



## Introduction

The realizations of the Islamic Revolution of Iran transcendent ideals, such as the revival of the great Islamic civilization, a constructive, active and progressive presence among nations and gaining readiness to establish justice and spirituality in the world, depends on all-round progress in science. Sistan and Baluchestan University as a mother university in the southeastern region of the country, with about forty years of scientific and cultural experience; It is one of the 20 developed universities in the country that has advanced and suitable infrastructure to reach international standards. The university has the most equipped research laboratory in the southeast of the country, which has been selected as a model by the Ministry of Science, Research and Technology for other universities in the two countries. In addition to the central laboratory, the university has a set of research laboratories with an infrastructure of eight thousand square meters. In the field of information technology, with its rich data center facilities and in the southeast of the country, it is a strong point for the development of APA center province and the most equipped fiber optic facilities with 620 mp/s bandwidth. In terms of geographical location, Sistan and Baluchestan province is adjacent to Pakistan and Afghanistan and the Persian Gulf countries, and this location has provided an opportunity to attract foreign students and more scientific-research cooperation for the university. In terms of human resources, the university has experienced and capable professors, so that in recent years, a number of faculty members have been among the top one percent of scientists in the world, and a large number of them have highly cited and meaningful articles.

According to the existing and emerging infrastructure, Sistan and Baluchestan University has a good potential for growth and excellence and reach a high level of development. Undoubtedly, the realization of this goal requires the drawing of a schedule in which the way along the route, the necessary resources and facilities, the division of labor, the requirements along this route, are clearly and precisely specified. Therefore, the strategic document of the Sistan and Baluchestan University transformation was prepared in seven chapters. The first chapter is dedicated to the current position of Sistan and Baluchestan University and is a response to what we are now. In the second chapter, the vision of the university on the vision of 2025 with a clear methodology; The formulation and missions and core values of the university are introduced. The third chapter extract the strengths, weaknesses, opportunities and threats facing the university. That is what we should be "Strategies for achieving the vision of 2025 have been formulated in this chapter. In the fourth chapter, quantitative and qualitative goals up to the vision of 2025 were identified. In the fifth chapter, key performance indicators were developed to evaluate the performance of the university in achieving the desired goals. Chapter 6 is dedicated to extract and present strategies and operational plans, and also the development of evaluation and monitoring system is mentioned in Chapter 7. It is hoped that by allocating sufficient resources, the aspirations and goals set out in the strategic document of the Sistan and Baluchestan University transformation in 2025 will be achieved.



Vision of Sistan and Baluchestan University on the horizon 2021

Sistan and Baluchestan University on the horizon of 2025 is a comprehensive, fast university, benefiting from specialized and efficient human resources, with educational, research and technological infrastructure, and also is a leader in training specialized human resources, entrepreneur and committed to high Islamic-Iranian values. This university has a pivotal role in the sustainable development of the region, based on science and knowledge, and is among the top universities and plays a role in national and international arenas.

**2-3-3 The mission of the University of Sistan and Baluchestan is in symmetrical and sustainable development of the southeastern region of the country.**

The University of Sistan and Baluchestan mission is to serve the symmetrical and sustainable development of the southeastern region of the country through training creative, innovative, entrepreneurial and committed human resources due to high Islamic-Iranian values, and also using modern educational methods, science and technology development, conducting basic and applied research. It is based on national and international capacities in the east of the country. In this regard, the following can be mentioned.

- 1- The role and mission of the university in training specialized human resources and conducting applied research in the field of mining has become more important than ever. Because of the existence of relatively rich and diverse mineral mines and the high share of the province in having these mines and the possibility of developing mining activities and placing the province on the world metal and mineral belt that extends from Yugoslavia to Pakistan with mineral reserves such as chromite, copper, manganese, lead And zinc, tin, tungsten, gold and non-metallic deposits such as talc, magnesite, white mud, feldspar, kaolin, silica and building stones, especially granite, more than 400 thousand tons of garnet with suitable grade, 10 million tons of andalusite, 5 million tons of feldspar , 130 thousand tons of silica and 43 thousand tons of antimony.
- 2- Existence of the closest route to Central Asian countries for transiting of international goods and transferring of products and freight transit highway from south to north show the mission of the university in applied studies and training of specialized personnel in the field of transit and use of this potential in sustainable development of the province.
- 3- The role of the university in the field of entrepreneurship and employment is very important because of the high unemployment rate and the potential of young and educated labor in the province.
- 4- The Sistan and Baluchestan province's special and suitable geographical location in terms of proximity to Afghanistan and Pakistan, access to international (open) waters outside the Strait of Hormuz and the possibility of connecting with East Asian countries, Indian subcontinent, Arab sheikhdoms and African markets. Shows the development of the province.



5- One of the relative advantages of is the suitable potential of the province in the field of solar and wind energy instead of fossil energy, which the university can effectively assist in the study and utilization of new energies for the development of the province.

6- The university can be effective in the development of the tourism industry, due to the existence of a suitable climate for the development of tourism activities on the shores of the Oman Sea and the slopes of Taftan, and etc.

7- The university can play an essential role in the development of exploitation, cultivation and marketing of medicinal plants, because Sistan and Baluchestan province is one of the rich habitats of unique medicinal plants and herbal medicines of the province can play a major role not only nationally but also internationally.

8- The university can be effective in solving the problem of marginalization which is one of the serious problems of Sistan and Baluchestan province, by conducting studies, presenting basic plans and strategies.

9- Mokran beaches are also the golden gate of the country to the high seas and its valuable opportunities, and the key to taking advantage of this exceptional opportunity is its development. Mokran is historically a coastal land in southeastern Iran and southwestern Pakistan that stretches along the Gulf of Oman from Ras al-Kuh in western Jask to Las Bella in southwestern Pakistan's Balochistan province. One of the most important features of this region is its proximity to international open waters along the southern border, direct proximity to Pakistan and Afghanistan, and indirectly to Central Asian countries, which is an unavoidable way for these enclosed countries. Land is considered to be the high seas. Sistan and Baluchestan province is located in the path of two of the three largest transit corridors in the world. This makes Makran region as a transit axis of the Southeast Development Plan. In the general policies of the Sixth Development Plan, special attention has been paid to the development of Makran beaches by the Supreme Leader, and all organizations and ministries of the country are obliged to cooperate. Necessary to use this important in the Sixth Development Plan of the country. Therefore, the University of Sistan and Baluchestan, as a scientific and research center in the southeast of the country, considers one of its missions to assist in the development of Makran beaches.

#### **4.1 Introduction**

Goals are the planning main element and plans are designed and then implemented to achieve all the tasks and responsibilities of the organization managers, including planning, decision-making, organizing and control, for achieving these objectives. Thus, goals are the basis of planning and the core of all the duties and tasks of managers. Also, organizational goals direct the activities, efforts and movements of the organization and guide them in a certain direction. Some management experts and writers explain their goals and role in the organization in this way. Goals determine exactly where the organization wants to go and what it needs to achieve. Goals also allow managers to design programs that make the organization's mission a reality. In fact, it should be said that the goal of the organization is a kind of desirable situation that the organization intends to achieve. In this regard, the main role of senior management of the organization is to determine the excellent goals and strategies of the organization, and to create the appropriate conditions and



environment for the implementation of these strategies in order to achieve the goals. In order to measure the effectiveness of the organization, the goals of the organization should be identified, then its performance should be measured and evaluated; Because the effectiveness of the organization is the degree to which the organization is close to its goals. Therefore, all organizations must determine at some point in time how far they have come to achieve their goals and how successful they have been.

Generally goals included Quantitative and qualitative goals can be divided into two categories: After reviewing the opinions of experts, upstream documents and conditions of Sistan and Baluchestan University, the goals of Sistan and Baluchestan University were identified in the form of quantitative and qualitative goals. Quantitative goals are classified into two categories: basic goals and cross-sectional goals.

#### **4.2 An overview of the objectives and perspectives of the Sixth Development Plan on higher education**

- The important goals of higher education in the Sixth Plan include achievement of a knowledge-based economy, promotion productivity, regulating the relationship between education and employment, expanding cooperation and active international interactions, and increasing the role of the people in the country's scientific and technological management.
- Units and branches establishment of the higher education with the participation of prestigious international universities and domestic universities and institutes of higher education for promoting science and competition between the country's universities and international interactions during the implementation of the law - the sixth plan.
- All the executive organizations, in addition to the research credits provided for in the annual budget laws, will have one percent of the allocated appropriations, except for chapters (1) and (6), in the case of state-owned enterprises from non-operating expenses for research and progress of the cost technology.
- The government should complete and prioritize the development and promotion of humanities in universities in the dimensions of Islamization, localization, efficiency and updating by making changes or modification in matters related to the topics and textbooks and teacher training and student selection.
- All the government organization and public non-governmental ones, affiliates and affiliates, with the exception of insurance and pension funds, are required to support problem-oriented research and commercialize research and innovation, in implementing the general policies of the Sixth Plan, equal to at least three percent of distributable profits. In order to allocate the previous year for consumption in research and technology development in the annual budget, under the supervision of the Supreme Council for Science, Research and Technology.
- In order to lead the knowledge-based economy and increase the production and export of knowledge-based products and services, the government is allowed to develop and disseminate technology and support knowledge-based companies in accordance with the annual budget law to financially support joint demand-driven research. To act with universities and institutes of higher



education, research and technology and seminaries in cases related to solving the country's problems, provided that at least fifty-one percent of its costs have been provided and committed by the employer or the operator.

- The government is obliged to observe the law of the Student Welfare Fund in order to change the economic system of higher education, target subsidies and improve the conditions and facilities of students, while continuing and strengthening assistance to the Student Welfare Fund of the Ministries of Science, Research and Technology and Health. From the beginning of the implementation of the program law, medical education should provide and provide the required funding for student food subsidies from public revenues in addition to the current credits, and these credits should be centrally provided to the Ministry's student welfare funds to help low-income students. In this case, funds are required to complete the programming law replace the subsidy with interest-free and long-term facilities. The funds obtained from the repayment of the granted facilities in the form of the special income of the funds are used for repayment to the students.
- The government is obliged to plan to increase the share of endowments and charities in the financing of universities and institutions of higher education, research and technology by encouraging donors and acquaintances and removing existing barriers. Donors who carry out projects to support and develop education, research, technology and technological innovation will be eligible for benefits and support from school-building donors. In the period when non-governmental natural and legal persons spend for the construction, development and completion and equipping of educational spaces and educational aid, research, sports and welfare services in universities and higher education and research centers, these costs are calculated as tax eligible costs to be placed.

**Status of some important quantitative indicators of higher education during the Sixth Development Plan:**

- 1- Increasing the portion of international students in the total number of students from 0.8 percent to 1.8 percent
- 2- Increasing the portion of private students in the total number of students from 44.2 percent to 45.00 percent
- 3- decreasing the ratio of students to faculty members from 25 to 20
- 4- decreasing of student population from 4544000 people to 4300000 people
- 5- Increasing the portion of graduate students from 24 percent to 30 percent
- 6- Increasing the portion of skills training from 20 percent to 30 percent
- 7- Increasing the annually number of articles with the Scopus level of the faculty members from 0/64 to 0/95
- 8- Increasing the capitation number of ISI articles of faculty to twice the current number



### **4.3 Codification of Sistan and Baluchestan University Goals**

#### **4.3.1 Qualitative goals**

The process of identifying goals which requires creativity and deep thinking about the decision situation is the most obvious way to identify goals in order to discuss the decision situation. With the documents from the University of Sistan and Baluchestan and the study of high-level documents of higher education in the country; what the policymakers of Sistan and Baluchestan University want to achieve were identified as fundamental and temporary goals.

Generally, in any decision, there are two types of goals that it is important to understand the difference between them, one is the basic goals and the other is the temporary goals. Basic goals need to have characteristics such as: being basic, controllable, complete, measurable, and so on. Specification is one of the most important concepts in identifying fundamental goals.

In order to explain the basic goals, the value thinking approach, which is closely related to strategic thinking, was considered. Value thinking emphasizes that values are fundamental in any decision situation, and that the subject of choices is simply a means to an end. Thus, the time of thinking about a problem or decision opportunity, one should focus on values, not the options that are likely to bring those values to fruition.

Fundamental goals are the ultimate goals that are opposed to temporary goals in a particular decision context. The most important decision-making process facing decision makers and policymakers at Sistan and Baluchestan University is strategic decisions. The fundamental goals corresponding to the context of the strategic decision are the ultimate goals, which are called strategic goals.

The fundamental goals of Sistan and Baluchestan University in different sections are formulated as follows:

- 1- Improving the quantitative and qualitative level of educational activities in the direction of national and regional development
- 2- Improving the quantity, quality and application of research in order to achieve a knowledge-based economy
- 3- Promoting the commitment and influence of Islamic culture and values in the university environment
- 4- Improving the efficiency of using financial, human and physical resources
- 5- Promoting the position and regional and international interactions of the university

#### **4.3.2 Quantitative goals**

Quantitative goals are part of qualitative goals, and each quantitative goal is a set in relation to a qualitative goal and to measure success in achieving it. Quantitative goals, in fact, measure the success of a unit or department in achieving a relevant goal. Unlike qualitative goals, specific quantitative goals are measurable and have a definite time frame. Quantitative goals should focus on measuring results.

Some indicators according to the qualitative goals were codified in order to formulate quantitative goals, after studying and reviewing the higher documents.



Tables (4-8) show the quantitative objectives in the various departments and areas of education, administration, finance, culture and research.

**Table (4): Quantitative goals of the university's strategic plan in the field of student education**

title		The present situation	Targeting 2021-2017							Optimal situation 2021
		2017	2018	2019	2020	2021	2022	2023	2024	2025
Total number of students		10343	10484	10595	10739	10886	11075	11263	11447	11661
daily		8636	8685	8734	8785	8837	8886	8915	8952	8987
evening		1707	1799	1861	1954	2049	2189	2348	2495	2674
bachelor	daily	5871	5879	5884	5890	5897	5901	5910	5914	5922
	evening	905	950	990	1035	1070	1110	1150	1185	1220
master	daily	2304	2330	2360	2390	2420	2450	2460	2480	2500
	evening	730	768	785	800	820	840	860	880	934
PhD	daily	461	476	490	505	520	535	545	558	565
	evening	72	75	77	80	84	89	98	110	120
international		0	6	9	39	75	150	240	320	400

Source: Research Findings  
virtual, private and international students are listed

**Table (4-2) Quantitative goals of the university's strategic plan in the field of education (faculty members)**

title		The present situation	Targeting 2021-2017							Optimal situation 2021
		2017	2018	2019	2020	2021	2022	2023	2024	2025
Number of faculties	instructor	58	54	49	12	4	0	0	0	0
	Assistant Prof.	223	242	240	244	230	226	214	203	191
	Associate Prof.	79	87	105	123	135	145	163	183	210
	Prof.	28	32	38	60	75	88	110	128	158
Total number		388	415	432	439	444	457	487	514	554
Visiting faculties		1	3	10	22	31	33	41	43	45



**Table (4-3) Quantitative goals of the university's strategic plan in the field of education (college, major, orientation)**

title		The present situation	Targeting 2021-2017							Optimal situation 2021
		2017	2018	2019	2020	2021	2022	2023	2024	2025
college		12	12	13	13	13	13	13	13	13
major	bachelor	84	84	85	85	86	87	88	88	90
	master	177	179	182	183	184	186	188	188	190
	PhD	84	86	88	90	92	94	96	98	100
orientation	bachelor	-	-	-	-	-	-	-	-	-
	master	113	115	119	122	124	127	129	131	135
	PhD	29	29	30	31	32	33	34	34	35

**Table (4-4) Quantitative goals of the university strategic plan in the field of administration, finance and human resources**

title		unite	The present situation 2017	Targeting 2021-2017						situation 2021	
				2018	2019	2020	2021	2022	2023		2024
Total number of staff		Per.	957	930	911	892	873	855	837	820	803
number of staff	Perman ent	Per	220	200	187	175	164	153	143	134	125
	tempora ry	Per	54	63	72	80	87	94	100	105	110
	contract ual	Per	368	362	356	350	344	338	333	327	322
	others	Per	315	305	296	287	278	270	261	254	246
number of staff	Diplom a- under Diplom a	Per	381	343	309	279	252	228	206	186	169
	associat e	Per	94	92	89	85	82	79	76	73	70
	bachelo r	Per	312	313	318	318	312	302	286	265	235
	master	Per	166	177	189	202	216	231	249	268	289
	PhD	Per	4	5	6	8	11	15	20	28	40
The amount of financial resources from the loan source		bilion Toman	0	0.15	0.22	0.32	0.48	0.71	1.05	1.55	2.29
Amount of financial resources from charities		bilion Toman	0.50	0.798	1.015	1.56	2.142	3.015	4.176	5.65	7.54
Percentage of electronic processes		percent	50	55	62	68	71	73	75	77	81



Number of modified processes		process	11	11	12	12	13	13	14	14	15
Total University Credits		bilion Toman	164	197	236	283	340	408	490	588	705
Credits (Resources)	dedicated	bilion Toman	15	21	29	39	51	67	87	113	145
	general	bilion Toman	149	176	207	245	289	341	402	475	560
Credits (Expenditures)	capital assets	bilion Toman	13	21	29	40	53	70	91	118	152
	Costs	bilion Toman	132	176	207	243	287	338	399	469	553

**Table (4-5) Quantitative goals of the university program in the field of research and technology**

title	The present situation 2017	Targeting 2021-2017							situation 2025
		2018	2019	2020	2021	2022	2023	2024	
University rank among universities and higher education centers in the country	-	20	19	18	17	16	15	15	15
Number of approved research projects (extra-organizational)	20	39	56	61	81	85	107	130	158
Number of ideas and patents registered	1	1	4	8	13	18	24	31	36
Number of translated and authored books	13	20	25	31	38	46	56	68	83
Number of articles published in domestic journals	301	414	465	596	637	802	827	1007	1191
Number of articles published in foreign journals	754	870	950	1150	1554	1720	2100	2640	3200
Number of growth centers	1	2	3	3	3	3	3	3	3
Number of technological units	46	60	75	90	100	115	128	140	150
Number of scientific journals	19	26	35	41	49	57	64	69	74
Number of knowledge-based companies	1	4	8	13	18	24	31	36	40
Number of research institutes	6	6	7	7	8	8	9	9	10
Amount of research income (billion Tomans)	-	3	4	7	20	31	52	80	110
Amount of research expenses (billion Tomans)	-	29	34	40	48	56	66	78	92
Number of scientific databases	8	9	10	11	11	12	13	14	15
The total number of researchers has more than 1000 citations	5	10	18	21	26	30	36	47	50
Number of articles published in index journals (Nature and Science) and publications 25% above JCR list	39	59	87	104	139	169	209	249	289
Number of scientific articles obtained from international scientific collaborations	160	197	239	285	341	375	419	460	505

**Table (4-6) Quantitative goals of the university's strategic plan in the field of students and culture**

title	The present situation 2017	Targeting 2021-2017							situation 2025
		2018	2019	2020	2021	2022	2023	2024	
Number of cultural centers	17	20	22	24	26	28	30	32	34
Number of centers of Islamic organizations	6	8	9	10	11	12	13	14	15
Number of student publications	71	74	85	88	90	92	94	96	100
Number of scientific associations and centers	47	60	55	60	63	70	75	80	85

**Table (4-7) Quantitative goals of the university program in the field of international cooperation**

title	The present situation 2017	Targeting 2021-2017								situation
		2018	2019	2020	2021	2022	2023	2024	2025	
Joint students with prestigious international universities	6	15	60	150	300	400	500	600	700	
Joint research projects with prestigious international universities	8	10	12	18	22	26	28	35	40	

**Table (4-8) Quantitative goals of the university's strategic plan in the field of infrastructure and physical**

title	index	The present situation 2017	Targeting 2021-2017							situation 2025
			2018	2019	2020	2021	2022	2023	2024	
Area of educational spaces and educational assistance	Square meters	35350	37362	39268	42197	44149	46125	48125	50150	52500
Green space area	Square meters	267222	269801	272405	275034	277688	380368	283074	285806	288564
Dormitory space area	Square meters	66836	68500	72500	74400	76500	77500	79000	80000	82000
Indoor sports area	Square meters	18200	19500	20500	21600	22500	23500	24500	25500	26500
Laboratory space area	Square meters	10444	11493	12270	13100	13986	14932	15942	17020	18171
Area of studio space	Square meters	26660	7210	7500	7760	7950	8200	8500	8850	9300

**Table (5-1) Key operation indicators of the educational field**

title	The present situation 2017	Targeting 2021-2017								situation 2025
		2018	2019	2020	2021	2022	2023	2024	2025	
Student to faculty ratio (person)	27	25	25	24	25	24	23	22	21	
Proportion of professor to total faculty members (percentage)	7.22	7.71	8.80	13.67	16.89	19.26	22.59	24.90	28.52	
Ratio of associate professor to total faculty members (percentage)	20.36	20.96	24.31	28.02	30.41	31.73	33.47	35.60	37.91	
Ratio of assistant professor to total faculty members (percentage)	57.47	58.31	55.56	55.58	51.80	49.45	43.94	39.49	34.48	
Ratio of undergraduate students to total students (percentage)	65.51	65.14	64.88	64.48	64.00	63.30	62.68	62.02	61.25	
Ratio of master students to total students (percentage)	29.33	29.55	29.68	29.70	29.76	29.71	29.48	29.35	29.45	
Ratio of PhD students to total students (percentage)	5.15	5.26	5.35	5.45	5.55	5.63	5.71	5.84	5.87	
Ratio of foreign students to total students (percentage)	0.00	0.06	0.08	0.36	0.69	1.35	2.13	2.80	3.43	
Ratio of the total number of graduate students to the number of associate professor members upwards (persons)	33.34	30.66	25.96	20.63	18.30	16.80	14.52	12.95	11.19	
Pyramid of educational levels	1.79	1.79	1.82	1.83	1.87	1.88	1.89	1.88	1.85	
Length of training course	-	3.53	3.52	3.53	3.51	3.50	3.48	3.46	3.44	

**Table (5-2) Key operation Index in Research and Technology**

title	The present situation2017	Targeting 2021-2017							situation 2025
		2018	2019	2020	2021	2022	2023	2024	
Per capita scientific production	2.72	2.99	3.14	3.90	4.57	5.12	5.53	6.52	7.40
Share of research and technology revenues from the total dedicated income of the university (percentage)	-	14.10	14.89	17.53	37.66	44.35	57.16	67.67	72.50
Ratio of research and technology costs to total university costs (percentage)	-	11.5	12	12.5	13	13.5	14	14.5	15
Percentage of dissertations sponsored outside the university	-	10	13	17	20	23	25	27	30
The ratio of the number of titles of scientific research journals available in the university to the number of disciplines	0.27	0.29	0.31	0.35	0.36	0.41	0.44	0.5	0.54
Ratio of the number of completed research projects to the total number of faculty members	0.05	0.09	0.12	0.14	0.17	0.17	0.20	0.23	0.27
Per capita production of ideas and inventions (percentage)	0.26	0.23	0.89	1.79	2.71	3.65	4.54	5.55	6.07
Ratio of the number of scientific-research journals available in university libraries to the total number of students	0.019	0.02	0.022	0.024	0.024	0.026	0.026	0.027	0.027
Ratio of the number of titles of scientific books available in university libraries to the total number of students	15.61	15.79	16.05	16.59	16.35	16.66	16.79	16.99	16.93

**Table (5-3) Key operation indicators in the administration, finance and resource management field**

title	The present situation2017	Targeting 2021-2017							situation 2025
		2018	2019	2020	2021	2022	2023	2024	
Employee to faculty ratio	2.47	2.17	2.02	1.99	1.82	1.73	1.58	1.47	1.35
Employee education pyramid	1.04	1.09	1.15	1.21	1.28	1.35	1.43	1.53	1.64
Share of charitable donations from the university's own income (percentage)	3.3	3.8	3.5	4	4.2	4.5	4.8	5	5.2
Ratio of employees with undergraduate and higher education to total employees (percentage)	50.37	53.23	56.31	59.19	61.74	64.09	66.31	68.41	70.24

**Table (5-4) Key performance indicators in the students and cultural field**

title	The present situation2017	Targeting 2021-2017							situation 2025
		2018	2019	2020	2021	2022	2023	2024	
Per capita cultural centers	0.001644	0.001843	0.00199	0.00214	0.002216	0.002342	0.002449	0.002573	0.002678
Per capita Islamic organizations	0.00058	0.000737	0.000814	0.000892	0.000937	0.001004	0.001061	0.001126	0.001181
Per capita student publications	0.006865	0.006821	0.007687	0.007848	0.007669	0.007695	0.007675	0.007718	0.007876
Per capita of student scientific associations and centers	0.004544	0.004609	0.004974	0.005351	0.005369	0.005855	0.006123	0.006432	0.006695

**Table (5-5) Key performance indicators in the field of infrastructure and applicable space**

title	The present situation2017	Targeting 2021-2017							situation 2025
		2018	2019	2020	2021	2022	2023	2024	
Dormitory space per capita	6.46	6.53	6.84	6.93	7.04	7.00	7.01	6.99	7.03
Per capita studio space	0.64	0.69	0.71	0.72	0.73	0.74	0.75	0.77	0.80
Laboratory space per capita	1.01	1.10	1.16	1.22	1.29	1.35	1.42	1.49	1.56
Per capita educational spaces and educational assistance	3.42	3.56	3.71	3.93	4.06	4.16	4.27	4.38	4.50
Green space per capita	25.84	25.73	25.71	25.61	25.56	25.32	25.13	24.97	24.75
covered sports space per capita	1.76	1.86	1.93	2.01	2.07	2.12	2.18	2.23	2.27

**Table (6-7) Strategies and operational plans related to strategies Deputy of Research and Technology**

objectives	Quantitative, qualitative and applied promotion of research in order to achieve a knowledge-based economy									
strategies	Forming research center and targeting the activities of research and technology centers									
rows	Operational plans (executive solution)	progress Percentage of program								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Codification and promotion the regulations of research centers	100	-	-	-	-	-	-	-	Vice-Chancellor for Research & Technology
2	Establishment of a database of research center	30	70	-	-	-	-	-	-	Vice-Chancellor for Research & Technology
3	Evaluate, review and provide credit	-	12	12	12	12	12	20	20	Vice-Chancellor for Research & Technology
4	Allocation of grants to active and specialized center	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
5	Facilitate the connection of centers with industry	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
6	Standardization of research potential of research centers	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
7	Leading research and technology centers towards the formation of knowledge-based companies	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
8	Facilitate and encourage the activities of research and technology centers towards international relations and transfer of technical knowledge to the country	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology

**Table (6-7) Strategies and operational plans related to strategies Deputy of Research and Technology**

objectives	Quantitative, qualitative and applied promotion of research in order to achieve a knowledge-based economy									
strategies	Earning from research activities									
rows	Operational plans (executive solution)	progress Percentage of program								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Policy for servicing the equipment of the central laboratory to perform the tests required by the executive apparatus and other research centers of the country	30	70	-	-	-	-	-	-	Vice-Chancellor for Research & Technology
2	Establishment of joint knowledge-based companies with industry and the private sector	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
3	codification and implement effective strategies to attract extra-organizational plans	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
4	Building trust to attract extra-organizational projects	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
5	Common investment with the private sector in the implementation of earning projects in the fields of renewable energy, marine products and medicinal plants	-	-	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
6	Commercialization of inventions from research and technology activities	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology

**Table (6-7) Strategies and operational plans related to strategies Deputy of Research and Technology**

objectives		Quantitative, qualitative and applied promotion of research in order to achieve a knowledge-based economy								
strategies		Reinforcement of research capability								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Allocation of appropriate research budget for the participation of graduate students and faculty members in international scientific conferences	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
2	Allocation of special research budget to active faculty members (highly cited faculty members with articles in highly regarded journals)	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
3	Encouraging graduate students to achieve quality in basic and applied research (financial encouragement of authoritative student articles)	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
4	Funded by the University Young Researchers Association to generate creative ideas	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
5	Allocation of appropriate budgets as a pension in attracting students with excellent grades, especially at the graduate level	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
6	employment of research faculty members to work in research institutes and other research centers	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
7	Establish regional secretariats and facilitate the exchange of professors and students at the national and international levels	-	30	70	-	-	-	-	-	Vice-Chancellor for Research & Technology
8	Allocation of expenses as a research assistant to active graduate students	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology

**Table (6-7) Strategies and operational plans related to strategies Deputy of Research and Technology**

objectives		Quantitative, qualitative and applied promotion of research in order to achieve a knowledge-based economy								
strategies		Development of growing centers and technology								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Reinforcement the university's Innovation and Prosperity Center to guide students to generate entrepreneurial ideas	30	30	40	-	-	-	-	-	Vice-Chancellor for Research & Technology
2	Organizing specialized and purposeful startups	-	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
3	Invite successful entrepreneurs nationally and internationally to motivate entrepreneurship	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
4	Establishment of joint growing and entrepreneurship centers in the free zones of the province with neighboring countries	-	20	30	40	10	-	-	-	Vice-Chancellor for Research & Technology
5	Identifying the indigenous capacities of the province and provide a suitable solution for their commercialization	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology

**Table (6-7) Strategies and operational plans related to strategies Deputy of Research and Technology**

Table (6-7) Strategies and operational plans related to strategies Deputy of Research and Technology										
objectives		Quantitative, qualitative and applied promotion of research in order to achieve a knowledge-based economy								
strategies		Establishing and development of educational poles								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	ppsibility study and creation of scientific poles of the university	50	50	-	-	-	-	-	-	Vice-Chancellor for Research & Technology
2	Designing and implementing a system for evaluating the performance of scientific poles	-	-	15	15	15	15	40	-	Vice-Chancellor for Research & Technology

**Table (6-7) Strategies and operational plans related to strategies Deputy of Research and Technology**

objectives		Quantitative, qualitative and applied promotion of research in order to achieve a knowledge-based economy								
strategies		Increasing of the university portion in scientific production								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	reinforcement access to databases and scientific documents	-	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
2	reinforcement and developing research institutes and research centers of the university	-	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
3	Increase support for quality scientific products and support for patents, judgments and winners of international awards	-	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
4	reinforcement of Intellectual Property Protection Office	-	10	50	40	-	-	-	-	Vice-Chancellor for Research & Technology
5	On-line publishing system development (Online Publication)	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
6	Support the publication of valuable articles open access	-	-	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
7	Publication and development of journals with valid scientific indexes with world standards	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
8	Continuous equipping and support of research laboratories	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
9	Publication of joint scientific journals with prestigious international universities	-	-	S	S	S	S	S	S	Vice-Chancellor for Research & Technology

**Table (6-7) Strategies and operational plans related to strategies Deputy of Research and Technology**

objectives		Quantitative, qualitative and applied promotion of research in order to achieve a knowledge-based economy								
strategies		Increasing of the results of research and technology centers								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Monitoring of university research centers with special emphasis on quality and valid scientific and research products	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
2	Increasing the interaction of university research centers with each other and with research centers outside the university, especially in carrying out interdisciplinary projects	-	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
3	Increase interaction between research centers and executive bodies to attract research and technology credits	-	S	S	S	S	S	S	-	Vice-Chancellor for Research & Technology
4	Development of research institutes in accordance with the comparative advantages of the province in the field of medicinal plants, water technology, mining research institute and...	10	40	40	10	-	-	-	S	Vice-Chancellor for Research & Technology

**Table (6-7) Strategies and operational plans related to strategies Deputy of Research and Technology**

objectives		Quantitative, qualitative and applied promotion of research in order to achieve a knowledge-based economy								
strategies		Improving the processes of preparation, approval, implementation and supervision of journals and research projects								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Reducing administrative bureaucracy in processes related to university research	50	50	-	-	-	-	-	-	Vice-Chancellor for Research & Technology
2	Encourage and support the quantitative and qualitative development of publications	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
3	Decentralization and increase the powers of specialized fields, research centers and colleges in connection with research projects and university publications	30	70	-	-	-	-	-	-	Vice-Chancellor for Research & Technology
4	Improving monitoring mechanisms in the allocation of resources and output of research projects in accordance with the goals of the university	20	30	S	S	S	S	S	S	Vice-Chancellor for Research & Technology

**Table (6-7) Strategies and operational plans related to strategies Deputy of Research and Technology**

objectives		Quantitative, qualitative and applied promotion of research in order to achieve a knowledge-based economy								
strategies		Creating University research culture								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Development of effective and constructive interaction of student scientific associations with research centers	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology



2	reinforcement research-oriented in university educational courses	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
3	reinforcement the culture of teamwork and collaboration in research and technology activities	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
4	Promoting research ethics	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology

**Table (6-7) Strategies and operational plans related to strategies Deputy of Research and Technology**

objectives	Quantitative, qualitative and applied promotion of research in order to achieve a knowledge-based economy									
strategies	Increasing scientific production									
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Supporting and encouraging students to do the dissertations required by the community and presenting articles in journals with valid international indexes	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
2	Attracting capable professors in the field of research and education	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
3	employment of research faculty members to work in research institutes and other research centers	-	10	20	20	20	20	-	-	Vice-Chancellor for Research & Technology
4	Development of research-based postgraduate courses	-	10	15	15	20	20	20		Vice-Chancellor for Research & Technology

**Table (6-7) Strategies and operational plans related to strategies Deputy of Research and Technology**

objectives	Quantitative, qualitative and applied promotion of research in order to achieve a knowledge-based economy									
strategies	Promoting scientific cooperation with universities and research centers at the national and international levels									
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Identifying reputable domestic and foreign centers and establishing appropriate research collaborations with them	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
2	Establishment of mechanisms to support joint scientific-research activities with universities and reputable domestic and foreign research centers	20	70	10	-	-	-	-	-	Vice-Chancellor for Research & Technology
3	Improving the international relations capacity of the university	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
4	Organizing joint scientific conferences with prestigious international scientific centers	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
5	Attendance of faculty members in conferences, prestigious international scientific conferences	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
6	Publication of joint scientific journals with valid indexes with reputable international scientific centers	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology



7	Establishment and development of scientific collaborations with reputable international centers	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
8	Policy-making for servicing central laboratory equipment To perform the required tests of the executive organs and other research centers of the country	30	70	-	-	-	-	-	-	Vice-Chancellor for Research & Technology
9	Development of communication with science and technology park	20	30	50	-	-	-	-	-	Vice-Chancellor for Research & Technology

**Table (6-7) Strategies and operational plans related to strategies Deputy of Research and Technology**

objectives		Quantitative, qualitative and applied promotion of research in order to achieve a knowledge-based economy								
strategies		Organizing common courses and conferences with prestigious international universities and scientific centers								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Organizing a joint scientific conference	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
2	Financial support for faculty members to participate in international conferences	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
3	Publication of common scientific journals	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
4	Teacher-student interaction	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology

**Table (6-7) Strategies and operational plans related to strategies Deputy of Research and Technology**

objectives		Quantitative, qualitative and applied promotion of research in order to achieve a knowledge-based economy								
strategies		Establishment of a system for evaluating and monitoring the performance of scientific poles								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Designing and implementing a system for evaluating the performance of scientific poles	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology

**Table (6-7) Strategies and operational plans related to strategies Deputy of Research and Technology**

objectives		Quantitative, qualitative and applied promotion of research in order to achieve a knowledge-based economy								
strategies		Development and equipping of universities in the field of technology								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Establishment of technology transfer office	20	30	50	-	-	-	-	-	Vice-Chancellor for Research & Technology
2	Creating technology poles parallel to research poles	-	20	30	50	-	-	-	-	Vice-Chancellor for Research & Technology
3	Development of technology cores	-	20	30	50	-	-	-	-	Vice-Chancellor for Research & Technology
4	Development of knowledge-based companies in the fields of bioenergy, renewable energy, medicinal plants, mining and art	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology



5	Establish and strengthen the commercialization office of technology projects	20	30	50	-	-	-	-	-	Vice-Chancellor for Research & Technology
6	Creating and strengthening the center of creativity and prosperity in the university	50	50	-	-	-	-	-	-	Vice-Chancellor for Research & Technology

**Table (6-7) Strategies and operational plans related to strategies Deputy of Research and Technology**

objectives	Quantitative, qualitative and applied promotion of research in order to achieve a knowledge-based economy									
strategies	Marketing and selling ideas and products of academics abroad									
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Participate in international scientific exhibitions and forums	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
2	Organizing international conferences and exhibitions offering products and ideas	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
3	Communication with the Chamber of Commerce and related devices for marketing and selling ideas	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology

**Table (6-7) Strategies and operational plans related to strategies Deputy of Research and Technology**

objectives	Quantitative, qualitative and applied promotion of research in order to achieve a knowledge-based economy									
strategies	Providing the ground for comprehensive and long-term cooperation with various industries and devices instead of cross-sectional cooperation									
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Designing a university database with the main research portal for internal and external access	30	70	-	-	-	-	-	-	Vice-Chancellor for Research & Technology
2	Continuation and increase of innovative programs of the university's bond with society, industry and government and material and spiritual support of active researchers in this field	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
3	Creating opportunities for connection with society, industry and government through the establishment of a network of mutual cooperation, especially internships and experiential learning in industry and society for students	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
4	Concluding joint contracts with industries and executive bodies and implementing previous memoranda	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
5	Institutionalizing the application of basic and applied research in government and industry	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
6	Participation in the implementation of large national projects	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology

**Table (6-7) Strategies and operational plans related to strategies Deputy of Research and Technology**

objectives		Quantitative, qualitative and applied promotion of research in order to achieve a knowledge-based economy								
strategies		Attempt to allocate at least 15% of the university's funds to research costs								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Purchase, installation and repair of laboratory and research equipment and supplies, payment of laboratory and field services and purchase of consumables for research activities	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
2	Payment of membership fees in scientific societies, patent fees, participation fees in conferences, workshops and specialized domestic and foreign exhibitions and other short-term scientific trips based on related procedures	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
3	Payment of membership fees in scientific societies, patent fees, participation fees in conferences, workshops and specialized domestic and foreign exhibitions and other short-term scientific trips based on related procedures	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
4	Payment for the purchase of books, publications, software, membership fees in databases and the cost of publishing articles in scientific journals	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
5	Expenses related to foreign exchange documents were spent in Rials and based on the official exchange rate at the time	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology
6	Costs related to book printing by University Publications	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology

**Table (6-8) Operational plan of each strategy in the field of scientific-international affairs**

objectives		Promoting the position and regional and international interactions of the university								
strategies		Interaction with the executive organs of the province in line with the international activities of the university								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Organizing common meetings and drafting a memorandum of cooperation for international activities	100	-	-	-	-	-	-	-	Office of International Scientific affairs
2	Coordination for the export of knowledge-based goods and services	-	10	10	10	10	10	50	-	Office of International Scientific affairs
3	Attract talented students through Iranian embassies and consulates in target countries	10	10	10	10	60	-	-	-	Office of International Scientific affairs Vice-Chancellor for Research & Technology
4	Identify and invite prominent Iranian professors working in international universities for short-term courses	S	S	S	S	S	S	S	s	Office of International Scientific affairs Vice-Chancellor for Research & Technology

**Table (6-8) Operational plan of each strategy in the field of scientific-international affairs**

objectives	Expand international scientific relations with top universities									
strategies	common consortium with European universities									
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Organizing training workshops on the internationalization of universities in the country and abroad	S	S	S	S	S	S	S	S	Office of International Scientific affairs
2	Attract funds from the consortium to hold training workshops and purchase equipment	S	S	S	S	S	S	S	S	Office of International Scientific affairs

**Table (6-8) Operational plan of each strategy in the field of scientific-international affairs**

objectives	Increasing the portion and role of universities in the development of science and knowledge at regional, national and international levels									
strategies	Continuity and active membership in scientific and international forums									
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Membership in the International Association of World Universities (IAU) and attend meetings	100	-	-	-	-	-	-	-	Office of International Scientific affairs
2	Membership in the Committee of Science and Technology of Islamic Countries (COMSTECH)	100	-	-	-	-	-	-	-	Office of International Scientific affairs
3	Member of the Science and Technology Commission for Sustainable Development in Southeast Asia (COMSATS)	100	-	-	-	-	-	-	-	Office of International Scientific affairs
4	Membership in international scientific and academic NGOs	20	20	20	20	20	-	-	-	Office of International Scientific affairs

**Table (6-8) Operational plan of each strategy in the field of scientific-international affairs**

objectives	Development of educational and research activities at regional, national and international levels due to its proximity to Pakistan and Afghanistan									
strategies	Attracting foreign students (scholarship and non-scholarship)									
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	contacting with the Ministry of Science to obtain scholarship quotas for foreign students	70	30	-	-	-	-	-	-	Office of International Scientific affairs Vice-Chancellor for Educational-Research
2	Provide suitable conditions for admission of foreign students	10	10	20	20	20	20	-	-	Office of International Scientific affairs Vice-Chancellor for Educational-Research
3	Strengthening the foreign languages of professors	S	S	S	S	S	S	S	S	Office of International Scientific affairs Vice-Chancellor for Educational-Research
4	Development of appropriate educational facilities, especially e-learning facilities	S	S	S	S	S	S	S	S	Office of International Scientific affairs Vice-Chancellor for Educational-Research
5	Establishment of foreign students affairs unit	-	-	10	70	20	-	-	-	Office of International Scientific affairs Vice-Chancellor for Educational-Research



6	Grants to buy tickets and books for international students	-	-	S	S	S	S	S	S	Office of International Scientific affairs Vice-Chancellor for Educational-Research
7	Insurance and medical allowance for international students	-	-	-	S	S	S	S	S	Office of International Scientific affairs Vice-Chancellor for Educational-Research
8	Awarding scholarships to top foreign students	-	-	S	S	S	S	S	S	Office of International Scientific affairs Vice-Chancellor for Educational-Research

**Table (6-8) Operational plan of each strategy in the field of scientific-international affairs**

objectives		Promoting the position and regional and international interactions of the university								
strategies		Communication with the Organization of Islamic Culture and Communication for academic activities								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Establishment of a specific working group between the university and the Organization of Islamic Culture and Communication	100	-	-	-	-	-	-	-	Office of International collaborations
2	reinforcement the chair of Persian language and literature by sending the required professors	10	20	20	20	20	10	-	-	Office of International collaborations
3	Strengthening the chair of Iranology by sending the required professors	10	20	20	20	20	10	-	-	Office of International collaborations
4	Establishment of Urdu language chair in Iran	-	50	50	-	-	-	-	-	Office of International collaborations
5	Launching a Pashto language chair in Iran	-	-	20	30	30	-	-	-	Office of International collaborations

**Table (6-8) Operational plan of each strategy in the field of scientific-international affairs**

objectives		Promoting the position and regional and international interactions of the university								
strategies		Provide appropriate opportunities and solutions for the continuation of the university's international cooperation								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Culturalization (mental preparation) regarding the implementation of the process of internationalization of the university	10	20	20	30	20	-	-	-	Office of International Scientific collaborations
2	Formation and strengthening of the International University Council	100	-	-	-	-	-	-	-	Office of International Scientific collaborations
3	Policy-making by the International University Council	10	50	40	-	-	-	-	-	Office of International Scientific collaborations
4	reinforcement and update the university's English website	100	-	-	-	-	-	-	-	Office of International Scientific collaborations
5	Creating a suitable platform to increase the ability of teachers to teach in one of the international languages	S	S	S	S	S	S	S	S	Office of International Scientific collaborations



6	Increasing the scientific-research and technology interactions of the university with foreign universities, especially in the region	S	S	S	S	S	S	S	S	Office of International Scientific collaborations
7	Empowering the university by establishing joint university branches in the countries of the region	-	10	20	20	20	20	10	10	Office of International Scientific collaborations
8	Organizing scientific-cultural tours abroad for professors and students	-	S	S	S	S	S	S	S	Office of International Scientific collaborations
9	Establishment a special department for foreign students to carry out educational and administrative affairs	-	-	-	20	80	-	-	-	Office of International Scientific collaborations

**Table (6-8) Operational plan of each strategy in the field of scientific-international affairs**

objectives		Promoting the position and regional and international interactions of the university								
strategies		Strengthen international cooperation								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Utilizing the center of Iranians living abroad in the form of a joint memorandum	S	S	S	S	S	S	S	S	Office of International Scientific collaborations
2	Implementation of joint research projects (Icard)	S	S	S	S	S	S	S	S	Office of International Scientific collaborations
3	Implementation of Joint Training Projects (ICAD)	S	S	S	S	S	S	S	S	Office of International Scientific collaborations
4	Invite prominent foreign professors to carry out joint scientific projects	S	S	S	S	S	S	S	S	Office of International Scientific collaborations

**Table (6-8) Operational plan of each strategy in the field of scientific-international affairs**

objectives		Quantitative, qualitative and applied promotion of research in order to achieve a knowledge-based economy								
strategies		Promoting scientific cooperation with international universities and research centers								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Identifying reputable foreign centers and establishing appropriate research collaborations with them	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology Office of International Scientific collaborations
2	Establishing mechanisms to support joint scientific-research activities with prestigious foreign universities and research centers	20	70	10	-	-	-	-	-	Vice-Chancellor for Research & Technology Office of International Scientific collaborations
3	Organizing joint scientific conferences with prestigious international scientific centers	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology Office of International Scientific collaborations
4	Attendance of faculty members in conferences, prestigious international scientific conferences	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology Office of International Scientific collaborations
5	Publication of joint scientific journals with valid indexes with reputable international scientific centers	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology Office of International Scientific collaborations



6	Establishment and development of scientific collaborations with reputable international centers	S	S	S	S	S	S	S	S	Vice-Chancellor for Research & Technology Office of International Scientific collaborations
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**Table (6-8) Operational plan of each strategy in the field of scientific-international affairs**

objectives	Increasing the share and role of universities in the development of science and knowledge at regional, national and international levels									
strategies	establishing and presentation of a comprehensive admission program for foreign students at Sistan and Baluchestan University									
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Study and formulation of strategies for attracting foreign students (preparation of policy package)	50	50	-	-	-	-	-	-	Vice-Chancellor for educational & graduate study Office of International Scientific collaborations
2	Obtaining the necessary licenses and providing grounds for attracting foreign students	100	-	-	-	-	-	-	-	Vice-Chancellor for educational & graduate study Office of International Scientific collaborations
3	Implement a policy package designed to attract international students in line with the quantitative goals outlined in the strategic document	10	30	40	20	-	-	-	-	Vice-Chancellor for educational & graduate study Office of International Scientific collaborations

**Table (6-9) operational plan of the strategies in the sphere of Vice Chancellor of Support**

objectives	Improve the efficiency of using financial, human and physical resources									
strategies	Development of operational plans and operational budgets with regard to reducing the expenditure of financial resources and paying attention to priority affairs									
rows	objectives	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Develop an operational plan and approve it by the University Board of Trustees committee	100	-	-	-	-	-	-	-	Planning Management
2	Operational budgeting based on the operational plan	S	S	S	S	S	S	S	S	Vice Chancellor for Administrative and support
3	Implementation of commitment accounting in the university	S	S	S	S	S	S	S	S	Vice Chancellor for Administrative and support
4	Review, update and pathology of the operational plan and budget	S	S	S	S	S	S	S	S	Vice Chancellor for Administrative and support
5	Organizing all measures in the fields of administration, finance, transactions, civil employment, etc. based on the strategic and operational plan	S	S	S	S	S	S	S	S	Vice Chancellor for Administrative and support

**Table (6-9) operational plan of the strategies in the sphere of Vice Chancellor of Support**

objectives		Agility of the university administrative system								
strategies		Effective transparency of financial and administrative processes and procedures								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	reviewing of the current set of rules, regulations and procedures under the Vice Chancellor for Financial Administration of the University in order to identify its strengths and weaknesses	100	-	-	-	-	-	-	-	Vice Chancellor for Administrative and support
2	Modification of the existing regulations and procedures in order to make the administrative and financial system transparent and agile	-	30	70	-	-	-	-	-	Vice Chancellor for Administrative and support
3	Development of information technology and office automation in order for clarifying the procedures	S	S	S	S	S	S	S	S	Vice Chancellor for Administrative and support
4	reviewing of internal financial control processes and methods based on auditing standards and principles in order to eliminate inefficient supervision	-	30	70	-	-	-	-	-	Vice Chancellor for Administrative and support

**Table (6-9) operational plan of the strategies in the sphere of Vice Chancellor of Support**

objectives		Development of financing tools and improving the efficiency of financial expenditures in the university								
strategies		Expansion of diverse and stable financial revenues under the administrative-financial vice Chancellor								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Establishment of a working group to identify potentials and strategies for earning money in the university sphere	100	-	-	-	-	-	-	-	Vice Chancellor for Administrative and support and Planning Management
2	adjustment of relevant instructions and regulations in order to earn money and approve it	30	70	-	-	-	-	-	-	Vice Chancellor for Administrative and support
3	Implementation of the decisions and their evaluation and review	S	S	S	S	S	S	S	S	Vice Chancellor for Administrative and support
4	Identifying monetization strategies through the optimal use of university equipment, buildings and property	30	70	-	-	-	-	-	-	Vice Chancellor for Administrative and support

**Table (6-9) operational plan of the strategies in the sphere of Vice Chancellor of Support**

objectives		Reinforcement of welfare services level for students, staff and faculty								
strategies		gradation the quantitative and qualitative level of physical space (buildings and educational and research equipment)								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Assessment of the current state of physical space, deficiencies and future needs up to the horizon of 2023 and prioritize the required projects and equipment	100	-	-	-	-	-	-	-	Vice Chancellor for Design and development
2	Identify defective projects with the percentage of work progress and estimate the amount of budget needed to complete these projects	100	-	-	-	-	-	-	-	Vice Chancellor for Design and development



3	Allocating and attracting funds based on prioritizing the purchase of educational and research equipment	S	S	S	S	S	S	S	S	Vice Chancellor council
4	Attracting funds and allocating them to defective plans and projects with priority on work progress	S	S	S	S	S	S	S	S	Vice Chancellor for Design and development

**Table (6-9) operational plan of the strategies in the sphere of Vice Chancellor of Support**

objectives	Proportional development of cyberspace in administrative, educational and research dimensions									
strategies	Development of information technology in the departments related to the administrative-financial field									
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Pathology and evaluation of automated administrative-financial processes and solving its problems	S	S	S	S	S	S	S	S	Vice Chancellor for Administrative and support
2	Identifying administrative-financial processes in which it is possible to use information technology	S	S	S	S	S	S	S	S	Vice Chancellor for Administrative and support
3	Implementation of the office automation project on identified processes	S	S	S	S	S	S	S	S	Vice Chancellor for Administrative and support

**Table (6-9) operational plan of the strategies in the sphere of Vice Chancellor of Support**

objectives	Improvement of the efficiency of using financial, human and physical resources									
strategies	Codification of the human resources program									
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Recognizing the characteristics and capabilities of university staff	100	-	-	-	-	-	-	-	Vice Chancellor for Administrative and support and Management of the Human resources
2	Check the number of approved organizational positions and the conditions for obtaining the position	100	-	-	-	-	-	-	-	Vice Chancellor for Administrative and support and Management of the Human resources
3	Optimal distribution of university staff in the specified organizational positions	-	50	50	-	-	-	-	-	Vice Chancellor for Administrative and financial
4	adjustment of the university employment policies based on a strategic document	S	S	S	S	S	S	S	S	Vice Chancellor for Administrative and support and Management of the Human resources

**Table (6-9) operational plan of the strategies in the sphere of Vice Chancellor of Support**

objectives	Improvement of the efficiency of using financial, human and physical resources									
strategies	Study and review of internal financial control processes and methods based on auditing standards and principles in order to inefficient supervision									
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Evaluate the processes and methods of internal financial control and	50	50	-	-	-	-	-	-	Vice Chancellor for Administrative and support



	identify the strengths and weaknesses of the current situation									
2	Improving the processes and methods of internal financial control in order to make the Process agility	-	100	-	-	-	-	-	-	Vice Chancellor for Administrative and support
3	Checking the Feasibility and implementation of financial resources for the efficiency of each faculty and giving authority to financial expenditures to faculties in order to increase the utilization of resources	50	50	-	-	-	-	-	-	Vice Chancellor for Administrative and support and planning Management
4	Automating the processes and methods in finance	S	S	S	S	S	S	S	S	Vice Chancellor for Administrative and support

**Table (6-9) operational plan of the strategies in the sphere of Vice Chancellor of Support**

objectives	Development of financing tools and improving the efficiency of financial expenditures in the university									
strategies	Develop financial resources for university income									
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Study and compile the identification of potentials and strategies to increase specific incomes in all departments, faculties	50	50	-	-	-	-	-	-	Vice Chancellor council
2	Assessing the current situation and formulate the desired situation of earning money through the optimal use of university equipment, buildings and property	50	50	-	-	-	-	-	-	Vice Chancellor council
3	Assess the current situation and adjust the optimal situation of using financial resources through the use of bi-purpose accounts	30	70	-	-	-	-	-	-	Vice Chancellor council
4	The study of Feasibility and implementation of financial resources development from some sources such as loans, donors and acquaintances	50	10	10	10	10	10	-	-	Vice Chancellor council

**Table (6-9) operational plan of the strategies in the sphere of Vice Chancellor of Support**

objectives	Improvement of the efficiency of using financial, human and physical resources									
strategies	Improving the efficiency of using university financial resources									
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Accelerate the implementation of projects and attract financial resources and avoid the transfer of annual credit balances to prevent devaluation of resources	S	S	S	S	S	S	S	S	Vice Chancellor for financial Vice Chancellor for Design and development and planning
2	Prioritize the completion of incomplete projects with a physical progress of more than 70%	20	20	20	20	20	-	-	-	Vice Chancellor for financial Vice Chancellor for Design and development and planning
3	study of the feasibility and implementation of the university services to other institutions in order to reduce costs	50	30	10	10	-	-	-	-	Vice Chancellor for Administrative and financial

**Table (6-10) Operational plan of every strategy in vice Chancellor of Student affairs sphere**

objectives		Improving the quality of student welfare services								
strategies		Utilizing the existing potentials in order to improve the quality indicators of the dormitories								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	maintenance and renovation of student dormitories	20	20	20	20	20	-	-	-	vice Chancellor of Student affairs
2	Launching a dormitory repair notification system	100	-	-	-	-	-	-	-	vice Chancellor of Student affairs
3	Equipping study halls in dormitories	50	50	-	-	-	-	-	-	vice Chancellor of Student affairs
4	innovation and installation of complete safety equipment in dormitories	10	30	30	30	-	-	-	-	vice Chancellor of Student affairs
5	Checking the attendance of students through the gate in the girls' dormitories	50	50	-	-	-	-	-	-	vice Chancellor of Student affairs

**Table (6-10) Operational plan of every strategy in vice Chancellor of Student affairs sphere**

objectives		Improving the quality of student welfare services								
strategies		Utilizing the existing potentials in order to improve the quality indicators of student self-services								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Integration the undergraduate and graduate dining halls	50	50	-	-	-	-	-	-	vice Chancellor of Student affairs
2	Standardization and equipping of dining halls	30	70	-	-	-	-	-	-	vice Chancellor of Student affairs
3	Launching a daily nutrition survey system	100	-	-	-	-	-	-	-	vice Chancellor of Student affairs

**Table (6-10) Operational plan of every strategy in vice Chancellor of Student affairs sphere**

objectives		Improving the service quality of the Student Counseling and Treatment Center								
strategies		Development of counseling and treatment center and improving its quality level								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Separation of counseling and treatment centers from each other	-	100	-	-	-	-	-	-	vice Chancellor of Student affairs
2	Employing capable and specialized forces	20	20	20	20	20	-	-	-	vice Chancellor of Student affairs
3	extending the Consultation in dormitories	10	30	30	30	-	-	-	-	vice Chancellor of Student affairs
4	Diversification in consulting services	20	40	40	-	-	-	-	-	vice Chancellor of Student affairs
5	Organizing mental health workshops	S	S	S	S	S	S	S	S	vice Chancellor of Student affairs

**Table (6-10) Operational plan of every strategy in vice Chancellor of Student affairs sphere**

objectives		Improving the quality of physical education and extracurricular services for students								
strategies		Development of sports and extracurricular activities								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Codifying the strategies and executing incentives to attract students to sports activities	40	50	10	-	-	-	-	-	vice Chancellor of Student affairs
2	Development of public sports in the university	20	20	20	20	20	-	-	-	vice Chancellor of Student affairs



3	Creating artificial turf and spectator stands and platform with the cooperation of the private sector	10	30	30	30	-	-	-	-	vice Chancellor of Student affairs
4	Constructing a skating and cycling track in the university	10	30	40	-	-	-	-	-	vice Chancellor of Student affairs

**Table (6-11) Operational plan of each strategy in the sphere of Vice Chancellor for cultural and social**

objectives		1. Development of cultural spaces for the development of student cultural and social activities 2. Enriching the material resources of the cultural and social deputy 3. Creating an entrepreneurial culture among students and professors								
strategies		Development of cultural spaces with the approach of cultural entrepreneurship, earning income and strengthening the position of the culture sphere								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Planning for the optimal use of space and facilities available in the university (audio-visual halls of colleges, amphitheaters and conference halls)	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
2	Use of physical facilities under the auspices of the cultural and social deputy in the form of a memorandum of understanding with companies, institutions and individuals to generate income for the cultural and social vice Chancellor	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
3	The use of sponsors whose policies are in the interest of the community and the permission to advertise them in various programs carried out by the cultural and social administration in order to attract the motivation of their financial support	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
4	Permission to use theaters, cinemas, and cultural halls by applicants in order to earn money	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
5	Utilizing the abilities of capable students in the form of a memorandum of understanding as teaching and teaching scientific, artistic and cultural subjects with the motivation of entrepreneurship and earning money	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
6	common Executive program with other devices	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
7	Earning money by setting up various training classes	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social

**Table (6-11) Operational plan of each strategy in the sphere of Vice Chancellor for cultural and social**

objectives		Creating an entrepreneurial culture among students and professors								
strategies		Empowering students in the entrepreneurship sphere								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Activating the students of the Entrepreneurship Center in the sphere of cultural and social affairs	30	70	-	-	-	-	-	-	Vice Chancellor for cultural and social
2	Using of the Young Journalists Club training at the university	S	S	S	S	S	S	S	S	Vice Chancellor for cultural



3	Organizing practical training courses for entrepreneurship such as: " financial markets"	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
4	Establishing an entrepreneurship center on the House of Culture	30	70	-	-	-	-	-	-	Vice Chancellor for cultural
5	Attracting the new ideas of students	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
6	Introducing Entrepreneurs	S	S	S	S	S	S	S	S	Vice Chancellor for cultural
7	Introducing entrepreneurship centers in the province and the country	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
8	Establishing the technical and professional skills center near the university	20	80	-	-	-	-	-	-	Vice Chancellor for cultural and social
9	Continuous communication with the technical and professional organization of the province in order to activate scientific associations and cultural centers in order to train students	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
10	Establishing a connection between the School of Entrepreneurship and the field of cultural and social affairs for organizing conferences, lectures and entrepreneurship workshops	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social

**Table (6-11) Operational plan of each strategy in the sphere of Vice Chancellor for cultural and social**

objectives		Creating cultural interaction in cyberspace, leading virtual activities								
strategies		Active and effective participation of the culture sector in virtual fields								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Student knowledge workshop and the principles of soft warfare	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
2	Workshop for introducing the social aberration	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
3	recognizing the enemy's strategy in cultural aggression and gain intellectual and technical capability to counter it through the media	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
4	Organizing various training workshops for the practical use of cyberspace, such as creating and building sites, blogs and the ability to communicate in the virtual world, training various software	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
5	Organizing programming competitions with selected topics	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social

**Table (6-11) Operational plan of each strategy in the sphere of Vice Chancellor for cultural and social**

objectives		Revival, preservation and promotion of the original culture of Islam in the university using efficient methods and in harmony with the scientific environment of the university								
strategies		Efforts to Islamize the university								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Presenting and introducing the moral charter of students and	30	70	-	---	--	--	--	--	Vice Chancellor for cultural



	accepting its content in terms of their beliefs									
2	Presenting and introducing a special ethical charter for professors and staff	30	70	-	---	--	--	--	--	Vice Chancellor for cultural and social
3	Organizing "Special Ethics for Managers" classes by the university human resources manager	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
4	Organizing workshops and conferences with religious, cultural, social and educational themes (students-professors-staff)	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
5	creating space in the university with religious-cultural-social-moral themes	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
6	Promoting the culture of chastity and hijab by distributing educational books, book reading competitions in the field of chastity and hijab and....	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
7	Promoting the correct culture of enjoining the good and forbidding the evil by distributing educational books, and...	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social

**Table (6-11) Operational plan of each strategy in the sphere of Vice Chancellor for cultural and social**

objectives		Creating a healthy and culturally vivacious atmosphere in the university								
strategies		Planning, organizing and guiding the leisure time of students with the needs and requirements of the day								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Organizing educational classes: literary classes, foreign languages, handicrafts, religion, artistic skills, visual arts, sports, entrepreneurship, etc.	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
2	Creating a cultural and educational park in the teachers' complex for their children to use the classes and trainings provided in this park	20	40	40	---	--	--	--	--	Vice Chancellor for cultural and social
3	Creating the situation of cooperation and structured cooperation from other cultural institutions located in the university and at the city level in creating a spirit of cheerfulness and happiness to improve the quality and quantity of programs	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
4	Organizing the student camps in the province with the cooperation and coordination of other agencies	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
5	Cooperation and coordination with Ishraq Cinema in Zahedan to fill students' leisure time	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social

**Table (6-11) Operational plan of each strategy in the sphere of Vice Chancellor for cultural and social**

objectives		Promoting the adherence and influence of Islamic culture and values in the university environment								
strategies		Creating infrastructural changes in order to strengthen cultural activities								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	codifying and executing a program for efficient use of human resources working in the field of culture	20	80	---	--	--	--	---	---	Vice Chancellor for cultural and social
2	Completing and equipping the House of Culture	20	50	30	---	--	--	--	--	Vice Chancellor for cultural and social
3	Organizing the allocation, absorption and spending of financial resources	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
4	Preparing and announcing cultural and educational programs at the beginning of each semester (cultural calendar)	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social

**Table (6-11) Operational plan of each strategy in the sphere of Vice Chancellor for cultural and social**

objectives		Training multidimensional human beings and strengthening the body and soul along with acquiring knowledge								
strategies		Increasing the students' participation level in extracurricular activities (including: religious, artistic, sports, recreational, political awareness, etc.) in the direction of individual and social development								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Organizing the sports and recreational competitions in dormitory environments and spaces	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social- student
2	Organizing sports camps such as mountaineering	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social- student
3	Establishment of a committee for the optimal reduction of drug addiction ... and tobacco	100	-	---	--	--	--	---	---	Vice Chancellor for cultural and social- student
4	codifying and executing the addiction reduction program in the university community	-	20	80	---	--	--	--	--	Vice Chancellor for cultural and social- student
5	organizing various ceremonies with the participation of students	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social- student

**Table (6-11) Operational plan of each strategy in the sphere of Vice Chancellor for cultural and social**

objectives		Explaining and promoting the living standards of Islamic, Iranian students								
strategies		training the insightful religious forces, expansion of Quranic activities								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Establishment of a center called "Center for the Development and Expansion of Quranic Activities" at the House of Culture	100	-	---	--	--	--	---	---	Vice Chancellor for cultural and social
2	Organizing the Quranic meetings in cooperation with the mosque and student groups active in the religious field	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
3	Organizing the Quranic education courses for students	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social

**Table (6-11) Operational plan of each strategy in the sphere of Vice Chancellor for cultural and social**

objectives		1. Providing situation and increasing the cultural and political participation of students and academics in the development process 2. Increasing the student participation in activities								
strategies		Strengthen, develop, provide financial and advisory support to student scientific associations and cultural, social and artistic centers and student political organizations								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Paying attention to the areas of the cultural centers operation during an academic semester and introducing and expanding them quantitatively and qualitatively	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
2	Investigating the situation of political organizations within the university in a quantitative and qualitative way in the university	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
3	Using the research potential of students, especially graduate students and professors in the field of applied research in the field of culture	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
4	Planning to attract and involve more students in the cultural, religious and political fields	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social
5	Creating opportunities to objectify their abilities, inner talents, students' interest in working in associations, clubs, publications and extracurriculars	S	S	S	S	S	S	S	S	Vice Chancellor for cultural and social

**Table (6-12) The operational plan of the strategies in the educational vice Chancellor sphere**

objectives		student admission based on the needs of the region and the country								
strategies		Review of the admission capacity of students of different levels and courses								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Organizing meetings in order to assess the capacity of the disciplines in the faculties	100%	-	-	-	-	-	-	-	Vice Chancellor for Educational and Graduate Studies
2	Adaptation of student admission capacity in different fields	10%	15%	15%	20%	20%	20%	-	-	Vice Chancellor for Educational and Graduate Studies

**Table (6-12) the operational plan of the strategies in the educational vice Chancellor sphere**

objectives		admitting students in the different educational periods, especially private and evening students								
strategies		Adjustment of students and disciplines based on cost analysis in day, night and self-governing campuses								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Forming an expert team composed of qualified experts for economic evaluation based on cost-benefit analysis in day, evening and self-governing campuses	100%	-	-	-	-	-	-	-	Vice Chancellor for Educational and Graduate Studies
2	Determining student admission policies in day, evening, campus courses and implementing them	-	30%	40%	30%	-	-	-	-	Vice Chancellor for Educational and Graduate Studies
3	Reviewing and reforming the policies	-	-	-	-	-	100%	-	-	Vice Chancellor for Educational and Graduate Studies

**Table (6-12) the operational plan of the strategies in the educational vice Chancellor sphere**

objectives		1. Reviewing the compliance of the content of training courses and research activities with the real needs of society at the regional and national level 2. Applying entrepreneurship education and development								
strategies		Increasing interaction with the out-of-campus environment and directing graduate students' dissertations to solve community and university problems with the priority of out-of-campus environment								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Holding an interaction meeting between managers in the field of education and research	100%	-	-	-	-	-	-	-	Vice Chancellor for Educational and Graduate Studies
2	Providing research topics in each field to students	100%	-	-	-	-	-	-	-	Vice Chancellor for Educational and Graduate Studies
3	Codifying strategies for the way that graduate students interact with the executive apparatus to select the topic of the dissertation	100%	-	-	-	-	-	-	-	Vice Chancellor for Educational and Graduate Studies
4	Organizing a conference on postgraduate dissertations and appreciation of top dissertations with financial support	20%	80%	-	-	-	-	-	-	Vice Chancellor for Educational and Graduate Studies

**Table (6-12) the operational plan of the strategies in the educational vice Chancellor sphere**

Table (6-12) the operational plan of the strategies in the educational vice Chancellor sphere											
objectives	Development of university financing tools										
strategies	Marketing for Providing educational, technical and specialized services and informal educational services to governmental and non-governmental sectors and agencies										
rows	Operational plans (executive solution)	Progress percent								moderator	
		2017	2018	2019	2020	2021	2022	2023	2024		
1	assessing the needs of training services required for organizations and departments	50	50	-	-	-	-	-	-	-	
2	Obtaining the necessary licenses to hold training courses under the name of Sistan and Baluchestan University	-	100	-	-	-	-	-	-	-	Vice Chancellor for Educational and Graduate Studies
3	Planning, advertising and holding educational, technical and specialized courses	-	10	10	10	10	10	50	-	-	Vice Chancellor for Educational and Graduate Studies

**Table (6-12) the operational plan of the strategies in the educational vice Chancellor sphere**

objectives	Increasing the portion and role of universities in the development of science and knowledge at regional, national and international levels									
strategies	Compilation and presentation of a comprehensive admission program for foreign students at Sistan and Baluchestan University									
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	formulation of strategies for attracting foreign students (preparation of policy package(	100	-	-	-	-	-	-	-	
2	Obtaining the necessary licenses and providing grounds for attracting foreign students	100	-	-	-	-	-	-	-	Vice Chancellor for Educational and Graduate Studies
3	Implementation of a policy package designed for attracting international students in line with the quantitative goals outlined in the strategic document		10	30	40	20	-	-	-	Vice Chancellor for Educational and Graduate Studies

**Table (6-12) the operational plan of the strategies in the educational vice Chancellor sphere**

objectives		Attracting appropriate faculty members and promoting their scientific and spiritual level								
strategies		Efforts to attract the competent faculty for required disciplines								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Distribution of faculty recruitment each year commensurate with the quantitative objectives of the strategic document	100	-	-	-	-	-	-	-	Vice Chancellor for Educational and Graduate Studies
2	checking of the student-to-professor ratio, taking into account the current faculty members and scholarships in each faculty, and the actual needs assessment of each discipline and orientation according to the number of teaching tuition units	S	S	S	S	S	S	S	S	Vice Chancellor for Educational and Graduate Studies
3	Coordination between the planning management and the recruitment committee to guarantee the salaries of newly hired faculty members	S	S	S	S	S	S	S	S	Vice Chancellor for Educational and Graduate Studies
4	Supervising on the way that recruit faculty members in order to have a qualified system	S	S	S	S	S	S	S	S	Vice Chancellor for Educational and Graduate Studies

**Table (6-12) the operational plan of the strategies in the educational vice Chancellor sphere**

objectives		Improving the quantitative and qualitative level of educational activities for national and regional development								
strategies		Organizing of postdoctoral courses								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Investigating the potentials and feasibility of launching postdoctoral courses and identifying the fields with potential and the necessary conditions	50	50	-	-	-	-	-	-	Vice Chancellor for Educational and Graduate Studies and Research and Technology
2	Obtaining the necessary permits	-	100	-	-	-	-	-	-	Vice Chancellor for Educational and Graduate Studies and Research and Technology
3	organizing of postdoctoral courses	-	-	10	100	100	100	60	-	Vice Chancellor for Educational and Graduate Studies and Research and Technology

**Table (6-12) the operational plan of the strategies in the educational vice Chancellor sphere**

objectives		Applying entrepreneurship education and development								
strategies		Vocational and credit-oriented curriculum (providing creative and problem-oriented educational content tailored to the needs of the community)								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Reviewing the content of the offered courses with a purpose of empowering students in the labor market in line with other universities and the Ministry of Science	50	50	-	-	-	-	-	-	Vice Chancellor for Educational and Graduate Studies



2	Coordinating with the Ministry of Science, Research and Technology in changing the curriculum to a professional and credit program	S	S	S	S	S	S	S	S	Vice Chancellor for Educational and Graduate Studies
3	Identifying the courses that can provide professional-oriented and credible content (such as courses: marketing, production management, etc.) and hold entrepreneurship courses for professors of these courses	50	50	-	-	-	-	-	-	Vice Chancellor for Educational and Graduate Studies
4	Executing the career-oriented curriculum in coordination with other universities	S	S	S	S	S	S	S	S	Vice Chancellor for Educational and Graduate Studies

**Table (6-12) the operational plan of the strategies in the educational vice Chancellor sphere**

objectives		Improving the quantitative and qualitative level of educational activities								
strategies		Improving the educational and laboratory facilities								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Eradicating the needs of specialized laboratories through the network of laboratories in the country	S	S	S	S	S	S	S	S	Vice Chancellor for Educational and Graduate Studies
2	Allocating a part of the income of free education to the provision of educational and research equipment	S	S	S	S	S	S	S	S	Vice Chancellor for Educational and Graduate Studies
3	Efforts to allocate at least 15% of the university's spending credits to research costs and the purchase of teaching and research equipment	S	S	S	S	S	S	S	S	Vice Chancellor for Educational and Graduate Studies
4	High allocation of the university from the implementation of national plans and contracts in order to update the quantity and quality of facilities, educational-research and laboratory equipment	S	S	S	S	S	S	S	S	Vice Chancellor for Educational and Graduate Studies

**Table (6-12) the operational plan of the strategies in the educational vice Chancellor sphere**

objectives		1. Providing specialized personnel for the development of the province 2. Adapting student admission to the needs of the region and the country								
strategies		establishing and developing interdisciplinary and multidisciplinary disciplines and activities								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Identifying interdisciplinary disciplines in each faculty by considering the entrepreneurship dimension and labor market demand	50	50	-	-	-	-	-	-	Vice Chancellor for Educational and Graduate Studies
2	Obtaining the necessary license to establish and develop these disciplines	-	100	-	-	-	-	-	-	Vice Chancellor for Educational and Graduate Studies
3	Establishing courses and attracting students	-	10	10	10	10	10	50	-	Vice Chancellor for Educational and Graduate Studies

**Table (6-12) the operational plan of the strategies in the educational vice Chancellor sphere**

objectives		Improving the efficiency of financial expenses in the university								
strategies		Reduce per capita tuition fees								
row s	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Form a working group to study ways to reduce educational costs at the university (this can be done in the form of a research project)	50	50	-	-	-	-	-	-	Vice Chancellor for Educational and Graduate Studies
2	Defining the strategies to reduce educational costs (and other areas)	-	50	50	-	-	-	-	-	Vice Chancellor for Educational and Graduate Studies
3	Executing the strategies to reduce per capita tuition fees	-	-	10	30	40	20	-	-	Vice Chancellor for Educational and Graduate Studies

**Table (6-12) the operational plan of the strategies in the educational vice Chancellor sphere**

objectives		Improving the efficiency of financial expenses in the university								
strategies		Expand the use of virtual tutorials								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	possibilities study of presenting course content virtually (especially for courses that use flight instructors)	50	50	-	-	-	-	-	-	Vice Chancellor for Educational and Graduate Studies
2	Promoting the culture of using educational cyberspace between students and professors	S	S	S	S	S	S	S	S	Vice Chancellor for Educational and Graduate Studies
3	executing the provision of educational content virtually	S	S	S	S	S	S	S	S	Vice Chancellor for Educational and Graduate Studies

**Table (6-12) the operational plan of the strategies in the educational vice Chancellor sphere**

objectives		Empowerment of university professors and staff								
strategies		reinforcing university professors and staff through the implementation of required courses and workshops								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	need assessment for professors and staff	50	50	-	-	-	-	-	-	Vice Chancellor for Educational and Graduate Studies And Planning and human resource management
2	Develop a comprehensive training program for faculty and staff	-	50	50	-	-	-	-	-	Vice Chancellor for Educational and Graduate Studies And Planning and human resource management
3	Implementing a comprehensive training program for faculty and staff	10	10	10	10	10	10	40	40	Vice Chancellor for Educational and Graduate Studies And Planning and human resource management
4	Training course, program evaluation and modification feedback	10	10	10	10	10	10	40	40	Vice Chancellor for Educational and Graduate Studies And Planning and human resource management



**Table (6-13) Operational plan of each the strategies in the field of university mission in balanced and sustainable development of the southeastern region of the country**

objectives		University planning in the sustainable development of the southeast								
strategies		Sustainable development of the province according to the potential of medicinal plants								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Construction of eco-park of medicinal plants in Taftan region with educational, research and production goals in order to promote the cultivation and technology of medicinal plants in the province	20	80	-	-	-	-	-	-	Vice Chancellor of research and technology
2	contract with the farmers of the province for the cultivation of medicinal plants and providing technical advice to them with the aim of changing the cultivation pattern	10	10	30	50	-	-	-	-	Vice Chancellor of research and technology
3	Cooperation with Jihad Keshavarzi Organization in order to increase the area under cultivation of medicinal plants in order to save agricultural water consumption based on the Memorandum of Understanding	-	12	28	35	25	-	-	-	Vice Chancellor of research and technology
4	Assist in the establishment of knowledge-based companies for the cultivation and processing of medicinal plants	S	S	S	S	S				Vice Chancellor of research and technology
5	Production of Vitaferin as an anti-cancer drug and its presentation to the pharmaceutical industry	25	25	25	25	-	-	-	-	Vice Chancellor of research and technology
6	Production of plant-derived anti-amblyopic drugs in the treatment of Alzheimer's disease	25	25	50	-	-	-	-	-	Vice Chancellor of research and technology
7	Establishment of a permanent consulting center for cultivation and industry of medicinal plants	50	50	-	-	-	-	-	-	Vice Chancellor of research and technology
8	organizing training courses and promotional programs for graduates and farmers	S	S	S	S	S	S	S	S	Vice Chancellor of research and technology

• The targeted amount in the second row; 1000 hectares

• The targeted amount in the third row; 25000 hectares

#### **6.4.7 Operational plan of each strategy in the field of university mission in symmetrical and sustainable development of the southeastern region of the country**

##### **6.4.7.1 University plan in exploiting the potential of medicinal plants in the province**

Sistan and Baluchestan province despite of locating on a dry strip at low latitude, has significant potentials in terms of medicinal plants. This province places in the second rank in terms of plant diversity, after Kurdistan province. There are more than 800 species of plants, among which there are more than 250 species of industrial medicinal plants; It can play a significant potential in creating sustainable employment for the environment and the economy of the province. Plants often require less water than many crops such as summer crops. So as a result, if this group of plants are included in the cultivation pattern, a lot of water consumption will be saved.



The Iranian and Turanian vegetation area of Sistan and Baluchestan consist of the cities of Zabol, Zahak, Helmand, Hamoon, Nimroz, Zahedan, Khash and part of Saravan, Soran and Mehrestan which cultivate the species such as wild olive, argan, fig, paddy, elm and cam. The Gulf and Omani vegetation area of the province, including the cities of Chabahar, Konarak, Sarbaz, Nikshahr, Iranshahr and Delgan, has more diversity and richness in terms of vegetation. Persian melon, Claire, Chegard, Pir, Toj, Kenar, Estabarq, Pakistani melon, Daz, Gaz oil, mangrove, Chesh Kenar and Satan pomegranate are the most important forest species in the Gulf and Omani region of the province.

The northern regions of Sistan and Taftan, Khash, Saravan, Iranshahr and Chabahar talented to the development of medicinal plants. Due to the problem of drought and water shortage in the province, medicinal plants consume less water than crops and produce a more effective substance with a small amount of water. These plants should be invested. The problems of drought and water shortage in the province, the lack of a suitable market for medicinal plants and the lack of processing of medicinal plants are among the problems of the development of the medicinal plants industry, and a solution must be provided to solve problems in the field of medicinal plants.

According to the high potential of the province in the field of development and cultivation of medicinal plants, it is possible to establish knowledge-based companies by members of the Agricultural Engineering Organization and with the help of university professors and the potential of the university. Sistan and Baluchestan University has a medicinal plants research center and has a good potential to assist in the development of cultivation and exploitation of medicinal plants.

#### **6.4.7.2 University plan in the development of the province's mining sector**

Sistan and Baluchestan province has 6 active metal mines (1 copper mine, 3 chromite mines, 1 antimony mine, 1 iron mine) 16 active non-metallic mines (5 granite mines, 2 lime mines, 2 magnesite mines, 2 carcass mines and mines Gypsum, talc, pozzolan, industrial soil and mountain mixture are each one). In addition, Sistan and Baluchestan province has 103 inactive mines, among them 11 are being equipped. 10 mines are also temporarily closed. Existence of relatively rich and diverse mineral mines and high portion of the province of these mines and the possibility of developing mining activities and placing the province on the world metal and mineral belt that extends from Yugoslavia to Pakistan with mineral reserves such as chromite, copper, manganese, Lead and zinc, tin, tungsten, gold and non-metallic deposits such as talc, magnesite, white mud, feldspar, kaolin, silica and building stones, especially granite, more than 400,000 tons of garnet with suitable grade, 10 million tons of andalusite, 5 million tons Feldspar, 130,000 tons of silica and 43,000 tons of antimony have made the role and mission of the university in training specialized human resources and conducting applied research in the field of mining more important than ever.

The inactive mines of the province are mostly manganese, chromite, magnesite, iron. One of the reasons that most of the mines in the province are inactive is that the mineral extraction was not correct and was traditionally extracted. Lack of sufficient facilities, lack of principled extraction methods, lack of proper exploration, lack of processing facilities and mineral concentration, lack



of identification of mineral use and all these factors lead to inactivation of mines in rich and mineral province Sistan and Baluchestan.

In this regard, Sistan and Baluchestan University can play a key role in the development and exploitation of mines for the development of the province.

**Table (13-6) Operational plan of each of the strategies in the field of university mission in balanced and sustainable development of the southeastern region of the country**

objectives		University planning in the sustainable development of the southeast								
strategies		Assistance in the development of the province's mining sector								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Establishment of Mineral Research Center	-	20	50	30	-	-	-	-	Vice Chancellor of research and technology
2	Establishment of a comprehensive laboratory of rock mechanics	-	20	30	30	30	-	-	-	Vice Chancellor of research and technology
3	Providing services to the private and public sectors in the field of mining with the facilities of the central laboratory	S	S	S	S	S	-	-	-	Vice Chancellor of research and technology
4	Establishment of a workshop for cutting ornamental and precious stones in cooperation with the Mining Group and Roshd Center	20	80	-	-	-	-	-	-	Vice Chancellor of research and technology
5	Design and implementation of short-term training in the field of mining	-	S	S	S	S	-	-	-	Vice Chancellor of research and technology and other vice Chancellors
6	Defining and supporting problem-based research in the field of mining studies in the province	S	S	S	S	S	-	-	-	Vice Chancellor of research and technology
7	Determining the strategies of cooperation between the university and the industry and mining department of the province and drafting a memorandum of cooperation	30	70	-	-	-	-	-	-	Vice Chancellor of research and technology
8	Investigating cultural and security barriers to mining development and providing solutions	30	70	-	-	-	-	-	-	Vice Chancellor of research and technology
9	Establishment of mineral processing center	-	-	-	-	100	-	-	-	Vice Chancellor of research and technology

#### 6.4.7.2 University plan in reducing the problems of Sistan and Baluchestan water

Water is the most valuable substance of life and the most important element of production in the agricultural sector. So that water shortage has become a serious crisis in most countries and the supply of food in them is subject to the implementation of comprehensive irrigation development plans. Water management and proper use of water resources, in terms of its effective and sensitive role in the sustainable development of countries, in recent decades, has gained a special place in most economic, social, industrial and agricultural projects. In our country, the value and importance of this divine gift is much more felt in low-rainfall, arid and semi-arid regions, such as



the eastern provinces of the country and the province of Sistan and Baluchestan. This province, which covers a large area of arid and desert areas, is in an unfavorable situation in terms of natural resources. The high level of evaporation, on the other hand, has limited water resources.

Sistan and Baluchestan province is located in the southeastern part of Iran between latitudes 25-32 degrees north and longitude in the direction of 58-63. This province with an area of 181,000 square kilometers is the largest province in the country, this province consists of two regions of Sistan and Baluchestan, each of which has special characteristics in terms of climate. Thus, Balochistan in the south is a mountainous region surrounded by high mountains, and Sistan is a plain area that includes the old and current Helmand River delta, which have lower altitudes.

According to the divisions of the Water Resources Atlas of the Ministry of Energy, all or part of the following areas place in the Sistan and Baluchestan Province:

1- Hirmand watershed area, 2- Kavir Loot area, 3- Mashkid area, 4- Hamoon Jazmoorian area, 5- Oman sea area .These areas include 43 study areas. Exploitation of groundwater in the province has a long history, especially in Baluchistan, the only source of social and economic life of the people was the use of groundwater, first from springs and then by digging and creating canals, from these waters, for consumption. Drinking and agriculture with technological advances have been used in recent decades.

In recent decades, with technological advances and the development of special equipment for drilling wells, the exploitation of groundwater in this region has changed and gradually the use of traditional structures of groundwater resources in the form of well drilling and easy and controllable water withdrawal has changed. Water supply is one of the most important factors of development that plays a significant role in economic development and social studies of countries and is considered as the main input in industry and especially in agriculture. There are two ways to supply the required water, one is to expand the utilization of water resources and the According to the limited water resources in Sistan and Baluchestan province, it is necessary to use this valuable wealth better and more efficient.

Investing in water resources, in addition to being directly involved in employment, provides employment in other sectors, including agriculture and industry. The importance of water resources in the country is such that sustainable development and the existence of advanced industry and agriculture depend on the optimal use of water resources and the preservation of these resources. Restriction of water resources due to successive droughts is one of the most important problems in Sistan and Baluchestan province. Drought in arid regions due to irreparable damage to the environment and water and soil resources, is always an acute problem, a huge obstacle to the development of social and economic foundations of the people of these regions.

Sistan and Baluchestan province is a unique region in terms of climate, so that along with the spread of drought and thirsty land in the north, the southern regions are involved to storms and heavy rains that cause floods and runoff in the current region. It also causes numerous damages. Sandstorms, and increasing dust due to drought and drying of the bed of Hamoun International Wetland, have created many problems for the people of this province.

Sistan, which was once considered Iran's grain storage, and the existence of the waters of Hamoon International Wetland and Helmand and Sistan rivers located in the north of Sistan and



Baluchestan, turned the cities of Zabol, Zahedan, Khash and even Saravan into a pleasant climate region and summer nights in these cities. now it has become a dry region and the center of dust. The cut-off of the Hirmand River, the drought of more than a decade and the drying up of the Hamoon International Wetland along with the monsoon winds of Sistan, have caused many economic, social and health problems for the people of this province.

Hamoon International Wetland, the seventh international wetland in the world with an area of 400,000 hectares has been trapped by the drought and unkindness of the neighboring country for many years. The water shortage of this wetland has started since 1976.

Hamoon Wetland, which is one of the best bird habitats in Asia and hosted 200,000 to 600,000 species of migratory birds during its lifetime, today, its dry bed has become a problem for the people of the region. Droughts have reduced the storage of underground water, and if no solution is found, the problems of the people and their migration will gradually increase.

**Table (13-6) Operational plan of each of the strategies in the field of university mission in balanced and sustainable development of the southeastern region of the country**

objectives		University planning in the sustainable development of the southeast								
strategies		Assistance in the field of optimal use of water resources for the development of the province								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Providing solutions to maintain water quality of dams and wells	-	20	50	30	-	-	-	-	Vice Chancellor of research and technology
2	Providing solutions to solve environmental problems in the field of dam construction, especially downstream of dams	-	20	30	30	20	-	-	-	Vice Chancellor of research and technology
3	Participation in the study and implementation of major water projects such as water transfer from the Oman Sea to other provinces and Sistan and Baluchestan province	S	S	S	S	S	-	-	-	Vice Chancellor of research and technology
4	Development of deep water exploitation technology	20	Λ*	-	-	-	-	-	-	Vice Chancellor of research and technology
5	Providing a strategy for the operation of border aquifers	-	S	S	S	S	-	-	-	Vice Chancellor of research and technology and other vice Chancellors
6	Assistance in importing and exporting water with neighboring countries and implementing joint water projects with neighboring countries in compliance with national interests and technical, economic, social and environmental justifications	S	S	S	S	S	-	-	-	Vice Chancellor of research and technology
7	culturalization in order to use water optimally	30	70	-	-	-	-	-	-	Vice Chancellor of cultural and social
8	Providing solutions for control and use of border waters that leave the country.	30	70	-	-	-	-	-	-	Vice Chancellor of research and technology
9	Introducing intelligent systems in the management and operation of water distribution networks and wells	-	-	-	-	100	-	-	-	Vice Chancellor of research and technology



10	Implementation of model projects and introduction of new irrigation technologies in accordance with local and regional conditions in the province.									Vice Chancellor of research and technology
11	Assistance in optimization and development of modern irrigation methods and development of irrigation and drainage networks									Vice Chancellor of research and technology
12	Participation in the design and construction of desalination plant for the use of seawater									Vice Chancellor of research and technology
13	Develop and propose methods with higher efficiency to control surface water									Vice Chancellor of research and technology

#### 6-4-7-4 University plan in developing the use of new energy in the province

Iran is located on the northern belt of solar radiation and there is the highest reception of solar radiation in this province, the north and center of Sistan and Baluchestan province is in the best condition and the most ideal solar radiation region. The situation of Sistan and Baluchestan province in the map of Iran's solar atlas for the construction of farms and solar power plants per square meter shows radiation from 5.2 to 5.4 KW/H per year.

Sistan and Baluchestan province due to its special geographical and geopolitical location in order to use wind and solar energy in meeting the basic needs and infrastructure of the country is very important. Studies have shown that Sistan and Baluchestan province, especially the Sistan Plateau region, has the highest potential for the use of wind energy. Historical evidence shows that the past exploited this indestructible energy in the ancient rural areas of the region, traces of which are still present in the region.

In Iran, especially Hamoon Sistan region, has good talents for the development of wind farms. Based on preliminary technical engineering studies and wind atlas maps drawn by international meteorological satellites, Hamoon Sistan Plateau, due to the flatness of the land, the direction of the constant north wind and the annual wind power, the ability to build more than 30,000 MW of large turbines involving High-capacity electricity consumer infrastructure and the growing demand for electricity by neighboring countries, reveal the need to build high-power power plants in the north of the province. However, since the gas supply network to the north of the province has not been planned for the coming years, we must use fossil fuels such as diesel and fuel oil, which are transported to the region by tanker from long distances, to put these power plants in orbit. Therefore, in order to generate electricity, like other windy regions of the country and the world, it is necessary to use wind power plants, which fortunately are currently being built in the country by specialized forces interested in the future of the country. Fuel oil and diesel are transported by tanker, which apart from its high cost, we have also added to the country's traffic and transportation load.

In Sistan and Baluchestan province, in order to produce two thirds of the province's electricity consumption in the existing power plants in the province, more than 4 million liters of diesel and fuel oil are transported daily by tanker from distant parts of the power plants. In addition to the



environment caused by the production of harmful gases, fuel tankers also have a heavy traffic load on the non-transit roads of the region. If the electricity which they produce is bought at export prices, this industry will grow in the province, Or considering the preliminary information collected from the first anemometers assigned to some parts of the province, the construction of large wind farms, a clear horizon in the region's energy supply and even the export of electricity to neighboring countries can be predicted.

**Table (13-6) Operational plan of each of the strategies in the field of university mission in balanced and sustainable development of the southeastern region of the country**

objectives		University planning in the sustainable development of the southeast								
strategies		Assistance in the exploitation and development of new energies in the province								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Attracting foreign investment in the construction of solar power plants	-	20	50	30	-	-	-	-	Vice Chancellor of research and technology
2	establishing a new energy research institute at the university	-	20	30	30	20	-	-	-	Vice Chancellor of research and technology
3	Preparation of wind and sun atlas in the province	S	S	S	S	S	-	-	-	Vice Chancellor of research and technology
4	Research, construction and development of small wind turbines	20	80	-	-	-	-	-	-	Vice Chancellor of research and technology
5	Research and manufacture of solar water desalinators	-	S	S	S	S	-	-	-	Vice Chancellor of research and technology and other vice Chancellors
6	Research and manufacture of fuel cells	S	S	S	S	S	-	-	-	Vice Chancellor of research and technology
7	Research on the use of new energy (geothermal, sea waves, etc.)	30	70	-	-	-	-	-	-	Vice Chancellor of cultural and social
8	Preparation of technical and economic plan for new energies for the private and public sectors	30	70	-	-	-	-	-	-	Vice Chancellor of research and technology
9	Organizing educational and research workshops in the field of new energies	-	-	-	-	100	-	-	-	Vice Chancellor of research and technology and educational

#### 6-4-7-5- University plan in developing the use of tourism potential

Sistan and Baluchestan is one of the historical parts of Iran that has many sights and historical places that have received less attention. This province has long been the origin of the oldest symbols of Iranian culture and with its historical monuments such as Shahr-e Sukhteh (burnt city), Dahaney-e Qolaman (the mouth of slaves), the coast of Makran, miniature mountains and dozens of other ancient and historical monuments has been able to a corner of the greatness of its native civilization and culture.

This region of the country, which is full of scattering and deep expanses from Hamoon Lake to the plain of the Oman Sea, Sistan and Baluchestan is called the land of upright palms and the land of water and sun and high mountains. This province is one It is one of the richest provinces in the country in terms of various ancient, historical, cultural, handicrafts and tourism monuments, which are divided into three parts of Sistan, including Zabol, Zahak, Hirmand, Nimroz and Hamoon, the border part including Zahedan, Mirjaveh and Khash and Makran. It is divided with the cities of



Iranshahr, Saravan, Sib Vasuran, Mehrestan, Qasrgand, Fanuj, Nikshahr, Delgan, Sarbaz, Konarak and Chabahar. Tourists can see its unique historical and natural landscapes in the form of seven districts and 57 tourist areas. Unfortunately, the tourism potential of the province has not been exploited so far for various reasons. It is hoped that by using the potential of the media and universities, they will try to change their views more by informing about their capacities. In general, the four main tourist routes in the current situation for tourists are as follows:

1- Sistan civilization area which includes as Shahr-e Sukhteh (burnt city), Dahaney-e Qolaman (the mouth of slaves), Qaleye No (new castle) village and Chah Nimeh nature tour

2- Taftan tourism route and its suburbs of Mirjaveh, Khash and Zahedan counties, Ladiz, Tamin village, Haftad Mullah cemetery, Sar Darya, Tamandan, Sangan, Taftan suburban belt

3- Iranshahr region: During it, Daman village, Naseri castle, Bampour castle, Nikshahr region, Bazman hot springs, waterfalls, castle and gates of soldiers and animal species such as short-nosed crocodiles are visited.

4- Makran beaches in Chabahar and Konarak, Konarak geyser, Portuguese castle, historical village of Tis, free zone and coral beaches are other places to visit.

So far, 3,024 natural and historical monuments have been identified in the province, of which about 1,700 have been registered in the list of national monuments.

**Table (13-6) Operational plan of each of the strategies in the field of university mission in balanced and sustainable development of the southeastern region of the country**

objectives		University planning in the sustainable development of the southeast								
strategies		Assistance of the university in the development of tourism in the province								
rows	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Development of tourism information networks and information services using the IT potential of the university	-	20	50	30	-	-	-	-	Vice Chancellor of research and technology
2	organizing conferences, meetings and seminars to create interaction and consensus between provincial officials, related organizations and departments in the field of tourism development	-	20	30	30	20	-	-	-	Vice Chancellor of research and technology
3	Need assessment in the field of necessary infrastructure for tourism development and use of tourism potentials in the province	S	S	S	S	S	-	-	-	Vice Chancellor of research and technology
4	Introducing the tourist attractions of the province and helping to attract tourists by using the scientific potential of the university in the field of information technology	20	80	-	-	-	-	-	-	Vice Chancellor of research and technology
5	Introducing the comparative advantages of the province in the field of domestic and foreign investment in the tourism sector	-	S	S	S	S	-	-	-	Vice Chancellor of research and technology and other vice Chancellors
6	Implementation of training courses for human resources working in different sectors of tourism	S	S	S	S	S	-	-	-	Vice Chancellor of research and technology



#### 6-4-7-6 University plan in reducing the problems of marginalization and social harms

Marginalization is a social phenomenon and has been considered as a social problem by urban sociologists and other sciences related to urban planning. The problem of suburbanization or informal settlements in a large part of the world, especially in the metropolises of Asia, Africa and South America, is affecting urban management. The most important characteristics of marginalization include; destroyed Housing, rusty and unequipped houses, dominating the culture of poverty and is reflected in the behavior of the people, the people are isolated from the urban currents and the responsible organizations do not pay attention to the needs of the neighborhood. On the other hand, general features which are visible in marginal areas included Unfavorable appearance, low level of public health, lack of formal employment and sufficient income, existence of specific subcultures in small areas, addiction.

Marginalized areas are apt to crime, lack of adequate security surveillance, large numbers of needy and unemployed, low level of education, lack of adequate lighting in the streets and the geographical location of some areas, all make it easy for criminals to take refuge. When these predisposing factors are present, these potential areas will remain criminal. Feelings of insecurity in the neighborhood are not only due to violent crimes, but also abnormalities and disruptive behaviors such as addiction, vagrancy, begging and theft, in addition to being the main cause of fear and feelings of public insecurity, in turn provide the basis for widespread crime. The issue of marginalization is one of the urban problems that has been considered by legal and judicial experts and criminologists in terms of being a platform for committing crimes.

In the city of Zahedan, there are 1,350 hectares of dysfunctional rusty locations, such as, Karimabad, Shirabad, Hemmatabad and Resalat Boulevard in Zahedan is one of the suburbs of this city and with the annexation of other parts of Hemmatabad, North Azadi, North Shariati and Resalat Boulevard. Zahedan after the holy city of Mashhad is the most marginalized in the country in terms of area and according to the per capita population, we can say Zahedan is the first marginalized area in the country.

The city of Zahedan has divided to two completely separate poles. Due to the concentration of facilities in the city of Zahedan, the flood of migration because of droughts in the province has been marginalized. Sistan and Baluchestan University, as the scientific pole of the southeast of the country, according to its mission, needs to play a more effective role in providing solutions to reduce the problem of marginalization and the resulting social harms.

**Table (13-6) Operational plan of each of the strategies in the field of university mission in balanced and sustainable development of the southeastern region of the country**

objectives		University planning in the sustainable development of the southeast								
strategies		University assistance in solving the problem of marginalization and social harms								
row s	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Development of a specialized center for prevention of social injuries and life skills training in Zahedan	-	20	50	30	-	-	-	-	Vice Chancellor of cultural and social And student
2	developing the activities of the specialized center for prevention of	-	20	30	30	20	-	-	-	Vice Chancellor of cultural and social



	social injuries and training of life skills in other cities in the southeast of the country									And student
3	Establish and strengthen non-governmental organizations in support of the marginalized	S	S	S	S	S	-	-	-	Vice Chancellor of cultural and social And student
4	Helping to provide healthy nutrition, especially for children, with the help of non-governmental organizations	20	80	-	-	-	-	-	-	Vice Chancellor of cultural and social And student
5	Assistance in planning to remove obstacles and factors for the emergence and spread of this social phenomenon with the help of the municipality and other responsible institutions	-	S	S	S	S	-	-	-	Vice Chancellor of research and technology and other vice Chancellors
6	Establishment of an educational center under the supervision of the university with a focus on social harms	S	S	S	S	S	-	-	-	Vice Chancellor of research and technology
7	Establishment of an educational center under the supervision of the university with a focus on social harms	30	70	-	-	-	-	-	-	Vice Chancellor of cultural and social
8	Establishment of counseling centers in the field of social injuries with the help of non-governmental organizations and the specialized potential of the university	30	70	-	-	-	-	-	-	Vice Chancellor of research and technology
9	Provide solutions for the improvement and modernization of marginal tissues	-	-	-	-	100	-	-	-	Vice Chancellor of research and technology
10	Provide solutions to increase the quality of life of marginalized people with employment strategies to reduce poverty and better education and health									Vice Chancellor of research and technology

#### 6-4-7-7 University plan in controlling and reducing the effects of fine dust in the province

One of the main problems of the people of the region is dust and sandstorm in the northern region of Sistan and Baluchestan in the cities of Hirmand, Hamoon, Zabol, Nimroz, etc. The drying up of Hamoon Wetland, the problem of desertification and quicksand, etc., has caused dust in the area. Sistan and Baluchestan province with its special geographical location and recent droughts as well as seasonal winds has a high risk of developing chronic respiratory diseases. The 120-day dust storms of Sistan and Baluchestan have aggravated respiratory diseases among many residents of this region. The dust storms have become a problem for the residents of this city and have caused a lot of damage to the agricultural sectors.

Sistan and Baluchestan province with its special geographical location and recent droughts as well as winds is the main center of dust in Afghanistan, northern Sistan and the rest is related to the dryness of Lake Hamoon. If the dust phenomenon is not prevented and the current trend continues, the dust will cover not only Sistan and Baluchestan province as a whole, but also Kerman province, but also part of Pakistan and Afghanistan.



**Table (13-6) Operational plan of each of the strategies in the field of university mission in balanced and sustainable development of the southeastern region of the country**

objectives		University planning in the sustainable development of the southeast								
strategies		University assistance in solving the dust problem								
row s	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Development of new technologies in dust control	-	20	50	30	-	-	-	-	Vice Chancellor of cultural and social And student
2	Assisting in proper management of water and soil resources in order to reduce dust and combat desertification	-	20	30	30	20	-	-	-	Vice Chancellor of cultural and social And student
3	Preparation of wind atlas and determination of the origin of fine dust in the province, for better control	S	S	S	S	S	-	-	-	Vice Chancellor of cultural and social And student
4	Designing a wind power plant project in the center of dust formation and control of dust by this method	20	80	-	-	-	-	-	-	Vice Chancellor of cultural and social And student
5	Development of e-city with the help of the ability of the IT department of the university to have less people in public places during air pollution	-	S	S	S	S	-	-	-	Vice Chancellor of research and technology and other vice Chancellors
6	Assistance in introducing drought-resistant and fast-growing plant species for planting in the dust distribution center	S	S	S	S	S	-	-	-	Vice Chancellor of research and technology
7	Assistance in introducing new methods of controlling seasonal floods and its penetration into the ground at the center of dust formation	30	70	-	-	-	-	-	-	Vice Chancellor of cultural and social
8	Cooperation and assistance in determining the annual budget line for dust control and desertification	30	70	-	-	-	-	-	-	Vice Chancellor of research and technology

#### 6-4-7-8 University plan for business development using cyber space

The unique possibilities of the Internet have provided the condition for the emergence of a new form of commerce known today as e-commerce.

Conducting business transactions on a regular basis and ease of payment and receipt of funds has led to a dramatic change in the form and nature of business. All these possibilities and abilities have been created by the capable people who have a creative and mentally gifted mind. They are real entrepreneurs because not only have they created self-employment and employment for their affiliated human groups, but they have also created millions of job opportunities for millions of people on the planet just by connecting to the Internet. Thus, on the one hand, we are facing information technology as a global employment platform, and on the other hand, we are facing entrepreneurs who create new opportunities for job seekers in cyberspace every day. These entrepreneurs range from Internet service providers and products to programmers and IT professionals. Therefore, the economy of today's world is based on innovation, creativity and the



use of knowledge, especially information and communication knowledge. Such an economy is called a knowledge-based economy or "knowledge-based economy."

It is now clear that information and communication are two important forces. Both of them are valuable. A person who is aware of different markets and commodity prices in those markets or is aware of the past and future of the market can make better decisions to achieve more profit. Information in addition to value Information in addition to intrinsic value, has another aspect that leads to knowledge and affects the decision-making mechanism and its better execution. Communication is just as valuable as information, and it adds value to the size and type of communication.

Due to the high unemployment rate in Sistan and Baluchestan province, the development of IT infrastructure in the province and exploiting this potential to develop businesses based on cyberspace technology is one of the basic strategies for entrepreneurship and reducing unemployment in the province in this regard. The University of Sistan and Baluchestan, as the scientific hub of the southeast of the country, can play a key role.

**Table (13-6) Operational plan of each of the strategies in the field of university mission in balanced and sustainable development of the southeastern region of the country**

objectives		University planning in the sustainable development of the southeast								
strategies		Utilization of ICT potential for sustainable development of the province								
row s	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	organizing entrepreneurial events using the ICT platform	-	20	50	30	-	-	-	-	Vice Chancellor of cultural and social
2	Empowering entrepreneurs in the advantageous areas of the province with the help of digital accelerators	-	20	30	30	20	-	-	-	Vice Chancellor of cultural and social
3	Coordinatin to use the capacity of operators and companies that have an ICT market to support local and start-up businesses in the form of memorandums and agreements	S	S	S	S	S	-	-	-	Vice Chancellor of cultural and social
4	Holding specialized training courses in cooperation with the Science and Technology Park and the General Directorate of Communications and Technology of the province in order to grow specialized human resources	20	80	-	-	-	-	-	-	Vice Chancellor of cultural and social
5	Supporting the establishment of knowledge-based companies in the field of ICT using the capacity of university faculty members	-	S	S	S	S	-	-	-	Vice Chancellor of research and technology and other vice Chancellors
6	Establishment of a specialized growth center in the field of ICT in the Faculty of Electrical and Computer Engineering	S	S	S	S	S	-	-	-	Vice Chancellor of research and technology
7	Establishment of a specialized accelerator in the field of ICT in the university	30	70	-	-	-	-	-	-	Vice Chancellor of cultural and social



### **6-5 University plan in the field of higher education management in the province as a mother university**

The main purpose of land management and planning is the distribution of demographic and socio-economic activities and overt and covert capacities according to the changes and transformations of time and needs, which are mainly with a long-term view and in order to make optimal use of its facilities and also find a role. The specific responsibility of each region is based on its capabilities and capabilities in coordination with other regions.

Higher education planning, as a subset of land management planning, in fact, includes measures to organize and systematize higher education centers with a territorial (spatial) approach at the national and regional levels, based on long-term development orientations in the form of bottom-up planning and based on the capabilities, and regional constraints.

As mentioned in the comprehensive map of science and technology of the country, the expansion of universities and institutions of higher education should be subject to the results of planning studies.

The important goals of higher education in the country are to divide the country's higher education into 10 geographical regions, developing a regional management plan, organizing higher education institutions, integrating the admission and assessment system, designing a grading system, integrating skills training, quality higher education and targeted employment and education measures.

By creating the ground for synergy between the universities of each region, relying on regional management in each of the ten regions, it provides the possibility of better planning and management. Therefore, it is necessary to take into account regional considerations in formulating strategic plans and development plans of universities, and to avoid duplication and overlap in formulating new plans. In each of the regions, one or more universities have been selected as designated or mother universities, which have the role of managing the scientific and educational development of other centers and universities in the complex.

Sistan and Baluchestan University as a mother university in the future can play an important role in the management and planning of higher education in the province. Therefore, it is necessary to pay attention to this important role in the strategic planning process of the university. It is proposed:

- 1- In what kind of model should higher education institutions and universities in the province be developed?
- 2- What fields and sections should be established or developed according to the potentials and missions of the higher education centers and universities of the province in order to achieve the goals specified in the upstream development documents of the province?
- 3- How many students and in what fields and sections should be trained so that both the needs of the province are met and we do not suffer from human source inflation and unemployment of the educated class?
- 4- How many facilities, credits and faculty are needed to achieve these quantitative and qualitative goals?



5. What are the strategies for improving the quality of graduated human resources based on regional and national needs?

Answering the above questions requires studies and discussions and consideration of experiences, and is outside the service description of the university's strategic document. Based on studies in the field of planning, the following proposed indicators can be considered as criteria for planning:

1- The ratio of population to the number of universities and higher education centers in the city and province

2- Calculating the requirement coefficient index for different fields based on the criterion of vacant capacities of fields and trends or the scientific level of those admitted in each field and trend

3- Number of students studying by degree

4- Number of students studying in the province by different economic sectors (agriculture, industry, services, etc.)

5- The ratio of student admission capacity in fields related to each of the economic sectors of the province to the total number of employees in that sector

6- The ratio of students to one hundred thousand people in each city

7- The ratio of public sector students to total students

8- Unemployment rate in each of the university fields in the province

9- Relative index (ratio of student admission capacity in each field in the province to the population of the province) to (ratio of student admission capacity in the field in the country to country population ratio)

10- Analyzing the admission capacity of students in the fields that are considered as the potential and advantage of the province.

**Table (14-6) Operational plan of higher education management development and planning strategy in universities and centers under the auspices of the university as the mother university**

strategies	universities and centers under the auspices of the university as the mother university									
row	Operational plans (executive solution)	Progress percent								moderator
		2017	2018	2019	2020	2021	2022	2023	2024	
1	Effective participation in the formulation of regional higher education policies and strategies	S	S	S	S	S	S	S	S	The university President , Vice Chancellor of Educational and Research
2	Finalization of universities and higher education centers under the auspices of the university (Moin)	40	60	-	-	-	-	-	-	The university President , Vice Chancellor of Educational and Research
3	codification of the higher education planning document of the province, based on the national higher education planning document	20	60	20	-	-	-	-	-	The university President , Vice Chancellor of Educational and Research
4	Identifying local, provincial, regional, national and international missions of each of the universities and higher education centers of the province	-	100	-	-	-	-	-	-	The university President , Vice Chancellor of Educational and Research



5	Development of a program for the development of faculties, fields and student admission capacity in each of the universities and higher education centers of the province	-	50	50	-	-	-	-	-	The university President , Vice Chancellor of Educational and Research
6	Estimating the infrastructure, faculty and non-faculty members, credits and needs of each of the universities and higher education centers of the province	-	50	50	-	-	-	-	-	The university President , Vice Chancellor of Educational and Research

### 13- Codification of the higher education logistic document of the province

- Identification of local, provincial, regional, national and international missions of the universities and higher education centers of the province
- Codification of a develop program to develop colleges, disciplines and student admission capacity in each of the universities and higher education centers in the province
- Estimation of infrastructure, faculty members and non-faculty members, credits and needs of each of the universities and higher education centers of the province

**Table (7-4) hypothetical table for evaluating and monitoring operational plans**

strategy	operational plan	Percentage of achievement 2018	Percentage of cumulative target progress (start of program so far)	Percentage of achieved progress	Deviation from the program	Explanation of deviating from the program
Membership in scientific and international forums	Membership in the International Association of Universities (IAU) and attend meetings	100	100	•	100	Explained here
	Membership in the Committee of Science and Technology of Islamic Countries (COMSTECH)	100	100	100	•	-
	Member of the Science and Technology Commission for Sustainable Development in Southeast Asia (COMSATS)	100	100	•	•	-
	Membership in international scientific and academic NGOs	20	100	10	50	Explained here



**Strategy:**

Supporting the rights of the disabled students in the University of Sistan and Baluchestan

**Programs:**

- 1- Attending to specialized standards in the construction and repairing buildings, public places and university passageways for the disabled
- 2- Reducing working time for employees with disabilities
- 3- Tuition discount or free education for disabled students who have a letter of introduction from Welfare.
- 4- Assisting to allocating special sports and cultural facilities to the disabled

**Strategy:**

Supporting the pregnant mothers in USB

**Programs:**

- 1- Assisting to give maternity leave, according to the law, for pregnant women staff in USB
- 2- Assisting to leave for pregnant students without counting academic years.
- 3- Holding some medical and health care workshops for pregnant students