UTB/2021
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V1.0_First Edition

Community Engagement Manual

University of Technology Bahrain

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1. Vision, Mission, Values and Goals

Vision
The University of Technology Bahrain will contribute to the advancement and application of knowledge and will have a transformative impact on the lives of learners and the society, whilst continuing to inspire students and the future generations to come.

Mission
To contribute to the growth and sustainability of the economy and the expansion of human knowledge in business, science, and technology by fostering continuous innovation and excellence in education and research, strategic partnerships, international recognition, and entrepreneurial development.

Values

- Excellence and quality
- Professionalism
- Creativity and innovation
- Growth and Development
- Commitment and engagement
- Collaboration
- Integrity

Goals

- Maintain an effective governance and management model that promotes sustainable growth and effi-cient use of university resources and infrastructure.
- Diversify programme offerings in business, science, and technology that are responsive to the current and emerging socio-economic needs of the national, regional, and international market.
- Create a teaching and learning experience that promotes the culture of cross disciplinary collaboration, innovation, expansion of knowledge, and the development of 21st century skills.
- Pursue high-impact research and innovation through business and industry collaborations, and international linkages.
- Achieve academic excellence and leadership by maintaining local and international recognition.
- Enhance the culture of community engagement through a well-structured framework that serves and impacts the community.

2. Community Engagement Statement

Foster a culture that values community engagement, collaborations, and strategic partnerships to enrich teaching and learning, conduct research, and address critical societal issues through outreach and mutually beneficial activities that have an impact on the community, and promote sustainable development.

3. Community Engagement Goals

a. To promote activities and informed debate on community issues of local, regional, and global importance.
b. To ensure that an effective community engagement environment is highly supported on all levels of the university and its constituencies.
c. To ensure that the university is open to knowledge exchange, collaborations, meaningful outreach and respond effectively to its wider communities.

d. To promote increased community research opportunities and productivity through new collaborations and partnerships.
e. To contribute to the university's delivery of quality education based on technology, innovations, entrepreneurship, and civic responsibility.

4. Community Engagement Objectives

a. Strengthen the university's community relationships through cooperation and support of planned outreach programs and services.
b. Maximize the use of university resources to improve community life.
c. Promote and encourage innovation and entrepreneurship initiatives in collaboration with community partners.
d. Provide technical, educational, social, cultural, and academic scholarships to outside agencies and communities within the capability and resource of the University.
e. Promote community-based research initiatives based on mutual benefits to the university and its wider community.
f. Promote lifelong learning on campus and in the community.

5. Community Engagement Office (CEO)

Community Engagement Office (CEO) is the office responsible for establishing and managing collaboration between UTB and their larger communities for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity. The office is headed by the Vice President of Administration and Finance (VPAF) and is supported by a CE Coordinator. This office is responsible for the following:

a. Provides opportunities to students, faculty, staff, and alumni to connect with the larger community through engaged collaborations, outreach efforts, and voluntary service activities
b. Monitors CE plans and coordinates logistics, implementation, and evaluation of community engagement events in the university
c. Maintains an internal database of CE activities conducted by the university
d. Recommends updates on CE policy and procedures
e. Promotes CE activities on campus and beyond
f. Prepares minutes of UTB Community Engagement Committee (UCEC) meetings and other collaboration meetings with partners
g. Follows up with College Community Engagement Committee (CCEC) on activity reports upon completion of events including activity evaluation
h. Prepares Annual statistics on accomplished activities
i. Initiates and recommends MOUs between the university and external institutions

6. Community Engagement Policy

a. Policy Statement

The purpose of the policy on Community Engagement is to provide principles and a governance framework for integrated community engagement at UTB that is aligned with the strategic priorities of the University and implemented as one of its three core functions and responsibilities.

b. Purpose

This policy and its procedures provide guidelines for the implementation of the community engagement program for all colleges that will strive to provide human, financial, and infrastructural resources to develop and sustain opportunities for students to cross social, cultural, and other divides in the broader community in which they will function as graduates, through equitable partnerships with selected communities, which

partnerships should be mutually beneficial and aimed at community development and empowerment.

c. *Scope*

This policy and procedures cover the identification, implementation, monitoring, and evaluation of community engagement projects of the University.

d. *Responsibilities*

Community Engagement Office (CEO)- Coordinates planning, logistics, implementation, and evaluation of community engagement plans and events in the university. It also maintains a database of all CE activities/ research initiatives/projects.

University Community Engagement Committee (UCEC)- endorses community engagement project proposal for President's approval. It also monitors the implementation of the community engagement plan and develops an annual impact assessment report.

Community Engagement Coordinator- responsible for coordinating CE activities and working directly with the Head of Community Engagement Office.

Colleges' Community Engagement Committee (CCEC) Chairs- are responsible for preparing a project proposal for every activity/ research initiative/project, as well as carrying out the projects, and maintaining a database of all CE activities/ research initiatives/projects for college-specific activities.

CE Partners- external stakeholders from the industry or professional organizations that provide input and feedback regarding community engagement activity/ research initiative/project.

e. *Definition of Terms*

Sustainable Development Goal (SDG)- also known as the Global Goals that were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.

f. *Procedures*

i. *Planning and Implementation*

- A community engagement annual plan must be developed both at the institutional and college level that contains a list of activities/research initiatives/projects aligned to the identified SDGs and their corresponding resources and budget requirements. Inputs to the annual plan may include recommendations from the faculty members, students, non-academic staff, and partner institutions regarding the types of activities and areas where community engagement projects can be held or integrated (Minutes of Meeting).
- To implement the activities/ research initiatives/projects in the annual plan, CE committees prepares a project proposal for every activity/ research initiative/project that defines which SDG the project focuses on as well as the details of the activity, budget allocation, the partner, the expected participants, and the expected outcomes.
- All project proposals shall be endorsed by the UCEC Chair and approved by the President. The College Dean's endorsement is required for college-specific proposals.

- The implementation of the project is carried out by the concerned CE committee, faculty members, partners (if applicable), and students, while CEO shall supervise and oversee the satisfactory implementation of the project by following up.
- A database of all CE activities/ research initiatives/projects must be maintained by the CEO and CCEC for college-specific activities.
- The CEO shall monitor the implementation of the community engagement plans and require submission of the trimestral and annual accomplishment reports.

ii. *Evaluation*

- At the completion of every CE activity/ research initiative/project, an evaluation must be conducted through surveys with the participants and focus group discussions with partner institutions to discuss the project outcomes and impact.
- UCEC shall collate the data, analyze it, and interpret the results together with the concerned college to develop an annual impact assessment report and utilize the findings as a basis for improvements, decision-making, project evaluation, and development of new project proposals.

g. Quality Records

- Community Engagement Plans
- Community Engagement Project Proposal
- Activity Reports
- CE Events Questionnaire
- Minutes of Meetings

h. Distribution List

All university units

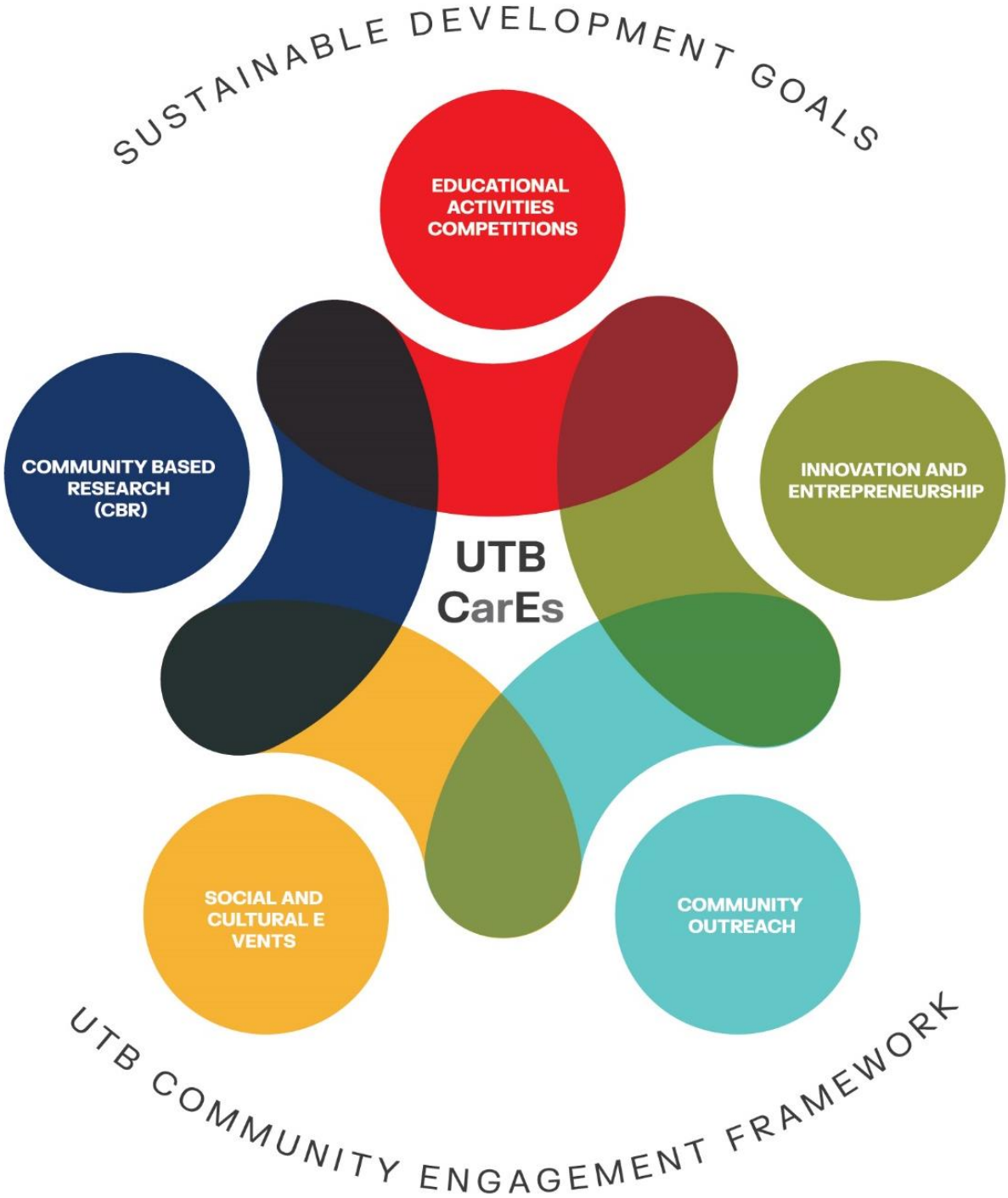
7. Criterions for Selecting CE Project Proposals

Both UCEC and College CE Chairs must ensure that every CE project proposal should be endorsed based on four (4) criteria namely: Relevance to the university's community engagement framework, relevance of the project to the university's community engagement goals and objectives, funds availability, and impact of the proposed project on the community. Proposals for CE projects must explicitly explain their rationale and how they relate to a particular SDG or group of SDGs.

8. Budget Allocations for CE Activities

Both UCEC and CCEC shall be responsible for the allocation of funds for its proposed projects. Ideally, CE projects will be implemented in accordance with the approved CE plans. Unplanned/unscheduled projects not included in the budget, or the operational plan shall not be considered or conducted unless approved by the President.

9. Community Engagement Framework



10. CE Framework's Key Thrusts and Implementation Procedures

a. *Educational, activities and competitions*

These activities can take many forms, including curricular and extracurricular activities organized or being participated in by individual colleges or through its faculty members, students, or staff, either with the purpose of addressing societal issues or students learning, including participation in competitions, that aim to provide opportunities to develop skills or gain practical knowledge on how to be an active member of the community.

i. *Procedures on Implementing Educational Activities and Competitions*

- The College CE Chair- CCEC, in consultation with faculty members shall identify CE proposed initiatives. CEC prepares a project proposal for each identified initiative/project using (Form CE-001), which includes project's objectives, targeted beneficiaries, project's implementers, schedule of implementation, budget allocation, and evaluation and impact.
- Once the proposal is approved, the projects can be scheduled on the university's calendar of events for the academic year and implemented by the college concerned in collaboration with the CEO as per the scheduled dates.
- CCEC shall be responsible for implementing the project and preparing the full documentation of the activity.
- CCEC shall be responsible for distributing, collecting, analyzing and interpreting Evaluation Forms (CE-002) of the event and submitting a report to the CEO.
- CEO shall collate, analyze and interpret the results of the evaluations that will form part of the impact assessment.
- CEO together with the college concerned and other colleges and partners shall utilize the findings as basis for refining CE policies, decision making and the development of new programs and initiatives.

ii. *Procedures on Integrating Community Engagement in Curriculums*

- The College CE Chair- CCEC, in consultation with faculty members shall select certain courses in the programme where community engagement can be integrated.
- Faculty members shall use in-course projects or other curricular and extracurricular activities as means to integrate community engagement into curriculums.
- "Capstone projects" may be taken on community engagement topics provided that the topic is associated with the course of specialization of the programme.
- All curriculums related activities conducted by colleges shall be collated, summarized by the college CE Chair, and reflected in the college CE accomplishment report.
- A copy of this report shall be given to the CEO to ensure that community engagement is integrated into curriculums.

b. *Innovations, Entrepreneurship and Consultancy Projects (IECP)*

The university shall continue to build on its successful achievements in establishing partnerships, collaborations and alliances with external entities based on reciprocity and

mutual benefits to all parties on one hand, and the larger community on the other hand. This thrust will provide an opportunity for the university to partner with external organizations or entrepreneurs with the purpose of serving its community in areas of innovations, entrepreneurship, and consultancy services of benefits to the community. Such initiatives will not only allow the university to share its facilities with the public but also extend its academic expertise and knowledge as a higher education institution to others beyond its boundaries.

iii. *Procedures on Implementing IECP*

- The College CE Chair- CCEC, in consultation with their respective research center shall identify initiatives that can be carried out in partnership with external entities.
- Upon the identification of the project, CCEC shall prepare a project proposal for each identified initiative.
- The project proposal includes the purpose, targeted benefits, implementers, duration, and budget allocations.
- The selected project shall be raised by the college CCEC to CEO to initiate the negotiations required with the external partner.
- Upon agreement, CCEC of the concerned college shall be responsible to arrange for the approval/s of the project/s from senior management as per university regulations.
- Each college through its CCEC is responsible for implementing and monitoring the execution of the signed initiative.
- CCEC is responsible for the evaluation of the initiative as per CE evaluation procedures.
- CEO together with the college concerned shall utilize the findings of the evaluation as a basis for refining policies and decision making in relation to future initiatives to ensure that such partnerships are of mutual benefits to the university and community institutions.
- CCEC shall be responsible for preparing an activity report upon the completion of the initiative/project.

c. *Community Outreach/Service*

These activities and initiatives are rendered by the university to its larger community on voluntary basis through its faculty members, staff, alumni, and students (collectively or individually), where the community and its members are the main beneficiaries of such services and activities. These outreach activities, in the meantime, are recognized as opportunities for students, in particular, to develop their skills and personal capabilities.

iv. *Procedures for implementing Community Outreach/Service*

- The College CE Chair- CCEC, in consultation with faculty members shall identify CE proposed initiatives. CEC prepares a project proposal for each identified initiative/project using (Form CE-001), which includes project's objectives, targeted beneficiaries, project's implementers, schedule of implementation, budget allocation, and evaluation and impact.
- Once the proposal is approved, the projects can be scheduled on the university's calendar of events for the academic year and implemented by the college concerned in collaboration with the CEO as per the scheduled dates.

- CCEC shall be responsible for implementing the project and preparing the full documentation of the activity.
- CCEC shall be responsible for distributing, collecting, analyzing and interpreting Evaluation Forms (CE-002) of the event and submitting a report to the CEO.
- CEO shall collate, analyze and interpret the results of the evaluations that will form part of the impact assessment.
- CEO together with the college concerned and other colleges and partners shall utilize the findings as basis for refining CE policies, decision making and the development of new programs and initiatives.

d. **Social and Cultural Events**

These are social, economic, and cultural events that can take many forms including sports, public, social, cultural, economic, health, safety or theatrical activities either organized by colleges or external institutions and attended by faculty members, students, or staff of the university for the Good of the public or provide opportunities for skills development for our students, faculty members and partners.

v. *Procedures on Implementing Social and Cultural Events*

- The College CE Chair- CCEC, in consultation with faculty members shall identify CE proposed initiatives. CEC prepares a project proposal for each identified initiative/project using (Form CE-001), which includes project's objectives, targeted beneficiaries, project's implementers, schedule of implementation, budget allocation, and evaluation and impact.
- Once the proposal is approved, the projects can be scheduled on the university's calendar of events for the academic year and implemented by the college concerned in collaboration with the CEO as per the scheduled dates.
- CCEC shall be responsible for implementing the project and preparing the full documentation of the activity.
- CCEC shall be responsible for distributing, collecting, analyzing and interpreting Evaluation Forms (CE-002) of the event and submitting a report to the CEO.
- CEO shall collate, analyze and interpret the results of the evaluations that will form part of the impact assessment.
- CEO together with the college concerned and other colleges and partners shall utilize the findings as basis for refining CE policies, decision making and the development of new programs and initiatives.

e. *Community-Based Research (CBR)*

Research is being considered as one of the core businesses of any higher education institution and its benefits to the community have been well recognized for a long time. For this purpose, the university places a great emphasis on research in general and exerts every effort to facilitate opportunities to its faculty members and students, to engage in research work of value and impact on the community.

vi. *Procedures on Implementing CBR*

- The College CE Chair- (CCEC), in coordination with their respective Research Center and industry or community partners may identify research projects that can bring benefits to the community, either through sponsored faculty members and/or students individually or in a group of researchers, taking into consideration, that the research work projects shall be carried in line with the university's research policy and guidelines.
- CCEC, upon the identification of the research work project, shall prepare a project proposal for the identified research work. The proposal should include the purpose of the research project, research outcome/benefits, targeted beneficiaries, project's implementers, schedule of implementation, and budget allocations.
- The selected project and its details shall be presented to the College Dean for assessment and endorsement to the Research Council for approval.
- Upon approval, CCEC shall pass the project/s through the College Research Centre for implementation and documentation of the project/s.
- CCEC and Research Center shall monitor the project evaluation and collate and analyze together with the external party the evaluation results for the purpose to utilize the findings as a basis for refining CE research policies, decision making and developing new community research programs and initiatives.

11. Guidelines before Implementing CE Projects

CEO in collaboration with the UCEC and college concerned CCEC shall prepare the following at least one month before the actual project implementation:

- Invitation letters to trainers/ participants
- Invitation emails to deans
- Budget request
- Preparation of agenda
- List of Participants
- Evaluation Forms CE- 002.
- Students and Faculty Attendance Form CE-003
- Preparation of banners, roll-ups, posters, and other related materials
- Preparation of press releases and social media coverage
- Certificates of attendees, participants, partners, and speakers
- Project's venue
- Other required materials

12. Guidelines during Project Implementation

The concerned CE committee in coordination with CEO shall ensure to comply with the following actions during the implementation of the project:

- On time schedule of activities.
- Monitor participants' attendance.
- Documentation materials including pictures or videos if possible.
- Ensure the availability of all materials and supplies required for the event.
- Distribute and collect evaluation forms.

13. Guidelines after Project Implementation

Upon the competition of each project, the concerned CE committee shall be responsible to submit to UCEEC and CEO the following items:

- Evaluation forms to UCEC
- Report and documentation to be submitted within 2 weeks from the event competition date to the CEO.
- Liquidation of project's funds must be submitted to the Treasury Office within three days of the project competition.

14. Evaluation of CE Projects

The basic purpose of activity evaluation is to provide the university and its stakeholders with relevant information and analysis to assist them both in making better decisions on policies, future initiatives and program improvements, effectiveness, and community impact.

The UCEC shall develop a report to measure the effectiveness of its community engagement activities and their impact on the larger community that includes focus group discussion with CE partners. The goals, objectives and comparison of the expected outcomes are important to establish for every CE project to be conducted by the university in order to use as a basis on which to measure the success of the event.

At the end of the academic year, once all the project's evaluation data is collated and analyzed, an annual impact assessment report shall be prepared by UCEC where the findings will be utilized as a basis for improvements, decision-making, project evaluation, and development of new project proposals.

Project Proposal - Form CE-001

Project Title:	
Organizing College	
Partner Institution	
Activity Date	
Expected Participants	
Beneficiaries	
Budget Allocation	
Project Duration/Hours	
Activity Summary	

PROJECT BACKGROUND/RATIONALE

State the focus area (SDG)

PROJECT OBJECTIVES

EXPECTED OUTCOMES

Function	Name	Signature	Date
Initiated by			
Endorsed by Dean			
Recommended by			
Approved by			

Evaluation - Form CE-002

Event Name - عنوان الفعالية: _____ **Date Held - التاريخ:** _____

Tick one that applies - ضع علامة صح على ما ينطبق

☐ Student - طالب
☐ Faculty/Staff - موظف
☐ Alumni - خريج
☐ External Participant - مشارك خارجي

Name & College (Optional) (اختياري) الاسم والكلية:

_____

هل تعتقد أن الفعالية حققت الأهداف المرجوة؟ - Do you think the event was able to meet its objectives?

☐ YES - نعم
☐ NO - لا

Please rate the event as appropriate for the following indicators:

Indicator **المؤشر**	**Outstanding** **متميز** **(4)**	**Good** **جيد** **(3)**	**Satisfactory** **مرضي** **(2)**	**Unsatisfactory** **غير مرضي** **(1)**
1. General evaluation of the event, organization, venue, etc. التقييم العام للفعالية والتنظيم والمكان وما إلى ذلك.				
2. The topic was fruitful and added to me. كان الموضوع مثمر وأضاف لي الفائدة				
3. The presentation was clear and well communicated. كان العرض التقديمي واضحًا ومُوصلًا بشكل جيد				
4. The event can effectively enhance my skill/s. يمكن للفعالية تعزيز مهاراتي بشكل فعال.				
5. The event was up to my expectations. كانت الفعالية تتماشى مع تطلعاتي.				

Indicator المؤشر	Outstanding متميز (4)	Good جيد (3)	Satisfactory مرضي (2)	Unsatisfactory غير مرضي (1)
6. The event can meet community need/s. يمكن للفعالية تلبية احتياجات المجتمع.				
7. The event may provide a good community impact. قد يكون لهذه الفعالية تأثيراً جيداً على المجتمع.				
8. The event was successful and worth repeating. كانت الفعالية ناجحة وتستحق التكرار.				
9. The event can affect change in policy, behavior, etc. يمكن أن تؤثر هذه الفعالية على التغيير في سياسة ما او سلوك وغيرها.				
10. The attendance was good. كان الحضور جيد.				
Comments/Recommendations (if any) التعليقات / التوصيات (إن وجد)				

Attendance Sheet- Form CE-003

Event Name: _____ **Date Held:** _____

No.	Name	ID No/CPR
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