



الجامعة الملكية للنساء
ROYAL UNIVERSITY FOR WOMEN

The First Private University "Accredited By HEC"
أول جامعة خاصة "معتمدة من مجلس التعليم العالي"



ROYAL UNIVERSITY FOR WOMEN

ANNUAL REPORT 2016-2017

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Message from the President



Prof. Mazin MA Jumaah, PhD
President
Royal University for Women

I am delighted to present Royal University for Women's (RUW) Annual Report for the Academic Year (AY) 2016-17, which has been another very strong year for the University, with exceptional outcomes across all pillars of Learning, Research and Community Engagement. This year marked the exemplary performance of the University at all levels as RUW achieved extraordinary milestones. RUW is the first private university in the Kingdom of Bahrain to achieve the coveted HEC accreditation. It is one of the most significant milestones achieved by the University. We also received the 'good' grade in HEC rating, which is the highest grade for private universities. RUW also continued with its cooperative ties with the Supreme Council for Women with our Law student winning the 1st Prize in the Supreme Women Council Research Award for Women and Law. RUW became one of the first two universities listed on the Bahrain National Qualifications Framework and all programmes that were reviewed by Quality Assurance have received positive feedback. RUW student achieved two Gold Medals and one Silver medal in Bahrain National Skills Competition 2017 and our Fashion Design Student received Bronze Medal in GCC skills competition. RUW hosted the MENA Moot court competition and our team came 3rd amongst 15 teams. In the administrative sector, RUW achieved re-certification in the ISO 9001:2008 Standard for Quality Management Systems.

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 fruitful year. Additionally, credit is owed to our students and alumnae, Government and Higher Education Regulatory bodies, industry, and community. I would like to thank all for paving the way to success for RUW and enabling it to make valuable contributions to society.

Governance

Effective governance was implemented through the institutions appointed committees which met and deliberated on all aspects of the University's operations. Meetings of the Board of Trustees, Executive Committee, University Senate, Senior Management Committee, Deans' Council and all College Councils were held regularly throughout the Academic Year (AY) 2016-17.

RUW BOARD OF TRUSTEES



Mr. Fahad Abdullah Al Zamil
Chairman



Prof. Dr. Yussuf Mohammed Aljindan,
First Deputy of the Chairman



Dr. Gordon Gee,
President West Virginia University
Member



Dr. Adnan Ahmed Yousif,
Member



Dr. Aref Abdulla Al Ashban,
Member



Dr. Eiman Al-Mutairi,
Member



Dr. Maha Bakr Abdullah Bin Bakr,
Member



Dr. David Stewart,
Member



Dr. Mohamed Ahmed Jumaan,
Member



Mr. Essa Mohammed Najibi,
Member

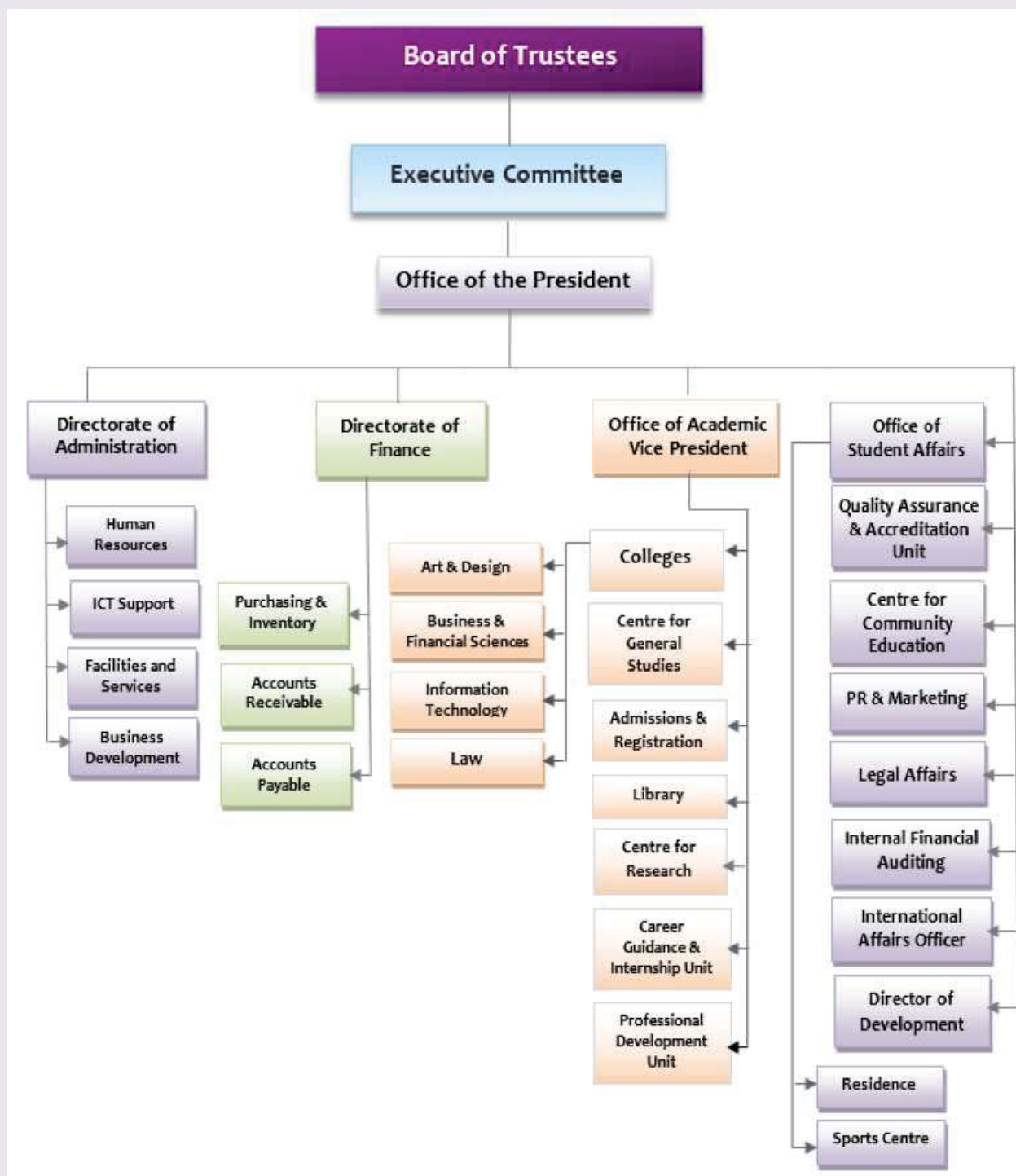


Professor Mazin M.A. Jumaah,
President Royal University for Women
Member

The Board of Trustees (BoT) continued its systematic review of the organisational chart using international expertise and adapting these changes within its organisational structure. During the accreditation exercises and the programmes-within-college quality reviews held in 2016, a recommendation was given about the need for a detailed organisational chart for academic entities and functions for each college and programme. The Organisational Chart was amended incorporating the recent HEC directives which require all universities to establish specific divisions/units. These include the following:

- Proposed new units including a Research Unit, a Professional Development Unit, and an Internship Unit (by HEC directive)
 - Establishment of a Career Guidance Unit
- The RUW Board approved the suggested change in the OC. The amendments reflected positive change in the organisation.

RUW ORGANISATIONAL CHART (OC)



Cooperation ties with Supreme Council for Women



RUW takes pride in its cooperative ties with Supreme Council for Women (SCW). On the occasion of RUW’s 10th anniversary celebrations, Her Royal Highness Princess Sabeeka Bint Ibrahim Al-Khalifa, Wife of His Majesty the King and President of the Supreme Council for Women met with selected outstanding RUW Alumnae on 7th December 2016; RUW delegates led by the President comprised of the AVP, Deans, Director, 30 alumnae, and student council members, attended the meeting. Her Royal Highness was very encouraging about RUW working with the Supreme Council for Women in various research projects and other activities.

In response, RUW is working on a proposal to be presented to SCW to collaborate on various research projects and activities related to Women empowerment.

Higher Education Council (HEC)



RUW is the first private university to be accredited by the HEC

In view of the HEC Directive regarding the guidelines and regulations for AY 2016-17, the Management put its best efforts for the compliance and implementation of the Directive. The information relating to RUW staff, workload, student's information, research plan, professional development plan and other required data were regularly sent to the HEC as per its requirements. Approvals for recruitment of staff, RUW advertisements, and other relevant activities were also sought in time.

HEC National Accreditation

RUW is the first private university in the Kingdom of Bahrain to achieve the coveted HEC accreditation. It is one of the most significant milestones achieved by the University. RUW worked hard and is honoured and privileged to have received accreditation. The accreditation is a testament of the quality of education offered by the University. Another meritorious accolade was receiving the 'good' grade in HEC rating, which is the highest grade for private universities and is an affirmation of the fact that RUW is a place where women truly excel.

Institutional Monthly reports for HEC

From January 2016, HEC started a new practice of requesting monthly reports from all universities highlighting their achievements, activities, research activity, publications etc. RUW systematised the whole process and in this Academic Year too, these reports were sent to HEC on a regular basis.

Regular Reporting

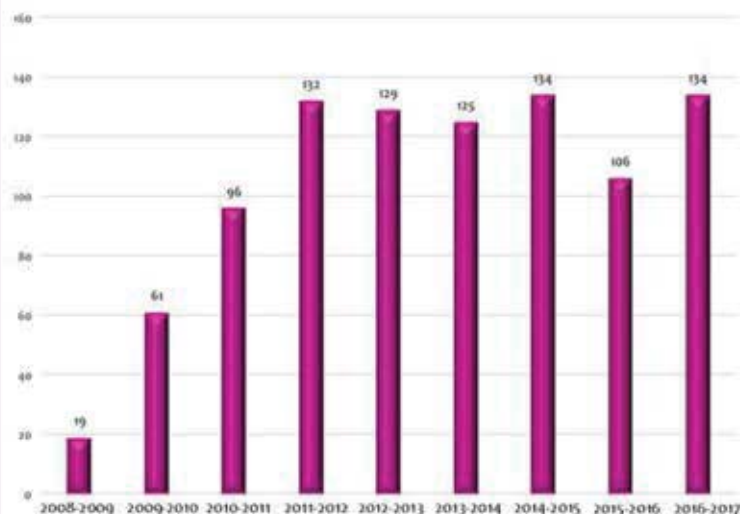
As per the existing practice, the Research Plan and the Professional Development Plan were sent to HEC at the beginning of the academic year. Workload and employee related information was sent during the semester. The Professional Development Report, and the Research Output Report were also sent at the end of the academic year to the HEC.

Graduation

The Class of 2017 comprising a cohort of 134 students graduated on 25 May, 2017 taking the total number of students who have graduated from RUW to 936. The Commencement Ceremony took place at the Gulf Hotel Convention Centre and was held under the Patronage of Her Royal Highness Princess Sabeeka Bint Ibrahim Al Khalifa, wife of His Majesty the King and Chairperson of the Supreme Council for Women. The well organised ceremony was attended by over 1500 guests.



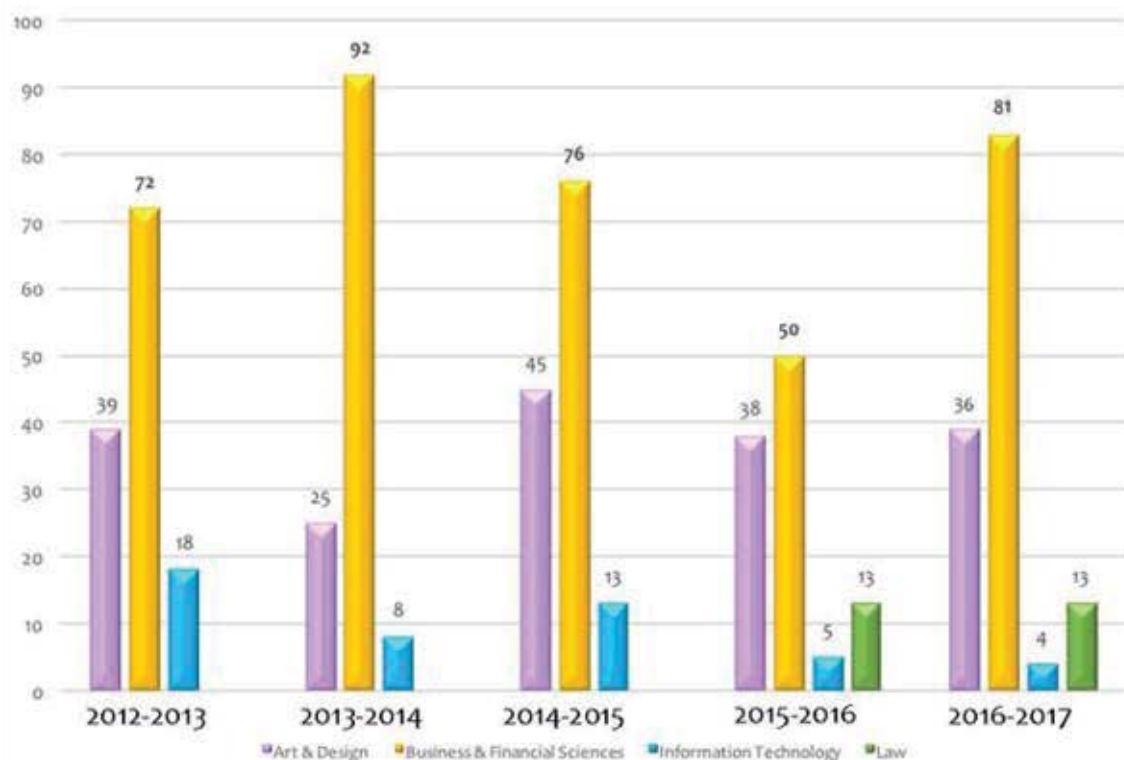
RUW Graduates from AY 2008-09 till AY 2016-17



The Class of 2017 comprising a cohort of 134 students graduated on May 25, 2017 taking the total number of students who have graduated from RUW to 936.



Graduation Report

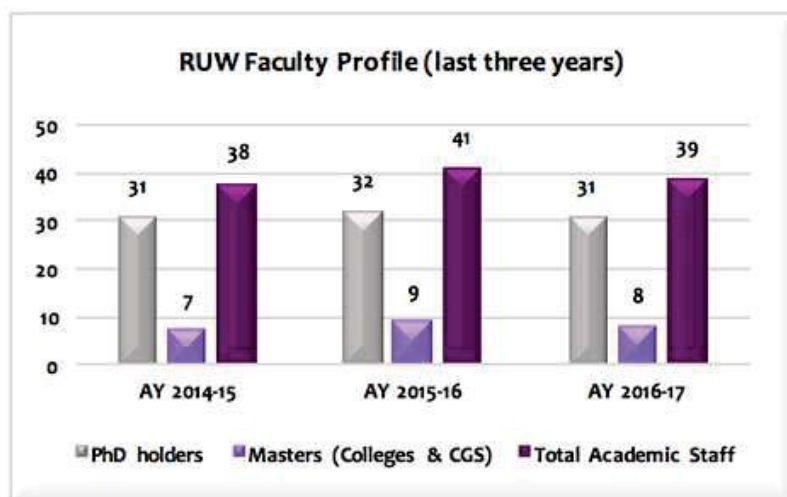


This year the graduating cohort included 36 students from the College of Art & Design (CAD); 81 students from the College of Business & Financial Sciences (CBFS), 4 students from the College of Information Technology (CIT) and 13 from the College of Law (CL).

AY	Art & Design				Business & Financial Sciences			Information Technology		Law
	GD	ID	FD	DMT	IB	B&F	HR	CS	IT	Law
2012-13	16	20	3	--	11	39	22	15	3	--
2013-14	14	4	7	--	4	51	37	4	4	--
2014-15	15	22	4	4	8	35	33	4	9	--
2015-16	16	12	10	--	19	14	17	1	4	13
2016-17	13	16	2	5	8	28	45	1	3	13

Report showing number of graduates per College and programme.

Academic Excellence - Faculty



Diverse Faculty: RUW is proud of its qualified multicultural faculty members who range from a wide number of countries including Canada, Egypt, France, Greece, India, Iran, Iraq, Lebanon, South Africa, Sweden and USA.

Faculty Retention: The overall Faculty retention rate for AY 2016-17 was 94.5% and for Administrative staff 95.5 %.

(right) Faculty Profile

HEA workshop for RUW academic staff:

As part of RUW's commitment to the ongoing professional development programme for academic staff, RUW in cooperation with the British Higher Education Academy (HEA) organised a series of customised workshops by HEA. The intensive workshop covered the areas of learning theories, using learning taxonomies to shape learning, making teaching sessions interactive, flipped classrooms and use of technology in teaching. All the participants found the workshop very informative and engaging. The second workshop focused on 'Assessment and Feedback' and 'HEA Fellowship'. Such professional development endeavours from RUW is aimed at enhancing the learning and teaching environment at RUW.

Teaching Load: The teaching load is as per HEC regulations and part time staff was only used to teach specialised areas for which there are no relevant members of staff. More faculty recruitment was done based on the requirements. Furthermore, in line with RUW's academic policy and workload policy, the maximum load was waived for select faculty members like Deans, HoDs with administrative duties. The teaching load was submitted to HEC on regular basis.

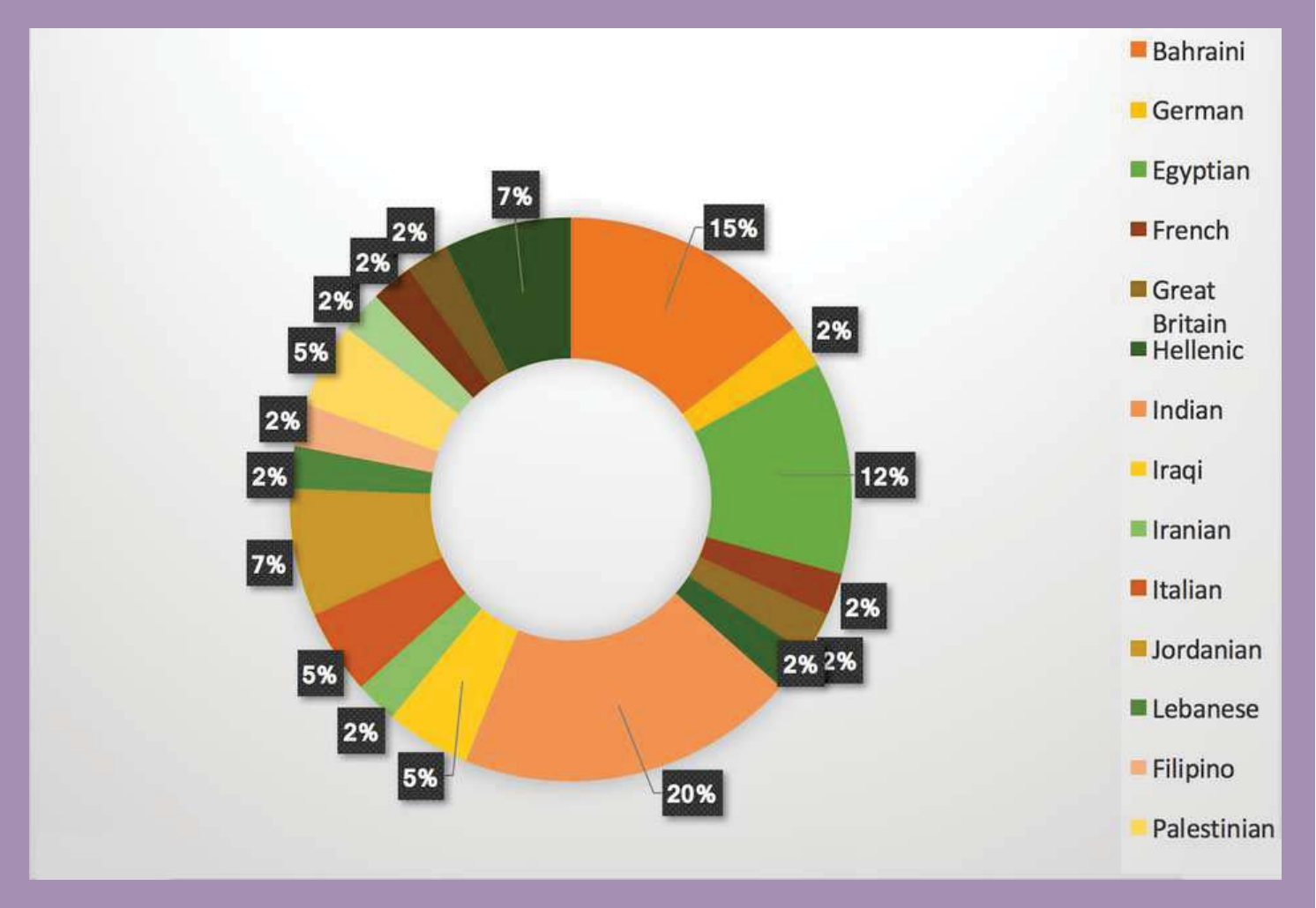
Faculty Professional development was undertaken at 3 levels, the university level, college level and individual level. All faculty members attended compulsory workshops at RUW organised at university level by both external and internal resources that covered important areas such as Academic Advising, Teaching Methodologies.

The aim of the faculty development was to expose faculty members to new practices and ideas, how to apply the ideas and gain the confidence and competence to apply what they learned in the classroom. With respect to professional development, all faculty members were requested to complete their Higher Education Academy Fellowship applications to enhance teaching and learning process and RUW would absorb the financial aspect of the fees

Number of professional developments carried out over the last 4 years (below)

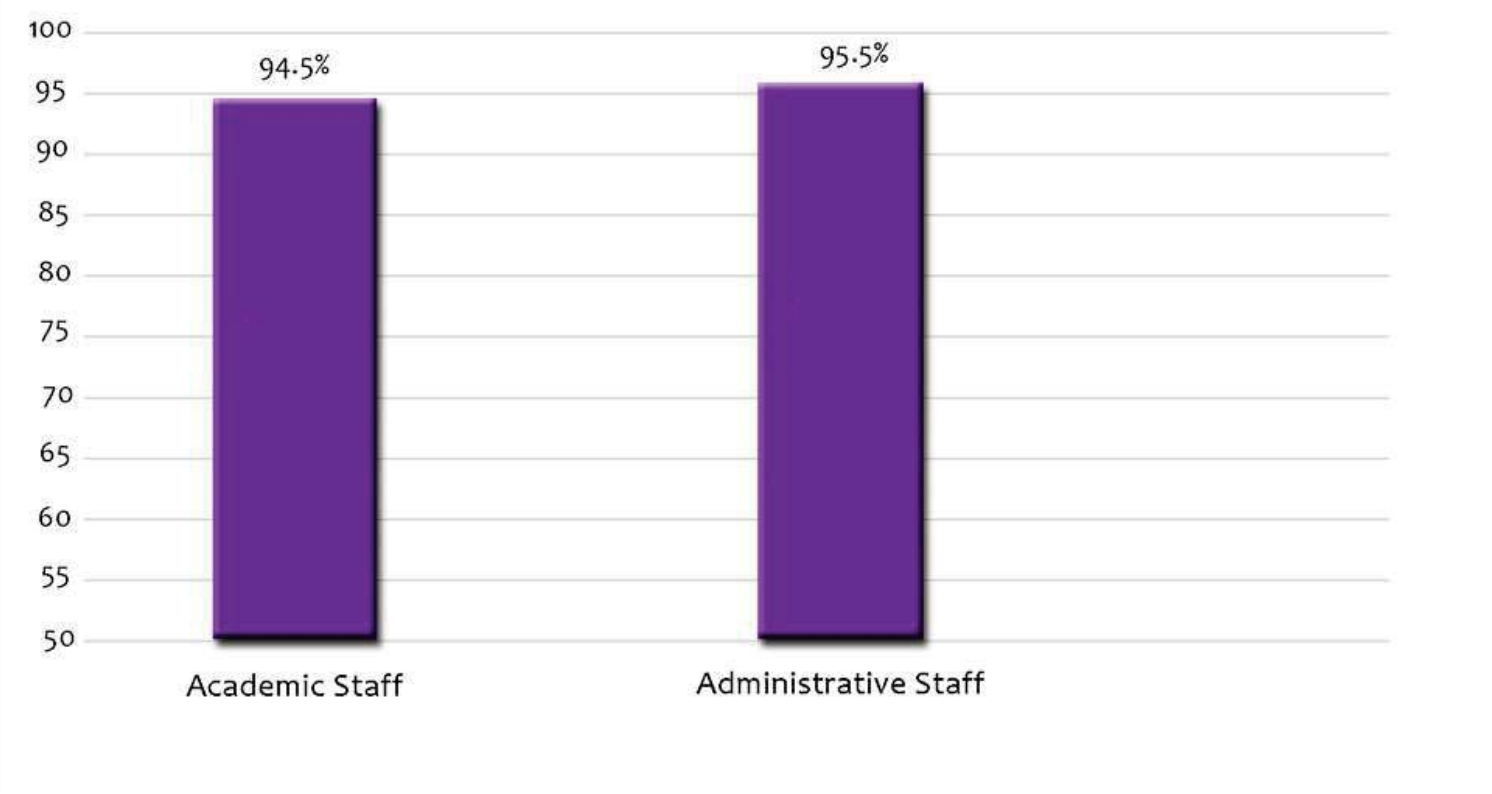
	CAD	CBFS	CIT	CL	CGS
2013-14	136	186	35	18	33
2014-15	119	102	15	12	50
2015-16	95	97	37	49	57
2016-17	179	85	26	42	28

Academic Excellence - Faculty



Teaching Faculty profile as per academic year 2016/2017 (Above)

Average Retention Rate for RUW Staff



Average Retention Rate for RUW Staff both academic and administrative as per academic year 2016/2017 (above)

RUW Students

Student Council

Student Council members held regular meetings throughout the year in addition to being invited to attend Deans' Council and the University Senate. The Student Council participated in many activities and events including orientation. In collaboration with Helping Hands Club, the Student Council organised a bake sale and a photo booth for breast cancer awareness and got many student volunteers involved. In November, the Student Council organised the outdoor night for all RUW students, including the residence students. During the second semester, the RUW Carnival was organised and 50 student volunteers stepped forward to help with the carnival, the feedback for this event was very good, and students gained a sense of responsibility, loyalty and good citizenship. In addition, in the holy month of Ramadan the Student Council contributed to the Children Centre and were appreciated by the Ministry of Social Development for the same.

Student Educational Travel

During academic year, a number of local educational trips were undertaken by students from all colleges. Students from the College of Law travelled to Kuwait for the 7th Annual Willem C. Vis Middle East Pre-Moot Competition and later attended the Finals in Vienna, Austria. RUW students from all colleges travelled to West Virginia University on a student cultural visit. The experience provided valuable insight into the academic and cultural dimensions of an international university. RUW students also participated in the National Model United Nations Conference, which is held at the United Nations Headquarters in New York giving students invaluable exposure. A number of local educational excursions were organised by various colleges, for example, the CBFS arranged field visits to important and business related places such as Bahrain Stock Exchange, BAPCO and the Labour Market Regulatory Authority (LMRA). The CAD took students to the Bahrain National Museum, Al Riwaq Gallery, Al Bareh Gallery, the Library of Bahrain Polytechnic University, Delmon Furniture Factory, Art Bahrain etc. The CIT arranged field trips to Hilal Computers, MEET ICT, BITEX Bahrain while the CL organised several field trips to the Constitutional Court, Criminal Court, Civil Court, Shura Council, Bahrain Chamber for Dispute Resolution.

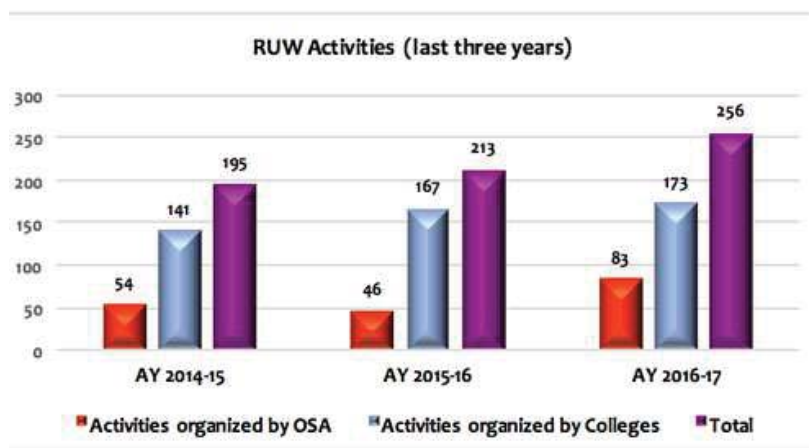
Student Activities

A wide range of activities took place throughout the academic year organised by the Office of Student Affairs (OSA). An International field trip was undertaken to the Model United Nations Conference, held in the UN Headquarters in New York. Other activities included implementation of Employability Skills Workshops, Personal Development workshops, Career Fair, National Day and Bahraini Women's Day and International Women's Day.

Support to RUW Students

- During AY 2016-17, a total of 201 students received financial aid from RUW in accordance with the University's Financial Aid Policy.
- The role of the academic adviser was reiterated and remained a key factor to enhance communication and mentoring of students to ensure that students remained connected to RUW and made appropriate decisions to enable them to successfully graduate. The role of the advisor in student retention was highlighted in order to ensure that the student remained connected to RUW and it was important to devise strategies in order to build students confidence.
- OSA provided support to students and motivated them to join activities and clubs and in residence.
- Students were able to voice their opinions, concerns and challenges through regular Q&A sessions with the President, Deans and advisors.

The total number of activities organized at Royal University for Women totalled 256 activities during academic year 2016/2017. (right)





Top row, left to right:
RUW College of Law Team with RUW Board Members,
RUW Trip to Washington, Pittsburgh and West Virginia

Second row, left to right:
RUW athletes representing the RUW Football Team
College of Law students participating in Vienna,
Austria in the Vis Pre Moot Competition
Book Fair organized by the Center of General Studies
during English Language Week

Third row, left to right:
RUW Student during orientation day
Health Day organized by the Office of Student Affairs
RUW Students during the Annual RUW Carnival
RUW Student Council during volunteering on Bahrain
National Charter Day celebrations at the campus.

Achievements and Awards

RUW is the first and only private university in the Kingdom to achieve the HEC accreditation.

A celebratory lunch was held on the occasion of RUW being the first private University to achieve the HEC Accreditation, RUW Board members, academics, staff and students attended (below)



RUW became one of the first two universities listed on the Bahrain National Qualifications Framework.

RUW received the grade 'good' in HEC rating, which is the highest grade for a private university.



All RUW programmes reviewed by Quality Assurance have received positive feedback.

CBFS received 'the validation of the NQF mapping of three of its programmes on Banking and Finance, Human resources, and International Business.

Dr. Hala Elias, Dean of the College of Business and Financial Sciences (right) in a classroom at the College of Business and Financial Sciences



Achievements and Awards

RUW students achieved two Gold Medals and one Silver medal in Bahrain National Skills Competition 2017 in Fashion Design and Graphic Design. RUW Fashion Design Student received Bronze Medal in GCC skills competition.



RUW hosted the MENA Moot court competition and our team came 3rd amongst 15 teams.

RUW College of Law Team with Dean of College of Law Dr. Pasquale Borea at the 6th Annual Middle East VIS Pre Moot (below right)

RUW Law student won the 1st Prize in the Supreme Women Council Research Award for Women and Law.

Prof. Mazin Jumaah, RUW President, presented Ms. Sara Jassim with a certificate after her achievement of winning 1st Prize in the SCW Research Award for Women and Law (below left)



RUW achieved re-certification in the ISO 9001:2008 Standard for Quality Management Systems .



Achievements and Awards

The College of Art & Design had a programmes-within-college review by BQA for all of its four programmes, and received a provisional 'Confidence' judgement.



Research

Initiatives

In February 2017, notification was received from the Higher Education Council advising that all universities must allocate 3% of annual revenue to research and 2% of annual revenue to professional development. Colleges were requested to allocate research expenditure efficiently and effectively for the next AY. Research expenditure must be added to the research proposals and all faculty members must be aware of the 13 categories outlined by the HEC. Software/databases/books may be requested and team research was encouraged. As per the HEC directives, expenditure on research was only allocated to certain categories.

Plan

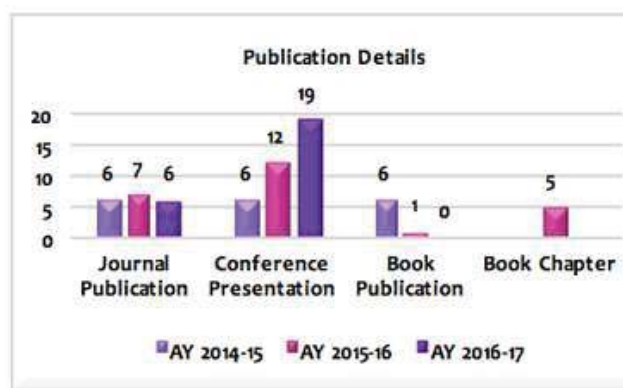
The colleges conducted research in accordance with the Research Plan. The annual Research Plan was prepared for the HEC based on university level research initiatives, research budget, faculty plans and the Research Forum. Faculty Members were encouraged to link research to RUW themes and the research was reflected in the faculty member's annual appraisal. The guidelines in the Research Policy were clear for each college to follow as to what categories were research related.

The Centre for Research

At RUW, a multidisciplinary approach to research is supported contributing to excellence in teaching and community service. The RUW Research Policy provides faculty members with the guidance to develop their research. The Graduate Studies and Research Committee amended the Conference Participation Form. The RUW Research Centre is a college driven initiative that provides research training and resources to enable faculty members to increase the impact and prominence of scholarly research in the region. In collaboration



RUW Conference on Women and Society, held from 19-20 April 2016, held under the patronage of Her Royal Highness Princess Sabeeka Bint Ibrahim Al-Khalifa, Wife of the King of Bahrain, President of the Supreme Council for Women. (Above)



Number of journal publications, conference presentations, book publications and book chapters per academic year (right)

with the Supreme Council for Women, RUW are discussing a partnership in research. In addition, research projects were also undertaken by CAD; CBFS and CL with the Northern Municipal Council.

Research Forum

The Research Forum, established in AY 2012-13, continues to act as an excellent platform for faculty members to showcase their research work. Peer criticism and support is expected to improve the quality of such endeavours. Presentations were scheduled during the student activity hour on Tuesdays 11.30-12.30 hours. New joined faculty members were encouraged to present their research and students encouraged to attend to develop a research ethos.

Research Incentive

The University provides specific incentives for researchers through recognition and/or research monetary award. RUW encourages its academic staff to conduct research and publish research papers in reputed International Journals, by awarding them with financial incentives.

Research Output

Individual outstanding achievements included the 25 publications in 2016-17.

RUW Community

Workshops

- RUW hosted the 5th Annual Forensic Workshop on Forensic Accounting and Fraud Examination focusing on Procurement, Fraud Detection and Prevention in collaboration with West Virginia University. The workshop was held under the patronage of Eng. Basim Bin Yacob Al Hamer, Minister of Housing and Chairman of the Tender Board. Over 70 participants from banks and other public and private institutions, academics and students attended the workshop.
- As part of RUW's Community Education programme a 'Crime Scene Investigation and Criminology workshop' was held on 23-24 April in cooperation with Advanced Security Academy Milan.
- Under the patronage of Mr. Mohamed Al Qaed, CE of Information and eGovernment Authority, a Workshop on Cyber Security 'Cyber Security in the Cloud' was organised. The three-day workshop from 25-27 April 2017 in collaboration with West Virginia University highlighted cyber security issues.
- 70 participants attend 5th Annual Forensic Workshop
- Three day Workshop on Cyber Security 'Cyber Security in the Cloud'
- 'Crime Scene Investigation and Criminology workshop' offered under RUW's Community Education initiatives



Celebrating National events

- Bahraini Women's Day and National Day celebration on 8th December, 2016: Under the Patronage of Her Excellency Dr. Shaikha Mariam Bint Hassan Al Khalifa, Deputy President of the Supreme Council for Women and in her esteemed presence, Royal University for Women organised the University's celebration on the occasion of Bahraini Women's Day and National Day 2016 on Thursday 8th December. A souq was also organised by the Students Council. Traditional Bahraini band, Indian School band, Hawar School students also participated. Judge Ms. Mona Kuwari addressed the audience. The event fostered the importance of national events of Kingdom of Bahrain. Meritorious students were awarded with Dean's List, President's Award, Leadership Award and RUW Bahraini female staff in administrative roles were also recognised.
- International Women's day celebration on 7th March 2017: RUW celebrated International Women's day which is an annual event celebrating the Women's role. In keeping with the theme Women in Engineering for this year, Architect Ms. Manar Sirriyeh was invited as the guest speaker. As part of strengthening ties with WVU and celebrating diversity at RUW, the student debate with WVU students on Multiculturalism and Assimilation in Society was also organised to commemorate the International Women's day celebrations.

International Collaborations

- RUW's international collaborations with West Virginia University (WVU) were utilised effectively.
- WVU Civil Engineering Programme was launched successfully in September 2017. RUW received delegates from WVU and discussed the 'Next Steps in WVU-RUW Collaboration'. Several meetings were held with the high officials.. Both universities are having fruitful discussions about ongoing projects and possible cooperation in new areas of education, research and continuing education. Overall, the visit was very successful.

RUW and West Virginia University Delegation met with the Deputy Prime Minister His Highness Shaikh Mohammed bin Mubarak Al Khalifa and discussed the plans for cooperation (below)



- A high level delegation of seven members from RUW led by the Chairman of the RUW BoT, visited West Virginia University in April 2017. The visit was aimed at strengthening ties of ongoing partnership with WVU and exploring possibilities for new programmes.
- RUW received delegates from other international universities with a view to explore new areas of cooperation and partnership.

- An MOU for mutual cooperation was signed with Dar Al Hekma University (KSA) and Bangor University(UK).
- Fulbright Specialist Programme was successfully undertaken with CBFS.



Linkage with Industry

Throughout the year, RUW continued to raise its profile, increasing recognition within the community, through active community engagement, expanding internship opportunities and development of undergraduate research.

Supreme Council for Women (SCW)

Further to the successful meeting with Her Royal Highness, Princess Sabeeka Bint Ibrahim Al Khalifa, the SCW and RUW are collaborating to analyse Bahraini women-related issues and disseminate information through research related activities. RUW are currently working on the paper for SCW “Bahraini Women in Engineering” prepared as per SCW requirements and scope of work. In addition, many other initiatives are being finalised.

Northern Municipal Council

In November 2016, a team from the Northern Municipal Council visited Royal University for Women (RUW) to discuss joint Research and Development opportunities. The objective of research and development at Northern Municipal Council was to conduct research in collaboration with specialised companies and use them to make accurate and realistic decisions for the benefit and service of the homeland. Also to acquire studies, proposals and ideas to the problems plaguing the Council, challenges and achieve solutions. A Memorandum of Understanding was signed to assist both institutions.

Based on the inputs from the representatives and Deans from the College of Art & Design, the College of Business & Financial Sciences and the College of Law, topics of joint research were suggested. As per the research plan three areas/topics were identified:

- CAD: Landscaping Project
- CBFS: “Budgeting Practices in Northern Municipality”
- CL: “The impact of Municipal Law on the work of municipalities”.

The projects were initiated in Semester 2 AY 2016-17 commencing from February 2017 and successfully concluded in May/June 2017.



College of Art and Design academic and students with Northern Municipal Council officials during a visit to Royal University for Women (RUW) to discuss the landscaping projects proposal. Students of the College of Art and Design presenting their proposed plans (pictures above and below)



Library



- Major achievements for the AY 2016-17 include Full compliance with HEC regulations, Library renovation, increase in print collection by 11.42%. Additional databases were subscribed to including 'Westlaw' Next and Middle East specialised Law database and 'Statista' statistical database.
- The Kuwaiti Society for Students Support (KSSS) increased full text access of e books to 1,47,500 with 1900 Nature and Scientific journals.
- 46 journals are being subscribed - 18 for CAD, 14 for CBFS, 3 for CIT, 7 for CL and 4 for CGS on the recommendation of the College Deans.
- All Students research projects and faculty publications have been uploaded with abstracts on Zotero research database. Formal inauguration of 'RUW E Library' took place in February 2017. Library circulation/ transaction has increased 22% since last year and three times since AY 2013-14. In House Library Usage has also increased 11% since last year and around three times comparing with AY 2013-14. More than 35 sessions, 3 special lectures and 2 Library open days were organised. Along with many academic workshops attended by the Library Manager, Library Staff participated in training of ISO: 2015 Risk Management. The Library Technician attended 23rd SLA-AGC International Conference. The Library Assistant participated in 'Effective Communication Skills'. The Library Policy, and Library Committee Mandate were revised. Library Benchmarking was carried out with 2 local, 1 regional and 2 International libraries identifying its best practices, moderate practices and gaps. Improvement Plans have been made. New Printing and Photo copying machine with a credit system was installed and put to use.

Residence

Our thriving community in an ideal location and state of the art amenities make our residence hall very attractive. Students, visitors and guests can enjoy accomodation on a daily, weekly or monthly basis. The RUW Residence Hall offers spacious and comfortable single and double units, with great views of the campus. There are spacious, well furnished, bright, single and double rooms available, each with its own shower, and basic cooking amenities. Plenty of recreation opportunities are available, with a fully equipped Gymnasium, large indoor swimming pool and many walkways on the campus grounds. The RUW Residence Hall is an ideal place to ease into university life.

General Amenities include :

- Spacious living room area on each floor with large TV sets and comfortable furniture
- Large fully equipped kitchen on each floor
- Laundry machines on each floor
- 24/7 maintenance
- 24/7 security
- Free Wifi Access
- Free Gym Access (for RUW Students)
- Barbeque Area
- Residence Garden
- Sun Tanning Area



Sports Centre

The Sports Centre offers facilities and services such as, gym, indoor swimming pool, aerobics, aqua aerobics, swimming training, Zumba fitness, Personal Training, Meta fit training, steam and sauna room, outdoor stadium with basketball, football and volleyball court. The facility is open to the student's families, friends and expanded to the community. Key achievements in the Sports Centre include new gym equipment, increase in the number of aerobics and Zumba classes, procurement of new items for the pool to add to the current inventory, improvement in resolving customer complaints, increase in student attendance and general participation at the Sports Centre.



Technology

Key improvements included provision of Smart printing for students, online payment, classroom management system in two computer labs, improvement of internet line speed, installation of charging station in the Student Centre, work shop on Smart projector usage.



Conclusion

Royal University for Women is proud to serve the Kingdom of Bahrain, and its leadership in aligning the University with the goals and directives of the Ministry of Education (MoE) and the Higher Education Council (HEC) to achieve the common goal of providing educational opportunities fully focused on quality and excellence. Royal University for Women will continue to strive towards outstanding results while fostering a spirit of unity, success and distinction among RUW Officials, academics, support staff and its students.

