College of Administrative Sciences

Strategic Plan 2020 – 2025

Progress Report

Action to Date on
Strategic Plan Goals

For time period
September 2022 – July 2023

Dean's Message

Dr Ramzi Nekhili

I am delighted to share with you the progress we have made on our strategic plan here at the College. Over the past year, our dedicated community has worked tirelessly to implement key strategic initiatives that align with our mission.

As part of our strategic plan, we have implemented several key initiatives aimed at enhancing our college's overall performance and impact. Notably, we continued review of our curriculum to ensure it remains relevant and aligned with the evolving needs of the labor market; we have forged strategic partnerships with leading corporations, industry organizations, and startups to foster collaboration and provide valuable opportunities for our students. These partnerships include internships, and guest lectures from industry experts, enabling our students to gain practical experience and build strong networks within their fields of interest; we have strengthened our commitment to applied research and thought leadership by providing resources and support to our faculty members.

I look forward to continuing this journey with all of you as we strive for even greater achievements in the years to come.

Our Vision and Mission

Vision

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

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

Excellence in applied learning and teaching

Applying concepts and skills to real-world problems and products, continuing improvement and reflecting practices

Goal/Enablers

1. Continue to innovate our portfolio of programs in applied learning teaching	Use learning analytics and other mechanisms to improve teaching
	Evaluate courses and programs to ensure marketplace relevance and work-ready graduates
	Enhance the quality of our programs through national and international accreditations
	Continue developing faculty skills and abilities

Achievements to date

Key Performance Indicators	Targets and Timeline	2022-2023
Course evaluation rate	85%	87.8%
E-learning satisfaction rate	85%	85.4%
Students' satisfaction rate	80%	83.3%
Internship evaluation rate	90%	95%
Employers' satisfaction rate	85%	89.3%
Number of programs with accreditation	4	1
AACSB accreditation	By 2025	iSER
Number of staff development workshops	5/year minimum	14

-

	Department of Business Administration	Department of Accounting and Finance	Department of Management Information Systems	Budget
2022-2023	1 Associate	1 Associate	1 Senior	$1,026

For the staff development workshops, the College has recorded the following:

- What Informs Our Curricula - Curriculum Advisory Boards, Subject Benchmark Statements , Professional Body Accreditation
- Creating and maintaining Student Engagement in and outside the curricula
- Initiatives to Bring Students Together including Professional Learning Communities
- Student Self Efficacy through Work-Based Learning
- Assessment, Moderation and Feedback Policy awareness
- How To Support Students With Special Needs
- How to Support Students at risk
- Enhancing online learning
- Assessment - How to maximise student chances, develop skills & improve employability
- Good Teaching Practices Forum- Post Covid-19
- ChatGPT is friend or foe?
- ChatGPT in Higher Education
- Investing Social Media Platforms in Education
- Entrepreneurship in Higher Education

Excellent student experience

Prioritizing the student experience and responding the demands of learners to commit to innovation and lifelong learning.

Goal/Enablers		Achievements to date		
2. Create a vibrant learners' experience	Build connection between learners and professionals	**Key Performance Indicators**	**Targets and Timeline**	**2022-2023**
	Create a culture of entrepreneurship among learners	Number of field trips	1/year per program	1/program
	Showcase and communicate learners' engagement in research	Number of student-led startups	2/year	2
		Number of students research conference presentations	5/year	3

The students' research that culminate in formal presentations at the Annual Student Research Conference:

Academic Year	Discipline	Research Title	Student Name / Faculty Name
2022-2023	Business Management	The impact of organizational change on employee performance in light of the COVID19 pandemic: An applied study on the military hospital in the Kingdom of Bahrain,	Aisha Madani / Dr. Sakher Najsawi
	Business Management	The impact of leadership styles on job performance: An applied study on the Gulf Petrochemical Industries Company "GPIC" in the Kingdom of Bahrain	Omar Al-Shamiri / Dr. Mohammed Al-Aghbari
	Human Resources management	The role of green human resource management practices in achieving sustainable development in the health sector in the Kingdom of Bahrain.	Najat Yassin / Dr. Adel Alzyoud

Promoting applied research

Supporting faculty, financially and logistically, carrying applied research that aims at addressing and solving real-world problems.

Goal/Enablers		Achievements to date		

Goal/Enablers

3. Enhance intellectual contribution in quantity and quality and engage in applied research	Encourage producing research that has impact and is applied
	Encourage and provide opportunities for joint applied research projects with other colleagues
	Engage in collaborative research regionally and internationally

Achievements to date

Key Performance Indicators	Targets and Timeline	2022-2023
h-index growth	30%/year	88.40%
Number of Applied PRJ (Scopus)	65/year	109
Number of funded research projects	1/year	1
Number of International conference participation	2/year	2

There is an ascending trend of the quality of peer-reviewed journal publications over the years. As per the quality of intellectual contributions, the college has identified the h-index metric as a measure. The following illustrates the quality of publication:

	Total Publications	PRJ Scopus indexed	Applied PRJ	h-index	Total incentives
2020 – 2021	127	77	52	52	$28,575
2021 – 2022	195	148	100	69	$52,650
2022 – 2023	178	162	109	130	$48,060

Other quality indicators:

	Total Publications in Scopus	Total Publications in Q1 and Q2 Scopus	Total Publications in Q3 and Q4 Scopus
2020 – 2021	77	25	52
2021 – 2022	148	54	94
2022 – 2023	162	56	106

CAS faculty have also been awarded funding for competitive research grants (funded by the university) for the following:

- Ahmed Shatat (Principal), Abdallah Saleh (Co-principal), Islam Nassar (Co-principal), "A Unified Internship Information System at the University level", $26,600.

For collaborative research with regional institutions:

Private Institutions
Stakeholder: Gulf Petrochemical Industries Company
Problem: Enhancing employee engagement with work
Outcome: Al Samman, A., Ahmed, M.S., Alali, I. (2023). Exploring the Relationship Between Administrative Empowerment and Employee Engagement in Organizations: A Quantitative Study. Seybold Report, 18(6).
Recommendation: Empowering employees through administrative practices to increase their engagement levels with their work.

Strategically engaging with stakeholders

Engaging faculty and students with the local community and communicating and surveying our stakeholders.

Goal/Enablers

4. Network and engage with local community	Expand local relationships/opportunities for service-learning, internships, and social activities
	Survey key stakeholders
	Improve community's perception of college programs

Achievements to date

Key Performance Indicators	Targets and Timeline	2022-2023
Number of MOU with local institutions	1 every 2 years	0
Number of MOC for Internship opportunities	2/year	1
Number of social activities	2/year	3
Alumni satisfaction rate	85%	86.2%
Employers' satisfaction rate	85%	89.3%
Internship evaluation rate	90%	95%
Advisory board satisfaction rate	90%	89%
Graduation rate	College average above 40%	40%
Social media engagement rate	Increase monthly by 10%	9.1%

	Growth rate of new admitted students	20%/year	1.2%

Instagram Engagement	2022-2023
Comments	218
Saves	912
Shares	2105
Likes	8648
Reach	129907
Engagement Rate (monthly average) based on reach	9.1%
followers	24134
Engagement Rate (monthly average) based on followers	49.2%

Strategically engaging with partners

Initiating activities that promote quality standards in teaching and research.

Goal/Enablers

5. Develop initiatives that promote collaboration with partners	Expand college programs through development of new programs with partnering institutions
	Engage with regional and international partners in research-based activities

Achievements to date

Key Performance Indicators	Targets and Timeline	2022-2023
Number of new programs	3 programs by 2025	0
Number of International conferences	1 every 2 years	0