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MIMIRR: Project n^o: -561548-EPP-1-2015-1-ES-EPPKA2-CBHE-SP



MIMIr Piloting Report
The University of Jordan

Introduction – About the University of Jordan:

The University of Jordan is a public university located in the capital Amman, Jordan founded in 1962. The University is now the largest and oldest institution of higher education in Jordan. Below are some basic statistics representing the status of the University of Jordan.

Item	STAT
Faculty members (Full time)	1,750
Employees	4,441
Students	43,774
Schools	19
Undergraduate Programs	150 +

Students	STAT
Undergraduate	37254
Masters	4441
Doctoral	2079
Exec Ed Degree Granting	5500+

The existing research management strategy

The University of Jordan research management strategy is government by three key management structures:

- 1- **Board of Trustee** who sets the University strategy including the research strategy that is developed and approved by **Deans’ council**.
- 2- **The Deanship of Academic Research and Quality Assurance** at The University of Jordan which is governed by **The Academic Research Council (ARC)** which is comprised from:
 - a. The University president –Chairman.
 - b. The dean of academic research and quality assurance – Vice Chairman.
 - c. Eight faculty members selected by the Deans’ Council upon the endorsement of the dean of academic research and quality assurance for a renewable period of two years.



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- d. Two members from outside the university with interest and experience in scientific research selected by the Deans' Council upon the recommendation of the dean of academic research and quality assurance.
- e. The Council is entitled to invite one or more persons involved with academic research to attend its meeting, without the right to vote.

The Academic Research Council (ARC) is responsible for:

- a. Setting the guidelines for the scientific research strategy and suggests proposals and policies that are of priority to Jordan.
- b. Depicting the priorities and general policies of the deanship of academic research and quality assurance.
- c. Drafting the principles of cooperation and coordination with related institutions.
- d. Discussing and approving research proposals.
- e. Discussing the annual report and budget for the deanship of academic research and quality assurance.
- f. Evaluating and recommending edited and translated manuscripts for publication.

According to JU Academic Research and Quality Assurance Deanship the existing Research strategy which is derived from the University Strategy and seeks to:

1. Leveraging the financial support and funding for research projects by Deanship of Academic Research and Quality Assurance.
2. Developing the technical support of research projects funded by Deanship of Academic Research and Quality Assurance and others agencies.
3. Supporting research publication in the Deanship of Academic Research and Quality Assurance academic journals.
4. Integrate Deanship of Academic Research and Quality Assurance journals in the international databases.
5. Focusing on applied outcomes and patents and registering them in a ways that reserves the right of both the university and researcher.
6. Encouraging researcher at UJ to work within research groups (interdisciplinary research).
7. Working on providing the researchers with access to international research and publication database.
8. Expanding University of Jordan network and membership in the international research network.
9. Documenting the outcomes of academic research at UJ
10. Encouraging the creation of students' research clubs and providing them with support needed in order to make use of student's capabilities research.
11. Developing the research priorities that Deanship of Academic Research and Quality Assurance supports in a way that meet the need of development plans in Jordan



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3- **Research Centers board of directors**

The University of Jordan is the home of 5 key research centers that are sector focused. These include

- a. Cell therapy Center
- b. Water, Energy and Environment Research center
- c. Hamdi mango center for scientific research Center
- d. Marine Science Station
- e. Center for Women Studies

These centers are semi-independent research centers that are governed by the University Strategy, Board of Directors and managed by center director. The University strategy and the center of Board of directors are responsible for setting the center research strategy, goals and objectives whereas the Center director is responsible for implementing these strategies and managing the operations.

Finally, in terms of technology transfer and commercialization;

The University of Jordan have created a unit for technology transfer and commercialization as a result of EU funded project “Support to Research, Technological Development and Innovation in Jordan (SRTD)” phase one. This unit is now under the management of UJ Academic Research and Quality Assurance Deanship. This unit is main objectives is to provide the following support to UJ community:

- 1- Technology transfer services to UJ research’s
- 2- Commercialization of UJ research output
- 3- Patent registration support services.
- 4- Training and dissemination workshops to support technology transfer, commercialization and marketing.
- 5- Provisioning of developing all supporting material for UJ technology transfer, commercialization and marketing

However, this units is suffering huge lack of resources in term of:

- 1- Human capital as there is only one employee in this unit.
- 2- Capacity and knowledge, as there is no training and capacity development for this unit.
- 3- Financial resources, as this unit have no budget to run any program or workshop or event print material.
- 4- Strategy or action plan, as there is no short plan for the unit operation or a vision for the long run.
- 5- Weak organizational support of UJ research deanship support as it is not yet considered a primary unit in the organization.



The main barriers to change them following the MIMIR Recommendations.

The main barriers that we face while trying to implement MIMIR Recommendations, were as following:

- 1- The bureaucracy of getting approvals while trying to update our management structures, research mission and vision
- 2- Administrative policy-making resistance to change.
- 3- Lack of funding; not sufficient budgets for innovation and research activities.
- 4- Lack of staff in general term who are responsible for research management.
- 5- Lack of qualified and professionally trained staff prepared for implementing MIMIR recommendation.
- 6- Insufficient communications between management, researchers and academic staff.
- 7- Lack of awareness on the importance of updating our research management strategy, structure and methodology
- 8- Lack of reliable and cooperative partners ready to exchange good practices and help in implementation of Innovation and Research activities.

The impact of implementing a collaborative management platform in your country and with a third country

In theory we argue that implementing a collaborative management platform will open new venues for researcher to explore, network and develop new research areas and topics. Moreover, we believe that such platform will also help utilize our resources and support our researchers. In addition,

However, we found that trust, privacy and security and political well are still huge challenges that are hindering the implementation of such platform. Moreover, we believe that our institutes are still hesitant to share their tacit knowledge and best practice for successful researcher and research institutes.

In addition, lack of technical resources to support such platform at the institute level is still a challenge while training for our staff to use and utilize such platform is still needed.

The impact of the trainer received during the Project.

Developing our human capital capacity is very crucial for implementing and sustaining our Project, thus training played a great role in helping the project team in:

- 1- Identify existing inefficiencies in our research management strategies and models
- 2- Provisioning the technical assistance need to implement the project outcomes.
- 3- Developing capabilities and knowledge related to research management.
- 4- Linking our research management to best practice from EU.
- 5- Fill the hands on gap between our theory and practice.

However, we believe that:



- 1- The training sessions were limited in time of each session and not enough to grasp all needed knowledge and practice.
- 2- The number of trainees is still very small relative to our needs.
- 3- The number of training session need to at least double in number of sessions to cover many research management issues that the project have addressed.
- 4- Higher participation and engagement from EU partners in the training can heavily and positively impacts the training sessions we have received. So we argue that the more partners in the project and the more training offered would have helped a lot.

Please, once you re-define your research management strategy and implement the MIMIR platform, please describe the impact of the project in each of the following elements:

MiMIR had different impact on different stakeholders inside the University of Jordan depending on different factors including, easiness of regulation update, resources (Human and Financial),and acceptance of change. Following is a brief description how MiMIR recommendation have affected Research and Innovation management at The University of Jordan.

The MiMIR project recommendations had the following impact on The University of Jordan Innovation and Entrepreneurship Center after we had the Mission of the Center extended to include the research and innovation projects support. And this have been reflected in the following activities:

- 1- Providing the support for research and innovation commercialization though Signing an official MoU agreements with industry and commerce champers in Jordan that seek to support technology transfer and research commercialization.
- 2- Providing the technical assistant for Researchers who wants to develop mutual research and innovation agreements with industry
- 3- Building a database that help providing the network needed for developing I&R project to help match Researcher and industry needs and build I&R consortiums
- 4- Implementing 2 training courses to help that covered basic skills needed for managing innovation projects.
- 5- Used our social media networks and internal email distribution list to help Disseminate open funding opportunities from private, public and international partners.

In additions and in an effort to synchronize our effort with other stakeholders internally at UJ, UJIEC is working with the “External project funded department at the International affairs Unit “ along with deanship of scientific research and quality assurance in UJ to :

- 1- Provide assistance for technical writing , project management, administration and follow up
- 2- Coordinate activities among project partners
- 3- Develop globalization strategies for innovation and research



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- 4- Develop research and innovation strategies and activities in relevance to funding and market needs through
- 5- Promote technology transfer and commercialization in collaboration with Deanship of scientific research technology transfer unit.

In terms of human capital the human resources working on innovation and research management are still very limited in term of number and capacity, due to lack of financial resources and bureaucratic procedures.

Our current staff consist of only 2 employees serving around 1750 faculty members at UJ. These 2 staff still lack technical skills needed to provide all the support needed.

We still don't have an Innovation and Research Project Management Office manager or support officer but we have managed to create an Innovation and research I&E Partnership officer as described in the MiMIR Project guidelines and who is responsible for:

- 1- Disseminate and identify funding opportunities
- 2- Support the co-creation of I&R project in industry and research
- 3- Promote the development of international I&R collaboration
- 4- Build, maintain and manage partners' database (national , industry and business , and international)

In terms of technology transfer, UJIEC have managed to create an agreement by which the technology transfer office that was described previously to work in coordination with the center and help the center activities in building networks and bridges between industry and academia.

Thus the officer in the technology transfer office is now supporting the center partnership and relation department in:

- 1- Support patent, trademark, copyright registration and licensing
- 2- Provide Market and Patent Assessment services
- 3- Identify the market needs for innovation and research
- 4- Build and maintain a database for all research and innovation projects and IP management
- 5- Identify the potential and prospect innovation and research activities that are interesting for the market
- 6- Attract industry sponsored research and innovation
- 7- Plan, develop and implement technology transfer activities
- 8- Implement a set of training courses to technology transfer and bridge the gap between industry and academia
- 9- Support industry- academic Interaction and building mutual funding of research and innovation
- 10- Build and implement marketization activities for HE innovation and research to help market universities output
- 11- Develop periodical reports that present an analysis and recommendations for the development of technology transfer in HEI
- 12- Develop and maintain office forms such as Disclosure and licensing agreements



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Yet, as UJ have only one employee who is running all office HR roles supported by one employee from UJIEC and they are assuming all office responsibilities as: Technology Transfer manager, Intellectual Property officer and Industry and business coordinator. Not only this, but those two employees still lacked the following skills:

- 1- Experience in patent, copyright and trademark registration and licensing.
- 2- Experience working with WIPO and international IP organizations.
- 3- Enough experience in business communication.
- 4- IP licensing and follow up on annuity deadlines
- 5- Legal knowledge for patent and trademark.
- 6- Experience in attracting industry and business funding
- 7- Enough Experience in coordinate business and industry – University matching activities
- 8- Enough Experience in identifying potential business needs and opportunities
- 9- Enough experience in analyzing market requirements and financials.



IT support Platform (aim, specifications, guidelines)

1. Aims

- a. A software that will serve as a media for information sharing between different stakeholders (i.e. industry, research institutes, and government), allowing accessibility of information anytime, anywhere, any device, serving as centralized information bank documenting research activities (i.e. collaborations, conferences, etc), disseminating/sharing information on innovation and research ideas within an institute and among others with frequent real-time updates.
- b. In order to achieve the desired aims, a software version supported by the administration in terms of finances and legislations has been developed. It should be equipped with all the aforementioned aims. It should be solicited to all stakeholders as a shared media for information sharing and a platform for finding required information in one website.

2. Specifications

- a. Platform specifications has been set according to the requirements of the participating parties in MIMIr, and taking into consideration the project scope and budget. Specifications were generalized to build a generic/customizable version of the platform which can be utilized by every institute.
- b. Given that equipment/platform hardware are not readily implemented due to the delay of money transfer, the University of Jordan implemented a testing software version on one of its servers with limited software functionalities. The system version implemented at the UJ is a generic customizable version, that can run on any server type or operating system.
- c. The implemented version of the software can customize the level of access, allowing control over various activities/actions, to one of the following:
 - i. Viewer: who can view, or enroll in, some projects, if the project is open for viewers.
 - ii. Manager: who can create, modify, and customize project content, in addition to, managing users, and their access levels.
 - iii. System Administrators: who can manage, and customize the platform website, on all terms possible including: projects, contents, designs, users, customizing required and optional information, etc.
- d. Functional requirements
 - i. A system that must be able to connect with the national research database to extract researchers' names and bibliographical information, along with their research interests and advances in terms of research projects, innovation projects, or IP applications.
 - ii. Due to various administrative changes in Jordan, and policy ambiguities among high political positions, connecting to the national researcher's database was not possible.
- e. Quality-of-service requirements
 - i. The system should be able to function at the lowest cost, anytime, anywhere, and any device; therefore, backups should happen regularly, backup servers should exist, MIMIr platform can run over various operating systems, the platform have an easy dashboard



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- ii. The platform should have a solid documentation, which will be advertised on the platform main page.
 - f. Implementation (transition) requirements
 - i. Considering the fact that the platform is in-house developed, no employees will be appointed; however, employees at the technology transfer office and the innovation center will be trained to work on the platform.
 - ii. A training plan for requesting parties will be organized by both offices in order to help interested parties using the platform in the most effective way.