

الجامعة الخليجية  
GULF UNIVERSITY



# GULF UNIVERSITY STRATEGIC PLAN 2022-2027



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## **About Gulf University:**

Gulf University (GU) is young and dynamic university offering quality education in Bahrain and preparing work ready graduates with 21st century skills and competencies. The university embraces excellence through its eminent academic programs, scientific research, national and international collaborations, continuous quality enhancement, student support, qualified and experienced faculty with diverse background. All these are seasoned with an enriched campus with contemporary and state of the art physical and learning resources that support academic and administrative functions. Currently, the university offers the following programs in various disciplines: Bachelor's in human resources management, Bachelor in Accounting & Finance, Bachelor in Mass Communication, Bachelor in Interior Design Engineering, BEng. Mechanical Engineering, BEng. Electrical & Electronic Engineering, bachelor's in law and Master in Mass Communication.

Along with institutional accreditation conferred by Higher Education Council in Bahrain, Gulf University had met quality assurance requirements of Quality Assurance & Training Authority (BQA). All of our offered academic programs received full confidence from BQA program review in Bahrain. Additionally, all the programs are internationally accredited or recognized by professional bodies.

GU alumni are truly global citizens spreading around the world across diverse nationalities and especially in GCC region. Our alumni are more than 3,000 with close to 22 nationalities scattered all around the world. On the regional scale, Gulf University has close to 1,600 alumni concentrated in the State of Kuwait and approximately 500 in Saudi Arabia.

## **GU Vision:**

Gulf University aspires to be a distinguished higher education institution in Bahrain and the region, for its competitive graduates, cutting edge learning environment, impactful/impressive research, and contribution to communities' growth through constructive partnership.

## **GU Mission:**

Gulf University provides quality education, fostering creativity and innovation to generate professional workforce and intellectual capital in a stimulating multicultural environment. We pledge to contribute significantly towards research activities with a sound impact both in academia and industry in an ethical environment. We support our highly competent staff, graduates to achieve personal and professional goals amidst socio economic challenges and engage in the sustainable development of Bahraini and regional community.

## **GU Core Values:**

### **CV1: Integrity and ethics**

We are committed to promote academic integrity and ethical behavior in teaching and learning, research, and community engagement.

### **CV2: Collegiality**

We focus on promoting a culture that fosters cooperation and teamwork among colleagues and open and honest communication in order to achieve departmental, College and university goals.

### **CV3: Leadership**

We aim to instill leadership skills in the core culture of the university and lead all stakeholders including students and community by example.

### **CV4: Diversity and inclusion**

We are committed to diversity in recruiting and nurturing staff and students in terms of nationality, background, experience, gender. Our commitment to diversity ensures our interactions to be respectful, empathetic, and collegial. We thus share experiences and exchange ideas in diverse areas to contribute towards best practices in academic and administrative functions of the university.

**CV5: Collaboration**

We build teams that stand on a strong platform of ethical and moral values. We are driven to collaborate and participate in teamwork while supporting the individuals' identity, skills and competencies in a dynamic environment.

**CV6: Creativity**

We foster creativity, innovation, and critical thinking skills to serve the university and the community in a better way. We encourage initiative and problem-solving aptitudes of our staff and students, reflected in teaching, learning, research and services to society.

**CV7: Sustainability**

We promote the goal of sustainable development as our responsibility towards society and the environment. We strive to educate our stakeholders with respect to the principles of economic, social and environmental sustainability and the best practices around the world, and to embed those in our sustainability initiatives.

**GU Graduates Attributes:**

**GA1: Knowledgeable in Their Disciplines**

Apply acquired knowledge to real life situations in skillful, confident and effective way; Demonstrate competencies in their area of specialization for higher studies and profession with a global perspective.

**GA2: Professional Applicators of Technologies**

Creative and innovative in using new technological trends; Mastering technologies relevant to their field of expertise; Applying technological skills to solve real life situations; Be unique to create new technology application that can enrich their fields.

**GA3: Effective Communicators**

Present and negotiate using verbal and non-verbal communication; respond to different opinions and ideas to convey clear, concise and organized information; communicate effectively and professionally about multidisciplinary issues in a multicultural environment and be citizens of the world.

**GA4: Collaborators and leaders**

Participate effectively in collaborative learning; have eagerness to the lifelong development of their skills and learning; Be ambitious and positive within a team; demonstrate leadership qualities in academic and extracurricular activities; be proficient in dealing and working with others.

**GA5: Critical Thinkers & Problem Solvers**

Creatively solve problems relevant to their specialization and other multidisciplinary fields; Analyze, synthesize and evaluate information critically; Observe, reflect, reason and communicate effectively in a challenging environment.

**GA6: Lifelong learners with Adaptability**

Demonstrate lifelong learning skill in pursuing career; understand the world around them and adapt to different environments and cultures; be motivated to pursue knowledge for personal or professional endeavor; have an eagerness to adapt to new concepts and ideas; be autodidactic learners.

**GA7: Responsible & Ethical Towards Society & Environment**

Be responsible and committed to serve for mankind; be concerned and knowledgeable about society's welfare and environmental priorities; acquire social integrity; contribute positively towards social and environmental ethical practices; be accountable to the decisions towards profession and society; create an impact towards sustainability.

**GA8: Reflective learners and Initiators**

Think logically, take action and reflect upon what has been learned; apply theory to practice and get engaged in an ongoing learning process; reflect upon the learning experience and actively participate in the development of the community; be an initiator or a catalyst for change for the wellbeing of the community.

## **About GU's Strategic Plan**

Why GU is keen to develop a 5-year strategic plan?

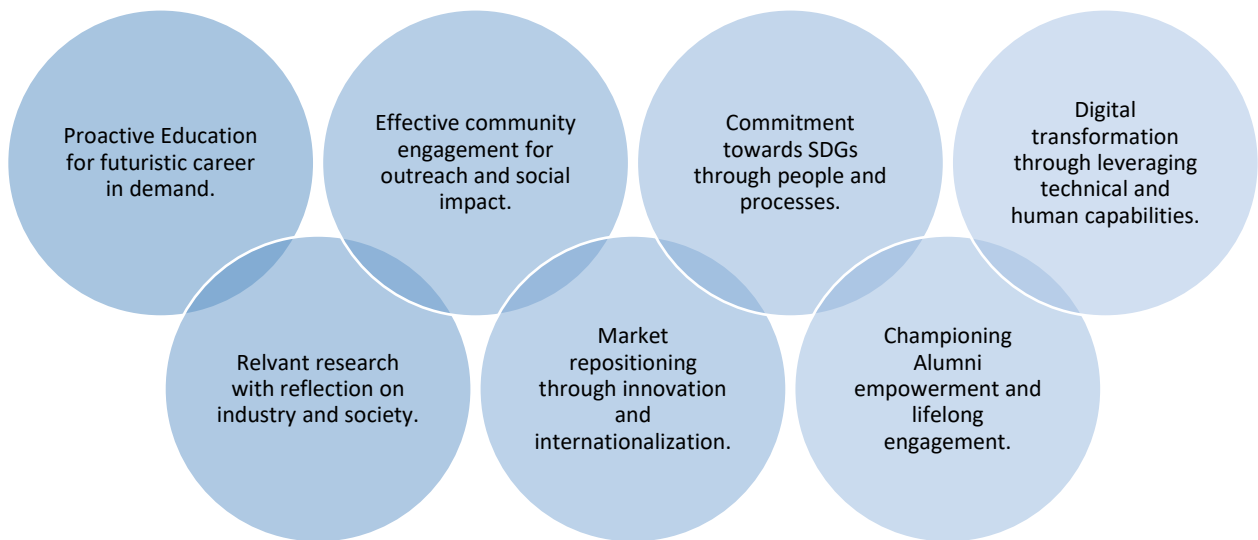
The Strategic Plan sets the direction and roadmap towards the aspirations of Gulf University (GU) in becoming a distinguished higher education institution at national and international level. It establishes the focus of the organization's priorities. It is an inclusive process and embraced an internal and external environment scan, identifying goals and objectives, deriving initiatives, achieving milestones, as well as stakeholder participation in accordance with financial resources.

The Strategic Plan provides the structure and framework to implement the initiatives of the organization at functional level and its impact on key performance indicators.

The strategic plan 2022-2027 proposes seven strategic themes which define the areas of focus for the next 5 years. The plan further develops strategic objectives and initiatives to strive for excellence towards these themes. The vision and mission statements of GU were reviewed at the same time to guide the broad strategic focus, keeping in mind the three pillars of higher education. The mission statement underpins the path towards achieving excellence in academic activities and research, ensuring continuous quality enhancements. Core values further strengthen the foundation for the future synergy in academic and professional world in a lifelong learning environment.

**GU Strategic Themes:** GU aspires to become distinguished provider of higher education at local, regional and international level through achieving excellence in academic programs, scientific research, national and international collaboration, continuous quality enhancement, hiring and retaining pioneering staff, alumni engagement, supported by vibrant campus life with contemporary physical and learning resources.

Figure 1 below clearly illustrates the seven strategic Themes of GU.





**Strategic Themes:**

**STH1: Proactive Education for futuristic career in Demand**

Gulf University will provide quality education to prepare graduates for jobs of future, by forecasting future market needs and instilling 21st century skills.

**STH2: Relevant Research with Reflection on Industry and Society**

Gulf University will enhance scholarly achievements of staff and students by publishing in high impact and internationally reputed journals. The direction for research is towards quality that is relevant and addresses industrial and societal issues.

**STH3: Effective Community Engagement for Outreach and Social Impact**

Gulf University will enhance its community engagement activities focusing on better outreach and actual societal needs. This will be facilitated through the expansion of GU network and activating the existing partnership agreements with industry

**STH4: Market repositioning through Innovation and Internationalization**

Gulf University will reposition itself in the higher education sector in Bahrain and region by participating in university rankings, innovative practices in teaching, learning and campus operation. Reposition will also come through embedding internationalization in offered programs focusing on collaborative student activities, events, projects with international students, students' participation in international conference, forum, symposium.

**STH5: Commitment towards SDGs through People and Processes**

Gulf University will contribute towards achieving SDGs through embedding the goals into university processes including curriculum, campus, research, and students' activities.

**STH6: Championing Alumni Empowerment and Lifelong Engagement**

Gulf University will provide support to its alumni through career opportunities and lifelong engagement and invest in them to become GU ambassadors.

**STH7: Digital Transformation through Leveraging Technical and Human Capabilities**

Gulf University will enhance efficiency and effectiveness of operations through digitizing all aspects of university processes including teaching, learning and simultaneously building human and infrastructural capacity to facilitate such transition.

## Strategic Objectives and Initiatives

### **OB1. Offer distinguished programs: Futuristic needs, national priorities, and internationalization (Aligned with STH1)**

- OB01.IN01 Increase the range of undergraduate and graduate degree programs reflecting various specializations
- OB01.IN02 Ensure the alignment of the existing and proposed academic programs to the current and future needs of the market
- OB01.IN03 Launch awarding degrees programs in collaboration with international universities
- OB01.IN04 Conduct range of curricular and extra-curricular activities for the students suitable for profession and lifelong learning

### **OB02. Explore future careers in demand: Knowledge, skill and competencies for 21st century (Aligned with STH1)**

- OB02.IN01 Conduct labor market study to identify jobs of the future and skill gap in the labor market
- OB02.IN02 Provide career counselling sessions to the students
- OB02.IN03 Propose futuristic careers through published research and reports

### **OB03. Review and update existing programs: Supporting SDGs and futuristic jobs (Aligned with STH1, STH5)**

- OB03.IN01 Enhance the scoping of labor market for program review
- OB03.IN02 Implement education for SDGs across the programs
- OB03.IN03 Expand experiential learning towards sustainable solutions to complex problems

### **OB04. Enhance students' recruitment: Equality, diversity & inclusion (Aligned with STH1)**

- OB04.IN01 Improve student intake through an effective marketing strategy and prospective student awareness
- OB04.IN02 Use social media effectively to reach the community and beyond
- OB04.IN03 Attract students with diverse background from expatriate community in and outside Bahrain

- OB04.IN04 Enhance the efficiency and effectiveness of online admission and registration process

**OB05 Explore opportunities for modular learning and executive education (Aligned with STH1, STH4, STH5)**

- OB05.IN01 Conduct feasibility study to offer short courses for professionals
- OB05.IN02 Design programs/certificate courses for executives
- OB05.IN03 Implement recognition of prior learning to widen the market
- OB05.IN04 Build collaboration with professional bodies to offer micro learning

**OB06 Expand the segmentation of the market: Student outreach (Aligned with STH4)**

- OB06.IN01 Create and implement digital marketing strategy
- OB06.IN02 Develop liaison with public and private school authority
- OB06.IN03 Explore opportunities to penetrate in regional market
- OB06.IN04 Build sustained relationship with the potential applicants

**OB07 Ensure highly qualified academic staff: Recruit, develop & retain (Aligned with STH1)**

- OB07.IN01 Ensure sufficiency of diverse academic staff which combines between local and international, as well as professional experience
- OB07.IN02 Ensure the effectiveness of continuous professional development for academic staff through in-house and external training program
- OB07.IN03 Promote healthy work environment by wellbeing initiatives for the staff
- OB07.IN04 Provide services to support the retention of valued staff with distinguished performance

**OB08 Expand digital technologies & resources: Accessibility & inclusiveness (Aligned with STH1, STH7)**

- OB08.IN01 Enhance the utilization and accessibility of technology in teaching and learning by both faculty and students
- OB08.IN02 Provide advanced training for using digital technologies in teaching-learning, research and campus operation

- OB08.IN03 Ensure consistent implementation of teaching and learning technologies within digitization approach and practice

**OB09 Enhance library resources utilization: Wider access and sustainability (Aligned with STH1)**

- OB09.IN01 Expand the use of Library Management System for automation in library operations and activities
- OB09.IN02 Increase the utilization of digital library including e books, journals, thesis, magazine etc.
- OB09.IN03 Subscribe to new e databases for academic and research purpose
- OB09.IN04 Encourage interlibrary exchange for accessibility of resources

**OB10 Activate joint research with industry: Engagement & consultation (Aligned with STH2, STH3)**

- OB10.IN01 Identify industry research needs through networking, events and activities
- OB10.IN02 Promote the university as a consultancy and research service provider to industry
- OB10.IN03 Encourage faculty and students to engage in research projects with the industry
- OB10.IN04 Publish research papers jointly with industry professionals as co-authors

**OB11 Recognize Excellence in Research: Productivity & Quality (Aligned with STH2)**

- OB11.IN01 Enhance research publications in high indexed international journals
- OB11.IN02 Meet the research oriented indicators for university ranking
- OB11.IN03 Award faculty annually for outstanding scholarly achievements
- OB11.IN04 Embed research excellence recognition in hiring process with the appropriate remuneration scheme

**OB12 Accelerate students' research: Industry & futuristic (Aligned with STH2)**

- OB12.IN01 Enhance number of research publication of students jointly conducted with faculty

- OB12.IN02 Align the graduation project themes with industry needs and challenges
- OB12.IN03 Guide students' research towards futuristic needs and solutions relevant to the discipline

**OB13 Build meaningful collaboration with industry and academia: Societal impact & Innovation (Aligned with STH1, STH2, STH3, STH4)**

- OB13.IN01 Improve performance of industries through consultancy and research
- OB13.IN02 Provide legal advice to small business
- OB13.IN03 Enhance the effectiveness of competency based learning

**OB14 Expand community engagement with private and public sectors: Sustainable practices (Aligned with STH3, STH5)**

- OB14.IN01 Develop a strategic collaboration with private and public organizations for better community engagement outcomes
- OB14.IN02 Develop plans and execute community engagement and continuous learning activities
- OB14.IN03 Form advisory board to reflect on the needs of the community and support sustainable development goals
- OB14.IN04 Use university website, social media and press release to disseminate information about community engagement initiatives

**OB15 Foster active partnership with regional and international universities: Students & staff (Aligned with STH3, STH4 & STH5)**

- OB15.IN01 Increase the number of collaboration with regional and international universities
- OB15.IN02 Initiate faculty exchange programs with regional and international universities
- OB15.IN03 Initiate students exchange programs and activities with regional and international universities

- OB15.IN04 Conduct staff development programs, collaborative activities and events with partner universities

**OB16 Support local community overcoming challenges: Expertise and university resources (Aligned with STH3)**

- OB16.IN01 Continue offering training and services to community in areas of its expertise
- OB16.IN02 Encourage active student and faculty participation in community issues
- OB16.IN03 Increase the availability and accessibility of GU facilities for the community
- OB16.IN04 Organize community talk for better wellbeing

**OB17 Enhance visibility by establishing relations with professional awarding bodies: National and international (Aligned with STH4)**

- OB17.IN01 Ensure active and impactful relation with the relevant local and international professional bodies
- OB17.IN02 Apply for institutional and program international accreditation
- OB17.IN03 Ensure active engagement of staff and student to get membership in national and international professional bodies
- OB17.IN04 Update GU website with news and highlights of professional bodies

**OB18 Enhance business continuity: Risk management and sustainability(Aligned with STH4, STH5)**

- OB18.IN01 Review the business continuity framework
- OB18.IN02 Monitor the effectiveness of risk management mechanism
- OB18.IN03 Prepare risk management plan for each program
- OB18.IN04 Explore opportunities for alternative sources of revenue towards financial sustainability

**OB19 Foster Student Success and Excellence: Inside and outside the university (Aligned with STH1, STH4)**

- OB19.IN01 Increase the corporate training and lifelong learning activities for professional development of students
- OB19.IN02 Appreciate and recognize students' achievements inside and outside the university
- OB19.IN03 Conduct field trip for students to engage in collaborative work with regional and international students

**OB20 Utilize and support student potential and interest (Aligned with STH1)**

- OB20.IN01 Transform student initiatives to entrepreneurial project by providing facilities and services
- OB20.IN02 Create student portfolio in digital platform
- OB20.IN03 Enrich students' hobbies through clubs and participate in national and international events and competitions

**OB21 Promote activities towards entrepreneurship, society and environment (Aligned with STH3, STH5)**

- OB21.IN01 Collaborate with external bodies to contribute towards society, environment and entrepreneurship
- OB21.IN02 Conduct startup hackathon for students
- OB21.IN03 Activate incubator services to support community initiatives

**OB22 Improve effectiveness of university services: Innovations and digitization (Aligned with STH2, STH5, STH7)**

- OB22.IN01 Enhance provision of specialist labs and subscription of software for research work and experiments
- OB22.IN02 Activate Innovative & Technological Learning Unit to embed innovation in teaching and learning
- OB22.IN03 Implement automation in university management and campus operations

**OB23 Promote sustainable resources: Green campus (Aligned with STH5, STH7)**

- OB23.IN01 Develop recycling mechanism at university to reflect the goal of sustainable development
- OB23.IN02 Enhance initiatives towards digitization, smart campus, environment friendly technology and infrastructure
- OB23.IN03 Apply energy conservation system to contribute towards better future
- OB23.IN04 Undertake green and eco-friendly initiatives in the campus

**OB24 Manage alumni relations through alumni management system (Aligned with STH6)**

- OB24.IN01 Implement alumni management software to control alumni database centrally
- OB24.IN02 Circulate newsletter to provide information about graduate job opportunities, services, activities, and research
- OB24.IN03 Organize social and cultural events in active collaboration with alumni

**OB25 Support alumni to fulfil personal and professional goals: Engagement & connectivity (Aligned with STH6)**

- OB25.IN01 Identify alumni needs for personal and professional achievement
- OB25.IN02 Conduct professional development programs with external trainers for alumni
- OB25.IN03 Provide career counselling sessions for alumni
- OB25.IN04 Conduct reunion and experience sharing sessions with alumni

**OB26 Encourage alumni ambassadors to give back to university (Aligned with STH6)**

- OB26.IN01 Engage alumni to meet potential students in admission events, exhibitions, and career counselling sessions
- OB26.IN02 Encourage alumni to share testimonials as ambassadors on the website
- OB26.IN03 Connect with distinguished alumni in social media
- OB26.IN04 Invite alumni as guest speaker for relevant academic programs



**OB27 Increase graduates' employability: Professional certificate & innovative learning  
(Aligned with STH6)**

- OB27.IN01 Provide employability skills training to current students
- OB27.IN02 Support students to undertake professional courses
- OB27.IN03 Approach organizations to provide opportunities for volunteer experience
- OB27.IN04 Involve alumni in continuous education and lifelong learning

**OB28 Build open minded and engaged digital community of stakeholders: inside and outside the university (Aligned with STH3, STH4, STH7)**

- OB28.IN01 Instill the culture of digital citizenship
- OB28.IN02 Activate chat and forum for the course for asynchronous learning
- OB28.IN03 Share documents and update information with stakeholders in digital platform

**OB29 Embrace SDGs through teaching, learning, research and campus operations  
(Aligned with STH2, STH3, STH5)**

- OB29.IN01 Increase the number of events and activities contributing to SDGs
- OB29.IN02 Increase the number of published papers related to SDGs
- OB29.IN03 Guide volunteering activities by staff and students that support SDGs
- OB29.IN04 Build new collaboration with government, industry and community on shared interest and field

**OB30 Create a footprint in providing global learning experience: Engagement and exchange (Aligned with STH4)**

- OB30.IN01 Build a global social network for students
- OB30.IN02 Support students to attend summer school in international universities
- OB30.IN03 Conduct webinar for the students with speakers from international universities
- OB30.IN04 Organize field trip for students in regional and international universities

**OB31 Enhance the reputation of the university: Internationally engaged and interconnected (Aligned with STH2, STH4)**

- OB31.IN01 Create visual identity and key marketing proposition across all platforms
- OB31.IN02 Develop a brand position statement
- OB31.IN03 Host international conference, forum and symposium in the university
- OB31.IN04 Promote success stories of staff and students in social media

**OB32 Rebuild university position through institutional ranking (Aligned with STH4)**

- OB32.IN01 Explore opportunities for ranking towards better reputation
- OB32.IN02 Apply for QS Arab regional ranking
- OB32.IN03 Apply for QS rating
- OB32.IN04 Build capacity to improve the ranking of the university
- OB32.IN05 Use university ranking in marketing and publicity purpose

**OB33 Foster campus development: Expansion and renovation (Aligned with STH4, STH7)**

- OB33.IN01 Implement campus development initiatives consistently
- OB33.IN02 Conduct feasibility study for campus expansion project
- OB33.IN03 Arrange for adaptable facilities and infrastructure solution
- OB33.IN04 Involve students in co creation of learning environment with exposure to SDGs

**OB34 Transform student experiences: Digital and real-world learning (Aligned with STH4, STH5, STH7)**

- OB34.IN01 Create digital content for the delivered courses
- OB34.IN02 Conduct assessments on learning management system
- OB34.IN03 Monitor the student life cycle in digital platform

**OB35 Empower students and staff: Ranking, Innovation and Digitization (Aligned with STH5, STH7)**

- OB35.IN01 Provide simulation resources/solutions for each program as per sector standards
- OB35.IN02 Update the stakeholders about sector trends, university achievements and reputation through website and live streaming
- OB35.IN03 Monitor the options to protect staff and students on campus and technology

**Key Performance Indicators (KPIs)**

**KPIs for Strategic Theme 1:**

1. Increased number of enrolled students
2. Number of internationally accredited programs
3. Number of programs in collaboration with international universities
4. Employability ratio of the graduates
5. Number of professional courses offered

**KPIs for Strategic Theme 2:**

1. Number of collaborative research with another university
2. Number of research in collaboration with industry and community
3. Number of interdisciplinary research and research teams
4. Number of student participation in published research
5. Number of scholarly activities contributing to SDGs

**KPIs for Strategic Theme 3:**

1. Number of active MOUs with international universities
2. Number of active partners from industry
3. Number of partners from community/society
4. Number of community engagement activities attended by staff with positive impact
5. Number of collaborative activities with partners

**KPIs for Strategic Theme 4:**

1. Number of awards received by staff and students outside the university
2. Number of recruited students from outside Bahrain
3. Enhanced student engagement with international universities
4. Number of marketing campaigns for branding
5. Number of ranking university is listed on
6. Engagement rate in social media

**KPIs for Strategic Theme 5:**

1. Number of sustainable initiatives on campus
2. Level of students satisfaction about GU campus (classroom, open spaces, cafeteria)
3. Student utilization of physical resources related to program (hardware, software, spaces)
4. Number of initiatives for campus development
5. Number of innovation and entrepreneurial projects done by students and staff

**KPIs for Strategic Theme 6:**

1. Number of alumni ambassadors with positive impact
2. Number of lifelong learning activities conducted for alumni
3. Increased number of actively engaged alumni
4. Number of announcement/information/newsletter provided to alumni

**KPIs for Strategic Theme 7:**

1. Number of university functions automated completely
2. Staff satisfaction on digitization of the academic and administrative operations
3. Number of digital capacity building events for staff and students
4. Decreased amount of paper waste

## Communicating GU's Strategic Plan

Effective communication of the Strategic Plan with internal stakeholders is aimed at creating a comprehensive awareness about the ownership, roles and responsibilities for individuals, teams, units and the university leadership. Communicating the Strategic Plan with external stakeholders helps to align with national priorities, international best practices, contributions towards economy, society and environment. It further helps in building trust with prospective students and staff.

## Contact US!



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