



UNIVERSITY
OF BAHRAIN

Policy for Strategic Plan Development and Implementation at the University of Bahrain

Authority / Owner of Owner: The Steering Committee for Monitoring
the Strategic Plan of the University of Bahrain

Effective: 6th November 2024

Table of Contents

- 1 Definitions..... 3
- 2 Policy Purpose..... 6
- 3 Policy Scope 6
- 4 Policy Statement 7
- 5 Roles and Responsibilities 7
- 6 General Guidelines for Setting Objectives and Indicators in Strategic and Operational Plans. 11
- 7 Review..... 14

Policy Information

Title:	Policy for Strategic Plan Development and Implementation at the University of Bahrain
Policy Description:	<p>This policy organizes the responsibilities and roles involved in the preparation and monitoring of the strategic plan. It establishes guidelines for setting objectives, developing operational plans, and defining performance indicators to ensure effective execution. The policy emphasizes mechanisms for inclusive participation, quality, and transparency throughout all stages of planning, implementation, and evaluation.</p>
Policy Scope:	<input type="checkbox"/> Academic <input type="checkbox"/> Administrative <input type="checkbox"/> Research <input type="checkbox"/> Student <input checked="" type="checkbox"/> General
Policy Status	<input checked="" type="checkbox"/> New policy <input type="checkbox"/> Revision of existing policy
Approval Authority:	University Council
Authority/ Owner of Policy:	The Steering Committee for Monitoring the Strategic Plan of the University of Bahrain
Approval Date:	6/11/ 2024
Effective Date:	6/11/ 2024
Approval Date of Last Revision:	Not applicable (new policy)
Date of Next Revision:	November 2029
Reference Code:	616/1/2024
Classification based on confidentiality levels	General
Related Documents:	<ul style="list-style-type: none">• Decree-Law No. 12 of 1986 concerning the establishment and regulation of the University of Bahrain, with amendments.• Quality Assurance and Accreditation Policies.

Policy Stakeholders

- President
- Vice Presidents
- Legal Advisor
- Deans
- Directors
- Faculty members
- Students
- Admin Staff
- All University Affiliates

1 Definitions

President:	The President of the University of Bahrain.
Board of Trustees:	The Board of Trustees of the University of Bahrain.
University Council:	The University Council
Vice Presidents:	The Vice Presidents of the University of Bahrain, or their equivalent positions.
Deans:	The Deans of colleges and supporting deanships, or their equivalent positions.
Leadership:	Includes the President, Vice Presidents, Deans, and administrative officials holding positions equivalent to a director or higher.

Organizational Entities:	The main organizational entity within the University of Bahrain at the management level or above, headed by a member of the University's leaderships (e.g., The President's Office, Vice Presidents' Offices, Deanships, Centers, Departments, Offices, and Units).
Steering Committee:	The Steering Committee for Monitoring the Implementation of the Strategic Plan of the University of Bahrain.
Strategic Plan:	A comprehensive document that defines the University's objectives and general vision for the long term. It includes an analysis of internal and external environments, prioritization, and strategy development to achieve objectives.
Operational Plan:	A detailed document outlining how to implement the objectives and strategies defined in the Strategic Plan for a specific organizational entity. It includes practical steps and identifies the resources required to achieve short-term objectives.
SWOT Analysis:	An acronym referring to Strengths, Weaknesses, Opportunities, and Threats. It identifies key internal strengths and weaknesses of the University, as well as external opportunities and threats, serving as a tool for defining the University's strategic direction and widely used in strategic planning practices.
PESTEL Analysis:	An acronym referring to the six major external factors that can impact the University's operations both now and in the future: Political, Economic, Social, Technological, Legal, and Environmental factors.
SMART Goals:	Goals that are Specific, Measurable, Achievable, Realistic, and Time-bound.
Strategic Objective:	A statement that expresses a broad outcome the organization aims to achieve over a long period (3-5 years).

Strategic Performance Indicators:	Metrics used to measure performance and progress toward achieving strategic objectives, starting with a defined value such as a percentage, number, time period, or financial value.
Operational Objective:	A short-term objective with a time frame of one year or less, aimed at supporting the achievement of a strategic objective.
Operational Performance Indicators:	Metrics used to measure performance and progress toward achieving operational objectives associated with strategic performance indicators, starting with a defined value such as a percentage, number, time period, or financial value.
Operational Initiatives:	A set of tasks aimed at achieving an operational objective, usually beginning with a name that indicates the type of required work.
Operational Tasks:	A statement describing the role of a unit, department, or team in achieving defined objectives.
Targets	A quantitative value associated with a performance indicator, representing the desired outcome to be achieved within a specific time frame to meet a strategic or operational objective.
Indicators Owners:	The organizational entity responsible for achieving specific performance indicators by collecting data, measuring performance, and evaluating results related to the key indicators in the University's strategic plan.
Stakeholders:	A group of individuals or entities with a direct or indirect interest in the University who may positively or negatively influence or be affected by the University's actions and goals.
Risks:	An uncertain event or condition that may impact plans. Risks can be identified by preparing a set of potential assumptions, constraints, or requirements.
Realism:	Realism in goals means they should be ambitious yet achievable, based on available resources and not merely unrealistic aspirations.

2 Policy Purpose

In the context of the University of Bahrain's pursuit of excellence in education and scientific research, enhancing sustainability, and serving the community through the development of a comprehensive and integrated strategic plan, this policy outlines the mechanisms and procedures required for preparing and implementing this plan. It emphasizes the importance of effective participation from all relevant stakeholders, including faculty members, students, administrators, and external partners. Accordingly, the objectives of this policy are as follows:

- a. Define a clear vision by setting strategic objectives that meet the needs of the University and society.
- b. Ensure effective participation from all members of the University community in the formulation and implementation of the plan.
- c. Evaluate performance by conducting periodic assessments of performance and outcomes to ensure the achievement of desired objectives.

3 Policy Scope

This policy applies to all faculty members, students, administrators, external partners, and the local community. It aims to ensure the active participation of all stakeholders in every stage of planning and implementation, with leadership assuming responsibility for executing this policy within their respective areas of authority.

4 Policy Statement

The University of Bahrain is committed to achieving excellence in all its academic and administrative operations through effective strategic planning, preparation of operational plans, and continuous monitoring of their implementation. The goal is to promote a culture of quality and transparency at all stages of planning, ensuring the sustainability of academic and administrative development.

By setting clear strategic objectives, the University strives to create an innovative educational environment that fosters critical thinking while emphasizing high-quality standards and continuous training for faculty and staff.

Additionally, the University is committed to the principles of transparency and accountability by publishing information related to the performance of operational plans and providing effective communication channels for all stakeholders. This is achieved by adopting innovative strategies, evaluating progress in plan implementation, and ensuring adaptability to changes in education and research fields. These efforts contribute to the realization of the University's vision and strategic objectives and enhance its competitiveness in higher education.

5 Roles and Responsibilities

- 5.1 The President forms the Steering Committee, chaired by the President, with members including Vice Presidents, Deans, and Directors. The committee serves for two years and is responsible for the following tasks:
- a. Proposing policies and systems for strategic planning at the University of Bahrain.
 - b. Developing a detailed guideline for the strategic planning process at the University of Bahrain.
 - c. Monitoring the directions and policies of the Government of the Kingdom of Bahrain to incorporate them during the review of the strategic plan.
 - d. Studying amendments or improvements to the indicators of the strategic plan based on continuous analyses and emerging circumstances.

- e. Identifying potential risks that may hinder the implementation of the strategy and formulating strategies to mitigate their effects.
- f. Monitoring progress reports on the implementation of the University's strategic plan and reviewing reports on the achievement of operational plans by the relevant entities and key performance indicators (KPIs) owners.
- g. Facilitating coordination among various colleges, centers, and departments to ensure the integrated implementation of the strategic plan.
- h. Reviewing the University's strategic plan annually to ensure its relevance.

5.2 The President forms the Strategic Plan Preparation and Review Committee, chaired by a Vice President or Dean, with members including leaders at the level of the chairperson or below. This committee is formed two years before the conclusion of the approved strategic plan, or earlier in cases of national policy changes, changes in the government program before the end of its term, or any circumstances necessitating amendments to the strategic plan. The committee serves for one year and is responsible for preparing a proposal for the strategic plan, considering the following:

- a. Developing a strategic vision that reflects the values and long-term objectives of the University, aligning with the foundational principles of governmental work in the Kingdom of Bahrain, national directions (such as the government program and Bahrain's Economic Vision), and international trends in higher education.
- b. Setting specific, measurable strategic objectives that support the University's overall vision, focusing on achieving academic and research excellence and serving the community.
- c. Enhancing the participation of all stakeholders, including faculty members, students, administrators, and the local community, in the preparation and review process of the strategic plan.
- d. Conducting a comprehensive strategic analysis to evaluate the University's internal and external environments, strengthening its ability to adapt to challenges and capitalize on available opportunities. This analysis may include methods such as SWOT or PESTEL analyses.

- e. Establishing KPIs to measure the effectiveness of implementing the strategic plan and identifying their owners.
 - f. Preparing detailed templates for operational work plans, including timelines and required resources to implement the defined strategic objectives.
- 5.3 The University Council discusses the proposed strategic plan for the University within a period not exceeding three months from the approval of the government program and recommends submitting it to the Board of Trustees.
- 5.4 The Board of Trustees approves and adopts the strategic plan within six months of the approval of the government program.
- 5.5 The President announces the approved strategic plan through the Media and University Relations Department. The plan is published on the University's website in both Arabic and English and circulated to all organizational units via the internal correspondence system or University email within one month of its approval by the Board of Trustees.
- 5.6 After the approval of the strategic plan, the President forms a committee to monitor the implementation of the operational plans for the University's strategic plan. This committee is chaired by the Director of the Quality Assurance and Accreditation Center and includes Directors, Heads of Departments, and faculty members. The committee is responsible for:
- a. Managing the central system for monitoring and following up on the progress made in implementing the operational plans developed by the academic and administrative organizational units of the University.
 - b. Reviewing and evaluating the operational plans submitted by various organizational units to ensure alignment with the approved strategic objectives.
 - c. Ensuring that the operational plans align with the general framework for reviewing the performance of higher education institutions in Bahrain.
 - d. Ensuring that the operational plans of academic organizational units comply with quality education requirements.

- e. Monitoring the phases of operational plan implementation on a semi-annual basis to ensure adherence to the set timeline and the achievement of desired objectives.
 - f. Measuring actual performance against defined goals and submitting annual progress reports to the Steering Committee.
 - g. Providing recommendations for amendments or improvements to operational plans based on changes or challenges that may arise.
- 5.7 The Director of the Unit for Teaching Excellence and Leadership Skills coordinates with the Strategic Plan Preparation and Review Committee and the Operational Plan Monitoring Committee to provide training workshops for university leadership and KPI owners. These workshops aim to raise awareness of the importance of strategic planning and the preparation of operational plans using approved templates.
- 5.8 Leadership prepares the operational plans for the main organizational units in line with the strategic plan approved by the Board of Trustees within one month of its approval. Recommendations from the Operational Plan Monitoring Committee are considered to make necessary amendments to the operational plans, as required, within one month of receiving the recommendations.
- 5.9 Leadership and KPI owners announce the operational plans to all stakeholders.
- 5.10 Leadership and KPI owners review operational plans periodically (quarterly, monthly, or weekly, as needed).
- 5.11 Leadership and KPI owners are required to submit the results of implementing the operational plans to the Operational Plan Monitoring Committee for the University's strategic plan within the specified time frame, at least on a semi-annual basis, to ensure that results are compiled and submitted to the Steering Committee.

6 General Guidelines for Setting Objectives and Indicators in Strategic and Operational Plans

6.1 Strategic objectives should be formulated with the following considerations:

- a. The strategic objective must be realistic.
- b. The strategic objective should reflect the University's vision and mission.
- c. The objective must be measurable using specific strategic performance indicators, which should start with a value such as a percentage, number, time, or financial amount.
- d. The strategic objective should be linked to appropriate operational objectives within various organizational units to ensure effective alignment across academic and administrative levels.

6.2 Strategic performance indicators should be formulated with the following considerations:

- a. The targets of strategic performance indicators must be defined by starting with a clear value, such as a financial amount (\$), number (#), percentage (%), or time period.
- b. The indicator must be measurable and clearly defined to achieve a specific strategic objective.
- c. The indicator must be achievable and based on actual performance results.
- d. An owner for the indicator should be designated to gather and supply the necessary information, ensuring the achievement of objectives and targets.
- e. Achieving a strategic objective can be measured by several strategic performance indicators, but a single strategic performance indicator should not be linked to more than one strategic objective.

6.3 Operational objectives should be formulated with the following considerations:

- a. The operational objective must be realistic.

- b. The objective should be formulated according to SMART criteria.
- c. Strategic objectives at the University level should be translated into operational objectives using the same strategic performance indicators (for indicator owners) or by linking operational objectives to appropriate strategic objectives and indicators to ensure effective implementation (for non-indicator owners).
- d. Operational plans for indicator owners may include multiple operational objectives linked to operational performance indicators, which can be associated with other strategic objectives and indicators in the strategic plan that they are not directly responsible for.

6.4 Operational performance indicators should be formulated with the following considerations:

- a. The targets of operational performance indicators must be defined by starting with a clear value, such as a financial amount (\$), number (#), percentage (%), or time period.
- b. The indicator must be measurable and clearly defined to achieve a specific operational objective.
- c. The indicator must be achievable and based on actual performance results.
- d. An owner for the indicator should be designated to gather and supply the necessary information, ensuring the achievement of objectives and targets.
- e. Achieving an operational objective can be measured by multiple operational performance indicators associated with different initiatives, but a single performance indicator should not be linked to more than one initiative or operational objective.

6.5 If necessary, operational initiatives can be formulated to achieve operational performance indicators, with the following considerations:

- a. The initiative should have a clearly defined start and end.
- b. The initiative should be directly linked to a single operational objective and one operational performance indicator.

- c. The initiative should support the operational objective and be implemented using available resources.
- d. Key operational tasks should be identified to ensure actual progress in achieving the operational initiative.

6.6 If necessary, operational tasks can be formulated to achieve operational initiatives, with the following considerations:

- a. The task should support the related operational initiative.
- b. A single task should be linked to one operational initiative, one operational performance indicator, and one operational objective.
- c. Responsibilities should be clearly defined, and the task should align with operational and strategic objectives.

6.7 When aligning operational plans with the strategic plan, the following sequence must be observed:



7 Review

This policy is reviewed by the Steering Committee within a period not exceeding five years and is approved by the University Council.

For further information regarding the policy, please contact the Quality Assurance and Accreditation Center via email at: qaac@uob.edu.bh.