

ASU STRATEGIC PLAN (2020-2025)



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ASU



جامعة العلوم التطبيقية
APPLIED SCIENCE UNIVERSITY

معتمدة من مجلس التعليم العالي
Accredited by the Higher Education Council



His Highness
Shaikh Isa bin Salman Al Khalifa
Late Amir of Bahrain



His Majesty
King Hamad bin Isa Al Khalifa
The King of the Kingdom of Bahrain



His Royal Highness
Prince Salman bin Hamad Al Khalifa
The Crown Prince and Prime Minister

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Foreword

Professor Waheeb Al Khaja Chairman of the Board of Trustees

Since its inception, Applied Science University has witnessed significant growth, making it one of the leading universities in the Kingdom of Bahrain. Today, we stand on the threshold of a challenging future and we hope to continue on our path of excellence in preparing qualified students who are able to serve their countries and communities

I am pleased to present the Strategic Plan 2020-2025 of Applied Science University, Bahrain, where our students are at the heart of everything we do.

ASU has an international outlook, as can be seen through our partnerships with leading universities and academics in the UK and the Arab world. We also have a strong commitment to our local community and region - contributing through our educational provision, our research and our business partnerships. We intend to become a leading university in the Gulf and beyond.

We deliver undergraduate and masters programmes across four colleges to around 3,000 students. Several more programmes are planned to come onstream in the near future, in order to widen our global reach and to provide quality education to bright, ambitious and talented students throughout the region. We have invested significantly in our facilities by building a modern and well-designed university campus.

Our Strategic Plan 2020-2025 has been developed with input from all our stakeholders, to ensure that with drive and determination Applied Science University and all our graduates will continue to play a vital role in the future of the GCC economy and contribute to our society.

Introduction

It gives me a great pleasure to introduce our Strategic Plan 2020-2025. Strategic planning plays a pivotal role in transforming our University and it was really exciting to develop our Plan with full participation from staff, students and external stakeholders, aligning it to the strategies and directions of the Kingdom's Higher Education Council and especially Bahrain's Economic Vision 2030. Delivery of our Plan will be achieved through a series of clear and robust Operational Plans and Key Performance Indicators (KPIs).

Our core activities are centered on learning and teaching, research and community engagement, supported by six pillars of student support, quality enhancement, entrepreneurship & innovation, internationalization & partnerships, human capital and sustainable growth. Combined, these form our nine Strategic Objectives.

Students are central to all that we do and our Strategic Plan will ensure we provide the best possible learning experience, focusing on employability, strong entrepreneurial skills and STEM subjects. Our degrees with international partners like London South Bank University, demonstrate that ASU delivers education of the highest quality. This Strategic Plan has benefitted immensely from the clear vision of the Board of Directors and Board of Trustees, especially the insights of Professor Waheeb Alkhaja, our Founding President and Chairman of our Board of Trustees.

It is also important to acknowledge the excellent contributions from our staff, students and external partners and stakeholders. Applied Science University has an exciting time ahead and our Strategic Plan will be a beacon to guide our direction.



Professor Ghassan Aouad
University President

The University will remain a shining torch for society, a leader of change, an innovator, and an institute of education, culture and arts serving Bahrain and the country's wise leadership

ASU at a Glance

Applied Science University was granted its licence by the Ministry of Education according to the decree issued by the Minister's Council (No. WD 140/2004) dated 5th July 2004, making it one of the first private universities in the Kingdom of Bahrain.

ASU aspires to become one of the leading universities in the Kingdom of Bahrain and in the wider Gulf region. The University aims to support the economic and social development of the Kingdom of Bahrain by providing degree programmes at undergraduate and postgraduate levels. Our programmes are grounded in a pedagogical framework designed to develop students' understanding of key theories and concepts through knowledge acquisition and development of practical skills, with a focus on providing programmes in STEM (science, technology, engineering and mathematics). We aim to foster life-long learning and to prepare our graduates for a range of career paths within their chosen field or discipline.

ASU employs experienced and well qualified academic faculty who support student learning and the overall student experience through provision of research-informed teaching, supported by a comprehensive range of learning and assessment methods. This approach ensures that ASU graduates are well-equipped and capable of facing the challenges of their professional careers.

At its formation, ASU was situated in the Juffair district of Bahrain, and relocated to its new purpose-built campus in September 2013. The new campus covers an area of 24,000sq.m, designed to accommodate around 1,690 students at a time (giving a total capacity of 5,070 students distributed across mornings, evenings and weekends).

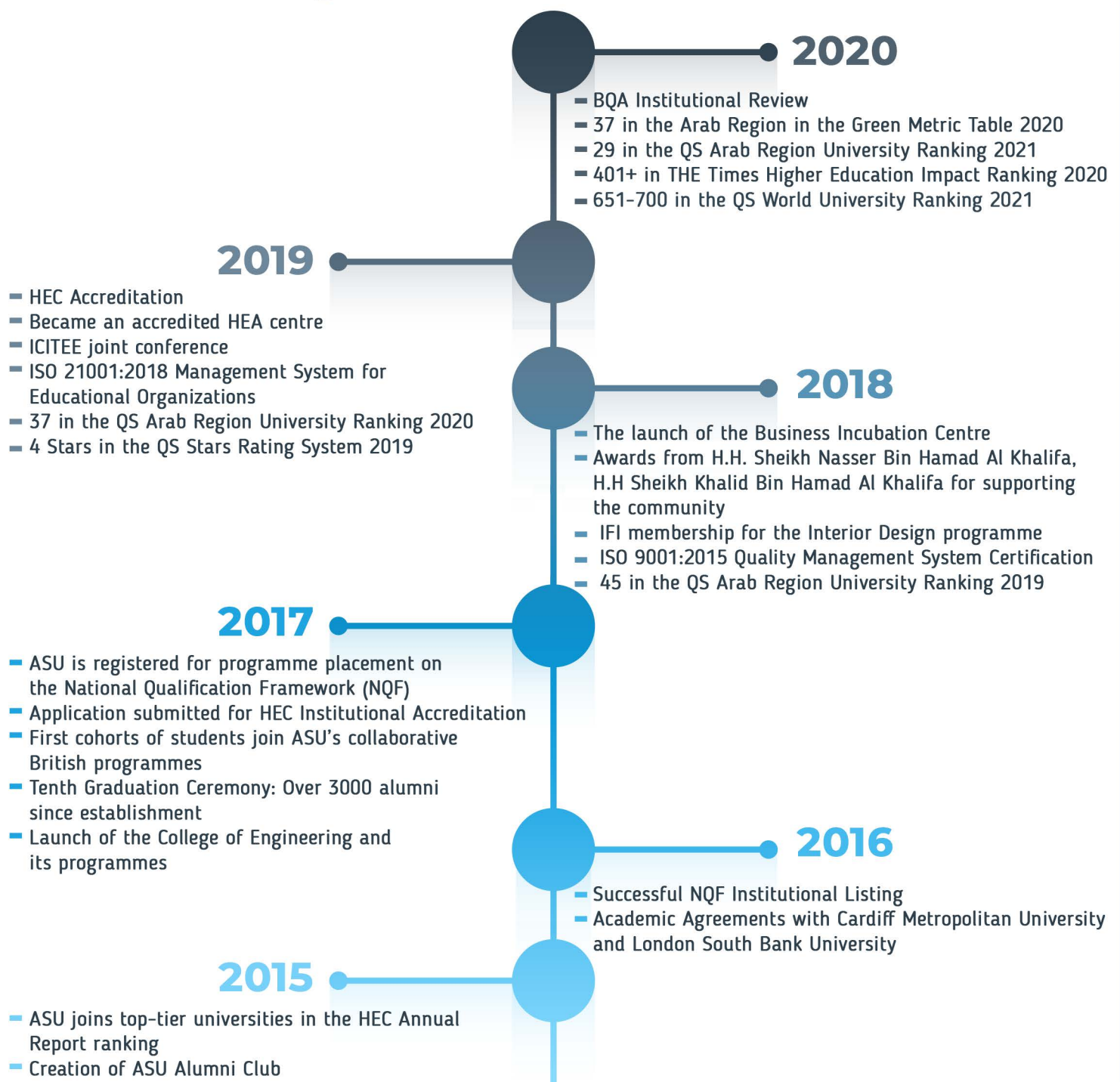
The campus is designed to provide an excellent educational environment, in accordance with the highest international and local standards using the latest technology in classrooms, including design studios, lecture halls, computer labs, language and specialized laboratories, as well as a high-tech library, incubation centre and a state-of-the-art lecture theatre with 292 seats. Wi-Fi connection is available across the campus. There is also a Student Activity Centre, featuring table tennis, billiards, table-football and computer games; together with outdoor courts for tennis, basketball, etc. In addition, located throughout the campus are social spaces with seating, a coffee shop and a cafeteria.

The location of the campus is an ideal geographical position, situated in the Central Governorate between Manama and Riffa, making it easily accessible from all parts of Bahrain.

ASU Strategic Achievements (2015/2020)

ASU has achieved outstanding milestones during the implementation of its previous Strategic Plan covering the years 2015 to 2020. These achievements are the strengths that have created the basis of the new vision that the University has in its Strategic Plan 2020-2025.

Strategic Achievements Timeline



The New Vision 2020-2025

ASU has attained major goals during the previous strategic planning period. These accomplishments have strengthened the solid reputation that ASU has as a private university in the Kingdom of Bahrain and the GCC region. Looking towards the horizon, ASU aims to continue building upon its previous successes and its recognition, both nationally and regionally, as an institution that provides high-quality educational services that serve the community. ASU also aims to serve the community by emphasizing the entrepreneurial skills of its students. Moreover, it seeks to be a highly reputed and renowned university on the global stage.

Combined, these aspirations have guided the ASU vision, mission, and success factors, which, in turn, have evolved into nine strategic objectives to help enable the University achieve its Strategic Plan 2020-2025.



Strategic Objectives

Vision

A leading university promoting excellence in applied education and research in Bahrain and the region.

Mission

ASU is dedicated to offering students and staff the opportunity to contribute to the sustainable development of society & community. In addition, ASU strives to be recognized nationally and internationally for its reputation in applied learning and teaching, research and community engagement.

Furthermore, ASU is committed to enhancing graduates' employability through innovative approaches and entrepreneurial practices in order to help them compete in international markets.

Strategic Objectives

Main Pillars:

1. Learning and Teaching

Enhance the culture of learning and teaching that supports reaching the University's strategic direction of being a leader in applied programmes

2. Research

Maintain and enhance a professional research culture to attain a competitive edge in research practices

3. Community Engagement

Engage the University in national community activities which contribute to achieving the community's priorities

Enablers:

4. Student Support

Continuously develop student-support provisions in order to graduate highly-qualified students, and support their career aspirations

5. Quality Enhancement

Enhance the quality of the University's provisions and operations

6. Entrepreneurship and Innovation

Develop a robust and supportive environment that fosters entrepreneurship and innovation

7. Internationalization and Partnerships

To be an active university that supports international education activities and priorities

8. Human Capital

Invest in creating an environment that fosters the recruitment and development of national and international staff

9. Sustainable Growth

Utilize the available resources effectively and efficiently to map and implement a sustainable growth direction for the University

Values

Integrity - Collaboration and Team Spirit - Loyalty - Social Responsiveness and Community Engagement - Quality - Innovation and Creativity

The nine building blocks of the new Strategic Plan 2020-2025 identify the three core areas on which we focus our efforts and the six areas which enable us to do this. Together these make up the nine pillars of our strategic activities.

The focus areas are:

- Learning and Teaching
- Research
- Community Engagement

The enabling areas are:

- Student Support
- Quality Enhancement
- Entrepreneurship and Innovation
- Internationalization and Partnerships
- Human Capital
- Sustainable Growth

These nine pillars provide a detailed roadmap for the implementation of the University's Strategic Objectives. In turn, each pillar contains Key Priorities and a clear set of Key Performance Indicators (KPIs) to measure and ensure that the Strategic Objectives are met.

ASU's students, faculty and staff cherish loyalty and commitment and recognize these values to be inherent in their culture of cooperation and dedication.

3. Loyalty


ASU's community places collaboration and team spirit at the heart of its institutional culture and promotes these values consistently.

2. Collaboration and Team Spirit

1. Integrity

ASU's community values honesty, fairness and academic integrity as fundamental to its vision and mission, and upholds the values in all its endeavours.

Value



ASU's students, faculty and staff value their partners, networks and communities and engage with them in a thoughtful, respectful, responsible and meaningful manner.

4. Social Responsiveness and Community Engagement

ASU's community embraces excellent quality in all facets of its operations and interactions.

5. Quality

6. Innovation and creativity

ASU acknowledges that enabling innovation and creativity is an essential feature of a 21st century University and values the contribution this makes to sustainable community growth and development.

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Strategic Objective

1. Learning and Teaching

Enhance the culture of learning and teaching that supports reaching the University's strategic direction of being a leader in applied programmes.



Key Priorities:

- 1.** Learning and Teaching practices development: Enhance Learning and Teaching practices that lead to improvement of students' knowledge, skills and competencies.
- 2.** Existing and new programmes development: Reflect national and international market needs in existing and new programmes.

Institutional KPI:

- 1.1** Employer's satisfaction rate
- 1.2** Course evaluation rate
- 1.3** Percentage of programmes with satisfactory compliance of regulators' requirements
- 1.4** Number of programmes with international accreditations
- 1.5** Usage of e-learning technology in courses
- 1.6** Satisfaction rate toward e-learning service
- 1.7** Percentage of offered courses that use e-learning
- 1.8** Percentage of students at risk
- 2.1** Number of market-oriented programmes offered by the University
- 2.2** Programme Advisory Board satisfaction rate

Strategic Objective

2. Research

Maintain and enhance a professional research culture to attain a competitive edge in research practices.



Key Priorities:

- 1.** Research culture: Support the University's staff and students to produce high quality research output.
- 2.** Research impact: Improve the University's research impact on communities.

Institutional KPI:

- 1.1** Meeting identified research-related league tables and ranking requirements
- 1.2** Number of publications in highly ranked journals
- 1.3** Number of students participating in the University's research publications
- 1.4** Number of funded projects
- 1.5** Number of published articles in conferences and refereed journals / faculty member
- 2.1** Number of research-based partnerships
- 2.2** Percentage of applied research studies and projects

Strategic Objective

3. Community Engagement

Engage the University in national community activities which contribute to achieving the community's priorities.



Key Priorities:

1. Community engagement management: Set and implement a plan governs the University's community engagement activities involving staff, students and alumni.

2. Community outreach: Coordinate with relevant internal and external parties to make ASU an active part of the national community.

Institutional KPI:

1.1 Percentage of academic staff (from total academic staff members) participating in community engagement activities

1.2 Percentage of students participating in community engagement initiatives

1.3 Number of initiatives that engage alumni in community engagement activities

2.1 Number of community engagement initiatives

2.2 Stakeholders' satisfaction rate

Strategic Objective

4. Student Support

Continuously develop student-support provisions in order to graduate highly-qualified students, and support their career aspirations.



Key Priorities:

- 1.** Student and graduates' environment: Continuously improve the facilities and services, provided by the University in all functions, in order to increase students' and graduates' satisfaction.
- 2.** Enhance students' performance: Provide the necessary support to enhance students' academic performance, soft and employability skills.

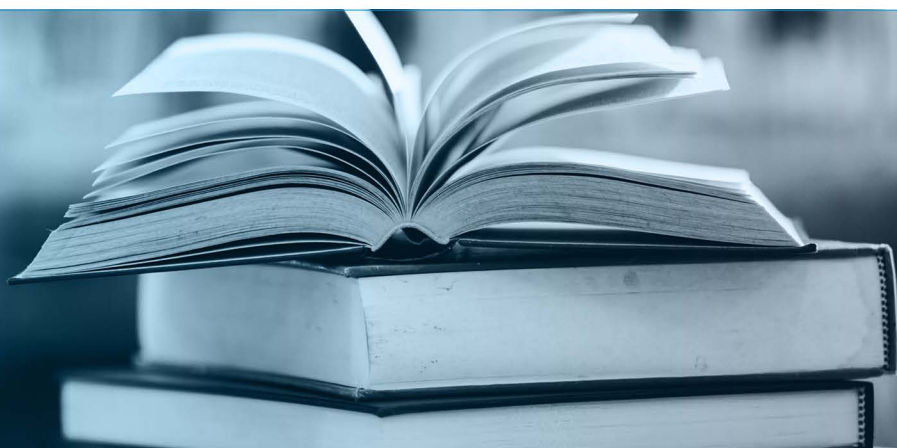
Institutional KPI:

- 1.1** Students' satisfaction rate toward the University services
 - 1.2** Graduating students' satisfaction rate
-
- 2.1** Graduates' employment rate
 - 2.2** Student satisfaction rate toward academic advising
 - 2.3** Graduation rate

Strategic Objective

5. Quality Enhancement

Enhance the quality of the University's provisions and operations.



Key Priorities:

1. Quality assurance practices: Ensure that quality practices are implemented in all ASU's operations and are effectively communicated across the University, taking into consideration the requirements of national and international stakeholders and accreditation bodies.

Institutional KPI:

- 1.1** Percentage of achieved quality assurance initiatives
- 1.2** Maintain Institutional reviews and accreditation by HEC and BQA
- 1.3** Successful results in identified league tables and rankings
- 1.4** Staff satisfaction rate with quality assurance services
- 1.5** Percentage of commitment to quality assurance guidelines

Strategic Objective

6. Entrepreneurship and Innovation

Develop a robust and supportive environment that fosters entrepreneurship and innovation.



Key Priorities:

- 1.** Innovative and entrepreneurial business mindset: Enhance students' entrepreneurial skills to become innovative entrepreneurs, through internal and external opportunities.
- 2.** ASU image: Build a solid network with the external community to improve ASU's image as one of the leading Universities in supporting entrepreneurs.

Institutional KPI:

- 1.1** Percentage of innovative business ideas
 - 1.2** Number of students' pre start-ups / start-ups which participate in entrepreneurship opportunities
-
- 2.1** Number of participating businesses initiated by ASU students
 - 2.2** Number of collaborations / invitations with external stakeholders

Strategic Objective

7. Internationalization and Partnerships

To be an active university that supports international education activities and priorities.



Key Priorities:

- 1.** International-partnership initiatives: Consolidate the University's effort toward initiating and sustaining cooperative partnerships with international institutions that improve the University's international profile.
- 2.** International outreach: Enter international markets by attracting international students.

Institutional KPI:

- 1.1** Number of international engagements
- 1.2** Number of alumni employed overseas and in pursuit of an international postgraduate degree
- 2.1** Number of international recognitions
- 2.2** Percentage of international students

Strategic Objective

8. Human Capital

Invest in creating an environment that fosters the recruitment and development of national and international staff.



Key Priorities:

- 1.** Staff recruitment and retention: Create an environment that retains national and international administration and academic staff
- 2.** Staff development: Develop administrative and academic staff skills by providing resources to improve.

Institutional KPI:

- 1.1** Staff retention rate
 - 1.2** Staff satisfaction rate
-
- 2.1** Number of staff awarded a certificate from a recognized body
 - 2.2** Line manager appraisal rating of employees

Strategic Objective

9. Sustainable Growth

Utilize the available resources effectively and efficiently to map and implement a sustainable growth direction for the University.



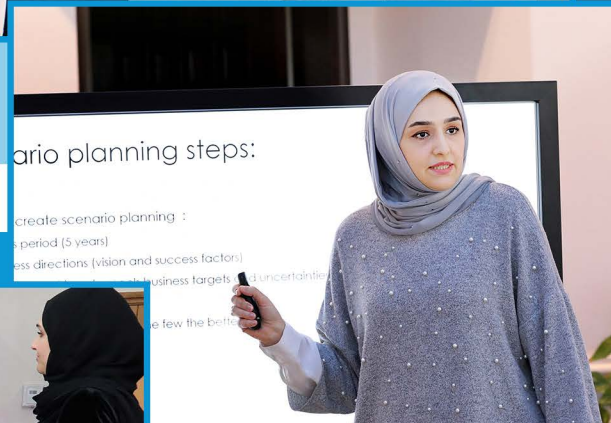
Key Priorities:

- 1. Resources utilization:**
Manage the collective efforts to control the utilization of the available resources for financial growth.
- 2. Risk Management:** Ensure that all the risks are identified, and that appropriate mitigation is in place to minimize risk.

Institutional KPI:

- 1.1** Budget realization with acceptable variance between budgeted and actual expenses
- 1.2** Number of enrolled students
- 1.3** Cost per recruited student
- 1.4** Total average operating expenditure (other than student allowances) per student
- 2.1** Percentage of risks with valid mitigations keeping risks within tolerable limits

Workshop Pictures



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