



جامعة
الملكة
THE KINGDOM
UNIVERSITY

Strategic Plan

2012-13 to 2016-17

KINGDOM UNIVERSITY
BAHRAIN

February 2013

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Introduction

Established in 2004, The Kingdom University (herein referred to as KU) is a privately owned institute offering higher education, to the students from Bahrain & the region. The University comprises of 4 Colleges and offers a select portfolio of Programs tailored to the requirements of the regional labor market.

KU started with 67 students and has grown steadily over the years to an average of 800 students over the last 5 year. We have over 1000 alumni working in esteemed positions across the public and private sector. Since inception, KU's focus has been on developing work – ready graduates by providing students, the optimal mix of theoretical and practical education. Hence, KU graduates are often a preferred choice in the job market. Students have always been the epicenter of all activities at KU and the University strives to uphold this legacy at all times.

Bahrain is witnessing major reforms in the higher education and KU is fully committed to play its part in elevating the overall standards of higher education in the Kingdom. Like any young institute, we have faced our share of challenges in the recent past, but have always ensured that the quality of student education is not compromised. KU remains committed to not only meeting the required standards as determined by the Higher Education Council (HEC) & the Quality Assurance Authority for Education & Training (QAAET), but rather exceeding those requirements and contributing towards the overall development of Bahrain and Region.

As we move into the next decade of our existence, we aspire to make KU one of the leading higher education institutes in Bahrain by serving our core stakeholders, our students, faculty, employees and alumni.

The Strategic Plan sets out the direction that we need to follow over the next 5 years, to assume the position of a highly respectable and leading higher education institute in Bahrain.

Need for a Revised Strategic Plan

The Kingdom University developed its first Strategic Plan in May 2011 and also included an operational plan to ensure effective implementation of goals set out.

During the course of the implementation process, we have realized that certain actions and KPIs listed in the plan at the point in time are not in synchronize with our renewed strategy which has now been fine-tuned, enhanced and improvised to accommodate for the changing dynamics of higher education in Bahrain. Additionally, since the development of the previous strategic plan, we have increased our capabilities to offer high quality education, by developing a new campus, which we are confident; will enhance the quality of teaching and learning environment.

KU team strongly believes that they have the required resources to become one of the most respected and premier institutes of higher education in Bahrain. We have therefore undertaken a thorough review and redefinition of our Strategic

Plan to align our vision and mission with our transformed focus.

Development of the Revised Strategic Plan

This strategic plan document presents the framework for our growth over the next 5 years, our efforts would continue to be guided by our core values and ethics.

The development of this revised plan has been a very inclusive process based on inputs derived from intense discussions and feedback sessions with the Board of Trustees, Senior Management, Deans, Directors, Department Chairpersons, Faculty, Administrative staff, Students and Alumni.

The plan development process was initiated in July 2012, with a detailed review and assessment of the previous plan and entailed a series of discussions with multiple stakeholders, thereafter over the next 3 months. As a part of the feedback gathering process, we also conducted an internal survey wherein each employee was asked to undertake an exercise to list down what he or she perceived as the University's key strengths, weakness, opportunities and threats. The inputs from the SWOT analysis have reinforced our belief in our core strengths and have provided us an introspective view and clarity on our weaknesses. We have planned to address these weaknesses and fill these gaps as part of our Strategic Plan.

Dun & Bradstreet, (D&B), a leading management consulting and advisory firm were appointed by the University to support in collecting information and plan formulation process. On

behalf of the University, D&B conducted focused meetings and discussions with the HEC and QAAET to understand the perspectives of these pivotal regulatory authorities in Bahrain and to ensure that the strategic goals and objectives set out in our plan are in compliance with required regulatory standards.

With a perspective of benchmarking and mapping 'best in class' international practices in higher education, onsite visits were conducted to the Doha branch campuses of three of the most reputed international Universities of higher education namely, the College of North Atlantic, Carnegie Mellon University in Qatar and the Texas A&M University at Qatar.

During these site visits, in-depth discussions were conducted with the University Deans and Directors which resulted in sourcing of valuable inputs related to various elements of a higher education system, in line with international standards. These learnings have been contextualized appropriately within the scope of the plan, taking into consideration, KU's strengths, capabilities and strategic focus.

Research and market analysis were undertaken to develop a comparative assessment of KU against other private universities in Bahrain. Research conducted also encompassed mapping the vision and mission of various peer Universities, programs offered by them, fees charged for various programs and other key parameters for benchmarking.

During the development process of the revised strategic plan, review reports published by QAAET for universities in Bahrain were studied in order to derive and develop an understanding

of the QAAET's perspective on standards and performance of universities in Bahrain. This process has significantly supported the development of this revised strategic plan.

Overall, the entire plan development process included imbibed an in-depth understanding of the internal capabilities, as well as the external perspective of mapping best practice. This revised strategic plan is the outcome of intensive and collective efforts of the university management, faculty, employees and the board of trustees.



Environmental Scan

External Environment

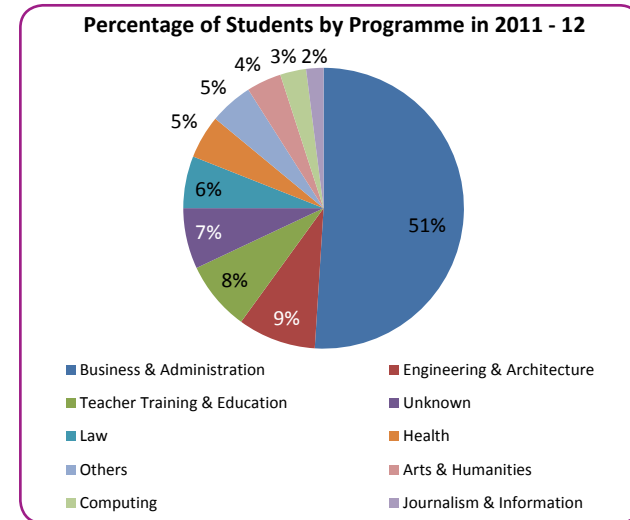
Higher Education in Bahrain has witnessed major changes over the last decade ever since private universities first opened up. The last five years have also seen major reforms in the education sector with a significant thrust towards improving the overall quality standards across the higher education spectrum.

Establishment of the QAAET and active intervention of the HEC has led to an increased focus on quality across all private and public institutes. The QAAET is an independent entity and is primarily responsible for assuring the quality of education & training in Bahrain. The HEC plays the role of a regulator and ensures compliance with set standards and guidelines.

Currently Bahrain has 11 institutes (including the Bahrain Polytechnic and excluding RCSI) that have a University status. The University of Bahrain is the leading public University and the largest amongst them, with more than 9 private Universities currently operating in the Kingdom.

Over the last few years, the involvement of QAAET along with HEC has resulted in the upliftment of higher education standards in Bahrain, thereby leading private universities to focus on improving the overall teaching & learning environment, research, and community engagement, as well as their internal operating systems within the University..

As per the recent HEC report on Higher Education & Future Needs of Bahrain, Business Administration is the preferred subject of choice for most graduates. Over 50% of undergraduate & graduate students in Bahrain opted for Business & Administration as their programs of study in the academic year, 2011 to 2012.



Source: Higher Education Analysis – May 2012, conducted by HEC

Going forward the demand in the labor market for business and finance graduates is expected to be for niche and more specialized roles in the realms of Islamic Finance, Insurance and specialized skills in Banking such as credit underwriting. The market for basic Finance graduates is expected to be

highly competitive, given the significantly large proportion of students enrolled in Business & Administration programs.

As per the HEC study, the potential areas of future employment for graduates in Bahrain, include

- ✍ Education & Training, entailing provision of education to graduate teachers to teach elementary subjects in schools and universities
- ✍ Finance & Banking, encompassing niche areas such as Islamic finance, Insurance & Underwriting
- ✍ Tourism & Hospitality
- ✍ Retail & Logistics, entailing roles within Food & Beverage, Logistics & retail Management
- ✍ Engineering & Architecture, encompassing various streams such as Mechanical engineering, Civil engineering, Aeronautical engineering, Road engineering, Architecture and Quantity Surveying,
- ✍ Telecommunications
- ✍ Law, comprising the requirement for graduates in English, Arabic, International and Commercial Law
- ✍ Energy & Environment, encompassing the realms of Environment & Ecology, Power and Renewable Energy, Waste & Recycling, Water, Oil & Gas, Quality & Audit, Built Environment & Transport Infrastructure.

In alignment with the evolving and dynamic nature of the labor market, The Kingdom University is committed to develop work ready graduates and equip them with the fundamental skills to become competitive in the labor market. KU is

cognizant of the current and potential labor market requirements and is focusing on offering quality Bachelor level courses in the areas of Business, Banking & Accounting, Law, Architectural Engineering, Interior Design and Mass Communication & PR.

KU is aware that there is a need to equip graduates in certain streams with deeper knowledge in their specializations. Hence, KU offers Master Degrees in some of its programs to prepare them for leading positions in their professions.

Given the overall socio-economic environment of Bahrain and the region particularly in light of the recent developments within the Kingdom's Higher Education sector, the following aspects present themselves as opportunities for the KU to focus on.

Opportunities	
Strong population demographics	<ul style="list-style-type: none"> ✍ Strong population growth projected till 2020, leading to a continuous demand for quality higher education in Bahrain ✍ Bahraini working age population is forecasted to grow by 41% by 2020 ✍ The population growth forecasts presents a scenario of large number of senior secondary graduates seeking higher education.
Increasing focus on quality education driven by regulatory reforms and quality checks	<ul style="list-style-type: none"> ✍ Universities that comply and exceed the quality standards are expected to be in a better position to cater to the forecasted demand for higher education

<p>Increasing focus on acquiring international accreditation for programs to enhance overall quality and credibility of the University</p>	<p>✍️ Accreditations serve as a common barometer for measuring quality and securing international accreditations for programs offered by higher education institutions would enhance and elevate the overall standard of education in Bahrain</p>
<p>Increase focus on enhancing regional /international collaboration for students and faculty</p>	<p>✍️ Pooling & sharing of ideas and thoughts through regional and international collaborations is a vital aspect of higher education, as these initiatives provide an opportunity for students and faculty to interact with their counterparts in different regions and to develop an understanding of best practices / standards followed globally</p>

The Institution

The Kingdom University is a private university aimed at fostering the development of Bahraini youth by providing quality education, both at the under graduate and masters level. Currently, the University operates four Colleges offering a total of 12 programs customized to the need of the labor market.

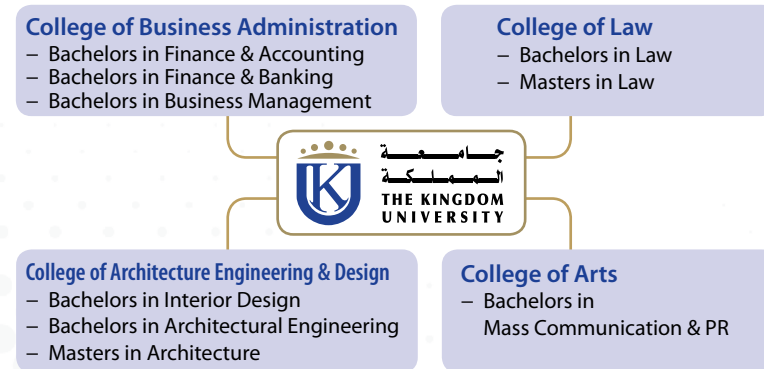
As a licensed higher educational institute (HEI) in Bahrain, KU is regulated by the HEC and is also subject to quality checks by the QAAET, both at an institute level and college level.

1. Operating Model

The University operates within the guidelines stipulated by the HEC and continuously strives to elevate its quality standards. As mentioned earlier, the University has four Colleges with the College of Architectural Engineering and Design offering 3 programs, the College of Business Administration offering 6 (there is a plan to continue 3 and freeze 3 programs), the College of Law offering 2 programs, and the College of Arts offering 1 program.

In the recent past, the University also offered programs through its College of IT; however taking into cognizance the lack of opportunities in the labor market for basic IT graduates, the University made a decision to freeze the programs in the College of IT. The University has also narrowed down the number of programs it offers, to 8 from 12 previously, to ensure greater focus, enhancement of curriculum and higher alignment with intended learning outcomes of these programs.

Colleges & Programs at KU



The University currently has 578 students enrolled across its various programs. In line with the overall distribution of undergraduate students in Bahrain, a majority of the students at the University are enrolled within the College of Business Administrations.

The University currently has 38 fulltime faculty members and appoints visiting and part-time instructors as and when required. It also has 39 administrative staff to support the academic functions at the University. KU has ensured diversity of its faculty base by employing competent and accomplished faculty belonging to different nationalities. The University is committed to ensuring that the faculty enjoys a conducive teaching environment, by providing administrative support, offered through 5 dedicated support departments namely, Human Resources, Admission & Registration, Finance, Purchase & Services and the Computer Center.

Additionally, there are dedicated centers and committees tasked with specific responsibilities. Currently the following councils, centers and committees are a critical aspect of the University operations:

Council	Responsibility
University Council	Decision making body responsible for overseeing all major activities at the University level. It comprises of President, vice presidents, Deans, and students. students attend meetings on an invitation basis

College Council	Responsible for overseeing all major activities at a College level. It comprises of the Dean, Department Chairpersons & most senior faculty in each department within the College, and students. students attend meetings on an invitation basis
Department Council	Responsible for overseeing all major activities at a Department level. It comprises of the Department Chairperson & the faculty in the Department and students. students attend meetings on an invitation basis
Quality Assurance Center (QAC)	Responsible for maintaining and promoting quality standards within the University. The Quality Assurance Director is responsible to coordinate between the QAAET and the university.
Research & Studies Center	Responsible for coordinating research activities in the University and ensuring that the research is conducted in accordance with the University Research Policy
Director for Student Affairs	<p>The Director for Student Affairs is responsible for promoting the extracurricular growth and development of students. He/she is also responsible for the Alumni affairs</p> <p>The Director of Student Affairs is also responsible for overseeing the formation and function of the Students Council</p>

Committees	Responsibility
Curriculum Review and monitoring Committee	Responsible for review of existing programs, as well as the design of new programs, designing pedagogy etc.
Publications Committee	Responsible for printing and publication of the university magazine and coordinating publication of books
Examinations Committee	Responsible for proper and timely conduct of examinations
Industrial Advisory Council (each College)	Responsible for providing industry inputs aimed at improving the quality of academic programs and ensuring that these programs are in line with the industry requirements. Also helping the college activities
Library Committee	Responsible for the development of library resources and ensuring that the library resources are in line with the requirements of the Faculty and students
Promotion Committee	Responsible for overseeing promotion of faculty members. The committee is responsible to evaluate the promotion applications submitted by the faculty. The committee verifies the information provided in the application, prepares list of reviewers and supervises the entire promotion process in line with the promotion policy at the University
Staff Grievance Committee	Responsible for redressal of staff grievances in accordance with the Grievance policy at the University

Disciplinary Committee	Responsible to receive any complaints received from the students and take appropriate disciplinary actions in line with the disciplinary policy
Staff Misconduct Committee	This committee has two sub committees – i) the investigation committee & ii) the appeals committee. The first committee is responsible to investigate any misconduct complaints against the staff and take necessary actions as required. In case a staff member is not satisfied with the decision of the investigation committee, they can escalate the matter to the appeals committee.

In addition to the above, the following new Positions / Centers / Committees are planned / being formed to ensure greater focus on key activities.

- ✍ Vice President for Research - to manage all research activities at the university.
- ✍ Assistant to the President for Accreditation and Quality Assurance Responsible to oversee the preparation, applying and proceeding for accreditation of all the programs locally and internationally. Also responsible for maintaining and promoting quality standards within the University. The position holder is responsible to coordinate between the Accreditation bodies and the university.

- ✍ Assistant to the President for Planning and Development – To review and develop the plans and policies in accordance with the strategic plan of the university. The position is also responsible to monitor the implementation of the strategic plan and measure actual performance against the set milestones and ensure corrective measures are taken appropriately.
- ✍ Staff Development Office – To focus on enhancement and development of Knowledge, Skills & Attributes of faculty and administrative staff
- ✍ Community Engagement Committee – To increase focus on community engagement at a University level
- ✍ Business Continuity Planning Committee – To identify critical business risks and plan mechanisms to mitigate identified risks and ensure sustenance and seamless continuity of operations, during unlikely & unforeseen events of emergency.
- ✍ Committee for Review and Development of Policies & Procedures – To develop new policies and conduct periodic reviews and ensure revision of the various policies and procedures when required.

2. The University Infrastructure

The Kingdom University is currently located in Zinj and is easily accessible.

Even though the existing campus has the basic amenities required for teaching and learning, it poses certain limitations. In recognition of these limitations, the University has already

invested in acquiring a much larger space located at El – Estiqlal road on the outskirts of the capital city to provide better facilities to the students and staff. The new campus has been approved by the HEC and all colleges and administrative units will shift there by August 2013.

Unlike the current campus, the new building is fully owned by KU and will enable the University to offer a much more enhanced learning environment, by addressing the shortcomings of the current campus.

KU understands that infrastructure plays a vital role in enhancing the overall quality of education and is thereby keen on elevating its infrastructural capabilities by investing continuously in developing adequate facilities to enhance the development of its core stakeholders.

3. KU Stakeholders

The University segregates its various stakeholders into 3 broad categories

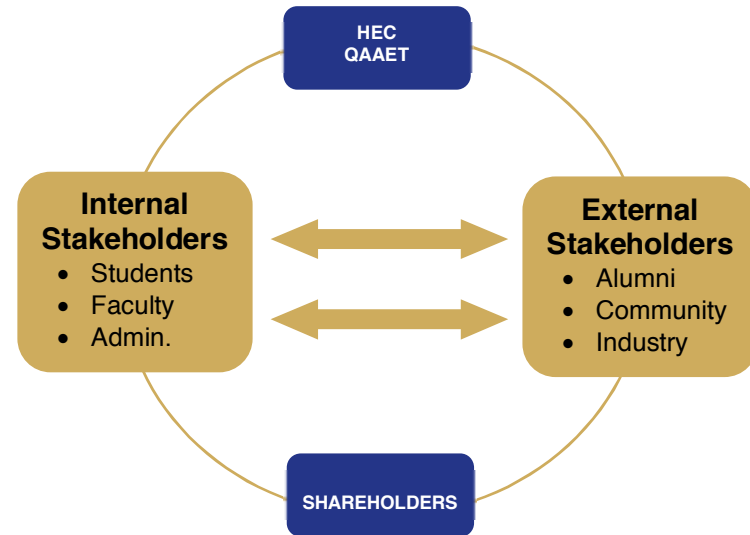
1. Internal Stakeholders – The stakeholders who are considered part of the organization and are internal to the University. These stakeholders are directly impacted by the University's actions and are the main focus of all initiatives undertaken at the University.
2. External Stakeholders – The external stakeholders include the community, industry and alumni. These are stakeholders that have an indirect influence on the

University and are simultaneously impacted directly or indirectly by the actions and initiatives of the University. However these stakeholders are not part of the University organization.

3. Other Stakeholders – This category comprises of the regulatory entities (HEC & QAAET) and the University shareholders. These are entities that provide support and guidance to the University and are critical for the success of the University. The University’s actions in turn have a considerable impact in fulfilling the greater vision of these stakeholders.

The focus on the development of internal stakeholders would directly result in a positive and multiplier developmental impact on external and other stakeholders and vice versa.

The relationship between the three categories of stakeholders is depicted in the diagram below.



Vision & Mission

Vision Statement

“The Kingdom University seeks to be a leading private university in Bahrain, through the quality of its academic programs, focus on research, initiatives in community engagement and enhancement of campus experience; for the development of its stakeholders and contribution towards the prosperity of the society”

Our vision statement is the basis that underpins all our decisions and ensures that in whatever we do, the interest of our stakeholders is always at the forefront. We strongly believe that as a provider of higher education, it is our responsibility to contribute towards the greater good of the Kingdom of Bahrain by enhancing the quality of learning and development of our generation of future leaders.

Our Vision statement reflects our aspiration to be amongst the best private universities in Bahrain by focusing on the three key pillars of higher education:

1. Teaching & Learning as reflected in the quality of academic programs and overall campus experience
2. Research focus to ensure continuous learning and enhancement of knowledge, both for the faculty and the students
3. Community Engagement initiatives to reach out to the community at large and give back to society, to the best of our abilities



Mission Statement

"The Kingdom University is a Bahraini private University offering quality educational experience centered on its students to develop their knowledge, skills and values; achieved through excellence in teaching, learning, research and community engagement. It also aims to foster continuous improvement of its stakeholders by enforcing best practices and thereby contributing in fulfilling skill requirements, relevant to the labor market"

Our mission statement stems from our overarching vision to be a leading private university in Bahrain. It reflects the path we want to employ to achieve our vision.

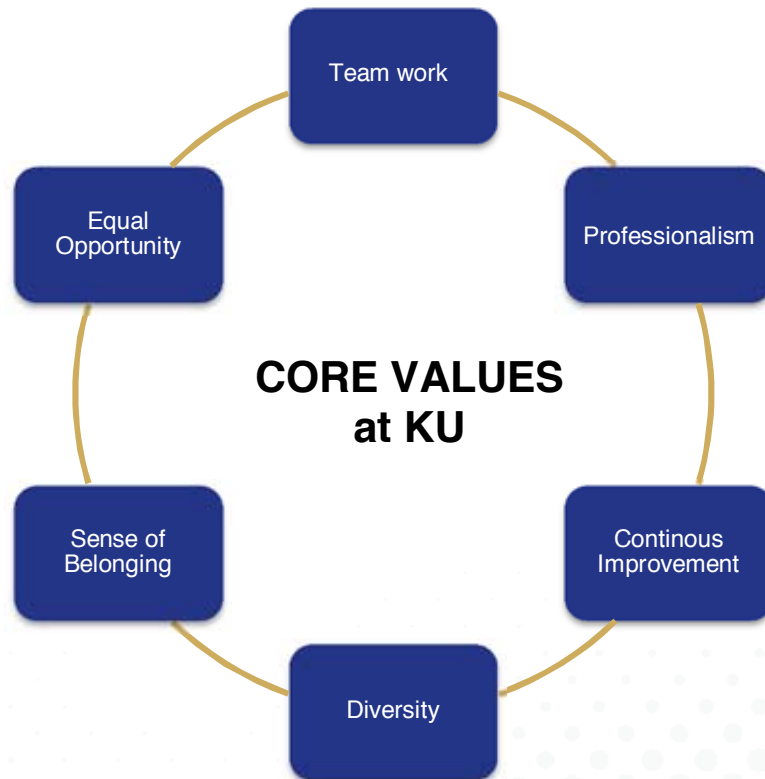
We aim to achieve our vision by providing 'student centered education; wherein our students are the epicenter and principal recipient of all our initiatives. Our focus is not limited to providing knowledge and skills, but extends to ensuring that each student is exposed to an environment that fosters development of attributes & competencies required for being successful in the industry. In addition to our focus on Students, we also continually strive towards the growth and development of all our stakeholders, by enforcing and adopting best practices and standards, applicable in a higher education institutional environment.

We are confident that by providing a quality educational experience to our students, a stimulating and conducive teaching and research environment for our faculty, and developing a cordial work environment for our employees, we shall be able to graduate quality students that meet the requirements of the labor market in Bahrain and are able to make significant contributions towards the prosperity of our nation.



Values

At KU, we work towards creating a strong value system; a system that is the cornerstone of our success. Management, employees and students alike are guided by our core values.



1. Team work:

We aim to create values through the involvement of several members in team conducting business within and outside and to craft students' capabilities by implementing teamwork in their academic progression.

2. Professionalism

We value professionalism and respect individuals who display a sense of responsibility, accountability and integrity. As educators we strive to maintain high ethical standards in our actions and dealings with all our stakeholders.

3. Continuous Improvement

At KU, we foster a culture of continuous improvement; a value that inspires us to work steadily on our weaknesses and strive for excellence in our areas of strength. Change is inevitable and at KU we always encourage everyone to change for the better.

4. Diversity

We strive to create and encourage cross cultural diversity by attracting faculty and staff from multiple backgrounds. We aim to capitalize on the varied perspectives brought in by different individuals coming in from diverse backgrounds and promote the best ideas that would serve to take us forward.

5. Sense of Belonging

KU is made up by its stakeholders and exists for the purpose of their development. Through our actions, we strive to create a sense of belonging towards the University in the hearts and minds of each of these stakeholders, so that they may truly and wholly cherish their association with KU.

6. Equal Opportunity

KU is committed to providing an opportunity for all eligible students to have quality education. We strongly believe in meritocracy and provide an equal platform for every individual to display and build upon their knowledge and skills during their association with us.



The Strategic Challenge

The Kingdom University has been one of the pioneers of private higher education in Bahrain. Since inception we have grown steadily in the face of a rapidly changing & challenging environment. As a young University KU has had its share of challenges; however its commitment to continuously serve the students in the best possible manner remains intact.

KU takes pride in knowing that its graduates are highly valued in the labor market and are working in respectable positions across the public and private sector. KU always endeavors to equip our students with the requisite knowledge, skills, and attributes that would enable them to compete strongly in the industry. At KU, we offer an environment wherein students and faculty belong to small scholarly communities (within their department and college) and simultaneously benefit from the strengths and initiatives of other departments and colleges that make up the University.

The most important challenge we face in competing successfully in a rapidly evolving environment is the maintenance of standards in line with best in class practices and providing the highest quality of educational experience for our students, faculty and support staff, within the constraints of being a young and emerging university. Future changes in the global education and industry will require us to adapt and update our teaching and learning mechanisms accordingly. The evolving needs of our students and the growing emphasis placed on acquiring practical and

transferrable skills by students and employers alike challenge us to remain proactive and plan accordingly to meet these challenges.

The strategic plan is developed with a five year time horizon. Hence within each goal category, the objectives, action points / initiatives and KPIs are based on a five year time frame. Also an operational plan highlighting the responsibilities and financial allocation has been developed.

The KPIs would be the standards against which the achievement of strategic objectives would be measured for each goal category. The each action points, milestones have been defined to track and measure the progress on an annual basis.

The subsequent sections of the Strategic Plan set out the goals, objectives and the operational plan which will be implemented to achieve these goals and charter the path towards achieving our vision and mission, against the overarching context and backdrop of our core values.

Goals, Objectives & Actions

As we take stock of our current situation and plan for the future, we have engaged in multiple rounds of discussion and brainstorming & feedback sessions to critically assess and arrive at a set of 10 Goals that would be

the core area of our focus. Each goal represents a strong focus to improve and build on our current strengths in that particular segment.



Goal 1: Academic Framework

Achieve high standards in academic initiatives through a continuous focus on and implementation of a robust quality enhancement framework

Desired Outcome

Kingdom University is known for the quality of the academic programs it offers. However, KU is continuously striving to enhance its academic initiatives and by 2016-17, KU will achieve excellence in academic standards that paves the way to obtain international accreditation for its programs.



Objective A: Enhance the academic policies, procedures, and implementation of such policies and procedures

Action Points:

1. Form Policy Development and Review committees (1 on university level and 1 for each college)
2. Review and develop university wide academic policies and procedures
3. Review and develop colleges' academic policies and procedures
4. Ensure proper implementation and periodic reviews of the academic policies & procedures

Objective B: Enhance and promote the culture of Quality across the university units and Colleges

Action Points:

1. Organize workshops to improve faculty and staff awareness on the role of QAC and their responsibilities in enhancing the overall functional quality of the University
2. Develop templates and checklists to serve as a guide for the faculty
3. Conduct internal QAC audits at a College Level as well as at a program level
4. Conduct Ad-hoc / random QAC reviews to validate the status of course portfolios and other records in accordance with the templates and checklists developed by the QAC

Objective C: Increase diversity and effectiveness of faculty

Action Points:

1. Hire full professors in each College
2. Implement & Ensure adherence to Student – Faculty Ratio in class
3. Ensure adherence to Part time – Full time Faculty Ratio
4. Implement & ensure Faculty Rank Composition
5. Ensure percentage of faculty with minimum Post graduate degree or teaching experience from any of the developed countries

Objective D: Enhance standards of Intake Student

Action Points

1. Ensure Minimum percentage marks required in secondary school for admission at the KU
2. Offer 'Orientation semester' for students securing lower than the threshold marks for direct admission
3. Offer Scholarships for students to increase intake of quality students

Objective E: Seek accreditation and explore opportunities to offer joint degrees

Action Points

1. Identify international reputable accrediting bodies for all the programs offered by the university
2. Prepare for accreditation through a step wise process as
 - a. Develop and implement plan of action for accreditation for all colleges

- b. Development and approval of Self-Assessment Report for internal review of preparedness
- c. Engage external Consultant for review and preparation of the final accreditation plan
- d. Apply for accreditations
3. Identify possible institutes for entering into articulation agreements
4. Establish articulation agreements to allow seamless transfer of credits between the two institutes and facilitate student exchange

Objective F: Facilitate e-learning by providing certain course materials in digital format for students

Action Points

1. Provide e-text books for each program
2. Develop an electronic assignment system
3. Implement the electronic assignment system to conduct assignments and quizzes through the e-learning platform
4. Provide course materials in electronic forms, accessible to staff and students

KPIs

Academic Framework

1. *University / Programs Reputation (Number of programs with 'Full Confidence' from QAAET or International Accreditation)*
2. *Employability of Graduates (% of Graduates employed and reputation of graduation in the industry)*
3. *Percentage of At Risk, failed, and Dismissed Students*
4. *Level of student satisfaction with academic initiatives*
5. *Percentage of Students' Complaints, Petitions and academic misconducts*
6. *Average of Students' GPA*
7. *Level of usage of academic publications and learning material developed by the University*
8. *Number of Active International collaborations*
9. *Time to completion of graduate program*

Goal 2: Research

Employ a focused approach towards research, encourage faculty and students to engage in research activities to enhance the teaching and learning environment at the University and the overall contribution to the society

Desired Outcome

Kingdom University encourages its faculty members to conduct research. By 2016-17, KU would have in place an active pool of faculty involved in conducting high standard research. Wherever possible, KU would also promote and establish strong avenues of collaboration with the industry, government, regional and international institutions to undertake research initiatives. Further, KU would engage students in research initiatives, to foster a culture of learning and research



Strategic Objectives



Objective A: Enhance the management of research activities

Action Points:

1. Establish a position of a vice president for research to manage all research activities at the university
2. Develop a university research Policy identifying research types. Also develop college Policy for research identifying & demonstrating the focus of research projects at College Level
3. Develop detailed research plan (university and colleges) to identify the subjects and themes of research that each College would perform
4. Ensure a minimum ratio of published research papers to full time faculty
5. Outline research budget requirements for the subsequent year in coordination with the colleges
6. Allocate minimum percentage of annual net income for research annually

Objective B: Encourage Research linked to national and regional issues

Action Points:

1. identify a pool of national and regional issues which could be deployed as potential areas of research focus
2. Execute research projects focusing on national / regional issues (community & industry)

Objective C: Encourage research linked to the education of the discipline / courses / subjects of the programs offered at the University

Action Points:

1. identify research themes linked to development of the education of discipline / courses / subjects offered at the university
2. Execute research projects linked to the education discipline / courses / subjects of the programs offered at the University

Objective D: Promote interdisciplinary research teams across the colleges and university and student involvement in research

Action Points:

1. Form active research teams across each College
2. Form interdisciplinary research teams across the University
3. Execute research projects having student involvement

KPIs Research

1. *Number of Published Research in international refereed journals*
2. *Number of research papers presented in national / regional / international conferences*
3. *Number of Students involved in Research*
4. *Number of Research Projects Related to Education, Industry, and Community.*
5. *Number of Active Interdisciplinary Research Projects*
6. *Number of Active Research Teams*
7. *Number of Research Partners from the Industry*
8. *Number of research institutions partners regionally and internationally*



Goal 3: Community Engagement

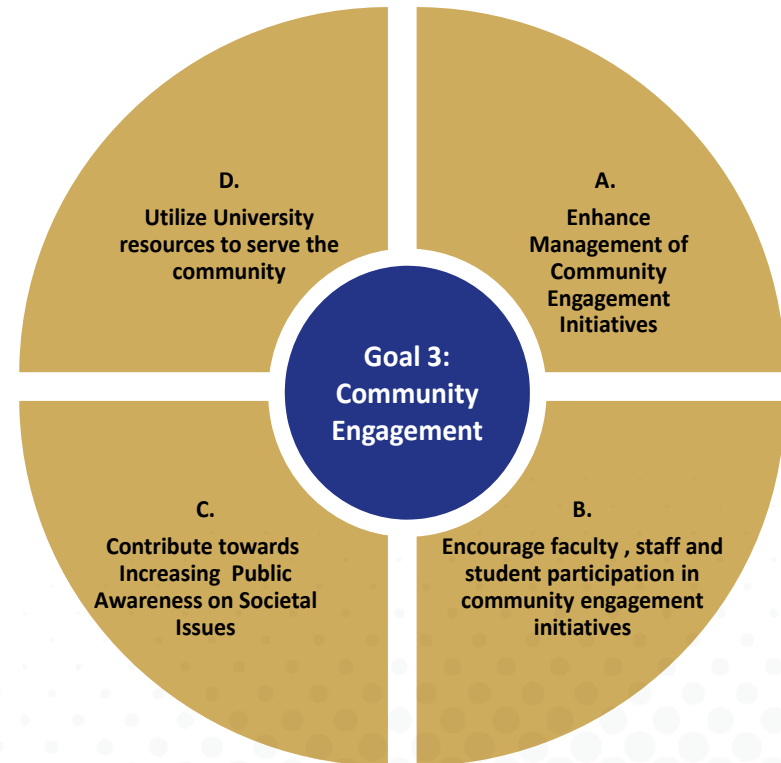
Develop and sustain a relationship with the community and provide community service as a part of the University culture

Desired Outcome

Kingdom University encourages and supports its faculty members and students to serve the community. By 2016-17, Community Engagement will be a way of life at KU and we will be amongst the most active HEIs in Bahrain, engaged in community engagement initiatives



Strategic Objectives



Objective A: Enhance the Management of Community Engagement initiatives

Action Points:

1. Develop and update the community engagement Policy & Procedure to include the strategic objectives
2. Form a community engagement committee (Community Engagement Committee to consist of Dean for Students Affairs, Community Engagement Officer, 1 faculty from each College, and 1 student from each College)
3. Establish a dedicated community engagement office
4. Develop and approve a community engagement plan in coordination with the colleges
5. Allocate Minimum amount allocated per student annually towards a community engagement fund

Objective B: Encourage faculty, staff and students to participate in community engagement initiatives

Action Points:

1. Identify specific initiatives that faculty are encouraged to be engaged in.
2. Actuate community engagement initiatives performed by every faculty
3. Execute and participate in community service activities involving students

Objective C: Contribute towards increasing public awareness on societal issues

Action Points:

1. Organize awareness campaigns and programs annually

Objective D: Utilize the university resources to serve the community whenever is possible

Action Points:

1. Open the University library for general public
2. Explore other means of resource sharing with the community



KPIs Community Engagement

1. *Number of Community service Initiatives*
2. *Number of individuals/organizations receiving benefits/services from the university*
3. *Percentage of Research Projects focused on the Community*
4. *Number of Partners from the Community collaborating with the University on Community Engagement initiatives*
5. *Percentage of Active Staff (Faculty & Administrative) in Community Initiatives*
6. *Percentage of students participating actively in community engagement initiatives*
7. *Number of institutions with whom the university has shared the output of its research work*



Goal 4: Faculty & Staff Development

Promote faculty and staff development, through an organized mechanism of training and skill enhancement through the staff development center

Desired Outcome

Kingdom University is committed to develop the academic and admin staff. By 2016-17, every faculty and administrative staff at the University would be proud of the initiatives taken to enhance their knowledge, skills, and attributes.



Strategic Objectives



Objective A: Enhance the management of Staff Development initiatives

Action Points:

1. Develop & implement the staff development policy in line with strategic objectives
2. Establish a Staff Development Center responsible for development of all faculty and administrative staff at the University
3. Allocate a percentage of the annual net income for faculty development initiatives annually
4. Allocate a percentage of the annual net income for development & training of administrative staff, annually

Objective B: Promote participation in conferences, seminars and workshops and organize such events for the development of academic and admin staff

Action Points:

1. Ensure faculty participation from each college in conferences and seminars each year
2. Organize conference and /or seminars every academic year

Objective C: Enhance functional skill development for faculty and admin staff through focused trainings and workshops

Action Points:

1. Organize faculty skill enhancement workshops annually
2. Direct & Support administrative staff to attend functional skill training workshops

Objective D: Promote faculty exchange with international institutes

Action Points:

1. Identify universities with whom faculty exchange would be carried out
2. Activate and ensure faculty visiting/exchange program annually



KPIs Faculty & Staff Development

1. *Faculty and Staff Satisfaction with regards to the training & development programs*
2. *Overall Performance of all employees at the University (measured by 'Average performance score as an outcome of Performance Management appraisal)*
3. *Percentage of Faculty and Staff turnover due to under performance or lack of satisfaction with regards to employee development initiatives*
4. *Efficiency of Teaching & Learning Methods (measured through an Index calculated as a weighted score from)*
 - *Achievement of course ILO's defined*
 - *Feedback from Peer review reports*
 - *Student Satisfaction*
5. *Efficiency index of students work Assessment (measured through an Index calculated as a weighted score from)*
 - *Alignment of the course ILOs*
 - *Exam Review Reports*

** Each parameter for the index will be rated on a scale of 1 - 10*

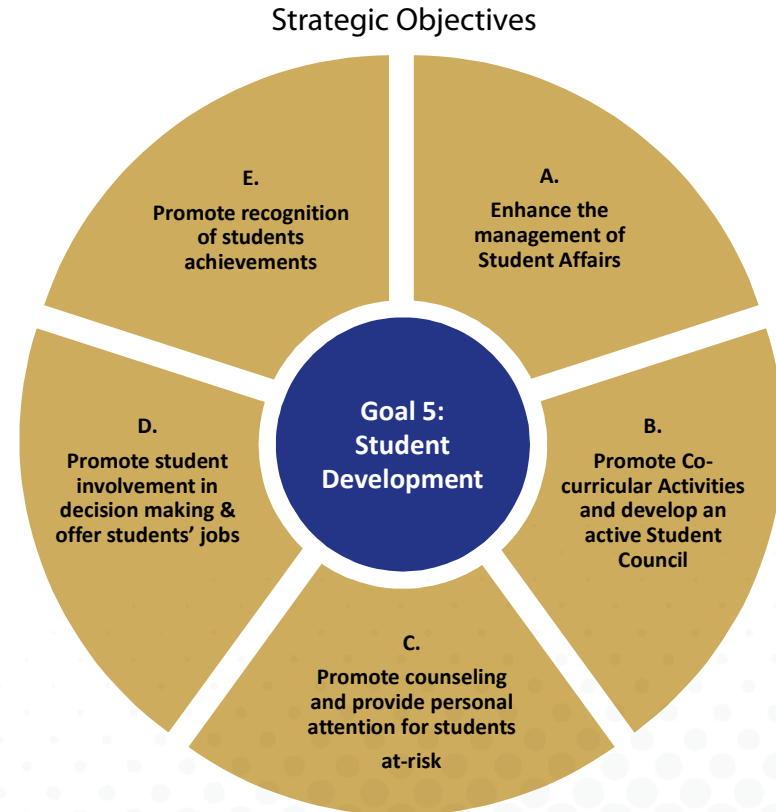


Goal 5: Student Development

Promote all round student development by encouraging, promoting and offering a comprehensive choice of co-curricular activities, student counseling, supporting at-risk students and promoting student initiatives through an active student council.

Desired Outcome

Kingdom University is keen to develop the students. By 2016-17, KU would reach a high level in the development of students' experience. Students would benefit and enjoy being a part of an environment where co-curricular activities compliment academic learning, leading to holistic growth and development



Objective A: Enhance the management of Student Affairs

Action Points:

1. Develop & Enhance Policies related to students affairs
2. Create a Deanship for Student Affairs (The primary objective of the Deanship of Student Affairs would be to promote non-academic development of the students)
3. Allocate an annual amount per student towards the student development fund

Objective B: Promote co-curricular activities and develop an active student council

Action Points:

1. Implement student council policy encompassing the procedures of student council formation, the by- laws of student council, the rights and responsibilities of the members etc.
2. Execute skill enhancement workshops for students and alumni could be invited
3. Execute co- curricular activities to be conducted every academic year

Objective C: Promote counseling and provide personal attention and support students at risk

Action Points:

1. Assign counselors to advise students on personal issues / problems
2. Implement the student at risk policy

Objective D: Promote student involvement in decision making and offer for students' jobs

Action Points:

1. Involve student representative in the University council, College Council, Department Council
2. Involve students as a part of the College Level Committees
3. Define timeline for nomination and selection of the student representatives annually
4. Offer students' jobs annually (student jobs refer to temporary, hourly based paid employment of students for University work)

Objective E: Promote the recognition of student achievements

Action Points:

1. Develop students' awards policy
2. Develop a system of student awards
3. Organize an annual awards ceremony



KPIs Student Development

1. *Number of the Activities Organized by the Students (students council)*
2. *Number of students availing counseling services*
3. *Level of Improvement in student GPA post counseling*
4. *Level of students' satisfaction with respect to their involvement in decision making*
5. *Students' satisfaction with regards to avenues for promoting and encouraging talent*
6. *Number Students employed on a 'student job' basis*

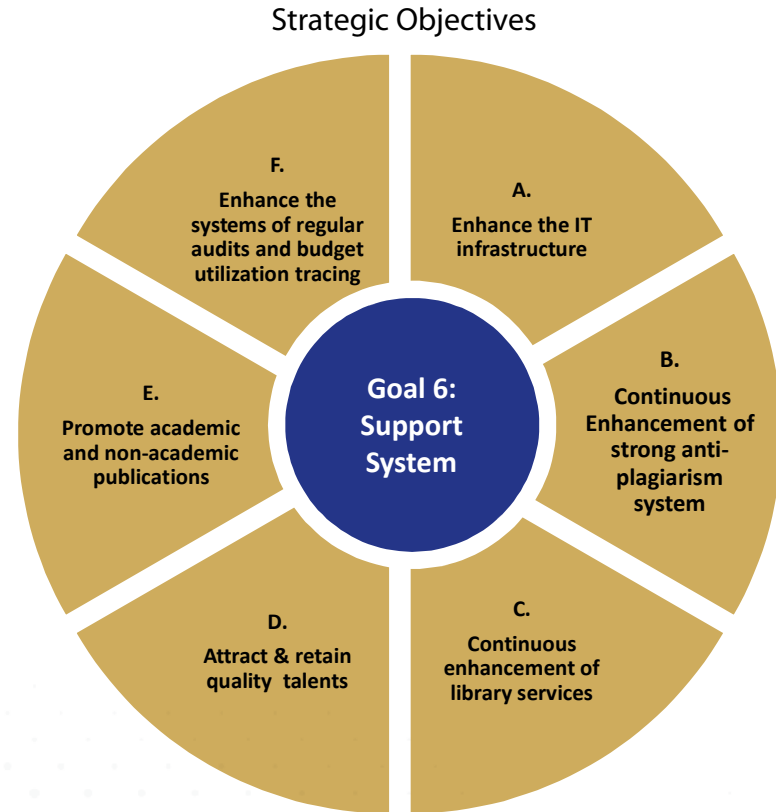


Goal 6: Support System

Deliver outstanding services to support the students, faculty and staff, based on the overall objective of enhancing quality of teaching, learning, research, and campus life experience at the university

Desired Outcome

Kingdom University has an efficient support system. By 2016-17, KU would have in place a highly efficient framework of support service resources and infrastructure, capable of providing the high quality of functional support to students and faculty, with the overarching objective of enhancing the quality of teaching, learning, research, and campus life experience at the University



Objective A: Enhance the IT infrastructure at the University

Action Points:

1. Develop a university wide intranet system
2. Create a feedback gathering platform on the University website and use the information received to constantly enhance the quality of the website

Objective B: Continuous enhancement of strong anti- plagiarism system

Action Points:

1. Develop a comprehensive plagiarism policy for the University
2. Implement a new plagiarism software (Turnitin)

Objective C: Continuous enhancement of library services to support academic and research initiatives

Action Points:

1. Provide additional reference books for each course in the library
2. Provide e-books for each Program in the library (these resources shall be updated on an annual basis, subjected to availability)
3. Ensure availability of electronic teaching aids, journals, case studies etc. through database subscription for each College

Objective D: Attract and Retain quality talents

Action Points:

1. Redefine the compensation structure and ensure adequate linkage to the performance management structure for all employees
2. Make research a pivotal criteria in the faculty incentives mechanism
3. Conduct an employee satisfaction survey annually
4. Develop detailed database of part time faculty employed at the University

Objective E: Promote academic and non-academic publications

Action Points:

1. Increase the issues of the university magazines to be published annually
2. Increase the number of e-newsletters published annually
3. Increase the number of books to be published every year

Objective F: Enhance the systems of regular audits and budget utilization tracing

Action Points:

1. Ensure proper fund allocation for each goal category as required

2. Monitor the budget allocation and develop a mechanism for tracking and ensuring budget utilization for the following:
 - a. Research
 - b. Faculty Development
 - c. Community Engagement
 - d. Co - curricular Activities / Student Activities
 - e. Alumni Initiatives
 - f. Library Services



KPIs Support System

1. *Extent of co-operation between the academic and administrative departments*
2. *Level of accessibility to university's plans, policies, and procedures*
3. *Level of satisfaction with regards to IT support services*
4. *Student feedback on the quality of administrative services*
5. *Percentage of employee turnover*

Goal 7: Infrastructure

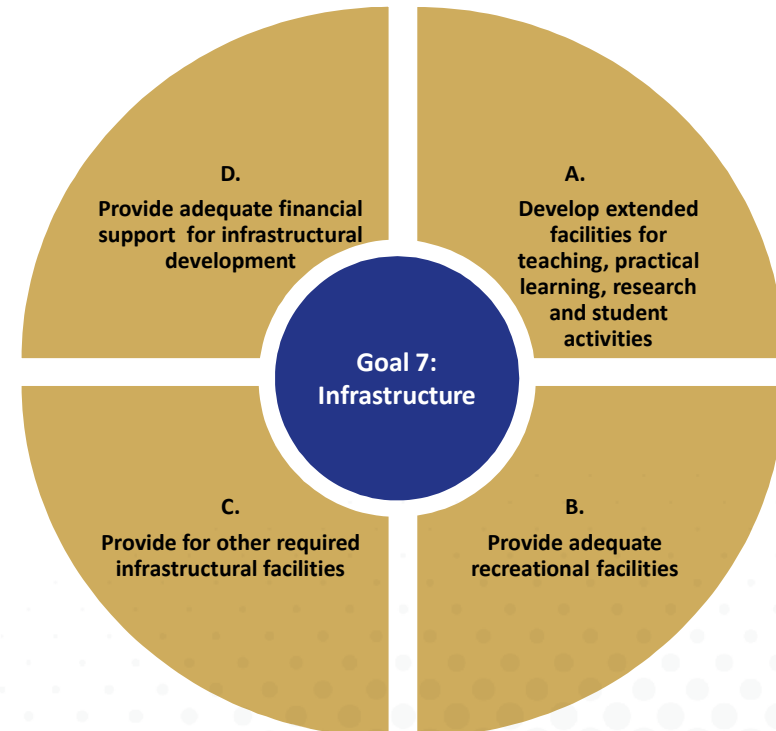
Invest continuously to build infrastructural facilities and manage them effectively for the benefit of the students and the staff of the University

Desired Outcome

Kingdom University is in the process of shifting to its permanent campus with adequate facilities. By 2016-17, KU would have a campus with extended facilities for recreational activities, practical training facilities and other support infrastructure in the form of proper auditorium and additional parking space for students and staff



Strategic Objectives



Objective A: Develop a campus with extended facilities for teaching, practical learning, research and student activities

Action Points:

1. Ensure proper classroom design & equipment availability to ensure an effective teaching & learning environment
2. Ensure adequacy and quality of practical training facilities, tailored to the requirement of each program
 - Computer labs
 - Design Studios, experimental labs and workshops for architecture engineering and design students
 - Simulation law court for law students
 - Studios for students of arts

Objective B: Provide adequate recreation facilities

Action Points:

1. Provide dedicated space for social interaction and sports activities for the students
2. Provide dedicated space for social interaction for the staff

Objective C: Provide for other required infrastructural facilities

Action Points:

1. Enlarge Parking space for staff, students and visitors
2. Enlarge Capacity of a university auditorium / large hall to be used for extracurricular and other university activities

Objective D: Provide adequate financial support for infrastructural development

Action Points:

1. Ensure financing support for timely implementation of infrastructural development plans

**KPIs
Infrastructure**

1. *Student satisfaction towards campus Life*
2. *Efficiency of teaching and learning facilities (measured through an Index calculated as a weighted score of)*
 - *Facilities within the classroom*
 - *Other training and vocational facilities*
3. *Employees satisfaction with respect to the work environment and amenities available at work place*

Goal 8: Alumni Relationships & Services

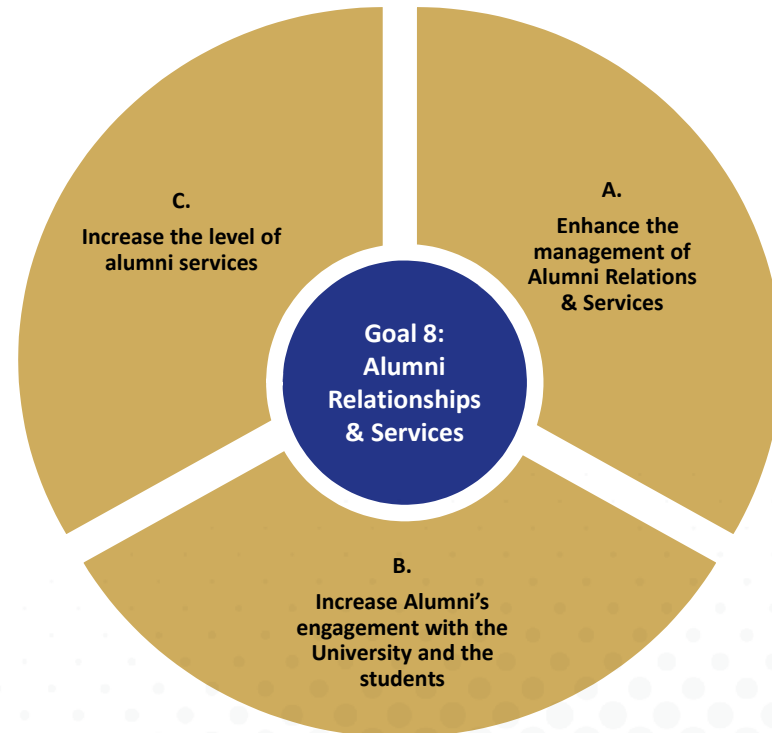
Create and sustain a sense of belonging by establishing a strong relationship through continuous interaction and providing services to our alumni.

Desired Outcome

Kingdom University maintains the relationships with the alumni. By 2016-17, KU would have developed a strong alumni network, integrated and engaged with the University on an active basis .



Strategic Objectives



Objective A: Enhance the management of Alumni Relationships & services

Action Points:

1. Develop alumni policy & procedure to include the strategic objectives
2. Establish an alumni office & recruit a dedicated alumni relations officer responsible for all alumni communications and services
3. Develop an alumni database containing updated alumni records
4. Rise the percentage of updated alumni records for all students that have graduated till date that should be available in the database
5. Allocate an annual budget for alumni initiatives

Objective B: Increase alumni engagement with the University and the students

Action Points:

1. Create an alumni portal on the website with facilities for alumni registration, information sharing etc.
2. Ensure that a number of the alumni are teaching classes in the capacity of a part-time faculty / teaching assistants
3. Ensure that a number of guest lectures offered by some of the alumni, organized by the University, every academic year
4. Ensure that a number of experience sharing sessions conducted by alumni, to be organized by the colleges / University every academic year

Objective C: Increase services for alumni

Action Points:

1. Establish an alumni club with a representative body
2. Organize professional training for the alumni
3. Provide the university facilities to serve the alumni whenever is convenient

KPIs

Alumni Relationships & Services

1. *Number of Alumni in Active Relation with the University (defined by number of members contributing in any University related initiatives)*
2. *Number of unemployed Alumni getting employed through the University*
3. *Number of Alumni receiving benefits/services from the university*
4. *Percentage of alumni experiencing a positive impact in their work post training and development at KU*
5. *Alumni Satisfaction towards alumni communication and quality of alumni services*

Goal 9: Industry Linkages

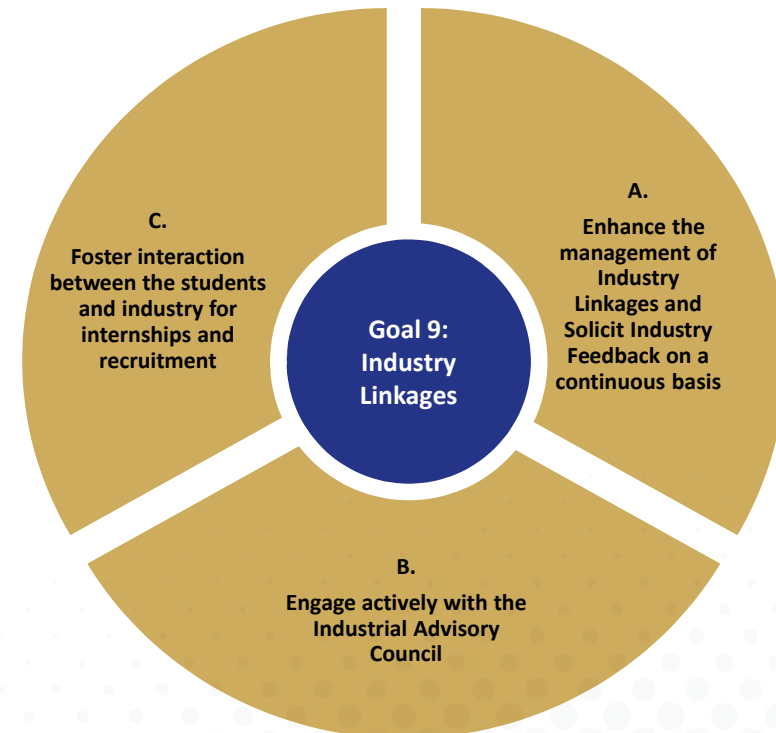
Build strong relations with the industry and continuously explore areas of collaboration with industry experts to enhance the quality of education at the university, with practical inputs.

Desired Outcome

Kingdom University has built relationships with experts from the industry. By 2016-17, KU would be recognized for its active collaboration with the industry in Bahrain. We will create a strong bond with the industry community; a bond that is mutually beneficial and is aimed at promoting the interests of the staff and students at the University.



Strategic Objectives



Objective A: Enhance the management of the industry linkage; Solicit feedbacks through industry roundtables / surveys

Action Points:

1. Develop and update the industry linkage Policy & Procedure to include the strategic objectives
2. Establish an industry linkage office & recruit a dedicated industry linkage officer responsible for all industry engagements
3. Organize an industry roundtable / survey annually to solicit industry feedback on the quality of academic activities, the quality of graduates, opportunities for collaboration in terms of research & internship opportunities for staff & students.

Objective B: Engage actively with the Industrial Advisory Council

Action Points:

1. Establish Industrial Advisory Council for each College
2. Organize Minimum number of Industrial Advisory council meetings annually for each College

Objective C: Foster interaction between the students and industry for internships and recruitment

Action Points:

1. Ensure that a number of guest lectures are delivered by industry experts, organized by the University, every academic year

2. Ensure that a number of workshops are conducted annually in collaboration with partners from the industry
3. Organize an annual career fair in the University to facilitate recruitment of graduates

KPIs Industry Linkages

1. Number of industry partners
2. Number of research projects with the industry
3. Number of organizations providing training to students
4. Number of professionals participating in programs review and other university activities
5. Level of industry sponsorship for university's activities
6. Number of students sponsored by the industry

Goal 10: Governance

Enhance our system of governance to refine the process of decision making, promote responsibility and accountability and ensure effective implementation of all strategic goals and objectives

Desired Outcome

Kingdom University has a well-established governance system. By 2016-17, KU would have a clear mechanism of corporate governance, promoting decentralization of control and transparency, ownership and accountability across functions.



Strategic Objectives



Objective A: Promote decentralization of control

Action Points:

1. Establish a practice / process for decision making related to operational & strategic issues appropriately at each level during the university / college / department meeting respectively

Objective B: Enhance the Business continuity management

Action Points:

1. Form a Business Continuity Planning committee
2. Development of the Business Continuity Plan in line with the existing BCP framework
3. Ensure timely implementation of the BCP

Objective C: Focus on review, development, updating and sharing of policies and procedures

Action Points:

1. Establish a policy development and review committee
2. Timeline for completion and approval of all annual planning activities
3. Ensure minimum percentage of jobs with updated job descriptions
4. Periodic reviews for verifying the implementation of policies
5. Define a minimum percentage of academic policies and process that should be shared on the university website/ intranet

6. Define a minimum percentage of administrative policies and processes that should be shared over the intranet
7. Provide accurate contact information on the University website for all key roles/ functionalities.

Objective D: Increase the interaction of BoT with management, faculty and staff at the University

Action Points:

1. Increase Board of Trustees (BoTs) involvement with the University through
 - a. Minimum number of BoT meetings annually and
 - b. Minimum number of BoT meeting with the Deans and Directors

**KPIs
Governance**

1. Efficiency in implementation of budget, plans, policies, and procedures (measured on the basis on internal audit / review reports)
2. Number of Unqualified Internal and external audit reports
3. Number of deviations in recording and documentation
4. Percentage of updated Job descriptions
5. Employeesatisfactionwithrespecttodecentralization of control and transparency in decision making process
6. Number of incidences of employee grievances