



University of Bahrain

Bridge to the Future

Transformation Plan 2016 – 2021



His Royal Highness

Prince Khalifa bin Salman Al-Khalifa

Prime Minister



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

Deputy Supreme Commander

First Deputy Premier

Contents

- 05** INTRODUCTION FROM THE PRESIDENT
- 07** ABOUT THE TRANSFORMATION PLAN
- 9** VISION, MISSION and VALUES
- 10** STRATEGIC PILLARS
- 12** EXECUTIVE SUMMARY
- 17** STRATEGIC PILLAR 1: WORLD-CLASS LEARNING AND TEACHING
- 23** STRATEGIC PILLAR 2: LEADING EDGE HUMAN CAPITAL
- 27** STRATEGIC PILLAR 3: RESEARCH WITH NATIONAL AND REGIONAL IMPACT
- 33** STRATEGIC PILLAR 4: A DYNAMIC, INNOVATIVE AND ENTREPRENEURIAL ENVIRONMENT
THAT SECURES SUSTAINABILITY
- 39** STRATEGIC PILLAR 5: LOCAL ENGAGEMENT AND INTERNATIONAL REPUTATION
- 43** STRATEGIC PILLAR 6: BAHRAIN'S ECONOMIC DIVERSIFICATION AND GROWTH
- 49** STRATEGIC PILLAR 7: A TRANSFORMATIVE ENVIRONMENT
- 54** INSTITUTIONAL TARGETS – INDICATORS TO MEASURE OUR PERFORMANCE
- 55** IMPLEMENTATION



The region is facing economic pressures triggered by falling oil prices that has filtered through to public sector spending, and therefore increasing the focus on private sector growth as the engine of new jobs and opportunities. With one third of Bahrain economy within the oil and gas sector and public sector, the drive to diversify and create a sustainable economy is a national priority and the essence of the 2030 vision. This vision can only be achieved by having knowledgeable and skilled human capital that can adapt to the rapidly changing regional and global environment.

Economic growth and community expectations will encourage the University to rethink its approach not just towards students but also towards faculty and staff members, industry, society and stakeholders in terms of brand, marketing and international profile. New and emerging technologies are changing not only the way that education is being delivered by universities but also how economic sectors operate to cope with the change in business model that are becoming more digital. As the national university of the Kingdom of Bahrain, we cannot afford to be reactive to the ever-changing external environment, instead we must be at the cutting edge of regional and global challenges and opportunities through being agile and dynamic. At the same time, we must review current funding models and assess what alternative options exist to create a financially sustainable future for the University.

It is, however, an exciting time to be President of the University of Bahrain (UOB) and to be part of the transformation of teaching and learning. Today's educators must meet the needs of a new generation of learners, aspiring to thrive and contribute in an increasingly interconnected world. This provides new challenges for academics who must constantly evolve and innovate to meet the changing needs of academia and millennial learners.

The launch of this transformation plan will propel our University into the next phase of development, to make us stronger, more flexible and more responsive. We will increase our focus on internationalization to create global citizens, develop our relations with industry, widen our academic offer and produce research that has regional impact that becomes our signature. The strategic roadmap highlights our aspirations and this will act as a framework for colleges and centers to develop their plans to align with that of our goals. Finally, in order to prosper, Bahrain must be relevant to the world through its high-quality graduates and our impact on the economy, society and public services. To achieve this, the University of Bahrain must be exceptional and that can only be achieved by our collective efforts, focus and determination.

Prof. Riyad Yousif Hamzah
President of the University of Bahrain





"Some people think design means how it looks.
But of course, if you dig deeper, it's really
how it works."

Steve Jobs
(Co-founder, Apple Inc.)

ABOUT THE TRANSFORMATION PLAN

UOB transformation blueprint lays down the University's strategic direction and key goals for the next five years. This blueprint is owned collectively by the entire University, it has been developed in partnership with all colleges and centers, by gaining the views of all faculty and staff members. The goals in this blueprint are the ones that have been developed by staff of this University, we can be proud of this collective effort, however now the collective effort is to be implemented and that will create positive change and bring success.

Technology and the rapidly changing external environment which is transforming teaching and research, are challenging the traditional view of the University. Students and wider society require year-round access to high quality programs and flexible modes of delivery. The economic context of the Gulf Cooperation Council (GCC) and the challenges of growing private sector are also challenges that UOB must respond to through focusing on producing high quality and skilled human capital and the next generation of leaders, scientists, entrepreneurs and innovators.

UOB will focus on a number of areas that will be key to our success, including the newly established unit for Teaching Excellence and Leadership to advance our teaching methods and curricula. Targeted and innovative approaches to research through international collaboration will enhance our reputation both regionally and internationally. UOB will extend its international reach and global standing through its students and graduates, research and partnerships. Technology will be used not only to enhance learning and teaching but also to create a smart campus with smart people that are suitable for the digital age that we now live in. UOB will also become central to the economic growth of Bahrain through offering programs and courses that are aligned with the 2030 national economic strategy whilst also becoming a commercial and entrepreneurial university. UOB will become smarter, better and faster.

All students will be given the opportunity to succeed, and over time UOB will move to a multi-disciplinary approach which will be supported by a smart campus and learning assisted by flexible, technology enhanced teaching as well as high quality campus that we can all be proud of. A culture of performance will need to be developed that extends to all faculty members and students; UOB will recruit, develop and reward outstanding faculty members.

Finally, decisions will be made on having a sound financial basis. UOB aims to have diversified revenue streams to create a strong, high performing, efficient and effective university. This will allow the University to invest in the right programs, technology and research needed for UOB to become a world-class university.



VISION, MISSION and VALUES

Vision

To become a world-class university that is recognized as a learning, research and entrepreneurial institution.

Mission

To contribute directly to the economic growth and development of Bahrain, supported by leading edge teaching, technology and research with regional impact.

Values

The shared motivations and beliefs, which bind our University together are:

- Innovative
- Student Centered
- Technology Driven
- Proactive
- Transparent

STRATEGIC PILLARS

The strategic roadmap comprises of seven strategic pillars that support the University's vision of becoming a world-class university.

**STRATEGIC
PILLARS**



EXECUTIVE SUMMARY

University of Bahrain has a clear focus to become a high performing institution that promotes:

- A high quality educational experience for students
- Professional development and accountability of faculty and staff members
- An environment that stimulates creativity, innovation and enterprise
- A setting that contributes to the economic growth and development of Bahrain
- An integrated approach with industry and wider partners to develop industry relevant research
- Financial sustainability
- Rewards student excellence
- A world-class campus that is technology - led and environmentally friendly

In order to achieve the desired outcomes, the University will need to promote the following:

Regulations and Systems

- Modern and fit-for-purpose regulations
- Internal systems and processes to manage and improve performance at all levels
- Integration of systems and processes to allow the University become faster, better and smarter

Faculty

- Annual review process and professional development framework for faculty members
- Introduce digital literacy standards for faculty members
- Recruitment of high quality faculty members that can add value to our research output
- Encourage adjunct and visiting professors
- Establish a future leaders program

Research

- Develop signature research that has impact both regionally and internationally
- Move towards a multidisciplinary approach for both programs and research
- Improve and widen postgraduate education
- Have a greater presence at conferences

Academics

- Increase the use of technology to move towards a blended learning environment
- An improved and robust orientation program for students
- Have a suite of relevant programs that meet the future needs of Bahrain
- Increase the focus on students skills development and practical knowledge
- Offer programs and training to working professionals
- Become an entrepreneurial and innovation led university
- Consolidation and restructuring of some colleges and centers

Campus

- Establish a Manama satellite campus to widen the University's access to society
- Move the College of Engineering to the main campus in Sakhair

Alumni

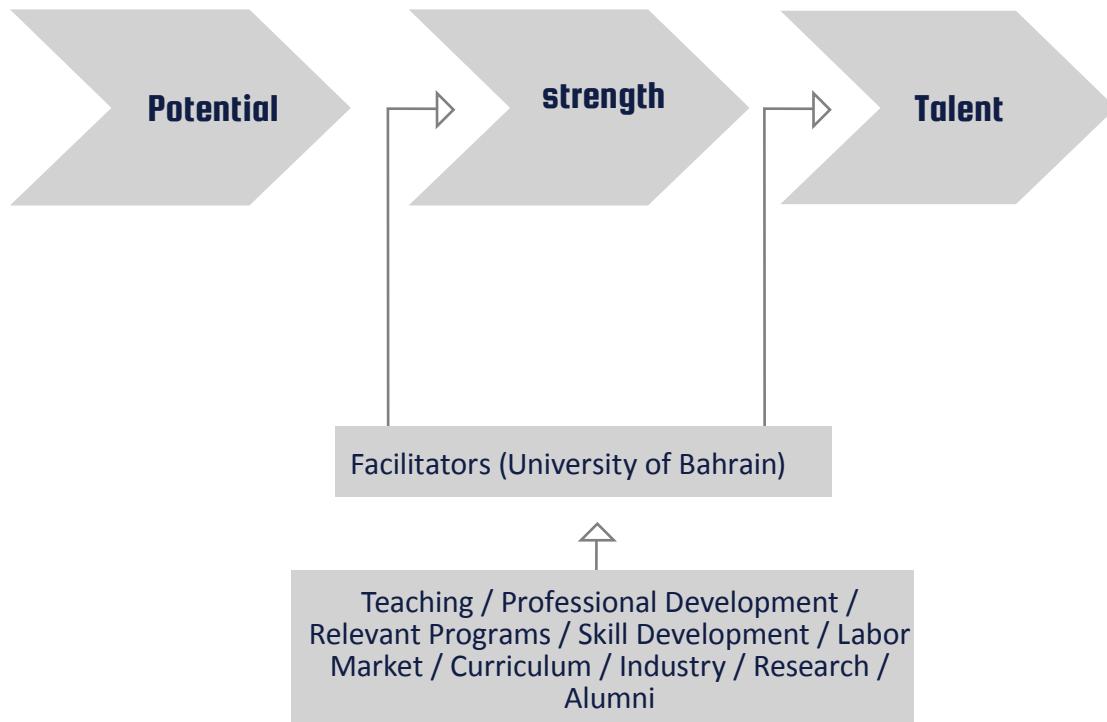
- Build stronger links with alumni and the business community

International

- Widen our recruitment of students and faculty members
- Develop high-quality international partnerships

THE TALENT VALUE CHAIN

Why University of Bahrain is important to Bahrain's Sustainability







"Transformation is happening in the workplace.
We have to transform the classroom."

Anthony Salcito
(Head of Education Worldwide - Microsoft)

**STRATEGIC PILLAR I:
WORLD-CLASS LEARNING
AND TEACHING**



STRATEGIC PILLAR I:

WORLD-CLASS LEARNING AND TEACHING

The world is changing at an incredibly fast pace, UOB needs to be responsive to the external environment in order to cope with the changes by reconsidering the direction of learning and teaching. The new learning and teaching philosophy will be responsive to changes in technology, employer needs and changes in the national priority of economic sectors. The University will develop an institution wide learning and teaching framework that is centered on a technology based learning experience for students, which will be inquiry based, interconnected and collaborative. It will allow the University to leverage the latest information and communications technologies to continuously meet the needs of a new generation of students.

This strategic pillar will preview the main mechanisms that comprise the transformation in the learning and teaching philosophy whilst recognizing that teacher quality is a key critical success factor of any educational institution. The University of Bahrain will adopt a blended learning approach that includes a combination of face-to-face teaching in its various forms alongside technology focused learning. This overarching philosophy will produce graduates who are equipped with both the essential mix of content knowledge and 21st century skills. This transition will be supported by developing a digital literacy certificate for faculty members to obtain, as building staff capacity and capability is crucial.

The University will witness a shift from teaching based on lecturing towards a number of different teaching strategies such as; project-based learning, problem-based learning, inquiry-based learning, evidence-based learning and e-learning. Blended learning is the chosen learning and teaching philosophy of the University as a whole. Each UOB college will develop its own learning and teaching philosophy that corresponds to the nature of its discipline and the industry requirements. College-level learning and teaching philosophies are based on principles of an industry-led curriculum where students are encouraged to develop the necessary soft skills required by the labor market and be inspired to become lifelong learners.

The University will also seek to establish a multidisciplinary approach to enrolment and programs where students essentially have the option of selecting a joint degree and double major. This offers a broader and richer educational experience. A joint degree or double major makes the graduates more attractive to employers since they have the breadth of skills and knowledge across at least two disciplines.

One of the key factors that will foster a world-class learning and teaching environment is a high-quality faculty. UOB faculty will be expected to acquire fellowship of the Higher Education Academy (HEA) through the existing accredited Postgraduate Certificate in Academic Practice (PCAP) program. All faculty members will undergo an annual performance appraisal process to ensure all faculty members are evaluated. Through the introduction of a personal development plan for all teaching faculty members, faculty members are encouraged to engage in professional development. Recruitment of new teaching faculty members will require a strategic focus to create a balanced and skilled teaching workforce through; recruitment of high quality and skilled teaching faculty members, visiting faculty members from overseas universities, adjunct professors from industry and faculty members with a record of accomplishment in publishing research.



Another step to providing a world-class learning and teaching environment is to develop a thorough assessment and moderation policy where all assessments undergo the same procedures and standards, as well as be subject to internal and external moderation that secures good practice. The purpose of moderation is to ensure that all assessment at UOB is fair, valid and reliable to improve the quality of assessment. Moderation aligns expectations and judgements with standards and progressions, and hence improved learning, and focused teaching.

To provide world-class learning and teaching, UOB will:

- 1.1** Invest in virtual learning environments and network infrastructure
- 1.2** Use digital technology to enhance the learning experience of students to enable flexible learning anywhere anytime approach
- 1.3** Develop a certificate in digital literacy for teaching that will be made mandatory for all faculty members to obtain
- 1.4** Establish a college of multi-disciplinary studies that meets the challenges of regional and global issues
- 1.5** Establish a human resource strategy for the next 5 years with a streamlined and centralized recruitment process established for recruiting faculty members
- 1.6** All faculty members, deans and senior management will have an annual personal development plan that will develop staff capabilities in the key impact areas of the transformation plan and train staff in the use of emerging technologies which encourage innovation and efficiency
- 1.7** All faculty members, deans and senior management will have a balanced and robust annual appraisal through the introduction of a university performance management system
- 1.8** Introduce transparent reforms to staff and faculty members' progression, recognition, probation and termination through consultation and support from the Civil Service Bureau (CSB) that will foster a culture that promotes excellence and rewards high performing staff and faculty members

- 1.9** Review and rebalance administrative support for teaching across the University
- 1.10** Introduce an induction process and probation period for all new faculty members that meets international good practice
- 1.11** Establish a unit for Teaching Excellence and Leadership that will be responsible for developing and delivering strategies for teaching enhancement within the University, Bahrain and regionally
- 1.12** Introduce external moderation assessment
- 1.13** Review and reform of University bylaws to enhance the learning and teaching environment
- 1.14** Establish a future leaders program.
- 1.15** Support Bahrain Teachers College to become a center for excellence within the Gulf region

Measures of success include:

- Number of faculty members that successfully complete PCAP accreditation
- Number of faculty members that are technologically proficient by obtaining the University digital literacy certificate
- Number of programs that have technology enhanced learning activities as a feature
- Student enrolment in joint degree programs.
- Faculty members with doctorate degrees



"In the long run, your human capital is your main base of competition. Your leading indicator of where you're going to be 20 years from now is how well you're doing in your education system."

Bill Gates
(Founder, Microsoft)

**STRATEGIC PILLAR 2:
LEADING EDGE HUMAN
CAPITAL**



STRATEGIC PILLAR 2:

LEADING EDGE HUMAN CAPITAL

The University of Bahrain has a vital role in developing the national human capital to supercharge Bahrain both now and for the future. UOB will use its resources and facilities to offer a high quality and deeper orientation program that will act as the catalyst to continually improving student success through developing critical thinking, creativity, information and communications technology (ICT) and soft skill development. The University will offer programs to the wider society as part of its commitment to lifelong learning and use its extensive network of partnerships to promote more employer based learning opportunities for students. The University will also invest in faculty members to give them the skills to become facilitators of knowledge and to promote continuous staff development. The critical success factor in ensuring a high-quality education is still the quality of the learning experience.

The University curricula will undergo changes in order to build a curriculum that responds to industry needs and that is relevant to a 21st century job market. Students will be trained to develop identified 21st century skills that will give them the necessary competitive edge as UOB graduates. The University seeks to develop relationships with industry and external organizations to ensure students are able to work with contemporary and authentic issues that are relevant to their discipline. This will also be done to ensure the societal relevance of the programs to the needs of the external partners. The University recognizes that the students' experience shapes their ability to contribute not only to Bahrain but also as global citizens.

In order to move towards improving quality, the University will work with the government agencies over the coming years to embrace the national examination as a key entry requirement for students wishing to study at the University. With an expectation that this will be implemented by 2020, the University must start planning for the impact of the national examination on future student numbers.

To develop highly knowledgeable and skilled human capital, UOB will:

- 2.1** Introduce a revised and rigorous orientation program for new students that sets a platform for success
- 2.2** Integrate crucial 21st century skills across all programs
- 2.3** Review and enforce university bylaws
- 2.4** Allow curricula to be responsive to industry standards through the effective use of employer engagement at college and departmental level, including integrating professional qualifications into many programs
- 2.5** Include professional development of faculty members and students
- 2.6** Create skills laboratory that will allow students from any college to develop their ICT, language and soft skills through pursuing a suite of professional qualifications including Adobe, Apple, Amazon and Microsoft (for example)
- 2.7** Use its wide networks to develop structured and credit bearing internships and work-based learning opportunities for all students, which will support the career readiness of students
- 2.8** Monitor and evaluate student's progression through both knowledge acquisition and skills portfolios to ensure the best possible graduate attributes
- 2.9** Launch a pre-semester academy that will use a variety of opportunities to create skills building, ICT competencies and leadership development opportunities for students
- 2.10** Continue to build the skills and knowledge of faculty members to support students in a dynamic, competitive and hyper-connected global economy
- 2.11** Work to popularize science subjects to Secondary school students and society

Measures of success include:

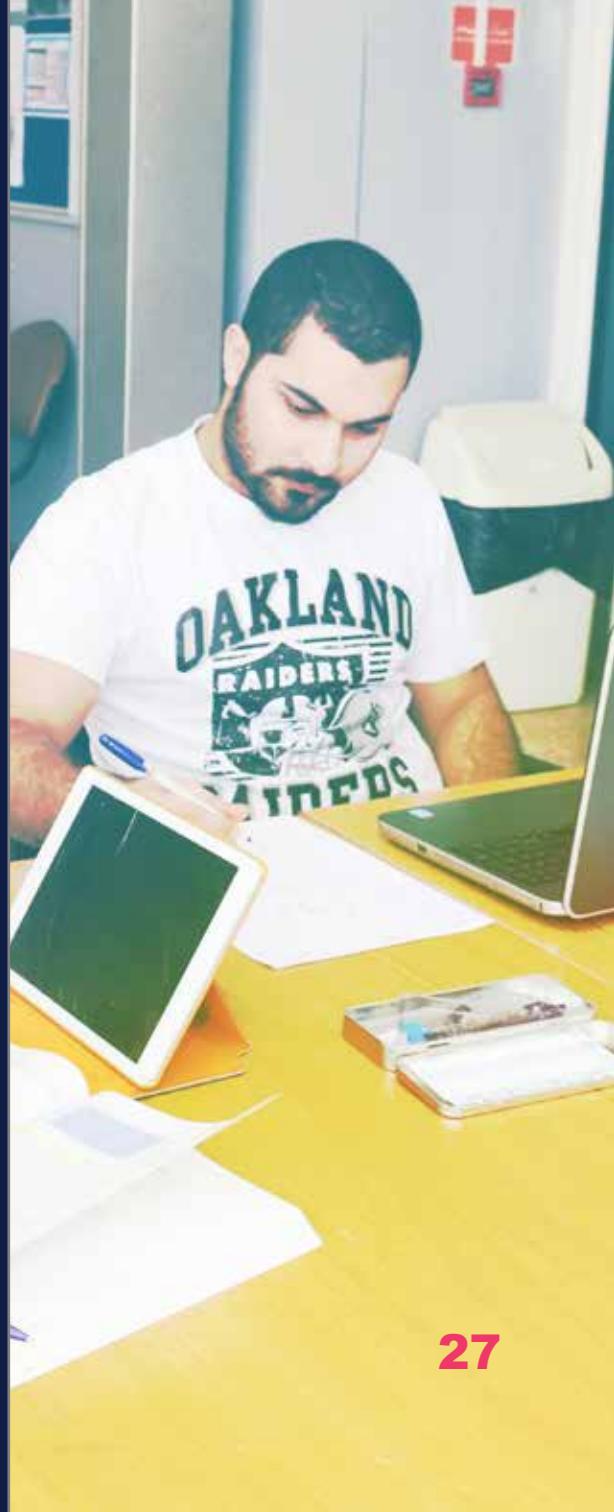
- Graduation, progression and retention rates of students
- Number of students in postgraduate education
- Extent of industry engagement with curriculum design and teaching
- Employer, faculty and student surveys
- Students who undertake internships annually



"Research is creating new knowledge."

Neil Armstrong
(Astronaut)

STRATEGIC PILLAR 3:
RESEARCH WITH
NATIONAL AND
REGIONAL IMPACT



STRATEGIC PILLAR 3:

RESEARCH WITH NATIONAL AND REGIONAL IMPACT

The University's signature research will focus on solving the region's key sustainability issues of:

- Renewable Energy
- Water Security
- Food Security

The University can use its existing capability and strategic positioning in the region to focus its research on these significant regional priorities through international collaboration and regional stakeholders.

The University will also concentrate on research that has impact on industry, business, government and wider society through focusing on creating multi-disciplinary and eventually transdisciplinary research clusters through the colleges of:

- Engineering
- Information Technology
- Science
- Business Administration
- Bahrain Teachers College
- Health Sciences

This focused approach aligns with the University's research strengths, national priorities and economic challenges. In order to enhance our research capacity, research methodology and skills training will be accessible to all faculty members in these research clusters, whilst strengthening of postgraduate education and graduate student research will be given priority. In the short term, the research skills development and research output can be accelerated by international collaboration and strategic hires with a high-quality research background.



To be a research - centered University with national and regional impact, UOB will:

- 3.1** Create a central University research fund accessible to all faculty members
- 3.2** Create a streamlined governance arrangements to review grant applications and manage research projects
- 3.3** Engage in mutually beneficial international research partnerships through institutional agreements with priority given to energy, water and food security
- 3.4** Introduce the principles of research methodology in bachelor programs and foundation program
- 3.5** Introduce an annual undergraduate research conference
- 3.6** Place increased weight on research activity when reviewing faculty members' promotion and retention, and develop a recruitment policy for faculty member that enhances the University's research capability
- 3.7** Strengthen the postgraduate offer and promote postgraduate opportunities to students nationally and regionally
- 3.8** Increase the University's research impact by presenting at conferences, hosting conferences and using networks to publish opinion pieces and commissioned research
- 3.9** Review how teaching loads can be reduced for productive or talented researchers to allow them to flourish
- 3.10** Review and reform of the University bylaws to enable research opportunities for all faculty members
- 3.11** Introduce postgraduate scholarship opportunities
- 3.12** Engage and link with government ministries and agencies, industry, regional universities and research agencies at all stages of the research lifecycle through establishing university research services that include contract research, consultation, testing and certification
- 3.13** Promote research achievements to the public, private, government and NGOs sectors raising the profile of the University research and the value added

Measures of success include:

- Number of international publications
- Total research volume
- Amount of externally funded research including endowments
- Increase in ratio of publications per faculty member
- Number of external research contracts awarded to the University
- Number of citations





"Creativity is thinking up new things. Innovation is
doing new things."

Theodore Levitt
(Harvard Business School)

**STRATEGIC PILLAR 4:
A DYNAMIC,
INNOVATIVE AND
ENTREPRENEURIAL
ENVIRONMENT
THAT SECURES
SUSTAINABILITY**



STRATEGIC PILLAR 4:

A DYNAMIC, INNOVATIVE AND ENTREPRENEURIAL ENVIRONMENT THAT SECURES SUSTAINABILITY

The University's success depends on the performance, dedication and professionalism of its faculty members; despite the tight fiscal pressure that the University faces due to the increasing students numbers. However, these pressures will not result in a weaker or diluted education for our students; the University will be a future focused institution with an emphasis on financial sustainability. The University must become competitive, efficient and entrepreneurial, and a financially sustainable organization that thrives through developing innovative culture through its people, policies and systems.

As new technologies continue to transform higher education, and as the University continues to invest in ICT, physical infrastructure, research and both recruiting and training highly skilled faculty members, it is clear that this will require a balance between expansion of new revenue streams, consolidation of current resources and streamlining systems, policies and processes. Importantly and critical to the sustainability of the University is the authority to both earn and reinvest revenue streams back into the University.

Collaboration between the University and industry is increasingly a critical component of efficient innovation systems. The generation and adoption of knowledge (innovation and technology transfer), plus the promotion of entrepreneurship (start-up and spin-off companies). University-industry collaboration can expand the relevance of research and foster the commercialization of research outcomes. In the longer term, the opportunities are associated with for example: privately funded university institutes, chairs, joint research centers and patent licensing.

However, in the short term the University must enhance its systems and processes to bring about the desired transformation. Systems are only effective if they work well for users. Policies and regulations must facilitate the work of faculty members. The University must use available resources correctly and wisely in order to foster improvement processes.



To secure sustainability, UOB will:

- 4.1 Review all policies, bylaws and processes to reduce bureaucracy and create a lean and effective university regulatory environment
- 4.2 Work with Ministry of Finance to allow the University to become entrepreneurial in both sourcing alternative revenue streams and creating new revenue streams through spin-offs that can be held and reinvested by the University
- 4.3 Prioritize the sourcing of additional funding opportunities through developing new mechanisms to promote interactions with industry, alumni and other stakeholders
- 4.4 Train faculty members on the use of emerging technologies, which encourage innovation and efficiency
- 4.5 Foster a culture of innovation by faculty members by creating a university innovation fund that all faculty members, departments or colleges can apply, in order to develop innovative concepts, and spin-offs and incubate business ideas
- 4.6 Develop and recruit faculty members with the business capabilities and skills required for the University to become financially sustainable
- 4.7 Leverage University assets, postgraduate education and international students to increase income and develop new revenue streams
- 4.8 Revive the University's business incubator
- 4.9 Expand the commitment to knowledge exchange through innovative and flexible approaches to commercialization and industry collaboration through the eventual establishment of a technology transfer office
- 4.10 Provide space and opportunities for faculty members and students to work with industry, Small and Medium-sized Enterprises (SMEs), startups and spin-offs
- 4.11 Establish University merchandise and outlet to sell UOB branded products

Measures of success include:

- Revenue generated in addition to government funding
- Number of spin-off companies
- Number of businesses incubated
- Number of patents
- Number of joint enterprise partnerships





"One of the main lessons I have learned during my years as Secretary-General is that broad partnerships are the key to solving broad challenges. When governments, the United Nations, businesses, philanthropies and civil society work hand-in-hand, we can achieve great things."

Ban Ki-moon

(Secretary General of the United Nations)

**STRATEGIC PILLAR 5:
LOCAL ENGAGEMENT
AND INTERNATIONAL
REPUTATION**



STRATEGIC PILLAR 5:

LOCAL ENGAGEMENT AND INTERNATIONAL REPUTATION

The University is committed to helping Bahrain to flourish but we are also looking beyond the local area to engage a broader global network in our work. The University is well placed to be a leading advocate and champion for the Kingdom of Bahrain. As the largest educational institution in the country, the University will be a crucial intellectual driver of the nation's social and economic development.

The global index of economic freedom places Bahrain as 18th globally and number one in the Arab world. Partnerships with business, industry and government will remain a focal point for the University within Bahrain. However, working with international partners whether academic or industry will be important in further developing the University's global and regional reputation.

The University has central place within the community of Bahrain and creating a strong sense of a campus community is the hallmark of successful universities. However, the University must also ensure that all those, past and present, who have association with the University have great experiences. There is no more powerful voice than the alumni who carry the University brand with them wherever in the world that they may be.

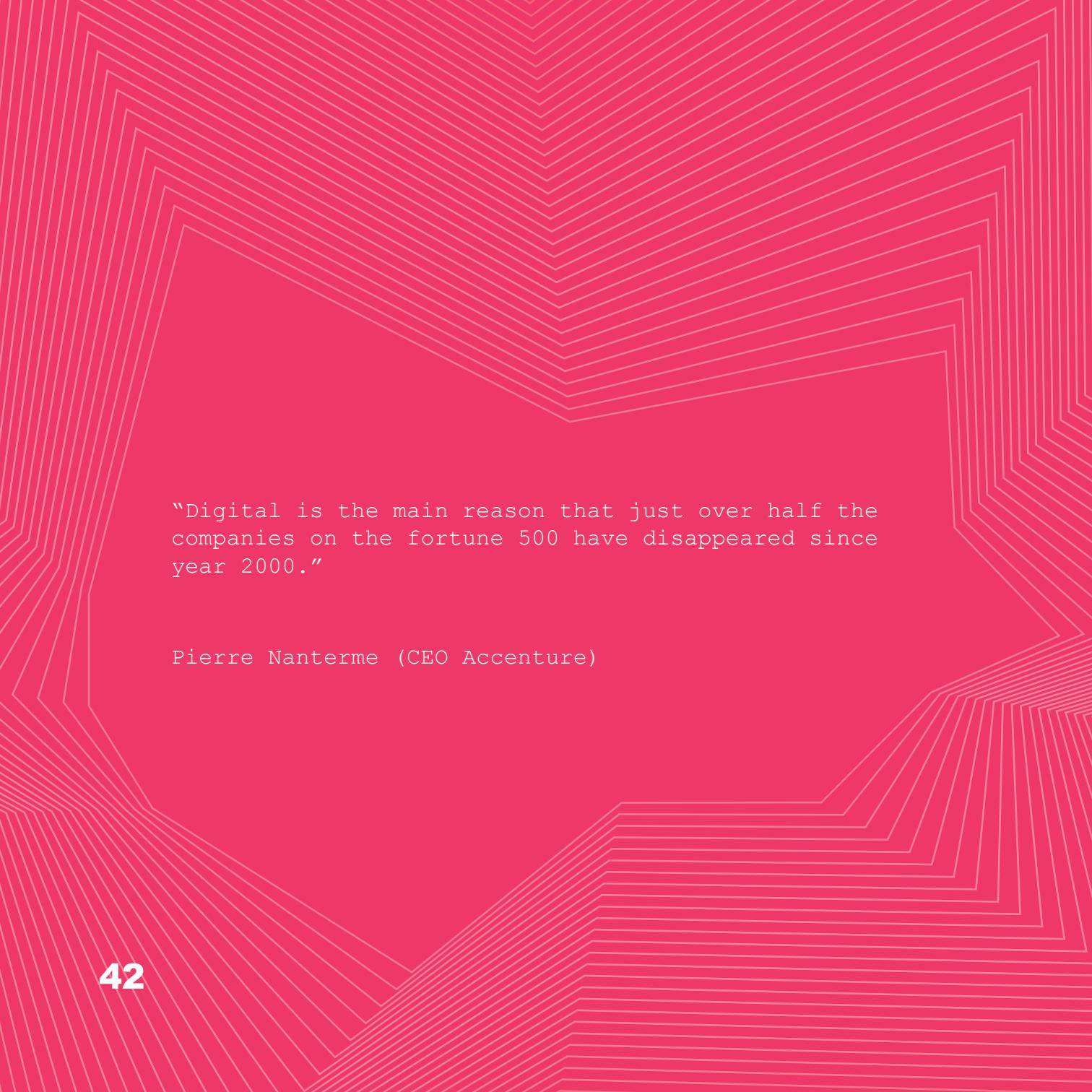
Our students and faculty members are drawn from all over the world and bring with them many cultural experiences that contribute to the rich fabric of the University. It is therefore important that the University will continue to develop strategic links with overseas universities to allow both faculty members and students to experience other cultures and to have intellectual exchanges and collaborations. The University is an active part in developing and sustaining our community. The University will aim to support more community projects and provide greater community access to learning and physical resources.

To enhance local engagement and international reputation, UOB will:

- 5.1** Contribute to the advancement of Bahrain and its people through research and education
- 5.2** Partner with government, industry and community to advocate on issues that improve opportunities for Bahrain
- 5.3** Promote a culture of public and society engagement through working with industry, communities, educators and policy makers in Bahrain and internationally
- 5.4** Engage with knowledge transfer and knowledge exchange partnerships worldwide
- 5.5** Engage and create value with alumni on a regular basis using social media as a key tool
- 5.6** Continue to identify and develop meaningful strategic collaborations with reputable international partners, institutions and organizations
- 5.7** Develop a suite of marketing materials to internationally raise the profile of the University
- 5.8** Enhance the digital strategy of the University to cover alumni and widen international brand
- 5.9** Establish an international unit that covers student recruitment and partnerships
- 5.10** Enhance the quality of career service provided for students and alumni

Measures of success include:

- Number of international students enrolled
- Portfolio of government, industry and community partnerships
- Profile and visibility on regional issues
- Engagement of faculty members and students with community activities
- Number of active international partnerships
- Amount of international research and grant funding



"Digital is the main reason that just over half the companies on the fortune 500 have disappeared since year 2000."

Pierre Nanterme (CEO Accenture)

**STRATEGIC PILLAR 6:
BAHRAINS ECONOMIC
DIVERSIFICATION AND
GROWTH**



STRATEGIC PILLAR 6:

BAHRAIN'S ECONOMIC DIVERSIFICATION AND GROWTH

Collaboration between academia and industry is increasingly a critical component of effective higher education and economic development. It is critical not just for the generation and adoption of knowledge but also for planning to have a ready and capable workforce in order to meet the challenges of a dynamic and increasingly diversified economy. Recent employer surveys within the Gulf region show that a gap exists between the requirements of employers and the skills of graduates. In many cases, University programs alignment with the economic goals of the country and region is limited, therefore these programs are unable to supply skilled talent sufficiently quickly to employers. The University must support Bahrain's economic growth by working with key partners to bridge skills gaps and to place the University as the leading talent pool in the region.

The University must therefore ensure that current curricula are not just industry led but that applied skills development of students is given equal weight as gaining theoretical knowledge. The University must also work with key economic stakeholders, ministries and industrial leaders to develop new, relevant and innovative programs that progress quickly in order to achieve early market share and contribute to economic development. In addition, the University must consider the value of existing programs that do not provide graduates with sufficient employment opportunities due to market saturation or declining sectors. The University, as the flagship of higher education institution of Bahrain, should consider key national and regional issues especially in the growing economic areas of healthcare, tourism and hospitality, technology, media, cybersecurity and enterprise in developing new programs that will give Bahrain a sustainable competitive human capital advantage.

The University will offer learning opportunities to wider society by the establishment of a Manama campus that will focus on professional development and executive education for those working individuals looking for career progression. The University will offer flexible learning opportunities through twilight hours and weekend learning in order to widen opportunities to the business community and society.

The University must also play a more central and active role in entrepreneurship education and business incubation services. In particular, the University should play an active role in the development and incubation of technology-based student and alumni enterprises. Through working with our partners and stakeholders, the University will leverage support to be at the center of a national entrepreneurial ecosystem.



To meet the future needs of Industry and Bahrain, UOB will:

- 6.1 Establish a national college of medicine through initially utilizing the College of Health Sciences and College of Science
- 6.2 Consolidate all language centers in a School for Languages and Global Studies
- 6.3 Establish an office for industry relations that will act as the broker between the industry and the University
- 6.4 Review all programs to ensure that graduates outcomes are in-line with national and regional labor market needs
- 6.5 Develop new programs, through partnerships and in consultation with Bahrain Economic Development Board, that are consistent with growth economic sectors. New programs that may be introduced include;
 - Cybersecurity
 - Cloud and distributed computing
 - Mobile app development
 - Real-estate planning and investment
 - High performing engineering
 - Entrepreneurship and enterprise
 - Global supply chain and logistics management
 - International hospitality management
 - Global MBA, Executive MBA
 - Construction project management
 - Healthcare management
 - Environmental sustainability
 - Data analytics and data mining
 - Multimedia and digital journalism
- 6.6 Restructure program design and approval processes
- 6.7 Phase out programs that do not meet the needs of the local and regional labor market

- 6.8** Establish a Manama satellite campus that will focus on delivering high quality postgraduate programs and executive education for working professionals
- 6.9** Offer an elective module in entrepreneurship to all students
- 6.10** Offer entrepreneurship awareness training to faculty members
- 6.11** Establish a Digital Innovation Center (DIC) which will focus on allowing students and graduates to fast track their digital business ideas, and connect with mentors, customers and investors
- 6.12** Offer accelerators, boot camps and competitions all based on the entrepreneurship agenda in partnership with Bahrain Economic Development Board and other partners
- 6.13** Run an annual business plan competition for all students
- 6.14** Coordinate with the National Labor Market Observatory - once launched - to ensure effectiveness with up to date information and labor market intelligence

Measures of success include:

- Graduate employability rates
- Employer surveys
- New programs introduced
- Agreement between the University and public hospitals for clinical internships
- Number of new businesses created by students and recent graduates



"The environment is everything that isn't me."

Albert Einstein

(Theoretical Physicist, Nobel Prize Winner)

**STRATEGIC PILLAR 7:
A TRANSFORMATIVE
ENVIRONMENT**



STRATEGIC PILLAR 7:

A TRANSFORMATIVE ENVIRONMENT

The next five years will bring about significant development of the University's campus with a transformation that will create a modern, inspiring and technology led campus, which will change the way we work and learn through embracing cloud computing, Internet of Things (IoT) and smart mobile application development. This technology will change how the University operates and how students learn.

The transformation will fall under four key sections of:

- Physical infrastructure
- IT infrastructure
- Digitalization of learning resources
- Reporting and performance tracking

The physical environment must reflect our strategic vision; therefore, the University will construct new buildings that will create value for the University, students and wider society. The University wishes to build on the beauty of the natural surroundings of the campus and reflect its heritage, therefore we must operate in a sustainable and environmentally responsible manner. The University will move to relocate the College of Engineering to the main campus to facilitate the promotion of multidisciplinary college activity. The University will also investigate the feasibility of implementing a driverless, solar-powered mono-rail transportation system around the campus to replace the current shuttle bus service.

The digitalization of the environment has already started with the launch of the UOB mobile application; however, this needs to be broader to cover learning and teaching. The switch to a paperless environment will require a change of mindset and the learning management system will accelerate our move towards having courses online, which meets the ambition of a blended learning environment, personalized learning and smart services to student, faculty members and the community.

Knowledge management is crucial to the University, over academic lifetime faculty members produce huge amount of information and knowledge as a result of the above activities. Unfortunately, and for cultural, technical and management reasons, this information is often never captured or maintained, and hence the opportunity of creating value and knowledge is lost. The University will put in place systems to capture and maximize the impact of knowledge creation at all levels of the University.

Early impact will be demonstrated with the launch of a new Student Information System and an enterprise resource management system. The University will move towards an integrated management system, which will be underpinned by robust systems that manage performance of students, faculty members, departments and colleges in real-time, which are integrated with the strategic plans and promotion criteria of the University.



To transform the environment, UOB will:

- 7.1** Construct a new building for the College of Engineering at the main campus
- 7.2** Conduct a feasibility study including special building projects and infrastructure
- 7.3** Develop plans through working with various ministries to establish improved infrastructure
- 7.4** Launch a new website and mobile applications
- 7.5** Launch a new Student Information System
- 7.6** Launch an enterprise resource planning system
- 7.7** Set up and implement student smart gates
- 7.8** Go paperless with a corresponding management system
- 7.9** Maximize the learning management system with UOB online courses
- 7.10** Invest in training of faculty members to use technology and new systems effectively through the introduction of a digital literacy certificate
- 7.11** Implement an enterprise content management system with document workflow
- 7.12** Implement Virtual Desktop Infrastructure (VDI) with cloud technology
- 7.13** Implement automation of student and faculty members' evaluation and progress
- 7.14** Implement executive dashboard to allow senior management to manage performance at all levels of the University
- 7.15** Implement a sustainable knowledge management system
- 7.16** Review all campus infrastructure for students with special needs

Measures of success include:

- Uptake and usage of the online student registration system
- Number of visitors to the new UOB website
- Number of downloads of the new UOB mobile application
- Number of faculty members that obtain the digital literacy certificate
- College of Engineering moved to main campus



INSTITUTIONAL TARGETS - INDICATORS TO MEASURE OUR PERFORMANCE

	Indicator	2016	2021
Academic	Percentage of faculty members professionally accredited	13%	70%
	Percentage of faculty members with PhDs	60%	80%
	Student graduation rate	12.5%	80%
	Average GPA of graduating students	2.83	3.15
	Less than 6 years graduation rate	38%	55%
	Number of postgraduate students	490	1250
Reputation	QS Arab ranking	33	15
	QS World ranking	701+	501+
	Number of internationally accredited colleges	3	8
	Percentage of GCC students	5%	25%
Innovation	External revenue generated	NA	2,500,000 BD
	Number of businesses incubated	NA	15
Labor Market	Students with a job offer on graduation	40 %	60 %
	Employer satisfaction with graduates	60 %	85%
Research	Value of external research grants	70,000 BD	1,000,000 BD
	Research published in referred journals	169	1475
	Publications per faculty	0.32	1.6
Lifelong Learning	Number of adult part-time students	50	950

IMPLEMENTATION

Already the University has started to implement some of the initiatives and in some cases completed delivery. The University has:

- Introduced a more robust and structured student orientation program
- Introduced English language Aptis testing for orientation students
- Signed agreements to develop new programs with overseas universities
- Established a unit for Teaching Excellence and Leadership which has just accepted its first batch of faculty members for professional development
- Introduced a new online registration system
- Established a 100% WiFi Campus including Isa Town Campus.
- Launched a new website
- Introduced new performance appraisal for faculty members and development plan for all faculty members
- Introduced a new Performance Management System for colleges and centers
- Improved internal and external communication
- Relunched the University's social media channels

Over the next two years, our delivery will focus on some specific areas, which include:

- Establishing new programs that meet the future needs of Bahrain
- Phasing out programs that do not meet labor market needs
- Moving towards a blended learning environment
- Improving our postgraduate offer
- Establishing a national college of medicine
- Increasing research output and citations
- Building international research partnerships
- Introducing a digital literacy certificate for all faculty members
- Recruitment and retention of high quality faculty members
- Working closely with industry and the private sector

- Improving the University international profile
- Increasing the number of colleges gaining accreditation
- Reviving alumni and industry relations

A new “Strategy and Performance” unit has been established to oversee the delivery of the above mentioned. The Unit reports directly to the President of the University.