Office of Research & Graduate Studies
Strategic Plan
2013-2018
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1. Introduction

Alfaisal University is a private non-profit institution which aspires to be a world-class research university committed to the creation, dissemination and application of knowledge in the fields of business, engineering, basic and life sciences and medicine, and to the development of knowledge-based economies. It aims to have high quality education in the fields of Engineering, Medicine, Science and Business. Eminence in research and graduate studies is crucial to achieving the University’s goals of becoming a leading educational institution and a model in the region. Alfaisal University is a student-centered university which creates and disseminates knowledge through world-class undergraduate and graduate education programs, research and service that benefit the Kingdom of Saudi Arabia, the region and the world, and that stimulates the development of knowledge-based economies.

The University which opened its doors in 2008 has had a significant research output in its first five years of operation (see Appendix A). This data is directly from the Scopus database. From 2008 to 2013 the number of refereed journal publications (RJPs) showing Alfaisal University as an affiliation of at least one of the authors has increased steadily from 1 in 2008 to 135 in 2012. In 2013 for example 123 ISI journal papers were produced up to end of October. By October 2013 the cumulative total number of RJPs with an Alfaisal affiliation was 402. During 2013 these 402 papers were cited 710 times by other papers. The refereed journal papers are all ISI or equivalent and they all have Alfaisal University as an affiliation. Alfaisal University compares favorably to other universities using these results. KACST uses Thompson Reuters which should give similar results to Scopus.

The average research output was two publications per year per full-time faculty member based on the formula from the Higher Council Bylaws which includes refereed journal papers, patents, conference papers, books, book chapters, and reports but excludes conference presentations. This number is two to four times greater than the average research output from other universities in the Kingdom (Alzahrani, J. A. 2011, Perceived Barriers to Research Publishing in Saudi Arabia. Intern J Soc Sci & Educ 1(1): 235-250. ISSN: 2223-4934).

The Office of Research and Graduate Studies (ORG) will play a key role in ensuring that the University achieves its objectives by helping to establish a unique research-based educational environment. As such, ORG works very closely with faculty, students, departments and colleges on all research and graduate studies related issues within the University as well as with outside agencies. The guiding principles will be to: facilitate, encourage, remove obstacles, find new opportunities while strengthening existing ones, and creating a positive
environment conducive for attaining high quality sustainable research and graduate studies programs. Externally funded and University funded research will be coordinated and facilitated by ORG in conjunction with the colleges.

This document sets out a five year strategic plan for the period 2013-2018 for the Office of Research & Graduate Studies (ORG). It outlines a vision and a mission, and the current state of the Office in terms of available facilities, organizational structure, policies & procedures, research grants and contracts, and graduate programs. This is followed by an analysis of external threats and opportunities, as well as internal strengths and weaknesses. The final sections deal with long term goals and strategic objectives, strategic actions and key performance indicators.

The ORG will be flexible and adaptable to meet the dynamic nature of scientific R&D and will adopt continuous self-evaluation to help the University to achieve its research and graduate studies goals.

2. Vision & Mission of Office of Research & Graduate Studies

**Vision**

The Office of Research and Graduate Studies facilitates research and graduate studies at Alfaisal University enabling it to be a leading regional institution that benefits society and that helps to sustain a knowledge-based economy.

**Mission**

Our mission is to support multi-disciplinary research and graduate studies programs for faculty and students by enhancing the environment for creative scholarly work with the highest levels of quality and integrity, and that stimulate the development of a knowledge-based society.

Specifically the Office of Research & Graduate Studies will:

- Promote effective sustainable fundraising of research assets at levels sufficient to allow the University to grow and fulfill its objectives both in the long and short-terms.
- Allocate, administer and manage these research funds
- Institutionalize ethical standards and guidelines for all Alfaisal University faculty and staff to ensure the highest levels of integrity and compliance.
- Develop and encourage the creation of interdisciplinary research programs and centers of excellence at the University.
- Coordinate with other institutions to support and fund student and faculty research, enhance research awareness in the country and contribute to the national research agenda and policies.
- Facilitate commercialization of research outcomes by encouraging scientific and industrial communities to utilize the outcomes of research at the University, and by developing collaborations between Alfaisal and other institutions.
- Ensure an environment that allows University students and faculty to conduct high quality research.
- Develop an infrastructure and culture that encourages, supports and recognizes excellence.
- Promote the involvement of students at all levels to be engaged in the research process.
- Help to build strong research-based graduate programs at the University.
- Oversee and provide direction for all graduate programs at the University in coordination with colleges and student affairs.
- Ensure that all Ministry of Higher Education rules, regulations and guidelines are followed in the implementation and running of all graduate programs.
- Attract and facilitate research scientists and fellows from overseas to conduct high-level research and graduate teaching at the University.
- Increase publications in high quality research journals.
- Acquire patents based on intellectual property generated from research projects at Alfaisal University.

3. State of Office of Research & Graduate Studies

3.1 Facilities & Research Laboratories

The Office of Research & Graduate Studies currently occupies four offices. It helps to oversee research laboratories at the University (see Appendix B) and also assists faculty in obtaining access to external laboratories such as those at KFSHRC, KACST, KSU and KAU through collaborative research grants such as the KACST NPST Strategic Grants program, and the KACST GDRG program. Alfaisal faculty, for example, are currently using laboratory facilities in KFSHRC (3 NPST projects), KSU (2 projects), KAUST (1 project), KACST (2 projects), KAU (1 project) as well as in overseas research laboratories in Japan, USA, UK and Canada. Furthermore, in order to speed up the ordering of chemicals and supplies the ORG has an
agreement with KFSHRC to order such items through its purchasing system. This has significantly reduced the ordering time from 6 months to 2 months.

### 3.2 Organizational Structure & Personnel

At present the formal organizational structure of the Office of Research & Graduate Studies consists of a Vice President for Research & Graduate Studies, an Associate Vice President (Internal) for Research & Graduate Studies, an Internal Grants Specialist, an External Grants & Contracts Specialist, and a Graduate Studies Specialist (Figure 1). In addition there is a Consultant/Advisor who provides assistance in obtaining external research grants for faculty members. The four colleges also provide two faculty members each for the Research & Graduate Studies Council with one member for research and the second for graduate studies.

![Organizational Chart](image)

**Figure 1.** Current Organizational Structure of Office of Research & Graduate Studies

Currently all indicated positions are filled except for the Vice President position. Over the past five years this position has been held by two people; Maher Alodan (2yrs) and Mohammed Fnais (1 yr).

Each College also has a Research Committee and a Graduate Studies Committee, for those with active Graduate Programs (i.e. Business, and Medicine).
3.3 Councils & Committees

3.3.1 Research & Graduate Studies Council

The Research & Graduate Studies Council (RGC), which is chaired by the Vice President for Research & Graduate Studies, is responsible for safeguarding the excellence of graduate education. The Office of Research & Graduate Studies is the administrative arm of the Council and is empowered on its behalf to enforce its regulations and policies. The Council meets at least once a month and membership consists of two faculty members from each of the colleges within the institution; with one faculty being responsible for research and the other for graduate studies. Details on the duties and functions of the RGC can be found on the Alfaisal University website at: http://web.alfaisal.edu/pdf/Graduate_Policies_and_Procedure.pdf and at http://web.alfaisal.edu/research/research-policies-and-procedures/. All RGC meetings are minuted and approved, and kept on file. For example, as of October 2013 the minutes of the 20th RGC meeting are available. Please see Appendix C for samples of minutes of meeting from 2011 to 2013 where major decisions were made.

3.3.2 Graduate Studies Sub-Committee

The Graduate Studies Sub-Committee (GSC) consists of a staff (i.e. non-faculty) representative from each of ORG, Student Affairs, and all colleges with active graduate programs. The main duty of the GSC is to facilitate the day-to-day functioning of the graduate programs in particular the admissions process to ensure that both University and MOHE regulations are followed and that everything is run in an efficient and professional manor. The GSC is chair by the ORG staff representative.

3.3.3 Institutional Review Board

The Committee for Medical & Bioethics (CMB) which was established and registered in KSA in 2011 is the equivalent of the Institutional Review Board (IRB). The CMB is normally chaired by a faculty member from one of the Colleges such as Medicine, with representatives from other colleges. The ORG provides general oversight and documentation (e.g. formal approval letters). The main duty of the CMB is to provide ethical approval for any experimentation involving humans and animals, including surveys. All review and approval letters are kept on file in ORG (see Appendix D).
3.4 Policies & Procedures

All policies and procedures for both research as well as graduate studies are available on the Alfaisal University web site: at:

http://web.alfaisal.edu/pdf/Graduate_Policies_and_Procedure.pdf and at

http://web.alfaisal.edu/research/research-policies-and-procedures/.

The Research Policies & Procedures are the Second Edition and the Graduate Policies and Procedures are the Third Edition (June 2013). Any significant updates to the Policies & Procedures are reviewed and approved by the Research & Graduate Studies Council.

3.5 Internal & External Research Funding

Currently the ORG administers about 3 million SAR a year on internal research grants consisting of:

- Start-up funding; 1 million SAR/yr; to be phased out by June 2014
- Internal Research Grants (IRG): total budget 1 million SAR/yr; annual competition; one year grants; started in 2012; maximum budget 50,000 SAR; currently 24 projects awarded for 2013
- Internal Strategic Research Grants: total budget 2 million SAR/yr; annual competition; two year 500,000 SAR grant; highly competitive with up to one award per college/discipline.

Presently Alfaisal faculty members and students hold the following external grants/contracts (see Appendix E for samples of news items):

- Saudi Aramco: 3 two year contracts totaling 1.6 million SAR are held by 3 COE faculty members. Projects started in 2012
- KACST NPST Strategic Grants:
  - 3 grants totaling 4.3 million SAR with COM faculty (through KFSHRC)
  - 3 grants totaling 6 million SAR with COSGS/COE faculty (through KAU, KACST and KFUPM)
- KACST GDRG
  - 1 grant totaling 1.2 million SAR with COSGC faculty member
- Boeing Student Research Awards:
  - 5 Annual Research Awards totaling $50,000 USD/yr
- Al-Anouf Foundation:
  - 2 cancer research awards totaling 500,000 SAR for COM faculty
- KACST TIC on Sensors Technology at Alfaisal University
Final stages of a ten year 75 million SAR project initiated by KACST with as major partner and Alfaisal University College of Engineering (COE) as the academic arm. COE will coordinate up to 50 graduate students from universities in MENA region who will jointly register at their home universities and at Alfaisal University. The research will be done at a “clean room” building that has been constructed at KACST.

The research office (ORG) is responsible for assuring adherence to the University’s and sponsor’s policies and procedures, and for following ethical standards in conducting research. It provides direction and guidance in the development, identification, and securing of funding sources as well as proposal development, submission, administering and closure of awards. The section conveys quality services related to development of research projects, compliance in the conduct of research, intellectual property, technology transfer, and governance issues related to sponsored programs.

Services are provided to University faculty and staff through administrative support for research projects. In addition, the section provides an important interface with public and private members of the external community that have a vested interest in research. It is responsible for management and promotion of research activities that are carried out by the academic departments through external or internal funding.

One of the main tasks of this section is to monitor and control funds and to monitor fund allocation in coordination with the Alfaisal University Finance Office. The section works closely with the Finance Department and the Facilities Office to prepare accounting statements and reports on the financial health of the Office and its projects.

3.6 Graduate Studies & Programs

Currently there are four active graduate programs at Alfaisal University:

- Master’s in Biomedical Sciences: MOHE approved 2011; Current enrollment 18
- Master’s in Radiological & Imaging Sciences: MOHE approved 2013; current enrollment 24
- Master’s in Genetic Counseling: MOHE approved 2013; will start accepting students in 2014
- Master’s in Business Administration: MOHE approved 2010; current enrollment 150; graduated students 60

Five other graduate programs are in various stages of approval:

- Master’s in Engineering & Systems Management (COE): external review by KFUPM
- Master’s in Applied Nanotechnology (COSGS/COE): in preparation
Office of Research & Graduate Studies Strategic Plan 2013-2018

- Master’s in Public Health (COM): in preparation
- Master’s in Clinical Embryology & Repr Biology as an option under the existing Biomedical Sciences Graduate Program (COM/KFSHRD): in preparation
- Doctoral Program in Biomedical Sciences (COM/COE/COSGS/KSFHRC): The program has gone through the internal and most of the external approval process. All it needs is formal MOHE permission to start. The University is waiting to graduate its first batch of Biomedical Sciences master’s students before applying to MOHE for final approval.

The graduate studies section or office facilitates the operation of graduate programs in all colleges in the following ways:

- Ensures through the Graduate Studies Sub-Committee that applications for admission meet University and MOHE standards.
- Is responsible for keeping and maintaining graduate student records on the student information system.
- Ensures that Graduate General Regulations are followed in the implementation of all graduate programs, and as a student progresses from admission through their programs to graduation.
- Facilitates scholarship competitions for non-specific internal and external merit and need-based awards, including Research Assistantships, keeping records and administering payments, as well as liaising with granting agencies.
- Assists students through the Graduate Studies Sub-Committee in resolving individual as well as systemic problems.
- Advices on and administers through the Research & Graduate Studies Council the development and approval of new graduate programs proposed by colleges, and coordinates programs that involve more than one college as well as interdisciplinary programs.
- Home for special arrangements programs and post-doctoral fellows.
- Facilitates the use of non-Alfaisal research laboratories (e.g. KFSHRC, KSU, KACST, KAUST, KAU) for research faculty and graduate students, when needed.

3.7 External Relations

Alfaisal University is a relatively new research & graduate studies institution with its research laboratories not fully completed and all graduate programs not fully active. Good relations with external research oriented institutions thus become critical.

Three of the current graduate programs have been developed in collaboration with the King Faisal Specialist Hospital & Research Centre (KFSHRC). Courses are taught in part by staff experts from KFSHRC who have joint faculty appointments at Alfaisal University. Research
related projects may be run either at Alfaisal or at the KFSHRC research laboratories. The graduate programs are:

- Master’s in Biomedical Sciences: MOHE approved 2011; Current enrollment 18
- Master’s in Radiological & Imaging Sciences: MOHE approved 2013; current enrollment 24
- Master’s in Genetic Counseling: MOHE approved 2013; will start accepting students in 2014

The fourth graduate program MBA relies in part on guest lecturers from the private and government sector:

- Master’s in Business Administration: MOHE approved 2010; current enrollment 150; graduate students 60

There are many entities that conduct or fund research in Saudi Arabia. Alfaisal University is affiliated with a number of public and private institutions that share its research interests. The faculty will also develop research collaborations with investigators from the research and development divisions of private industries. The University has and will continue to establish collaborations with investigators at well-known international research universities. The list includes:

**Public and Governmental Sectors**
- King Abdulaziz City for Science & Technology (KACST),
- King Faisal Specialist Hospital and Research Center (KFSHRC),
- Security Forces Hospital (SFH).

**Semi-private Sector**
- Saudi Aramco,
- Saudi Basic Industries Corporation (SABIC),
- Saudi Water Conversion Corporation (SWCC),
- Saudi Telecom Company (STC), and
- Saudi Electricity Company (SEC).
- Masdar (UAE)

**Private Sector**
- Raytheon
- Fraport Saudi Arabia
- General Electric (GE)
4. SWOT Analysis

4.1 Strengths

S1. Strong and active affiliations with KFSHRC and KACST in addition to international institutes such as Masdar in UAE
S2. Collaboration with Harvard Medical International in setting up graduate program
S3. Innovative approach to higher education that is based on problem-based-learning (PBL), technology enhanced learning, and community-based education delivered by excellent faculty
S4. Private non-profit universities are dynamic, flexible and effective in decision making, and collaboration with other institutions
S5. Alfaisal University obtained NCAAA general and specific program accreditation
S6. Availability of overseas collaboration through its international faculty
S7. Establishment of several research laboratories (i.e. biomedical, chemistry) on campus
S8. All graduate programs are taught in English.
S9. Alfaisal students are very dynamic, hardworking and self-motivating.

4.2 Weaknesses

W1. Revenue is based mainly on tuition fees. Insufficient fund-raising activities.
W2. Alfaisal is a private start-up university with a limited number of faculty members and a limited amount of research
W3. Moderate research infrastructure and physical plant (i.e. buildings) still in process of being completed.
W4. ORG staff needs training to effectively manage the research & graduate studies activities.
W5. Operating procedures need to be better established.
W6. The ORG organizational structure needs improvement.
W7. There are currently only a few graduate programs running.
W8. There are modest research facilities in-house.
W9. There are few established connections with industry.
W10. Alfaisal University has a reasonably established reputation & needs to be better advertised.
4.3 Opportunities
O1. Collaborative opportunities exist with other Saudi research institutions.
O2. NPST & GDRG have been allocated SR 1.7 billion to support research projects in the Kingdom. Seek to obtain a larger portion of these funds.
O3. Enhance collaboration with KACST, KFSHRC and KAUST in order to better exploit their laboratories.
O4. Utilize increased national awareness about the importance of research in order to promote improvements and solutions at Alfaisal.
O5. The University should take advantage of the talented researchers at major Saudi organizations.
O6. Seize advantage of government funding in strategic areas that coincide with faculty and student interests as well as Alfaisal’s and ORG’s vision and mission statements.
O7. Attract good students with internal IRG funding by encouraging faculty to include students as part of their proposals.
O8. External organizations can collaborate more easily with private universities due to fewer rules & greater flexibility of the latter.
O9. Provide more research oriented graduate programs at Alfaisal since there is a scarcity of such programs in the Kingdom.

4.4 Threats
T1. Struggle for limited funds in competition with well-established and high quality institutions.
T2. Lack of adequate research funding especially from private sector.
T3. Lack of a research culture and an environment for innovation.
T4. Competition with R&D departments of private and semi-private organizations which employ highly qualified and experienced researchers.
T5. Poor infrastructure and lack of clear policies related to teaching & research loads.
T6. There are an increasing number of private universities in Saudi Arabia which are competing for students, faculty and funding.
T7. Government scholarships which are awarded to Saudi graduate students to study abroad may diminish the pool of students that can apply to Alfaisal University.
5. Long-Term Goals

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<td>Number of external grants</td>
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<td>Total annual number of patents</td>
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<td>Total annual number of collaborations</td>
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<td>5</td>
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<td>Total number of enrolled graduate students</td>
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<td>180</td>
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<tr>
<td>Total number of students graduated annually</td>
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<td>50</td>
<td>60</td>
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6. Strategic Objectives, Strategic Actions and Key Performance Indicators

The strategic objectives and actions presented in this section were determined by taking into account the current state of the Office of Research & Graduate Studies, the SWOT analysis, and NCAAA Standard S10 Research, with the aim of allowing for the achievement of the long-term goals outlined in section 5.

6.1. Facilities & Research Laboratories

**Strategic Objective**

Build an infrastructure for research to include centers, facilities, laboratories and equipment.

**Strategic Action**

- Create facilities that will serve as basic research labs at the University.
- Update research criteria and priorities to serve as guidelines.
- Assemble competitive, productive and supportive staff.
- Fund projects with internal grants from the University research budget.
- Assist in creating linkages to nearby research laboratories through collaborative projects.
• Assist Colleges in setting up funded research centers in strategic areas of interest to the university and the country

**Key Performance Indicators**

• Increase in annual number of refereed publications per full-time faculty member (publications based on the formula in Higher Education By-law excluding conference presentations)
• Growth in research income from external sources as a proportion of full-time number of full-time teaching staff members
• Rise in research laboratory area available per full-time teaching faculty
• New college research/innovation centers set up using external funds

### 6.2. Organizational Structure & Personnel

**Strategic Objective**

Create an organizational structure that is similar to established research oriented institutions, in order to better support the university in meeting its strategic objectives.

**Strategic Action**

- Create two deanships one for research and the other for graduate studies in a two-step process as shown in Figures 2a and 2b
- Form two councils, one for research and the other for graduate studies, to support the deanships
- Create college research centers in strategic areas of interest to the university and the country in order to improve faculty research productivity
- Assemble a competitive, productive and supportive staff for each of the deanships.
- Establish an “**Alfaisal Center for Research Innovation & Consultation**” which will act as an umbrella organization for channeling research, training and contract projects as well as consulting studies between external organizations, both public and private, and Alfaisal faculty members.

**Key Performance Indicators**

- New organizational structure established in 2016 with final structure by 2018 as shown in Figures 2a and 2b.
- Growth in annual number of refereed publications per full-time faculty member (publications based on the formula in Higher Education By-law excluding conference presentations)
- Increase in number of graduate students
- Rise in contract income for university
Figure 2a. Proposed Organizational Structure for Office of Research & Graduate Studies to be presented at next University Council Meeting for approval

Figure 2b. Proposed Organizational Structure for Office of Research & Graduate Studies in 2018
6.3. Internal & External Research Funding

Strategic Objective
Put in place detailed research funding procedures from both internal and external sources in order to allow faculty members to fully develop their research outcomes potential.

Strategic Action
- Identification of external funding sources, and collaborations for faculty and students.
- Provide assistance to faculty and students in submitting proposals, and management of successful application.
- Visit institutions, companies and agencies with the aim of developing MOUs and proposals.
- Expand the ORG staff and faculty, and solicit available operating budget through a well-developed plan for staffing.
- Develop, implement and manage internally funded research grant programs in coordination with college research councils, university research council, facility department and finance department.

Key Performance Indicators
- Growth in annual research income from external sources as a proportion of full-time number of full-time teaching staff members
- Increase in annual number of refereed publications per full-time faculty member (publications based on the formula in Higher Education By-law excluding conference presentations)
- New college research/innovation centers set up using external funds
- Growth in annual number of refereed publications per full-time faculty member (publications based on the formula in Higher Education By-law excluding conference presentations)
- Increase in number of graduate students and number of research articles published by graduate students
- Rise in number of papers or reports presented at academic conferences annually per full time member of teaching staff at college level and institutional level.
- Rise in annual contract income for university
6.4 Research Centers and Chairs

**Strategic Objective**
Establish Research Chairs and Centers of strategic importance to the country by working closely with the external funding organizations, university departments/colleges and faculty.

**Strategic Action**
- Identification of external funding sources, and collaborations to help establish research chairs & center.
- Take advantage of Government, private sectors and individual initiatives to assist the University to expand or launch major new research endeavors significant to the Saudi Economy.

**Key Performance Indicators**
- Establishment of at least one chair or research center every two years

6.5 Undergraduate Student Research

**Strategic Objective**
Make research an integral part of the University educational experience for all undergraduate students.

**Strategic Action**
- Integrate research into the curriculum.
- Support interactions between the private sector and research students.
- Recognize undergraduate research contribution through an annual research recognition day, news releases/items
- Encourage faculty to publish with research students
- Through colleges, arrange for student internships with companies and research institutes both locally and overseas
- Enhance the Annual Research Day Student Poster Competition so that more students will participate

**Key Performance Indicators**
- Increase in number of courses which have a research component
• Rise in percentage of undergraduate students at the university that are involved in practical projects/internships with industry (e.g. Boeing/Shell).
• Upsurge in annual number of refereed publications that have undergraduate students as a co-author
• Improvement in number of news releases involving undergraduate student research
• Growth in number of undergraduate student papers and publications in internationally recognized journals, conference and workshop presentations.

6.6 Graduate Studies

Strategic Objective
Establish and manage research as well as course-based graduate programs that meet the strategic needs of the community and the university in coordination with colleges and external institutes such as KFSHRC.

Strategic Action
• Assist Colleges in creating new graduate programs that are relevant to the research needs of their faculty members and that help to meet the needs of society for trained manpower.
• Provide overall direction in management of graduate admissions process in coordination with college graduate councils and student affairs.
• Be responsible for management of admissions process in coordination with college graduate councils and student affairs.
• Ensures that Graduate Regulations are followed in the implementation of all graduate programs, and as a student progresses from admission through their programs to graduation.
• Assemble competitive, productive and supportive staff.
• Assist in creating linkages for graduate students and faculty to nearby research laboratories through collaborative projects
• Assists students in resolving individual as well as systemic problems.
• Assist Colleges in setting up funded research centers that will support a creative environment for graduate students and faculty in strategic areas of interest to the university and the country

Key Performance Indicators
• Increase in number of graduate programs and number of students
• Rise in percentage of graduate students at the university with respect to overall student numbers
• Upsurge in annual number of refereed publications and patents per full-time faculty member (publications based on the formula in Higher Education By-law excluding conference presentations)
• Amount of funding allocated to research at Alfaisal University from external sources.
• Number of graduate student papers and publications in internationally recognized journals, conference and workshop presentations.

7 Operation Plans

Annual Operational Plans will be employed to assist in the implementation of the strategic objectives and to help measure the key performance indicators (see Appendix F). The annual operational plan describes specific actions and responsible individuals in the ORG and is reviewed with all ORG staff on a weekly basis. Outside stakeholders are invited on an as-needed basis.
Appendixes

A. Research Output 2008-2013

B. Master Table of Undergraduate and Research Laboratories

C. Samples of Minutes of Research & Graduate Studies Council Meetings from 2011-2013

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E. Samples of News Items about External Grants & Contracts and Patents held by Faculty & Students

F. ORG Operational Plan for 2013
## Appendix A

**Table 1. RESEARCH OUTPUT** (based on Scopus data)

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<tr>
<th>Year</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013 (up to Oct)</th>
</tr>
</thead>
<tbody>
<tr>
<td>RJP</td>
<td>1</td>
<td>27</td>
<td>53</td>
<td>63</td>
<td>135</td>
<td>123</td>
</tr>
<tr>
<td>Cumulative Total RJP</td>
<td>1</td>
<td>28</td>
<td>81</td>
<td>144</td>
<td>279</td>
<td>402</td>
</tr>
<tr>
<td>Number of Citations</td>
<td>0</td>
<td>5</td>
<td>76</td>
<td>211</td>
<td>496</td>
<td>710</td>
</tr>
<tr>
<td>Number RJP/FTF**/Yr</td>
<td>0.1</td>
<td>1.0</td>
<td>1.2</td>
<td>1.0</td>
<td>1.5</td>
<td>1.6</td>
</tr>
<tr>
<td>Number citations/ FTF/Yr</td>
<td>0</td>
<td>0.2</td>
<td>1.4</td>
<td>3.4</td>
<td>3.7</td>
<td>5.8</td>
</tr>
</tbody>
</table>

* RJP showing Alfaisal University as affiliation
** FTF= full time faculty
<table>
<thead>
<tr>
<th>Code</th>
<th>Current Lab Name on Door (Actual Lab Name)</th>
<th>Owner/ Contact person</th>
<th>Type of Lab</th>
<th>Notes</th>
<th>Action Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td>WS</td>
<td>(Mech Eng Workshop/Thermal Fluids Lab)</td>
<td>CoE/ Athtiq Ahmed</td>
<td>Undergrad</td>
<td>Located in basement of Student Center/Manufacturing Lab equip/Room unfinished</td>
<td>• KFF/AU/Facilities needs to finish the infrastructure for the Workshop</td>
</tr>
<tr>
<td>SB-01</td>
<td>Anatomy Teach Lab</td>
<td>CoM</td>
<td>Undergrad</td>
<td>Under Grad/ PBL</td>
<td></td>
</tr>
<tr>
<td>SB-02</td>
<td>Anatomy &amp; Histology Teaching Lab</td>
<td>CoM</td>
<td>Undergrad</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SB-03</td>
<td>Mater (Biomed Lab)</td>
<td>CoM</td>
<td>Research</td>
<td>Used by Co-M-HPLC installed</td>
<td>• CO2 incubators need CO2 gas cylinders.</td>
</tr>
<tr>
<td>SB-</td>
<td>(Dissection Anat Lab)</td>
<td>CoM</td>
<td>Undergrad</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SG-52</td>
<td>Store/(Nano Res Lab)</td>
<td>CoE</td>
<td>Research</td>
<td>Can accommodate small research equipment</td>
<td>• Locate COE electronics workshop in SG-52</td>
</tr>
<tr>
<td>SG-61</td>
<td>Electrical Lab II (?)</td>
<td>CoE</td>
<td>Undergrad</td>
<td>This lab has space for electrical res equip;</td>
<td>• COM can use it temporarily for undergrad lab</td>
</tr>
<tr>
<td>SG-63</td>
<td>Physics (?)</td>
<td>CoSGS</td>
<td>Undergrad</td>
<td>Formerly UPP lab;</td>
<td></td>
</tr>
<tr>
<td>SG-64</td>
<td>Computer Lab</td>
<td>CoE</td>
<td>Undergrad</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SG-77</td>
<td>Prep Lab for Res lab</td>
<td>CoSGS</td>
<td>Research</td>
<td>Preparation for research lab</td>
<td></td>
</tr>
<tr>
<td>SG-78</td>
<td>Computer Lab</td>
<td>Library</td>
<td>Undergrad</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SG-81</td>
<td>Biomedical Research Laboratory</td>
<td>CoM</td>
<td>Research</td>
<td>Biology + Biomed; Space for 16 grad students; Elect wiring completed &amp; 2nd door installed</td>
<td>• Not organized and not fully equipped.</td>
</tr>
<tr>
<td>SG-82</td>
<td>COSGS Fac Res Lab</td>
<td>CoSGS</td>
<td>Research</td>
<td>Chemistry/Biology Research Lab</td>
<td>• Need shelving between lab benches</td>
</tr>
<tr>
<td>SG-85</td>
<td>Store</td>
<td>CoSGS</td>
<td>Undergrad</td>
<td>Used as office space for UPP lab technicians.</td>
<td>• Some equipment needs to be moved to other labs</td>
</tr>
<tr>
<td>SG-93</td>
<td>Computer Lab (Electrical Lab I)</td>
<td>CoE</td>
<td>Undergrad</td>
<td>Computer + Lab View Prgm</td>
<td>Use as store for Res lab reagents.</td>
</tr>
<tr>
<td>S3-48</td>
<td>Store</td>
<td>CoSGS</td>
<td>Undergrad</td>
<td>Chemicals &amp; Glass Wear Storage</td>
<td></td>
</tr>
<tr>
<td>S3-56</td>
<td>Prep Room</td>
<td>CoSGS</td>
<td>Undergrad</td>
<td>Small lab used by CoSGS (room smells)</td>
<td>• Ventilation to be improved hoods not functional</td>
</tr>
<tr>
<td>S3-57</td>
<td>Chemistry Lab</td>
<td>CoSGS</td>
<td>Undergrad</td>
<td>COSGS Chemistry: Lab is fully equipped for organic chemistry and general chemistry labs</td>
<td>• Ventilation needs to be improved (lab smells)</td>
</tr>
<tr>
<td>S3-59</td>
<td>Chem (Material Lab)</td>
<td>CoSGS/ CoE</td>
<td>Undergrad</td>
<td>Phys (80% UPP/CoSGS) + Mater (20% CoE)</td>
<td></td>
</tr>
<tr>
<td>S3-73</td>
<td>Preparation Lab</td>
<td>CoM</td>
<td>Undergrad</td>
<td>Used for Microbiology</td>
<td></td>
</tr>
<tr>
<td>S3-79</td>
<td>Molecular biology lab</td>
<td>CoSGS</td>
<td>Undergrad</td>
<td>CoSGS Molec biology &amp; biochem teaching lab</td>
<td>• Ventil needs to be improved. Needs gas supply</td>
</tr>
<tr>
<td>S3-81</td>
<td>Anat Lab</td>
<td>CoM</td>
<td>Undergrad</td>
<td>Microscopes + Microbiology + Histology. Medicine Under Grad/Teaching</td>
<td></td>
</tr>
<tr>
<td>S3-83</td>
<td>Computer Lab</td>
<td>CoM</td>
<td>Undergrad</td>
<td></td>
<td></td>
</tr>
<tr>
<td>S3-84</td>
<td>Storage</td>
<td>CoM</td>
<td>Undergrad</td>
<td></td>
<td></td>
</tr>
<tr>
<td>S3-86</td>
<td>Comp (Simul) Lab</td>
<td>CoM</td>
<td>Undergrad</td>
<td>Professional Skills Dev./Teaching (no equip)</td>
<td></td>
</tr>
<tr>
<td>B3-54</td>
<td>Store</td>
<td>CoM</td>
<td>Undergrad</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B3-56</td>
<td>Lect Hall (Comp Lab)</td>
<td>CoM</td>
<td>Undergrad</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B3-73</td>
<td>Laboratory</td>
<td>CoSGS</td>
<td>Undergrad</td>
<td>Female Section (Prep rm for B3-77) &amp; B3-78</td>
<td>• Ensure the availability of gas supply</td>
</tr>
<tr>
<td>B3-77</td>
<td>Chemistry Laboratory</td>
<td>CoSGS</td>
<td>Undergrad</td>
<td>Female Section for chem &amp; shared by biol</td>
<td>• Ensure the availability of gas supply</td>
</tr>
<tr>
<td>B3-78</td>
<td>Biology Laboratory</td>
<td>COSGS</td>
<td>Undergrad</td>
<td>Female Section currently used for Phys (orig designed &amp; allocated for female Biology lab)</td>
<td></td>
</tr>
<tr>
<td>B3-80</td>
<td>Laboratory</td>
<td>CoSGS</td>
<td>Undergrad</td>
<td>Fem Sect; Currently used as Office for admin clerks; (orig allocated for female physics lab)</td>
<td></td>
</tr>
</tbody>
</table>
Appendix C: Samples of Minutes of Research & Graduate Studies Council Meetings

Minutes of University Research & Graduate Studies Council 5th Mtg held 30th
November 2011 at 1:00-2:00 PM in Science Building Conf Room 3rd Floor

Participants:
- Dr. Mohammed Fnais (VP for ORG) (Chair)
- Dr. Mattheus Goosen (Associate VP for ORG)
- Dr. Khaled Kattan (CoM)
- Dr. Alex Kouzmenko (CoS)
- Dr. Edreese Alsharaeh (CoS)
- Dr. Bill Lathen (CoB)
- Dr. Abdalmajeed Mohammed (CoE)
- Dr. Zhao Yong (CoE)
- Reham AlOnaizan (RO - ORG)
- Nourah Al Sadoun (BAO - ORG) (Rapporteur)

1. Approval of minutes
   Minutes of previous meeting were approved without changes.

2. Matters arising: None

3. New Business
   1. **Funding of KACST Strategic Grants:** Dr. Fnais indicated that the funds for approved projects were promised to be included in the new budget which will be released early in 2012. We need to receive new proposals for the new batch in March 2012. Faculty with highly recommended proposals can be involved with up to 5 proposals.
   2. **Saudi Aramco Contracts:** ORG (RO) is following up on the Contracts with Aramco. The three proposals are from College of Engineering. Funds are coming soon.
   3. **Start-Up Redistribution Proposal:** Use of Start-up funds for conferences and travel not clearly defined University Policy needed that the CoM will provide guidelines that for startup distribution.
   4. **Faculty Biomedical Research Lab:** Purchase of equipment discussed. Biomedical lab equipment not only for Dr. Moni or the CoM, it is for the entire biomedical studies group in the University. Dr. Theo commented that the unspent start-up budget at the end of fiscal year might be used for buying equipment for the biomedical lab. Dr. Khaled and Dr. Abdalmajeed suggested a reminder email about unspent start-up funds three months before the end of fiscal year. Dr. Abdalmajeed noted that the University also needs an Electronic workshop and Mechanical workshop.
   5. **MBA program Update:** There is a need to monitor students’ GPAs in graduate programs. If cumulative GPA falls below 3.0 then students will be sent warning letters. This will be done by ORG in close consultation with the College.
   6. **Biomedical Science Grad Program Update:** New program will be advertised on Alfaisal website so that students can apply, with a link to King Abdullah Scholarship.
   7. **Status of Genetic Counseling and Radiology and ISC Programs:** In progress with MOHE
   8. **Admission Criteria and Tracking:** ORG should be involved in the admission of new graduate students. Dr. Khaled requested an extra person for handling Graduate Studies admission from the College and ORG about the students GPA then the students scholarship could be stopped due to low GPA.

4. AOB.
   - **URGSC:** Dr. Theo clarified the purpose and need of this Council; the main function of the Council is to provide oversight of the Research and Graduate Studies at the University. The ORG is the administrative arm of this Council. Two faculty members from each college are needed, so one is a backup. The duties and composition of the University Research & Graduate Studies Council are available online; however, while the Council of Dean’s has approved it, approval still needs to be obtained from the University Council.
   - **IRB:** The CoM is in the process of setting up an IRB (Institutional Review Board). Currently the IRB in KFSHRC is being used.
   - Dr. Fnais suggested the establishment of a best researcher award for the University.
   - **Research Day Poster Competition:** Timeline plan was distributed and the recommended date was 2nd of May or 9th of May. Need to check with Students Affairs. For the theme suggestions
was “The Power of Research”. For the Female students the location on the 1st floor with their posters ready 2 days before the day and men in the ground floor as well. The Deans and Provost will attend.

- **New Graduate Program**: RO received 2 emails from students interested in PhD studies but Alfaisal University is not ready for such a request.
- **New Member publication**: After discussion, Consciences reached that University Research Labs should be completed before faculty can be held accountable productivity
- **Dr. Alex noted that he was informed** that some Alfaisal Faculty are Affiliated with King Saud University under the Scopus link. This needs to be clarified that they should be affiliated with Alfaisal University.

### Summary of Action Items

<table>
<thead>
<tr>
<th>Action Items</th>
<th>Person Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>CoM will send their startup fund guide lines to ORG to forward it to the CoD</td>
<td>CoM, Hasan Rajab/Theo</td>
</tr>
<tr>
<td>Decide who will pay for the Biomedical Research Lab equipment</td>
<td>Mohammed Fnais</td>
</tr>
<tr>
<td>Send notice to colleges about remaining startup funds three months before end of fiscal yr</td>
<td>Reham</td>
</tr>
<tr>
<td>Hire a financial employee for ORG to follow through on all purchases</td>
<td>Mohammed Fnais</td>
</tr>
<tr>
<td>Send to letter to Deans to follow up with their students on GPA problems in coordination with ORG</td>
<td>Mohammed Fnais</td>
</tr>
<tr>
<td>Follow up and check the Biomedical Scholarship status with MOHE</td>
<td>Reham</td>
</tr>
<tr>
<td>Higher an employee in MBA program to follow up with student scholarships</td>
<td>Students Affairs / Mohammed Fnais</td>
</tr>
<tr>
<td>Circulate the criteria for evaluating/finding the Best Researcher</td>
<td>Mohammed Fnais</td>
</tr>
<tr>
<td>Check with Students Affairs for best date for poster competition, either 2nd or 9th May</td>
<td>Nourah</td>
</tr>
<tr>
<td>Check Faculty Affiliation on Scopus data base and Take correct action for necessary</td>
<td>MG</td>
</tr>
</tbody>
</table>
Minutes of University Research & Graduate Studies Council 8th Mtg held 28th February 2012 at 1:00-2:00 PM in Science Building Conf Room 3rd Floor

Participants:
Dr. Mohammed Fnaïs (VP, ORG) (Chair)
Dr. Mattheus Goosen (Associate VP, ORG)
Dr. Ali Khuraibi (CoM)
Dr. Hasan Rajab (CoM)
Dr. Alex Kozmenko (CoS)
Dr. Nidal Nasser (CoE)
Dr. Nicholas Foster (COB)
Reham AlOnaizan (RO, ORG)
Nourah Al Sadoun (BAO, ORG) (Rapporteur)

Apologies:
Dr. Edreese Alsharaeih (CoS)
Dr. Zhao Yong (CoE)

5. Approval of minutes
Minutes of previous meeting were approved without changes.

6. Matters arising:

- College of Business has agreed that for MBA Cohort 1 the minimum graduation GPA = 2.75 out of 4.0. For subsequent cohorts minimum graduation GPA = 3.0. Whereas the Admission to the MBA will require GPA of 3.0 out of 4.0 for the undergraduate certificate. The College of Business is considering the GMAT.

7. New Business:

- 3rd Annual Student Poster Competition update: Council members were requested to encourage faculty to announce the Competition in classes. Deadline extended to 15 March 2012.
- Graduate Program Update:
  - Biomedical Sciences master’s approved and will be advertised for admission soon.
  - It was noted that KACST would provide funds for Graduate Students when they submit their proposals for both Master and PhD sciences programs.
  - Radiology & Imaging Sciences Master’s, as well as Genetic Counseling Master’s being revised as per MOHE/NCAAA comments
- Registration of Committee for Medical & Bioethics (CMB): CMB has been registered through the KACST web site. The CMB, which is effectively the Institutional Review Board (IRB), will be located under ORG which reports to URGSC.
- Research Centers funded by MOHE: Research Centers are funded by MOHE up to 60,000,000 SR. Dr. Ahmed Al Saif the Deputy of MOHE is in charge of the fund. Alfaisal University colleges will be encouraged to submit proposals to MOHE. Will circulate the Guidelines of the Research Centers Funded by MOHE.
- Accreditation Process (Std 10: Research; and Std 11 Relationship w/ Community): In progress. Research is being handled by ORG (MG); Community is being handled by PR (Mrs Saphia Ikram). Related research files such as Annual Reports, Strategic Plan, Promotion Regulations, and Policies & Procedures will be uploaded on the Alfaisal website under Research.
- Research Colloquium: A brief of the next speaker Jean Frechet VP Research
at KAUST was given and an agenda circulated. Faculty and students were encouraged to attend the Research Colloquium.

8. **AOB:**
   - KABAS is a new Data base program. VP for RGS distributed to all. Contact person and Coordinator is Ms. Reham in ORG.
   - General Directorate of Research Grant (GDRG) Program is available for internal funding at KACST. ORG will send a reminder to all faculty members about this program.

### Summary of Action Items

<table>
<thead>
<tr>
<th>Action Items</th>
<th>Person Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Send a reminder to Faculty about the General Directorate of Research Grant (GDRG) Program</td>
<td>Reham</td>
</tr>
<tr>
<td>Will Circulate the Guidelines of the Research Centers Funded by MOHE</td>
<td>Mohammed Fnais</td>
</tr>
</tbody>
</table>
Minutes of Research & Graduate Studies Council 15th Mtg held Tuesday 26 February 2013 at 12:15 PM in 3rd Flr CoSGS Conf Room

Participants:
- Dr. Mattheu Goosen (Associate VP, ORG) (Chair)
- Dr. Ali Khrabi (CoM)
- Dr. Ronald De Meersman (CoM)
- Dr. Edreese Alsharaeh (CoSGS)
- Dr. Nidal Nasser (CoE)
- Dr. Nicholas Forster (CoB)
- Dr. Hisham Abad (CoSGS)

Apologies:
- Dr. Yousef Al Yousef (ORG)
- Dr. Zhao Yong (CoE)
- Ms. Reham Al Onaizan (ORG)
- Ms. Shatha Alkahtany (Recorder)
- Ms Nourah AlSadoun (ORG)

1. Approval of minutes:
   Minutes of previous meeting were approved with minor revision.

2. Matters arising:
   a. Organizing forums/workshops: College of Engineering and possibly College of Science & General Studies representatives would prepare a one page proposal for an international forum/workshop for the next RGC meeting.
   b. Boeing Student Research Awards: Approved with minor revision. Send to CoDs for final approval and also to Boeing.
   c. Faculty Awards for Research Excellence: Approved with minor revision. Send to CoDs for final approval.
   d. Internal Strategic Research Grants: Revised proposal in progress.

3. New Business:
   a. Proposal to MOHE to extend postgraduate scholarship coverage period: College Dean will submit proposal to CoDs at next meeting.
   b. Update on poster competition: As of 25 February 2013, a total of 27 applications have been submitted. Deadline for submission extended to 6 March 2013.
   c. Update on intellectual property & patent protection: Dr Edreese Alsharaeh and his research group have submitted an Invention Disclosure on development of a new nanocomposite material which can be used in medicine (bone cement), dentistry, paper, paint, and automobile industries. A US patent agent, normally used by KACST, has been engaged to file for a patent in the USA.

4. AOB:
   a. MBA program admission requirements: COB representative asked for clarification/guidance on graduate admissions requirements (i.e. GPA), total program credits (i.e. 36 or 42) and MOHE requirements, probation and dismissal process. Currently 30 MBA students are on probation and 12 have been dismissed. It was noted that the approved probation and dismissal process is not being followed. There is need to institute best practices based on MOHE regulations, and the approved Alfaisal University Graduate Policies and Procedures. MOHE regulations, English version, will be sent to RGC members.

<table>
<thead>
<tr>
<th>Action Items</th>
<th>Person Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Organizing forums/workshops: prepare a one page proposal for international forum/workshop</td>
<td>NN/ES</td>
</tr>
<tr>
<td>2. Boeing Student Research Awards: Send to CoDs for approval.</td>
<td>MG</td>
</tr>
<tr>
<td>3. Faculty Awards for Research Excellence: Send to CoDs for approval</td>
<td>MG</td>
</tr>
<tr>
<td>4. Internal strategic research Grants reviewing process: A revised proposal will be submitted to RGC for discussion and approval.</td>
<td>SK/MG</td>
</tr>
<tr>
<td>5. MBA Program admission requirements: Send copy of MOHE regulations to RGC members</td>
<td>MG</td>
</tr>
</tbody>
</table>
INTERNAL MEMO

To: Dr. Abiola C. Senok, M.D.  
Assistant Professor of Microbiology & Immunology  
College of Medicine  
Alfaisal University

Date: 14 May 2012

From: Dr. Ronald De Meersman, PhD  
Chair  
Committee for Medical & Bioethics (CMB)

Ref: ORG/CMB/2012/006

Subject: Project # 2012-006  
Determinants of Self Directed Learning among Medical Students in a Hybrid Problem Based Learning (PBL) Curriculum

Your proposal which was received 14 May 2012 was reviewed by the Committee for Medical & Bioethics (CMB) on 14 May 2012 as an expedited review.

It is my pleasure to inform you that the CMB recommended the survey proposal and the signed consent form for approval.

Please be informed that in conducting this proposal, the Investigators are required to abide by the rules and regulations of the Government of Saudi Arabia, and the Research Policies & Procedures of Alfaisal University. You are required to submit a Progress/Final Report by 14 April 2013, so that it can be reviewed by the CMB without lapse in approval. The approval of this proposal will automatically be suspended on 14 May 2013 pending the acceptance of the Report. You will also need to notify the Office of Research & Graduate Studies (ORG) as soon as possible in case of any amendments to the project, termination of the study and any event or new information that may affect the benefit/risk ratio of the proposal.

Please note the following:
1. Personally identifying data should only be collected when necessary for research; secondary use of the collected data requires CMB clearance/approval.
2. Data should be stored securely so that only a few authorized users are permitted access to the database; secondary disclosures of personally identifiable data are not allowed.

We wish you every success in your research endeavors.
INTERNAL MEMO

To: Dr. Peter Cahusac  
Associate Professor  
College of Medicine  
Alfaisal University

From: Dr. Ronald De Meersman, PhD  
Chair  
Committee for Medical & Bioethics (CMB)

Date: 29 May 2013
Ref: ORG/CMB/2013/022

Subject: Project # 2013-022  
The Pharmacological Study of Potassium Channels in Slowly Adapting Mechanoreceptors

Your proposal which was received 26 May 2013 was reviewed by the Committee for Medical & Bioethics (CMB) on 27 May 2013 as an expedited review.

It is my pleasure to inform you that the CMB recommended the proposal for approval. It was noted that the proposal will involve very small tissue samples (rat sinus hair follicle).

Please be informed that in conducting this proposal, the Investigators are required to abide by the rules and regulations of the Government of Saudi Arabia, and the Research Policies & Procedures of Alfaisal University. You are required to submit a Progress/Final Report by 27 April 2014, so that it can be reviewed by the CMB without lapse in approval. The approval of this proposal will automatically be suspended on 27 May 2014 pending the acceptance of the Report. You will also need to notify the Office of Research & Graduate Studies (ORG) as soon as possible in case of any amendments to the project, termination of the study and any event or new information that may affect the benefit/risk ratio of the proposal.

Please note the following, if applicable:

1. Personally identifying data should only be collected when necessary for research; secondary use of the collected data requires CMB clearance/approval.
2. Data should be stored securely so that only a few authorized users are permitted access to the database; secondary disclosures of personally identifiable data are not allowed.

We wish you every success in your research endeavors.

MG/ORG/2013/05/29  
Email: research@alfaisal.edu  
Form: CMB-005
Appendix E: Samples of News Items about External Grants & Contracts and Patents held by Faculty & Students

First US Patent Assigned to Alfaisal University Chemistry Professor & his Research Team in Applied Nanotechnology

Alfaisal University was founded by the highly reputed King Faisal Foundation as one of the first private non-profit, research and teaching universities in Saudi Arabia committed to achieving international standards of excellence. It has the support of national and international co-founders and distinguished Board Members that have continually supported the university in its mission to be a student –centred institution committed to research. As an example of this drive for excellence, it is our pleasure to announce that the first US Patent has been awarded on 15 October 2013 to one of Alfaisal’s faculty members, Dr Edreese Alsharaeh and his research team.

The patent entitled, Composition and Method of Making Nanocomposite Containing Graphene Sheets, describes a dual approach with slight modification to produce a nanocomposite using graphene sheets. The nanocomposite may be used for medical devices such as bone cement, dentures, paper, paint and automotive industries. A novel microwave irradiation was used to obtain the sheets. The three inventors, Dr Edreese Alsharaeh, Dr Mohammad A. AlDosari, Mr Ali Othman are to be congratulated on this achievement. The patent which is assigned to Alfaisal University in Riyadh (SA) was granted less than six months after filing due in part to its novelty. We are also pleased to note that Mohammad A. AlDosari is from KACST. Alfaisal University has close collaborative research ties with KACST.

The Acting Dean of the College of Science & General Studies at Alfaisal University, Dr Nouredine Zettili, said, “We are immensely proud of Dr Edreese not only for his research achievements, which include a patent, but also for his dedication to his students as shown by his high student evaluations, and his selflessness in the area of service to Alfaisal. This is the type of faculty member that helps to build a strong research oriented institution as envisaged by the King Faisal Foundation”.

Mg 22/10/2013
Two Sponsored Research Projects Totalling Almost 2 Million SAR Awarded to Faculty Members in College of Science & General Studies and College of Engineering

It is our pleasure to announce that Dr Samir Brahim Belhaouari an Assistant Professor of Mathematics in the College of Science & General Studies, has received an award from the KACST General Directorate for Research Grants (GDRG). The research project entitled: *Optimized Features Encoding and Classification Algorithms for Protein in Bioinformatics*, is the first such award received by someone at Alfaisal University. The 0.6 million SAR two year project is in collaboration with Dr. Belloui Bouzid as Principal Investigator at the Universiti Teknologi Petronas in Malaysia and with Dr Samir is a Co-Investigator. The successful completion of the research will aid in the classification of protein sequences in what is termed a superfamily and will thus help to resolve a key problem in bioinformatics. The latter refers to the application of computer science techniques to the field of biology.

Another successful faculty member is Dr Hassan Zohair Ahmad an Assistant Professor of Mechanical Engineering in the College of Engineering. Dr Hassan has been awarded a 1.4 million SAR two year grant as part of a recent competition from the KACST National Plan for Science & Technology (NPST). This is the first such grant that has been received by the College. The project entitled *Activated Carbon/Methanol Adsorption Cooling System Driven by a Novel Solar-Powered Heat Engine*, is in collaboration with Dr. Hany Al-Ansary, as Principal Investigator from King Saud University (KSU) and Dr Hassan as Co-Investigator. This research will help to build local human capacity in the fields of solar energy and refrigeration technology. Also, the merging of cost-effective solar energy collection and cooling technologies will help to preserve the country’s natural resources which is one of the main objectives of the Saudi Center for Energy Efficiency Program. Since Alfaisal University is a private institution, all NPST applications must be submitted through a government university or institution, such as KSU.

“We would like to extend our warmest congratulations to both Dr Samir and Dr Hassan for their achievements in receiving these competitive awards,” said Mattheus (Theo) Goosen, the Associate Vice President for Research and Graduate Studies at Alfaisal University. “We look forward to many more such awards from our competitive and productive faculty members at Alfaisal University,” he added.
Five Alfaisal University Student Projects Awarded $50,000 USD in BOEING Students Research Grants

It is our great pleasure to announce that five student research projects from the College of Medicine & College of Engineering have been funded for a total of $50,000 USD over one year by Boeing. The research funds from Boeing are administered by the Office of Research & Graduate Studies with general oversight provided by the Research & Graduate Studies Council at Alfaisal University. Dr. Mattheus (Theo) Goosen, the Associate Vice President for Research & Graduate Studies at Alfaisal University said that “We are extremely thankful to Boeing for taking the initiative to support student research in our institution. This is the first year that we have had this competition. We are also very proud of the high quality of our students and the initiatives taking by them to help address areas of strategic concern faced by the country”.

The approved research projects are:

- **Osama Mufid Mustafa** (DNA Methylation Pattern for the Development of Diagnostic and Prognostic Markers in Breast Cancer) Advisor: Ahmed Yaqinuddin
- **Osama Mufid Mustafa** (Pattern of Self-Medication among University Students in Saudi Arabia) Advisor: Dileep Rohra
- **Faiz Faisal Alanazi** (Effectiveness of an Innovative Community-Based Breast Cancer Caregiver Support Program) Advisor: M. Hasan Rajab
- **Abdullah Sarkar** (Determining The Dynamics of Methicillin Resistant Staphylococcus Aureus Colonization Among Young Adults In Saudi Arabia) Advisor: Abiola Senok
- **Mohamed Tarek Abdelaty** (Controllable Speed Tesla Motor) Advisor: Ahmed Oteafy.

A special thanks are extended to Boeing for providing the funds for this annual competition.

We would once again like to take this opportunity to congratulate the successful students in this year’s competition.

*NOTE: In photograph from Left to right, Osama Mufid Mustafa, Abdullah Sarkar and Mohamed Tarek Abdelaty (missing Faiz Faisal Alanazi)*
Almost 100 students were recently honoured for their achievements at an Annual Student Research Recognition Day. The event which was held on 1 May 2013 at Alfaisal University in Riyadh highlighted the importance of student involvement in research, the university’s commitment to its research mission and to recognize and award students achievements. Accomplishments included being the winning posters in the Alfaisal University 4th Annual Student Poster Competition which was held 10 April 2013, publishing articles such as journal papers and book chapters with faculty, winning awards at national and international for best oral and poster presentations, conference attendance at national and international meetings, as well as being volunteers for the King Faisal International Prize.

Mr Abdulhadi AlAmoudi, a final year medical student and Director of the Undergraduate Research Committee in the College of Medicine said that “I believe that events such as the recognition ceremony are very important in encouraging students to join scholarly driven projects. It is also well known that appreciation will help in retaining those students who are currently doing research to continue on this path. We were also very happy with the recent announcement of the Boeing Student Research Awards competition. I think that we, as students, will continue to help advance the undergraduate research culture on campus.”

The students were thrilled to have the awards and certificates handed out by the Chair of the Executive Committee, HH P. Bandar, the Provost, Dr Faisal Al-Mubarak, the Executive Director for External Affairs, Dr Maha Al Saud, and the College Deans, Dr Gilles Cormier (Engineering), Dr. Khaled Al Kattan (Medicine), Dr Daniel Lund (Business) and Dr Nouredine Zettiti (Science & General Studies).

Office of Research & Graduate Studies Strategic Plan 2013-2018
There was also a surprise guest speaker Mr. Paul Salopek an American journalist and writer and two-time Pulitzer Prize winner, who is currently on a seven year walk along one of the routes taken by early humans to migrate out of Africa. He spoke to the students about the next generation of Saudis making history every day. Mr Salopek's journey which will cover more than 20,000 km, beginning in Africa, in Ethiopia, across the Middle East and through Asia, via Alaska and down the western edge of the Americas to the southern tip of Chile, aims to cover current major global stories by walking alongside the people who live them. The project entitled Out of Eden is partially funded by the National Geographic Magazine.

**WINNING POSTERS AT 4TH ANNUAL RESEARCH DAY STUDENT POSTER COMPETITION HELD 10 APRIL 2013 AT ALFAISAL UNIVERSITY IN RIYADH**

**Business & Management Prize**

<table>
<thead>
<tr>
<th>Poster Number</th>
<th>Poster Title and Authors</th>
</tr>
</thead>
</table>
| B2-AllKraidees | Entrepreneurship Education in Saudi Arabia  
Sara Zaki AlShowaier, Norah Abdurajjad AlKraidees |
| B3-Al-Saud    | Basic Management Practices in the Saudi Building Industry: Exploratory Pilot Study  
Saud Mohammed Al-Saud |
| B1-Al-Saud    | Business Incubators and Entrepreneurship Skills at Alfaisal University  
Noof Bandar Al Saud, Duna Turki AlSaud, Abeer Khalid AlSaud, |

**Engineering & Technology Prize**

<table>
<thead>
<tr>
<th>Poster Number</th>
<th>Poster Title and Authors</th>
</tr>
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</table>
| E1-Rizvi      | Safety Assessment of Alfaisal University  
Naqi Haider Rizvi |
| E4-Mahmoud    | Tesla’s Founding Coil  
Abdulrahman Ayman Altabba, Mohamed Tarek Abdelaty, Naqi H Rizvi, Reem Abdulrahman Mahmoud |

**Science & Humanities Prize**

<table>
<thead>
<tr>
<th>Poster Number</th>
<th>Poster Title and Authors</th>
</tr>
</thead>
</table>
| S1-Bajaman    | Bio-Specimen Ownership: Human Body as Property  
Juhaina Bajaman |
| S2-Bandar     | Synth., Character. , & Antibacterial Activity of Graphene Containing Silver Nanoparticles using Microwave Irradiation  
Khalid B. AlSaud |

**Medicine & Health Science Prize**

<table>
<thead>
<tr>
<th>Poster Number</th>
<th>Poster Title and Authors</th>
</tr>
</thead>
</table>
| M27-Sabbag    | CC2D1A, The Signalling Pathway Match Maker and its Role in Autism  
Mohamed Diya Sabbag |
| M26-Alhallaf  | Breast Cancer Risk Reduction Associated with Breast Feeding  
Rama Ayed Alhallaf, Ranim Adnan Chamseddin, Cynthia Mosher, Tehreem Khan |
| M25- Sarkar   | Silencing the HSP27 Gene Suppresses growth and Migration Capabilities of PANC-1 Cells  
Abdullah Sarkar, Haneen H. Baiatalmal |
| M14-Sebai     | Autozygome-Guided Exome Seq. Reveals Path. Mut. & Novel Candidate Disease Genes in Retinal Dystrophy Patients  
Mohammed-Adeeb Eassam Sebai, Ahmed Shamia, Malik Nassan, Mohammed Danny Ray-Zack |
| M9-Marashli   | The Role of CaMKII as a Chromatin Remodeler in Cardiac Hypertrophy  
Qussay Marashly |
Appendix F: Office of Research & Graduate Studies Operational Plan for 2013

OPERATIONAL PLAN

Office of Research & Graduate Studies

2013
This document describes the *Operational Plan* of Office of Research & Graduate Studies for the calendar year 2013. It includes sections on assumptions, risks & constraints; projects, labs & equipment; process improvement; vision & mission; & proposed budget.

### OBJECTIVES

#### 1. RESEARCH

<table>
<thead>
<tr>
<th>1.1 EXTERNAL RESEARCH FUNDING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1.1 KACST</strong> (King Abdulaziz City for Science and Technology)</td>
</tr>
<tr>
<td>- Submit proposals to General Directorate for Research Grants <strong>GDRG</strong>.</td>
</tr>
<tr>
<td>- Get 5 of the approved projects by National Plan for Science &amp; Technology <strong>NPSTI</strong> funded.</td>
</tr>
<tr>
<td>- Engage AU faculty in KACST internal existing projects.</td>
</tr>
<tr>
<td>- Finalize the agreement with The Centre of Excellence of Nano-manufacturing Applications <strong>KACST-CENA</strong></td>
</tr>
<tr>
<td>- Discuss ways of collaboration with Badir.</td>
</tr>
<tr>
<td>- Have Summer Research Internship Training for AU students.</td>
</tr>
<tr>
<td>- Ten proposals submitted by end of 2013</td>
</tr>
<tr>
<td>- Five approved proposals funded (2 in the first quarter of 2013 &amp; 3 in the second quarter of 2013).</td>
</tr>
<tr>
<td>- Have 5 faculty members acting as consultants at KACST existing internal projects by the second quarter of 2013.</td>
</tr>
<tr>
<td>- Finalized agreement by March 2013.</td>
</tr>
<tr>
<td>- Identified areas of interest with Badir by end of April.</td>
</tr>
<tr>
<td>- Having 5-10 students trained at KACST by July.</td>
</tr>
</tbody>
</table>

| **1.1.2 ARAMCO** |
| - Manage ongoing projects. |
| - Discuss further collaboration with CS and R&D Departments. |
| - Ensure projects deliverables and invoices are submitted by deadline dates. |
| - Areas of interest for collaboration identified. |

| **1.1.3 Al Anoud Foundation** |
| - Manage Al Anoud Lung Foundation program |
| - Discuss further collaboration. |
| - Ensure projects deliverables are met by deadline date and a yearly progress report submitted |
| - Identify areas of interest for collaboration |

| **1.1.4 Boeing** |
| - Start Boeing Student Research Competition. |
| - Discuss ways of collaboration with Boeing. |
| - Announce 5 winners and ensure that program deliverables are met by June. |
| - Areas of interest for collaboration identified by September. |

| **1.1.5 Approach new agencies and find ways of collaboration.** |
| - Collaborate with at least three new agencies such as SABIC, SEC, MoE, KAPSARC, MARAFIQ, UNDP (NEEP), MoEP and STC |
1.2 INTERNAL RESEARCH FUNDS

1.2.1 IRG
- Manage Internal Research Grants (IRG) for 2012 competition.
- Process 24 approved projects.
- Ensure deliverables are met by end of 2013.

1.2.2 SIRG
- Initiate Strategic Internal Research Grants (SIRG) 2013 Competition.
- Dev & approve application form by end of March
- Announce competition by end of April.
- Have faculty start working on approved projects by end of September.

1.3 RESEARCH LABS

1.3.1 Current Research Laboratories
- Ensure labs are physically completed (SG-81, SG-82, SG-52, & SB-03)
- Lab physical infrastructure finished & detailed equipment listing form completed for each lab.

1.3.2 Needed Research Laboratories
- Identify & prioritize required new research labs by college.
- Prepare a table detailing number and type of new research labs required in ranked order by each college.

1.4 ANNUAL RESEARCH DAY STUDENT POSTER COMPETITION
- Manage Fourth Annual Research Day Student Poster Competition
- Winners announced at suitable AU event.

1.5 WORKSHOP/FORUM
- Organize one WORKSHOP/FORUM through appropriate college.
- Topics identified & have relevant college organize & run one workshop/forum in 2013-14.

1.6 MAN POWER PLAN
- Hire technicians to be responsible for research labs.
- Three research technicians (2 in biomedical & 1 in engineering) hired by July 2013.
- Hire Research Assistants to assist faculty members
- Two additional Research Assistants hired by September 2013.
- Hire Post-Doctoral Fellows
- Six post-docs (2 for ARAMCO, 2 for colleges, and 2 new) hired by December 2013.
- Obtain approval to appoint faculty member as Director for Research (50% FTE)
- Faculty member appointed as Director for Research (50% FTE) by September 2013
- ORG involved with Students Affairs and Colleges in Admission process by May.

2. GRADUATE STUDIES

2.1 CURRENT PROGRAMS
- Ensure MOHE graduate student admission requirements are met.
- College of Engineering program submitted to MOHE by December 2013.

2.2 NEW PROGRAMS
- Submit College of Engineering program to MOHE.
- Two graduate programs started by September 2013.
- Obtain final MOHE approval for Masters Programs in Genetic Counselling & Radiological & imaging Science.
3. OTHERS

3.1 Strategic Plan
- Update strategic plan and structure of ORG
- Updated version of ORG brochure by February 2013 & strategic plan by December 2013.

3.2 Website and Brochure
- Update ORG website and brochure
- New brochure by February and up to date website by March.

ASSUMPTIONS, RISKS AND CONSTRAINTS

8 Assumptions
- AU faculty participation in timely professional manner.
- Able to acquire all the resources we need for 2013.
- Able to reach agreement and areas of interest for collaboration with potential clients.
- Approval of the projects submitted & proposed, implementation plans for SRG.

9
10 What things do we need in place in order to be successful with this operational plan?
- Mechanism for ORG to expedite purchase Requests procedure for labs within 2013.
- Mechanism for ORG labs suppliers and follow up procedures.
- Procurement process needs expediting.

Risks and Plans
- Funding shortfall internally or externally. Individual funding withdrawn or across the board reductions.
- Unexpected loss of ORG members to competitive organizations.
- Reprioritize projects and postpone start of others until 2013.
- Provide additional benefits (e.g. additional training) to retain members in the institute.

Constraints
- Slowness of external & internal funding approvals.
- Limitations in Labs availability.
- Slowness in labs equipment Purchase Procedure.

PROJECTS, LABS & EQUIPMENT

Existing Projects from 2012 and carrying over into 2013 and new projects starting in 2013
- As per attached list

Labs and Equipment Needed for 2013
• Add additional table for needed labs to our Labs Master Table.
• A request has been sent to the Deans of colleges, still waiting for feedback.

PROCESS IMPROVEMENT & OPERATIONAL TRACKING

Process Improvement Planned in 2013
• Continue to refine and update OP by using Project Management PM.

Operational Plan Tracking
• Four reviews per year (Jan 30, April 30, August 31 & December 31, 2013).
• Update operational plans as required.

VISION & MISSION

Commitments to AU Vision & Mission
• Monthly meeting with Research & Graduate Studies Council.
• Weekly meeting with the Provost Office.
• ORG team members’ weekly meeting.
• Annual Report provided to the Provost and posted on AU website.

Other Comments
• Admin/Management personnel skills advancement training such as (PM,
  communication skills, time management, working in group, team building...etc)
# Office of Research & Graduate Studies Proposed Budget for 2013-14 (SAR)

<table>
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<th>Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Salaries &amp; Benefits</td>
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<td>Start-up Funds/ Int Res Grants/Strategic Int Res Grants</td>
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<td>Business Travel</td>
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<td>Conference related expenses</td>
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<td>Vehicle expenses</td>
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<tr>
<td>Advertisement &amp; Publication, Exhibition</td>
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<tr>
<td>Affiliate Services</td>
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<tr>
<td>Professional Development</td>
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<tr>
<td>Plant and equipment equal to or less than SR 3,000</td>
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<tr>
<td>Repairs and maintenance (All)</td>
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<tr>
<td>Security</td>
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<tr>
<td>Cleaning (Waste Disposal)</td>
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<tr>
<td>Marketing and Promotional Expenses</td>
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<td>Consulting and specialist Services Fees</td>
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<tr>
<td>Consumables General</td>
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<td>Consumables IT</td>
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<td>Administration Expenses</td>
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<td>Communication Cost</td>
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<td>Recruitment Charges</td>
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<tr>
<td>Academic Activities</td>
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<tr>
<td>Contingent Expenses</td>
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<tr>
<td><strong>Total Operating Cost (SAR)</strong></td>
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<tr>
<td><strong>Capex</strong></td>
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<tr>
<td><strong>Total (SAR)</strong></td>
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<tr>
<td><strong>End of Services Provision (01 Jul.13-30 Jun.14)</strong></td>
<td><strong>368,155</strong></td>
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<tr>
<td><strong>Grand Total (SAR)</strong></td>
<td><strong>12,819,904</strong></td>
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