



**Applied Science University**  
College of Administrative  
Sciences



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**STRATEGIC PLAN 2020-2025**

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**College Vision**

To lead in applied learning, teaching, and research in Bahrain and the region.

**College Mission**

To contribute to the societal development by ensuring excellence in applied learning and teaching, fostering an excellent student experience, promoting applied research, and strategically engaging with stakeholders and partners.

**College Values**

- ▶ Innovation and creativity: We value entrepreneurial mindset, which is a common thread between all college programs, to contribute to the community's economic growth.
- ▶ Excellence: We remain committed to constant improvement of our programs through quality assurance and accreditation, our students with applied learning, and our faculty with research and development.
- ▶ Social responsiveness and community engagement: We value engagement and responsibility towards the society and societal problems, such as economic growth climate crisis.

**College Mission - Meaning**

- ▶ Excellence in applied learning and teaching: Applying concepts and skills to real-world problems and products, continuing improvement and reflecting practices.
- ▶ Student experience: Prioritizing the student experience and responding the demands of learners to commit to innovation and lifelong learning.
- ▶ Promoting applied research: Supporting faculty, financially and logistically, carrying scholarly investigations that aim at generating knowledge that can directly be applied to practical situations.

- ▶ Strategically engaging with stakeholders: Engaging faculty and students with the local community and communicating and surveying our stakeholders to promote college programs and attract students.
- ▶ Strategically engaging with partners: Initiating activities that promote quality standards in teaching and research.

### College's Impact Statement

The College of Administrative Sciences seeks to contribute to the societal development by imparting initiatives that contribute to the economic growth and enhance responsibility towards society and environment. This will be done through curriculum initiatives, scholarship, and community activities that draw faculty and students together outside the College. The College will measure its impact over time through a medium-term evaluation of outcomes using proportions of students' outcomes, scholarship metrics, and the number of engagements with the community.

### Strategic Objectives

**Objective 1: Continue to innovate our portfolio of programs in applied learning and teaching.**

#### Enablers

<b>Enabler 1.1:</b>	Use learning analytics to improve teaching.
<b>Enabler 1.2:</b>	Evaluate courses and programs to ensure marketplace relevance and work-ready graduates.
<b>Enabler 1.3:</b>	Enhance the quality of our programs through national and international accreditations.
<b>Enabler 1.4:</b>	Continue developing faculty skills and abilities.

#### Strategies

<b>Strategy 1.1:</b>	Analyze teaching-related surveys, identify weaknesses, and suggest improvements.
<b>Strategy 1.2:</b>	Survey employers and internship providers. Make annual and periodic reviews of programs. Solicit inputs from advisory boards. Add new courses within programs and open new tracks.
<b>Strategy 1.3:</b>	Validate programs' quality with national quality assurance authority. Align programs with professional certificates. Network with AACSB peers.
<b>Strategy 1.4:</b>	Identify needs through annual appraisal and invest in faculty development.

**Objective 2: Create a vibrant learner's experience**

#### Enablers

<b>Enabler 2.1:</b>	Build connection between learners and professionals.
<b>Enabler 2.2:</b>	Create a culture of entrepreneurship among learners.

<b>Enabler 2.3:</b>	Showcase and communicate learners' engagement in applied research
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### Strategies

<b>Strategy 2.1:</b>	Organize co-curricular activities that bring together learners and professionals outside the formal classroom setting, such as field trips and inviting guest speakers.
<b>Strategy 2.2:</b>	Encourage learners to develop their ideas. Launch ventures through classroom activities, competitions, and with the support of the University Business Incubation Centre.
<b>Strategy 2.3:</b>	Use undergraduate students' applied projects and graduate students' master topics and present in the Annual Student Research Conference.

### Objective 3: Enhance intellectual contribution in quantity and quality and engage in applied research

#### Enablers

<b>Enabler 3.1:</b>	Encourage producing research that has impact and is applied.
<b>Enabler 3.2:</b>	Encourage and provide opportunities for joint applied research projects with other colleagues.
<b>Enabler 3.3:</b>	Engage in collaborative research regionally and internationally.

#### Strategies

<b>Strategy 3.1:</b>	Continue incentivising faculty in publishing quality research
<b>Strategy 3.2:</b>	Provide internal funds for applied research projects.
<b>Strategy 3.3:</b>	Network with regional and international scholars and participate in international conferences that can lead to shared publications.

### Objective 4: Network and engage with local community

#### Enablers

<b>Enabler 4.1:</b>	Expand local relationships/opportunities for service-learning, internships, and social activities.
<b>Enabler 4.2:</b>	Continue surveying key stakeholders.
<b>Enabler 4.3:</b>	Improve community's perception of college programs.

#### Strategies

<b>Strategy 4.1:</b>	Coordinate with the University community engagement office to widen existing engagements and activities with NGOs and governmental institutions. Coordinate with advisory boards to link with the industry for internship opportunities.
<b>Strategy 4.2:</b>	Annually survey alumni, employers, advisory boards, and internship providers.
<b>Strategy 4.3:</b>	Maintain graduation rate above 40%

	Track Instagram engagement rate and increase visibility of our offered programs Engage with external agents in hiring regional and international students to grow enrolment.
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**Objective 5: Develop initiatives that promote collaboration with partners**

**Enablers**

<b>Enabler 5.1:</b>	Expand college curricula through development of new programs with partnering institutions.
<b>Enabler 5.2:</b>	Engage with regional and international partners in research-based activities.

**Strategies**

<b>Strategy 5.1:</b>	Liase with London South Bank University to open new graduate programs.
<b>Strategy 5.2:</b>	Explore new research topics and organize a conference with LSBU Organize a research forum with Ajman University

**Mapping with ASU's Strategic Goals**

		College Strategic Goals				
		Continue to innovate our portfolio of programs in applied learning and teaching	Create a vibrant learner's experience	Enhance intellectual contribution in quantity and quality and engage in applied research	Network and engage with local community	Develop initiatives that promote collaboration with partners
University Strategic Goals	Enhance the culture of learning and teaching that supports reaching the University's strategic direction of being leader in applied programmes	◆				
	Maintain and enhance a professional research culture to attain a competitive edge in research practices			◆		◆
	Engage the University in national community activities which contribute to achieving the community priorities				◆	
	Continuously develop student-support provisions in order to graduate highly-qualified students, and support their career aspirations	◆	◆			
	Enhance the quality of the University's provisions and operations	◆				

	Develop a robust and supportive environment that fosters entrepreneurship and innovation		◆		◆	
	To be an active university that supports international education activities and priorities					◆
	Invest in creating an environment that fosters recruitment of national and international staff					◆
	Utilize the available resources effectively and efficiently to map and implement a sustainable growth direction for the University		◆	◆	◆	◆

## College Strategies

Strategic Objective	Enablers	Key Performance Indicators	Targets and Timeline	Responsibility
1. Continue to innovate our portfolio of programs in applied learning teaching	1.1. Use learning analytics to improve teaching	Course evaluation rate	85%	LTA Committee
		E-learning satisfaction rate	85%	
		Students' satisfaction rate	85%	
	1.2. Evaluate courses and programs to ensure marketplace relevance and work-ready graduates	Internship evaluation rate	85%	Internship Unit
		Employers' satisfaction rate	85%	LTA Committee
	1.3. Enhance the quality of our programs through national and international accreditations	Number of programs with accreditation	4	CQAA Unit
		AACSB accreditation	By 2025	
1.4. Continue developing faculty skills and abilities	Number of staff development workshops	5/year minimum	CM Committee	
2. Create a vibrant learners' experience	2.1. Build connection between learners and professionals	Number of field trips	1/year per program	Program Coordinators
	2.2. Create a culture of entrepreneurship among learners	Number of student-led startups	2/year	BIC Director
	2.3. Showcase and communicate learners' engagement in applied research	Number of students research conference presentations	5/year	College Research Coordinator
3. Enhance intellectual contribution in quantity and quality and engage in applied research	3.1. Encourage producing research that has impact and is applied	h-index growth	30%/year	Dean
		Number of Applied PRJ (Scopus)	65/year	HODs
	3.2. Encourage and provide opportunities for joint applied research projects with other colleagues	Number of funded research projects	1/year	College Research Coordinator
	3.3. Engage in collaborative research regionally and internationally	Number of International conference participation	2/year	HODs

4. Network and engage with local community	4.1. Expand local relationships/opportunities for service-learning, internships, and social activities	Number of service-learning engagements	2/year	Community service college committee
		Number of MOC for Internship opportunities	2/year	Internship Unit
		Number of social activities	2/year	Community service college committee
	4.2. Survey key stakeholders	Alumni satisfaction rate	85%	Program Coordinators
		Employers' satisfaction rate	85%	
		Internship evaluation rate	85%	
		Advisory board satisfaction rate	85%	
	4.3. Improve community's perception of college programs	Graduation rate	College average above 40%	HODs
		Instagram engagement rate	Increase monthly by 10%	Community service college committee
		Growth rate of new admitted students	20%/year	Dean
5. Develop initiatives that promote collaboration with partners	5.1. Expand college programs through development of new programs with partnering institutions	Number of new programs	3 programs by 2025	Dean
	5.2. Engage with regional and international partners in research-based activities	Number of International conferences	1 every 2 years	College Research Coordinator

CM: College Management

HOD: Head of Department

## Faculty Management

- ▶ Appointment: The College refers to the University Recruitment and Settlement Policy and the Academic Staff Bylaw as well as the procedures followed by the HR Department in conjunction with the College and its departments.
- ▶ Promotion: The College refers to the University Academic Promotion Bylaw, the establishment of the promotion committees and the process of evaluating applications (including appeals). Through the policies, which are publicised in the Staff Handbook, the College follows the Higher Education Council (HEC) of Bahrain regulations for academic staff and maintains a balance between senior and junior staff.
- ▶ Professional development: The College makes use of the University's Staff Development Policies for administrative staff and for academic staff. There are annual appraisal processes for both groups of staff include identifying training needs; and regular training needs analyses are conducted by the Academic Staff Development Unit (for academic staff) and the Human Resources Department (for admin staff) which lead to setting schedules of training activities for the year.
- ▶ The College support external training and development (either courses/workshops run externally or by bringing external trainers) and that the College has a budget for staff development activities.