



الجامعة الملكية للبنات
ROYAL UNIVERSITY FOR WOMEN
A DECADE OF ACADEMIC EXCELLENCE

10

ANNUAL REPORT

2015-2016



His Royal Highness
Prince Khalifa bin Salman Al Khalifa
The Prime Minister of the
Kingdom of Bahrain



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



His Royal Highness
Prince Salman bin Hamad Al Khalifa
The Crown Prince, Deputy Supreme Commander
and First Deputy Prime Minister



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1. Executive Summary

It gives me great pleasure to present Royal University for Women's (RUW) Annual Report for the Academic Year (AY) 2015-16. This is the year of pride and celebration of the success as RUW entered its 10th year of operation. This 'Journey of Excellence' is a proud milestone that marks 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 prolific year. It has taken strong determination, clear vision and team work from everyone at this University to achieve the objectives.

Graduation

The Class of 2016 comprising a cohort of 105 students graduated on June 2, 2016 taking the total number of students who have graduated from RUW to 801. The Commencement ceremony took place at the Gulf Convention Centre under the Patronage of Her Highness Princess Sabeeka Bint Ebrahim 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. This year the graduating cohort included 37 students from the College of Art & Design (CAD); 50 students from the College of Business & Financial Sciences (CBFS), 5 students from the College of Information Technology (CIT) and 13 from the College of Law (CL). It was indeed a very proud moment for us that the first cohort of 13 students graduated from College of Law.

Higher Education Council (HEC)

In view of the HEC Directive regarding the guidelines and regulations for the AY 2015-16, the management put its best efforts and planning for the Directive to be implemented. The information about RUW staff, workload, student information, research plan, professional development plan and other required data were regularly sent to HEC as per its requirements. Approvals for recruitment of staff, RUW advertisements, RUW Conference on Women and Society and other relevant activities were also sought in time.

HEC Accreditation Process: The process started with the submission of self-evaluation report by the end of October 2015, followed by a site visit for the pilot phase of the accreditation in December 2015, and it was conducted by an inspection team from the British Accreditation Council in collaboration with the Higher Education Council. Based on the recommendations of the accreditation team an improvement plan was submitted. The evidences were inspected by the panel members. Very positive feedback was received from the accreditation panel following a second visit in May 2016; a formal report is awaited.

HEC Knowledge share sessions: A new initiative was launched by the HEC whereby specific themes related to T&L, Research, Professional development, employability, Internship, curriculum review etc. were selected every month and all universities in the Kingdom of Bahrain were invited to make a presentation and share good practices. RUW participated effectively in all these sessions and made valuable contributions. These workshops were insightful and beneficial for the University.

Automation of Student Information: Another initiative by HEC was to automate all student information during AY 2015-16. RUW was chosen in the pilot phase and the staff in the Office of Registrar attended a series of capacity building workshops to undertake this project. The automation process was successfully completed and RUW was commended for their efforts.

Institutional Monthly reporting: From January 2016 HEC introduced a new practice of seeking monthly reports from all universities highlighting their achievements, activities, research activity, publications etc. RUW systematized the whole process and these reports are being sent on a regular basis.

The RUW Management is working on submitting the plan for the new academic year 2016-17 as a procedure for adhering with HEC regulations.

In July 2016, RUW received HEC approval for hosting the WVU Civil Engineering Programme, Bahrain Campus, which will be Co-ed programme. Also in July 2016, RUW received the HEC approval for forming the Board of Trustees for AY 2016-17.

Cooperation ties with Supreme Council for Women

RUW takes pride in its cooperative ties with Supreme Council for Women (SCW) which started with RUW receiving support for several projects including the recent 'RUW Conference on Women and Society' held on April 19 and 20 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. RUW Management is doing its best to foster beneficial collaborative ties with SCW.

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 approval from the BoT, the amendments and modifications were done in the department's organizational chart. The amendments reflected positive change in the organization.

Achievements and Awards

- RUW received the grade 'good' in HEC rating, which is the highest grade for the private university.
- RUW became one of the first two universities listed on the Bahrain National Qualifications Framework.
- RUW has been selected as one of the first private university to undergo the HEC Accreditation process and received positive feedback.
- All RUW programmes that were reviewed by Quality Assurance have received positive feedback.
- CBFS has received validation of NQF mapping of two of its programmes:
 - Bachelor of Business in Banking and Finance
 - Bachelor of Business in International Business
- RUW hosted the MENA Moot court competition and our team came 3rd amongst 15 teams.
- An RUW Law Student nominated as best student in Parliament while participating in the 'Moot Parliament' organized at the Council of Representatives.
- RUW Achieved 6 Medals in Bahrain National Skills Competition in Fashion Design and Graphic Design.



- An RUW Fashion Design Student received Bronze Medal in GCC skills competition.
- In the administration sector, RUW has achieved re-certification of the ISO 9001:2008 Standard for Quality Management Systems.

RUW's Second Strategic Plan 2016-2021

RUW new Strategic Plan will be in full alignment with the RUW Mission and Vision and Bahrain 2030 Vision. In addition, it will be aligned with the HEC Higher Education Strategy and the HEC Research Strategy. The RUW Strategic Plan for 2016-2021 is under development.

Academic implementations

RUW is working towards the commencement of “WVU Civil Engineering Programme, Bahrain Campus” in cooperation with a team from West Virginia University dedicated for the project.

International Collaborations

RUW's international collaborations with **West Virginia University (WVU)** were utilised effectively. RUW received a high level delegation from WVU headed by the WVU President, Dr. Gordon Gee. Several meetings were held with the delegation. Currently both universities are working on the following projects:

- WVU Civil Engineering Programme, Bahrain Campus and other Engineering programmes
- Discussion on joint research

Media Project: RUW offered training programmes in professional certificate in multimedia journalism and professional certificate in the production of news report, in collaboration with the Ministry of Information, Tamkeen, BDB, the French Institutions INA and CFPJ. The programme was very successful with all 56 participants endorsed to have benefited by the programme as per the survey conducted.

Quality Assurance & Accreditation

During the academic year 2015-16, the QAAU has been actively engaged in significantly important projects and events. Multiple major projects have been undertaken with positive outcomes and the successes gained in this year were of academic and administrative nature.

The QAAU conducted ongoing audits throughout the year to ensure that due process has been followed in carrying out departmental operations. Some of the major audits like ISO Internal Audits and Course Folder Audit were undertaken and any shortcomings detected were addressed.





The QAAU also carries out HEC Compliance monitoring on a routine basis. This process is very effective to ensure that there is a sense of accountability by everyone and that all entities continuously monitor their compliance with the HEC regulations. The HEC compliance checklist was improved this year to ensure a common understanding of the HEC requirements between colleges, HR, and Office of the Registrar.

Lectures and Guest Speakers

Several lectures were held at the University and guest speakers visited RUW in AY 2015-16.

Talk by Professor Riyadh Yusuf Hamza on Higher Education Strategies in Bahrain

Royal University for Women welcomed at its campus Prof. Riyadh Yousif Hamza, General Secretary of Higher Education Council (currently President of UoB) in a lecture titled 'Higher Education Strategies in Bahrain'. Diplomats, Academics, higher education officials and students attended the engaging lecture.

Forensic Accounting Workshop - November 16, 17 and 18, 2016

RUW hosted a forensic accounting workshop focusing on "Fraud Risk Management and Litigation support" and welcomed a high level delegation from West Virginia University headed by university President Dr. Gordon Gee. The Forensic accounting workshop was held under the patronage of His Excellency Shaikh Khalid bin Ali Al Khalifa, Minister of Justice and Islamic Affairs. The workshop witnessed the participation of over 80 participants from various sectors including the banking industry, law firms, academics, and ministries.

National Charter Day – Shoura Council members in a Debate at RUW - February 14, 2016

RUW welcomed at its campus members of the Shoura Council of the Kingdom of Bahrain as guests as well as women members of parliament in a lively discussion with the students of the RUW. The event held in celebration of the anniversary of the National Charter of the Kingdom, witnessed the participation of Royal University for Women students in a dialogue with prominent women members. The leading women politicians were welcomed at RUW by all staff and students.

RUW Conference on Women and Society - April 19-20, 2016

Under the patronage of Her Royal Highness Princess Sabeeka bint Ibrahim Al Khalifa, Wife of the King of Bahrain, chairperson of the Supreme Council for Women, "Women and Society" Conference Inaugurated at Royal

University for Women. Total of 45 papers were presented. Over 17 Nationalities participated in the conference. In addition, over 150 delegates participated in the conference. Delegation from WVU & Dar Al Hekma were the highlights of the conference.

Completion of recommendations from Annual Report 2014-15

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 conclusion, 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 and endeavour of the RUW Senate, Senior Management Committee, the Deans' Council and all College Councils as well as the dedicated efforts of our committed staff in all academic, administrative and support roles.

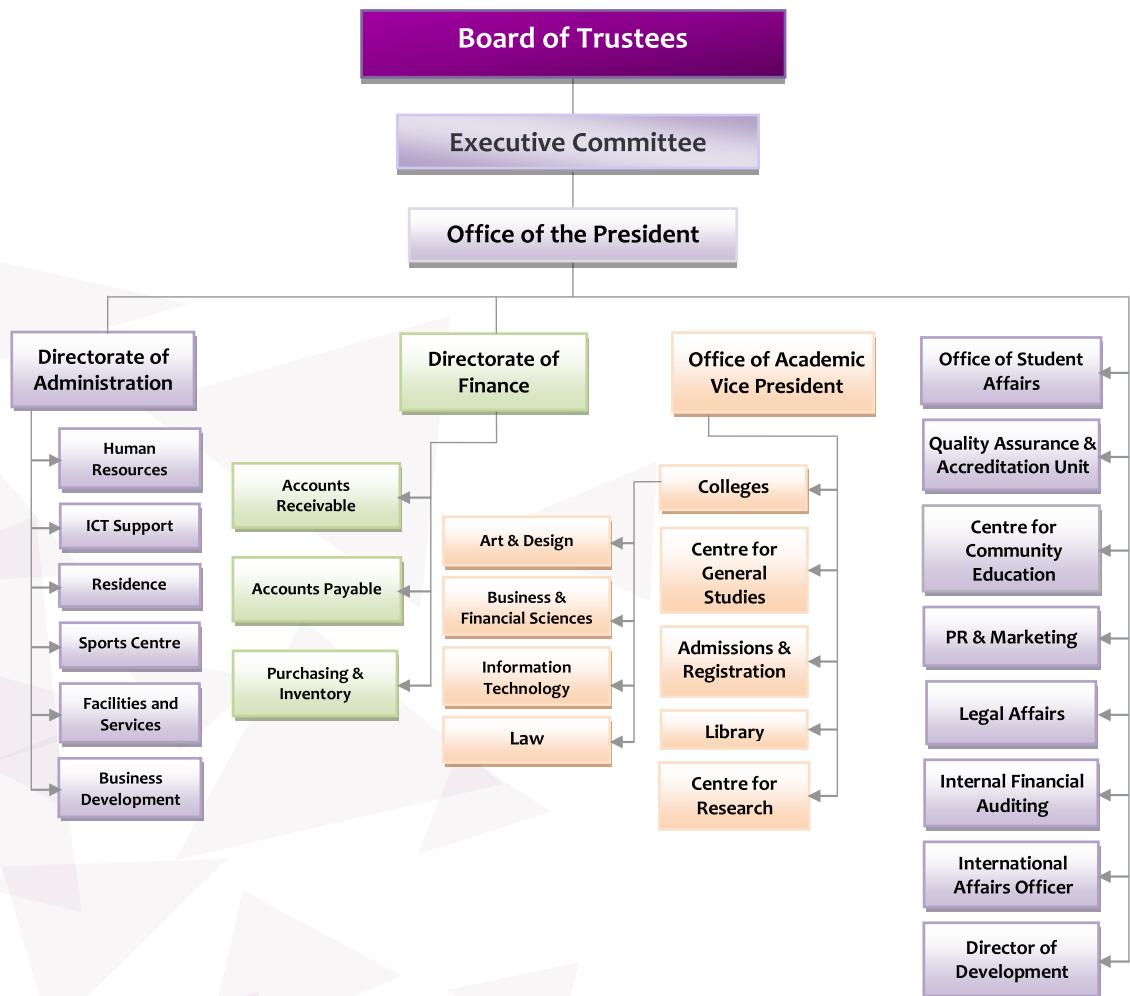
Professor Mazin M.A. Jumaah, PhD
President
Royal University for Women





2. Administrative Work

2.1 RUW Organisational Chart





2.2 Governance

Effective governance was carried out 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 at regular intervals throughout the Academic Year (AY) 2015-16.

RUW Board of Trustees The RUW Board of Trustees comprises the following members:		
1.	Mr. Fahad Abdulla Al-Zamil	Chairman
2.	Professor Dr. Yussuf Mohammed Aljindan	First Deputy of the Chairman
3.	Dr. Adnan Ahmed Yousif	Member
4.	H.E. Sh. Mohd. bin Khalifa bin Ahmed Al Khalifa	Member
5.	Dr. Aref Abdulla Al Ashban	Member
6.	Dr. Eiman Al-Mutairi	Member
7.	Dr. Maha Bakr Abdullah BinBakr	Member
8.	Dr. David Stewart	Member
9.	Dr. Mohamed Ahmed Jumaan	Member
10.	Mr. Essa Mohammed Najibi	Member
11.	Professor Mazin M.A. Jumaah, PhD	RUW President, Member
* Dr. Gordon Gee, President of West Virginia University has been approved by HEC to be a Member of the RUW BoT starting from AY 2016-17		

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

a. Governance:

Resolutions to approve the following:

- Annual University Budget for AY 2016-17.

- RUW Annual Report for AY 2014-15.
- Amended RUW Detailed Organizational Chart.
- Deliberation on the future projects with strategic partner, WVU
- Review and approval of new and amended policies, guidelines and procedures of various departments.
- Approved the Key Performance Indicators (KPI's) for Board of Trustees as an essential requirement for the HEC Accreditation.
- Deliberation on matters relating to governance and regular performance monitoring.

b. Academic Matters:

- Approved the modification in the RUW grading system.
- Approved introducing Physical Education Course as LAR course and expansion of the existing Sports Centre.
- Endorsed celebrating the tenth year of the operation of the University through various activities, including RUW Conference.
- Approved proceeding with the College of Business and Financial Science's AACSB International Accreditation.

c. QA & Accreditation:

- Commended the University's initiatives in accomplishing HEC National Accreditation along with fulfilling conventional and periodic HEC requirements.
- Deliberated on the ongoing quality initiatives determinations of the university such as College Programme reviews, Listing of RUW on the NQF Register, and implementing all regulations pertaining to the Quality Assurance.

d. Student Matters:

- Met with the Student Council and encouraged them to enhance campus life.
- Appreciated the Student Council for successful implementation of the RUW 10th Anniversary Carnival.

The BoT commended the University's initiatives in successfully participating in the HEC National Accreditation Pilot project along with fulfilling periodic HEC requirements

Executive Committee

The Executive Committee held three meetings during the Academic Year 2015-16 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:



a. Governance

- RUW Annual Report of AY 2014-15 was approved and recommended to BoT.
- Deliberated with University management and finalized the budget for AY 2016-17 as per HEC and Quality requirements and referred to BoT.
- Recommended to, advance, upgrade and effectively utilize new and latest technology and efficient implementation.
- Recommended management to coordinate with higher authorities of Saudi Arabia for discussing the better prospects of enrolments of Saudi nationality students at RUW, including the marketing efforts to enhance enrolment.
- Policies were noted, discussed, reviewed, amended, updated and directed to BoT.
- Infrastructure enhancements, landscaping, and new projects were discussed and reviewed.

b. Academic Matters:

- Proposed to facilitate and expedite the partnership with reputed International universities, including the collaboration with WVU on the ongoing projects were discussed by the ExCo and forwarded to BoT for discussion and approval.
- Reviewed the performance of each College starting from its commencement directed to BoT for their recommendation.
- Reviewed the proposed target plans for academic, administrative and student activities as well as conferences, workshops and seminars and encouraged management to implement the plan.

c. Quality Assurance:

- Discussed the University's initiatives for achieving HEC accreditation along with adherence to consistent HEC requirements and regulations and recommended to BoT for intimation.

d. Student Matters:

- Appreciated the efforts and diligence of the Student Council and students, and advised them to keep campus life active.

WUV Civil Engineering programme proposal was approved by HEC

Senior Management Committee

Since its establishment in 2010-11, the Senior Management Committee (SMC) has become integral to the University's governance structure. As a procedure, the SMC mandate was revised and the Senior Management Committee was reformed for the AY 2015-16, as per the HEC requirements.



In the academic year 2015-16, SMC conducted 33 meetings. Some key decisions and recommendations are as follows:

a. Governance

- Significant administrative matters with financial implications were addressed and resolved.
- Issues related to Budget, Staff recruitment and Policies were discussed and forwarded to Senate and ExCo for approval.
- Several projects related to the ERP system, Power Campus, implementation of new technology, software upgrade, landscaping and renovations were reviewed, approved and forwarded to ExCo for approval and implementation.
- Several Policies were discussed, reviewed and amended as required and forwarded to Senate for approval.

b. Quality Assurance

- Quality Assurance matters were discussed and followed up for implementation.
- Issues related to HEC such as preparation for HEC accreditation process, regulations and requirements, HEC monthly report and periodic requirements.

c. Staff & Student Matters

- Evolving matters relating to staff such as staff appraisal, extraordinary requests and staff professional development requests were discussed and approved as per the RUW policy.
- SMC discussed issues related to students such as student's suggestions/complaints, Student Satisfaction survey results, evaluation of feedback received in Q & A sessions with students and the concerned departments were advised to resolve the issues and the implementation measures were followed up.
- Student's educational trip requirements were discussed and approved.

SMC discussed matters pertaining to accreditation, ISO requirements, revenue generating activities, Tamkeen projects provided feedback to the management

University Senate

The Senate, chaired by the President, is composed of the Academic Vice President, Deans, Director of CGS, full-time academic PhD holders, Director of Administration, Director of Finance, Manager of QAAU, Registrar and





Student Council President. The RUW Senate has 6 Senate Standing Committees, as per procedure, all chairpersons' and members are nominated and a minimum of a two year term of office is maintained. The Senates' proposed meeting schedule was approved at the start of the academic year and Senate meetings were conducted every month or more as necessary.

The list of Graduands for AY 2015-16 was approved

Throughout the year, standing committee chairpersons submitted proposed policies and new programmes for approval, monthly progress reports outlining any developments, revision of mandates and event updates throughout the month. Furthermore, the Annual Budget was approved, and an update provided on the Strategic Plan, and the Balanced Scorecard. A total of 15 meetings of the RUW Senate were held during AY 2015-16.

Deans' Council

The Deans' Council, with academic representation from each college, the Office of Student Affairs, the Quality Assurance and Accreditation Unit, the Office of Registrar and the Library, provides vision and leadership to the University and acts as a pivotal link between senior management, staff and students.

Throughout AY 2015-16, major emphasis was placed on effective teaching and learning, the role of the academic advisor, early intervention and utilisation of the advising flowchart and monitoring of effectiveness by Heads of Department. The consolidated Self Evaluation Report (SER) for HEC accreditation pilot project was shared with all members and support given toward the compilation of evidences and review of the Report. RUW is the first private university to achieve a very positive accreditation report and RUW was congratulated by the Board of Trustees.

All major events occurring throughout the year were discussed, recommendations made and support given. College specific Target Plans helped Deans identify gaps in preparation for facilitating full compliance with HEC and implementation of the National Qualifications Framework. Accordingly, capacity building workshops were organised at university level, benchmarking continued and policies developed as required. The status of academic staff recruitment was closely monitored and the utilisation of HEC approved part-time instructors. Methods of integration with industry and embedding employability in the curriculum was discussed and each college was requested to incorporate a link with industry into their programmes as per HEC recommendations.

College Councils

Each college held regular meetings to discuss respective issues and activities including but not limited to management of grades, course specifications, course folders, assessment methods, the mapping PILOs-CILOs, the Strategic Plan, academic audits, curriculum review and any other emergent issues.

2.3 Academic Achievements

The main achievements in the field of academics in AY 2015-16 were the initiation of curriculum review by all colleges, with special emphasis on employability, in line with HEC's strategic plan; use of blended learning, full implementation of online grading, and West Virginia University's successful student visit to RUW. A consolidated plan for LAR courses was prepared in order to identify both short and long term courses in order to create a concise plan tailored to RUW's needs.

Successful implementation of Professional Development Plan and Research Plan for AY 2015-16

The practice of external examiners/second markers/verifiers was continued as per the assessment policy. Furthermore, capacity building workshops were organised at University level for T&L and HEC Accreditation.

Full HEC compliance in all academic matters

Research Forum and Incentives were successfully organised and Library resources in terms of books, journals and E-resources were enhanced. Many new policies were created and existing policies revised. In addition there was full HEC compliance in academic matters. The PD plan was successfully implemented where a total of 364 professional development opportunities including conferences were availed of by 39 full-time academic faculty members.

Fostering linkages with the Industry and embedding employability in the curriculum

In addition, the research plan was prepared and implemented and 25 research publications and conference participations were undertaken by the academic staff. Efforts were made to finalise the appointment of 2 Fulbright scholars in the next AY, two Fulbright scholars will join RUW for 10 months and 6 weeks in CGS and CBFS respectively.

College of Art and Design

AY 2015-16 was a very challenging year for CAD with many initiatives and achievements. CAD members were actively engaged in contributing to the Research Output. 3 research papers were presented at RUW's 1st international conference "Women and Society". In addition 11 Master of Design Management and 3 Masters of Fine Arts in Drawing and Painting theses are in progress under the supervision of CAD faculty members.

The Edexcel external verifier visited the college during AY 2015-16, in May 2016, and verified the foundation students' eligibility to receive the Edexcel Level 3 Diploma in Art and Design. The verifier's comments were very positive; complementing the high standard of performance by faculty members and students.





Edexcel Level 3 Diploma in Art and Design received a very positive report from Edexcel verifier

Four new members from industry were invited to join the College Advisory Committee allowing for additional diversity in the committee. These members have been very active in engaging with the college in various ways. The College continues to encourage its alumnae to participate as guest lectures. Many such lectures took place over the course of the academic year providing valuable insight and information to students.

Engagement with the community also continues to be a great part of RUW and CAD's mission. CAD's participation in 'Art Bahrain' in October 2015, was extraordinary as 15 CAD students volunteered for over 10 days at the exhibit assisting in setting up booths, supporting participating artists and others. Graphic Design students participated with posters for the national conference on 'Youth against Extremism' in May 2016. One of the main highlights of CAD's community engagement was the collaboration between CAD and 'Art Reach Bahrain'. CAD students and instructors joined forces with this group creating a huge Mosaic Mural that was displayed at BIGS show in February 2016. The exhibition was inaugurated by HRH Sh. Sabeeka Bint Ibrahim Al Khalifa, who highly praised the work and highly praised RUW for their collaboration with Art Reach Bahrain and their commitment to the community. A similar art work was created with the WVU students who visited RUW in March 2016. In continuation of CAD's experience in participating in the Skills competition, this year 2 students from Graphic Design and Fashion Design represented Bahrain in the "Skills GCC" competition in May 2016. The bronze medal for Fashion Technology was won by one of CAD's fashion Design students who also won 1st prize for the traditional dress competition "Ya Zain Thoubi" that was organized the Bahraini Women's Society.

Successful Community engagement activities with Art Bahrain, Art reach Bahrain, Youth against Extremism

"Moda Mist 2016", the annual students' work showcase and fashion show, was also very successful this year and CAD continues to receive outstanding support from its sponsors.

CAD's Fashion Design student won the bronze medal for Fashion Technology Skill in GCC Skills Competition

CAD faculty members continue to actively contribute to various RUW activities, as support to the PR team in actively organising exhibitions for Education fairs, and other RUW promoting activities. Faculty members provided their support in developing designs for the student Majlis, renewing the BOT board room, updating the library design, and designing the RUW's Art work, and others.

College of Business and Financial Sciences

In the academic year 2015-16 the College of Business and Financial Sciences (CBFS) received positive feedback

with regard to the placement of two of its qualifications (Bachelor of Business in Banking & Finance and Bachelor of Business in International Business) on the Bahrain's National Qualifications Framework (NQF).

Furthermore, in the academic year 2015-16 CBFS organized more than thirty activities and events. One important activity was the Fourth Annual three day Workshop on 'Forensic Accounting and Fraud Examination: Fraud Risk Management and Litigation Support', which was held from 17-19 November 2015, at the RUW campus. 85 participants from 20 organizations representing various sectors of the Bahraini economy attended the workshop, which was delivered by Prof. Richard Riley, Professor of Public Accounting at West Virginia University, USA.

Three day workshop on 'Forensic Accounting and Fraud Examination: Fraud Risk Management and Litigation Support' organised by CBFS

In addition, in March 2016 the College organized its annual Exhibition and Forum: 'Inspiring Micropreneurs and Empowering Students'. This exhibition enables the Micropreneurs and entrepreneurs to create networks and expand their business opportunities. Furthermore, a forum was organized to provide awareness on the services of the support agencies such as Tamkeen, UNIDO, BCCI and BDB. It is worth mentioning that the proposal for an MBA programme has been approved in principle by the RUW Board of Trustees.

The College of Business & Financial Sciences officially initiated the AACSB accreditation process and became a member in the association

The College Advisory Committee members come from different backgrounds representing all sectors relevant to the programmes offered. In the academic year 2015-16 the committee members continued to support the College and RUW in seeking the necessary support among their known networks.

Annual Exhibition and Forum on 'Inspiring Micropreneurs and Empowering Students' was successfully organised by CBFS

College of Information Technology

The 2015-16 academic year was a research intensive year for the College of IT. Faculty members and students have published one journal paper, two conference proceedings, and two conference posters at RUW international conference. In addition, two of the final year project students and their supervisor research project have won the third position in the poster competition during RUW international conference. In addition to the external review of the College programmes, the College of IT programme have been acknowledged and awarded 'Adequate' rating by the Kingdom of Bahrain's National Authority for Qualifications and Quality Assurance of Education and Training (NAQQAET). On the other hand, the academic year witnessed various students' participations in activities and events. These included CIT students' participation in the Rotary Youth Leadership Award, Field Trip to Hilal Computers, MEET ICT, BITECH Bahrain, and RUW conference on women and society. The College of IT invited external experts from University of Bahrain to verify the courses offered by the college. External examiners and moderators were impressed by the quality of students' work and senior projects.



CIT was awarded 'Adequate' rating by the Kingdom of Bahrain's National Authority for Qualifications and Quality Assurance of Education and Training

College of Law

This year the College of Law completed its first undergraduate cycle, having 13 students graduating in Semester 2 and Summer 2015-16. In addition to regular curricular activities, many extra-curricular activities took place during the Academic Year. Field trips to the Constitutional Court, Criminal Court, Civil Court, Shura Council, Bahrain Chamber for Dispute Resolution were held during the Academic Year.

Many guest lectures were hosted at RUW campus. Eminent Professors from abroad, legal experts, and officials gave lectures on legal topics and related issues. A series of Moot Court activities were held with role-play and practical exercises especially in the Criminal Procedure course, focusing on the practical side of the teaching strategy of the College of Law. Regular Law clinics increased the practical learning experience of students through discussion and examination of real cases pending in Bahrain courts with the assistance of Lawyers from local and international Law firms. Students were very active in research and attended conferences in Bahrain on various legal topics and a team of Law students, presented two posters at the RUW Conference on Women and Society held at RUW in April 2016. Another students' research group presented their research at the conference on 'Youth Against Extremism' at Isa Cultural Center.

The College of Law hosted the 6th Middle East Pre-Moot program at RUW

One of the greatest achievement of the College of Law during the Academic Year 2015-16 has been the participation of RUW Law students in the Willem C. Vis Moot on International Commercial Arbitration, a competition held in Vienna in March 2016 involving more than 300 universities worldwide. The RUW team of 7 students, guided by two coaches, was the only university representing Bahrain in one of the most prominent international competitions in the legal field. Before participating in the Vienna competition, the College of Law hosted the 6th Middle East Pre-Moot program (training and regional competition for the MENA region) at RUW. The event, in partnership with US Government, Commercial Law Development Program, BCDR, University of Pittsburg and US Embassy, hosted 13 teams of Law students from 13 Universities from 7 different countries and more than 80 Judges, Lawyers and legal professionals involved as Arbitrators in the competition. The RUW Moot team scored 3rd out of 13 teams in the regional competition and has been awarded if two out of the five awards available.

RUW Law students participated in the Willem C. Vis Moot on International Commercial Arbitration Competition held in Vienna

The College of Law is proud of this result, being the first time participating in such programs and took this step as a foundation for the aim of becoming a center of Academic Excellence in International Commercial Arbitration.



Centre for General Studies

The Centre for General Studies is an active unit in the Royal University for Women offering both the English for Academic Success (EAS) programme which again this year successfully attained its Edexcel international certification, and delivers a broad range of Liberal Arts courses for students of all RUW colleges and is actively involved in broadening its offerings.

EAS programme successfully attained Edexcel international certification

CGS uses a communicative blended learning model in all of its courses, combining lecturing and tutorials with electronic media and technology, student individual and group activities, guest speakers and field trips in some of its courses to historic, cultural and media sites. The Centre also opened its Writing Clinic this year to help support RUW students in preparing course papers.

CGS introduced 'Writing Clinic' to provide support RUW students in preparing course papers

CGS also hosted a number of visits and events on a regular basis. The English Fun Day for students and faculty at RUW, Arabic Language Day to which guest speakers from the Bahrain language, literature and journalistic communities present, and the visit of West Virginia University students and faculty each spring to engage with classes, special activities and excursions with RUW students. CGS also hosted guest lecturers and workshop trainers such as this year's visit by Dr. Bret Lott, an American novelist and academic as well as Dr Jennifer Orlikoff's guest lecture. Its faculty have achieved a high level of success in professional development, research activities, conference presentations and publications, both attending sessions and presenting at RUW, locally and abroad and publishing in internationally ranked journals and with international academic book publishers.

Student Exchange programme with West Virginia university students and the debate were successfully organised

2.4 Liaison with the Higher Education Council

The University followed all HEC Directives issued during AY 2015-16. The key focus of the AY 2015-16 was RUW's participation in the National Accreditation Pilot Project.



Successful participation in the HEC National Accreditation

A Self Evaluation Report was submitted and the Site Visit included meetings with members of RUW, Board of Trustees, external stakeholders, students and Alumnae. In addition, class observations took place throughout the visit.

Effective and efficient participation in HEC Knowledge share sessions

A new initiative was launched by the HEC whereby specific themes related to T&L, Research, Professional development, employability, Internship, curriculum review etc. were selected every month and all universities in Kingdom of Bahrain were invited to make a presentation and share good practices. RUW participated effectively in all these sessions and made efficient contribution.

RUW commended for successful automation of student database

Another initiative by HEC was to automate all students' information in this AY. RUW was selected to participate in the pilot phase and the staff in the Office of Registrar were provided with a series of capacity building workshops to undertake this project. The automatization was successfully completed and RUW was commended for their efforts.

Institutional Monthly reports were sent to HEC on regular basis

From January 2016 HEC started a new practice of seeking monthly reports from all universities highlighting their achievements, activities, research activity, publications etc. RUW systematized the whole process and these reports have been sent on a regular basis.

2.5 RUW Strategic Plan AY 2011 – 2016

The RUW Strategic Plan for 2016-2021 is under development. As with the previous plan, the new Strategic Plan will be in full alignment with the RUW Mission and Vision and Bahrain 2030 Vision. In addition, it will be aligned with the HEC Higher Education Strategy and the HEC Research Strategy. The new plan will be presented to the University Senate prior to the start of the new academic year.



The RUW Strategic Plan for 2016-2021 is under development

2.6 Directorate of Finance

Budget AY 2015-16

The 2015-16 budget process as outlined in the RUW Policies 2011 was applied this academic year. All deans and department heads in consultation with their College 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 Senate reviewed the budget and recommended some modifications. The budget for 2015-16 was then presented to the Executive Committee and subsequently to the BoT where it was approved. The intimation of approved budgets was sent to all concerned heads.

The University's Financial Aid Programme provided financial support to students as per the approved policy

2.7 Public Relations and Marketing

The PR office carried out a number of school visits and during AY 2015-16. This academic year the PR department reached out to 12 private schools and 6 public schools in the Kingdom of Bahrain as well schools overseas. All schools were either visited or invited to visit the RUW campus. Participation in exhibitions occurred throughout the year and started off early with participation in the Bahrain Training and Education Exhibition in October.

The PR department participated in several local and regional exhibitions

The participation in Art Bahrain witnessed the Royal University for Women working closely with the organizers, providing assistance and support in terms of student volunteers, booth participation, academic field trips and personnel. RUW participated in the EDUTEX exhibition, which witnessed a high number of visitors and acquired significant number of interest forms. The PR exhibitions schedule concluded with the B-Training exhibition in May which allowed the department to reach out to a significant number of potential students.

During the AY 2015-16 the PR department issued 54 press releases and published approximately 200 media releases in English and Arabic

Newsletters were also published monthly to promote RUW, cover events, and communicate with students as well as externally.

2.8 Quality Assurance & Accreditation

During the academic year 2015-16, the QAAU has been actively engaged in multiple major projects which have resulted in positive outcomes. The successes gained in this year were of academic and administrative nature such as, being the first University in the Kingdom of Bahrain to go through the National Accreditation process





by the HEC in collaboration with the British Accreditation Council, and receiving very positive feedback. The University started preparation for the National Accreditation process from May 2015, when it submitted the University's Self Evaluation Report (SER).

RUW is the first private University in the Kingdom of Bahrain to be selected by the Higher Education Council to participate in the National Accreditation Pilot Phase and receive very positive feedback

The first site visit for the pilot phase was conducted in December 2015 by an inspection team from the British Accreditation Council in collaboration with the Higher Education Council. Based on the feedback received from this visit, the University prepared an action plan to ensure that comments have been addressed. A second follow up visit took place in May 2016. All necessary evidences indicating that progress was made have been submitted.

Another remarkable achievement of the QAAU was the ISO 9001:2008 QMS Re-certification Audit that took place in May 2016 by a team of auditors from AJA Europe. The University was successful in achieving Re-Certification.

RUW achieves re-certification in ISO Standard 9001:2008 for Quality Management Systems

Currently, the QAAU is in the process of developing the University's draft RUW Strategic Plan 2016-2021. The Plan is in full alignment with RUW Mission and Vision, Bahrain 2030 Vision, the HEC Higher Education Strategy and the HEC Research Strategy.

2.9 Directorate of Administration

Human Resources Department

The HR Department successfully completed several projects during the Academic Year 2015-16 including meeting the compliance requirements of the University's various requirements of external agencies and organizations. The department has made great improvements in the services offered to staff and students; recommending revisions of the existing HR Policies and developing additional ones as necessary; improving documentation practices, implementation of all procedures, job descriptions, strategies on HR expenditure reduction, quality recruitment through added job sites and sizeable database of recruits and the implementation of the Administrative Awards nominations.

Implementation of the RUW Training Policy and Training Procedure

The key achievements are as follows:

- Conducted a Training Needs Analysis survey
- Successfully passing ISO re-certification audit

- Successfully completing the HEC research data base programme
- Generation of ERP reports on a weekly / monthly basis.

ICT Department

The Key achievements are:

- Center for Community Education (CFCE) IT equipment installation
- Completing the upgrade of PowerCampus and SelfService

Successful implementation of ICT eTask for all staff

- Implementation of Asset Tracking Management System (ATMS)
- Initializing RUW web site upgrade

Residence

RUW student Residence Hall consists of 2 dorms and provides comfortable and well equipped accommodation to students. The Key achievements are:

- Increased number of non RUW tenants
- Installation of intercom system between dorm floors and reception desk
- Installation of computer labs in Dorm 1 by placing several laptops in study rooms; to facilitate the learning process for Residence students.
- Finalized a comprehensive user friendly Microsoft Dynamics GP Residence manual, for current and future reference.
- Introduced a subsidized transportation facility for students from Residence to City Center on a weekly basis
- Positive feedback of audits conducted with zero non-conformances

Administration

Routine services and special projects have been carried out by Facilities and Services department during AY 2015-16 with tasks including maintenance, campus health & safety, support and facilitation of University events, landscape management and construction projects. The department is handling the operation of commercial food outlets which have added value to the campus.

RUW received safety Certification from Civil Defense Bureau

Other key achievements are as follows:

- Completion of 85% of the pending tasks
- Monthly departmental satisfaction surveys shows improvement of service provided



- Improvement in resolving complaints of users
- Maintaining compliance with HEC Building requirements
- Improvements to general landscaping of the campus grounds.
- Completion of entertainment village project (Operation started for 5 units)
- Improvement of on campus traffic signage

Sports Centre

The mission of the Sports, Recreation and Wellness Program is to improve the health and well-being of the entire campus community in order to create a healthier society. At RUW, numerous activities have been designed for all students in order to encourage them to become more productive, attentive and willing to participate in all kinds of activities. The University Sports Centre provides recreational activities to all members of the University including female staff to experience and adopt an active and healthy lifestyle. Campus recreation seeks to enrich the quality of life for the students, faculty and staff through quality programs and facilities designed for individuals of all ability levels.

The RUW Sports Centre offered facilities and services such as, gym, indoor swimming pool, aerobics, aqua aerobics, swimming training, Zumba fitness, Personal Training, Metafit training, steam and sauna room, outdoor stadium with basketball, football and volleyball courts

The facility is opened for the students, families & friends. Key achievements for AY 2015-16 include:

- The Sports Centre procedures were further enhanced and streamlined
- Procurement of new items for the aerobics class
- Increase in the number of lockers
- Increase in the number of aerobics and Zumba classes to accommodate increased clientele

Metafit Training introduced at RUW Sports Centre

- Procurement of new items for the pool to add to the current items
- Improvement in resolving complaints of customers
- Computerization of Data and records through ERP solution
- Increase student attendance at the Sports Centre







3. Academics

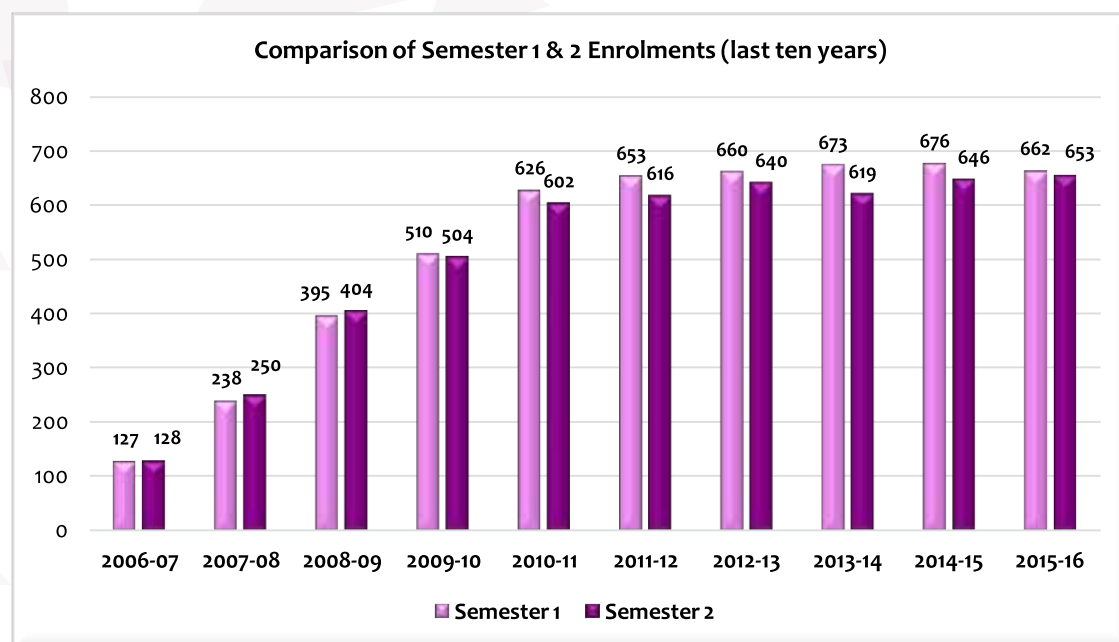
3.1 Student Body

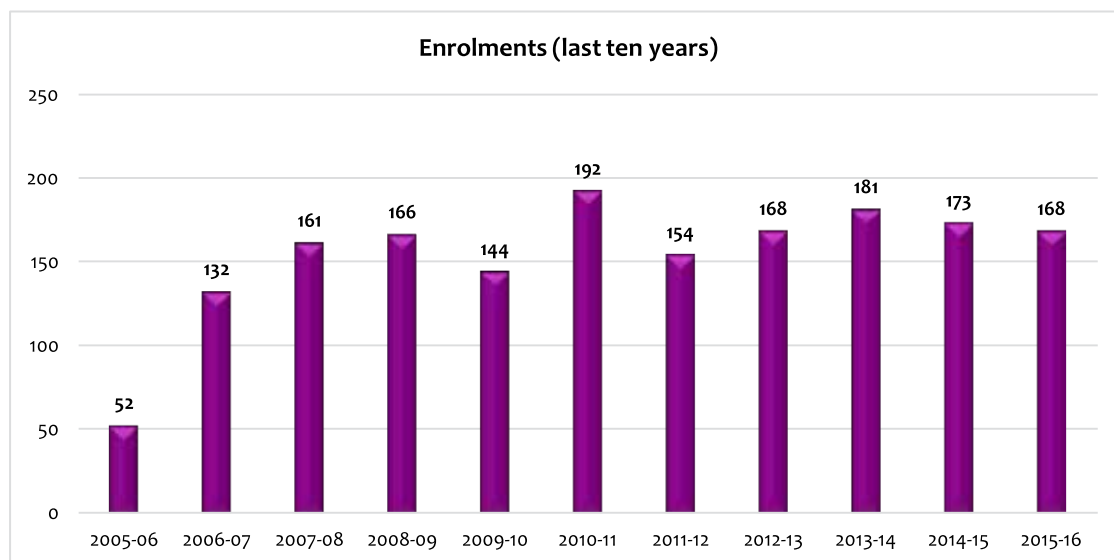
Academic year 2015-16 was a successful year with 158 new students in Semester 1 and 25 in semester 2.

3.2 Registration and New programmes

In Academic Year 2015-16 the Office of the Registrar has been actively involved in many areas across the campus community. The Annual Report AY 2015-16 highlights a few of our collaborative efforts and accomplishments. As a service organization for the University, the Office of the Registrar has the opportunity to be involved in many events of University life.

Registration for AY 2015-16				
College	Semester 1 2015-16		Semester 2 2015-16	
	New	Returning	New	Returning
Art & Design	70	182	12	251
Business & Financial Sciences	61	249	10	283
Information Technology	1	12	--	8
Law	26	61	3	86
Total	158	504	25	628
Grand Total for the semester	662		653	



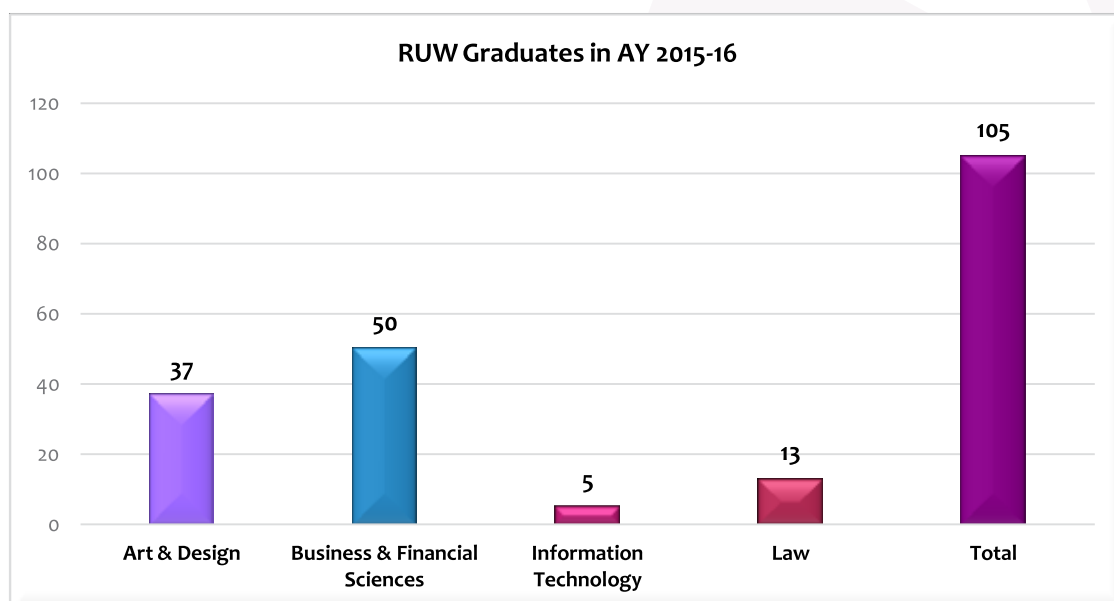


Graduation

The AY 2015-16 saw the successful graduation of 105 students which included the first cohort 13 students of law programme, College of Law graduated successfully.

The first cohort of RUW Law students graduated in June 2016

Details of RUW Graduates in AY 2015-16:



Alumnae Affairs

One of the most crucial stake holders of any reputed academic institution are their alumnae. The alumnae have the potential to play an important role in development of the institution as they have current and relevant experience of the market place as well as the academia. The RUW Alumnae committee developed and applied strategies that were aligned with the Universities strategic objectives and also carried out informal benchmarking. During AY 2015-16 the alumnae committee worked proactively to deepen and enhance the University's connection with its Alumnae with the following objectives:

- Organize events and activities for the benefit of Alumnae
- Promote involvement of Alumnae and current students in the programs and events offered by the Association
- Support Alumnae in furthering their careers through networking, training, volunteering and other opportunities
- Keep Alumnae engaged through events and accomplishments at RUW
- Arrange networking events at a local level and through alumnae chapter
- Utilize Alumnae in representing the University as ambassadors
- Cultivate interaction between Alumnae and current students

Office of the Registrar

The Key Achievements are:

- Initializing new online Teacher / Course Evaluation system

Implementation of online grading for all courses using PowerCAMPUS

- Correction of system anomalies
- Initialize automatic generation of warning letters
- Activation of RUW account for online HEC endorsement
- Review and updating of OR procedures
- Successfully passing the ISO 9001:2008 re-certification audit

Preparation of HEC database of RUW students and updating of information





3.3 Student Affairs

The goal of the Office of Student Affairs (OSA) is to create a harmonious and supportive environment for students, enhance the quality of campus life, facilitate the personal growth of students through wide-ranging learning experiences, extra-curricular activities and services designed to solve their problems. The OSA provides a range of services such as renting lockers, lost and found, counselling, attending to student complaints and administering Student Satisfaction Surveys in addition to extra-curricular activities. This year RUW organized a total of 206 activities for students of these, 46 activities were organized by OSA.

Supporting the implementation of RUW Employability Strategy

Other significant achievements include:

- Supporting the RUW Student Council in organising the RUW Carnival
- Setting up of OSA shared folder on Google Drive
- Introduction of Personal Development workshops for students
- Implementation of RUW Postings Policy
- Maintaining conformance to ISO Standard 9001:2008 QMS.

The 'A' Credit Policy was fully implemented during AY 2015-16

Student Council

The objective of the Student Council is to cultivate qualities of character, academic excellence, and global values amongst its members. During AY 2015-16 the RUW Student Council (SC) played an active role in carrying out their role in building a culture of team work and engagement. The SC worked cooperatively with the OSA and organised a number of events throughout the year. Outgoing members were thanked for their service to the University and received certificates of appreciation from the RUW President during a Senate meeting held in May 2016. Key Achievements of Student Council AY 2015-16 include the following:

- Recruited over 50 student volunteers to support SC events throughout the year
- Introduced General Student body meetings to discuss issues relating to student needs

The first RUW Carnival was successfully organised by the Student Council

- Regularly contributed to the RUW Newsletter
- Organized a fundraiser for Breast Cancer Awareness in collaboration with the Helping Hands Club

The Student Council held a Ghabga for students and female faculty and staff members during the Holy month of Ramadan

- Organized an Outdoor Movie Night for Dorm residents
- Organised a Bike Day to promote an active lifestyle amongst students and staff
- Organised a Blood Drive in collaboration with BDF Hospital

Student Educational Travel

Educational travel provides students with a unique opportunity to combine educational value with exposure to local culture while gaining an international perspective. During this academic year, a number of local educational trips were undertaken by students from all colleges.

College of Art & Design students traveled to London, UK

Students participating in GCC Skills Competition went to KSA for Fashion technology and Graphic Design skill.

A team of 7 students from the College of Law represented Bahrain at one of the most prominent international legal competitions held in Vienna

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, BITECH Bahrain while the College of Law organised five field trips to the Constitutional Court, Criminal Court, Civil Court, Shura Council, Bahrain Chamber for Dispute Resolution during the Academic Year.

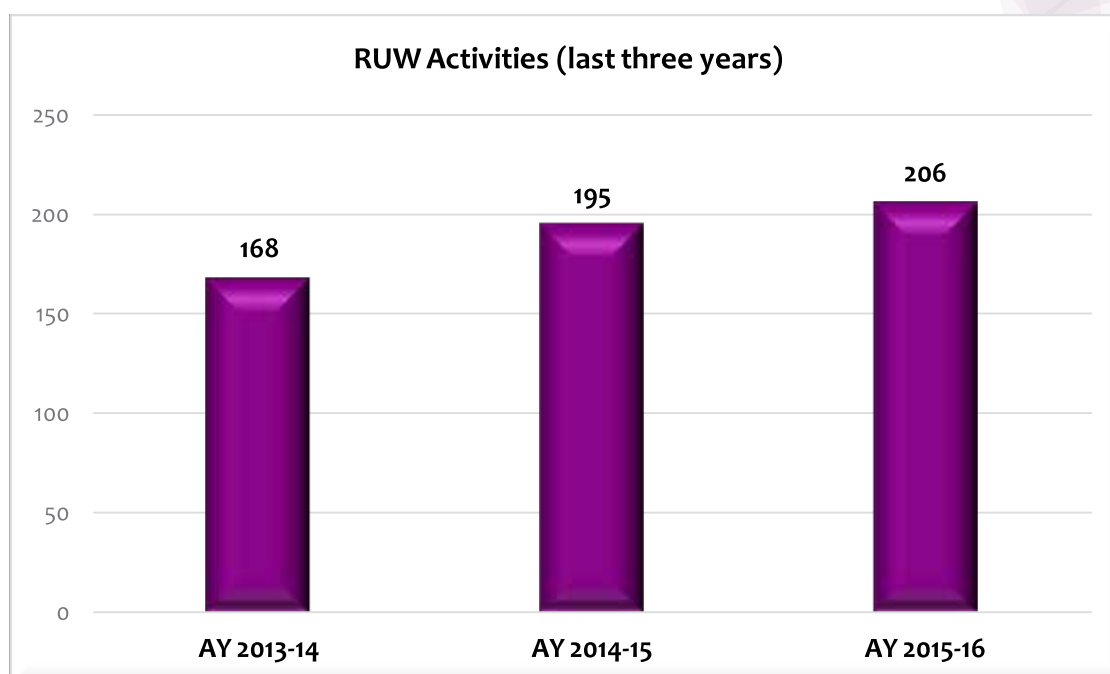
Student Activities

There is a wide range of student activities that place throughout the academic year. These activities are organised by the OSA, Colleges, the RUW Student Council and the University Clubs. The number of activities taking place each year has increased steadily. The suggestions and feedback of student preferences are taken into consideration when planning the Annual Activities Calendar.





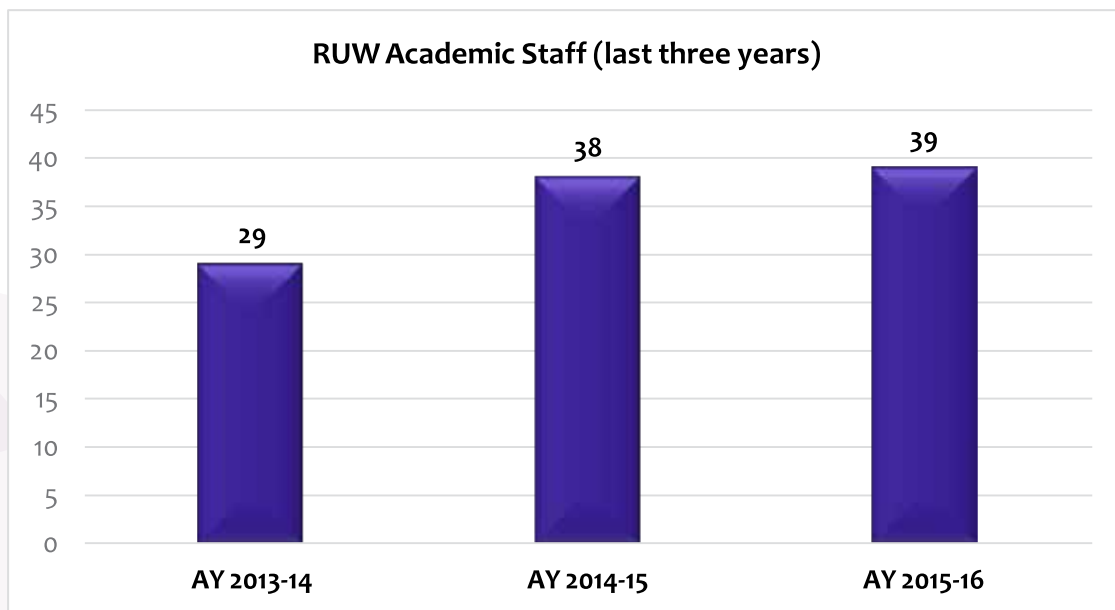
The most prominent activities organised by the OSA were Bahraini Women's Day, National day, National Charter Celebration, International Women's Day and the RUW Annual Career Fair AY 2015-16



3.4 Academic Faculty

RUW is proud of its highly qualified and multicultural compliment of faculty who range from a wide number of countries including USA, India, France, Greece, South Africa, Sweden, Iraq, Iran, Lebanon, Egypt to name a few. In AY 2015-16 there were 39 full time faculty members and part time faculty was also hired for specialized needs of each college.

Faculty Profile



Teaching Load

The teaching load is as per HEC regulations and part time staff was only used to teach specialized areas for which there are no relevant members of staff. Teaching load was allocated to all faculty member in compliance with HEC regulations. More faculty recruitment was done based on the requirements. The summer courses taken up by the faculty members (who did not complete their allocated load in 2 semesters) were paid as an extra remuneration. 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.

Professional Development opportunities

As part of our Vision and Mission, RUW is committed to teaching, learning and research. To achieve academic standards and promote quality and excellence in education, the recruitment, advancement and retention of an excellent and diverse faculty is vital.

RUW offered a range of opportunities to faculty members and administrative staff to ensure their continuing professional engagement and productivity at all career levels

Professional development consists of staff engaging in activities such as guest lectures, workshops and conference participation. 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.



Professional development activities were undertaken at 3 levels, the university level, college level and individual level. All faculty members attended compulsory workshops at RUW presented at University level by both external and internal resources that covered important areas. In addition, faculty members attended various professional development activities within their colleges.

In total 364 PD activities were availed by the RUW staff in this academic year

3.5 Research

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.

***Under the patronage of Her Royal Highness Princess Sabeeka Bint Ibrahim Al-Khalifa,
President of the Supreme Council for Women,
RUW held the Conference on Women and Society***

The Conference was organised as part of the University's 10th Anniversary celebrations whilst acknowledging RUW's contributions to women's higher education in Bahrain and the Gulf. The Conference celebrated the achievements of women in a broad range of arenas and professions, including historic, social, business, technological, legal and creative contexts in their changing roles in society. The subject areas of the colleges and liberal arts included:

- Women in Business & Leadership
- Women, Legislation and Human Rights
- Women, Innovation and Technology
- Women across Cultures
- Women in Art and Design

In AY 2015-16, at RUW level, the following was completed with respect to research:

- RUW Conference on "Women and Society" featuring 13 RUW faculty members and 12 Students
- Launch of RUW Research Centre and its Strategic plan
- Revision of college research themes
- Submission of 26 Research Proposals
- Amended the Conference Participation Form



- Publications in Journals were rewarded through research incentives
- All colleges and students were encouraged to pursue their Research Theme through research.

Faculty members presented their research in the Research Forum, and students were encouraged to participate

3.6 RUW Facilities

RUW Library

Consistent with the mandate of RUW, the library plays central role in providing ready access to the information resources and services needed for the University's core business: education and research.

Total number of print collection in the Library was increased by 11.42%

The 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 not only by having print collection but also by subscribing online databases and e books and further educating them to become information literate.

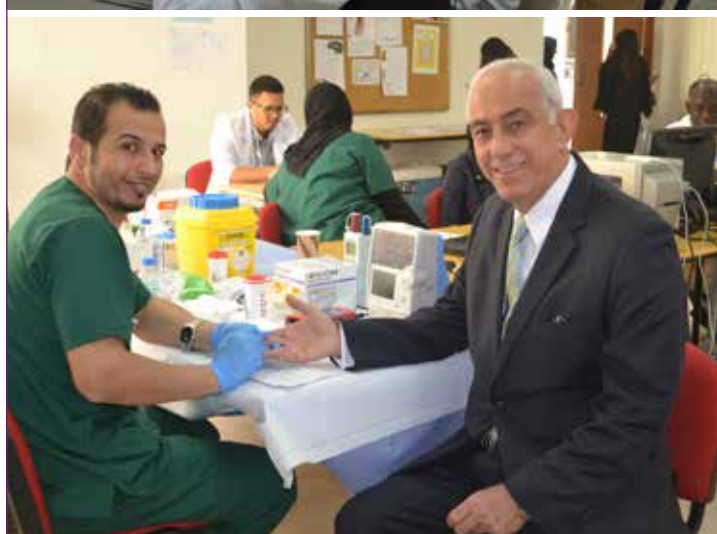
RUW Library administered the 'LibQUAL+' service quality survey

Clinic

The Clinic is a part of the Office of Student Affairs and provides first aid services to staff and students. Key Achievements for the AY 2015-16 include increasing in student satisfaction with Clinic and successfully organizing Health Day on monthly basis. This academic year the Clinic offered a Monthly Open Day for students and staff every month. The number of patient attending the clinic during AY 2015-16 was 1048.

Social Work

The social worker is a part of the Office of Student Affairs and provides social counselling to students. The social worker also provides support and assistance to the OSA during events and examinations especially with respect to students with special needs. In addition support and assistance to students residing at the dormitory is also provided. During the AY 2015-16 the Social Worker handled a total of 225 cases over a wide range of related issues as well as organising three events during the year.





4. Conclusion

In celebrating its 10th year of operation during AY 2015-16, RUW has reinforced its commitment to its Vision and Mission. The University looks at the coming years with renewed enthusiasm to achieve even higher accolades of academic excellence for its students and the RUW community. RUW is committed to the education of women, enhancement of skills and employability of its students, and to the creation of innovative ways to serve a growing and diversified student body. RUW's greatest strength is its ability to adapt to an ever changing environment and this ability will grow stronger with the continued support of its visionary Board and the loyalty of its committed members of staff.