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MESSAGE FROM THE PRESIDENT

Welcome to the 31st issue of the 2nd year of the President's News Digest.



I would like to start this edition by re-emphasizing the importance of creating a strong culture of excellence in our University. Such a culture will help us achieve more in areas like accreditation, Programme reviews, recruitment and retention of students and staff and most importantly in the provision of an excellent learning experience to our students. Excellence is based on three pillars namely quality, innovation and leadership.

Quality should be embedded in all our activities and should drive our core business of teaching and learning, research and community engagement. In addition, quality will help us in creating a strong culture of following systems, procedures, bylaws, committees and most importantly in closing the loops within any action plan. Quality should be considered like the oxygen we breathe in all our activities. We should not think about it, it should be part of our value system and our conscience can only be clear if we do our jobs to the highest standards as we have been entrusted to educate our students who are like our sons and daughters. Quality should be reflected in the standards of our course portfolios, teaching and learning experience and research outputs we are producing.

The second pillar of excellence is **innovation** which should be seen as the driver to do something new, exciting and unique. Innovation can be reflected in the way we conduct our teaching, research, community engagement, commercial activities, and internationalization. Innovation will ensure that we are developing new ideas that can be successfully commercialized which can ensure the long term sustainability of our University. Innovation will help us create an entrepreneurial spirit in our staff and students. The days of traditional teaching and research are over. Our students now are much more demanding and they expect innovative practices in all our activities.

Excellence is based on three pillars namely quality, innovation and leadership.

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The third and final pillar of excellence is **leadership**. Strong leadership at all levels is a requirement to achieve excellence. By providing strong leadership in all our activities, we can be well ahead considering the tough competition in a changing educational environment. Leaders, and not followers, can make a big difference in their institutions as they have a big vision to take them to an exciting level. When leadership is combined with integrity, loyalty and hard work, it is expected that a transformational phase in any University will take place. ASU is determined to create a culture of excellence by providing our staff, students, and external stakeholders with experiences that can be seen as unique, exciting and beneficial.

The second item which will be addressed in this News Digest is related to our forthcoming **international conference on sustainable futures** that will be held in November. I am pleased to tell you that we have received around 110 abstracts from over 20 countries which is a major achievement. Around 20 of our colleagues from the University have submitted abstracts, which is a relatively good number. We have attracted international keynote speakers from the UK, Italy and we are trying to find somebody from Bahrain. This conference will put us on the international research map and will undoubtedly help us in creating a strong research culture. This week, we will provide authors with the decisions of their abstracts after conducting a very rigorous and blind refereeing process. Please visit the conference website: <http://conference.asu.edu.bh/>

The third item to be addressed is related to **class observations**. Following our successful good teaching conference, we have contracted 2 external academics to observe classes taught in English. The external observers will focus on the lecture structure and organization, quality of interactions with the students, clarity of delivery, use of technology, knowledge of the subject and teaching and learning styles. My advice is to read last week's News Digest and remind yourselves with the good hints that were included based on the good lessons from the Good Teaching Conference.

On Sunday 28 May, the first meeting of the **Graduation Ceremony** committee took place. The Dean of Admissions and Registration with help from Students Affairs and Marketing and Public Affairs will act as a coordinator of this ceremony which will be held on **25 October 2017**. On the same day, the President and Mr Mohamed Najjar had a meeting with representatives of our student council to brief us about their planned activities to support noble causes during the holy month of Ramadan.

INTERVIEW OF THE WEEK

We would like to feature the interview this week with:



Name: Dr Horiya Aldeeb

Position: Assistant Professor,
Business Administration Department

1. Tell us about yourself: (Your childhood, academic background)

I was born and raised in Cairo, Egypt. My childhood was happy; I am the youngest of four sisters. My father was a journalist, and he was a poet. He died when I was young, but he left us a huge number of books and poems. Our mother was a great one and she compensated us with everything we needed.

I have a long professional life in the field of Business Administration. After completion of B.Sc. in Business Administration from High Polytechnic in Cairo, I started to lecture at the same college I graduated from. I came to Bahrain in 1982 to join my mother, sister and husband and worked as a senior teacher, teaching business subjects in English at high schools with the Ministry of Education in Bahrain. I was elected as the best teacher in Bahrain in 1995. Then I worked with Delmon University as the Coordinator of Business Administration Department, then as a manager of MBA program related to Arab Academy for Science and Technology in Alexandria. I finished my PhD in Total Quality Management.



On Monday 29 May, the President and Director of the President's office had a meeting with the Director of the Oxford Business Group for the MENA region and Director of OBG Group Bahrain to discuss

opportunities for collaboration.

On Tuesday 30 May, the President met the Secretary General of the HEC about opportunities of scholarships for our British Programmes. During the meeting, the Secretary General re-emphasized the importance of strong Masters supervision and examination and the adherence to our bylaws and the HEC guidelines and bylaws.

On the evening of Thursday 1 June, the Chairman of the BOTs and the President visited the Majlis of HE the Minister for Education and met many colleagues from the Higher Education and other sectors.

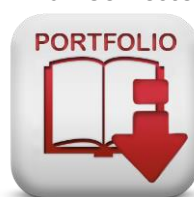
This week, the President and VP Dr Assem will be visiting our British Partners to ensure the successful launch of our new programs in September.



I would like to conclude this edition by re-emphasizing once again the importance of **student recruitment**. Students are the bread and butter of our University; we should recruit them and retain them. We should have adverts

in the written and seen media, exploit every single social media opportunity, appear in interviews in the written press and on TV, and organize open days and visits to the University. Our campaign to recruit students should be aggressive, planned and implemented on a daily basis emphasizing the various incentives to attract students. The competition is getting tougher and we should all use our networks to promote the University in a collective effort. Our long term sustainability will depend on students' numbers.

A final thought for this edition, is to remind our colleagues to produce their **course portfolios** for the 2nd Semester following the template provided by the QAAC and to the highest standards meeting the specified deadlines. Please remember that the accreditation panel will scrutinize a sample of these course portfolios and the QAAC will audit all of them.



2. Tell us about your job at ASU

I joined ASU in 2013 as an Assistant Professor at the College of Administrative Sciences. I was the Director of Community Engagement Office for three years and now I am a member with them as the representative for the College of Administrative Sciences. I also work as an academic advisor.

3. Tell us about your aspirations for the University

I hope that our University will be the first in Bahrain and Gulf region, as the capabilities present in our University allow me to have such a hope.

4. What do you enjoy most about your job?

I enjoy teaching and I feel happy and proud when I find my students satisfied in my lectures asking me not to finish the lecture as they find it useful and interesting.

5. Tell us about your hobbies

I like reading in recent trends in Business Administration area, also I enjoy reading in all areas of life, particular poetry. I also enjoy interpreting dreams.

6. Tell us about your favourite food

I like all kinds of food, but it should be spicy.

TRADEQUEST AWARDS CEREMONY OF ASU TEAM

On May 24, 2017, under the patronage of Sh. Khalifa bin Ibrahim Al-Khalifa, the Chief Executive Officer of Bahrain Bourse, our ASU team of students and their academic advisor and jury member Dr Ramzi Nekhili has attended the awards ceremony of TradeQuest for the universities 2016-2017. The TradeQuest competition, which is one of Bahrain Bourse's initiatives in spreading investment awareness among school and university students, has given its terms and concluded with awards given to all competing universities. Applied Science University has honoured its presence by participating in this competition and exposed its students of Accounting & Finance to a great opportunity to commit their graduate skills into real-life practice. Our students have benefited from numerous investment advices and strategies and attracted interest of the investment community in Bahrain. We all look forward for next year's competition and to shine with winning trophies.



POLICY OF THE WEEK

ACADEMIC PROMOTION POLICY



The University believes that promotion provides the employees with an opportunity of growth and it is essential that productive and dedicated employees are given an opportunity to progress within the organization.

The University is committed to rewarding professional development activities of its faculty members to ensure that their teaching skills reflect current instructional trends and modern delivery modes

The University will encourage the faculty members to embrace every opportunity to contribute to national and international forums of research, and educational policies and practices through incorporating such activities as an important criterion for promotion.

The university is committed to promote Community Engagement activities through its staff and faculty.

The University has three committees that oversee the academic promotion process:

I. The Department Committee at the Department level

II. The College Committee at the college level

III. The University committee at the University Level

7. Tell us about the book you are reading now

I am reading now a book entitled 'Training for changing behavior to Quality mentality', for Kerry Patterson et al. It focuses on the behavior aspect and the best way to change the culture through Six Sigma and zero defect. This new mentality is having everyone needs to be involved. It is about how to change people to think quality.

8. Final words

A tree is known by its fruit.

QUOTE OF THE WEEK

"With integrity, you have nothing to fear, since you have nothing to hide. With integrity, you will do the right thing, so you will have no guilt".

Ziga Ziglar

Tenure Requirements

- I. Any faculty member who has spent five years in their current academic rank may apply for promotion to a higher rank in accordance with the rules and criteria mentioned in this Policy.
- II. The applicant may submit the promotion file three months before the completion of five years; however they may not be promoted until they have completed the specified period of 5 years.
- III. Promotion shall be effective from the date on which the Board of Trustees approves it.
- IV. Any permanent faculty, who has worked for another university may apply for promotion under the following conditions:
 - a. The applicant has completed 5 years in the last academic rank.
 - b. The applicant has been continuously employed by the University at least two academic years prior to applying for promotion.
 - c. The applicant has completed at least half of the research requirement, which they have submitted for consideration, while being employed at the University.
 - d. The applicant's work at the University is the criterion for evaluating their teaching, and community service.
 - e. The University Council may approve a higher rank for a faculty member who had obtained a promotion from another university, provided that their submission for promotion at that university was before their existing contract was in effect.

Procedures for Application for Academic Promotion

- I. The applicant shall submit their promotion application to the HOD to be referred to the Department Committee to assess whether they have fulfilled all the promotion requirements.
- II. The Committee's report shall be referred to the Department Council to make the appropriate recommendation. Only members, of equal or higher rank to the position that has been applied for, are eligible for voting
- III. The HOD shall submit the Department Council's approved recommendation to the Dean, along with the promotion file, who then refers it to the College Committee.
- IV. The College Committee shall submit its report on the promotion file to the Dean who will forward it to the College Council to make the appropriate recommendation.
- V. If the College Council's recommendation is positive then the Dean will forward application along with the scientific research output of the applicant to the President to be referred to the University Committee.
- VI. The University Committee shall only review the scientific research output of the applicant. The Head of the University Committee may request from the concerned Dean any additional information that may be requested by its members.
- VII. The University Committee will submit a report to the President regarding the extent to which the applicant fulfills the promotion requirements.
- VIII. The President then refers the completed application back to the University Council to issue the appropriate decision.

IX. Once a decision is confirmed, the promotion file shall be returned to the department concerned for filing.

X. The promotion decision will become affective only after the decision is approved by the board of trustees.

XI. If the application is rejected the HOD shall notify the applicant of the University Committee's feedback regarding the quality and quantity of the scientific research and activities needed to meet this part. Minutes of meeting regarding the committed deliberation should be included.

XII. The applicant may re-submit their file for promotion in accordance with the above procedures. The promotion file shall only include the remaining requirements of the scientific research output to be met if teaching, university, and community activities requirements have already been fulfilled.

Procedures for Evaluating Research Papers

I. Published research papers and papers accepted for publication will be sent to referees. Papers published in scientific conference proceedings or contributions to supplementary scientific activities will not be sent to referees.

II. Research papers will be sent to a minimum of 5 referees upon applying for promotion to the ranks of associate professor or professor.

III. The approved evaluation form shall be sent to the referees whose evaluation will be based on its contents.

IV. Promotion requirements will be met if three referees approve the promotion to the rank applied for.

REMINER OF THE WEEK

ASU STRATEGIC PLAN

1. Teaching and Learning:

We create a culture of learning and support students to their knowledge, learning and skills by engaging in professionally relevant programmes of study.



Strategic Priority number 1: Quality of Programmes

Design and deliver programmes of study which are benchmarked against international standards and meet the needs of industry and the professions.

Our Strategic Objectives are:

Employability of Learners: Ensure that programmes continue to meet the needs of employers by benchmarking them against the needs of industry to ensure they are responsive to rapid shifts in employment and professional needs.

Benchmarking of programmes: The academic content of all programmes must be benchmarked against international standards in terms of the content and level of each course being delivered.

New Program development: Develop new programs that serve existing market needs with a focus on internationalization and employability of graduates.

Strategic Priority number 2: Faculty Development

Ensure that staff development activities support the needs of our staff to enhance their pedagogical skills in teaching, learning and assessment and apply this to motivate and engage learners.

Our Strategic Objectives are:

Recruitment: Recruit high quality faculty who demonstrate competence and enthusiasm for teaching, are able to teach a diverse student population, and contribute to the vision and mission of the University.

Continuous Learning: Provide high quality professional development opportunities for faculty and support staff.

Pedagogic Development: Provide opportunities for academic staff to develop their pedagogical skills through external and internal staff development activities and engagement with pedagogical research.

Strategic Priority number 3: Enhancement of Programmes

Ensure that both the content and delivery of programmes are informed by research and scholarship and are continuously improved.

Our Strategic Objectives are:

Maintenance and Review of Course Specifications: Continuous consideration of the appropriateness, relevance and quality of curricula and assessment methods reflected in changes to course specifications.

Evaluation: Engagement in annual and periodic evaluation of programmes taking evidence from multiple sources.

Strategic Priority number 4: Technology Enhanced Learning

Embed technology enhanced learning in the delivery of its programmes.

Our Strategic Objectives are:

Appropriate use of e-learning platforms: Using leading-edge facilities support autonomous learning making effective use of technology to deliver high quality teaching material and opportunities for formative assessment to students.

Information skills development: Provide students with skills to independently access, evaluate and use web based information sources relevant to their educational/research needs and incorporate references to web sites in reading lists for courses.

Happy Reading
