



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.

About GU's Strategic Plan

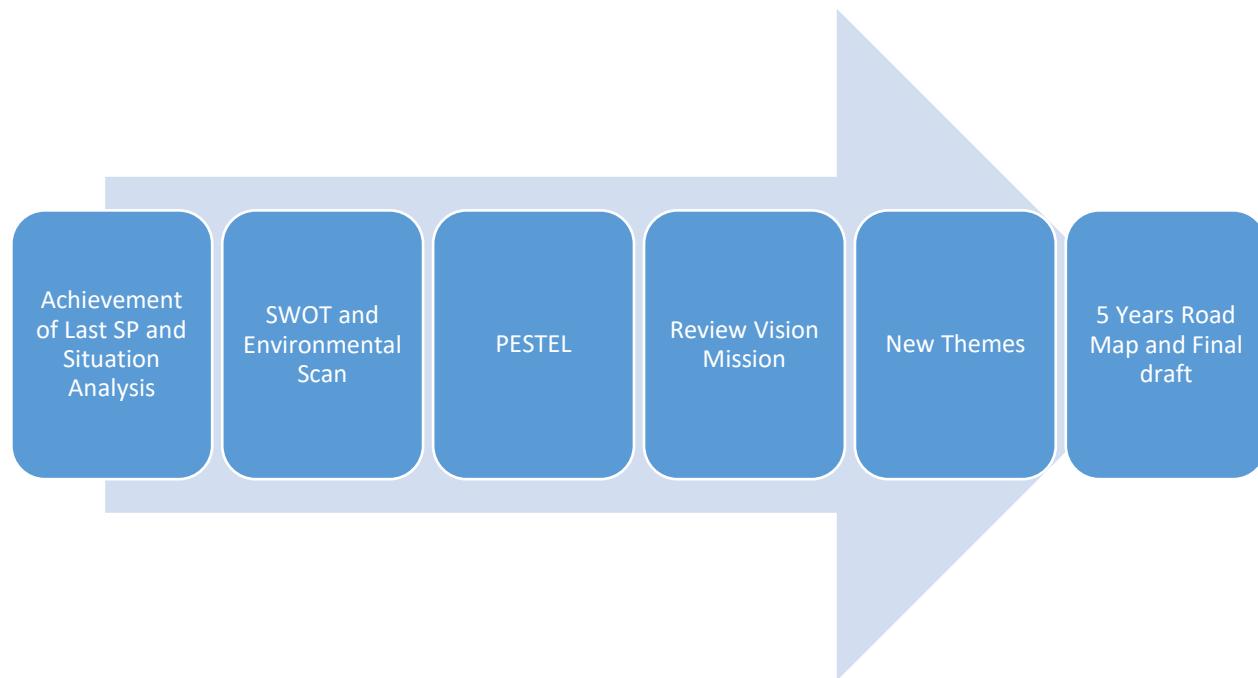
Why GU is keen to develop a 5 year strategic plan?

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.

Process of Developing GU Strategic Plan



Responsibilities in preparing the Strategic Plan

The overall preparation of the Strategic Plan is under the supervision of University Council, the leadership of the University President, and the governance of the Board of Trustee. Both internal and external stakeholders have been involved in the preparation of Strategic Plan. The Planning and Development Unit of Quality Assurance Development Centre (QADC) is primarily responsible for taking the lead in the development of the strategic plan. The unit worked closely with University Strategic Planning Committee and solicited data from a wide range of internal and external sources and benchmarked best practices in higher education to prepare strategic plan. The Institutional Performance Measurement Office assisted the team with evidence-driven strategic decision-making and best day to day operations.

SWOT Analysis

A SWOT analysis was done to get the feedback of internal stakeholders, namely: students, administrative staff, academic staff, management and the feedback of external stakeholders, namely: alumni, employers, programs' industrial advisory boards etc. Below is the summary of SWOT analysis findings of all stakeholders:

Internal Factors	External Factors
Strengths	Opportunities
<ol style="list-style-type: none"> 1. Local and international recognition and accreditation 2. Partnership with regional and international universities 3. Highly qualified and experienced faculty 4. Physical facilities, infrastructure and learning resources 5. Students' scholarship 6. Vibrant Campus life 7. Supportive communication and guidance for students 	<ol style="list-style-type: none"> 1. Government support to HEIs 2. Partnership with industry 3. Alternative sources of revenue 4. Shift to digital transformation 5. Growing population joining higher education
Weaknesses	Threats
<ol style="list-style-type: none"> 1. Limited number of offered programs 2. Underutilization of resources and spaces 3. Limited market access and reach regionally 4. Lack of diversity in student population 5. Insufficient number of staff and student exchange 6. Outmoded branding 	<ol style="list-style-type: none"> 1. Growing competition in HEIs 2. Economic Uncertainty and challenges 3. High demand for talented staff 4. Lack of industry readiness for collaboration 5. Students and Parents constantly increasing expectations

Interviews with Stakeholders

As part of the strategic planning development process, the team conducted interviews with stakeholders from Board of Trustees, industry experts, alumni and regulatory bodies in order to draw a clear picture of the landscape and future directions for education in Bahrain. These interviews were conducted with eminent personalities in leadership positions:

- Secretary-General of the Higher Education Council (HEC)
- Chief Executive Officer of the Education and Training Quality Authority (BQA)
- Chief Strategy & Data Analytics Officer at Tamkeen
- GU Chairperson and Board Members
- Representatives from Industry
- Alumni

The following are the summary of findings from the interviews:

GU Board of Trustees

- Oil and Gas as the top contributing sector
- Future of Education will be hybrid and flexible
- Future business of education can be through consultancy and research
- GU needs good links with industry and high-level graduates to improve their position in the market

Industry

- Oil and Gas as the top contributing sector along with banking and financial services
- Economy will move more towards diversifying sources of income
- Future of Education: More Online and Hybrid, More focus on practical and employability skills
- Quality Graduates are the best marketing strategy for the university
- GU should provide more internship and on-job training

Governmental Bodies

- Oil and Gas as the top contributing sector along with financial sectors then comes services sector.
- Education is moving towards having more efficient regulations which allows universities to have more anonymity.
- Partnerships with international universities, university ranking, offering programs in demand will contribute to improving GU position in the market.

Alumni

- Oil and Gas as the top contributing sector along with financial sectors then comes services sector.
- Education is becoming more flexible. More online and more hybrid education.
- Alternative business opportunities include renting out facilities.
- Improving market position by improving quality of graduates.

Environmental Scan

PESTEL

A comprehensive scan of the landscape was done through reviewing published reports and strategies on different levels covering political, economic, societal, environmental and legislative domains.

Main Drivers

- Bahrain Vision 2030
- Higher Education Council Strategy
- National Research Strategy
- OECD Reports
- Regional National Strategies
- GCC Long Term Strategy
- UN SDGs

Competitors

Higher education landscape in Bahrain have seen tremendous changes in recent years. New International universities have emerged focusing on providing international Education. National Universities in response have also started offering international programs. There has been a fundamental paradigm shift among universities from providing a wide range of programs to focusing more on quality of education.

Developing New Vision, Mission

Strategic Planning Committee conducted several workshops involving staff and students to revisit and redraft Gulf University's vision, mission core values and graduate attributes. This exercise included holding brainstorming sessions, training workshops and benchmarking. This process ensures that stakeholders are involved and onboard in formulating where the university is approaching.

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 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.

Formulating GU Strategic Themes: Reflection on the process

TOWS Matrix

TOWS	Strengths (S)	Weaknesses (W)
Opportunities (O)	Strengths/Opportunities (SO)	Weaknesses/Opportunities (WO)
Threats (T)	Strengths/Threats (ST)	Weaknesses/Threats (WT)

Strengths/Opportunities - Reflection

- 1. Building on our achievements in national and international recognition and accreditation of the institution and the programs, GU is in a position to:**
 - contribute towards national trends in promoting internationalization in higher education

- develop human capital in terms of distinguished graduates who can support the organization in overcoming challenges and for better future
- attract students from regional market

2. Utilizing the collaboration with regional and international universities (which will be expanded) shall support GU to play a significant role in:

- supporting the reformation in higher education by regulatory bodies aiming towards offering international degrees in Bahrain
- introducing and forming Bahrain as hub for international activities, events, services and industries to be present and known in the international context
- developing human capital by virtue of our well-known partners and reflecting their best practices in our endeavors
- recruiting students beyond Bahrain and making the university as preferred place for study with international learning experience

3. Building on the strength of highly qualified and experienced faculty, GU is in a position to:

- impact on industry innovation and practices through consultancy and research
- actively participate in national priorities for human capital development through delivering courses and training for the community
- support students and community in their entrepreneurial pursuits

4. Utilizing the physical facilities, infrastructure and learning resources shall support GU in:

- contributing to the research & development of some small industries Bahrain
- developing hands on experience of students in real context leading to human capital development and economic growth
- collaborating with budding entrepreneurs to launch their startups
- penetrating regional market and making the university as ideal destination to get wider learning experience

5. Emphasizing on our strengths in providing students' scholarship, GU is in a position to:

- support national trends towards internationalization by extending scholarship to students enrolled in international degree programs

- build human capital by encouraging potential students to join the university irrespective of socioeconomic status
- widen the market reach by targeting regional students

6. Focusing on our strength of vibrant campus life shall support GU to play active role in:

- fostering internationalization in higher education through participation in events, competition, collaborative projects, exchange program with international universities
- promoting national priorities for human capital development
- fostering students' entrepreneurial ideas and bringing prospective business ideas into reality
- targeting students in and outside Bahrain for a holistic learning experience appropriate for students' success and lifelong learning

7. Using our strong communication and guidance for students, GU is likely to:

- create impact in the community about the international exposure to the students through curricular and extra-curricular activities
- contribute directly to human capital development in terms of education, advising, mentoring, career counselling and training
- encourage enterprising and innovative ideas of students to transform into real business venture
- bring in more students particularly from Saudi Arabia with the commitment to provide personalized attention

Strength/Threats - Reflection

1. Building on our achievements in local and international recognition and accreditation at program and institutional level, GU is likely to:

- remain in competition as distinguished provider in the higher education sector
- meet the expectation of the students and parents in enrolling into internationally accredited academic program

2. Strengthening the partnership with regional and international universities shall support GU to:

- gain competitive advantage in terms of hosting programs, collaborative activities and events, participation in webinar, conference, forum and symposium conducted by partner university
- attract talented faculty across the world to join the university
- motivate industry professionals for collaboration in joint research, internship and placement opportunities, guest speaker, field visit and other engagement
- satisfy the increasing expectations from students and parents to get exposure into international practices and opportunity to build network with diverse group of people

3. Utilizing the expertise of our highly qualified and experienced faculty, GU is in a position to:

- prescribe measures in order to combat challenges and uncertainty arising out of economic recession
- overcome the recruitment challenges via network and profile of the existing faculty
- experience industry readiness for collaboration with academia
- inspire potential students and parents to meet their expectations

4. Using the physical facilities, infrastructure and learning resources shall support GU to:

- compete in higher education sector in terms of student intake and learning experience
- explore alternative sources of revenue through renting of facilities resulting in overcoming challenges related to economic uncertainty
- increase industry readiness for collaboration in wide range of areas
- impress the students and parents in meeting their expectations from higher education institutions

5. Supporting the students by providing scholarship shall contribute to:

- deal with growing competition in HEIs in terms of student intake
- manage economic uncertainty and challenges towards collecting fees
- fulfill the expectations of students and parents from university education

6. Emphasizing on our strength of vibrant campus life, GU is in a position to:

- enjoy advantage over its competitors in higher education sector

- conform to the needs and expectation of students and parents about opportunities for all round development, employability and life skills

7. Building on our supportive communication and guidance for students, GU is likely to:

- impact student preferences, satisfaction and engagement in comparison to the competitors in higher education in Bahrain
- position itself in the market as preferred destination in terms of meeting the rising expectations of students and parents

Weaknesses/Opportunities - Reflection

1. Increasing the number of offered programs at undergraduate and graduate levels shall support GU to:

- contribute to the reformation in the higher education promoting trendy programs, independence, international collaboration, exchange programs, industry partnership
- realize the national strategies to boost industries requiring work-ready graduates
- increase community and industry readiness for digital transformation through enhanced opportunities in higher education
- complement national ambition towards internationalization across different sectors in the economy
- contribute significantly to national priorities for human capital development

2. Enhancing the effective utilization of resources and spaces shall support GU to:

- align with the requirements of regulatory bodies in light of the reformation in higher education
- contribute to the community and industry readiness for digital transformation in terms of online learning, digital tools and technologies in teaching, learning, research and campus operation
- promote business idea and entrepreneurial initiatives through incubation services
- enhance the access in admitting students beyond Bahrain

3. Expanding the market access and reach regionally shall bring opportunity to:

- benefit from the reformation in higher education in terms recognizing local degrees in the region and the like

- support community and industry readiness for digitalization approach
- reflect national trends towards internationalization in university practices and students' learning experiences
- increase intake from regional countries via implementing impactful marketing strategy

4. Increasing the diversity in student population shall support GU to:

- cease the opportunities in the higher education reformation initiated by regulatory bodies
- experience the readiness for digital transformation by community and industry by offering trendy programs, professional courses through flexible mode of learning
- contribute to the national trends towards internationalization
- add to the drive for human capital development across the economic sectors
- expand the student population in and outside Bahrain

5. Increasing the student and staff exchange shall contribute to:

- exploit reformation initiatives undertaken by regulatory bodies in higher education
- boost industries in various sectors in light of the gained knowledge, skill and competence
- expose students and staff to international practices and cross border networking opportunity
- develop human capital who become invaluable for academia and industry
- support entrepreneurial initiatives of students and staff as one of the national priorities

6. Updated branding image of the university shall provide opportunity to:

- execute digital transformation initiatives in university operation, education and research with increasing readiness of industry and community
- provide international experience to students and staff contributing to national trends towards internationalization
- establish entrepreneurial orientation of the university in terms of innovation, technology transfer, social enterprise and the like
- increase market reach of the university beyond Bahrain

Weaknesses/Threats – Reflection

1. Increasing the number of offered programs at undergraduate and postgraduate levels, GU will be in a position to:

- compete with other universities in terms of preparing graduates in wide range of specializations
- expand industry collaboration with university in placement, internship, collaborative activities and events, training, field visit, guest speaker, research and community engagement
- meet the rising expectation of students and parents in choosing the right university

2. Emphasizing on effective utilization of facilities and resources shall support GU to:

- sustain in the competitive higher education sector in terms of campus extension and enhanced capacity of physical spaces
- network with industry professionals towards impactful collaboration in education, research and community engagement
- earn confidence of the students and parents in matching with their rising expectations

3. Expanding the market reach regionally, GU is likely to:

- stay competitive amidst intense competition in the higher education sector
- support the university in overcoming challenges related to financial sustainability
- get the trust and belief of the students and parents while taking admission

4. Increasing the diversity in student population shall support GU to:

- intensify competitive advantage in the higher education sector
- satisfy the increasing expectations of students and parents from the universities

5. Increasing the staff and student exchange shall support GU to:

- remain competitive in the higher education sector in terms of providing international experience in the study tenure
- usher in new collaboration with industry for sustainable outcome
- reflect on the satisfaction of the students and parents with regard to rising expectations

6. Updating the branding of the university shall contribute to:

- developing competitive advantage amongst the universities in Bahrain
- encouraging reputed faculty with distinguished profile to join the university around the world
- meeting the needs and expectations of the students and parents about university education and learning experience

The information collected from this process formed the basis on which the new strategic themes were developed.

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.

The strategic plan also reflects the paradigm shift in higher education due to Covid-19 pandemic. The opportunity to offer online courses, hybrid learning, short courses became realistic solution. The pandemic not only exposed the academic community to digital disruption but widened the scope of higher education sector.

The team considered the requirements of regulatory bodies, national trends and international best practices. Bahrain 2030 Economic Vision, Higher Education Strategy, National Strategy, Published reports by LMRA, Handbooks and Frameworks of BQA, NQF and HEC provided broad idea of articulating the objectives and determining actions, milestone and KPIs. Competitors analysis; initiatives of other universities, offered programs, students' recruitment, staff, campuses and facilities underpinned the preparation of the strategic plan. Current trend showed emphasis of the peer institutions in offering international degrees, technology oriented, and trendy programs within the approach of digitization to create market niche.

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.

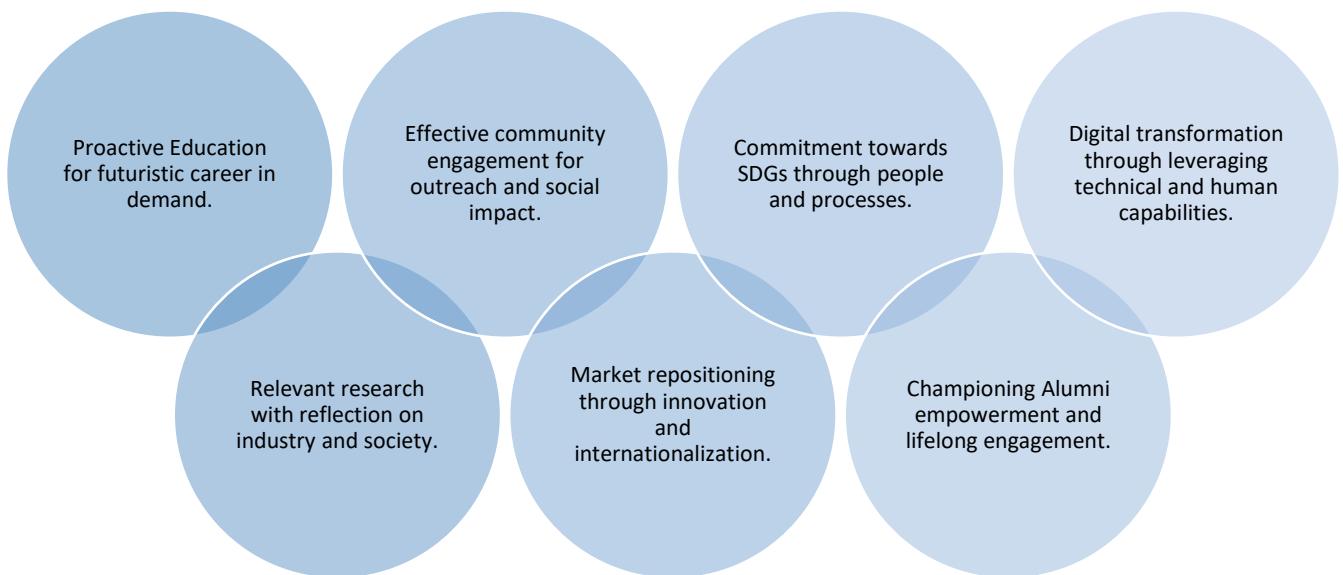


Figure 1: Strategic Themes

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: Integrate AI technologies into academic programs: Aligning with future workforce demands (Aligned with STH1, STH7)

- OB02.IN01 Introduce AI-focused courses and tracks in academic programs
- OB02.IN02 Embed AI and machine learning tools in teaching methodologies across all programs.
- OB02.IN03 Train faculty in AI-assisted pedagogy, research, and administrative efficiency

OB03. Review and update existing programs: Supporting SDGs and futuristic jobs (Aligned with STH1, STH3, STH5)

- Offer AI certificate program and micro credential for students, alumni and community
- 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
- Automate routine services like admission inquiries, scheduling, and academic advising using AI-driven platforms.

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 Integrate AI apps to current online platforms and Website for education 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 Support AI-related research projects with societal impact and innovation through funding and research lab
- 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 Use AI to measure the reach, impact, and feedback from community programs, improving planning and transparency

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

- OB14.IN01 Develop plans and execute community engagement and continuous learning activities
- OB14.IN02 Organize AI literacy workshops for NGOs, youth, and local organizations.
- 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 Use AI tools in marketing and international ranking submissions
- 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 Build Relationships with Sponsors to conduct Entrepreneurship related events
- 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

OB22 Improve effectiveness of university services: Innovation, AI integration and automation (Aligned with STH2, STH5, STH7)

- OB22.IN01 Implement AI chatbots and virtual assistants in student services and administration
- OB22.IN02 Use AI for predictive analytics in student retention and academic performance monitoring.

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 Launch an AI-powered alumni engagement platform with personalized job matching, mentorship, and networking
- 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 Leverage AI to analyze and track progress on GU's contribution to SDG indicators

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 Prepare & Apply for THE Impact Ranking
- OB32.IN03 Prepare & Apply for THE World University Ranking (WUR) & Arab Ranking
- 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 Create an AI platform, to improve the student experience process from submitting the application online until graduation and beyond.

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.

Structure of the document, conclusion and introduction to the following sections

The document constitutes the strategy and objectives under each of the 7 strategic Themes. Under each objective, relevant initiatives are derived which are measurable over the time horizon. Key Performance Indicators are identified for each strategic theme, which will be measured quantitatively. From the strategic plan the operational plan is derived, based on the milestones for each initiative, along with identifying the responsible persons to implement and the allocated budget.

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