

بوليتكنك البحرين
Bahrain Polytechnic

Academic and Internationalisation Plan

2020-24

Bahrain Polytechnic



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Academic and Internationalisation Plan 2020-24:

Bahrain Polytechnic Academic and Internationalisation (A & I) Plan 2020-24 provides a road map for Bahrain Polytechnic to follow for the next five years as it approaches to attain our ambitions in all aspects of our operation. It is our roadmap to guide not only what we'll focus on over the next 5 years but also how we'll do it. This plan was developed with the input of all our stakeholders, from students, academic and corroborate staff to the Board of Trustees.



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Bahrain Polytechnic

A BRIEF HISTORY

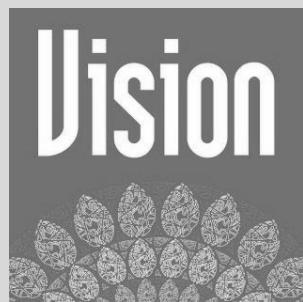
Bahrain Polytechnic (BP) is a government Higher Education Institution (HEI) that offers career focused programmes to produce professional and enterprising work-ready, graduates. It was established by decree by His Majesty King Hamad bin Isa Al Khalifa in 2008. The Royal Decree gives the Board of Trustees the right to approve and grant certificates and qualifications in the disciplines taught at the Polytechnic.

Underpinned by the values of excellence, learning and innovation, it is striving to become a “world class provider of applied higher education” (according to its Vision statement) and to deliver on its Mission of producing “professional and enterprising graduates with the 21st Century skills necessary for the needs of the community locally, regionally and internationally.”



What drives us

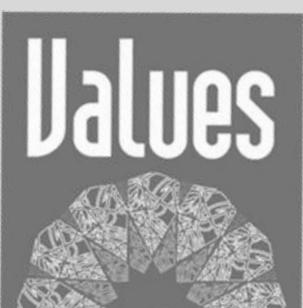
(Vision, Mission and values)



Vision “Bahrain Polytechnic to be a world class provider of applied higher education”



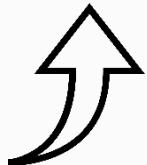
Mission “Bahrain Polytechnic produces professional and enterprising graduates with the 21st Century skills necessary for the needs of the community locally, regionally and internationally.”



Values Excellence . Learning . Innovation

Strategic Goals

Towards Sustainability.



- Bahrain Polytechnic will progress towards a sustainable model of diversified funding, operations and governance including: consultancy, research collaborations, continuing education offerings, internationalization and commercialization with industry and Government.

Graduate Success



- Bahrain Polytechnic will be recognized for the unique qualities of its graduates: enterprising individuals, well prepared through future oriented, innovative education and internationally accredited programmes, to take their place in a world of greater opportunity and complexity.

Assurance of Learning



- Bahrain Polytechnic will, as its highest priority represent excellence in academic and business practices, underpinned by quality assurance.

Engagement for Impact



- Bahrain Polytechnic will foster active and positive engagement with its stakeholders nationally, regionally and globally to enhance its contribution to social and economic wellbeing.

Added Value Research and Entrepreneurship



- Bahrain Polytechnic is developing a value-added research culture to engage in solving societal and industrial problems and enhance opportunities for innovation and entrepreneurship.

Strategic Plan Development Process

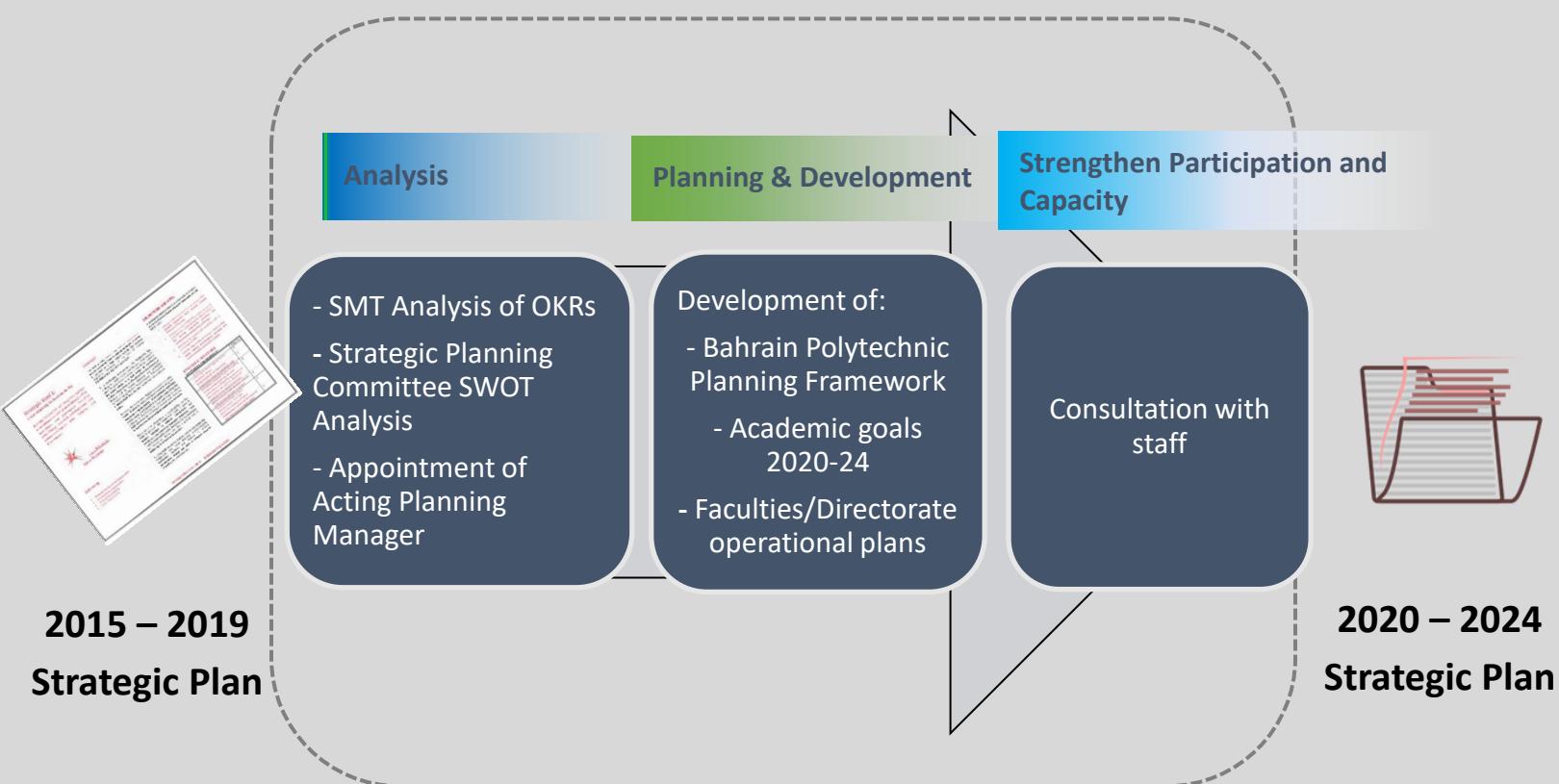
The previous Strategic Plan ran until the end of 2019. In 2018 preparation began to review and redevelop planning processes. The following activities have been undertaken since then:

The collaborative process to create the A & I plan included the input of all BP community who attended discussion sessions and provided feedback on drafts since the strategic planning process began.

In order to develop our plan, several activities have been undertaken, we conducted SWAT analysis to identify the strength areas, weakness areas and recognized opportunities. This analysis enabled us to determine where improvements were needed.

Strategic Plan Development Process from the old plan to the new strategic plan

2020-2024

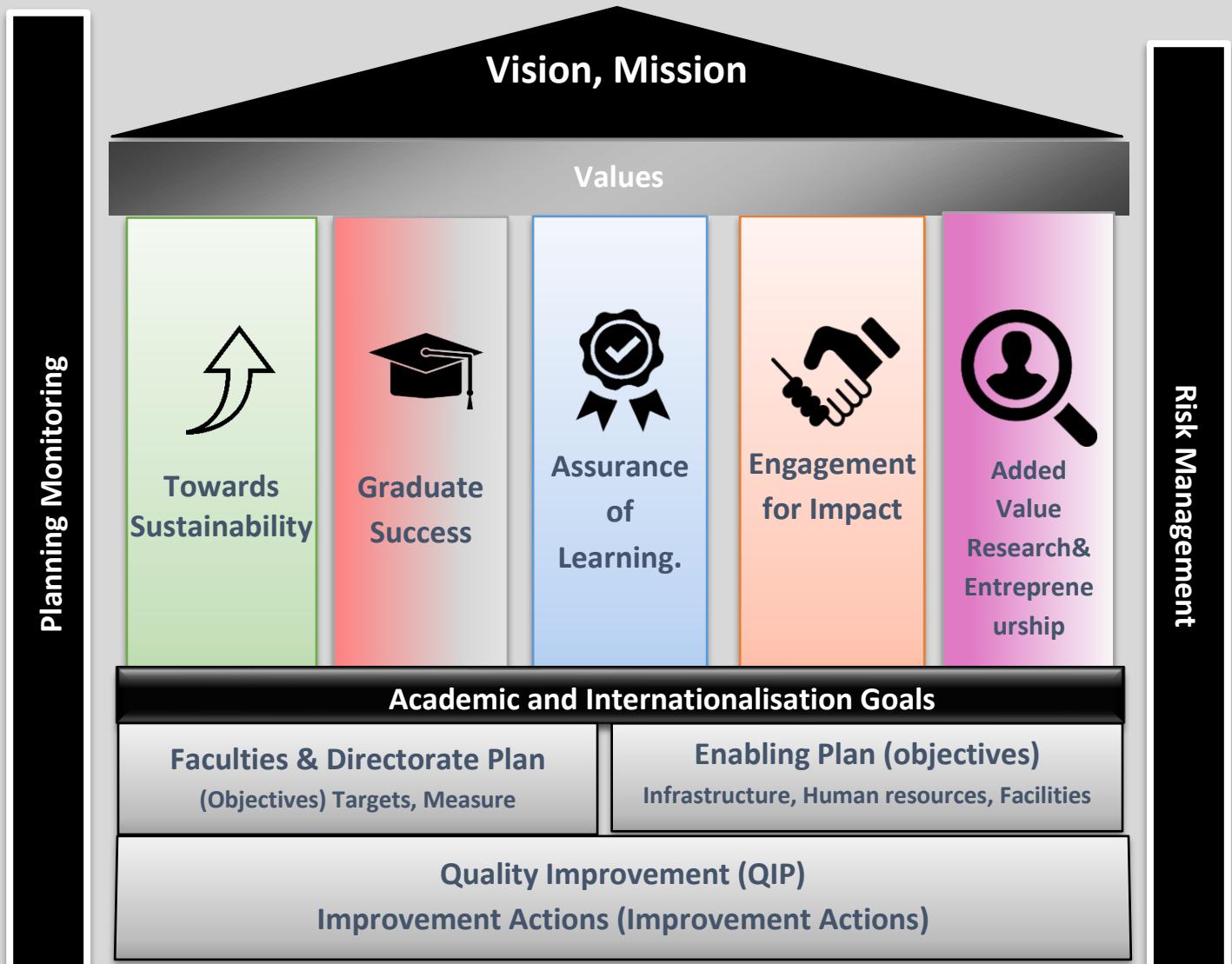


These activities have resulted in the development of a planning framework and the associated academic goals. These goals identify the direction in which the Polytechnic will move and be operationalised through the objectives set out in the faculty and directorate plans which are currently under development. The following documents have been produced during this process:

- Bahrain Polytechnic Planning Framework
- Bahrain Polytechnic Academic and Internationalisation Plan
- Mapping exercise: Revised Strategic Objectives with the new planning framework

Bahrain Polytechnic Planning Framework

The Bahrain Polytechnic Planning Framework identifies the processes to plan and manage sustainable future growth and development of the institution as a responsive and agile organisation. It identifies key projects and infrastructure required to support this growth.



Components of the Planning Framework

Components of the Bahrain Polytechnic Planning Framework

Plan Type	Description	Responsibility	Plan Cycle
Bahrain Polytechnic Strategic Plan	The Bahrain Polytechnic Strategic Plan outlines the mission, vision and guiding values, and sets out key Strategic Goals to guide decision making across the Polytechnic. As the principal component of the Bahrain Polytechnic Planning Framework, other major plans are aligned to it.	Board of Trustees	5 years
Bahrain Polytechnic Academic and Internationalisation Plan	These are the targets that are set to ensure improvement in academic outputs and improving the Polytechnic's position in international rankings. The Plan focuses on engaging the most talented educators, increasing participation, improving graduate outcomes and collaborating with industries, creating opportunities for our students overseas, increasing enrolment of international students, building relationships with researchers and collaborative partners worldwide, and increasing participation in the global educational community.	Academic Board & Senior Management Team	5 years
Faculty and Directorate Plans	The objectives, strategies, risks and measures identified by each Faculty and Directorate to help them deliver on the Strategic Objectives. These plans are directly linked to the Academic and Internationalisation Plan.	Faculty Board & Directorates	5 years
Enabling Plans	These are statements about the infrastructure, facilities and human resources that each Polytechnic Faculty or Directorate needs in order to achieve the Faculty/Directorate Goals.	Faculty Board & Directorates	5 years
Monitoring Plans	An automated Tracking System which measures progress towards achievement of objectives, provides monitoring reports at different levels and identifies challenges and obstacles.	QMAP	Annually
Risk Management Plan	The formal process for identification and collation of potential risk and the planned responses to existing risks that impact on the achievement of objectives at the operational and strategic levels.	Senior Management Team	By semester
Quality Improvement Plan	The formal process in which the findings and recommendations of internal and external reviews are collated, and responsibility assigned for making appropriate improvements.	QMAP	Annually

Looking Forward:

The 2020-24 Academic and Internationalisation Plan



The Academic and Internationalisation Plan section of Bahrain Polytechnic Planning Framework identifies the goals that are set to meet the institutional mission and ensure improvement in academic outputs. The Plan focuses on engaging the most talented educators, increasing participation, improving graduate outcomes and collaborating with industries and the community.

These goals are operationalised in the Faculty and Directorate plans which set specific objectives and measures. Progress towards meeting the academic goals is monitored by the Academic Board.

Academic and Internationalisation Goals:

Enrollment

1

1.1 Increase the number of students particularly in applied future sciences in response to Bahrain labour market needs.

1.2 Widen participation of the student population to better serve the Bahrain community.

Programme Development

2

2.1 Introduce multidisciplinary programmes and qualifications to meet the demand for technically skilled professionals.

2.2 Achieve professional accreditation of programmes to ensure their quality and relevance.

Recruitment and Staffing

3

3.1 Attract, develop and retain high profile multinational faculty members and utilise their talents to achieve the Polytechnic's mission.

3.2 Integrate Human Resources processes to ensure better support for academic faculty members.

3.3 Provide academic staff professional development opportunities to enhance the quality of teaching and learning.

Curricular and Co-curricular Approaches

4

4.1 Facilitate student-centred approaches in teaching and learning to develop graduates with effective skills for work and life.

4.2 Enhance the quality of graduates by developing their employability and enterprising skills.

4.3 Nurture the learning process by ensuring the provision of resources and facilities of the highest standard.

Engagement with Higher Education Institutions

5

5.1 Collaborate with higher education institutions to further develop the capabilities of academic staff members and students.

5.2 Enhance the Polytechnic academic processes by working with appropriate institutions to support excellence in teaching and learning.

Engagement with Industry

6

6.1 Provide opportunities for faculty members and students to engage in applied research to solve industry problems.

6.2 Develop industry-based qualifications and professional certifications to meet the immediate technical needs of Bahraini companies.

Engagement with Community

7

7.1 Provide opportunities for faculty members and students to engage in value added research to solve community problems.

7.2 Develop short courses to meet Bahrain community needs.

Internationalisation

8

8.1 Achieve international ranking status to enhance the reputation of Bahrain Polytechnic.

8.2 Create a culture of international collaboration through research, staff exchange, student exchange and internship opportunities.

8.3 Provide international curricula to develop global-ready graduates.

Academic and Internationalisation Goals

The 19 academic goals for Jan 2020- Dec2024 are set out in 8 categories as following:

1: Enrollment

- 1.1 Increase the number of students particularly in **applied future sciences** in response to Bahrain labour market needs.
- 1.2 **Widen participation** of the student population to better serve the Bahrain community.



2: Programme Development

- 2.1 Introduce **multidisciplinary** programmes and qualifications to meet the demand for technically skilled professionals.
- 2.2 Achieve **professional accreditation** of programmes to ensure their quality and relevance.

3: Recruitment and Staffing

- 3.4 Attract, develop and retain high profile **multinational faculty members** and utilise their talents to achieve the Polytechnic's mission.**
- 3.5 Integrate Human Resources processes to ensure better support for academic faculty members.**
- 3.6 Provide academic staff **professional development** opportunities to enhance the quality of teaching and learning.**

4: Curricular and Co-curricular Approaches

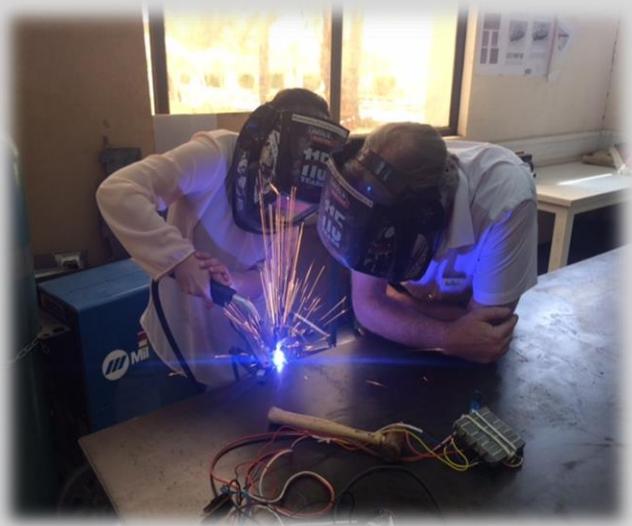
- 4.4 Facilitate **student-centred approaches** in teaching and learning to develop graduates with effective skills for work and life.**
- 4.5 Enhance the quality of graduates by developing their **employability** and **enterprising** skills.**
- 4.6 Nurture the learning process by ensuring the provision of **resources and facilities** of the highest standard.**



5: Engagement with Higher Education Institutions

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6: Engagement with Industry

6.3 Provide opportunities for faculty members and students to engage in applied research to solve industry problems.

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7: Engagement with Community

7.3 Provide opportunities for faculty members and students to engage in value added research to solve community problems.

7.4 Develop short courses to meet Bahrain community needs.

8: Internationalisation

8.4 Achieve international ranking status to enhance the reputation of Bahrain Polytechnic.

8.5 Create a culture of international collaboration through research, staff exchange, student exchange and internship opportunities.

8.6 Provide international curricula to develop global-ready graduates.



Faculty and Directorate Plans

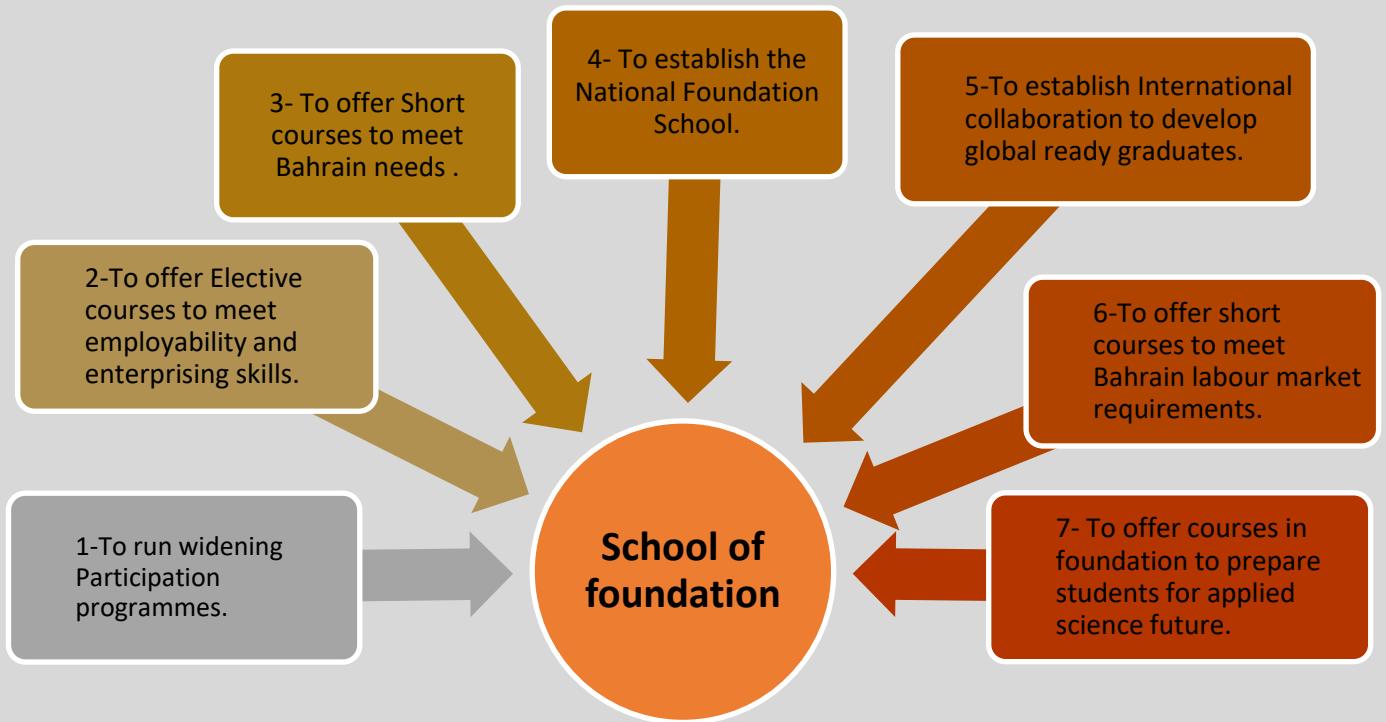
The Faculty and Directorate Plan set out the objectives, goals, strategies, risks and measures identified by each Faculty and Directorate to help them deliver on the Strategic Objectives. These plans are directly linked to the Strategic Plan (SP), the Bahrain Polytechnic 10 Year Plan (TYP), the Academic and Internationalisation Plan. The responsibility for the development and monitoring of these plans rest with the faculty board / directorates. These plans are reviewed on 3-year cycle. The plan has 3 parts:

- FACULTY / DIRECTORATE PLAN
- FACULTY / DIRECTORATE ENABLING PLAN
- FACULTY / DIRECTORATE RISK MANAGEMENT PLAN

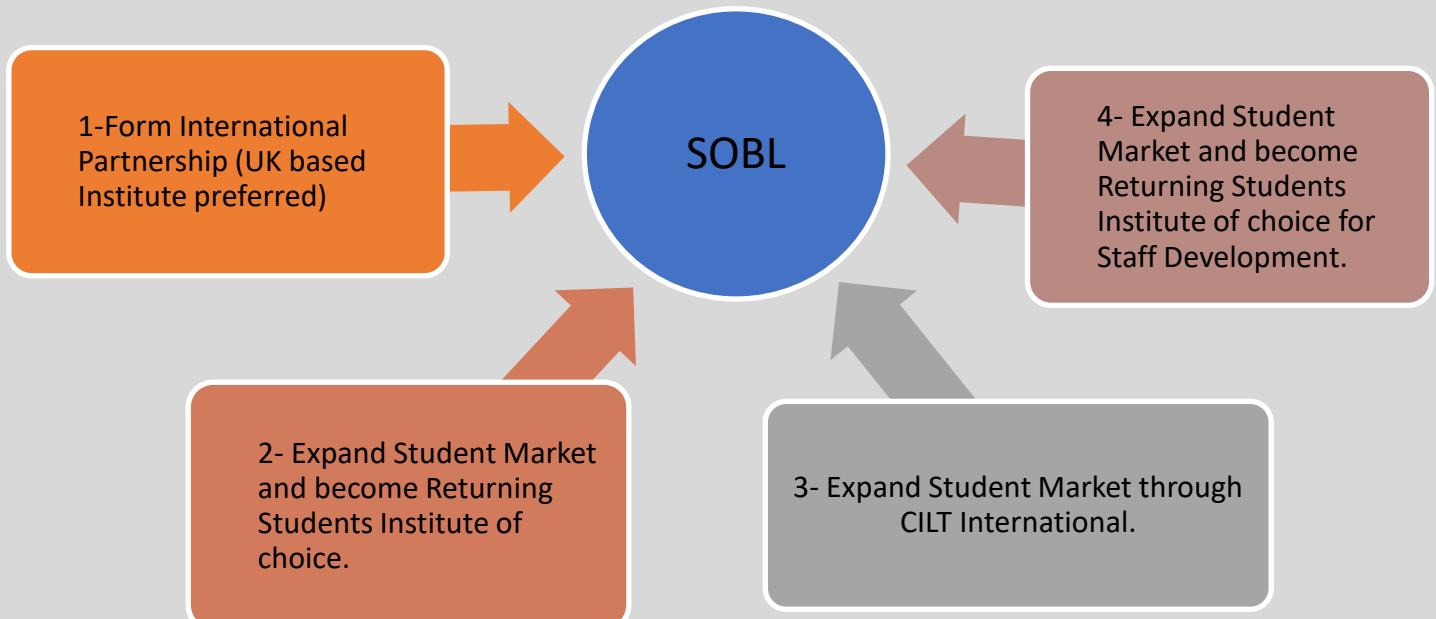


Faculties Objectives for 2020-24:

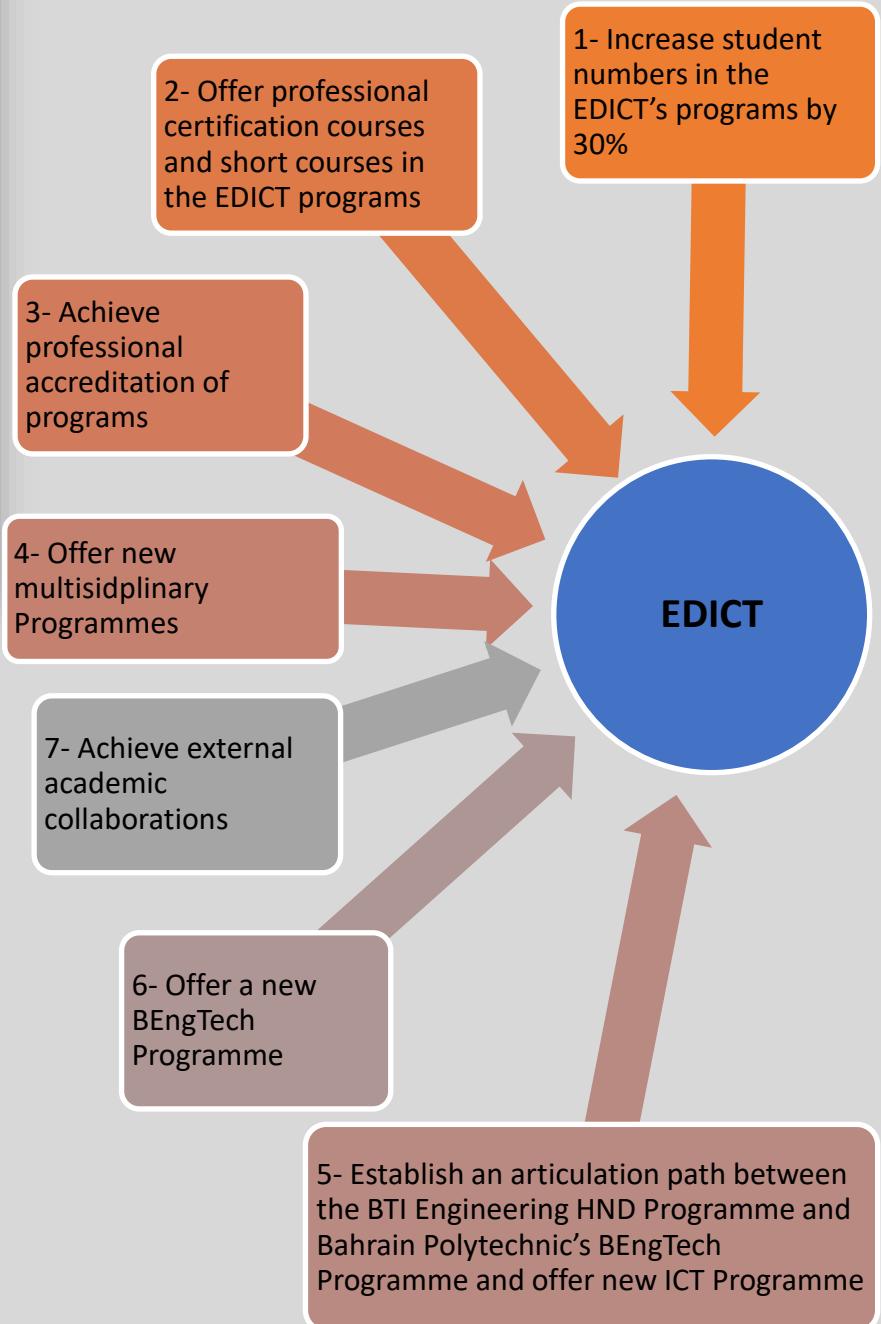
a. School of foundation (SOF):



b. School of Business and Logistic (SOBL):



C. School of EDICT:



Quality, Measurement, Analysis and Planning (QMAP) Directorate:

- 1 Conduct training programmes for BP community and external stakeholder.
- 2 Design and implement institutional Frameworks
- 3 Run benchmarking exercises for key aspects
- 4 Facilitate the ranking exercise for Bahrain Polytechnic
- 5 Enhance the communications of surveys matters to BP community.
- 6 Implement a new and effective Risk Management System for BP
- 7 Adopt a new set of policies to support faculties and directorates for their new objectives

Academic Development Directorate:

- 1 Create an approved institutional framework for introducing multidisciplinary programmes.
- 2 Embed employability skills in each programme.
- 3 Diversify Con-Ed offerings to meet the labor market needs
- 4 Create a modified system that enhance the development of academic staff members to prepare them for their role
- 5 Involve students and graduates in (International internship, work-placement, final year project opportunities & Summer camp)
- 6 Embedded a modified teaching and learning strategy that supports the academic direction of the Polytechnic through the use of student-centered methods
- 7 Provide opportunities for students to engage in value added projects to solve community problems through BP programmes
- 8 Conduct short courses, awareness sessions, and workshops based on identified community needs

Registry Directorate:

1

Provide automated online services to serve internal and external stakeholders effectively.

2

Attract international students to strengthen Bahrain Polytechnic learning and teaching environment.

3

Admit, enroll and facilitate certification process for professional and learner with special needs qualifications.

4

Upgrade the Banner package to cover the BoT's approved grows students plan.

Student Services Directorate:

1

Secure resources and facilities for ideal learning environment

2

Co-curricular activities to enhance Employability and Enterprising Skills through co-curricular activities.

3

Offer the appropriate services to meet all student needs.
(Post-secondary school students, Special needs, Int'l Studentsm Adult learners, Con-Ed))

ICT Directorate:

- 1 Provide the School of Foundation faculty with ICT requirements as per polytechnic strategic plan.
- 2 Provide School of Business faculty with ICT requirements as per polytechnic strategic plan.
- 3 Provide School of EDICT faculty with ICT requirements as per polytechnic strategic plan.
- 4 Provide directorates with ICT requirements as per polytechnic strategic plan.
- 5 Work to ensure that ICT Services are fully utilized efficiently.
- 6 Develop and enable in-house IT projects to serve Bahrain Polytechnic community.

Finance Directorate:

- 1 Developing a 100% online payment services to serve all students and staff members effectively.
- 2 Selecting an appropriate system to enable the adoption of the independence from the Ministry of finance and enhance the sustainability of the financial service within Bahrain Polytechnic and with all our related parties.
- 3 Forming/ revising a full set of pricing list of all venues and rented out spaces to be realistic and in line with the fair market prices to ensure the maximum utilization of the campus facilities specially during the ideal time and ultimately maximize the polytechnic revenue and cash inflows.

Human Recourses Directorate:

- | | | |
|---|--|---|
| 1- Increase level of staff satisfaction to improve BP overall productivity (HR services). | 2- Recruit qualified staff for school of foundation as per their enabling plan taken into consideration available budget and alignment with workload requirements . | |
| 3- Recruit qualified staff for EDICT faculty as per their enabling plan taken into consideration available budget and alignment with workload requirements. | 4- Recruit qualified staff for SOBL as per their enabling plan taken into consideration available budget and alignment with workload requirements. | |
| 5- Recruit qualified staff for all directorates as per their enabling plan taken into consideration available budget and alignment with workload requirements. | 6- Transfer HR processes from manual to automated services to enhance efficiency . | |
| 7- Facilitate academic staff exchange programme for BP community. | 8- Facilitate industrial training/ placement of BP academic staff to understand Bahrain labor market needs. | 9- Revise HR processes to be fit for purpose in the scenario of BP gaining independent status (out of CSB regulations). |

Facilities Directorate:

- | | |
|--|---|
| 1- Provide accessibility to all the buildings in Bahrain Polytechnic | 2- Improve Customer Service through providing a Help Desk system. |
| 3- Increase the numbers labs and classrooms in Bahrain Polytechnic | 4- Improve the Health and Wellness Centre Facilities |

Marketing:

1

Utilize digital media channels effectively to promote BP locally, regionally and internationally

2

Revise the existing marketing organization chart to accommodate the new market needs

3

Participate in educational exhibition locally, regionally and internationally

4

Revise marketing processes to accommodate the independent status of Bahrain Polytechnic

5

Revise and update the current marketing brand (Brand Refresh) to cater the polytechnic's international needs

Applied Research & Enterprise:

1

Provide workshops in applied Research methodology

2

Develop joint research projects with other tertiary education providers

3

Identify applied research projects in industry and the community

4

Conduct annual research award ceremony

5

Conduct Research Discussion Group sessions

Strengthening Participation and Capacity



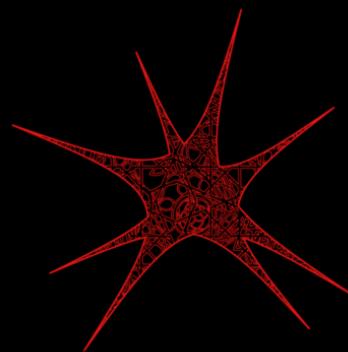
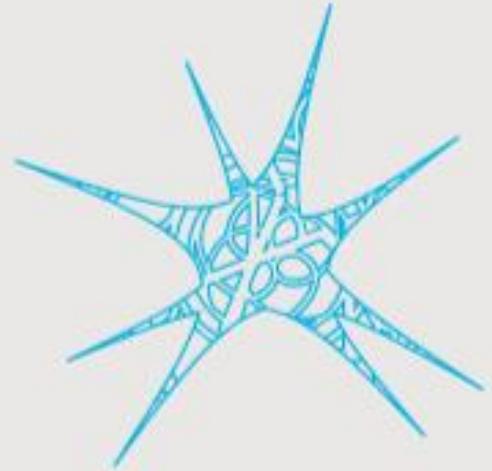


BP staff participation is a core component of our operations. True change will require support from faculty and directorates with commitment to implementing the strategic plan.

For BP directorates and Faculty to successfully fulfill their role in strategic planning, participation in planning and implementation is essential. Additionally, BP believes that instilling a greater sense of responsibility towards the success and lasting impact of the institution involves constructing a well-formulated engagement plan.

Consequently, Bahrain Polytechnic Stakeholders have been involved in the process of strategic planning, feeding their insights, ideas and views into the Strategy as it developed to identify the core measures and vital ways to reach our targets; also to establish expectations for the responsibilities of members and directorates for meaningful participation in the planning and implementation phases.





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