



جامعة  
المملكة  
KINGDOM  
UNIVERSITY

# KINGDOM UNIVERSITY STRATEGIC PLAN 2027-2022 EXECUTIVE SUMMARY

**Moving Forward-KU Reimagined!**



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UNIVERSITY





His Highness  
**Shaikh Isa Bin Salman Al  
Khalifa**

Late Emir of Bahrain



His Majesty  
**King Hamad bin Isa bin  
Salman Al Khalifa**

The King of Kingdom of Bahrain



His Royal Highness  
**Prince Salman bin  
Hamad Al Khalifa**

The Crown Prince and Prime  
Minister

## President's Message

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We are proud and delighted to present Kingdom University's Strategic Plan Executive Summary 2022–2027. This fourth KU strategic plan seeks to build on the foundation laid by the 2017-2022 plan whereby a rigorous review of the achievements, pending initiatives, and challenges was carried out with the aim of recognizing lessons learnt and missed opportunities that would otherwise have contributed to the growth of the University.

This plan has been developed at a period when the world's health and economic wellbeing has been seriously affected by the Covid-19 pandemic. In 2021, amid incredible uncertainty and prevailing gloom, KU took strength in creating a collective vision that drew on the inputs and inspirations of key internal and external stakeholders as well as government development strategies and priorities laid down by the Ministry of Education, Higher Education Council (HEC), Education & Training Quality Authority (BQA), and Kingdom of Bahrain's Economic Vision 2030.

While the COVID-19 pandemic and its lasting impact has tested us as a community, I am proud that KU stayed the course by focusing on our learners-students.

Our plan is built around three main pillars: teaching and learning, research, and community engagement. These strategic dimension areas are supported by seven strategic enablers along with realistic initiatives and priorities that lie at the heart of our mission. To facilitate effective and prudent management that can deliver long term success for the university, we will focus on four key areas based on the identified strategic pillars of the previous strategy, namely: programme offerings, student life experience, internal procedures, and university image and awareness.

It is important to know that no Strategic Plan can encompass everything that is important to every person. This will



be a living document which includes clear objectives, action plans, and measures of success, and regular progress updates to our stakeholders fostering a culture of accountability to track our progress as we seek to prepare our current and prospective students to adapt to and succeed in an ever-changing world. Our approach is ambitious but attainable through collaborative planning, realistic targets, and thoughtful budgeting. The results will be seen in our students and graduates as we help them reach their full potential and become competent professionals and lifelong learners of the world.

I am pleased of how our community came together to successfully implement many aspects of our 2017-2022 strategic plan and under the leadership of our Board of Trustees, the 2022-2027 strategic plan of KU provides the framework for transforming the university and making the vision a reality for KU students today and in the future!

**University President**

Professor Hassan Rafdan AlHajhoj



## Our Vision

Kingdom University envisions to be an esteemed University that fosters high quality academic programmes, research, and community engagement, contributing to the sustainable economic development of Bahrain and the region.



## Our Mission

Kingdom University provides quality teaching and learning experiences, research, and community engagement activities that nurture competent professionals and lifelong learners with skills, knowledge, and attributes who can positively impact the society and economy of Bahrain and the region.



# Core Values

## **1. Teamwork**

We are dedicated to work together with the highest standards of excellence to achieve and support our shared vision, mission, goals, and our students' success.

## **2. Diversity**

We value and recognize that there is knowledge to be gained from different nationalities, cultural backgrounds, heritage, life experiences, and viewpoints represented throughout our community.

## **3. Creativity and Innovation**

We are an active learning community that cultivates intellectual curiosity, ingenuity, and creativity and recognize the creation of an environment with opportunities for change and growth.

## **4. Professionalism**

We are committed to the provision of effective and efficient stakeholders' focused services in all aspects of our work and practices which includes expected behaviors of responsibility, accountability, dependability, and leadership.

## **5. Contribution to Society and Economy**

We are committed to collaboration and active engagement with academic, business, public, and civic communities to promote transformative and life-long learning opportunities and excellence for our students.

## **6. Integrity**

We affirm and are committed to honesty, scholarly ethics, freedom of inquiry, soundness of decision making, and truthful engagement with our stakeholders through effective policies, communication, and practices.

## OUR TEACHING AND LEARNING PHILOSOPHY STATEMENTS

Kingdom University believes in a student-centered teaching approach where the institution strives to cultivate the unique backgrounds, perspectives, attributes, and talents of all our students and provide them with the academic, leadership, and social tools to help them grow as responsible, competent, and creative citizens. We nurture attitudes and behaviors that lead to a desire to learn, a commitment to goals, respect for the dignity of others and build success.

We value the promotion of a higher education that facilitates lifelong learning where we teach students how to learn, to critically think, do constructive research, and to access and integrate information to prepare them for continuous personal and career growth. In support of this continuous lifelong learning approach, we provide a rigorous and comprehensive curriculum informed by the National Higher Education Strategy and Vision of Higher Education Council under the Ministry of Higher Education.

The comprehensive and dynamic curriculum in all Colleges is designed to furnish a market-oriented

learning experience which is offered by competent and friendly faculty-student academic interaction approach that fosters a constellation of values including academic excellence and integrity. The involvement of students in community engagement activities bestow enrichment of learning and a holistic development of their social and civic responsibilities. Our research strategy is designed to enrich both the abilities of the teachers and student learning process which supports an environment and culture that enables quality research that make best use of our resources, strengths, and partnerships at national and global levels.

To ensure continuous improvement of our teaching and learning concepts, strategies, methods, and practices, we are committed to building on the strengths already found in our systems, increasing organizational effectiveness, continuous professional development and training of the academic staff based on best international practices, recognizing opportunities for future development, and institutional agility.



# OUR STRATEGIC FRAMEWORK AND DIMENSIONS

<div>VISION</div> <div>Kingdom University envisions to be an esteemed University that fosters high quality academic programmes, research, and community engagement, contributing to the sustainable economic development of Bahrain and the region.</div>							
<div>MISSION</div> <div>Kingdom University provides quality teaching and learning experiences, research, and community engagement activities that nurture competent professionals and lifelong learners with skills, knowledge, and attributes who can positively impact the society and economy of Bahrain and the region.</div>							
<div>CORE VALUES</div> <div>Teamwork, Diversity, Creativity and Innovation, Professionalism, Contribution to Society and Economy, and Integrity</div>	<div>STRATEGIC GOALS</div>						<div>UNIVERSITY TEACHING AND LEARNING PHILOSOPHY STATEMENTS</div> <div>Student-centered teaching and learning approach, Continuous Lifelong Learning, Rigorous and Comprehensive Curricula, Market-Oriented Student Learning Experience, and continuous enhancement of teaching and learning pedagogies</div>
	<div>STRATEGIC DIMENSIONS (CORE PILLARS)</div>						
	<div>SD01-TEACHING AND LEARNING</div> <div>Provide academic programmes that are aligned to new market trends with a strong focus on quality and innovative teaching methodologies and delivery mechanisms</div>		<div>SD02-RSEARCH</div> <div>Improve research culture and strengthen quality scholarly research outputs to enhance institutional reputation</div>		<div>SD03-COMMUNITY ENGAGEMENT</div> <div>Create a positive impact on the society through purposeful and active community engagement activities</div>		
	<div>STRATEGIC DIMENSIONS (ENABLERS)</div>						
	<div>SD04-STUDENT SUPPORT AND UNIVERSITY CULTURE</div> <div>Provide a challenging and enriching learning environment through enhanced student support services</div>	<div>SD05- FACULTY AND STAFF DEVELOPMENT</div> <div>Enhance operational and administrative efficiency and effectiveness across all Colleges, departments, and units</div>	<div>SD06-QUALITY ASSURANCE, ACCREDITATIONS, AND GLOBAL FOCUS</div> <div>Achieve full regulatory and international accreditation review success and recognition underpinned by continuous improvement systems and practices</div>	<div>SD07-INFRASTRUCTURE</div> <div>Continuously enhance the physical and ICT facilities and infrastructure to provide high quality services to all stakeholders</div>	<div>SD08-GOVERNANCE</div> <div>Maintain and cultivate a strong governance that fosters accountability, transparency, shared responsibility, professionalism, efficient, and positive organizational climate</div>	<div>SD09-INNOVATION AND ENTREPRENEURSHIP</div> <div>Promote and enhance opportunities for innovation, creativity, and entrepreneurship</div>	
<div>Key Focus Areas</div>							
<div>Programme Offerings</div>		<div>Student Life Experience</div>		<div>Internal Procedures</div>		<div>University Image and Awareness</div>	

# OUR STRATEGIC PRIORITIES: GOALS AND OBJECTIVES



**STRATEGIC DIMENSION 01-TEACHING AND LEARNING:** Provide academic programmes that are aligned to new market trends with a strong focus on quality and innovative teaching methodologies and delivery mechanisms.

## STRATEGIC INITIATIVES

- 1.1:** Review and develop existing programmes to ensure all programmes offered by KU are relevant and regularly updated with latest industry needs and international trends.
- 1.2:** Identify new programme to ensure KU is providing the relevant and latest industry needs and trends.
- 1.3:** Ensure students are work ready (skilled) to be able to contribute to the labor market, civil society, and community development within Bahrain and regionally. In addition, to facilitate students' learning by adopting multiple and innovative modes of learning to enhance their communication, engagement, and collaboration abilities.
- 1.4:** Embed innovation and entrepreneurship into curriculum for students to become entrepreneurial thinkers and innovators.

## CRITICAL SUCCESS FACTORS

- Quality of graduates
- Employment rates of graduates
- Satisfaction rate of employers
- Workforce readiness of students
- Satisfaction rates of students
- Number of new relevant programmes introduced



**STRATEGIC DIMENSION 02-RESEARCH:** Improve research culture and strengthen quality scholarly research outputs to enhance institutional reputation.

## STRATEGIC INITIATIVES

- 2.1:** Identify or establish and implement research output targets for KU
- 2.2:** Improve public awareness and understanding of research

## CRITICAL SUCCESS FACTORS

- Quality of research outputs
- Economic and social Impact
- Strong processes for resource allocation
- University rankings



# OUR STRATEGIC PRIORITIES: GOALS AND OBJECTIVES



**STRATEGIC DIMENSION 03-COMMUNITY ENGAGEMENT: Create a positive impact on the society through purposeful and active community engagement activities.**

## STRATEGIC INITIATIVES

- 3.1:** Enhance University's network and establish communication channels with the industry and government members and provide continuous education programmes.
- 3.2:** Enhance contact, network, and interaction with university alumni.
- 3.3:** Create, promote, and implement sustainable community engagement activities aimed towards positive societal impact.

## CRITICAL SUCCESS FACTORS

- Number of Industry Relations
- Number of government body relations
- Alumni network and involvement
- Society and community engagement



**STRATEGIC DIMENSION 04- STUDENT SUPPORT AND UNIVERSITY CULTURE: Provide a challenging and enriching learning environment through enhanced student support services.**

## STRATEGIC INITIATIVES

- 4.1:** Empower the students in decision making at KU and encourage them to take initiative in organizing events and build strong university culture.
- 4.2:** Enhance Student Support Services including assistance & advice.
- 4.3:** Facilitate the knowledge workshops and boot camps to promote future leaders and professionals at KU.

## CRITICAL SUCCESS FACTORS

- Student's Satisfaction Rate
- Faculty's perception of students
- Employer's perception
- Student engagement in activities
- Student Competitiveness

# OUR STRATEGIC PRIORITIES: GOALS AND OBJECTIVES



STRATEGIC DIMENSION 05-FACULTY AND STAFF DEVELOPMENT: Enhance operational and administrative efficiency and effectiveness across all Colleges, departments, and units.	
STRATEGIC INITIATIVES	CRITICAL SUCCESS FACTORS
<p><b>5.1:</b> Actively seek and retain the highly qualified staff and faculty for KU.</p> <p><b>5.2:</b> Institute Faculty &amp; Staff Development programmes.</p>	<ul style="list-style-type: none"><li>• High quality and well recognized faculty and staff</li><li>• Staff Satisfaction Rate</li><li>• Leadership and Innovative Activities undertaken to improve KU</li><li>• Contribution to Research and Development</li></ul>



# OUR STRATEGIC PRIORITIES: GOALS AND OBJECTIVES



STRATEGIC DIMENSION 06- QUALITY ASSURANCE, ACCREDITATIONS, AND GLOBAL FOCUS: Achieve full regulatory and international accreditation review success and recognition underpinned by continuous improvement systems and practices.	
STRATEGIC INITIATIVES	CRITICAL SUCCESS FACTORS
<p><b>6.1:</b> Maintain the National Unified Higher Education Institutional Reviews (BQA and HEC) by meeting standards and compliance with necessary requirements.</p> <p><b>6.2:</b> Maintain BQA's Program within College Review by meeting standards and compliance with necessary requirements.</p> <p><b>6.3:</b> Maintain BQA Institutional Listing with NQF and work towards Placing Qualifications to NQF for all university programmes.</p> <p><b>6.4:</b> Attempt to make every programme or college offered by KU recognizable globally through seeking relevant international accreditations (ensure any new programmes offered at KU also undergo this process).</p> <p><b>6.5:</b> Partner with foreign institutions to provide international exposure through visits/exchange semester, etc.</p> <p><b>6.6:</b> Work towards achieving attestation from the regional Higher Education institutions by meeting standards and compliance with necessary requirements.</p> <p><b>6.7:</b> Works towards achieving quality management system for the business partners (support services) to be compliant with best practices via assurance certifications.</p> <p><b>6.8:</b> Work towards achieving QS Arab Region University Rankings by meeting the requirements and indicators.</p>	<ul style="list-style-type: none"> <li>• Regulatory and Quality Certification of KU and its Programmes</li> <li>• International Accreditations</li> <li>• International Exposure of students</li> <li>• International Students in KU</li> </ul>

# OUR STRATEGIC PRIORITIES: GOALS AND OBJECTIVES



<b>STRATEGIC DIMENSION 07-INFRASTRUCTURE: Continuously enhance the physical and ICT facilities and infrastructure to provide high quality services to all stakeholders.</b>		
<b>STRATEGIC INITIATIVES</b>		<b>CRITICAL SUCCESS FACTORS</b>
<p><b>7.1:</b> Relentless monitoring and improvement of the learning facilities used by students and teachers in the University.</p> <p><b>7.2:</b> Relentless monitoring and improvement of the IT infrastructure capability, security and reliability in the University including initiating digital strategy.</p> <p><b>7.3:</b> Relentless monitoring and improvement of the general physical infrastructure of KU to provide for all round development.</p>		<ul style="list-style-type: none"> <li>• Quality of learning and physical facilities</li> <li>• Meeting BQA and HEC Requirements</li> <li>• ICT Infrastructure Quality</li> <li>• Student Satisfaction Rate</li> <li>• Faculty and Staff satisfaction rate</li> </ul>



<b>STRATEGIC DIMENSION 08- GOVERNANCE: Maintain and cultivate a strong governance that fosters accountability, transparency, shared responsibility, professionalism, efficient, and positive organizational climate.</b>		
<b>STRATEGIC INITIATIVES</b>		<b>CRITICAL SUCCESS FACTORS</b>
<p><b>8.1:</b> Regular review and update of the Organization Structure, Job Descriptions, Succession Plan, and Authority Matrix to enable smooth functioning and administration.</p> <p><b>8.2:</b> Policies &amp; Procedures at KU must be documented, reviewed, and updated regularly.</p> <p><b>8.3:</b> Equip KU to manage risks and handle change to avoid disaster and business interruption.</p> <p><b>8.4:</b> Establish College and Departmental operational strategy and objectives that meet the overall strategy of KU and the National Education Strategy.</p> <p><b>8.5:</b> Enhance reporting framework.</p>		<ul style="list-style-type: none"> <li>• Efficiency and effectiveness of operations</li> <li>• Effective recordkeeping and communication</li> <li>• Effective monitoring and reporting</li> <li>• Effective coordination and flexibility</li> </ul>

# OUR STRATEGIC PRIORITIES: GOALS AND OBJECTIVES



**STRATEGIC DIMENSION 09-INNOVATION AND ENTREPRENEURSHIP: Promote and enhance opportunities for innovation, creativity, and entrepreneurship.**

STRATEGIC INITIATIVES	CRITICAL SUCCESS FACTORS
<p><b>9.1:</b> Establish a KU Entrepreneurship Centre.</p> <p><b>9.2:</b> Adoption of multiple and innovative modes of teaching &amp; learning to enhance students' independent thinking and team abilities.</p> <p><b>9.3:</b> Work on stimulating the innovate mindsets of the students, alumni, staff, and faculty (Empower students to become innovators and entrepreneurial thinkers).</p>	<ul style="list-style-type: none"> <li>• Establishment of an Entrepreneurship Centre</li> <li>• Number of entrepreneurs/incubated businesses at KU</li> <li>• All-round learning methodologies</li> </ul>



**STRATEGIC DIMENSION 10- SUSTAINABILITY AND GROWTH: Ensure long-term sustainability through financial resilience and investment in brand and institutional identity.**

STRATEGIC INITIATIVES	CRITICAL SUCCESS FACTORS
<p><b>10.1:</b> Identify and generate alternate sources of revenue streams to improve the facilities and standards at KU.</p> <p><b>10.2:</b> Identify the digital marketing and branding strategy.</p> <p><b>10.3:</b> Develop strategy for increasing and diversifying student recruitment.</p> <p><b>10.4:</b> Develop cost optimization strategy for the university.</p>	<ul style="list-style-type: none"> <li>• Efficient and effective Marketing and PR</li> <li>• KU Brand Awareness and Recall</li> <li>• Number of alternate revenue streams generated</li> <li>• Budget realization</li> <li>• Satisfaction Rate of Students and Staff</li> </ul>

# Thank you!

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