The Research and Development office (RDO) was created to ensure that GUST moves towards being a leading research institution in Kuwait and the region. We use this Research Strategic Plan for FY2011 – FY2013 to assess our progress, adjust for new plans and challenges, and set our path for the future. For more details, please look at the Research Strategic Plan for FY2011 – FY2013.

In addition, this Research Strategic Plan for FY2011 – FY2013 provides a broad outline of our priorities for future plans and initiatives in research areas where additional funding and efforts will be expended to reach institutional goals.

Dr. Zaid Al Shammari,
Director of Research & Development Office
GUST Research and Development Office

Research Strategic Plan

FY2011–FY2013

Table of Contents

1. List of Figures and Tables
2. Executive Summary
3. Research Vision and Mission
   a. Current Status of Research and Publications at the GUST
   b. Future Research Plans and Initiatives at the GUST
4. RDO External Advisory Board
5. Projects and Agreements with Universities, Organizations, and Foundations
6. Research Funding Proposals
7. Sponsored Research Fellowships (Names of sponsors tagged on researcher’s title and awards)
   a. Research Awards
   b. Sponsored Research Studies for MA and MBA
8. GUST Research Foundation
   a. Journals
   b. Conferences
   c. Research Database
   d. Patents and Licensing
   e. Membership Agreements
9. Research Annual Report
10. Appendices
**Executive Summary**

The Research and Development Office (RDO) is responsible for facilitating research programs and development by working with a broad range of units and departments across the GUST. The RDO also provides the necessary infrastructure to support faculty and student research efforts and upholds standards that represent the University’s principles and values.

The RDO’s approach towards research and development focuses on significant issues that may be effectively addressed through scholarly research. The objective of the RDO is to foster and maintain scholarly research and identify strategic research themes on which to focus the GUST’s research and research training programs. Further, the RDO engages in efforts to build and maintain research excellence—efforts that are appropriate to our central role in meeting research needs and to developing leadership in a number of identified research areas in order to attract world-class researchers.

**Research Vision and Mission**

The goal of the RDO is to support all types of research programs and all creative work developed by faculty members and students by fostering a research environment and encouraging the highest standards of quality and ethical conduct in research and development at the GUST. The office also seeks to facilitate research by efficiently coordinating sponsored and independent research programs. Moreover, it promotes the growth of research and encourages the attainment of university academic priorities within the GUST. The RDO plans to eventually support all research plans in each of the colleges and departments to ensure quality in academic teaching and learning through the growth of knowledge in each field.
The GUST seeks to maintain a dialogue and facilitate relationships between the RDO and other institutions as well as external sponsors. Funding research programs is an important priority to ensure a flexible research environment in which faculty members can excel.

The RDO at the GUST fosters a culture of continuous research and research management by educating researchers about how to maintain a research profile that enhances the quality of teaching and learning. Along with developing this culture, the GUST aims to provide research systems that facilitate research and development of knowledge. Collaboration among faculty is enhanced to ensure optimal production of ideas and collaborative problem-solving through joint research, projects and publications. Ultimately, the GUST desires to be regionally and internationally recognized for research excellence by academics worldwide.
Current Status of Research and Publications at GUST

Current Status of Research and Publications at GUST – 2010/11

In this section, the RDO provides an overview of research at the GUST. There are many ways in which research can be broadly evaluated and presented, but the breadth of the research activities at the GUST and the great heterogeneity of our efforts lead us toward an emphasis on fiscal measures in the present report. In the early days of GUST there was an emphasis on hiring the best possible teachers without concern for research records or capabilities. That paradigm has now changed. The GUST seeks the best teachers but is also examining closely the research interests, experience and productivity of candidates. This paradigm shift is essential if the GUST is to acquire the reputation of being one of the top universities in the region. These highly qualified faculty will carry the GUST through its international accreditation efforts (e.g., AACSB, ABET, and AEJMC). To supplement its accreditation goals, the GUST has created a new Research and Development Office, established to support faculty in their research endeavors as well as to maintain excellence by fostering high standards and quality research programs in the university.

An important indicator of both institutional and research quality is the number of peer-reviewed publications by university faculty. The following chart provides a breakdown of peer-reviewed publications by department:
Additionally, GUST faculty present their research at international and regional conferences. The GUST offers financial support to faculty for conference presentations on a competitive basis. In this past academic year, faculty made 53 presentations. The following chart offers a breakdown for each department.
Future Plans for and Initiatives in Research at the GUST

The GUST is committed to providing timely service that ensures the integrity of research proposal processing and grants. Research-focused journals such as the *IJAES*, *JOSLAT, AMLO* etc., will continue to build on and enhance the strengths of the GUST’s diverse 21st-century research portfolio, showcasing faculty efforts and communicating with key research and policy audiences. The RDO plans to undertake specific steps to enhance the visibility and reputation of the GUST as a research institution. The RDO will also make a concerted effort to invite additional research leaders to the GUST and will offer to assist with the scheduling and advertising of high-profile visitors hosted by departments. The GUST aims to increase the visibility and stature of its programs, consolidate existing research efforts, and expand capacity through the hiring of new researchers.
In seeking to develop its international reputation for research excellence, the University will:

- Enhance the GUST’s reputation as a world-class research institution.
- Raise the standards and promote the importance and benefits of research to the wider community and champion the leadership role that the University plays in research and research training activities.
- Achieve accreditation in research through AAHRPP (Association for Accreditation of Human Research Protection Programs).
- Promote and support interdisciplinary research initiatives.
- Develop major research collaborations with government agencies, and the international community. Award and increase research funding from external sources for the support of higher degree research. Recognize and reward the very best performance in research and in research supervision.
- Provide opportunities and encouragement for all faculty to develop their research strategies and enhance their performance by publishing in peer-reviewed journals.
- Develop and maintain an excellent research infrastructure capability to meet the needs of researchers and research activities.
- Maximize research collaborations with other universities and public agencies.
- Identify and support potential opportunities for the commercialization of University-owned intellectual property through research contracts and license agreements.
- Encourage more research partnerships and alliances.
- Establishing scholarly research journals and open access channels.

**Research Funding Proposals**

Across the University, support for the research funding application process has expanded markedly in recent years. The GUST has now named as Research Director, Dr. Zaid Al Shammari, who is now responsible for the promotion of research objectives in cooperation with other Faculties and the Office of the Vice-President.

The RDO’s major institutional goal is to increase success in securing large, prestigious, externally funded awards. In the coming years, the RDO will provide the infrastructure
needed to support these efforts and to systematize the process by which GUST pursues such opportunities. A metric for success for these efforts will be a higher rate of funded proposals for competitive, large grants. A small number of center-type grants, such as the current KFAS, can have an outsized effect on the institution; therefore, successfully capturing as few as two or three of these grants over the next five years will be a significant accomplishment.

The RDO will ensure that internal funding programs are well managed and advertised across campus, and targeted to provide researchers—especially those with limited access to external funding—with the support they need to more fully develop their research programs.

*Sponsored Research Fellowships*

The RDO will oversee sponsored research programs and assist in the development of partnerships between GUST scholars and external superior sponsors and scholars to support the advancement of research projects at the GUST.

*Research Awards*

University research awards are designed to encourage research in areas of interest. Awards for specific research projects are made to full-time faculty members to support their research work. In the next five years we will enhance our efforts and continue to work closely with the colleges, focusing on the most prestigious of these awards.

*Sponsored Research Studies for MA and MBA*

Students may collaborate with faculty in writing grant proposals in support of research, internships, fellowships and other forms of support. However, the GUST requires any person seeking funding to be authorized in advance; all proposals must be reviewed before being sent to any organization. Students must have their proposals reviewed by a faculty member who will be designated as the principal investigator.

Once a proposal is developed and reviewed by the faculty member, the RDO can provide guidance to students regarding the process, and will assist with budget reviews.
The RDO will provide the necessary services to university student researchers in the following areas:

- Review proposals and administer agreements for scholarly research, education and training programs, assuring compliance with all applicable sponsor regulations and University policies and procedures.
- Notify the community about funding opportunities as well as sponsor policies and application guidelines.
- Maintain a database of information about sponsored project proposals and awards.

**The GUST University Research Foundation**

The GUST University Research Foundation provides resources in support of faculty research. Examples include the following:

- Helping junior faculty undertake pilot projects that will enable them to successfully apply for extramural funding, and aid in establishing their careers as independent investigators.
- Helping established faculty perform exploratory research, particularly on pioneering ideas to determine their feasibility, and develop preliminary data to support extramural applications.
- Providing support to disciplines in which extramural support is difficult to obtain and where significant research can be facilitated with internal funding.
- Providing limited institutional matching funds, contingent upon notice of funding of an external peer-reviewed application that requires an institutional match.
Journals and Other Resources

1) **IJAES** is a refereed international journal that presents up-to-date information at all levels with an emphasis on research methodology and issues related to the field of applied educational studies. This journal publishes articles on educational research studies in areas related to management, assessment and evaluation, instruction, technology, applied linguistics in education, educators, students, development of education, and special education.

*IJAES* provides a platform through which educationalists may exchange ideas and solutions to educational problems faced in the field of education worldwide.

2) **JOSLAT** is an international journal that presents new information and ideas related to the systematic process of learning and teaching. It focuses on enriching educational understanding among students and provides them with an opportunity to share their thoughts and ideas with other education professionals to create educational support.

*JOSLAT* offers a body of knowledge to professionals throughout the world in the field of learning and teaching, using highly respected research and methods. It is invaluable to professionals interested in these types of research studies.

3) **AMLO** is a web-application model aimed at analyzing Learning Outcomes from a course of study. This application was formulated by Dr. Zaid Al-Shammari, who is currently serving at Gulf University for Science and Technology as an Associate Professor, Coordinator of Education, and Director of Research & Development. Use of **AMLO** will benefit faculty, instructors and researchers who wish to analyze students’ achievement and achieve learning objectives in academic courses that lead to results; results will aid faculty in modifying and improving curricula and overall outcomes in courses, programs, and higher education institutions.
Sponsored Research Activities

In its role as an Office of Sponsored Programs, the RDO oversees externally funded research programs and assists in the development of partnerships between GUST scholars and external sponsors and scholars to support the advancement of research projects at the GUST.

The RDO’s main responsibilities include:

- Identifying and interacting with external sponsors and donors to market and promote GUST research and other university activities

- Establishing, maintaining and monitoring GUST policies and procedures required for responsible conduct of research and other sponsored activities. This includes human subjects’ protection, research integrity, conflict of interest and grants management.

- Ensuring compliance to sponsor regulations

- Managing internal GUST grants funds that:
  - “seed” the development of GUST research programs,
  - stimulate external support,
  - assist scholars in fields where external sponsor interest is currently limited,
  - strengthen research infrastructure and
  - complement research programs elsewhere in the university

- Sponsoring annual faculty/student seminar series in sponsored programs development and management (for example, research design, research ethics, proposal writing, budget development and management, project management, project marketing techniques)

- Sponsoring activities and publications that promote and reward GUST research endeavors.
• Assisting with the development and processing of proposals for sponsored projects, which includes identification of funding sources, liaison with sponsors and submission to funding agencies

**Faculty Publications List**

Each year, the GUST’s faculty members produce research, scholarly and creative works in a wide range of disciplines. They conduct basic research as well as applied fieldwork in Kuwait and around the world.

The RDO creates and maintains an annual list of faculty publications. The publications list is designed to provide a vehicle for faculty members and other scholars—both internally and externally – to learn more about the work taking place at GUST and about faculty research interests, and to increase interdisciplinary and collaborative research.

**a. Conferences**

The conference support program is designed to aid in the development and offering of scholarly meetings to be convened on the GUST campus, thereby providing enrichment opportunities to interested faculty, students, and staff, most frequently in the format of a 1- to 2-day colloquia. The intent is to support meetings designed to enhance existing research and scholarly programs.

**b. Research Database**

Gust is building a research data base from both academic and applied research so that universities and businesses can collaborate on translating ideas into commercial reality.

**c. Patents and Licensing**

- All potentially patentable inventions conceived to practice in whole or in part by members of the faculty (including student employees)
of the University in the course of their University responsibilities or with more than incidental use of University resources, shall be disclosed on a timely basis to the University. Title to such inventions shall be assigned to the University, regardless of the source of funding, if any.

- The University shall share royalties from inventions assigned to the University with the inventor.

- The inventors, acting collectively where there is more than one, are free to place their inventions in the public domain if they believe that would be in the best interest of technology transfer and if doing so is not in violation of the terms of any agreements that supported or related to the work.

- If the University cannot, or decides not to, proceed in a timely manner to patent and/or license an invention, it may reassign ownership to the inventors upon request to the extent possible under the terms of any agreements that supported or related to the work.

**d. Membership Agreements**

GUST’s membership program is designed to provide for fundamental research, enhance the flow of information and keep members informed of promising technology developments, and provide other potential benefits as a result of ongoing contact between creative individuals. The nature of these programs offer potential for diversion of academic objectives, it is important that membership-supported research programs be organized and maintained in ways that preserve both the independence and integrity of the university.

Sponsored research agreements shall be used to perform research with specific costs, schedules, and/or deliverables that benefit individual member(s) rather than all members.
Requests to establish an membership program should be directed in writing to the Director for Research, with the concurrence of the Department Chair/Director and/or Dean. The request should include the following:

1. Name of the individual who will coordinate the program
2. Brief description of the proposed program
3. Specific benefits to be offered to members
4. Anticipated number of faculty and graduate students who will participate
5. Draft of the proposed membership agreement(s)
6. Anticipated number of members by category
7. Person responsible for invoicing and collecting membership fees

The RDO’s Office will maintain a listing of all approved Membership Exchange Agreements.

Research Annual Report

The Annual Report of Research Activity will chart sources of research funding, research expenditures, and the research activity of interdisciplinary units.