University of Tehran

Performance Report
of University of Tehran
(March 2020-2021)

UT RESPONSE TO COVID-19

President's Report

Giovanni Gronchi
President of Italy

André Godard
French architect and
archaeologist

Henry Corbin
Iranologist and French
philosopher

Konrad Adenauer
Chancellor of Germany

Ludwig Wilhelm Erhard
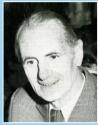German Chancellor and
German Minister of Economy

Jan Rypka
Czechoslovakian
Iranologist

Arthur Upham Pope
American Orientalist

Toshihiko Izutsu
Japanese Islamologist
and philosopher

Jacques Duchesne-Guillemin
Iranologist and professor
of Iranian languages at the
University of Liege

Fritz Meier
Iranian scholar and
researcher

Walther Hinz
Iranologist and German
researcher

Bobojon Ghafurov
Russian orientalist and
researcher

Henrik Samuel Nyberg
Swedish orientalist and
Iranologist

Giuseppe Tucci
Director of the Italian Institute
for the Middle East and the
Far East and researcher

Emile Benveniste
French Orientalist

Nelson Mandela
Leader of the African
National Congress

Coleman Barks
American poet and translator

Albert Caquot
French scientist and member
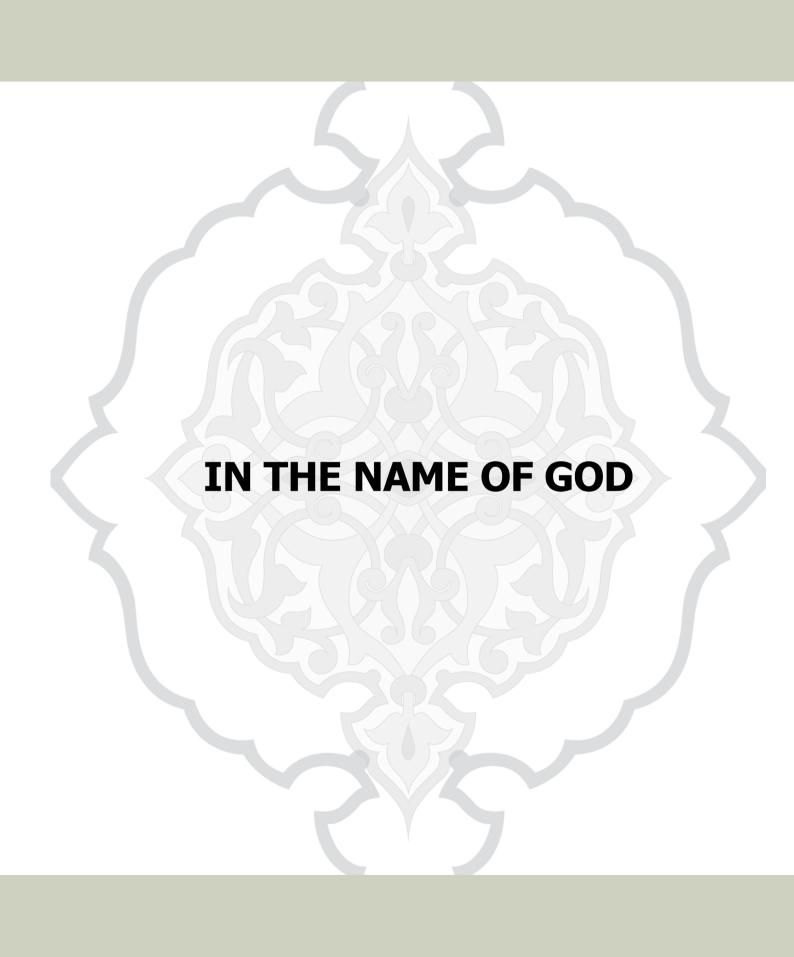of the French Academy

Nazir Ahmad
Iranologist and professor
at Indian universities

Romano Prodi
Prime Minister of Italy

As a well-reputed and prestigious university, University of Tehran has a long history on awarding Ph.D. degrees to various recipients across the world. UT Honorary Doctorates are awarded for substantial contributions of the recipients to UT, their professions, their community at large or as recognition of their life experiences.

IN THE NAME OF GOD

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Executive Summary

As a result of the circumstances arising from the pandemic in 2020, the macro policy of UT has been "to resume activities through focus on E-Learning and online education" and "to fulfill the social responsibility of UT in confronting with the Corona crisis".

In this year, the collection of digital transformations and movement towards "E-Learning and online Education" clearly indicate that UT is a pioneer in the higher education system of the country in such a manner that all online classes in the second semester of 2020 were held with accessibility rate of 99.9% and the "high" satisfaction rate among the beneficiaries of this transformation, i.e. students and faculty members' satisfaction, exceeded 80% in November 2020. As a "fourth generation" university and according to the records of UT in playing a significant role in macro research projects such as "Special Reporting Committee on Iran Floods 2019", UT emerged as a pioneer and a responsible administrator in management of various dimensions of Corona Crisis in the form of a collection of policies, strategies and diverse activities from the inception of the pandemic. A significant section of such activities were carried out in the format of holding consultative meetings of various "Scientific Clusters" such as "Economic Cluster" and "Social-Capital Cluster" and their studies-results were handed over to the relevant administrations and authorities within the framework of "Policy Reports".

Another section of such activities were pursued under the supervision of UT Vice-Presidency of Research in the format of initiating a joint scientific network with contribution of authorities and adepts of UT and other relevant administrations specially University of Medical Sciences of Tehran, Shahid Beheshti University, University of Medical Science of Iran and The Executive Headquarters of Imam Khomeini's Directive, formation of four exceptional scientific and specialized working-groups, holding tens of seminars and meetings in regard to Covid-19, executing over 8 macro-researches in the academic level and 8 researches on the level of university units.

In the field of education, "assembling instructions for activities and educational regulations that comply with the circumstances arising from the Corona pandemic and also adaptability while executing them" has been the main focus of all activities. The automation of 15 principal educational procedures, including the affairs of students, graduates and faculty members, was carried out in 2020. In the meantime, the educational and student affairs of over 11,200 new students, more than 1,400 students with exceptional talents and 12,000 graduates have successfully been implemented as a result of the measures taken.

Besides, apart from regular plans for revision of educational majors, introduction of "Two-Sided Courses" in over 70 B.A majors and "Assessment of Fields of Study" for the first time in the history of UT, through guidance of international advisors, were among the most important activities in the field of education.

In the field of research, due to the significance of "quality" index in research-oriented activities, the main policy of UT has been to encourage and guide faculty members and students towards publishing papers in credible journals, which include researches befitting the requirements of the country and applied researches, and to pay serious attention to abiding by the "professional ethics" in publications and research activities. Quantitatively, the number of published

domestic and international papers indicate an increase compared to 2019 in registration of papers in reference bases such as Scopus, WOS and ISC. In reference base of WOS only, the number of UT papers have been 4,727 which shows 11.5% growth compared to the previous year. Qualitatively, 15.5% growth is witnessed in Q1 journals and 10.4% increase in Q2 journals.

As for the research plans and contracts in 2020, overall 331 applied contracts with administrations, institutes, official and private companies, worth over 1,167 billion Rials in enacted budget, were signed.

Guiding orientations of the researches and applied studies towards the requirements of the society (i.e. connections with industry and society), specially "local societies", has been one of the other developmental activities of UT. In the same spirit, UT has led a number of plans with national and regional ranges of influence such as "Execution of Constructing and Developing the City of Khaf Based on Approach of Stable Livelihood and Rehabilitation of Local Societies", "Development of Technology to Optimize Production Procedures and Increase Extraction Coefficient in Yadavaran Field", "National Comprehensive Plan to Reduce Air Pollution with Contribution of Ten Level-1 Domestic Universities" and other activities. In addition, UT Vice-Presidency of Research, in line with orientation of researches towards requirements of the society, initiated four new institutes in the field of new science and technology.

In the field of technology and commercialization, "developing ecosystem of technology and innovation", with emphasis on employment of research achievements of students and professors within the city center of Tehran, has been the principal policy to follow by a chain of "UT Science and Technology Park", "Organization of Development and Investment" and "City of Knowledge Plan". A number of activities that are being implemented using the scientific and professional capacities, valuable human resources and facilities of UT are tersely mentioned here: assembling special programs of "Sprout", "Growth", "Efflorescence", "Growth and Post-Development" in "Chain of Value from Idea to Commercialization" in the science and technology park; preparing, assembling and providing substructures for "Mechanisms of Public and Private Contribution" in the developmental projects of UT by the Organization of Investments and development and contribution in initiation and development of companies with reproductive technology using joint investment with the private sector or risk-taking funds; execution of a number of key plans such as "Project of Biotechnology Tower" and "Projects of ASKO and Science and Technology Park of Ghods in the format of Retrofitting the Old Buildings" and planning to execute few more developmental plans in the form of "City of Knowledge".

In the domain of Vice-Presidency of Planning, "accomplishing 80% of UT Plans in 2020", "Revising Structure of UT", "Formation of Council of Improving Procedures" etc. are among significant achievements within the domain of Vice-Presidency of Planning.

Moreover, apart from monitoring organizational transformations from the viewpoint of "Structural and Human Resources" which are being published in the format of "Annual Calendars", assembling "The First Report on Social Impact of UT" has been one of the activities of this Vice-Presidency in the previous year. In "the Report on Social Impact of UT", a comprehensive image of UT has been presented in regard to the all-inclusive development of the country including "Impact

on management of the country", "Impact on preserving culture, art and history", "Impact on improvement of science, technology, innovation and entrepreneurship" and "Impact on development of social responsibility".

In the domain of Vice-Presidency of International Affairs, "Improvement of International Position of UT and Influential Presence in the Cycle of Development and Promotion of Global Science and Technology" have been the main focus of these activities. Achieving this goal has been pursued through efforts for improvement of position of UT in the ranking systems, influential presence in administrations, organizations and important and influential academic syndicates, hosting scientific and research academic delegations from various countries, interaction with international academic players and scientific network-making on regional and international levels especially the European Union, Russia and China.

Within the domain of Financial and Administrational Vice-Presidency, the following measures have been taken: implementation of plans and policies of the green university, revision of financial and transactional regulations of UT and enacting them in the Board of Trustees, auditing and updating accounts of UT, employing Government Logistics System (SETAD) to improve transparency of purchasing methods and holding tender offers and auctions, revision of financial process of UT earnings in foreign currencies, taking inventory of and monitoring data of system of properties, assessing them and evaluating depreciation of properties, initiation of accounting for animals and plant properties and partial entry of info in SANA system, employing and installing 11 governmental electronic systems, agreement with the Municipality of Ghods city over 15,000 square meters of lands of Ghods city (Abrisham Town) to alter land-use to residential and commercial, acquiring approval of Ministry of Roads and Urban Development to provide 600 residential units in the New City of Hashtgerd and initial agreement over assigning a piece of land with area of 32 hectares to construct a green town devoid of pollution. Other activities of this Vice-Presidency include supervising and executing various civil projects in UT using capacities of the Architectural and Technical Council of UT and policies of UT to ensure development of substructures of UT based on high qualitative standards. Apart from quality, management of expenditure has been focused on more than any other time.

In the domain of Cultural and Social Vice-Presidency, the most important activities in the last year have been the following: support, guidance and supervision over activities of 119 scientific associations of students and 403 active unions, holding 180 promotional and scientific events over 150 cultural activities, publication of 290 student journals, publication of 160 electronic journals and covering 3,995 students who are related to the Martyrs families or veterans of the war. Other activities that have been organized by the Cultural Vice-Presidency include management of museums and green areas of UT during the pandemic including "initiation of a 360-degree online tour", "registration of 10 works of museums of Negarestan and Moghadam in Iran National Heritage List", "assembling the statute for Council of Policy-Making of UT Museums", etc.

In the domain of Vice-Presidency of Students Affairs, the following measures have been taken: implementation of "Plan of compassion" to maintain accountable relations of UT with students in difficult circumstances during the pandemic with contribution of 22,700

students, execution of "Plan of Welcoming" to facilitate socialization of new students of UT, focusing on the mental health during the pandemic by increasing online and phone counselling up to 2,466 hours. The actions implemented to improve welfare of students include: holding 195 student webinars, 62 specialized webinars, producing and publishing 131 volumes of mental health contents, identifying problems in students' mental health via plan of "Monitoring Mental Health" of 27,304 students, who were already studying, 11,930 new students, who had entered UT in 2020, and performing required interventions. Furthermore, the following actions point out an unprecedented improvement in quality of residential areas of students: retrofitting and constructing new dormitories and sports spaces using the funds of UT, benefactors, UT Supporting Foundations, Students Welfare Fund and Ministry of Science, Research and Technology.

In the domain of Public Relations and Information, the most important action in the past year has been reactivating "Office of Public Relations" and initiation of a qualitative transformation in the process of notification of UT activities. In the same spirit, the following measures taken are also worth mentioning: initiation of the analytical and news-oriented website of UT (news.ut.ac.ir) to develop quality and quantity of dissemination of information and diversify the process of content creation, initiation of social networks and official notification of UT on Instagram, LinkedIn, Twitter, YouTube, Aparat and Eitaa, launching #Organizational Dashboard of UT to improve interaction with multi-publication media, monitoring media trends and social media concerning UT activities.

In the domain for Office of Legal Affairs, one of the most significant achievements in this field has been "acquiring the one-paper deed for lands of Central Pardis Campus of UT". Besides, the dynamism of this domain regarding the previous year is demonstrated via preservation of properties and real estate of UT i.e. acquiring 173 verdicts out of 220 in favor of UT in the legal claims made by UT, success rate of 79% in all legal and criminal lawsuits and lawsuits in "Public Law and Court of Administrative Justice of Iran".

UT President's Message

Esteemed Colleagues,
Students,
Graduates,

Congratulations once again for the New Year (Nowruz). We praise the Lord for bestowing upon us another chance to present the annual report. The report at hand is the analytical-descriptive report of UT performance in the last year and cannot possibily reflect all activities and actions of UT. However, it will hopefully present a terse and clear image of achievements and activities of UT of last year to friends and enthusiasts.

The outbreak of Covid-19 with all its risks and ambiguities early in March 2020 preoccupied everyone's mind and this matter was sensitive in universities due to the gatherings of students in classes and dormitories and UT had to deal with more complexities in this regard due to its extensiveness. Since Iran was the second country after China to encounter this crisis and unfortunately there was no access to any clear and accurate information from China, the absence of using international experiences added to the complexities of the crisis. The initial proposed solutions to confront with Covid-19 suggested continuation of educational activities of universities as in-person attendance manner, and support of non-resident students to return to their hometowns Additionally, tackling hindrances to all educational activities for a limited time like end of April, when it was expected that the disease will be controlled.

However, none of the suggestions could be desirable for UT due to the following reasons:

- UT accommodates the greatest population of non-resident students.
- There was no accurate prediction in regard to controlling and ending the crisis and pursuing UT activities could potentially endanger the health of colleagues and students
- Discontinuing UT activities resulted in extensive reflections, whereas, bringing UT activities to a stop could be as costly as reinitiating them.
- The experience of shutting down the universities was undesirable since such an action can leave adverse effects on the future and the lives of students
- Fortunately, appropriate substructures and capacities for E-Learning had been provided since 2000s and they had been developed and tested through the recent years, notwithstanding the fact that, these capacities were definitely not enough to support 7,500 courses.
- Development of digital technology and employing "E-Learning" had attained the global attention as a new approach, therefore, the arisen circumstances provided a proper opportunity for UT to experience this "new paradigm"

Having the above mentioned issues in mind and following the discussion of the matter in the first meeting with the Board of Directors in February 22, 2020, it was decided that the educational activities should continue online and UT units were notified of the utmost utilization of the existing capacities. Besides, it was emphasized that all capacities of online education should be employed and the substructures should be improved. The managers were also asked to include the matter in their agenda for pursuance and further action.

According to this preface, what comes next is the report on the macro-performance of UT in 2020 from an analytical-descriptive point of view which will be categorized and presented in two sections with emphasis on activities during the pandemic: A- Macro-Policies and Actions of UT and B- Performance of Administrational Units of UT. Obviously, the statistical reports containing detailed information will subsequently be presented by the relevant units.

This report will hopefully meet the requirements of the public opinion and the great family of UT i.e. esteemed colleagues, staff, students, graduates and all friends and admirers of UT. In the end, I would like to sincerely thank all administrational units of UT for playing a role in completing this report.

Mahmoud Nili Ahmadabadi
President of University of Tehran
April 4, 2021

University of Tehran Macro-Policies during the Coronavirus Pandemic

Social Responsibility as a Priority for UT as a Fourth Generation University

Sustenance of Regular Activities, with Particular Emphasis on E-learning and Advancement toward the "Digital University of Tehran"

Social Responsibility as a Priority for UT as a Fourth Generation University

Executive Actions

Organizing the International Convention on Latest Information about COVID-19 in Iran and Europe, which was attended by eminent lecturers from Iran, Italy, England, and Spain

Cooperating with the Executive Headquarters of Imam's Directive, Innovation and Flourishing Trust Fund, and the Office of Vice President for Science and Technology Affairs in funding and running various projects

Establishing an academic network of major universities

Launching COVID-related social media pages

Activating Scientific Clusters, such as the Economic Cluster and the Social Capital Cluster, and presenting scores of policy reports

Establishing the Task Force on COVID-19 Test Kits and Sensors

Establishing the Task Force on Smart Data-Analysis Systems

Establishing the Task Force on COVID-19 Treatment and Vaccine Development Methods

Establishing the Task Force on Biophysical Approaches to the Diagnosis and Treatment of COVID-19

Presenting the preliminary proposal for a level-3 laboratory specially equipped for COVID-19 research studies

Research Activities

Developing the electrical diagnosis of COVID-19 on the surface of nanoelectrodes in microfluid systems

Designing, assembling, and registering the Transparent Electromagnetic Mask, which can repel and eliminate COVID-19

Developing the biophysical approach to the detection of contributing factors in the deactivation of the main viral enzymes and the prevention of their attachment to respiratory cells based on molecular dynamics

Detecting virus-carrying surface molecules and deactivating them through anions and cations floating in the air

Conducting research on patient monitoring, early diagnosis, and comprehensive planning strategies for smart data analysis aimed at boosting patient tolerance during the critical period of the disease

Developing a mechanical ventilator in collaboration with a science based Company based at the UT College of Engineering

Designing and producing COVID-19 Rapid Test Kit

Designing and developing electrochemical biosensors for COVID-19 diagnosis

Sustenance of Regular Activities, with Particular Emphasis on E-Learning and Advancement Toward the "Digital University of Tehran"

Boosting data infrastructures (software and hardware)

Systematization and enhancement of data systems

Bolstering the four layers of the "Facilitator", "Application", "Governance" and "Consequence"

Online advanced and professional courses

Boosting e-learning (E-Learn and inter-active networks)
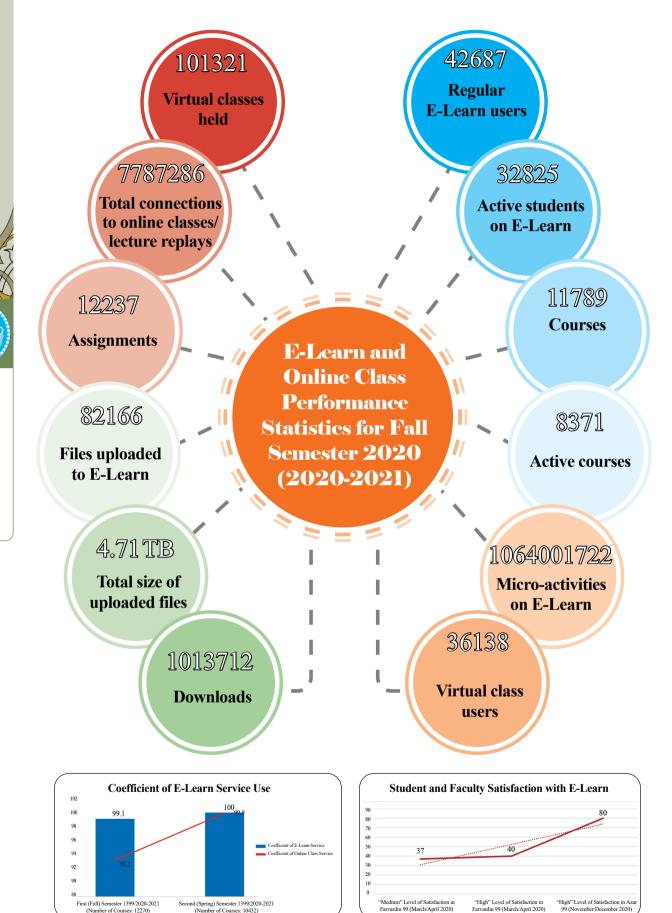
The Council for Information Technology Governance

Interactive networks and multimedia management

Science and information management

The Secretariat of IT and E-Learning Managers of Top Universities

101321
Virtual classes held

7787286
Total connections to online classes/ lecture replays

12237
Assignments

82166
Files uploaded to E-Learn

4.71 TB
Total size of uploaded files

1013712
Downloads

42687
Regular E-Learn users

32825
Active students on E-Learn

11789
Courses

8371
Active courses

1064001722
Micro-activities on E-Learn

36138
Virtual class users

E-Learn and Online Class Performance Statistics for Fall Semester 2020 (2020-2021)

Coefficient of E-Learn Service Use

- 99.1
- 100
- 99.9
- 93.2

Coefficient of E-Learn Service
Coefficient of Online Class Service

First (Fall) Semester 1399/2020-2021
(Number of Courses: 12270)

Second (Spring) Semester 1399/2020-2021
(Number of Courses: 10432)

Student and Faculty Satisfaction with E-Learn

- 37
- 40
- 80

"Medium" Level of Satisfaction in Farvardin 99 (March/April 2020)

"High" Level of Satisfaction in Farvardin 99 (March/April 2020)

"High" Level of Satisfaction in Azar 99 (November/December 2020)

University of Tehran Highlights in 2020-21

1 The Quality Assessment Center conducted an internal assessment of all undergraduate programs for the first time in the history of the University of Tehran.

2 More than 70 undergraduate dual programs (major/minor combinations) were established.

3 UT Office of Vice President for Planning and Information Technology released the first official report on the social impact of universities in Iran.

4 The University of Tehran improved its world ranking in the QS World University Rankings by Subject and Times Higher Education World University Rankings. It was also ranked 1st nationally and 254th globally in the University Ranking by Academic Performance (URAP).

5 Despite the annual rate of inflation and the unchanged operating budget of the University of Tehran, the staff and faculty members received two-stage and one-stage pay raises, respectively.

6 The approval of the Ministry of Housing and Urban Development was obtained for the construction of 600 housing units in the new town of Hashtgerd, and a preliminary agreement was arranged to allocate a 32-hectare piece of land for the construction of a green and pollution-free suburb.

7 The University of Tehran Alumni Center was officially registered at the Companies Registration Office, subsequent to which several other alumni centers were registered at UT-affiliated units.

8 A qualitative transformation was effected in the news reporting and public relations approach of the University of Tehran through the establishment of new sections on UT News and Analysis website, such as 1) Iran in the Mirror of 1400 Campaign, 2) The University of Tehran Timeline of Events from 1934 to 2021, 3) National and International Achievements, 4) Profiles of Luminaries, 5) Review of the news archive and production reports of the past ten years and their categorization by subject.

9 The production and broadcast of more than 70 television programs about the projects and undertakings carried out by the University of Tehran and its faculty members were arranged.

University of Tehran Highlights in 2020-21

10 The official news and analysis website of the University of Tehran was launched at www.news.ut.ac.ir, with a view to the qualitative and quantitative enhancement of news reporting and the diversification of the news reporting process.

11 The official social media pages/channels of the University of Tehran were established on Instagram, LinkedIn, Twitter, YouTube, Aparat, and Eitaa.

12 The UT Organizational Dashboard was created with a view to enhancing communication with mass media, surveying media trends, and monitoring social media platforms with respect to the activities of the University of Tehran.

13 In 2020, of the approximately 220 verdicts passed by judicial and quasi-judicial authorities, 173 were given in favor of the University of Tehran.

14 Through the constant effort of UT Office of Legal Affairs, the one-sheet title deed of UT Main Campus was finally issued and delivered in June 2020, after 86 years since the establishment of the University of Tehran.

15 The University of Tehran Press published 99 books.

16 UT Office of Vice President for Social and Cultural Affairs launched the bilingual (English/Persian) 360-degree virtual tour (360p.ir/1001).

17 Ten artworks kept at Negarestan Museum Garden and Moghadam Museum were listed on Iran's National Register of Cultural Monuments.

18 The Charter of the Policy-Making Council of UT's Museums was drawn up.

19 The University of Tehran's number of research publications indexed in WOS rose by 14.5 percent. The increase was mostly evident in the number of research articles published in Q1 (15.5 percent) and Q2 (10.4 percent) journals.

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20 In 2020-2021, a total of 331 practical contracts with various organizations, institutes, and state-owned and private enterprises, which amount to a total value of over 1167 billion rials, were signed. To cite only one instance, the number of contracts signed with the Office of Vice President for Science and Technology Affairs rose by 36 percent.

21 Technology and Innovation Ecosystem Development at the heart of trade center of Tehran was the main policy consecutively followed by UT Science and Technology Park, Investment and Development Organization, and the City of Knowledge Project.

22 The University of Tehran accomplished more than 80 percent of its 2020-2021 projects.

23 15 main procedures within the purview of the Office of Vice President for Academic Affairs (including student, alumni, and faculty affairs) were automated.

24 About 120 student associations, 43 active cultural centers, 290 student journals, and 160 electronic journals operate at the University of Tehran.

25 More than 22700 students partook in the Solidarity Campaign with a view to developing a strong and socially responsible bond with the university during the coronavirus pandemic.
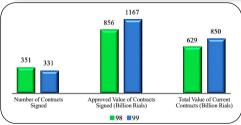
26 4700 students were accommodated at UT dormitories with strict adherence to COVID-19 health protocols.
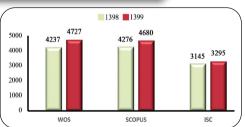
27 Several dormitories and sports facilities were remodeled and renovated, and a number of new residence halls and sports facilities were established with the aid of UT funds, benefactors, UT sponsors' foundations, UT Student Trust Fund, and Iran's Ministry of Science, Research, and Technology.

University of Tehran Highlights in 2020-21
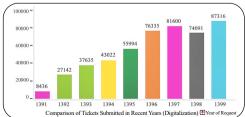
Value of Research Contracts Signed in 2019 and 2020

	98	99
Number of Contracts Signed	351	331
Approved Value of Contracts Signed (Billion Rials)	856	1167
Total Value of Current Contracts (Billion Rials)	629	850

Research Publications in 2019 and 2020

	1398	1399
WOS	4237	4727
SCOPUS	4276	4680
ISC	3145	3295

Comparison of Tickets Submitted in Recent Years (Digitalization) — Year of Request

Year	Value
1391	8436
1392	27142
1393	37635
1394	43022
1395	55994
1396	76335
1397	81600
1398	74091
1399	87316

Digitalization

Establishment of Four Modern Science and Technology Institutes/Research Centers

Establishment of the Quantum Science and Technology Institute with a view to enhancing quantum research and technology

Establishment of the Smart Practical Systems Research Center for interdisciplinary and transdisciplinary research studies

Establishment of the Electrotechnical Institute for Cancer Research with a view to advancing research on nanobioelectronic technology and its use in the diagnosis and treatment of cancer

Establishment of the Institute for Science, Technology, and Innovation Monitoring with a view to contributing toward the satisfaction of Iran's scientific and research demands for monitoring and assessing the performance of science, research, technology, and innovation institutions at local and national levels, as well as conducting advanced business data analysis

University of Tehran's Social Impact Model

Impact on Social Responsibility Development

- Social Empowerment
- Health
- Welfare and the Elimination of Discrimination

Impact on the Advancement of Science, Technology, and Entrepreneurship

- Innovation and Entrepreneurship
- Modern Technology
- Science Development

Impact on National Governance

- Domestic Policy Development
- Foreign Policy Development
- Judicial Development
- Economic Development
- Higher Education Development
- Crisis Management
- Defensive Development
- Road and Urban Development
- Food Safety

Impact on the Preservation of Culture, Art, and History

- Advancement of Persian Literature
- Cultural and Intellectual Development
- Development of Art and Architecture
- Historic Preservation and Cultural Heritage Conservation

Impact on Environmental and Natural Resource Conservation

- Sustainable Development
- Energy Consumption Optimization
- Natural Resource Conservation and Green Space Development
- Environmental Protection

10000

Ph.D. interviews conducted

3400

English grade reports issued

11000
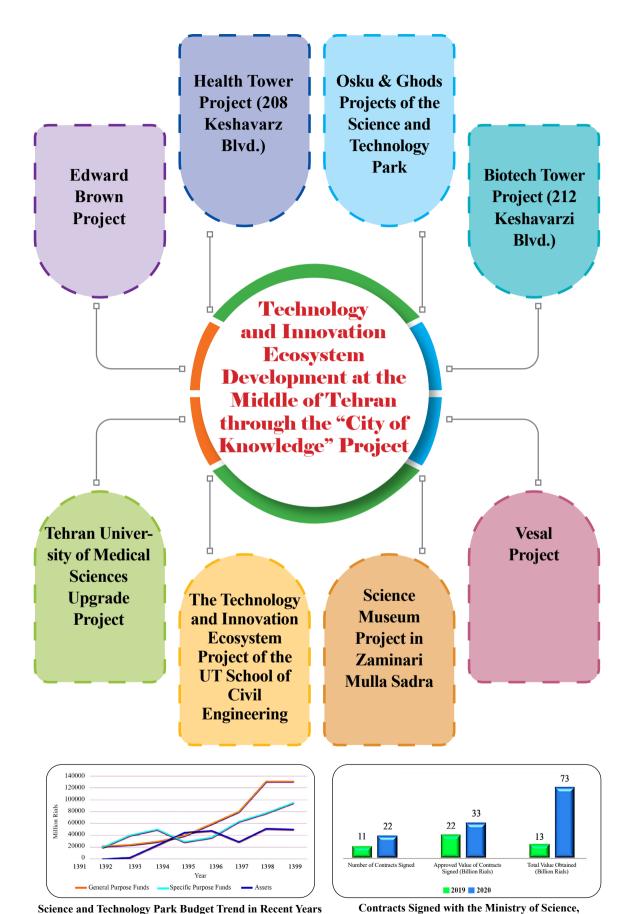
Education verifications issued and sent

Highlights of the Executive Performance of UT Office of Vice President for Academic Affairs

161

Student ID cards issued; provisional degree certificates and original degree certificates issued and mailed (international students)

11960

Student ID cards issued; provisional degree certificates and original degree certificates issued and mailed (domestic students)

Edward Brown Project

Health Tower Project (208 Keshavarz Blvd.)

Osku & Ghods Projects of the Science and Technology Park

Biotech Tower Project (212 Keshavarzi Blvd.)

Technology and Innovation Ecosystem Development at the Middle of Tehran through the "City of Knowledge" Project

Tehran University of Medical Sciences Upgrade Project

The Technology and Innovation Ecosystem Project of the UT School of Civil Engineering

Science Museum Project in Zaminari Mulla Sadra

Vesal Project

Science and Technology Park Budget Trend in Recent Years

Million Rials

140000
120000
100000
80000
60000
40000
20000
0

1391 1392 1393 1394 1395 1396 1397 1398 1399

Year

— General Purpose Funds — Specific Purpose Funds — Assets

Contracts Signed with the Ministry of Science, Research, and Technology in 2019-2020

11 22
22 33
13 73

Number of Contracts Signed
Approved Value of Contracts Signed (Billion Rials)
Total Value Obtained (Billion Rials)

■ 2019 ■ 2020

Significant Systematizations/ Automations in 2020

UT Facilities Reservation System

Establishment of Dissertation/ Proposal Plagiarism Checker on the Integrated Academic Management System to be used at the approval and defense stages

Establishment of the UT Information Systems Catalog on the website of the Information Technology Center

Enhancement of the Electronic Voting System in view of the coronavirus pandemic

UT Supplier Assessment System (Vendor List)

Enhancement of the Faculty Sabbatical Leave System and the launch of its latest version

The new UT Staff Profile System

Automation of research core processes

Establishment of the new version of the Modern Financial System

Establishment of the Online Dissertation Registration System for registration on IranDoc via the Integrated Academic Management System

The acquirement of the Electronic Trust Symbol for the payment gateways of UT Information Systems

In-Person/Virtual Final Examination System for Spring (Second) Semester 1398/2020

Identity and Education Verification of Newly Admitted Undergraduate and Postgraduate Students

Establishment and enhancement of the Faculty Promotion System

Launch of the Electronic Signature System for electronic signing of the minutes of dissertation/ thesis defense sessions and proposal approval sessions

Faculty Promotion System

Automation of the student request process

Automation of Dual Undergraduate Programs on the Academic Management System

Upgrade and development of Organizational Intelligence and Data Processing Subsystems (such as E-Learn and Consequences of the Coronavirus)
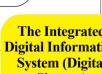
Infrastructural enhancement of the Central ID Verification System

The Integrated Digital Information System (Digital Signage)

Establishment and enhancement of Insurance Policy Administration Systems (Complementary Health Insurance, Life Insurance, and Accident Insurance Plans and the online application for the 2020-2021 academic year)

Sports Facilities Booking System

Outstanding Student Scholarships 2020
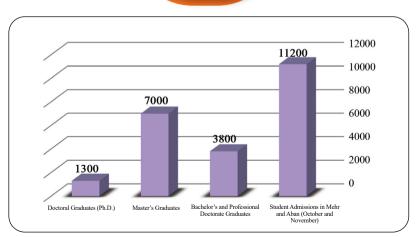
500

Students granted admission through Iran's National Elites Foundation

760

Students granted admission to master's and doctoral programs in accordance with their respective protocols

150

Winners and runners-up of student Olympiads granted admission

	12000
11200	10000
	8000
7000	6000
	4000
3800	2000
1300	0

Doctoral Graduates (Ph.D.) · Master's Graduates · Bachelor's and Professional Doctorate Graduates · Student Admissions in Mehr and Aban (October and November)

Student Admissions and Graduation in 2020-21

Performance Report of University of Tehran (March 2020-2021)

A- Macro Policies and Actions of UT

Due to the exceptional circumstances resulting from the Corona pandemic, the macro policy of UT in confronting with the existing crisis was conducted in two major fields: 1- Continuing the activities in the direction of Online-Teaching and encouraging the potentials of E-learning in UT. 2- Playing an effective role in confrontation of the country with the Corona pandemic in line with fulfilling the social responsibility of UT.

Continuation of Activities with Emphasis on E-Learning and Advancement Towards the Digital University of Tehran

Despite restrictions and complexity of the situation and in accordance with ensuring the desirable quality of implementing the educational plans of UT and also in order for the students to attain the optimum utilization out of the existing facilities, enormous measures have been taken by various units of UT especially within the field of education, IT and Vice-Presidency of Students Affairs. The initial steps included in the agenda were elevation and increase in the efficiency of E-learning process, development in potential skills of the faculty members, students and pundits coupled with an expansion in both software and hardware facilities. Therefore, six educational courses and six workshops were held for 460 faculty members and nearly 500 pundits during the last year. In the meantime, a working group consisting of 150 liaison IT experts of the faculties was organized to hold the educational activities appropriately in the form of E-learning.

Discharging all the approved educational programs in 2020 was achieved through employment of electronic and online preparations coupled with assembly of successful E-learning models and interconnected directory. As a result, live class sessions were held with access rate of 93 percent in the first semester and 99.9 percent in the second semester. The same index for the E-learning management system was 99 percent in the last semester and has been 100 percent so far in the current semester.

The digital transformation and the E-learning confirm that UT is a pioneer in the higher education. The synchrone online classes were improved by two different connection methods in the first semester of 2020 and by four in the second semester through establishment of servers both in and out of UT. The following measures are part of the arrangements which were laid out to put E-learning into effect:

- Initiation of clustering to improve the speed and stability of systems.
- Supplying two distinct connection methods for live class sessions.
- Upgrading the software and increasing the service quality of learning management systems and live class sessions.
- Promoting the learning substructure in order to enhance the quality of services.
- Establishment of reserve servers in UT College of Engineering and outside UT for emergencies.
- 24/7 inspection of all servers and infrastructures to prevent any disorder.
- Setting up E-Learning Report of UT

Organization which shows the performance status of charts which are relevant to learning activities and live class sessions using the uniform learning management systems.

The statistics of E-Learn operation and live class sessions in the first semester of 2020, which are demonstrated in the following table, indicate the quantity and quality of education in UT throughout the Covid-19 pandemic.

Apart from the expansion of the software facilities, development of infrastructure should have also been focused on. To achieve this goal, the supply budget of the IT center witnessed an increase of 350 percent compared to the last year which resulted in equipment of the Advanced Data Center of UT. Furthermore, the main transit internet link of UT was upgraded from 3Gbps to 4Gpbs in the second semester which led to an improvement in the E-Learning especially in the current semester where the students and the professors faced trivial problems.

A brief examination of the measures and obtained results indicate that as a result of education plans, experiences, contribution and cooperation of all UT units, the University has achieved worthy capabilities and skills which in normal circumstances did not seem to be procurable within a mid-term plan. For now, what matters is that a brighter future is on the horizon and utilization of such capacities can be more appropriately planned for the time ahead.

Attainment of this level of E-Learning know-how was the result of doubled efforts of the faculty members and relevant units of UT which was accompanied by numerous complications. What mattered the most was improvement of learning quality of students and their access to internet and befitting hardware.

For that reason, the quality of online presentations of courses (in March and November) were assessed using questionnaires among students and faculty members. 40 percent satisfaction (high) and around 37 percent (medium) in March 2020 and over 80 percent satisfaction (high) in November 2020 over the quality of presented educational services, adaptability with online educational methods, accessibility of E-Learn system and the faculty members to solve school tasks were all promising outcomes which could be considered the result of worthy efforts of the esteemed faculty members, colleagues, back-up units and the executive members of staff.
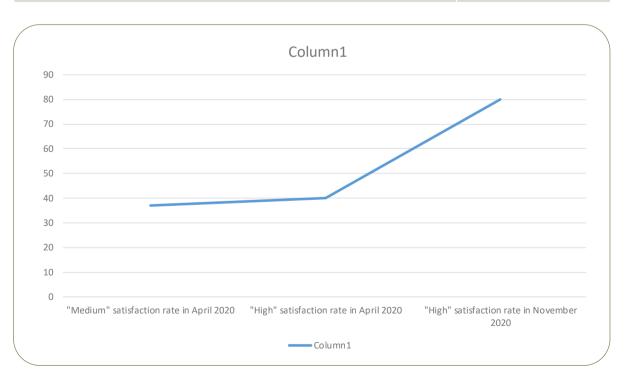
The "Unanimity" Program, which aimed at preserving the accountable union of UT with students under difficult circumstances of the pandemic, was carried out with participation of 22,700 students via direct phone calls to the Counselling Center of Vice-Presidency of Students Affairs and demonstrated similar degree of satisfaction among students in regard to E-Learning. According to this examination, around 72 percent of students, in a high or medium level, were content with this method of learning in the meantime and nearly 84 percent of students, in a high or medium level, have been pleased with teaching of the professors.

Table 1- Coefficient of electronic grounds usage in online education

Term	The Number of Courses	E-Learn Coefficient	Online Class Coefficient
2020-1	12,270	99.1	93.2
2020-2	10,432	100 so far	99.9 Until March17, 2021

Table 2- Statistics of E-Learn performance and live classes in 2020 semester 1

The Title of the Activity	Abundance
The number of students who use E-Learn frequently	42,687
The number of active students in E-Learn	32,825
The total number of all courses	11,789
The number of active courses	8,371
The number of sub-performances in E-Learn	1,064,001,722
The number of users of online classes	36,138
The number of held online classes	101,321
The total number of connections to online classes or re-watching of the course	7,787,286
The total number of all exercises	12,237
The number of uploaded files in E-Learn	82,166
The bulk of all uploaded files	4.71 TB
The number of file downloads from E-Learn	1,013,712

Graph 1- Demonstration of assessment for online teaching quality by students and faculty members

In order to guarantee the qualitative continuation of educational and research activities of students of various levels, the procedure of educational loans, tuition, nutrition and learning accessories have been facilitated for 8,000 students and the possibility of participation of all students to attend online classes has been provided through acquisition of laptops and giving loans to purchase smart phones by the Vice-Presidency of Students Affairs.

Another challenge to manage was providing the needy students with dormitories and laboratories to prepare their theses and dissertations. Fortunately, conditions for limited access of students in labs were provided by the pertinent committee through notification of following the protocols. With restricted opening of UT dorms in April 2020, the eligible M.A. and Ph.D. students were allowed access under conditions of observing the hygiene protocols to prevent any delays in the activities of this department.

Due to the focus of educational activities on E-Learning, it was essential to prepare and implement all educational instructions and procedures in a way that not only befits the conditions and complies with general order of UT but also maintains the quality of education. To accomplish these missions, meetings of pertinent assemblies were held continuously during the year including the Educational Assembly, Planning and Development Assembly, Policy-making and Creativity Assembly, Policy-making and E-Learning, Commission of Special Cases, Commission of Special Cases for Provinces, Committee of Promotions, Executive Board of Recruiting, Audit Board and also relevant assemblies and committees in faculties. These assmeblies performed their administrative duties besides planning and assembling the educational instructions and regulations befitting the conditions.

Assuming Social Responsibility of UT in Confrontation of the Country with the Corona Crisis

As a fourth-generation university and according to the records of UT in playing a major role in national mega research projects such as "National Report on Flood Water" and etc., UT showed up as an accountable entity and a pioneer in management of diverse aspects of the crisis resulting from Corona virus from the beginning of pandemic. Significant parts of these activities were holding various sessions of "Scientific Clusters" such as "Economic Cluster", "Cluster of Social Capital" and etc., the investigative results of which were presented to the pertinent authorities and administrations in the form of policy reports.

In addition, several other steps were taken to utilize the scientific and research capacities of UT in combatting the Covid-19 under the supervision of "Vice-presidency of Research" by various units of UT in the form of intercollegiate network, the titles of which are as follows:

- Initiation of social networks which are related to Corona
- Establishment of a joint scientific network with contribution of authorities and experts of UT and great universities such as Tehran University of Medical Sciences, Shahid Beheshti University of Medical Sciences and Iran University of Medical Sciences
- Holding regular sessions and meetings of various scientific and specialized working groups
- Coordination with Executive Headquarters of Imam's Directive, Iran National Innovation Fund and Vice-

Presidency for Science and Technology to support and implement the plans

■ Holding the international conference of "The Latest on Corona in Iran and Europe" with attendance of outstanding lecturers from Iran, Italy, England and Spain.

■ Organizing an online exhibition of Corona with cooperation of Tehran University of Medical Sciences and Shahid Beheshti University of Medical Sciences.

■ Preparing the primary proposal of establishing a level-3 laboratory for pertinent researches on the Covid-19.

The aforementioned activities were carried out through organization of Corona-related scientific and specialized working groups as follows:

■ Working group of "Diagnosis and Confrontation with Covid-19 Using Bio-Physics Approach"

■ Working group of "Presentation of Healing Methods and Production of Vaccine for Covid-19"

■ Working group of "Smart Systems and Data Analysis"

■ Working group of "Sensors and Diagnosis Kits of Covid-19"

During the one year of their efforts, organized scientific and specialized working groups in UT have had numerous research projects and achievements in confronting with the Covid-19, most of which have been broadcasted via UT's website and mass-circulation national newspapers. Some of the most significant performed projects in regard to Covid-19 in UT are mentioned here:

■ Diagnosing the surface Molecules attached to viruses and deactivating them using the Anions and Cations which are pending in the air

■ Biophysical diagnosis of effective factors on deactivation of main enzymes of the virus and obstructing them from attaching to pulmonary cells based on molecule dynamism

■ Designing, assembling and registering the transparent electromagnetism mask to rebuff and abolish the virus

■ Electrical diagnosis of Corona virus on the level of Nano-Electrodes in Micro-Fluid systems

■ Designing and producing biological electrochemical sensors to diagnose Corona virus

■ Designing and producing fast test kit of diagnosing Covid-19

■ Building respiratory equipment through cooperation with the knowledge-based company in the Pardis Campus College of Engineering

■ Observing the patients and early diagnosis of the disease and demonstration of comprehensive smart data-investigating-plan for endurance in critical conditions of the disease in confronting with the virus

B. Performance of Administrational Units of UT

Although the Covid-19 pandemic imposed exceptional conditions on the world, the country and UT and certain measure should have been taken, these new conditions never stopped UT from operating in other fields. Accordingly, each unit of headquarters, in line with the macro-policies of UT, carried out various tasks, which were proportional to UT's own main missions, under the certain conditions resulting from the Corona pandemic. The reports of such activities are presented here separately.

1- Domain of Vice-Presidency of Education

The field of education includes a vast range of academic activities such as educational planning, development of studying fields, quality assessment of fields, affairs of faculty members, admission and recruiting of students and etc. During the last year, assembling the instructions and educational regulations befitting the pandemic conditions and the necessity of adaptability in executing them have been the main focus of all activities in the field of education in UT.

What comes next is a terse description of activities of Vice-Presidency of Education based on various assigned duties. A- Planning for continuation of executive activities which are related to the field of education. B- Planning, development and educational supervision. C- Evaluation of educational quality.

A. Planning for Continuation of Executive Activities Which Are Related to the Field of Education

Admission of student, process of graduation, looking into students' affairs, executing the procedures of defending the proposals and dissertations, holding specialized exams, admission and transferring of students in international Pardis Campuses of Kish and
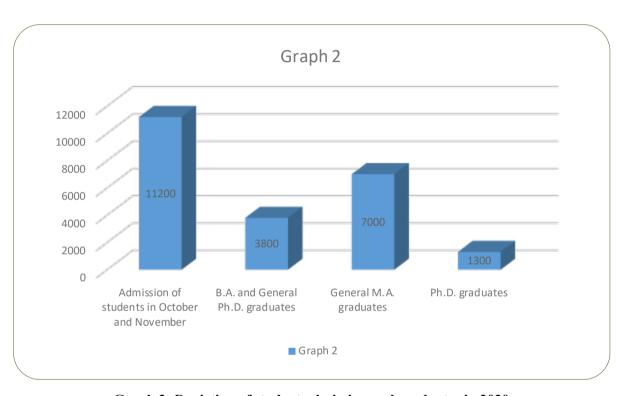
Aras based on exclusive instructions of faculties, admission of students via Special Talents regulations, holding free educational courses and etc.

Maintaining the balance between admission of students and graduation in UT is a significant concern in the planning of UT due to its relation with annual admission capacity and faculty facilities each year and also laboratory and dormitory amenities. According to UT General Office of Educational Services, over 11,200 new students have registered in October and November 2020. Meanwhile, over 12,000 students during 2020 have graduated from UT, 3,800 of which have been in Bachelor and Veterinary Doctorate, over 7,000 in MA Program and 1,300 in Ph.D. Program. A comparison between the number of admitted and graduated students indicates that the trend of education has been flowing flawlessly despite the existing obstacles. Besides, in addition to responding to students and graduates via phone and in some cases in-person, the non-attendance desk was established in Vice-Presidency of Education to reduce in-person approaches.

Another important step that was taken last year was online discharge of activities that used to be carried out in-person. In the same spirit, many of the executive processes such as process of "approving proposals", "defending the theses and dissertations", inspecting requests of students to reside in dormitories, issuing students enrollment certificates, implementation of Doctorate interview, issuing certificate of comprehensive evaluation of specialized Ph.D., approval of military exemption of new students with coordination of the Public Conscription Organization, acquiring academic confirmation of students and etc. were executed systematically online

Table 3- Student admission and graduates in 2020

The title of the activity	Abundance
Admission of students in October and November	11,200
B.A. and General Ph.D. Graduates	3,800
General M.A. Graduates	7,000
Ph.D. Graduates	1,300

Graph 2- Depiction of student admission and graduates in 2020

with the help of Digital Technology Center. An elaboration on other steps, which are going to be taken, will be provided in the next chapters.

In regard to holding exams, most important activities of UT in the field of education were preparing the executive instructions of holding exams, performing interviews of specialized Ph.D. tests with more than 10,000 participants in 450 online rooms, organizing language tests both online and in-person, holding the final online exams of two semesters and executing parts of the process with collaboration of Payam Noor University.

The outstanding executive activities of Vice-Presidency of Education in the meantime included issuing the new students' IDs, issuing and posting temporary certificates and degrees of education for 11,960 domestic graduates in various levels and 161 foreign graduates, issuing over 3,400 report cards in English, issuing and posting over 11,000 cases of educational confirmations to official and private organizations and universities and annulling commitment of over 5,000 graduates.

In the area of organizing and managing the general courses, basics and joint courses,

positive actions were taken such as unification of presenting all general courses and assignment of "Yekta" number to each course in UT. Unification and organization of basic courses is also at hand.

Moreover, project-oriented learning regulations were passed in the Educational Council of UT and its tentative implementation for the second semester of 2020-2021 was also approved. Hopefully, administering this method of education in UT coupled with executing "Two-Sided" and "Kahad Course" will lead to even more improvement of the students.

B. The Field of Planning, Development and Educational Supervision

As for reevaluating the syllabuses and defining new ones, proper actions have been carried out in UT and the most important one is revision of syllabuses and implementing 70 syllabuses for B.A. programs in "Two-Sided Model". In doing so, it is possible for B.A. students, from second semester of 2020-2021, to select courses from other fields. Assembling and approving of 7 new inter-field majors, permission to execute 30 majors and revising over 50 fields have been among other significant efforts in this area.
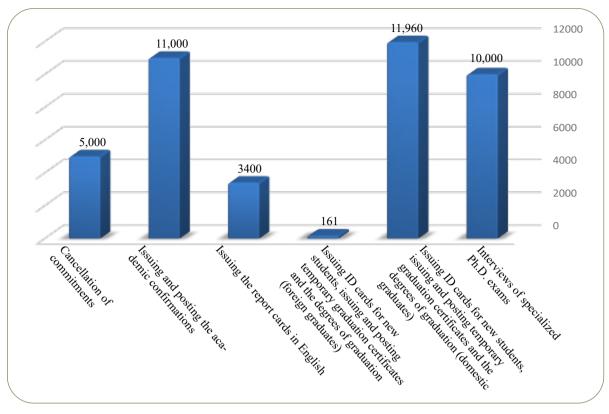
In the area of affairs of faculty members, all activities related to recruiting, promotion, altering the status, and upgrading have been going on during the year. In the meantime, over 1,000 cases of employment applicants were studied in the Executive Recruiting Board of UT and pertinent committees in faculties and almost 70 cases were approved. Besides, over 2,000 promotion requests of faculty members were studied and were sent for action.

In the area of admission of exceptional talents, positive steps were taken based on the relevant regulations. In 2020, more than 150 winners of student Olympiads were admitted in UT. Furthermore, over 760 students were admitted in M.A. and Ph.D. programs based on relevant regulations and also more than 500 students were able to use facilities of National Elites Foundation.
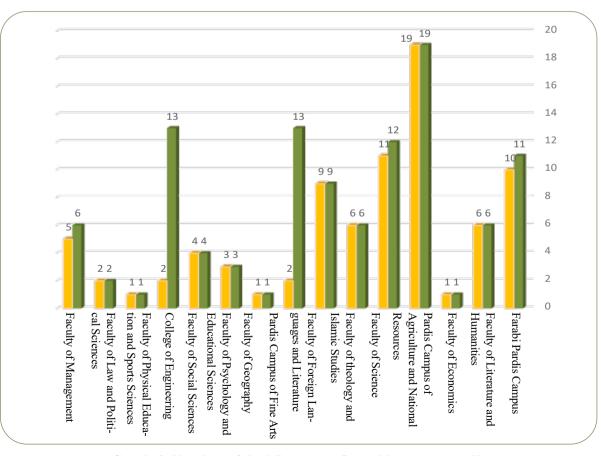
Table 4- Significant executional actions of Vice-Presidency of Education

Title	Abundance
Interviews of specialized Ph.D. exams	10,000
Issuing ID cards for new students, issuing and posting temporary graduation certificates and the degrees of graduation (domestic graduates)	11,960
Issuing ID cards for new students, issuing and posting temporary graduation certificates and the degrees of graduation (foreign graduates)	161
Issuing the report cards in English	3400
Issuing and posting the academic confirmations	11,000
Cancellation of commitments	5,000

Graph 3- Representation of significant executional actions in the Vice-Presidency of Education

Graph 4- Number of dual Programs Sorted by course credit

In the area of free education, professional trainings continued to be presented online despite the existing conditions and exclusive income of UT increased considerably compared to previous year. Besides, numerous collaboration agreements in this regard were signed with organizations and administrations.

C. Evaluation of Educational Quality
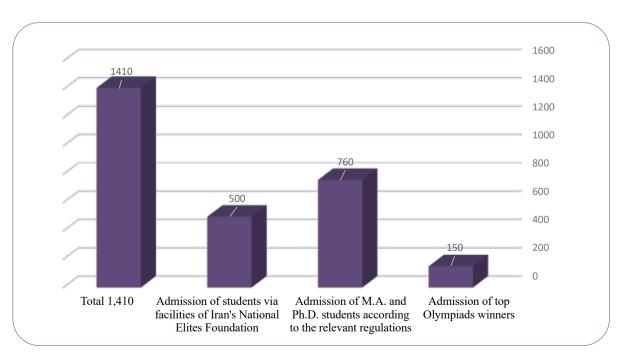
Evaluation of quality is an inseparable part of any pioneer unit on the global level and naturally the subject of quality evaluation should always be seriously considered in UT and become the basis for any planning and performance index.

As it was mentioned in last year's report, the results of assessment of educational plans were the basis for development of fields, admission of students and recruiting the faculty members. Therefore, the Program Evaluation was for the first time executed in UT simultaneously, concurrently and jointly in all B.A. majors after three years and with collaboration of all UT units and efforts of UT Quality Assessment Center.

The first unified UT Program Quality Assessment of B.A. was carried out in 128 fields including 106 unique majors and 22 parallel majors from educational year of 2013 to 2018 in all UT educational units and in three areas

Table 5- Illustration for admission domain of students with exceptional talents

Title of Activity	Number of people
Admission of top Olympiads winners	150
Admission of M.A. and Ph.D. students according to the relevant regulations	760
Admission of students via facilities of Iran's National Elites Foundation	500
Total	1,410

Graph 5- Description of admission domain of students with exceptional talents

of "Assembling Status Report of the Field" by educational groups and faculties, "Collecting Registered Data in Areas of Education, Educational Supervision and Educational Tuition" by three relevant administrations, "Unified B.A. Program Quality Assessment" by UT Research Institute of Language and Culture and supervision was administered over all the aforementioned procedures by UT Quality Assessment Center.

The innovation of UT at this stage, which operated in accordance with opinions of the international councilors and comparative studies of UT Research Institute of Language and Culture, was to establish a connection between registered data and results from quality assessments. Within the aforementioned assessments, the evaluators were the faculty members, students who had passed 120 course credits, graduates, UT employers. Since the assessment has been carried out in one stage only, it is essential that other stages be executed as well in order for the results to attain more credit and become the basis for program assessments in the future. Planning to perform program assessments in other levels such as M.A. and Ph.D. and expansion of range of evaluators to foreign students, who are under supervision of UT, could count as the subsequent steps in program assessment.

2.Domain of Vice-Presidency of Research
Apart from leading the actions and innovations related to social responsibility, UT has conducted enormous activities such as research contracts, practical schemes, inspection of publication of scientific papers in credible national and foreign journals, establishment of new research centers, UT publications and etc. during the pandemic and as mentioned earlier. The outcome of most of these activities, as always, was exhibited in 29th Conference of

Research and Technology of the Year in the form of "The Best".

What comes subsequently is a terse report of Vice-Presidency of Research under four categories: 1- Technological and research-related activities 2- Establishment and initiation of new demand-oriented research centers and 3- UT publications 4- Activities of UT Central Library and Archives

1- Technological and Research-Oriented Activities
Generally and according to the statistics and credible reports, not only have the technological and research-oriented activities of UT during the pandemic not decreased, but they have increased considerably.

In the same spirit and according to the significance of quality index of research-oriented activities, the main policy of UT has been to encourage and guide faculty members and students to publish papers in credible journals and comply with professional ethics seriously in their publications and research activities. The papers should be derived from researches which befit the demands of the country. To meet the requirements of this policy, the following actions have been carried out in the Vice-Presidency of Research:

- Establishment of the evaluating committee of international journals
- Publication of list of non-credible journals
- Activating committee of research-related violations
- Acquiring international code of research ethics
- Establishment of octoploid committees of research ethics in faculties
- Employment of plagiarism softwares
- Holding research ethics workshops
- Publication of books, brochures and etc.

about research ethics

As one of the achievements of the above mentioned actions, the report of evaluating committee of international journals fortunately demonstrates a decline in publication of papers by UT colleagues in non-credible journals or journals with insufficient credit and it also shows more emphasis over ethics in research.

Publication of scientific papers: One of the determinative and significant factors in effective performance of individuals and scientific entities is publication of papers in credible national and especially international journals. Statistical reports of UT in regard to the number of published domestic and international papers indicate a growth in Scopus, WOS, ISC papers in 2020 compared to 2019.

The following graph shows a 11.5 percent growth in publication of online papers in WOS base.

Furthermore, a comparison between registered papers in WOS in 2019 and 2018 manifests a qualitative growth in 2019 and this growth in Q1 journals is 15.5 percent and 10.4 percent in Q2 journals.
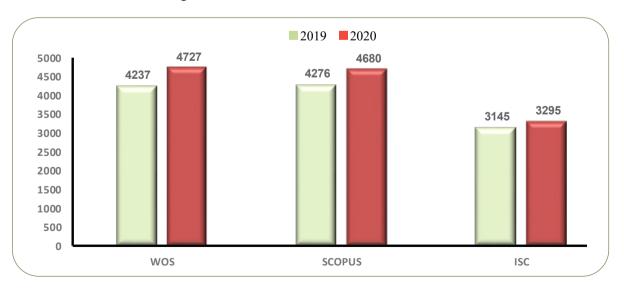
Recruiting domestic and foreign researchers: Educated and efficient human resources are the most significant factor in improvement of quality and efficiency of the university. Aside from paying attention to recruitment of faculty members and admission of outstanding students, employment of researchers under the categories of "Research Fellow" and "Post-Doc" has been seriously conducted.
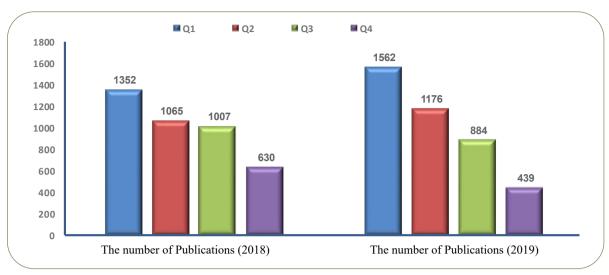
In the last 6 years, overall 500 "Post-Doc" researchers have been admitted at UT. In 2020 and via the new system, 800 domestic researchers have registered, out of whom 93 were admitted by the units. The organizations who support Post-Doc researchers have been Iran National Science Foundation, Hosting Professor Grant, Applicable Plan of Hosting Professor, National Elites Foundation and Federation of Scientific Elites of Iran.

The admission rate of researchers of "Domestic Post-Doc" and "Non-Resident Post-Doc" in graphs of 2019 and 2020 is shown subsequently.
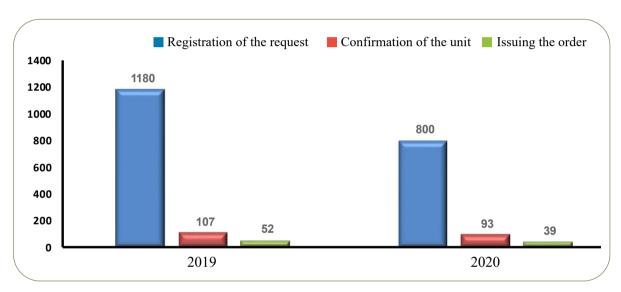
Applied Researches: Executing applied researches to exchange knowledge and new scientific findings between universities, organizations and executive administrations of the country is among influential social factors. Numerous national and international actions have thus been carried out in this
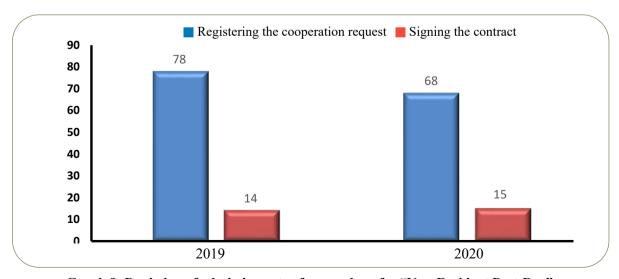
Graph 6- Illustration Showing comparison between scientific papers publications 2019-2020

Graph 7- Demonstration of a comparison between the number of published works in 2019-2020

Graph 8- Representation of admission rate of researchers for "Domestic Post-Doc"

Graph 9- Depiction of admission rate of researchers for "Non-Resident Post-Doc"

regard and they will be tersely demonstrated subsequently.

Project-seeking via "Sate" website
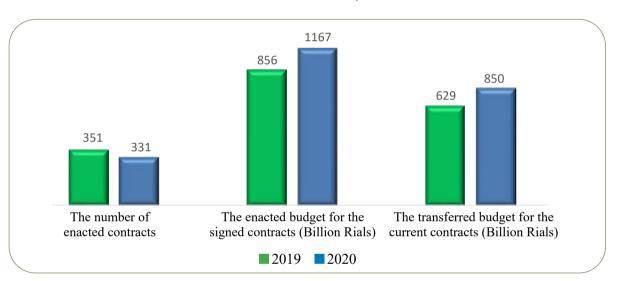
223 faculty members are currently working as executors in "Sate" website. Statistics show that 32 out of 128 registered proposals have been confirmed in 2020. The overall approved value of registered agreements from the beginning of 2020 up to now is 84,640 million Rials. The overall value of the paid amounts based on the assignment letter in the website is 34,400 million Rials from the beginning of the year up to now.

Contracts
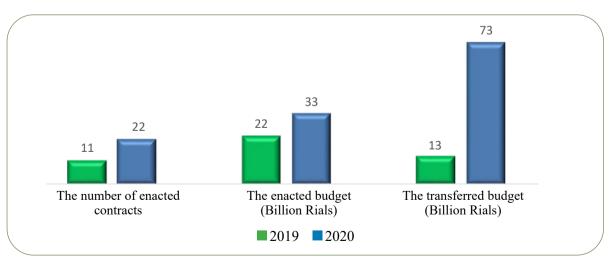
Another section of applied plans of UT is signing research contracts with administrations, organizations and other governmental and private centers which are organized under the supervision of UT Vice-Presidency of Research within various formats. Some of the contracts are as follows:

3-1 Applied Research Contracts

In 2020, overall 331 contracts have been signed with administrations, institutes, governmental and private companies with approved credit of over 1,167 billion Rials. The received credit has

Graph 10- Demonstration of a comparison between applied contracts signed during 2019-2020

Graph 11- Representation of a comparison between signed contracts with the Presidency during 2019-2020

been 850 billion Rials up to March 15th, 2021.

3-2 Contracts with Vice-Presidency for Science and Technology

Reports indicate a 36 percent growth in the number of contracts with Vice-Presidency for Science and Technology in 2020 and this growth has led to 18 percent increase in the approved credit for such plans.

3-3 Transdisciplinary Contracts

Diversity and extent of UT provide a unique opportunity for group and interdisciplinary activities that could lead to execution of mega plans. Some of such plans are mentioned here:

Department of Preserving the Environment

The inventory of air-polluting emissions including the human-built sources and assembling and assessment of the main scenarios of reducing the air pollution in metropolises with contribution of ten top domestic universities under the supervision of UT.

Sangan Steel Mine Industry Co.

Assembling and execution of the comprehensive plan of prosperity and development of city of Khaf based on approaches of stable means of livelihood and rehabilitation of local societies.

National Iranian Oil Company

Development of technology in line with optimization of production trends and expansion of oil extraction coefficient in Yadavaran field.

Barakat Foundation

Development of technology to confront Covid-19

Quantum Science and Technology Center

Performing research and securing equipment in line with development of quantum science and technology.

Ministry of Roads and Urban Development

Performing research to prepare special

comprehensive plan of boundaries of Imam Reza Holy Shrine

2- Establishment and Initiation of New and Demand-Oriented Research Centers

One of the developmental activities of UT is establishment and initiation of institutes and new research centers which befit the requirements of the country especially the connection between society and industry. Throughout last year, UT Vice-Presidency of Research has taken steps to initiate four institutes and research centers in the field of new science and technology:

■ Founding Quantum Science and Technology Institute which aims to develop research and technology in the field of quantum science and technology.

■ Establishing Institute of Applicable Smart Systems that aims at research activities in interdisciplinary and transdisciplinary.

■ Founding Cancer Electro-Technique Institute which aims to develop research and technology in the field of Nano Bio-Electronic and its application in curing cancer.

■ Establishing Institute of Observing Science, Technology and Innovation that aims to supply the scientific and research needs of the country in the field of observing and assessing the performance of science, research, technology and innovation system in national and local layers and also advanced investigation of required data in business.

3- UT Publications

Upgrading and optimizing the trends and mechanisms in the field of UT Publications, publishing scientific compilations, developing international cooperation in publishing joint works and etc. are among significant activities that have been carried out in this section of UT

Vice-Presidency of Research. Some of such activities are mentioned subsequently:

A. Reform of Trends

- Reforming and improving UT Publications website to increase online sales
- Revising the rulebook of UT Publications and approving it in UT Board of Trustees
- Reforming and unifying archives of UT Publications books through storing them in website's "Storage"
- Employing IT to accelerate transparency and optimization of procedures
- Accelerating production of E-Books up to three times
- Reducing the arbitration length from 47 days in 2019 to 37 days in 2020
- Reducing E-Editing of books from 60 days in 2019 to 47 days in 2020

B. Publishing Books (Admission and Arbitration)

- Acceptance and investigation of 203 new books in specialized committees
- Approving 63 books in specialized committees and dispatching them for preparations and printing
- Printing 99 new books (1st print); 45 volumes of compilations and 54 volumes of translations
- Reprinting of 155 books: 109 volumes of which were compilations and 26 translations

C. Financial Report

- Sale of 129,739 volumes of books worth 46 billion Rials which has declined 48 percent in number and 4 percent in value compared to similar period in last year due to the pandemic
- Increase in online sales of hard copies via UT Publication website compared to similar period of last year: 82 percent in numbers and 129 percent in value
- Sale of 14,153 volumes of E-Books (epub) in Book-Reader application shows 190 percent increase in numbers and 182 percent in value compared to the similar period in last year

It is worth mentioning that UT Publications allowed free access to 400 volumes of its books in "E-Book Reading App" in the first four months of 2020 (April to July 2020) in order to help promote culture of book reading during the pandemic

D. International Publications

- Publication of 3 books jointly with the Springer Co. in 2020
- Signing cooperation agreement with Center for Organizing Translation and Publication and initiation of translating 3 books in foreign languages to be published in various countries
- Signing agreement with China Science Publishing and Media
- Inspecting illegal publishing of UT Publications books in Afghanistan via UT Vice-Presidency of International Affairs
- Negotiating with Spain's Iran Studies Center to translate UT Publications books into Spanish
- Agreement with Center for Academic Publications to translate and publish 5 volumes of UT Publications books into foreign languages
- Complete translation of Chinese dictionary "Shin Khan" in line with implementing agreement with China Trade Holding Publication

4- Activities of UT Central Library and Archives

The most significant activities and actions within the domain of UT Central Library and

Archives throughout last year are mentioned subsequently:

- Development of Aryan digital library and 100 percent growth in its digital sources
- Enormous access to domestic and foreign data centers
- Cataloguing and insertion of data of sources such as Persian and Latin books and dissertations
- Journals, historical documents, non-book resources and lithographic books in Azarsa software
- Uploading lithographic books, journals, old books and dissertations for online study
- Holding specialized online lectures in the field of manuscripts and historical documents
- Initiation of joint system of searching the sources of UT libraries and Tehran University of Medical Sciences
- Providing services to applicants via feasible methods such as Telegram, Email or in-person
- Developing online services such as check-out and delivery of dissertations
- Uploading manuscripts and free access for all
- Uploading full text of dissertations with the option of read-only for academic members after connecting to UT network
- Uploading full text of historical documents with possibility of online purchasing
- Uploading historical photos (both front and back) with option of online purchasing
- Latin books from Springer Co., Elsevier Co., Wiley Inc. (owned by the university) with free access only through the UT network
- Publishing the 3rd, 6th and 9th volume of the inventory of historical documents of UT Central Library and Archives

- Publication of the book "Oral History of UT Central Library and Archives"

3-Ecosystem of Technology and Commercialization of UT

UT plans to carry out the following activities in order to fulfill learning procedure of students in the form of skill training, entrepreneurship, creating wealth out of the acquired knowledge in UT, performing the social duty and solving society's problems, increasing contribution in the development affairs of the country, implementation and deepening the chain of education, research, application, innovation, technology and commercialization via policy-making and planning in various fields and UT Vice-Presidencies. In previous section, measures taken in fields of education, research and digital technology in implementation of this chain were explicated. In the coming pages, the technology chain in the form of "Science and Technology Park" and "Commercialization" by Vice-Presidency of Development and Investment and also implementation of City of Knowledge Plan as a unique model of development for innovation and technology centers in the heart of trade center of Tehran and beside the most important Pardis Campus of the country, i.e. UT, will be explained.
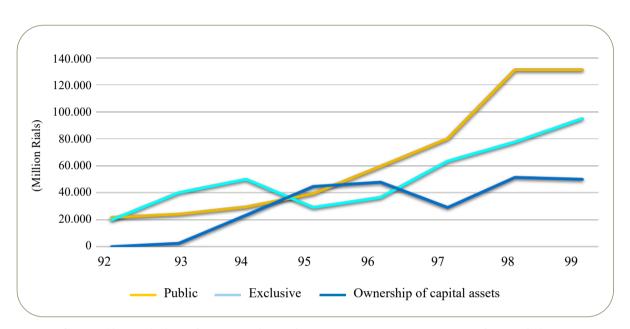
1- Science and Technology Park and Fulfillment of UT Network of Innovation and Technology

Corona pandemic rang the bells for ever more requirement of science and technology and necessity of paying attention to development of knowledge to encounter the unknown and unexpected dangers. Therefore, the Science and Technology Park, as the pioneer of technology development, innovation and domestication of growing needs in these turbulent times, commits itself to not only guiding the developmental
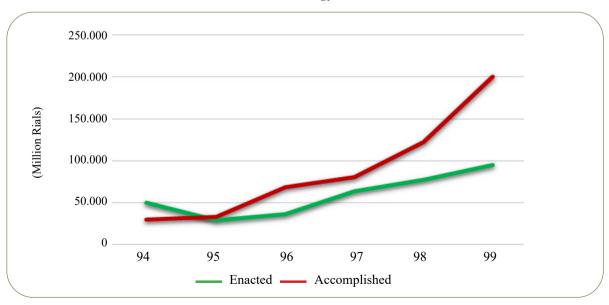
Table 6- The condition of Science and Technology Park in 2020

The expenditure	Sources	The Budget and financial affairs
329.427.327.321	390.128.969.801	

Being retrofitted	Being completed	Being constructed	Spaces and buildings (Land and Superstructure)
769٬466	75.372	34.236	

Graph 12- Depiction of a comparison of the enacted budget procedure for the Science and Technology Park

Graph 13- Demonstration of a comparison between procedure of the enacted exclusive budget and the achieved budget for the Science and Technology Park

course of new technologies with ever growing efforts and reinforcing its executive branches but also preparing grounds for self-reliance and improvement of bases of knowledge in the country. What comes next demonstrates part of activities and actions of UT's Science and Technology Park in the last year (2020).

The following tables very well indicate that the general budget in 2019 and 2020 has been stable while the exclusive budget has increased with a proper rate since 2017.

The expansion of sections which are under reconstruction or construction is the equivalent of the size of spaces currently at the Park's disposal. These spaces are apart from those which have been predicted in City of Knowledge and innovation centers that are under construction in various unit of UT. With completion of these projects, the spaces at the Park's disposal will increase to more than twice the current size. Another point that is worth mentioning is the extent of spaces at the Park's disposal that is developing throughout UT units and has embodied the phenomenon of innovation and technology network of UT.

Table 7- The buildings that are being completed (spaces at the disposal of administration of the Park and companies)

No	Building Name	Condition	Area (Meter)	Standing Property (Meter)
1	Building No. 1	At Park's disposal	40,000	4,940
2	Building No. 2	At Park's disposal	-	2,800
3	Building No. 3	At Park's disposal	-	1,400
4	Building No. 4	At Park's disposal	276	840
5	Amin	Rented	200	330
6	Dr. Hashtrudi	Rented	166	600
7	Physical Training	Rented	-	1,224
8	Agricultural 1	Rented	783.75	522.5
9	Agricultural 2	Rented	1,035	690
10	Agricultural-Niche 1	Rented	300	200
11	Agricultural-Niche 2	Rented	900	600
12	Agricultural-Niche 3	Rented	900	602
13	Abu Raihan	Rented	750	1,300
14	Fooman	At Park's disposal	250	500,
15	Alborz	Rented	500	2,950
16	Newruz	Rented	333	222
17	The Green Tower floors 1, 6	Rented	135	135
18	The UT Dorm's Niche	Rented	935	355
19	Mehr	Rented	500	310
20	Geography	Rented	-	345
21	Farabi	Rented	1,706	1,112
22	Veterinary Hospital	Rented	1,725	1,150
23	Tabrizchi	At Park's disposal	-	850
	Total		51,394.75	23,977.5

Table 8- The buildings that are being retrofitted in the Science and Technology Park

No	Building Name	Condition	Area (meter)	Standing Property (Meter)
1	ASCO	Being prepared	481	2416
2	Mehr 2	Preparations	167	835
3	Ghods	Being prepared	264	1320
4	17th Land	Preparations	1150	1150
5	Psychology	Being prepared	150	131
6	Veterinary Tower	Preparations	2554	16000
7	Marzdaran	Preparations	_	858
8	Moradabad	Preparations	741990	_
	Total		746756	22710

Table 9- The buildings which are being constructed in the Science and Technology Park

No	Building Name	Standing Property (Meter)
1	P4	22000
2	TH1	6681
3	TH2	1700
4	Data Center	1857
	Total	32238

Table 10- Innovation and growth branches of the Science and Technology Park

No	Branch Name	Type of the Center	Field of Work	Area	Park's Share	The Other Party's Share	Funding	Number of Participants	No	Note
1	Agriculure	Growth Center – Innovation Center	Agriculture	340	50	50	12,000	21	0	The innovation Center has space enough funds for rebuilding
2	Farabi	Growth Center – Innovation Center		850	40	60	Not Funded	5	0	The innovation Center has space and enough funds for rebuilding
3	Abu Raihan	Growth Center – Innovation Center	Medical Plants	1300	50	50	15,000	4	0	The first phase of the east wing and the second phase of 2nd floor have been rebuilt
4	Kish	Growth Center – Innovation Center	Smart City	130	30	70	1,500	1	4	Nopark has space-it has been rebuilt

No	Branch Name	Type of the Center	Field of Work	Area	Park's Share	The Other Party's Share	Funding	Number of Participants	No	Note
5	Fooman	Growth Center – Innovation Center	Chemistry	360			1,500	2		The innovation Center has no space- it has enough funds for rebuilding
6	Aras	Growth Center – Innovation Center	Food Industry	160	50	50	Not Funded			The innovation Center has space and enough funds for rebuilding
7	UT Dorm – Shahid Noruzi Hall	Innovation Center	Artificial Intelligence	235	30	70	3,000	1	4	It has been rebuilt and does not need rebuilding funds
8	UT Dorm's Niche	Innovation Center	G5	340			5,000	0	5	The innovation Center has space and enough funds for rebuilding
9	Digital Transformation	Innovation Center	New Technologies	1700	100	0	76,500	0	0	Under Construction
10	Geography	Innovation Center	Geo-Science	345	60	40	1,800	0	6	It has been rebuilt and does not need rebuilding funds
11	Psychology	Innovation Center	Mental Health	140	40	60	5,000	0	0	The innovation Center has space and enough funds for rebuilding
12	Physical Training First Phase	Innovation Center	General	2100	30	70	63,000			Ongoing negotiations for financing
13	Veterinary	Innovation Center	Veterinary	200			4,000	0	0	Ongoing negotiations for financing
14	Carl Luxe	Innovation Center	New Technologies	—			—			
15	Naft	Innovation Center	Petrochemical	1788	100	0	71,000			It has been rebuilt and does not need rebuilding funds
16	Hashemi	Growth Center	General		100	0	0	4		It does not require rebuilding
17	Circular Economy	Growth Center	General	5000			2,000			Under construction-financed by Snap Co. till 80,000
18	Hamshahri	Growth Center – Innovation Center	Media				100,000			Agreement signed with Hamshahri

Table 11- The acquired performance of approved budget for Vice-Presidency of Science and innovation factories

No	Vice-Presidency for Science and Technology	Percentage of approval	Enacted Budget	Notification of the acquired amount	Expenditure	Balance
1	The Ghods Innovation Center	30	11,000	3,300	15,333	-12,033
2	The Center for Digital Transformation	30	28,000	8,400	0	8,400
3	The Innovation Center of Abu Raihan	30	15,000	4,500	1,500	3,000
4	The Circular Economy	0	20,000	0	0	0
5	The Innovation Center of Pardis Campus for Agriculture	0	0	0	470	-470
6	The Physical Training Innovation Center	0	63,000	0	0	0
7	The Veterinary Innovation Center	40	4,000	1,600	0	1,600
8	The Innovation Center for Faculty of Agriculture	40	1,800	720	928	-208
9	The Innovation Center of Psychology	40	5,000	2,000	3,291	-1,291
10	The Innovation Center of Fooman	40	1,500	600	0	600
11	The Innovation Center of Kish	40	1,500	600	0	600
12	The Innovation Center for Oil	0	20,000	0	0	0
	Total		170,800	21,720	21,522	198

Table 12- The signed agreement of Science and Technology Park

No	The Other Party of the Agreement	Commencement Date	Duration of the Agreement
1	UT Faculty of Veterinary Medicine	2020/06/09	5
2	Era of the Iranians Business Institute KARINA	2020/06/09	1
3	The National Foundation for Developing Technology	2020/06/21	2
4	UT Faculty of Geography	2020/06/21	3
5	UT Pardis Campus of Farabi	2020/06/21	5
6	UT Kish International Campus	2020/07/27	5
7	Iran National Cartographic Center	2020/07/27	3
8	The Hamshahri Co.	2020/07/27	3
9	Iran Post	(2020/07/13	5
10	Faculty of Psychology and Educational Sciences	2020/08/11	3
11	Office of UT Dorms	2020/06/21	5
12	UT Aras International Campus	2020/08/25	5
13	The Innovation Fund	2020/08/23	1
14	The Science and Technology Park of Semnan	2020/09/15	4
15	UT Faculty of Physical Training and Sport Science	2020/09/22	5
16	Trita Medicine of the 3rd Millennium Co.	2020/09/29	1
17	The Laser Innovation Center of Iran	2020/09/22	3
18	The National Center for Business Research, Monitoring and Improvement	2020/09/01	2
19	Iranian World Studies Association	2020/10/22	1
20	The Innovation, Research and Development Company of Vira	2020/12/19	5
21	UT Basij of Students	2020/11/14	3
22	The Iranian Science and Technology Park of	2020/11/24	3
23	Pardis Campus for Science	2020/12/01	۴ ماه
24	Hamgara Center for the Converging Technologies	2020/12/13	2
25	Kariz Etemad Rayaneh Mehr Co.	2020/11/21	1
26	No-Afarin Private Fund of Research and Technology	2020/12/15	1
27	Science and Technology News Agency	2020/12/21	2
28	Shahab Co.	2021/01/14	2
29	Organization of Scientific and Industrial Researches of Iran	2021/01/24	3

Table 13- Invention registration agency in the Science and Technology Park

Number of Applicants	Number of the Admitted	Failed Applicants	Applicants Under Scrutiny	Number of Returned Applicants
236	82	92	25	37

Table 14- Stock exchange agency of the Science and Technology Park

Number of Applicants	Number of the Admitted	Conditional Admission	Failed	Under Scrutiny
85	31	11	12	31

Table 15- System of International Interaction Center in the Science and Technology Park

Number of Applicants	Cooperating	Failed	Under Scrutiny
21	12	5	4

Table 16- The Chain of Value: "From Idea to Commercialization" in the Science and Technology Park

Registration Applicants	New Admission	The Technician Units Members
Employment Rate of Companies	Turnover of Companies	The Technological Rate of Companies (74% and over)
Skill Training Workshops, 258 Hours	Webinar, 150 Hours	The Amount of Export, 17,200 USD
Performed Financing 24,882 Million Rials	Industrial-Technological Contracts 129,315 Million Rials	The Provided Business Services

Spaces and Buildings

The Science and Technology Park of UT, as a link between university and industry, has managed to facilitate businesses by supporting new ideas and knowledge-based companies. It has also managed to play a trivial role in improving, upgrading and developing the technology of the country by creating "the Chain of Value from Idea to Commercialization".

One of the most important plans of UT in the field of innovation and technology is to help transform the results in the dissertations and theses into new businesses and create wealth in a manner that most companies in the Park would be those established inside UT. This matter has been followed up in the form of various methods and supports, a summary of which will be presented subsequently.

Issue-seeking	Idea-seeking	Idea Training	Entrepreneurship	Business Development
The Sprout Program	The Growth Program	The Burgeoning Program	The Evolvement Program	Post-Growth and Development Programs

The Forward Movement Plan
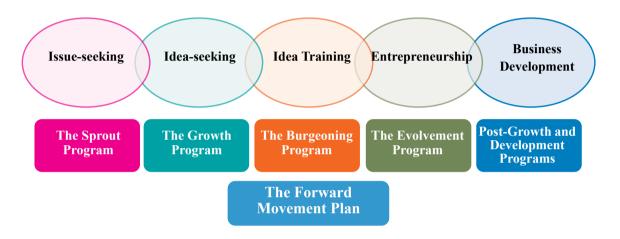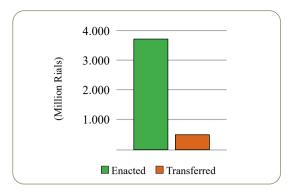
Table 17- Services for technology transition in the Science and Technology Park

The Online Market Technique
Jiko Plan
Hyperactive Commercialization
Chit-Chat Park
Unveiling the Product
The Investor Meeting
Careful Assessment
Providing the Settlement Space
Financial Services, Educational Services, Counselling Services, Park Cast, Monitoring, Café Park, Business Clinic, Supporting the Business, Exhibition, Using Facilities of Membership in the Technology Network

Table 18- Growth in supporting programs of the Chain of Value in the Science and Technology Park
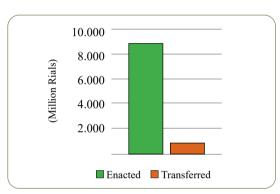
The Number of Applicants	The Number of Admitted Core
56	30
The Enacted Supporting Fund	3.780.000.000
The Transferred Fund	413.716.490

Graph 14- Representation of growth in the supporting programs for the Chain of Value in the Science and Technology Park

Table 19- Fulfillment of supporting programs of the Chain of Value in the Science and Technology Park
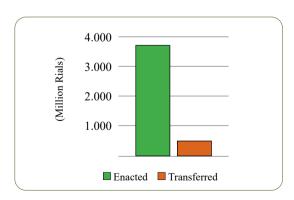
The Number of Applicants	The Number of Admitted Core
64	23
The Enacted Supporting Fund	8.685.000.000
The Transferred Fund	791.950.000

Graph 15- Depiction of fulfillment of supporting programs for the Chain of Value in the Science and Technology Park

Table 20- Post growth and development of supporting programs of the Chain of Value in the Science and Technology Park
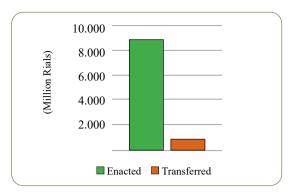
The Number of Applicants	The Number of Admitted Core
24	16
The Enacted Supporting Fund	3.777.100.000
The Transferred Fund	2.427.510.000

Graph 16- Demonstration of post growth and development of supporting programs for the Chain of Value in the Science and Technology Park

Table 21- Expansion of the supporting programs of the Chain of Value in the Science and Technology Park

The Number of Applicants	The Number of Admitted Core
39	14
The Enacted Supporting Fund	8.640.347.333
The Transferred Fund	3.080.273.333

Graph 17- Representation of growth in the supporting programs for the Chain of Value in the Science and Technology Park

The Park's Chain of Value

Besides the activities of other UT units, supportive actions and activities of Science and Technology Park and UT Research and Technology Fund on companies during the pandemic are also worth mentioning. A terse review of such actions is presented here.

1- Preparation and collection of supporting packs for companies during the pandemic

2- Granting supportive credit, called Grant Charge, to companies

3- Correspondence with Ministry of Science, Research and Technology, the Innovation Fund and the companies of Science and Technology Park of UT

4- Holding supportive seminars

5- Providing a list of the accomplished tasks by companies in line with encountering Covid-19 to introduce to supportive administrations

6- Collecting measures taken by UT Research and Innovation Fund in line with supporting the damaged companies during the pandemic

7- Paid funds to damaged companies by the Innovation and Research Fund

During the pandemic, the Science and Technology Park has given 125 innovative and residing companies the amount of 411,787,333 Rials as Grant Charge and to support the development of business atmosphere. Besides, the Innovation and Research Fund has paid 23,000 million Rials as facilities and 54,500 million Rials as letter of guarantee. In addition to all these activities, the residing companies in the Park provided amenities and various production equipment for hygiene centers and people who had been very helpful in facing the virus.

2- Organization of Investment and Development

One of the newly established units of UT is the Organization of Investment and Development which is a significant part of the Chain of Innovation and Technology of UT and it has subsets such as a company that shares its name and manages the affairs of endowments. The general task of this organization is to increase optimization of facilities and resources of UT via collaboration with the relevant units and provide investments and contribute in transforming the ideas to innovative businesses. A brief report on performance of this organization in the last year will follow.

■ **Altering equity and increasing the capital of Developing Investments Company**

After receiving the required enactments in regard to altering equity from the Board of Directors and the esteemed Board of Trustees and also evaluating the Developing Investments Company and confirmation of licensed judiciary expert in 2019, alternation of the equity of the Company and remodeling it to a private company was finalized and carried out with reduction of shares of UT and transferring UT's shares to the Supporters of Public Beneficiary Foundation of UT, the Technical Faculty of UT, Faculty of Entrepreneurship and Aid Fund for Faculty Members of UT. In addition to taking required measures to increase the capital of the Company from 500 million Rials to 5,000 million Rials and also enacting alternations in the clauses of the statute, the new statute of the Developing Investment Company was registered following the increase in the capital.

Contribution of the private sector in making investments in developmental activities of UT required preparation of necessary instructions besides receiving the license from the Board of Trustees. Fortunately, the license was granted by the Board and the relevant instruction was passed in the manner that follows.

■ **Preparing the Comprehensive Instruction of the manner of Contribution of the General and Private Sector with UT**
- Summoning format, guidance of engaging the investor
- Procedure of summoning, selecting and absorbing the investor
- Preparing the format of economic and technical justifying plan
- Preparation of format of the typical contract

■ **Preparing Comprehensive Report of Financing Methods of "City of Knowledge" of UT**

The report's hard copy was delivered to the manager of the City of Knowledge.

■ **Project of preparing the justifying plan for minor greenhouses accompanied by Sajad Science and Technology Park**

The report was prepared in a number of volumes

■ **The Assessment Plan of Feasibility and Manner of Presence of UT in the Neighboring Countries and Manner of Marketing and Recruiting International Students**

The report was prepared in few volumes.

■ **Preparing the Justifying Economic, Technical, Engineering Plan of Founding a 100 Kilo Watts Solar Power Plant**
- Signing the BOLT contract with private investors
- Receiving required licenses from Ministry of Energy
Importing the equipment

■ **Organizing the companies affiliated to UT**

Among 160 companies, cooperatives and institutes that were affiliated to UT, issues of 112 ones were finalized in the first phase. Of the remaining 48 companies, 18 companies that shared the title of UT and 3 companies, which UT was a shareholder of, were dissolved. The circumstances of other companies are currently being investigated.

■ **Establishment of Joint Companies**
- Founding a joint company (with 34% of shares) with Bazr Hybrid Team and registering it under the title of "Zhinodaneh Danesh Arya Co"
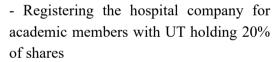
Table 22- Shareholders of the UT Investment Development Co.

UT Investment Development Co.

No	The Shareholder's Name	Number of Shares	Ownership Percentage
1	University of Tehran	4.999.999	49.99999
2	UT Benevolent Foundation of Supporters	1.600.000	16
3	The Welfare Fund for the Faculty Members	1.600.000	16
4	The College of Engineering Foundation of Supporters	1.300.000	13
5	The Faculty of Entrepreneurship Foundation of Supporters	499.961	4.99961
6	Rasoul Saadi	10	1000.0
7	Saeid Fallahpour	10	1000.0
8	Mohammad Moradi	10	1000.0
9	Ali Eslami bidkelly	10	1000.0
	Total	10.000.000	100

- Registering the hospital company for academic members with UT holding 20% of shares
- Registering smart company of "Mavade Sabze Arya" that specialized in orthodontia with UT Developing Investment Co. holding 34% of shares
- Registering "Sabz Eghlim-e-Takht-e-Jamshid" company that specializes in cultivation of medicinal plants with UT Developing Investment Co. holding 34% of shares
- Founding "Radin Boors" company to develop the website of the country's stock exchange core with UT holding 40% of shares and Tehran Stocks Data Technology Company holding 60%.

■ **Composing the Commerce Plan**
Preparing the commerce plan that complies with the format of the Council of Economy. Purchasing laboratory equipment for UT from budget clause "Alef", note 3 and preparing the plan to be presented in the council.

Updating and editing the excel financial file of Kish Pardis Campus's justifying plan is under revision

■ **Agreements of Development and Investment Organization**
Signing an agreement with "Bahasanj" company in line with accelerating and improving the performance of evaluating the start-ups.

■ Engaging Contribution of Investors in UT Projects and Other Pertinent Projects

Holding and attending 74 meetings with individuals, administrations and various organizations to promote the goals of UT and engage the contributions in regard to investment plans and existing potentials in UT and also other projects.

■ Other Plans

- UT Laboratories

In order to make use of the capacities and equipment of UT in line with measuring the gold's carat, primary negotiations with Institute of Electrochemistry of UT and Bank Saderat Iran have been carried out. In the same spirit, some meetings have also been held and currently the manner of extracting samples from gold bars is being technically inspected.

Parking of UT

In line with the company and UT's goals, the project of increasing the optimization of UT parking spaces was initiated. For now, the pre-required actions such as meetings and planning have been taken care of and on the next phase the practical actions and written orders will be required.

Negotiations with Bank Pasargad

This negotiation was done in order to finance "the City of Knowledge" and establish "Finance and Service Group".

The draft of the multilateral agreement with Bank Pasargad was prepared and delivered to the aforementioned bank.

■ Project of Agricultural Land for Karaj Pardis Campus

Arranging the text of the rental agreement of the Developing Investment Company and Karaj Agricultural Pardis Campus and also minutes of the Developing Investment Co. and "Sabz Eghlim-e-Takht-e-Jamshid" Company,

in line with the project of medicinal plants, are going to be implemented.

■ UT Museum of Archeology

Pursuing and coordinating the meetings which are related to UT Museum of Archeology and also editing the recruitment summoning of investors in this regard.

■ Other Issues

- Arranging the text of the tripartite agreement between UT, Khatam University and Bank of Pasargad.
- Arranging the text of agreement between UT and finance group of "Sonban"
- Initiating a new line of income from investments in the stock exchange companies.

■ Performance in the Field of Endowments

The performance report of "Developing Investment Company" in the field of endowments in 2020 is divided into few sectors based on the assigned duties: A- Operational performances and income-generation of endowments. B- Performances related to altering land-use and improvement of endowments. C- Performance of the organization in supervising affairs. D- Absorbing new endowments in 2020. After serious technical and legal efforts, the management of endowments in UT fortunately has acquired an improved order and this has led to more trust on the side of endowers to endow vast extent of lands, properties, cultural and scientific goods to UT.

■ The First Audacious Investment Fund of UT and Negotiations with the Start-ups

In line with negotiations and meetings with the start-ups, the primary investigations and expert reviews on 67 start-ups, that passed through the following routes and entered the fund, could be

mentioned.
- Attending the Monday meetings of start-ups
- Participating the meetings of UT Science and Technology Park
- Attending the meetings with financial group of "Firouzeh"

■ **Evaluated and pending Start-ups**

Of the start-ups that entered the Audacious Fund, 9 were evaluated and 7 are going through the final procedures.

■ **Audacious Investment Summoning**

In November 2020, 40% remittance which was equal to 4,5 billion Rials, through summoning of the fund, was confirmed by the stock exchange and was uploaded in "Kadal" system. The shareholders of the fund such as Sepehr Financing, Tamadon Financing, private Research and Technology Fund of UT paid their shares and UT, the Developing and Investment

Co. and Lotus Financing have not yet managed to pay their shares.

3- The Plan of City of Knowledge, the Smart City and the Green City

As mentioned earlier, the City of Knowledge plan is being implemented as a practical experience of forming eco-system of innovation and technology in the heart of Tehran using scientific and professional capacities and UT's valuable amenities and human resources. The primary and significant section of this plan has been its cityscape and architectural designs which are according to physical coordinates and latest scientific findings. The vast extent and innovative aspect of the plan besides the number of its beneficiaries led the committees and councilors to scrutinize and assemble the plan at length. In the end, numerous meetings were held with members of Municipality's council of Clause 5 Commission and Supreme Assembly of Architecture and Urbanization and

Table 23- The list of evaluated Start-Ups

No	The Name of the Start-Up
1	Kamyab Teb Novin
2	Rahkar Houshmand Sina
3	ASQ (The evaluating exchange system for children from 3 to 10 years old)
4	The Halter Sphygmomanometer of Blood Pressure
5	Rahkar Novin Siagh
6	Video Cake
7	Bimitz
8	Home Service
9	The Plant Factory
10	Ganjeh

Organization of Cultural Heritage to enact the Plan for Development of UT and, within these gatherings, we tried to negotiate to eliminate the obstacles. Fortunately, the final proposed plan by UT was prepared under the supervision of esteemed head of Pardis Campus for Fine Arts and with fundamental adjustments to the previous design and also with getting attention of the related administerial officials. As a result, we are hoping to receive the required enactments from the Clause 5 Commission within the initial months of the current year. This enactment, besides the renovation projects which are under construction, will accelerate initiation of new projects.

■ The Projects that are Under Construction
1- Project of Biotechnology Tower (No. 12, Keshavarz Boulevard)

The biotechnology tower is one of the first projects that gathers innovation and business centers in one building next to the relevant business centers. This tower has had considerable technical progress in 2020 including complete strengthening of its structure and completion of its additional structure. Full fireproofing cover has been done on the main structure and the new block work and installation of wall-posts in all floors have been carried out. The curtain wall substructure of the north façade has also been done and installment of mechanical and electrical facilities were initiated in March 2020. Apart from the executive issues of the project, the technical issues and design flaws in façades and other parts are solved to a certain extent. Hopefully, with continuous support of Vice-Presidency of Science and Technology and contribution of relevant units of UT, the construction work of this building will be over soon.

2- The ASCO project and Ghods Science and Technology Park

Initial steps were taken regarding ASCO and Ghods buildings for lodgment of knowledge-based companies of Science and Technology Park. In the end, with the delivery of buildings to Science and Technology Park, the construction operation by the Park, which included demolition of walls and strengthening the structure in parts of the building and also the block work, was continued. Hopefully, the project will be completed in the initial months of this year.

■ Projects that are Ready to be Initiated
Project "Borj-e-Salamat" (No. 208, Keshavarz Boulevard)

In 2020, with the goals set to lodge Science and Technology Park and knowledge-based companies in the field of health and Biotech, the process of selecting a consulting company, through a competition among the eligible companies that had cooperated with UT previously, to design Borj-e-Salamat in this university site was carried out. Considering the conditions set for this competition, relatively worthy designs were received and finally the winner was announced. The contract of the first phase of the design was signed with the winner with important goals such as designing a smart building with little energy consumption.

2- The Vesal Project

The design of the Vesal building with the ICT approach was completed appropriately with a new structure on the existing concrete structure in an area of 10,000 square meters. Using this approach, the UT managed to maintain 20 billion Tomans construction cost of the initial concrete structure and finally the new steel structure will be built on the old concrete structure.

3- The Edward Brown Project

The design of Edward Brown Block continued via a carful procedure and numerous back and

forth meetings with the selected consulting engineers. In this process, issue of investment in the project and its influences on the design were discussed in meetings with the consulting managers and a number of investors. Finally, in winter 2020 the top choices with adjustments that the project consultant made were delivered to the office of the City of Knowledge for final enactment and this office is currently studying the case.

4- Project of Science Museum in Molla Sadra Land

In 2020, through a procedure that was carried out by UT with cooperation of Tehran Municipality and the esteemed endower of the Science Museum (Esteemed Turkman Family), a competition between top consultant engineers of the country was held to design the Science Museum and, in the end, a number of designs were chosen by the judges of the project, a number of whom are members of the Supreme Council of Architecture of UT. After selection of the top designs, the designers were asked to attend a meeting with the esteemed endower, manager of the City of Knowledge, a number of UT managers and members of the Supreme Council of Architecture of UT and present their designs and elaborate on them. Following the discussions, the winning design was chosen and, after verification of UT Dean, it was decided that the process of preparations of the first phase and the required documents be presented by the consulting manager to the Commission of Clause 5 of the Municipality.

5- Project of Innovation and Technology Eco-System by Faculty of Civil Engineering

With regard to assignment of the land in Oruji St. to build this unit and having proposal of Kayson Inc. to build it in mind, the plans to demolish the existing buildings in the site were immediately executed and, finally, the dormitory building was torn down with the help and support of UT and Administration for Developing plans. Demolition of the remaining buildings will be carried out soon and, afterwards, the whole land will be transferred to the Kayson Inc.

6- Rehabilitation Project of University of Medical Sciences of Tehran

Through numerous meetings with councilors and technical office of University of Medical Sciences of Tehran, the required actions to initiate the project were implemented in the office of the City of Knowledge and hopefully with financing of the project, the obstacles will be obviated and the construction will begin.

■ **Financing the projects of City of Knowledge**

In order to finance the ownership of properties throughout the City of Knowledge and also finance the projects with contribution of the banks and private sector, effective actions were carried out in 2020 and, predictably, we will witness acceleration of development in the City of Knowledge in 2021.

4-Digital Technologies Center

The digital transformation has drawn attention nowadays in most of the fields. Therefore, UT had to take fundamental measures as a pioneer and active administration in this regard. Some of such measures were discussed earlier in the section of "Policies and Mega Actions of UT" and other actions and plans will next be tersely elaborated on.

The performance of the Digital Technology Center in 2020 stems from improving quality of digital services generally and specifically treading on the path of "Digital Transformation" and "the Digital University". This movement was accelerated through the pandemic and made employment of digital technology more essential than before and increased the

responsibility of the Center.

Although the Digital Technology Center of UT has been active for two decades, the emerging opportunities caused an acceleration in daily usage of new technology and, therefore, a new transformation was founded in the index of higher education of the country. In addition to expansion of employing new communication technologies, the idea of initiating "Digital UT", which had kept the minds of UT experts busy for long, seemed more and more likely. With regard to the reception of all UT units towards cyberspace and employment of digital technologies, digital preparations of UT were improved considerably. Improving the level of Digital Technologies Center (with two pillars of Information Technology Center and E-Learning Center and Knowledge Management) to the level of Vice-Presidency of UT was established completely in this year and affected execution of affairs in UT.

In truth, digital university is a university that transforms its management and academic system with an eco-system approach based on digital technology and it has achieved a fabulous performance through creation of a charming experience for its beneficiaries.

Guaranteeing the quality means providing the needs of users appropriately. According to the role of digital technology in all activities of UT, providing proper, fast and careful services in this field is essential. In the same spirit, the Digital Technologies Center has established its "Supporting Unit". The following graphs very well show how this center has managed to reduce its phone calls and in-person attendance visits and has guided its users towards registering "Tickets" to receive better and faster responsiveness and also to record and archive requests and responses.

In graph No. 19, reduction in rate of phone
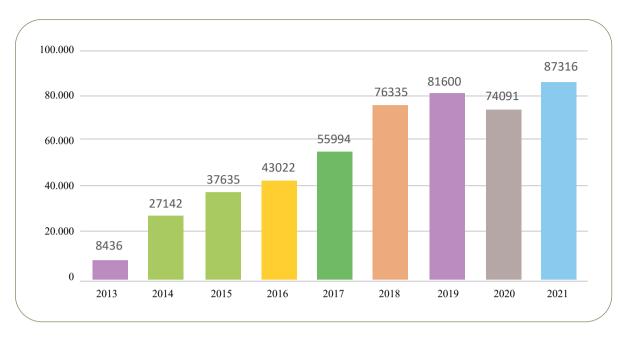
calls is witnessed despite exclusion of in-person services.

a. Automation and Data Systems
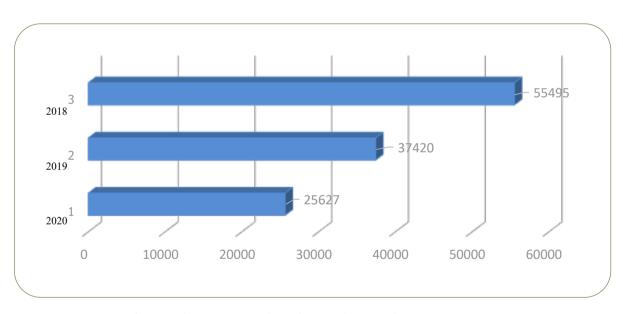
One of the goals of the digital transformation is mechanization and automation of activities which improves accuracy and efficiency of affairs and reduces the need for in-person attendance. Automation of activities is an important and permanent plan of UT and its application and implementation is carried out by the Digital and Technology Center of UT with cooperation of relevant units. The key actions in this regard will be mentioned here:

1- Macro-Actions in Regard to the Field of Education

■ **Final Term Exams System 2019/2 (in-person and online):** Providing the possibility of holding final term exam sessions both online and in-person; designing and automation of required procedures to select the manner of holding the exam sessions; selecting the locations of in-person exams; transferring the test-exam scores and explanatory answer sheets from Payam Noor University system to UT educational system.

■ **Inquiring personal and educational info of new students in B.A. and M.A. levels:** In order to avoid in-person attendance of new students and improve accuracy in collecting their basic info, the following possibilities were provided via UT Education System: the possibility of systematical inquiry of info in the registry office, receiving photo from the registry office, acquiring academic resume, diploma and the pre-university certificate from Ministry of Education. The aforementioned options were employed by UT during registration of new students.

Graph 18- Depiction of a comparison between registered tickets in the recent years

Graph 19- Demonstration of reduction rate in the phone calls

■The System of Electronic Signing for Minutes of Enacting the Research Plan and Proceedings of Dissertation Defense: In order to remove paper and automation of procedures relevant to defense sessions of students, the possibility of electronic signature and confirmation of proposal defense sessions and dissertation defense sessions is provided in UT education system.

■ Stabilizing and Improving the System of Faculty Members Promotion: Stabilizing the system of faculty members' promotion (SATAD) and adding new facilities to this system has been included in UT agenda in 2020. The following examples are among abuse reports which have been provided: Redundant registry of activities, receiving notification of percentage of course

cooperations, representation of extent of adjustments in reprinting of books, establishing possibility of negotiations between the Promotions Committee members, possibility of dispatching renewal of contracts and separating it from promotion requests. It is also worth mentioning that annually 2,100 UT faculty members follow up their requests via Promotion Procedure System.

■ **Two-Faced Automation for B.A. Students in Education System:** Two-faced automation in Education System of UT was executed.

■ **Faculty Members Upgrade System:** Since the Faculty Members Promotion System was successful in 2020, procedures of Automation of Faculty Members Upgrade System (PAD) was also included in UT agenda. As a result, it was fully designed and it will soon be implemented throughout UT.

2- Macro-Actions relevant to Students Affairs

■ Automation of Procedures of Students' Requests: In order to manage special circumstances during the pandemic and reduce the damages done to research activities of students, automation of registering and inspecting students' requests for in-person attendance in labs and dormitories was carried out in Spring 2020.

■ Reservation System for Spots facilities: Automation of reservation procedure for sports facilities, which is exclusive for students residing in dorms, was fulfilled in 2020.

3- Macro-Actions in the Financial and Administerial Field

■ **Initiating and Upgrading Systems of Registration, Incidents and Supplementary Insurance and implementation of registration for 2020-2021:** With automatic application of all regulations of registration, the process is performed and, in the end, automatic registration of around 11,500 people, 2,300 newly listed in supplementary insurance, nearly 3,100 automatic registrations and 100 new registrations in Life and Incident Insurance were fulfilled.

■ **Establishing the New Version of Neo-Financial Order:** In order to optimize the version of neo-financial order systems and alter the structures to accelerate the process, the contractor company provided a new version and it was implemented in UT following the testing procedure.

■ **Acquiring and Installing the Electronic Trust Icon (INMAD) for Online Payment Gateways in Data Center of UT:** Due to the legal obligations regarding identity authentication and locations of online payment gateways, the necessity of acquiring electronic INMAD is being discussed so that the users could make their payments confidently. In the same spirit, the Certificate of Secured Connections with Invoice from the Central Bank of Iran was acquired for UT INMAD gateways.

■ **New System for Electronic Profile of UT Staff:** In order to improve the services, the new archives of staff profiles (Both faculty members and personnel) was designed and developed. Unification of the aforementioned system with other systems of UT, such as automation, is among the new complexities of the new system.

■ **Evaluating System for Providers of Commodity and Service in UT:** In line with the needs proposed by the UT Administration for Commerce and Contracts Affairs, the evaluating system of commodity and service providers was initiated. This system is established to evaluate, grade and distinguish eligibility

of commodity and service providers throughout UT and to improve efficiency of tender offers and contracts, to ensure the quality of received services and commodities, to guarantee justice among eligible bidders, to generate a competitive atmosphere, to create transparency and unified procedure in assessment and reference of duties to the providers.

4- Macro-Actions Relevant to the Field of Research

■ **Initiating the Anti-Plagiarism of Dissertations and Proposals in the Approval and Defense Procedures in UT Education System:** Inspecting plagiarism in proposals and dissertations throughout the defense procedure is made possible via web services in UT Education System. It is also worth mentioning that all national universities are obliged by law to perform plagiarism inspections and UT is the first university in the country to provide infrastructures in this regard.

■ **Initiation of Online Registration of Dissertations in IranDoc via UT Comprehensive Education System:** The following possibilities in this regard have been provided in UT Education System: Possibility of online registration of proposed dissertation plan in the process of proposal and thesis approval in the procedure of defense via web service in the system of Iranian Research Institute for Information Science and Technology (IranDoc) aiming to unify and enrich the National Scientific Data and Certificate Foundation.

■ **Automation of Core-Researching Procedure:** Certain research cores have been assembled to expand group research in transdisciplinary area. The possibility

of systematic registering of requests of assembling such cores is provided via automation of this process and, on the first phase, 43 requests have been registered.

5- Macro-Actions relevant to the Vice-Presidency of International Affairs

■ **Upgrading the System of Sabbatical Leave for Faculty Members and Execution of the New Cycle:** Upgrading the system of sabbatical Leave for faculty members to relocate to a new atmosphere and executing the new cycle (2020-2021) are among the measures taken in the field of international affairs.

6- Other Actions

■ **Initiation of UT Data Systems Catalogue in the website of Information Technology Center:**

■ **Upgrading the Election and Voting System in Accordance with Responsiveness to the requirements during the Pandemic:**

■ **Developing and Improving Organizational Intelligence Sub-Systems and Data Refinement (E-Learn, Consequences of Corona and etc.):** Implementation of E-Learn System in the Organizational Intelligence to present managerial reports in accordance with qualitative and quantitative evaluation of holding online classes, assembling and implementing indexes of pandemic consequences and new performance indexes.

■ **Centralized Digital Notification System (Digital Signage):** Nowadays, employment of centralized digital notification systems is increasing considerably and it plays a more influential role in public relations of various administrations and organizations. Having goal of remote management of

digital signboards in mind, these systems define the required contents in a manner that fits displaying them on digital signboards for broadcasting or advertising on a certain time or location.

■ **Improving the Substructure of Central Identity Authentication:** On a daily basis, nearly 60 thousand people request entering the data centers of UT via UT's Identity Authentication Center. To properly respond to all these requests, improvement of substructure of Central Identity Authentication was included in the agenda. Specifically, Inspecting Authentication System has been initiated and implementation of users' passwords management and management of password course have also been assembled.

■ **System of Reservation for UT facilities:** Substructure for possibility of reserving UT facilities including classes, meeting halls and equipment was upgraded. Transferring this system to queueing system of UT facilities is included in the agenda.

b. Actions in Line with Advancement Towards the Digital UT

The Digital Technologies Center designs and executes the proposed model for "Digital UT" based on activities in four layers of "Empowering", "Application", "Governorship" and "Consequence". In the same spirit, some of the measure taken on the path of "Digitalizing" will be elaborated on subsequently.

Online Professional and Specialized Trainings: In accordance with moving towards the Digital UT, the Center considers using Massive Open Online Course (MOOC) more seriously in professional and specialized free training. It has also presented official courses of UT via MOOC.

Apart from electronic presentations of the new specialized and skill courses in 2020, UT's MOOC has taken steps in branding of UT's MOOC and advertising it publically.

Management of Knowledge and Data: UT's Assembly of Leading Knowledge and Procedure Management was formed in 2020. This assembly tried to implement a registry system to register data, knowledge and information with regard to management of procedures.

Interactive Networks and Multimedia Managements: In order to fully exploit multimedia relations, BAYAN system and electronic interaction rooms were initiated in 2020.

Ruling Council for Information Technology: The Secretariat of the Ruling Council of IT was formed this year in the Digital Technologies Center and 14 meetings were held in regard to planning and pursuing the enactments. Matters such as designing macro plan of the digital UT, requirements of UT units in the field of Information Technology, budget for UT's information technology and the manner of executing demands of UT units in the field of IT were discussed in the meetings and led to approval of 36 enactments.

Secretariat of IT Managers and E-Learning of top universities: Secretariat of IT managers and heads of E-Learning centers of top 13 universities was formed in UT Digital Technologies from November 2020 to March 2021.

5-Domain of Vice-Presidency of Planning

Vice-Presidency of Planning is one of the most significant units of the domain in the administration that focuses on "planning, assembling the budget and structural adjustments". In addition, observing organizational transformations from "human resources and substructure" point of view

which is published in the form of "Annual Statistical Calendar" and also assembling "The First Report on Social Impact of UT" are among outstanding activities of this Vice-Presidency. A terse review of UT Vice-Presidency of Planning in 2020 will be provided here:
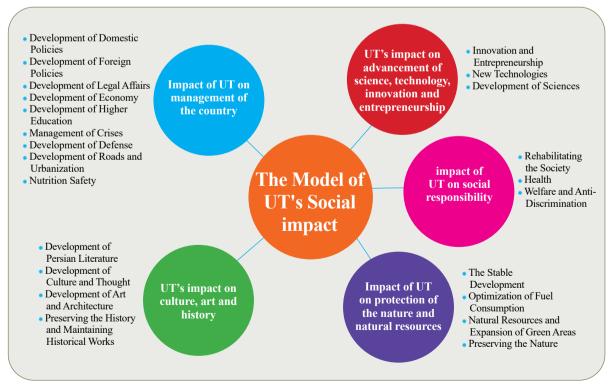
1- Assembling the First Report on Social Impact of UT

As the symbol of higher education, UT has played a unique role in the current history of Iran. From the beginning, UT's name is witnessed within the most pivotal incidents of the country. UT has been the cradle of educating numerous social, scientific, professional, political, literary and artistic leaders of Iran. For a very long time, UT has been a locus for sympathy and synergy of the elites of the society and due to its universality, various national duties such as management of a number of scientific and cultural museums and preserving some of the most unique historical works are performed by UT. Bilateral interaction with the society has always been UT's slogan and this matter is clearly demonstrated in the supreme documents. "Social Responsibility" and "Professional Ethics" have been emphasized as one of the main three axes in the strategic plan of UT.

Investigation of social impact of UT, both on the national and international level, is a new phenomenon. Nevertheless, it will soon turn into one of the most important factors in assessment of performance in the field of higher education.

In "UT's Social Impact Report", as the first official report on social academic Impact in Iran, it has been tried to depict the role of UT in the development of the country. In the same spirit, the assessment model of UT's social Impact, with regard to strategic priorities and also the valuable opinions of the elites and administrators, has been defined within the following five axes: "UT's Impact on management of the country", "preserving

Graph 20- Representation of the pattern for the social impact of UT

culture, art and history", "advancement of science, technology, innovation and entrepreneurship", "developing social responsibility" and finally "protecting the nature and natural sources".

It is worth mentioning that "Data Bank of UT's Social Impact" has been designed and completed due to numerousness of elites and heritages which are affiliated to UT such as museums, jungles, historical places, sumptuous icons and artistic works, labs and institutes that provide services to outside of UT, national duties and Bank of Valuable Data and International Inventions. As a result, elites of UT have been identified among UT members, including faculty members, students, graduates and personnel, based on the collection of their elite activities in the fields of education, research, technology and innovation, culture, management and service. In line with the purposeful movement towards effective activities, this report can provide bright horizons on the way of UT and higher education planners.

2- Strategic Planning, Statistics and Inspection of Indexes

The report of performance of the third 5-year strategic plan of UT which has been assembled in domain of Vice-Presidency of Planning, indicates that, as a result of insistence from UT's management on fulfilling the plans, on average up to 80% conformity has been achieved between plan and performance so far even though some serious challenges in the country such as the issue of international relations and the pandemic have caused restrictions in implementation of parts of UT's plans.

Due to the requirement of accurate info on the condition of UT in various fields of educational, research, international and executive affairs, the annual statistical calendar of UT was assembled and then it was handed over to UT managers in order for them to observe the conditions of UT annually and evaluate positive and negative aspects of UT.

3- The Detailed Structure and Adjustments of UT Organization

Following 15 years of fundamental adjustments in the Detailed Structure of UT and approximating it to goals and plans and also adapting it more and more with enacted regulations and rules, UT's new Detailed Organization was finalized after nearly two years of scrutiny and it was uploaded in UT personnel system and HES system of Ministry of Science, Research and Technology and Karmand Website. In the same spirit, units such as Faculties of Entrepreneurship, World Studies, New Sciences and Technologies, Education and Islamic Thought, that lacked detailed structures approved by Board of Trustees, besides units whose structures were partly approved and partly unapproved, all received enactment according to the regulations. Furthermore, the Detailed Organizations of self-regulating units of UT such as the International Pardis Compounds of Kish, Aras and Alborz were assembled and enacted and their statutes were approved by the Board of Trustees. Additionally, the instructions of educational units' structures, which had been provided by Vice-Presidency of Planning in March 2020, were revised, adjusted and enacted in the Board of Trustees and, in 2020, nearly 80% of it was executed.

The position of the Digital Technology Center, whose importance was pointed out during the pandemic, was upgraded to Vice-Presidency after moving E-Learning Center from Vice-Presidency of Education to the domain of IT and Cyberspace and changing

its title to the Digital Technologies Center and implementing structural adjustments and, in the end, enacting it in the Board of Trustees.

The structure of the Executive Secretariat of Provincial Management of Higher Education and also the Center for Investigation, Evaluation and Quality Guarantying of Higher Education of province of Tehran was assembled and enacted by UT Board of Trustees since UT had been entrusted with tasks which were relevant to provincial management of higher education and assessment of higher education of province of Tehran.

The execution of some of personnel instructions of UT, which were pending due to ambiguity of executional instructions, were carried out through reciprocal cooperation with Planning Management and Human Resources Management. Some of the most significant examples are revision of the occupational ranks and fields, executive instructions of staff's job-difficulty, adjustment of salary coefficient of the contractual personnel and etc.

Investigating the requirements of the UT personnel and determining the status of extra work force in some of the fields and shortage of staff in some other fields of UT.

4- The Domain of Improvement of Procedures

The administrational domain and executional procedures in various fields of UT, such as education and affairs of students, are one of the most important issues that should be brought under scrutiny. The Council of Procedures Improvement was formed in 2020 and fulfilled some of the requirements of the students' affairs such as execution of automation of proposal approval and dissertation defense session, exclusion of uploading identity documents and taking fore grunted the documents which had been received from Golestan Website Registry

and investigating to improve other matters are among the main plans of this domain.

5- Budget and Credits

UT 2020 budget booklet and its executional instructions were assembled and enacted on time by the Board of Directors but unexpected incidents such as the pandemic, alterations in coefficient of extra payments of personnel and extra coefficient of recruiting the faculty members that should have been financed through the enacted budget and exclusive incomes, caused major alterations in the enacted budget and its revision in three phases.

Despite numerous challenges resulting from budget limitations, most UT activities were performed via management of income assignments. UT managed to handle 2020 expenses using other financial capacities such as Extra finances or balancing credits and even executed crucial projects such as UT tunnel, reconstruction of dormitories, construction of new dorms, retrofitting Faculty of Literature and Humanities, smartification of facilities, adjusting aqueducts and etc.

Planning and holding various workshops to notify UT managers of legal capacities of the budget and solutions to increase sources of income were among concerns of this Vice-Presidency in 2020 and the aforementioned plans should be developed in 2021. The potential capacities that can reduce UT's high dependence on governmental credits and lead to its long term economic stability are marketing, admission of international students, contribution in international research schemes, develop and improve free professional courses, absorption of domestic and foreign investments via execution of joint projects and etc.

Adjustments and additions were proposed in some clauses of 2020 and 2021 budgets and although some were not enacted, but the

approved cases helped some of UT's plans.

Serious measures have been taken to make use of capacities of 2020 and 2021 budget and negotiations with various organizations have been going on to barter some of the debts. Although these efforts were not successful in 2020, conditions have been provided to trade off UT's debts in 2021 using the Barter Law.

A number of economic macro plans have been discussed in meetings with Council of Economic Macro-Plans and they have been approved with some adjustments.

6- Domain of Vice-Presidency of International Affairs

With transformation of communications in the international community nowadays, the university is considered to be one of the most important players in this field. Unbounded nature of knowledge forbears diplomatic difficulties from obstructing scientific relations. The scientists are able to go beyond political borders and provide means of more expanded communications via scientific collaborations. As a result, internationalization of higher education is turned into one of the strategies employed by governments and obviously universities. Joint international research-oriented and educational activities, inter-cultural dialogues and facilitating procedures of internationalization have always been among priorities of UT as well. "Improving University's International Position and Effective Presence in Cycle of Developing and Promotion of Global Technology and Science" has been chosen as the first goal of UT's strategic plan. The pandemic has of course brought about new circumstances in scientific relations and new mechanisms are essentially required to adopt to the recent conditions. UT has shown that every challenge can be transformed into a new opportunity within international scientific interactions. Accompanied by its international partners, UT managed to present a dynamic presence in international scientific community and cyberspace.

Based on the first goal in UT's strategic plan, i.e. "Effective Presence in Cycle of Development and Promotion of Science", activities of Vice-Presidency of International Affairs can be pursued in two areas: A- Qualitative and Developmental Activities, B- Executive and Administrational Activities.

■ A-Qualitative and Developmental Activities
Promoting position of UT in International and Domestic Ranking Systems
Although UT's policy-making and planning is not based on international rankings, conformity of many of the rankings' indexes with UT's orientations has led to positive feedback of UT's performance results on these rankings. Fortunately, acquired results from rankings indicate improvement of UT's rank in two important systems of TIMES and QS in the last year. Besides, UT has attained the 1st position domestically and 254th internationally in URAP system. General growth of UT's position in ranking systems is twice valuable since such growth has been achieved despite all restraining sanctions, difficulties in financial transactions, visa, access to scientific sources, oscillations in the national currency value and budget limitations.

Interaction with and Improvement of Joint International Research Institutes
Supporting development of international relations and interactions is one of the most important duties of the third-type research institutes. In the same spirit, some of UT's research institutes work closely with international institutes and universities including UT's "Russkiy Mir Foundation" and

Table 24- Comparing UT position in various international ranking systems

Year	THE	QS	ARWU (Shanghai)	CWUR	SCImago	Taiwan (NTU)
2017	601-800	601-650	301- 400	723	366	418
2018	601-800	601-650	301- 400	461	429	367
2019	601-800	701-750	301- 400	537	476	344
2020	601-800	601-650	301- 400	543	508	364
2021	501-600	591- 600				

Graph 21- Depiction of a comparison between the position of UT in a number of international ranking systems

"Chinese Studies Center" which have held various educational courses in 2020.

Initiating international centers such as Research Center for Asian Studies, Confucius, Russikey Mir and occupying a number of UNESCO Chairs indicate massive capacities of UT for international interaction and propose new forms of international collaboration among universities that, in case of facilitating the circumstances, a huge capacity for development and promotion of scientific cooperation will be created and UT should always be prepared to make use of such capacities.

Memorandums of Understanding (MoU)

In the last year, numerous agreements were signed between UT and other universities to develop international scientific collaborations. One of the most important examples is Agreement and Strategic Plan of Cooperation of

UT with Saint Petersburg University which was signed in 2020. Joint plans of both universities' professors will be supported in areas of "Nano Technology", "Biotech", "Energy" and "IT" through a joint financial fund called "Dehkhoda-Mendeleev". This cooperation is supported by Center for International Scientific Studies and Collaboration (CISSC) of Ministry of Science, Research and Technology and Vice-Presidency for Science and Technology.

Hosting Official Delegations and International Protocol

Some of the most important official delegations that have visited UT in 2020 with coordination of Vice-Presidency of International Affairs are as follows: Switzerland's Ambassador and Minister of Foreign Affairs, Ambassador of Italy, Nicaragua, Iraq, Cultural Liaison of Iraq, France, Dean of Vienna University, Yunnan University, UNAN University (Nicaragua), Saint Petersburg University and high ranking delegation from Syria. These interactions have had desirable outcomes. For instance, the difficulties of presence of some of Iraqi students in some units were settled. Such cases have led to founding new collaborations with these countries.

Interaction with International moderators and Network Creation

In order to comply with the hygiene protocols in the last year, monthly sessions were held online with UT's international councilors present and general issues of International Pardis Compounds and Faculties were discussed, problems of international students were solved, interaction of Iranian professors and students and other matters were conferred about. International activities of many of Pardis Compounds, Faculties and various units of UT have been overwhelming and beyond imagination in the last year. In spite of the Pandemic, numerous scientific sessions were held via various effective webinars with collaboration of international councilors.

In line with Internationalization Plan of UT and also expansion and pursuance of scientific relations with other universities, institutes, research centers of diverse countries and relevant international communities, "International Nine-partite Committees" of UT were formed in the Vice-Presidency and their meeting were held regularly. These committees have tried to maintain connection of UT with professors and students who are on sabbatical leave.

UNCESO Chairs are country's international investments which are full of potentials and UT hosts more than half of the country's chairs. Approach of developing regional scientific collaborations tends to be more successful within the domain of these chairs and it should draw more attention. Affairs of UNESCO chairs in UT have been regularly coordinated and pursued in the Vice-Presidency of International Affairs and fortunately all the chairs managed to extend their second term. In the last year, coordinating sessions, in which heads of national commission of UNESCO and our country's representative were present, were held seasonally in Paris and reports were received from these chairs.

Membership in Academic Unions and Associations

Membership in academic syndicates is known as a significant approach in international-scientific cooperation and in promotion of universities' resilience to make an exit out of crisis. The following are a number of significant international syndicate of which UT is a member: "Syndicate of Asia-Oceania Universities", "Syndicate of Iran and Russia

Top Universities", "International Organization of La Francophonie", "International Syndicate of Universities" and "Federation of the Universities of the Islamic World".

An important subject in regard to presence and membership of UT in academic syndicates was presidency of UT' Dean in Syndicate of Asia-Oceania Universities until January 2021. UT's Dean is currently a member of International Association of University Presidents and Syndicate of Asia-Oceania Universities. This presence is twice as valuable during the era of restricting sanctions and oppositions towards presence of Iran in international communities, whereas, attending these syndicates is a competitive matter among universities while some countries are willing to pay off lavish expenses to accomplish their goals in this regard.

Developing Special Inter-University Collaborations with Russia

Through the initiative of esteemed dean of Moscow University and cooperation of UT and following formation of joint annual meeting for top Iranian and Russian universities, inter-university collaborations entered a new phase and led to development of scientific cooperation between the two countries. An influential factor in development of this cooperation was high souled effort of the then ambassador of Islamic Republic of Iran in Moscow which led to an acceleration in collaborations specially after his return and appointment to Councilor of UT's dean in International Affairs and Secretary of the Meeting for top Iranian and Russian universities and secretary of the Working Group for International Cooperation with Russia, Central Asia and Caucasia. Some of the above mentioned efforts are mentioned here:

- Negotiating with Russian Institute of Demography in the Russian Academy for

Science and agreeing on holding the first International Conference on Demography of Iran, Russia and Caucasia and Caspian Sea Countries through cooperation of UT and financing support from Russia.

- Initiating relations between UT and University of Siberia via negotiations with University of Technology and Communications of Siberia, which is located in Novosibirsk, and proposing cooperation with UT in this field and assigning School of Electrical and Computer Engineering of UT as the cooperating party.

- Initiating collaborations with Tomsk State University of Russia and proposing joint webinars on conditions of the pandemic and experiences of both countries in this regard. This webinar will be held in April this year.

- Holding online students conference on "Iran and Russiya; New Grounds for Cooperation in 21st Century"

- Pursuing cooperation of Pardis Campus Faculty of Art with Uzbekistan in the field of renovation of historical buildings and coordination with the Ministry.

Holding the International Festival with Tehran University of Medical Sciences

Despite difficulties of the pandemic, the joint International Festival of UT and University of Medical Sciences of Tehran was held with emphasis on cyberspace in a partial-attendance manner with presence of ambassadors and political representatives of some of the countries. In this festival, various programs were presented and recorded videos of messages of international students, ambassadors of countries, UT films and etc. were also shown and the winners of the festival were rewarded.

■ Executive and Administrational Activities

1- Notification and Pursuing the Affairs of Students

like the Iranian students, matters of education and residency of international students were pursued and the required measures were taken via coordination with the relevant units to facilitated education of these students as much as possible.

2- Admission of International Students

125 requests were received until the end of December 2020 and 92 new international students, including 20 B.A., 49 M.A. and 23 Ph.D. students, were registered in attendance and non-attendance manner in the first semester of 2020-2021. The applicants come from 23 different countries including 57 students from Afghanistan, 18 from Iraq and 5 from China.

3- Student Exchanges

Benefitting from sabbatical leaves aim at attaining experiences and knowledge, updating information and familiarization with scientific and technological advancements in other countries. This administration tried its best to dispatch students in spite of negative effects of the pandemic concerning incompletion of field, lab and library research, failure to issue visas on time, rejection and postponement of admissions in the destination countries and problems regarding academic years for students. Some of the measures which were taken in the field of student exchange are mentioned here:

- Investigating and approving requests of 32 Ph.D. students for sabbatical leave
- Issuing verdict of assigning allowances of UT to 17 students based on the enacted amounts.
- Extending the sabbatical leave of 14 students according to the existing regulations
- Introducing 27 students to use scholarship

of Ministry of Science, Research and Technology and to be dispatched for sabbatical leave
- Introducing 4 M.A. students from Faculty of World Studies to use DAAD scholarship
- Activating the existing agreements for international cooperation in the clause relevant to exchange of students and faculty members (Saint Petersburg and Moscow State University).
- Introducing 10 students within the format of exchanges with University of Saint Petersburg for Spring Semester of 2021
- Admission of one student in the field of General Law from University of Saint Petersburg
- Investigating and introducing 5 students within the format of Joint International Certificate Plan with ENSAM
- Notifying students regarding reciprocal scholarships of Iran and China, on-year scholarship of Japan Studies, Macquarie University scholarship in Australia, short-term scholarship of the Netherland's government, Scholarship of Tomsk State University, Scholarship of Japan International Cooperation Agency, scholarship of Waseda University in Japan.
- Introduction of student admission for spring, summer and winter schools of Moscow Linguistics (Online)
- Introducing student admission in the State University of Moscow Law Firm
- Introduction of 4 Spanish Universities within the plan of Erasmus-Plus to the professors and Ph.D. students

4- Regulations of Sabbatical Leaves/ International Conferences of Professors and Students

- Investigating and revising of relevant regulations with representatives of Vice-

Presidency of Education, Research, Administration of Educational Services, Human Resources and Legal Services in more than 10 meetings and enacting it on September 12, 2020 in UT Board of Directors.

- Holding numerous meetings on supporting International Online Conferences and assembling regulations for attending online conferences and preparing instructions and relevant forms.

- Investigating and pursuing automation of procedures of sabbatical leave for students with coordination of UT Administration of Education and the Center of Statistics and Informatics.

5- International Affairs of Faculty Members

- Holding numerous meetings and presenting offers to prepare a platform to assemble new regulations for attendance of faculty members in online conferences and international webinars.

- Inspecting execution of obligations of 15 faculty members who had been on sabbatical leave last year.

- Investigating profiles of 29 applicants of sabbatical leave in 2021

- Dispatching 4 faculty members on a one-year sabbatical leave

- Dispatching faculty members on research missions

- One research mission from 2 to 6 months

- 7 one-year missions

- 11 cases of extending research missions

9- Consul Affairs

Consul Office of UT is responsible for consul affairs of students and applicants from the beginning of applying for admission until graduation and checkout. The consul services for students in 2021 has included

correspondence with Organization of Students Affairs to approve departure of students in the climax of the crisis, admission of 2 Faculty Members, 125 students and 3 researchers to continue education, attend workshops and short-term programs of the university.

7-Domain of Administrational and Financial Vice-Presidency

The domain of Administrational and Financial Vice-Presidency is without any doubt one of the busiest and most responsible Vice-Presidencies of UT due to the variety and enormous extent of responsibilities and activities such as personnel and administrational affairs of faculty members and staff, financial and auditing affairs, supporting maintenance and repairing of buildings, facilities and welfare, legal matters, staff training, logistics, holding tender offers and auctions, purchasing and contractual affairs, protecting amenities and properties, supervision over financial and administerial execution in all units of UT, affairs of green areas, interaction and responsiveness to observatory administrations (Supreme Audit Court of Iran, General Inspection Organization of Iran, Court of Administrative Justice of Iran) via cooperation with General Legal Administration and Upstream Administrations (General Treasury, Retirement Organization, Social Security Organization, Planning and Budget Organization, Ministry of Science, Municipality and etc.), cooperation with level-one universities, collaboration with University of Medical Science of Tehran, interaction with staff guild council, Basij Organization for Professors and personnels. With emergence of the pandemic in 2020, the responsibilities of this Vice-Presidency increased.

One of the problems of UT in 2020 was financial restrictions. While the universities budget was increased only 8% in 2020 within

the General Budget of the country and, in addition, some of UT incomes were not attained and the annual inflation added to the expenses of UT, salaries of staff were increased twice and salaries of faculty members only once.

Fortunately, UT not only managed to meet all its requirements but also it initiated or finished numerous projects due to the efficient financial management of all units especially Financial and Planning Vice-Presidencies and support of Planning and Budget Organization and other relevant administrations such as Ministry of Science, Research and Technology, Vice-Presidency of Science and Technology and etc.

Key Measures Taken in 2020

1- Efficient financial Management of UT despite severe financial restrictions via interaction and cooperation with UT Vice-Presidency of Planning

2- Revision of UT financial Transactions Regulations and its enactment in the Board of Trustees

3- Inspecting and updating UT accounts which was unprecedented

4- Employing the Government Logistic System (SETAD) for transparency in purchasing methods and holding tender offers and auctions

5- Adjusting financial procedures in foreign exchange earnings of UT: With the support of Ministry of Economic Affairs and Finance, the Central Bank of Iran and Supreme Audit Court of Iran, UT proposed to initiate a mechanism, for the first time in the country, to obtain earnings in foreign currencies and deposit them to the Treasury and receive the equivalence in Rials. The accounting method and financial procedure, in this regards, were completed with the help of UT.

6- Taking inventory and data monitoring of Properties System, evaluating them, assessing depreciation of properties, initiating accounting of livestock and plants properties and entering some of the info in SANA system.

7- Initiation and employment of 11 official electronic systems

8- Acquiring the ownership deed of Central Pardis Campus of UT as pursued by General Legal Administration

9- Pursuing and clarifying the case of Bank Saderat's debt claimant

10- Adjusting financial inventories and acquiring confirmation of Ministry of Economic Affairs and Finance for the second year in the row

11- Negotiations and initial agreements with the Mostazafan Foundations in regard to Lands of Abu Raihan Pardis Campus and lands of Qods City

12- Agreement with the Municipality of Qods City (Abrisham Town) in order to alter land-use of the property to residential and commercial

13- Completion and updating of staff promotion files

14- Increasing salaries of staff and issuing relevant verdicts early in February

15- Negotiating and acquiring approval of the Retirement Fund in regard to enforcing special grades of faculty members of UT and agreement of the Organization with retirement of the members.

16- Completion of dormitory of married students via cooperation with Jamalzadeh Foundation

17- Completion of the 1st phase and initiation of the 2nd phase of retrofitting and reinforcement of the Faculty of Literature and Humanities

18- Design and execution of wastewater

treatment project at the Scientific Conference Center of UT located in Farah Abad, Sari

19- Smartization, constant monitoring, and comprehensive control on cooling and heating mechanical rooms

20- Holding educational courses for managers and staff of UT by Center of in-Service Training

21- Negotiations with Housing and Urban Development: In regard to fixing the housing problem of the staff and acquiring approval of Ministry of Housing and Urban Development to provide 600 residential units in the new city of Hashtgerd and initial agreement over assigning a piece of land with an area of 32 hectares to construct a green town devoid of pollution

22- Managing and forming committee of fighting the Covid-19 and assembling and notifying the relevant instructions

23- Assembling and approving instruction of identifying and assessing providers of commodities

24- Applying and implementing green management protocols in construction of new buildings and purchase of equipment and products with respect to energy saving concerns

25- Completion of the 1st phase and initiation of the 2nd phase of renovating and retrofitting the facilities' tunnel of the central campus of UT

26- Supervision over ongoing constructions after confirmation of Supreme Council of UT Architecture

27- Establishment of Board of Trustees for Faculty Members Welfare Fund and pursuing and negotiating to solve the problems related to the Welfare Fund

28- Holding festivals to praise the exemplary children and the retired staff and celebrating the exemplary employee via abiding by hygiene protocols

29- Cooperation with Ministry of Science, Research and Technology concerning assembly of regulations and negotiations with the Retirement Fund and Social Security Insurance and removing joint obstacles of universities with the mentioned administrations.

30- Negotiations with Iranian National Tax Administration and 90% reduction of tax fines

31- Interaction with monitoring administrations and removing ambiguities in-between

8-Domain of Cultural and Social Vice-Presidency

One of the priorities and policies of UT in its activities and plans has been to promote delicate, social and professional skills of students such as creativity, innovation, critical morale, self-management, entrepreneurship and team work morale and some of these skills are obtained via cultural and social activities. Therefore, the Cultural and Social Vice-Presidency of UT has taken such subjects into consideration in its plans and has formed his actions based on these plans.

■ **The Most Important Measures Taken by the Cultural and Social Vice-Presidency of UT in 2020**

- Defining and deepening academic culture and identity

- Establishing grounds for moral atmosphere and religious-oriented activities

- Promoting quality and quantity of student organizations and increasing contribution of students in such organizations

- Improving specialized skills of students in order for them to be prepared to enter the business market

- Providing grounds for faculty members to play a more efficient role in cultural and social areas and promote social responsibility, professional ethics and develop capabilities and to professional competence of UT faculty Members
- Plan to optimize utilization of capacities of students' families in line with UT's development
- Diversifying the activities using cyberspace and IT and establishing necessary grounds to employ cyberspace in cultural and sportive activities of UT
- Automation of cultural affairs via initiation of the Comprehensive Cultural and Social System of UT
- Initiating communications with schools to promote science and technology and help students to select their future fields of study
- Developing the physical cultural and sports-oriented areas
- Promoting study skills of students who are related to the Martyrs and families of war veterans.

■ **General Office of Cultural and Social Affairs**

119 active student unions	Holding elections for the central committee of the scientific student unions in October and November
active students in the scientific unions	Holding the intramural festival of Movement
Attaining the top position in the 12th international Movement festival	Holding a 3 minute competition of defending dissertations
Holding 180 scientific and promotional events	Holding the 6th round of DELTA competitions of promotional speeches
Holding 230 educational workshop for skill training	Holding webinar sessions on unison with scientific student unions
25650 participants in events and workshops	Holding unison sessions with advising professors of scientific student unions
Publishing 70 online journals	Assembling executional instruction of foundation and activity of scientific student unions of UT
Collaboration of 119 faculty members with scientific student unions as advising professors	

Graph 22- Representation of the scientific student unions in 2020

43 active cultural unions	**Holding 150 cultural events and activities**
1450 active students in cultural unions	**Participation of 16850 students in the events of cultural unions**
Publication of 10 journals	**Volunteer and responsible activities**
Holding elections for cultural unions of students in October and November	**Holding the intramural festival of Growth**
Producing content for the social media	**Holding unison webinars sessions with activists of cultural unions of students**

Graph 23- Demonstration of artistic, religious and social assemblies of students in 2020

Activities of 2500 students in the field of student journals	**290 active student journals**
Online publication of 160 journals	**Issuing Release License for 50 journals**
Attending national festival for students publications and media via dispatching of 672 works	**Issuing professional license to 7 journals**
Holding educational workshops for student publications	**Issuing alteration license for 72 journals**
Holding regular meetings with the supervising committee over publications of students	**Holding webinar unison sessions**

Graph 24- Depiction of student journals in 2020

■ **General Office of Sports Affairs and Physical Training**
- Holding sports competitions that suit condition of the pandemic
- Attending online competitions of physical fitness, Taekwondo and Ping Pong
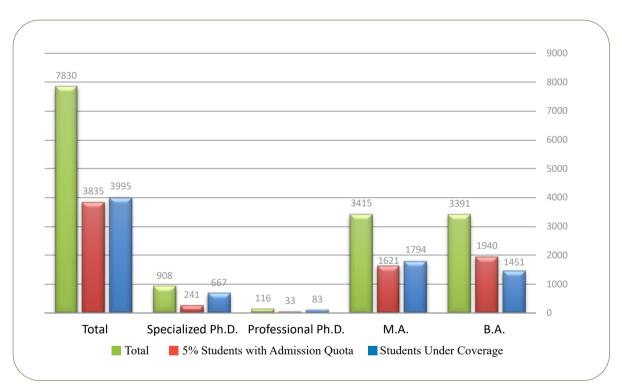- Training at home
- Physical health counselling
- Sports counselling
- Presentation of proper trainings
- Self-evaluation of one's physics
- Establishment of Sports Committees of students, faculty members and UT staff
- Pursuing improvement of areas assigned

to physical training
- Pool in North Kargar St.
- Multi-functional gym – North Kargar St

■ **General Office of Affairs of Students and the Staff Who Are Related to the Martyrs and the War Veteran**

Table 25- The number of employed students related to the Martyrs families or the war veterans in 2020

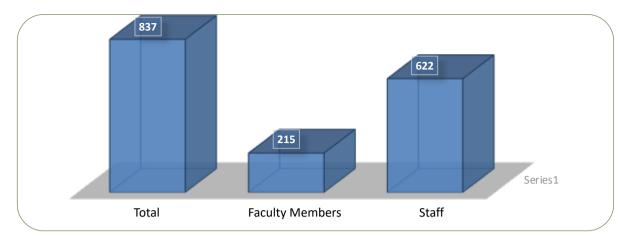| Grade	Students Under Coverage	Students with 5% Admission Quota	Total
B.A.	1451	1940	3391
M.A.	1794	1621	3415
Professional Ph.D.	83	33	116
Specialized Ph.D.	667	241	908
Total	3995	3835	7830

Graph 25- Representation of employed students who are related to the war veterans in 2020

Table 26-Demonstration of statistics of the staff who are related to the war veterans and employed at UT
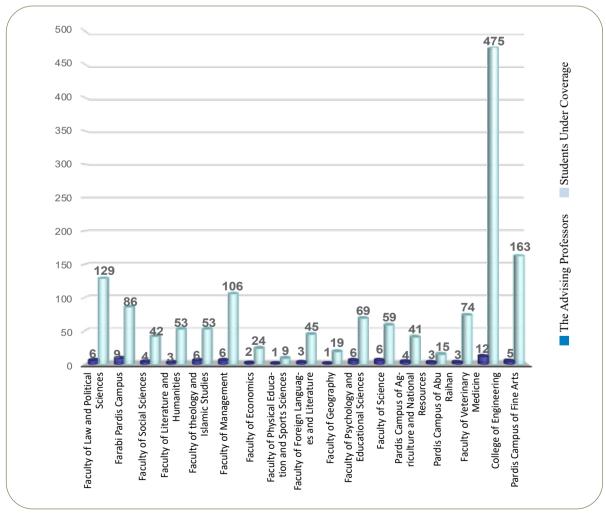
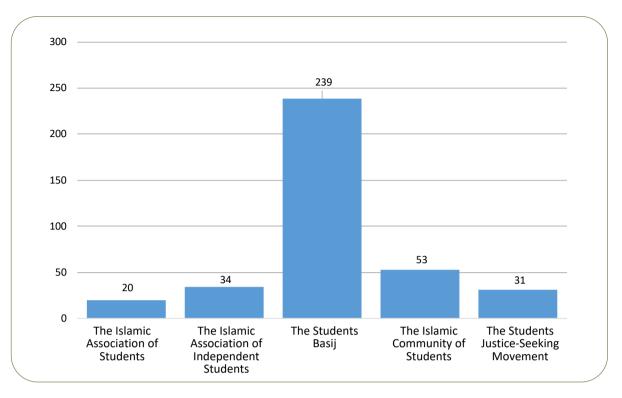|	
Staff	622
Faculty Members	215
Total	837

Graph 26- Demonstration of statistics of the staff who are related to the war veterans and employed at UT
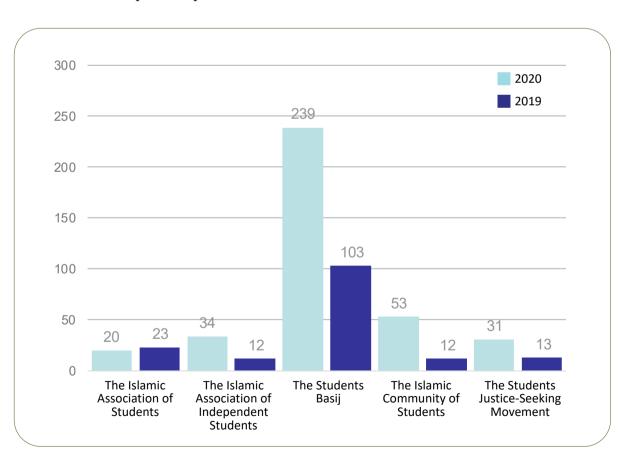
■ **Executing the plan of Assigning Advising Professors for Students related to the Martyrs or the War Veterans**

Graph 27- Depiction of advising professors to students who are related to the Martyrs and war veterans in separate categories

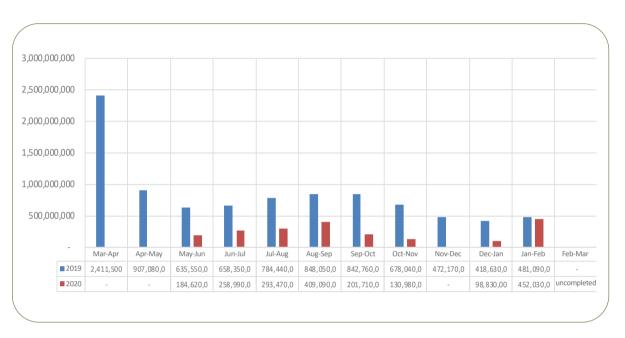**Graph 28- Representation of activities of the Islamic Unions in 2020**

Graph 29- A comparative demonstration of the number of programs of the Islamic Unions during 2019 and 2020

Section One: Visits and Income Statistics

Table 27- Earnings from ticket sales of Negarestan Garden-Museum in 2019 and 2020

2020	9.137.660.000
2021	2.029.720.000

	Mar-Apr	Apr-May	May-Jun	Jun-Jul	Jul-Aug	Aug-Sep	Sep-Oct	Oct-Nov	Nov-Dec	Dec-Jan	Jan-Feb	Feb-Mar
■ 2019	2,411,500	907,080,0	635,550,0	658,350,0	784,440,0	848,050,0	842,760,0	678,040,0	472,170,0	418,630,0	481,090,0	-
■ 2020	-	-	184,620,0	258,990,0	293,470,0	409,090,0	201,710,0	130,980,0	-	98,830,00	452,030,0	uncompleted

Graph 30- Depiction of a comparison between earnings from sales tickets of the Negarestan Garden-Museum during 2019 and 2020

Table 28- The number of visitors of the Negarestan Garden-Museum in 2019 and 2020

2020	133,234
2021	599,52

Note: Based on notification of National Committee to Encounter Corona Disease concerning shutdown of museums, the earnings attained from selling tickets of Negarestan Garden have reduced nearly 78% in 2020 compared to 2019.

Part Two: The Most Important Executed Plans and Actions

- Initiation of new website for Negarestan Museum Garden and museum House of Moghadam within UCMS

- Creating 360-degree online tour of Negarestan Museum Garden both in English and Persian

- Executing the first phase of flagstone pavement of margins of north and east doors of Negarestan Museum House

- Preparation and assembly of identity certificate of works in Negarestan Museum

Garden and Moghadam House Museum

- Initiating preparations to hold the first scientific conference and festival of national university museums
- Registration of 10 works in Negarestan and Moghadam museums in Iran National Heritage List
- Commencement of activities in Museum of Contemporary Visual Arts of Pasargad Bank in Negarestan Garden Museum
- Pursuing establishment of Master Parviz Tanavoli in Negarestan Garden Museum
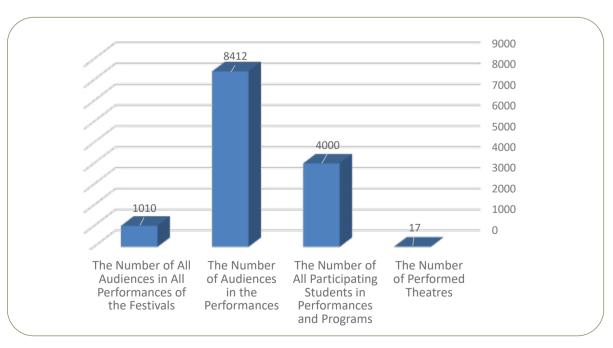- Assembling statute of Council of Policy-

Making of UT Museums

The Molavi Hall
- The number of all performed theatres: 17
- The number of all participating students in performances and programs: over 4,000 students
- Overall number of all audiences in all performances: 8,412 people without considering addressees of the festival
- Overall number of audiences of all performances of festivals: 1,010 people in 10 days

Table 29- The number of programs in the Molavi Hall

Title	Abundance
The Number of Performed Theatres	17
The Number of All Participating Students in Performances and Programs	4,000
The Number of Audiences in the Performances	8,412
The Number of All Audiences in All Performances of the Festivals	1,010

Graph 31- Representation of the programs of Molavi Hall

9-Domain of Vice-Presidency of Students Affairs and Organization of Students Services

The Vice-Presidency of Students Affairs is a domain that is directly at the service of students and tries to remove problems and obstacles and provide required facilities such as loans, nutrition, place of residence, mental and physical health and grounds for educational improvement and research. Having in mind the problems created during the pandemic year, this domain tried to pay special attention to providing services that suit the underhung problems apart from performing its inherent duties. The most important activities of this Vice-Presidency are mentioned in the following four sections:

1- Development of Services for Hygiene and Mental Health

As one of the most important and most credible national counselling centers, UT Counselling Center performed numerous programs, which will be elaborated on, with a realistic approach during the pandemic via improvement of quality and quantity of its activities to encounter destructive effects of Covid-19 outbreak.

The Plan of Sympathy: As mentioned earlier, the Plan of Sympathy was executed within difficult circumstances of the pandemic aiming at maintaining accountable relations of UT with students with contribution of 22,700 students. It seems that this plan along with Plan of Welcoming, which aimed at facilitating process of socializing of new students of UT and were performed via 3,847 phone calls, attained many positive achievements for students and UT. In addition to improving the positive relations between students and UT, this plan managed to prevent many problems among students via identifying and timely intervening the problems on all three levels of prevention. This plan improved sense of self-worthiness among students and sense of affiliation to UT via pursuance during the pandemic, initiation of positive senses of being understood, establishment of proper grounds for efficient relations of students with the UT Counselling Center and formation of a positive image on the students' side towards supporting services of the Counselling Center.
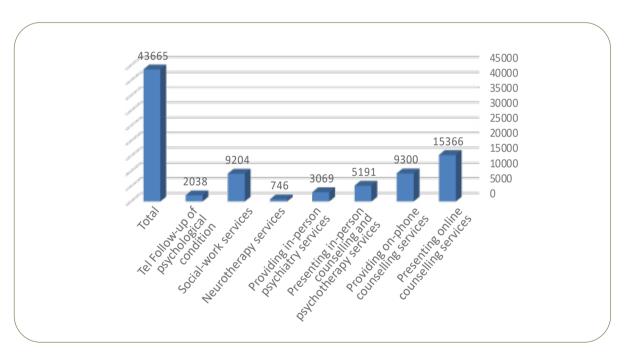
In line with the Plan of "Sympathy" and "the Plan of Welcoming", some of the other services of UT Counselling Center can be named here:

- Upgrading social contribution and happiness of students through the online semester and reduction of social isolation of students
- Holding Domino national competitions specially for students of domestic universities with focus on mental health
- Development of telephonic and online counselling
- Improvement of students' awareness of mental health through holding webinars on mental health
- Holding more than 195 webinars which were accessible to all students in the country. The number of participants were 176,352 per hour
- Improving capabilities of experts and specialists of counselling centers via holding a chain of webinars
- Production and publication of 131 volumes containing mental health material
- Holding a chain of webinars which are exclusive for experts and specialists of universities' counselling centers and so far 62 specialized webinars have been held and the number of participants has reached 47,812 people per hour

Table 30- The services of UT Counselling Center 2020

No	Type of Services	Number	Method
1	Presenting online counselling services	15366	Via Mashverapp Application
2	Providing on-phone counselling services	9300	On phone
3	Presenting in-person counselling and psychotherapy services	5191	In-person
4	Providing in-person psychiatry services	3069	In person
5	Neurotherapy services	746	In person
6	Social-work services	9204	In person
7	Tel Follow-up of psychological condition	2038	On phone
	Total	43665	

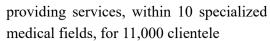**Graph 32- Demonstration of services of the Counselling Center of UT in 2020**

2- Development of Services for Hygiene and Physical Health

In spite of the pandemic in the last year, the services of treatment diagnosis by the Hygiene and Health Center of UT developed and even during the shutdown provided non-stop services to universities clientele and other citizens so that more than 90 thousand references in the last year have occurred. Details of some of these services are describes here:

1- Assessment of health of all dorm-applicants so that no crisis occurred within the dormitories

2- Activeness of the special clinic and

providing services, within 10 specialized medical fields, for 11,000 clientele

3- Initiation of free incident insurance coverage for all students via financing from UT

4- Health evaluation of more than 10,200 students who had entered UT in October 2020 and collection of info on students with underlying disease

5- Providing and distributing 195 tablets among students who were left behind from online education via student loans and benefactors
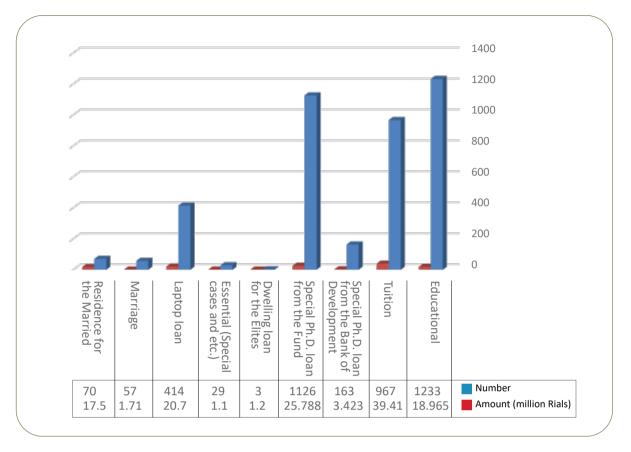
3- The Students Services

Despite numerous problems during the pandemic, Office of Students Services tried to facilitate process of education and checkout for students in the last year. Some of the services provided are as follows:

1- Establishing a unit for disabled students to identify the target society (preparing regulations for the disabled students, acquiring donations for the affairs of the disabled students, organizing UT's aids to such students according to regulations)

2- Providing grounds for contribution of students in improvement of the given services through holding elections of Students Unions

3- Assembling the hygiene and nutrition protocol of the students' dining halls during the pandemic

4- Hygiene inspection and supervision over active dining halls during the pandemic

5- Equipping self-services with new automating cooking machines and Combi Star ovens

6- Facilities of presented loans: Developing the amounts and kinds of student loans. Specially initiating new facilities to purchase laptops to implement educational justice in using online classes

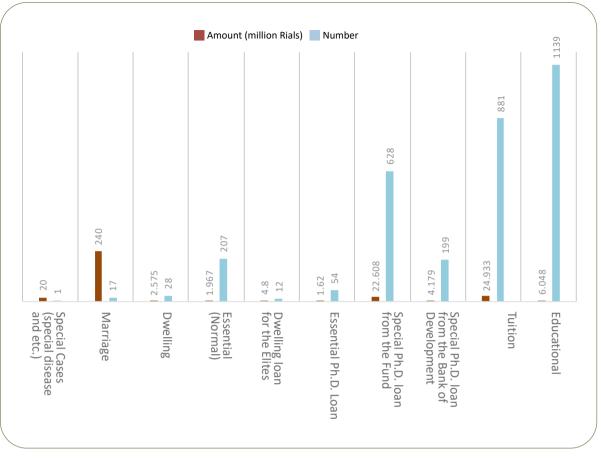**Table 31- Actions of Office of Students Affairs in the 1st semester of 2020**

No	Types of Student Loans in the First Semester of 2020-2021	Numbers So Far	Amount
1	Educational	3321	659.81
2	Tuition	769	39.410
3	Special Ph.D. loan from the Bank of Development	361	3.423
4	Special Ph.D. loan from the Fund	6211	25.788
5	Dwelling loan for the Elites	3	1.200
6	Essential (Special cases and etc.)	92	1.100
7	Laptop loan	414	20.700
8	Marriage	75	1.710
9	Residence for the Married	07	17.500
	Total		129.796

	Residence for the Married	Marriage	Laptop loan	Essential (Special cases and etc.)	Dwelling loan for the Elites	Special Ph.D. loan from the Fund	Special Ph.D. loan from the Bank of Development	Tuition	Educational
Number	70	57	414	29	3	1126	163	967	1233
Amount (million Rials)	17.5	1.71	20.7	1.1	1.2	25.788	3.423	39.41	18.965

Graph 33- Depiction of actions of UT Office of Students Affairs in the 1st semester of 2020

Table 32- Actions of Office of Students Affairs in the 2ⁿᵈ semester of 2020

NO	Types of Student Loans in the 2ⁿᵈ Semester of 2019-2020	Numbers So Far	Amount
1	Educational	9311	840.6
2	Tuition	188	24.933
3	Special Ph.D. loan from the Bank of Development	991	4.179
4	Special Ph.D. loan from the Fund	826	22.608
5	Essential Ph.D. Loan	45	1.620
6	Dwelling loan for the Elites	21	4.800
7	Essential (Normal)	702	1.967
8	Dwelling	82	2.575
9	Marriage	71	240
10	Special Cases (special disease and etc.)	1	20
	Total		690.91

Graph 34- Depiction of actions of UT Office of Students Affairs in the 2nd semester
in 2019 and 2020

4-Accommodation of Students

During the pandemic, accommodating students in dormitories was one of the most challenging issues of universities all around the country. UT dormitories provided limited access for students since May hoping to support research development and necessity of students' presence in labs, farms and technical workshops while applying instructions that comply with the regulations of the Committee of Encountering Corona. Overall, more than 4,700 students managed to use dormitories. Some of the activities in this domain are elaborated on here:

- Smartization of 34 powerhouses within the framework of Green Dorm policies
- Initiation of system of registering electronic requests of married students
- Improvement of conditions of the existing dormitories with approach of qualitizing and efficiency
- Redesigning and executing 1,100 square meters of cultural, welfare, sports spaces in Gods Dormitory No. 3
- Fundamental reconstruction of the Martyr Students Dormitory with area of 1,700 square meters in 5 floors with capacity of 160 people
- Fundamental reconstruction of Rudaki Dormitory with are of 2,700 square meters in eight stories with capacity of 180 people
- Fundamental reconstruction of Ghods Dormitory with area of 1,700 square meters in seven stories with capacity of 155 people

- Initiating construction of a new dorm with capacity of 167 people under the title of "dorm of students with exceptional talents" which has advanced 25% so far

- Initiating construction of a new dorm with capacity of 300 people through support of Charity Foundation of late Lady Jamalzadeh with project advancement of 25% so far

- Retrofitting the ware house of UT dormitory with area of 1,000 square meters

- Retrofitting UT dorms gym with area of 500 square meters

- Repairing and retrofitting sports equipment worth more than 20 billion Rials

- Adjusting and changing waterproofing of 5 dorms wuth area of 1,700 square meters

- Installing lifts in Shahid Motahari, Ghods, Rudaki and Ghods 1 dorms

- Establishing powerhouses in Amin and Azar 16th dorms

- Initiating Red Room and Yellow Room to manage the diagnosed students or students suspicious of Covid-19 and pursuing conditions of 30 suspicious students and diagnosed ones

10-Domain of Public Relations and Information

One of the manifestations of social responsibility of UT is introduction of various activities of UT and its successful and influential figures to the society. Such activities should be carried out by the Public Relations. As a result, recreating Office of Public Relations was included in the agenda and a review of its activities will be provided later.

Public Relations, with two managerial and communication functions, is one of UT's main pillars in accomplishing its missions and goals. Concerning the two mentioned functions, performance of Public Relations of UT in two fields of "execution" and "content creation" are discussed here:

Performance in the Domain of Execution:

- Official registration of "Association of Graduates" of UT in Companies Registration Office and then registration of Association of Graduates in units that are affiliated to UT

- Providing, packing and dispatching more than 3,500 special parcels for new B.A. students and sending them all around the country (due to the pandemic circumstances and not holding the welcoming ceremony for new students)

- Assembling, completing and publishing UT calendar of 2021 and distributing around 1,000 versions among top officials in the country

- Documentation (videotaping) of 30 programs/formal ceremony of UT

- Presenting online services in all meetings held in administerial domain of UT

- Performing executional affairs and cooperation in various festivals and ceremonies such as: ceremony of commencement of the new educational year of universities and research and technology centers, international festival, education festival, research conference, senior members' festival, ceremony of top children, festival of endowers and benefactors, conference of exceptional personnel

- Organizing environmental advertisement in UT and performing affairs of advertisement and notifications in public environment of UT in ceremonies and formal programs

- Planning and holding occasional ceremonies and memorials and relevant gifts

Performance in the Domain of Content Creation

- Initiating a website of UT news and analysis aiming at developing dissemination of information (news/reports, interviews, and etc)

- Creating qualitative transformation in approach of dissemination of information and public relations of UT via initiation of new sections in the UT website such as: 1. Scientific campaign of #IRAN in 2021 with performing more than 50 comprehensive and scientific interviews with faculty members, 2. Completion of chronology section of UT from 1934 up to now, 3. Initiation of a section for national and international achievements, 4. Completion of luminaries profile, 5. Rereading news archives and produced reports within last 10 years in order to categorize them base on the subjects,

- Producing, organizing and publishing more than 1,200 media contents (including news, reports, interviews and …) and publishing them in UT website

- Initiation of social media channels and formal notification of UT in Instagram, LinkedIn, Twitter, YouTube, Aparat and Eitaa.

- Activating multimedia section of the administration (Producing 4-5 clips from UT activities every month)

- Coordinating execution and playing more than 70 TV programs for administerial activities of UT and also faculty members

- Content updating of UT website (including all sections and subsections)

- Inspection of affiliated websites and notifying the adjustments

- Creating proper news coverage for activities of UT (average of 150 news reflections) in media and national newspapers via close cooperation with multi production medias

- Creating organizational #dashboard for UT and monitoring media trends and social media which are relevant to UT activities

- Assembling and regular publishing of "Modat" journal which is analytical and news-oriented organ in two languages (6 routine volumes and one special volume for "Women's Day" in 2020)

- Managing emails of general relations with UT and referring them to relevant officials or responding to them

11. Domain of General Office of Legal Affairs

Extensiveness of facilities of UT such as properties, real estate, other movable properties and intellectual properties accompanied by its unique national and international position require constant and competent protection and Office of Legal Affairs is responsible for part of this duty.

The history of UT shows that whenever Office of Legal Affairs performs its duties appropriately, legal and legitimate interests of UT will be preserved properly. However, UT has suffered considerable losses where there has been irresponsibility in some cases. Fortunately, enough care and concern has been bestowed on this field in the recent years. A brief description of UT's legal activities in 2020 will be presented in the following.

Following efforts which have been put in 2020, around 220 verdicts have been acquired from the Judiciary out of which 173 verdicts have been in favor of UT. In the field of civil actions by UT or civil actions against UT, eye-catching accomplishments have been attained and this office managed to preserve billions of Tomans in financial cases by or against

UT. This figure includes properties which are directly acquired for UT or preventing UT from losing ownership over its properties or hindering financial obligations for UT. In addition, numerous verdicts have been issued in favor of UT that have non-financial aspects and cannot be evaluated financially. Yet, issuing of such verdicts have preserved scientific credit of UT and educational certificates which have been issued by UT. Besides, administrational, financial and transactional independence of UT have been confirmed by the judicial authorities and also rights of faculty members and staff have been achieved concerning their pensions. In one case only, a verdict of 75 billion Tomans was issued in favor of UT.

As for managing properties and documentation, eye-catching accomplishments have been achieved among which is acquiring "one-paper deed for lands of Central Pardis Campus of UT" in June 7, 2020 and after 86 years from establishment of UT.

Furthermore, the winning ratio of UT in legal claims, civil or criminal lawsuits and lawsuits before the General Court of Justice and the Court of Administrative Justice, which included 219 legal claims and complaints, has been 79%. Separately, out of 69 legal and criminal claims, 53 verdicts in the jurisdictions have been issued in favor of UT (76% winning ratio). In addition, out of 150 cases in public courts and court of administrative justice, 120 verdicts were issued in favor of UT (80% winning ratio).

The Concluding Remarks
There is no doubt that this report cannot reflect all activities, transformations and achievements of UT in the last year. Due to the extensiveness of activities and the range of their influence and also numerous sub divisions, including

Pardis Campuses, faculties, institutes, research center and etc., the performance report of each division, containing detailed and statistical information, will be announced via its website: ut.ac.ir by UT's Public Relations.

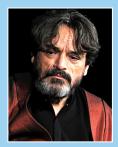**Muhammad Al-Tunji**
Researcher and translator

Nechirvan Barzani
President of Kurdistan
Region, Iraq.

Asghar Farhadi
Film Director
& Oscar Winner

Hooshang Seyhoun
Architect

Hossein Alizadeh
Musician

Marek Smurzynski
Persian and Iranian culture
researcher and expert

Janet Afari
Professor at University
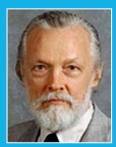of California, Santa Barbara

Kourosh Faramarzi
Architect

Lotfi A. Zadeh
Mathematician and
Computer
and Engineering Scientist

**Mohammad-Reza
Shafiei Kadkani**
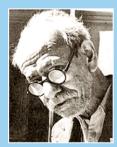Author, poet, literary critic,
editor, and translator

William Chittick
Author and philosopher

Armen Der Kiureghian
Ex-president of American
University of Armenia

Abbas Kiarostami
Film director

Ali-Akbar Dehkhoda
Supervisor and author of
Dehkhoda Dictionary

Caro Lucas
Father of Iran's Robotic
Science

Alan Baghumian
Developer of Parsix GNU/Linux

Asadollah Radmand
Ex-president of Khwaja
Abdullah Ansari Institute
of Higher Education

Gernot Ludwig Windfuhr
Retired professor from the
University of Michigan, the
Department of Near Eastern
Studies

Faramarz Tamanna
Ex-president of the
University of Afghanistan
in Kabul

**Hossein Elahi
Ghomshei**
Philosopher

Many high-profile men and women have studied at UT throughout its establishment. Among them,
one can find Presidents, Ministers, high-ranking experts, and many national and international
leaders, prize/Medal winners.

■ You may find the chorology of the University of Tehran with particular attention to "Development News" on ut.ac.ir/en

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1934