



STRATEGIC PLAN

University of Bahrain 2023-2026



His Majesty
King Hamad bin Isa Al Khalifa
King of the Kingdom of Bahrain



His Royal Highness
Prince Salman bin Hamad Al Khalifa
Crown Prince and Prime Minister

STRATEGIC PLAN

University of Bahrain 2023-2026

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INTRODUCTION

The University of Bahrain's new strategic plan (2023-2026) represents in its vision, mission, and values an ambitious endeavor to reach the world, achieve competitiveness, sustainability, knowledge production, and stimulate a culture of innovation in institutional work. The reference in this strategic plan is the Kingdom of Bahrain's Economic Vision 2030, a vision that stemmed from the rapid economic and cultural changes in the world and in the Arabian Gulf region through the search for alternative economies to oil and finding sustainable economic development for the generations of the twenty-first century. Culture of innovation, knowledge economy and entrepreneurship represent the prominent pillars of

strategic plans in internationally prestigious universities, which is set on the concept of (open innovation) based on the integration of universities as effective frameworks in the innovation process; expressing the presence of a knowledge sharing network with industries and government institutions. Digital transformation sustainability is considered one of the University of Bahrain's fundamental requirements in the third decade of the third millennium, as the university has taken accelerated steps towards digital transformation administratively and academically, and this transformation must be sustained in activating the fields of artificial intelligence, centralization of entrepreneurship, and science and technology transfer.

The University of Bahrain, as the first national university in the Kingdom of Bahrain, strives for excellence in student preparation, to form leadership and productive models in society, equipping them with the skills of the twenty-first century. The University also strives for excellence in scientific research, encourages research of national and global significance, stimulates efforts to obtain international accreditation for its academic programs, enhance its international reputation, enhance its role in knowledge production, achieve community partnerships and effective communication with university graduates, and further revitalize international relations. This strategic plan looks at the University of Bahrain's pivotal role in the economic, cultural and societal

development in the Kingdom of Bahrain, as it has academic cadres qualified to establish institutional academic partnerships that build the desired knowledge economy and achieve the goals of sustainable economic development. The major developments that are accelerating globally require us to keep abreast, face challenges, seize opportunities, conduct continuous reviews, carry out institutional evaluation, and achieve competitiveness. Our ambition is high, and our passion is great in achieving key initiatives from which we embark. The wise leadership has taught us that we are able, by believing in our goals, to achieve them with resolve and determination, and we will.

TECHNICAL TERMINOLOGY



Balanced scorecard: A system for managing institutional and strategic performance in an institution. Compatible with Takamul program for institutional performance management in the Civil Service Bureau.



Mission: The mission clarifies the institution's purpose, identifies its customers or clients, and describes the provided services. An effective mission makes it easy to determine whether a particular initiative or activity is in line with the institution's goal.



Vision: The vision creates an image of a successful institutional future, through a vivid and attractive statement that embodies imagination. It should be concise and tangible, easy to understand and communicate, it should create a sense of urgency and be emotionally inspiring to the people who implement it and are responsible for performance and results.



Core values: Core values determine what an institution believes in, and the type of behavior it wants to promote. Values create an ethical compass that forms the basis for decision-making and influencing actions in everyday situations.



Strategic Transformation Agenda: A framework for identifying and evaluating the current state - «As Is» and to anticipate desired future situations - «To Be» of key change/performance dimensions that the institution must pay close attention to in implementing its strategy.



Balanced scorecard perspectives: The balanced scorecard methodology suggests that the institution should be examined from four different perspectives, to help develop strategic objectives, indicators (KPIs) and initiatives related to those perspectives.



Strategic objectives: are the actions that we must implement in our daily activities, in order to see improvement in our strategies and these objectives translate abstract concepts such as mission and vision into actionable steps.



Performance indicators: For each strategy on the strategic map, at least one indicator will be identified and tracked over time. KPIs indicate progress towards a desired result. KPIs monitor the implementation and effectiveness of an institution's strategies, identify the gap between actual and target performance, and determine the institution's effectiveness and operational efficiency

STRATEGIC PILLARS

Strategic pillars represent a general framework, governing implementation, and an ongoing methodology to ensure that the strategic implementation is in accordance with best practices. These pillars have been formulated in collaboration with the University's internal and external partners, in order to ensure compatibility and sustainability.

01

Permanent linkage of the strategy with the pillars of the Economic Vision 2030, the Government Plan, and the Sustainable Development Goals.

02

Setting a maximum limit for admission to the university, appropriate to the carrying capacity.

03

Linking admission to academic programs with the results of admission tests and the labor market needs.

04

Attracting high-level academics to increase scientific research and build national capabilities.

05

Linking government subsidy with student performance.

06

Providing renewable and sustainable financial resources.



STRATEGY FORMULATION PROCESS

The strategy formulation process went through several key steps described below, and was carried out in partnership with all stakeholders, both inside and outside the university.



SWOT ANALYSIS



STRENGTHS

- First national university and the largest in terms of number of students, teaching and administrative staff and programs.
- Diversity of academic specialties and fields accredited locally and some internationally.
- International academic partnerships and memoranda of understanding with regional and international universities.
- Achieve a digital infrastructure, e-learning content, and a supportive academic research structure.
- A strong foundation of accomplished alumni.

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OPPORTUNITIES

- Developing curricula that align with the skills essential for future job markets and entrepreneurship, with focus on emerging fields such as artificial intelligence, data science, robotics, nanotechnology, and environmental sustainability.
- Adopting innovative practices of teaching methods in higher education institutions regionally.
- Benchmarking with best practices to achieve financial independence and administrative efficiency.
- Harnessing research efforts to serve and develop the community.
- Diversifying financing solutions to implement special projects that support innovation and creativity.
- Attracting programs and events from international organizations.

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WEAKNESSES

- Balance admission rates and graduates.
- Strategies for visual identity, communication and marketing.
- Integrated coordination to track plans and projects.
- Operational work plans for colleges, supporting deanships, centers and others.
- Plans to develop infrastructure appropriate to the innovation environment.

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CHALLENGES

- Competing with local and regional higher education institutions.
- Crises and disasters. An example of this is the Coronavirus pandemic, how to deal with it, and proactive plans for work continuity in the event of its occurrence.
- Achieving financial balance while maintaining academic and institutional quality.

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PESTLE ANALYSIS



POLITICAL FACTORS

- + Strong governmental and political support for the university
- Societal pressures on the university to reduce acceptance rates and increase the number of students



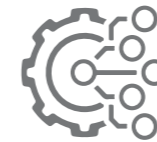
ECONOMIC FACTORS

- + There is a need in the community for economic partnerships that can finance the university.
- Societal pressures for not increasing tuition fees appropriate to the cost.



SOCIAL FACTORS

- + The university is a pivotal institution in community service.
- Students' readiness to enter the university stage.



TECHNOLOGICAL FACTORS

- + Global interest in artificial intelligence and computing.
- Continuous change in technology and emerging industries and specialized cadres keeping pace therein.



LEGAL FACTORS

- + The University of Bahrain's commitment to governance is evident in its adherence to the Government of Bahrain's legal framework.
- Some civil service regulations need to be modified to suit academic institutions.



ENVIRONMENTAL FACTORS

- + Opportunities to save energy using alternative energy.
- The high cost of adopting sustainable energy sources.

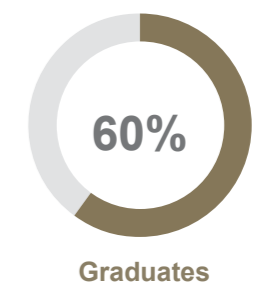
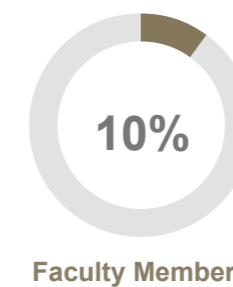
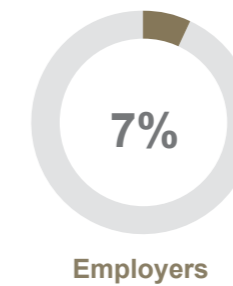


STAKEHOLDER PARTNER ANALYSIS



STAKEHOLDER SURVEY

Based on the analysis of partners, a questionnaire was prepared to survey the opinions of internal and external partners on the university's mission and the extent of its conformity to what the university offers in the community, in addition to what the University of Bahrain should focus on in its next strategic plan. The university obtained a sample of 902 participants, and the following figure shows the partners' percentages according to their relationship with the university.





VISION, MISSION & VALUES

VISION

A Bahraini higher education institution, leading in education, building a knowledge society, fostering entrepreneurship, and enhancing sustainability, that aims to be one of the best academic institutions in the region, contributing to the Kingdom of Bahrain's Economic Vision 2030.

MISSION

Providing distinguished services in education, scientific research, innovation and entrepreneurship by employing modern methods of advanced technologies to serve the Bahraini community and develop effective partnerships locally, regionally and internationally.

VALUES

The following values and concepts represent foundations shared by all university affiliates:

Competitiveness: Increasing productivity requires graduating citizens possessing appropriate skills and capabilities for their jobs, therefore, it should be sought to develop the training of Bahraini workforce, to transform the Kingdom of Bahrain into a center of excellence to attract both local and foreign economic activities alike.

Fairness: As a distinguished educational institution, the University is committed to achieving the value of fairness by promoting the concept of equal treatment, providing equal opportunities for all to access services and opportunities, and preserving and protecting rights.

Sustainability: University services provided by the University of Bahrain should be based on the principle of sustainability, to maintain the university education sector's sustainable stability and growth. Therefore, the University of Bahrain will work to provide sustainable financial resources, use available resources in the future to develop human capital, enhance education and training in the fields of applied and theoretical sciences, and promote leadership and innovation based on effective partnership, to ensure sustainability and sustainable development.



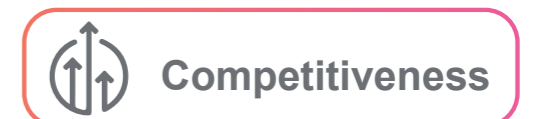
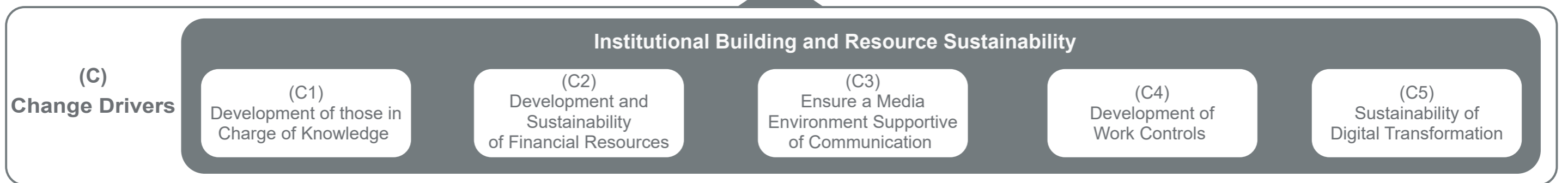
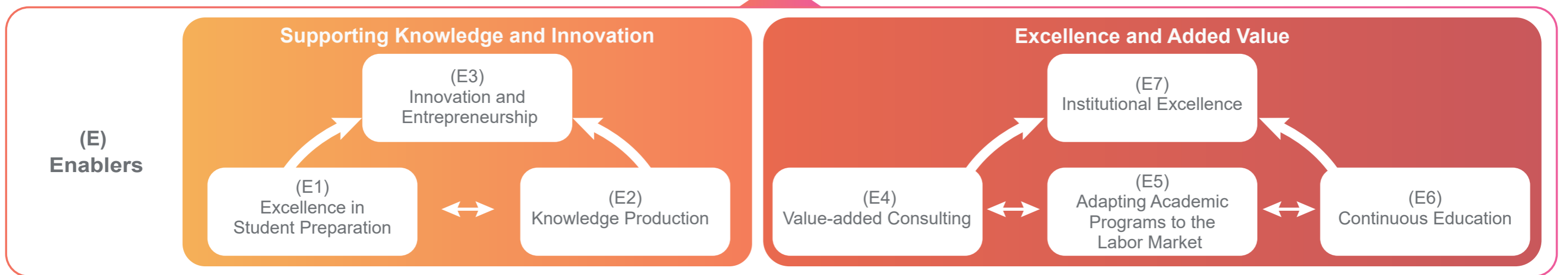
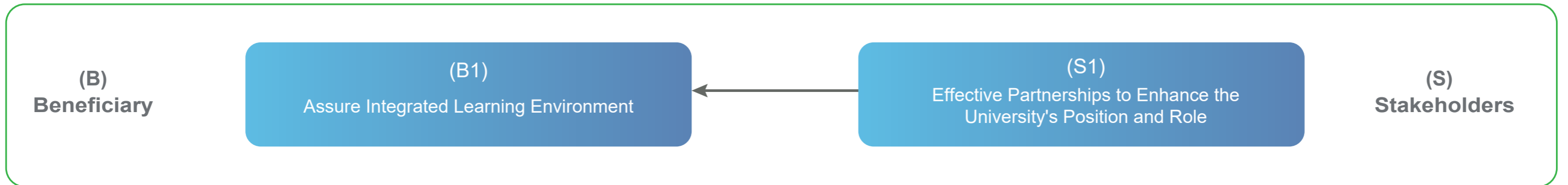
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Vision

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جامعة البحرين
UNIVERSITY OF BAHRAIN

