012-2013 graduates’ email, address and professional occupation if any. Also, on the day of gowns collection all the graduates were requested to fill the Alumnae Association Membership Form. The information from these forms was consolidated on an Excel sheet for future use. The information regarding Alumnae status is updated on regular basis.
Conclusion

RUW is committed in its endeavors to the education of women, empowering students, enhancing skills and knowledge and creating innovative ways to serve a growing and diversifying student body and alumnae.

RUW's greatest strength is its ability to adapt to an ever changing environment, and throughout the AY 2013-14, RUW staff responded to the challenges of meeting the mission and vision of the University. Professional development, workshops and research activity was encouraged in the pursuit of teaching excellence.

The AY 2013-14 was indeed a challenging year with all three programmes in FBFS successfully undergoing a programme review, a new programme in Architectural Design being launched in FAD, initiating collaboration with universities for programme review and benchmarking.

There were also significant advances administratively, Administration Department implemented the ERP System for all administrative departments and finance. ICT Department continued to provide quality services to support both staff and students with the installation of the security system in the Library and installation of the latest software on computer laboratories.

Going forward, RUW looks to the coming years with continued enthusiasm to accomplish our commitment to our students and the RUW community.
FBFS Alumnae Meeting with Standard Charter Representative

RUIW Students during the Bahraini National Day celebrations
Prominent nutritionist Alia Al Moayyed talks to students during Health Day.
Annual Report for AY 2013-14

RUW Art and Design student Shams Al Khazaji with her certificate at the awards ceremony.
H.E Hajiya Dr. Amina Namdi, Wife of the Vice President Federal Republic of Nigeria, visits the Kingdom of Bahrain as the chief guest of Royal University for Women and patron of the International Women’s Day celebration.
His Royal Highness, the Prime Minister of Bahrain, Prince Khalifa bin Salman, welcome the RUW delegation headed by RUW President Prof. Mazin Jumaah and guest of the university H.E. Dr. Amina.