

Bahrain Polytechnic Annual Report 2019

Prepared by Quality, Measurement, Analysis and Planning Directorate

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Table of Contents

Introduction

Part 1: Corporate and Academic Activities and Progress of work

Academic Activity

- Faculty of EDICT
- Faculty of Business
- School of Foundation

Corporate Activity

- Quality, Measurements and Analysis and Planning
- Student Services
- Academic Development
- Human Resources
- Marketing and Communication
- Registry
- Information and Communication Technology Services
- Facilities

Part 2: Performance, Obstacles and Proposed Solutions

Academic Activity

Corporate Activity

Conclusion

Introduction

This report has been developed to fulfil the requirements of Bahrain Polytechnic Royal Decree No. (65) Issued in 2008: Article No. (14):

Prepare and present periodic but at least quarterly reports to the Board on the activity of the Polytechnic and its progress of work, as well as achievements against developed plans and programs, and determine obstacles which impede performance and proposed solutions to overcome such obstacles, unless the Board determines a shorter frequency period for such reports. (Royal Decree No.65, 2008)

During 2019 number of significant milestones were achieved:

- 246 students have graduated from different bachelor academic degrees. Our graduates have achieved high level rates in having appropriate jobs in the labour market. The cumulative employment rate of our graduates reached about 80% after 12 months from the date of graduation to support the national economy.
- The number of students registered in Bahrain Polytechnic in all academic programs in the year 2019 raised to 2738 comparing to the year 2018 which reached 2488. With increase of 250 students to meet the needs of the future job market of graduates. While the number of students admitted in 2019 reached around 590.
- In collaboration with Microsoft and His Highness Sh. Khalid's Media Office, Bahrain Polytechnic hosted the closing ceremony for the 2nd Sh. Khalid bin Hamad Al Khalifa Competition for Innovation in Artificial Intelligence at the campus on the 9th of April 2019. The competition tested the participants abilities to create innovative projects that use one or more of the Microsoft Azure features for Artificial Intelligence.
- The Economic Development Board (EDB) sponsored six members of the game development community to represent Bahrain at the Tokyo Game Show 2019, with the help of Tamkeen. Bahrain Polytechnic graduates Mahmood Alsarhani and Noof Abdulla, student Omar Alshaiji were all present at the show that took place on the 12th of September 2019.
- The 4th Bahrain Game Jam commenced at Bahrain Polytechnic Hall 12 on Thursday 5th December 2019 with over 40 participants signing up within 18 teams, all competing for lucrative prizes over a period of 48 hours of intensive game development. 1st Place (1000BD) was awarded to 3Polygons (Nasser Omran and Sawsan Alaradi (Web Media graduates) and Tariq A. Samad Mohammed) for their game "Spit Out", 2nd Place (600BD) was awarded to Shurooq Juma (Web Media graduate) for her game "Jellies".

- Three Bahrain Polytechnic students participated in the "Seeds of the Future" HUAWEI program this summer. The trip to China took place between the 20th of July and the 3rd of August 2019.
- Year 1 and 2 of Business Faculty won the Third Place in Bahrain Women Hackathon. The sustainability initiative concept through the development of an application that recycles domestic waste and reduces the utilities bill.
- Bahrain Polytechnic Banking and Finance Graduate Fatima Al Haddad won the Ernst and Young (EY) Corporate Finance Woman of the year 2019 competition. This competition recognizes women currently studying at university level or equivalent with the potential to have a fulfilling career in EY Transaction Advisory Services (TAS).
- As part of Bahrain Polytechnic implementation of the Higher Education Council National Research Strategy 2014-2020, Tutor of School of Business at Bahrain Polytechnic participated at the 18th European Conference on e-Learning (ECEL) in early November 2019, which was hosted by Aalborg University, Copenhagen, Denmark.
- 3 students at Bahrain Polytechnic continue in the Widening Participation Pilot which provides an opportunity for students with learning differences to participate in modified courses at the Polytechnic, and to improve their specific readiness for employment opportunities. The 3 students have been doing work related tasks here on campus. Collaboration with the CEC and Dr Rania of Alia School is underway to find suitable internship opportunities for the 3 students.
- Bahrain Polytechnic has received an overall judgment of "Meets quality assurance requirements" from the Education & Training Quality Authority (BQA). QMAP had undertaken BQA Institutional Review Cycle two that held on April 2019. The report received on September stated that that Bahrain polytechnic addressed all eight Standards.
- QMAP developed Bahrain Polytechnic Widening Participation Framework. This exercise has been done after arranging number of visits to key players in supporting special needs such as Tamkeen, Ministry of Education, Children Academy School and Alia for Early Intervention School.

- The Bahrain Polytechnic Planning Framework has been established and developed, it identifies the processes to plan and manage sustainable future growth and development of the institution.
- In 2019, 42 staff received incentives and 29 staff contract renewals. 137 free of cost training courses offered to staff.
- Number of Infostructure projects have been developed such as, Receiving Building 32 from UOB. Planning and designing started to occupy the building for the program of Web Media Coordination with the Ministry of Works regarding the upgrade of internal roads and building 19. Moreover, new Restaurant suppliers in BP Campus such as Brown café – Block 19 - 2nd Floor - LLC section, Kuche Kusheri – Cabin C9 and Dose Café - B.19- 2nd Floor -Food Court.
- ICT has installed and configured BigBlueButton on Moodle. BigBlueButton is an open source web conferencing solution for online learning that provides real-time sharing of audio, video, slides, whiteboard, chat and screen, it also allows to record all content.
- ICT has been managing and coordinating the upgrade of Library Learning Centre system millennium to Sierra with the vendor in collaboration with LLC team. They also been supporting BP events by creating websites to promote the events as well as to be used for online registration that support online payment.
- ICT has successfully replaced 827 out of 950 old computers with higher specs and image updates, where most of these computers went to the specialized and generic labs. As well as replaced 100 out of 250 staff old Laptops with a newer higher spec. Besides, they had successfully replaced the used wireless technology “IEEE802.11n” with a newer and improved technology “Wifi5”.

The report sets out these and other Bahrain Polytechnic activities and achievements in the light of 2019 targets identified in the strategic plan. Furthermore, it highlights the obstacles and provides solutions. It consists of two parts:

Part 1: Corporate and Academic Activities and Progress of work

Part 2: Performance Challenges and Proposed Solutions

Part 1:

Corporate and Academic Activities and Progress of Work

Academic Activities

This section outlines key achievements and activities related to the Faculty of EDICT, Faculty of Business and School of Foundation.

Faculty of EDICT

Overview of our Faculty Activities in the Year 2019

The following report details the operations, achievements and strategic goals contributions of the EDICT Faculty during the calendar year 2019. The contents of the report are categorized under the following sections:

1. Quality assurance of the Programmes: Progress of the accreditation process and the NQF placement of the Programmes. In addition, the offering of a new Programme in Electrical Engineering Technology is implemented in September 2019.
2. Students and Staff of the Faculty: Presentation of the increase in student numbers across the Faculty's Programmes and the challenges it places on the student to staff ratios and the increased teaching workloads, given that the staff numbers have been kept constant.
3. Infrastructure and Equipment: It highlights the expansion in facilities and the purchasing of laboratory equipment and computers.
4. Programme Activities: Presentation of the Project Exhibitions of the graduating students and the positive impact on the reputation of the Programmes.
5. Community Engagement: Organization and participation in events that promote the reputation of the Faculty and contribute to the social and economic growth of the Kingdom of Bahrain.
6. Student and Staff achievements: Presentation of the achievements of our students, alumni and academic staff.
7. Research activities: Presentation of the publications or other research – related work of our staff members or our students.
8. Contribution to the Strategic Goals: Presentation of the contribution of the Faculty's activities towards the fulfilment of the strategic goals of the institution.

Quality Assurance for the EDICT Programmes

Progress on International Accreditation

All Programmes of the EDICT Faculty have initiated the accreditation process with International Accreditation Bodies as shown in the table below:

Table 1: Progress regarding the accreditation of the EDICT Programmes

Programme Name	International Accreditation Body	Progress
Bachelor of ICT (Programming,	British Computer Society (UK)	Application to BCE was completed and sent. PRs were submitted and approved by

Databases, Networking, Management and Information Systems)		MoF. The Pre-Accreditation Visit is scheduled for March 2020. It was not possible to conduct the pre-accreditation visit within 2019 since the MoF approval process took longer than expected.
Bachelor of Engineering Technology (Mechanical, Electronics, Electrical)	Institute of Engineering and Technology (IET) and Institute of Mechanical Engineers (IMechE) (ECUK)	<ul style="list-style-type: none"> • Initial pro-forma for IMechE completed • PRs have been submitted for initial review and advisory visit • Initial IET review application is expected to be submitted soon (July 2019) • 1st advisory IET visit is expected in December 2019
Bachelor of Web Media	Chartered Society of Designers (UK)	Mapping has been completed. PRs have been submitted for initial review and advisory visit. Pre-accreditation Visit is scheduled for the week of 16 th – 20 th of February 2020. It was not possible to conduct the pre-accreditation visit within 2019 since the MoF approval process took longer than expected.
Bachelor of Visual Design	Chartered Society of Designers (UK)	Same as for the Web Media Programme.

National Quality Processes

1. The NQF validation visit of the Visual Design Programme was finalized on the 19th of June 2019 and the qualifications of Bachelor (NQF L8) and Diploma (NQF L6) of Visual Design were placed on the NQF on the 26th of September 2019.
2. The NQF placement of the BEngTech Electrical Programme is pending subject to the fulfillment of the BQA conditions. These conditions have been addressed by the Engineering School and the response has been submitted to BQA.
3. All other EDICT Programmes have been placed on the National Qualifications Framework.

Development of new EDICT Programmes

The Engineering School has started offering the new Programme, the Bachelor of Electrical Engineering Technology in September 2019. The normal Programme development process was followed involving:

- the consideration of feedback from the Curriculum Advisory Group,

- the completion of an Industry Survey regarding the market needs for the Programme,
- the completion of an external validation review by a panel consisting of academics and industry members and
- the NQF validation of the Programme with BQA (in progress).

Furthermore, recently purchased equipment has been received and will be commissioned in future Electrical Labs.

Students and Staff of the EDICT Faculty

We are pleased to report a 9.6 % increase in the total number of students admitted into the EDICT Programmes in September 2019 when compared to those admitted in the previous year, i.e. September 2018. Also, the recruitment process is progressing at an adequate pace and more new faculty members are interviewed and hired in various areas of expertise.

We are pleased to report that we maintain a relatively low student to academic staff ratio (18:1), even though it has increased compared to the one in September 2018 (16:1).

Figure 1 presents the number of EDICT students across all Programmes for the last four semesters. It is very encouraging to notice that the student numbers have been increasing across all Programmes and the growth seems to be levelling off to a steady state. A sustainable number of students for each Programme indicates an improvement in the sustainability of the Programme.

Figure 2 presents the number of academic staff members across all Programmes for the last three semesters. Notice that a Programme Manager (PM) is considered as having a 0.5 contribution towards teaching activities and a Head of School (HoS) is considered as having a 0.25 contribution towards teaching activities. It is evident that the number of academics has remained more or less constant while the number of students has been increasing over the past four semesters. This results in an increase in the student to staff ratio of the Programmes as shown in Fig. 3 and an increase in the teaching workloads for the academic staff members.

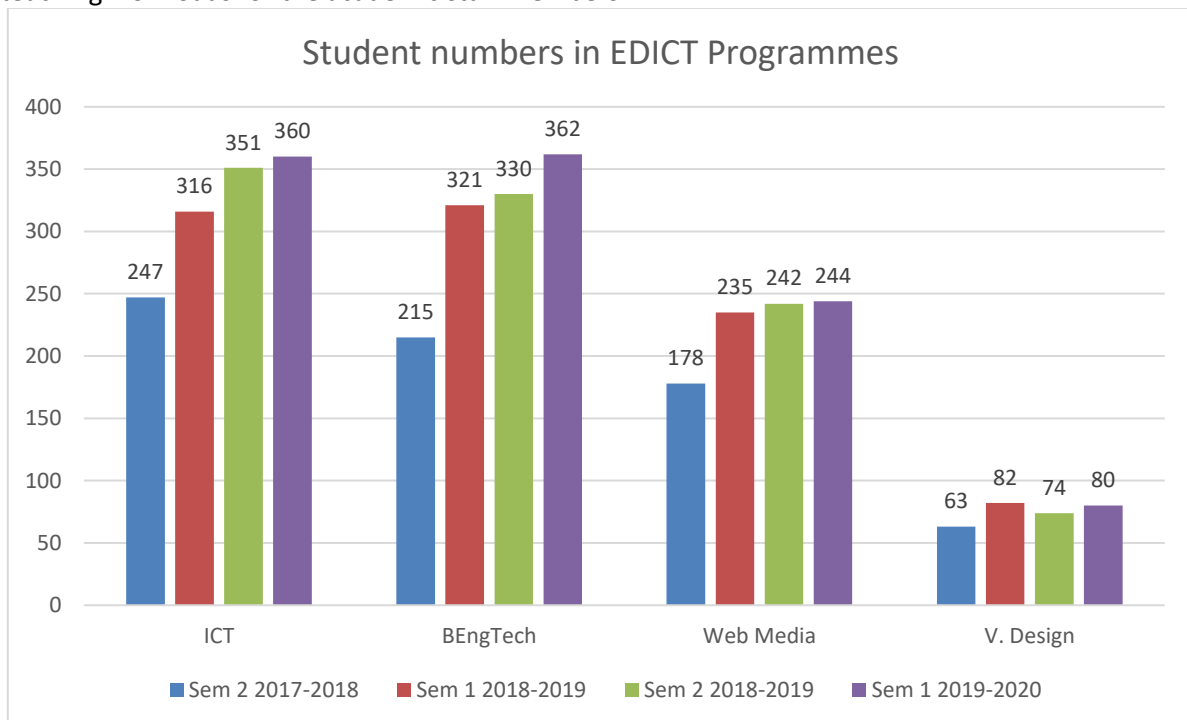


Figure 1: Student numbers in EDICT Programmes over the last four semesters

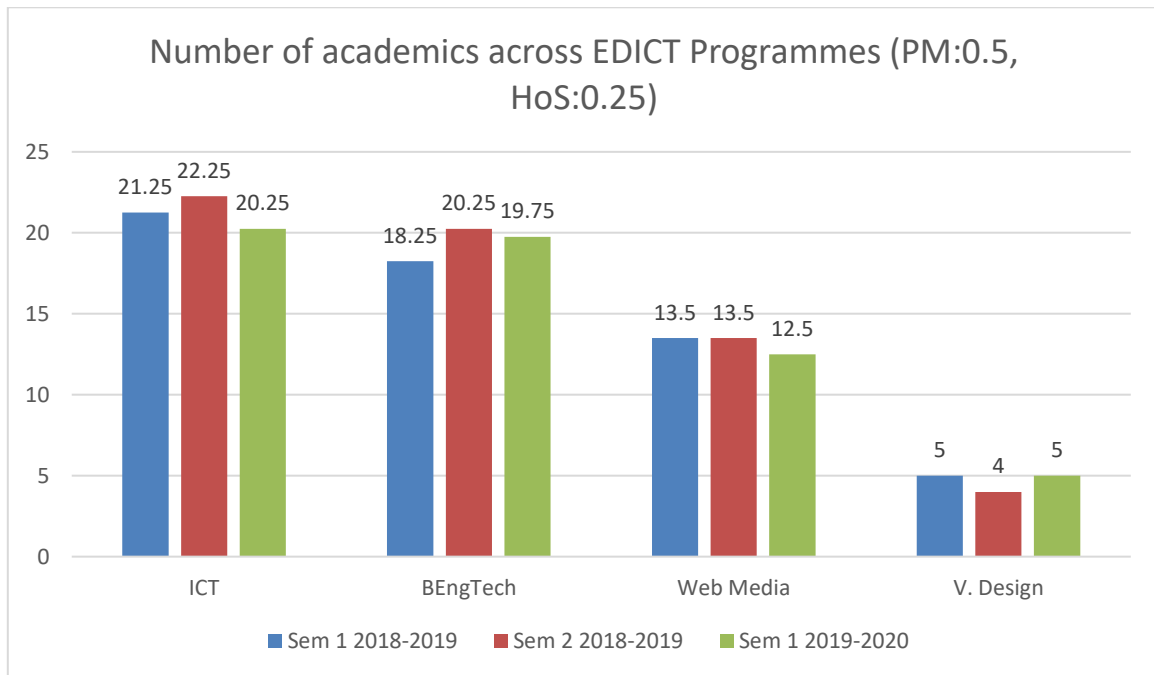


Figure 2: Number of Academics across the EDICT Programmes over the last three semesters

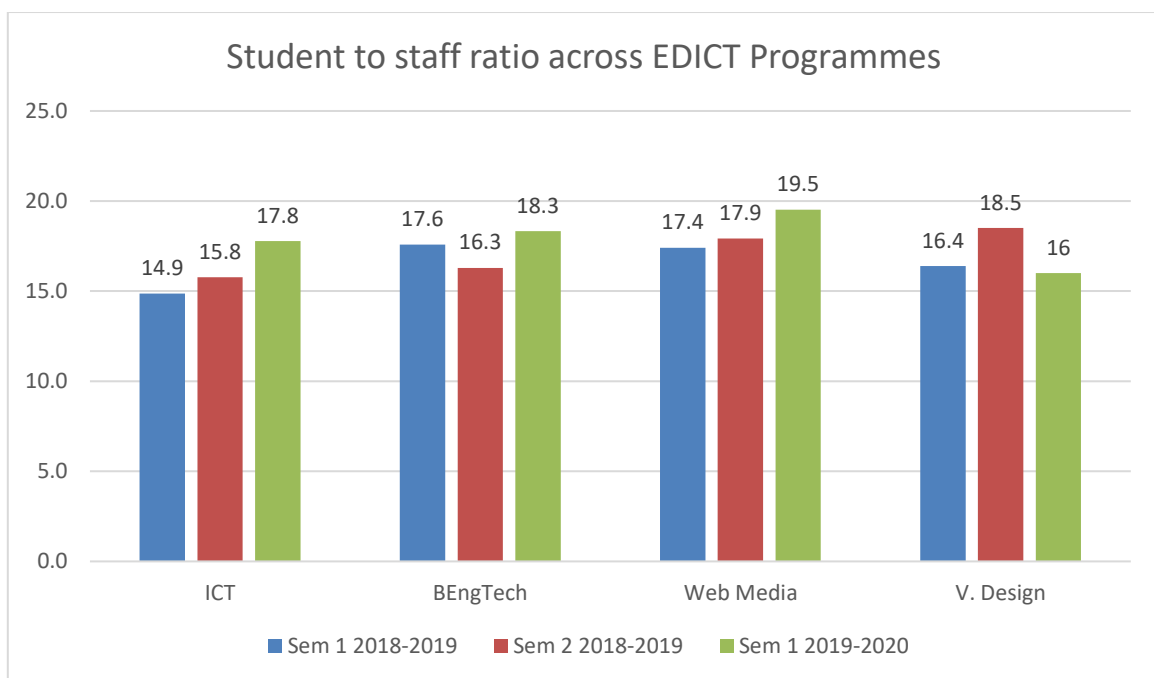


Figure 3: Student to staff ratios for the EDICT Programmes over the past three semesters

Infrastructure and equipment

1. The Huawei ICT Centre is currently being utilized by the ICT Programme and several ICT faculty members have received professional by Huawei.

2. Building 32 from the University of Bahrain has been acquired at the start of semester 1 2019 – 2020 and two of its spaces have been arranged as Web Media Labs.
3. The Engineering Labs (Fluid Mechanics, Thermodynamics, Materials) are being commissioned with newly purchased equipment. Also, new equipment has been purchased and received for the Electronics and Electrical Labs.
4. All EDICT Labs were provided with new computers in semester 2 2018 – 2019.

The Project Exhibitions

ICT Project Exhibition

The ICT Project Exhibition for Semester 2, 2018-2019 was held on the 19th of June 2019 in Bahrain Hall. The aim of the exhibition was to showcase the project work of 55 ICT students which was conducted as part of their final year industry projects. The overall feedback received by the visitors was that the project topics were very interesting and the quality of work was of high standard. As a result:

- 96% of students were rated by their industry mentor as work ready,
- 16 out of 40 students in the industry placement had confirmed employment during the exhibition event, while most of the rest were in negotiations with potential employers even before the semester was over.

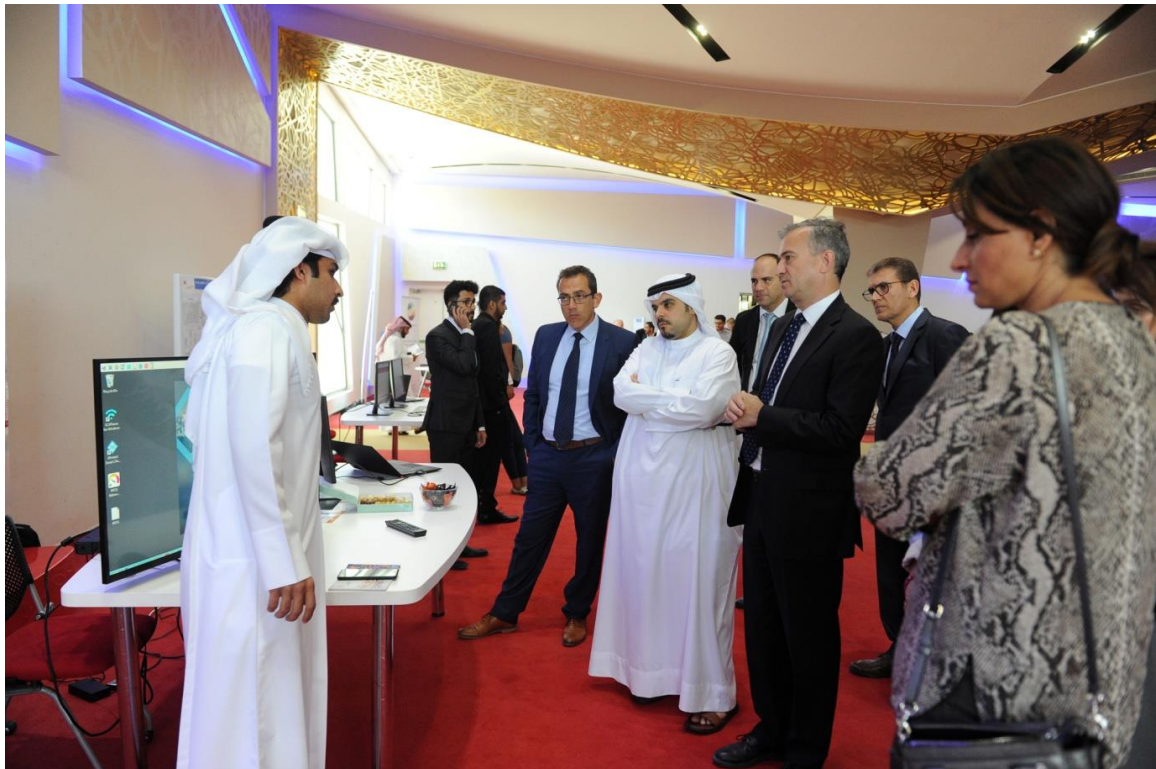


Figure 4: ICT student presenting his project during the exhibition



Figure 5: Students and Faculty members at the ICT Project Exhibition

Engineering Project Exhibition

The Engineering Project Exhibition took place on the 27th of June 2019 in Bahrain Hall. More than thirty 4th – year BEngTech students presented their Industrial and Research Projects concerning real – world engineering applications. Through these industry-collaborative projects, the students had the opportunity to extend and apply their learning beyond the confines of an educational environment. The projects were developed in collaboration with leading industries of Bahrain such as ALBA, BAPCO, ASRY, GPIC, Tatweer Petroleum, BFG, BTF and covered various engineering topics such as sustainability, material science, simulation and modelling, biomedical engineering, robotics, renewable sources of energy, instrumentation, Computer – Aided Design and Electronics Systems Design.



Figure 6: An Engineering student presenting her project in collaboration with GPIC



Figure 7: Engineering students test their Robot Research Project

Visual Design and Web Media Exhibition - Ipseity Event

The annual Web Media and Visual Design Portfolio Exhibition took place in Bahrain Hall on Monday the 17th of June 2019 from 10am-4pm. The theme of this year's exhibition was "*Ipseity – Exhibiting Individuality*" and the show featured a variety of design and creative media work produced by final year students from the Bachelor of Web Media and Bachelor of Visual Design programmes. Visual Design and Web Media tutors supervised and supported preparations for the exhibition throughout the semester, however the students themselves were also heavily involved in the organisation of the event, as part of their Cooperative Learning Project and final year courses. A range of creative projects were showcased, including graphic design, illustration, package design, websites, game development, audio and video production, 3D animation, motion graphics and print-based design work, as well as an interactive green screen booth.

This year's exhibition featured over 50 Web Media and Visual Design student portfolios and the event was very well attended throughout the day by industry partners and family members, as well as staff and students of the Polytechnic. Both programmes promoted the event effectively via social media, resulting in the generation of significant online buzz and an excellent turnout of visitors. The annual event showcases the exceptional talent of our students and positions them as future content creators in the region. Both Web Media and Visual Design students presented themselves and their work professionally, sharing business cards and CVs while networking, and receiving highly positive feedback from industry experts. Several students made connections with potential employers during the exhibition and many were offered full-time positions by the companies where they undertook work placement.



Figure 8: Web Media and Visual Design students present their projects to the Senior Management Team and to industry professionals.



Figure 9: Ipseity Event - Visual Design and Web Media Project Exhibition

Community Engagement

The 2nd Sh. Khalid bin Hamad al Khalifa Competition for Innovation in Artificial Intelligence

In collaboration with Microsoft and His Highness Sh. Khalid's Media Office, Bahrain Polytechnic hosted the closing ceremony for the 2nd Sh. Khalid bin Hamad Al Khalifa Competition for Innovation in Artificial Intelligence at the campus on the 9th of April 2019, held under the patronage of His Highness Sh. Khalid bin Hamad Al Khalifa, First Deputy President of the Supreme Council for Youth and Sports and President of the Bahrain Athletics Association. The competition tested the participants abilities to create innovative projects that use one or more of the Microsoft Azure features for Artificial Intelligence. The participant teams, consisting of 1 to 3 members, had four weeks to work on their proposed project. Each team's project was judged by an evaluation panel during an exhibition event.



Figure 10: Ceremony of the Sh. Khalid bin Hamad Competition for Innovation in Artificial Intelligence

Tokyo Game Show 2019

The Economic Development Board (EDB) sponsored six members of the game development community to represent Bahrain at the Tokyo Game Show 2019, with the help of Tamkeen. Bahrain Polytechnic graduates Mahmood Alsarhani and Noof Abdulla, student Omar Alshaiji, and assistant tutor were all present at the show that took place on the 12th of September 2019.

Tokyo Game Show is one of the biggest gaming shows in the world in terms of scale and impact on the market. This visit helped put Bahrain on the map as a gateway to the Middle East's games development market. It also put Bahrain Polytechnic in the picture as an educational provider of the necessary game development skills to enhance the game development industry in the Kingdom.



Figure 11: Bahrain Polytechnic at the 2019 Tokyo Game Show

Bahrain Game Jam 2019

The 4th Bahrain Game Jam commenced at Bahrain Polytechnic Hall 12 on Thursday 5th December 2019 with over 40 participants signing up within 18 teams, all competing for lucrative prizes over a period of 48 hours of intensive game development. This year's theme, *'One for All and All for One'*, was announced at the opening ceremony and the teams immediately began developing their game ideas. This year, there were 6 judges: Program Manager and tutor of Web Media and members of ICT Bahrain polytechnic, UoB IT tutor, UoB, Multimedia and Graphic Design tutor, UoB, Computer Science tutor and Director of ECDC. The event was organised by Vice-Chairman of the Bahrain Internet Society. 1st Place (1000BD) was awarded to 3Polygons (Nasser Omran and Sawsan Alaradi (Web Media graduates) and Tariq A. Samad Mohammed) for their game *"Spit Out"*, 2nd Place (600BD) was awarded to Shurooq Juma (Web Media graduate) for her game *"Jellies"* and Third Place (400BD) was awarded to Nalikes Studio (Dawood, Muhammad, Talha, Talha (ICT UoB)) for their game *"Yalghaar"*. The Bahrain Game Jam was a great success and a memorable and valuable experience for all participants. It also served to forge links between Bahrain Polytechnic and the University of Bahrain, both institutions providing judges, teams and winners in the contest. Web Media and ICT Bahrain Polytechnic tutor and program manager developed game design courses as part of the Web Media and ICT programmes respectively in the EDICT Faculty at Bahrain Polytechnic to serve the growing demand for game development skills in the GCC region.



Figure 12: Bahrain Game Jam 2019 closing ceremony

HUAWEI "Seeds of the Future"

Three Bahrain Polytechnic students participated in the "Seeds of the Future" HUAWEI program this summer. The trip to China took place between the 20th of July and the 3rd of August 2019. The first five days were spent in the Capital of China (Beijing). Students attended classes at the Beijing Language and Culture University and learned the basics of the Chinese language as well as culture Chinese calligraphy, painting and Tai Chi. On the fifth day, students took an exam, conducted a presentation and then travelled to the high-tech city of Shenzhen. The next days were spent at Huawei University with valuable lessons about the 5G technologies, Cloud Computing, Artificial Intelligence and a visit to one of Huawei's 5G labs to configure 4G and 5G networks utilizing real equipment. The students also visited the Huawei Exhibition Hall to see some of Huawei's ICT solutions and latest devices. The journey ended with a brief graduation ceremony.



Figure 13: Huawei "Seeds of the Future" Program

Support to EDB

Head of School of ICT and Web Media at Bahrain Polytechnic joined a team from the Economic Development Board (EDB) on a trip to China aimed to promote Bahrain's business development ecosystem. The trip took place during the 17th – 22nd of March 2019. The EDB team visited the premises of numerous Chinese companies and conducted two short forums to promote the attractive business development ecosystem of Bahrain and the opportunities that are available to investors. Head of School highlighted Bahrain Polytechnic's applied teaching and learning strategies that support developing innovation and talent serving the Kingdom of Bahrain and the GCC Region at wide. He also showcased examples of projects developed by Bahrain Polytechnic students and highlighted the strong collaboration of Bahrain Polytechnic with the Bahraini ICT industry.

Support to the Artificial Intelligence Academy

Artificial Intelligence (AI) is an emerging IT area that has become ubiquitous in most business areas such as Engineering, Health, FinTech, Agriculture and so on. Bahrain Polytechnic has taken the lead to establish the first AI Academy in the Kingdom of Bahrain taking advantage of the current available tools and technologies provided by Microsoft. Through this academy, Bahrain Polytechnic will allow students to gain exposure and professional certification and to fulfil the increasing business requirements in the region. The HoS of the ICT Programme and other members of the ICT School are involved in the support and coordination of the Academy in collaboration with ICT Services and Microsoft.

Support for the 4th Industrial Revolution Conference

The 4th Industrial revolution conference took place in Manama on the 19th – 21st of February 2019. It was organized by the Bahrain Society of Engineers. Bahrain Polytechnic was a partner in this event and the School of Engineering participated in various activities. Dean of Research and Enterprise at Bahrain Polytechnic was the Conference Chair, while two engineering staff members were the technical and organizing committees respectively. A team of engineering students presented their wind tunnel project at the exhibition area of the event. Two Engineering tutors along with their 4th – year engineering students, Khaled Mayoof, Yousif Alsalman, Tareq Jawad, Mohamed Buchir, Zainab Ali, Salman Ali and Ahmed Isa demonstrated the wind tunnel model which was designed, manufactured and tested in-house.



Figure 14: Engineering Faculty and students presenting the wind tunnel project

Student, Alumni and Staff Achievements

Staff, alumni and students from the Faculty of EDICT have been major contributors to our list of achievements. Their high-quality work contributes to the enhancement of the profile of the Faculty.

Student Achievements

Huawei ICT National and Regional Competitions 2019

The ICT students Yusuf Merza, Saad Abdulla and Hisham Barakat won the top 3 positions in the National Huawei ICT Competition 2019 among 30 students from 4 different universities in Bahrain and qualified to represent the Kingdom of Bahrain in the Middle East Regional competition in Shenzhen, China on December 1st, 2019. At the Regional competition, our students won the second place while competing against 13 teams from 10 Middle East countries.

The Huawei ICT Competition Middle East 2019 was organized in 10 different countries across the Middle East. The competition promotes innovation and creativity among students, while increasing competitiveness and encouraging local communities to contribute in achieving the country's national vision for digital transformation and economic growth. It also enhances the students' future employment opportunities by bridging the gap between the classroom and the workplace and providing hands-on skills development and training at Huawei's state of the art labs, R&D centers and facilities.

The qualified students engaged in a 2-days intensive training that was organized by Huawei. The training focused on different ICT areas including IP networks, wireless networks, network security, Internet of things and cloud computing. Students were also introduced to Huawei's simulator for the implementation of different types of ICT technology solutions.



Bahrain Collegiate Programming Contest

A team of three students from the ICT Programme at Bahrain Polytechnic won the first place among fifteen teams in the Bahrain Collegiate Programming Contest which was held during the 15th - 16th of October 2019 at the Arab Open University campus. This was the first time that this competition was held in Bahrain. The student members of the winning team were Abdulazeez Asher, Ahmed Al Ebrahim and Hasan Khadem. Following the competition, the students attributed their success to the knowledge and skills gained during their progression through the ICT programme. They also highlighted the capacity building of participating in such extra-curriculum activities and the overall competitive atmosphere of the specific event and wished to encourage fellow students to participate in such events as they provide new learning opportunities. The team coach, ICT Assistant Tutor, stated that "the competition allowed the team to showcase the strong programming, problem-solving and teamwork skills of Bahrain Polytechnic's students."



Figure 15: Winners of the Bahrain Collegiate Programming Contest

FinTech Sustainability competition

Bahrain Polytechnic Mechanical Engineering and Visual Design Students, Yusuf Alawi, Mohamed Salah and Zainab AlSaffar won the 2nd place in the FinTech Sustainability Hackathon competition supported by Bahrain FinTech Bay and the Global Shapers Community Manama. Their sustainable solution revolved around providing the consumers of electricity the ability to control and manage their electricity usage, which specifically targeted the 7th (Clean and Affordable Energy), 9th (Innovation) and 11th (Sustainable Cities and Communities) sustainable development goals whilst having important FinTech elements embedded to it.



Figure 16: Fintech Sustainability competition

Staff Achievements

- GCC Leadership Awards 2019
- The Head of Engineering received the Abu Dhabi GCC leadership award 2019 for excellence in the academic engineering GCC sector endorsed by the World Federation of Academic & Educational Institutions and CMO Asia. The Abu Dhabi education leadership awards are presented to Individuals and institutions who have surpassed several levels of its excellence and set an example of being a role model and exemplary leadership. Individuals behind the institution who are building their institutions through leadership, innovation, academic and industry interface and a supreme objective of building future leaders.
- NQF Success for Web Media Tutor
- Web Media tutor has been nominated by the General Directorate of National Qualifications Framework (GDQ) of the Education & Training Quality Authority (BQA) as a Chairperson of their Validation Panel for the Qualification Placement of the National Qualifications Framework (NQF). In February 2019 and along with the other panel members, evaluated a qualification from the Royal University for Women, Kingdom of Bahrain and successfully validated the qualification to be placed on the NQF. The Validation Panel's main roles were to evaluate the qualifications fitness for purpose, content and structure, assessment, NQF Level and credit value before being placed on the National Qualifications Framework.

EDICT Tutors achieve AHE Fellowship Status

In conjunction with the Teaching & Learning Unit, the following EDICT Tutors achieved fellowship status with the Advance Higher Education (UK):

- Ms. Jennifer McWatt (Web Media) achieved Fellowship status
- Mr. Anthony Friel (Web Media) achieved Fellowship status
- Mr. Anand Omanakuttan (Web Media) achieved Fellowship status
- Ms. Karen Ralph (Visual Design) achieved Senior Fellowship status
- Dr. Angela Smith (English) achieved Senior Fellowship status
- Dr. Adeeb Hamdoon (ICT) achieved Senior Fellowship status
- Dr. Owen Gallagher (Web Media) achieved Senior Fellowship status
- Mr. Nikolaos Vasilikos (Engineering) achieved Fellowship status

Research Activities

In 2019, it was not possible to allocate Research hours in the staff workloads due to increased demand on teaching that resulted from the increase in student numbers across all four Programmes. However, many staff members have undertaken research activities and have produced research output as presented below:

1. **I. Ahmad, A. Abdelrahman, C. Georgantopoulou, S. A. Imam and S. Najat.** (2019), "Wearable vibration based hybrid energy harvester for wearable devices", the 8th International Conference on Modelling, Simulation and Applied Optimization (ICMSAO'2019), Isa Town, Bahrain, *Presented on 17th April 2019, in press*
2. G. Hussain, W. A. Khan, H. Anas Ashraf, H. Ahmad, H Ahmad, **Iftikhar Ahmad**, K. Rahman, G. Abbas (2019), "Design and development of a lightweight SLS 3D printer with a controlled heating mechanism: Part A", International Journal of Lightweight Materials and Manufacture (IJLMM), Elsevier, <https://doi.org/10.1016/j.ijlmm.2019.01.005>
3. **A. M. Abdelrahman**, M. S. Leong, Y. H. Ali, **I. Ahmad, C. G. Georgantopoulou** and S. M. Ali, (2019), "Adapted Wavelet Transform for Twisted Blade Diagnosis in Multi Stage Rotor", In MATEC Web of Conferences (Vol. 255, p. 02011). EDP Sciences. <https://doi.org/10.1051/mateconf/201925502011>
4. Salah M. Ali, K.H. Hui, L.M. Hee, M. Salman Leong, **Ahmed M. Abdelrhman**, Mahdi A. Al-Obaidi, "Observations of changes in acoustic emission parameters for varying corrosion defect in reciprocating compressor valves", Ain Shams Engineering Journal, <https://www.sciencedirect.com/science/article/pii/S2090447919300103>
5. M. Ali Al-Obaidi Salah, K.H. Hui, L.M. Hee, M. Salman Leong, Ali Abdul-Hussain Mahdi, **Ahmed M. Abdelrahman** and YH Ali, "Automated Valve Fault Detection Based on Acoustic Emission Parameters and Artificial Neural Network", MATEC Web of Conferences, Vol. 255, p. 02013
https://www.mateconferences.org/articles/mateconf/abs/2019/04/mateconf_eaaic2018_02013/mateconf_eaaic2018_02013.html
6. "Numerical study and estimation of crude oil flows inside pipes with leakages", **Christina Georgantopoulou, N. Vasilikos**, Ebrahim Khalifa, G. Georgantopoulos, **Ahmed Abdelrahman, Iftikhar Ahmad**, ICMET Oman 2019.
7. **Oxley, A.**, (2019) "Simple empirical models of classifying patients from microarray data", Kuwait Journal of Science, vol. 46, no. 1.

8. Cristina Costa, Gemma Gilliland, **Jennifer McWatt**, "I want to keep up with the younger generation - older adults and the web: a generational divide or generational collide?", October 2019, International Journal of Lifelong Education, Volume 38, Issue 5, pages 566-578.
<https://www.tandfonline.com/doi/abs/10.1080/02601370.2019.1678689?journalCode=tled20>
9. "Evaluating the impact of SCRUM in a Project-Based Learning Game Development course", **Abdulmonem Ali, Christos Gatzoulis, The Problem and Project – Based Learning Conference, 31st October – 4th November 2019, Bahrain Polytechnic, Isa Town, Kingdom of Bahrain.** <http://ppjbl.polytechnic.bh/proceedings.aspx>
10. "The Mathematics of Getting to the Moon: A Case Study of Problem-Based Learning", **Alan Oxley, The Problem and Project – Based Learning Conference, 31st October – 4th November 2019, Bahrain Polytechnic, Isa Town, Kingdom of Bahrain.**
<http://ppjbl.polytechnic.bh/proceedings.aspx>

Contribution to Strategic Goals

This section presents the contribution of the EDICT Faculty in achieving the 2015-2019 strategic goals of the institution.



Start-up to Sustainability



Graduate Reputation



Assurance of Learning



Engagement for Impact



Research & Entrepreneurship

<ol style="list-style-type: none"> 1. Offering the new BEngTech Electrical Programme in September 2019. 2. Commissioning of the Huawei ICT Centre. 3. Increase of student numbers in the Faculty. 	<ol style="list-style-type: none"> 1. Organization of Project exhibitions in ICT, Engineering, Web Media and Visual Design. 2. Participation and recognition in student competitions (Huawei ICT skills, Game Jam, Bahrain Collegiate Programming Contest). 	<ol style="list-style-type: none"> 1. NQF listing of the Visual Design Programme. 2. Progress with the NQF listing of the BEngTech Electrical Programme. 3. Initiation of accreditation process for all EDICT Programmes. 	<ol style="list-style-type: none"> 1. Organization and participation in events like the Project Exhibitions, AI Hackfest and Bahrain Game Jam. 2. Support to EDB and the AI Academy 3. Interaction with the Curriculum Advisory Group. 	<ol style="list-style-type: none"> 1. Successful implementation of the Entrepreneurship Project Course. 2. 3. Research output for EDICT Faculty maintained.
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Faculty of Business

Year 1&2 Program

Year 1&2 Team Won the Third Place in Bahrain Women Hackathon. The sustainability initiative concept through the development of an application that recycles domestic waste and reduces the utilities bill.



Bahrain Polytechnic continues to show early signs on the investment of applied industry focused education through its programs and curriculums. The Management Information System course offered on Year 1&2 (School of Business) is focused on the role of integrated systems and aligning business value with the Sustainable Development Goals (SDGs), for small to medium size enterprises. The focus was on the achievement of the **United Nations 2030 Global Goals** for the good of humanity and the sustaining of life on our planet. Successfully the SDGs are now embedded within the Management Information System curriculum (Year 2, Semester 1), as the focus is on IT sustainability and the responsible role companies play in achieving the ambitious targets of the SDGs. Mainly students research and analyse the targets of each sustainable goal and incorporate appropriate goals into their business profile and the sustainable product/service offering of their start up. Students gain knowledge on the 2030 Sustainable Agenda and learn how businesses can engage with the SDG's in a meaningful way.

BBUS Marketing Day 2019

Another hugely successful BBUS Marketing Day was held at Riyadh Mall on Thursday 23rd May 2019

With 56 first year student marketing day businesses and selected year three and four businesses marketing day was a buzz with entrepreneurial marketing talent showcasing their skills to industry, parents, family and the general public. The attendance was again in the thousands, with estimations of around 1800 on the night. High praise came from all who attend the event with most of businesses selling out before the evening ended. Our industry partners assisted financially with their Platinum, Gold and Silver sponsorships over BBUS Marketing Day and Student businesses.



BBUS Marketing seeks to recognise the contributions of its Industry Partners at the Bahrain Polytechnic 2019 Industry Forum

BBUS Marketing team nominated two of its key industry partners to formally recognise the contributions to the BBUS Marketing Programme, as both had gone above and beyond to deliver industry experiences and support. The nominations were as follows.

Best Partner – Business

Coca-Cola have actively looked to get involved with anything to do with the BBUS programmes. They have had a BBUS Marketing year 3, semester 1 integrated project, welcoming and working with the entire cohort of the course of the semester, awarding every student with a certificate for their contribution to the project. BBUS Marketing industry projects have also been finalised and agreed for the 2019-2020 academic year. Additionally, HRM industry projects have also been developed for implementation. The Coca-Cola team are always looking for opportunities to be involve with the Bahrain Polytechnic Business programmes.

Nader Trading have welcomed a variety of projects from BBUS Marketing, including industry projects that have led to direct recruitment into their future leader's programme. Nader trading have been involved in sponsoring numerous student focused events including the annual BBUS Marketing Awards and 2 Annual BBUS Marketing Days. Whenever we approach Nader Trading they are always open to getting involved and often say 'we are in' before we've told them what they are getting involved with! Nader Trading have also provided direct employment and entry into their future leader's programme for the winner of the BBUS Marketer of the Year Award, an extremely strong signal that they truly believe in Bahrain Polytechnic Business Graduates.



Trade Quest Program 2019/2020

Seven students from Banking and Finance Major are participating in the Trade Quest Program 2019/2020 that will be started on 24th of October 2019. Trade quest is a simulation-based experience program conducted by Bahrain Bourse targeted towards high school and university students. The simulation program, which runs over a 6-month program, provides participating students a real-life simulation experience of capital market investment by learning the systems and regulations implemented at both Bahrain Bourse and NYSE, analyzing and selecting which shares to invest in, and managing a portfolio of shares, in addition to presentation, team work, conflict and time management skills. At the end of the 6-month learning program, the three top teams from each category are awarded with cash prizes.



Banking and Finance students attending AAOIFI – World bank 14th Annual Conference



As a part of Bahrain Polytechnic vision and mission of delivering an industry -based education, Banking and Finance students in Business school attended AAOIFI – World Bank 14th Annual Conference, under the auspices of Central Bank of Bahrain and in cooperation with World Bank, under the theme “Revolutionary Changes in Global Islamic Finance Ecosystem: Need for Governance, Standardization and Regulatory Support” which held on Sunday and Monday 3-4 November 2019, at Gulf Hotel, Manama, Kingdom of Bahrain.

The conference this year discuss, an array of aspects related to the Islamic financial industry, including application to international Islamic finance products, services and practices as well as continuing innovation of Islamic finance to support further growth and expansion of the industry across the world and maintaining its authenticity and compliance.

Participants at the conference comprises many experts, scholars and senior representatives from central banks, regulatory authorities, financial institutions, accounting and auditing firms, legal firms, universities, higher education institutions, and the media, from the Middle East, Africa, Asia, Europe and North America.

Accelerating learning by industry visit to Bahrain Bourse@ Bahrain Polytechnic

The School of Business continues the collaboration with Bahrain Bourse with a familiarisation visit by Accounting Students. The intention of the visit is to familiarise students with the various financial instruments available for government and companies to raise funding on the stock market. The visit included instruction regarding the CBB regulations for listed companies and the Bahrain Bourse requirements that need to be met by any individual wishing to become investors and, particularly by any organisations wishing to raise funds on the Bourse. The visit also included interactions with professionals working within this environment and observing changes in process related to the application of “going digital” at the Bourse.



Bahrain Polytechnic graduate wins EY Corporate Finance Women of the Year 2019 Competition

Bahrain Polytechnic Banking and Finance Graduate Fatima Al Haddad, won the Ernst and Young (EY) Corporate Finance Woman of the year 2019 competition. This competition recognizes women currently studying at university level or equivalent with the potential to have a fulfilling career in EY Transaction Advisory Services (TAS).

Fatima Al-Haddad commented “I am glad for being selected by EY among 50 other candidates. I am so honored and grateful to represent my country The Kingdom of Bahrain in the final competition in Rome, in which I will be competing against more than 15 finalists from different countries such as Japan, United States, Germany, Russia, United Kingdom, Kingdom of Saudi Arabia and many more. Many thanks & appreciations to Bahrain Polytechnic academic staff and management for the continuous support to students & graduates that motivates them to participate in different events, competitions at national, regional & international level.



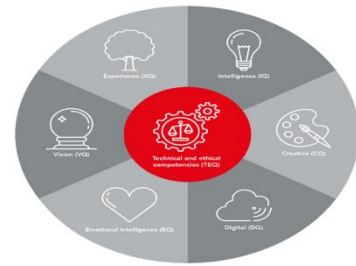
Bringing Bloomberg to Class at Bahrain Polytechnic

In consistent with Bahrain Polytechnic continues efforts to enhance students' educational experience. CFA president Mahmoud Nawar was invited as a guest speaker for Banking and Finance students. In his presentation he provided an introduction about derivative products: futures, forwards, options and swaps. Students were provided practical examples of how transactions take place in banks and how they are priced using Bloomberg. The highlight of the session was when Bloomberg was placed on the screen and live time data was extracted. The speaker showed the students how to enter data into Bloomberg to get pricing of interest rate swaps, options and currency swaps as an example. The students enjoyed the session especially being exposed to Bloomberg.



Global Ethics Day @ Bahrain polytechnic

As part of accounting major celebration of The Global Ethics Day Taher Kapasi Education Manager – ACCA Middle East was invited to present an ACCA research publication. ACCA is the Association of Chartered Certified Accountants. The Taher explained the leading power of the ACCA Qualification in developing professional accountants with a commitment to ethics, who understand the wider aspects of ethics and business. He also highlighted the findings of the research about the professional quotients for success which are technical and ethical competencies (TEQ), Intelligence (IQ), Creative (CQ), Digital (DQ), Emotional Intelligence (EQ), Vision (VQ) and Experience (XQ). The students enjoyed the session and that was clear through their interaction and questions.



Influencing Positive Change in Business Sustainability at Bahrain Polytechnic

Bahrain Polytechnic continues to show early signs on the investment of applied industry focused education through its programs and curriculums. The Management Information System (MIS) course offered on Year 1&2 (School of Business) is focused on the role of integrated systems in aligning business value with sustainable products and services, meeting the needs of the Bahraini economy.

In February 2019, Evelyn O'Donoghue, course coordinator for the MIS course attended the World Interfaith Event, held at the United Nations, New York. The focus of the event was the achievement of the United Nations 2030 Global Goals for the good of humanity and the sustaining of life on our planet.

Evelyn O'Donoghue, the course leader stated, ***"The United Nations are calling on business to take concrete action towards helping achieve the SDGs. Within the MIS curriculum, we use the SDGs as***

a lens by which students learn about local and global issues. By guiding students towards aligning business strategy with the SDGs, we can turn global challenges and threats into business opportunities, and at the same time contribute to a better world.”



Bahrain Polytechnic Academic Staff presented a paper at the 18th European Conference on E-learning, Copenhagen, Denmark

As part of Bahrain Polytechnic implementation of the Higher Education Council National Research Strategy 2014-2020, Tutor of School of Business at Bahrain Polytechnic participated at the 18th European Conference on e-Learning (ECEL) in early November 2019, which was hosted by Aalborg University, Copenhagen, Denmark. The ECEL was attended by participants from more than 40 countries and is a mix of academic scholars, practitioners and individuals who are engaged in various aspects of e-Learning. Among other journals, the Electronic Journal of e-Learning publishes a special edition of the best papers presented at this conference. She was co Author of a paper on E-Learning

and Learner Knowledge Sharing Quality (with four other Researchers) that was rated by her peers as one of the best papers at the conference. The research examines the impact of e-learning on learner knowledge sharing quality which examined the impact of e-learning on learner knowledge sharing quality though the utilization of technologies that aid in teaching and learning. The study aimed to assess the role of learner's self-directed and motivated learning on the quality of their shared knowledge behavior, while conducting teaching and learning with their instructors, and particularly their peers during e-learning.



CILT Accreditation Pathways for Post-graduate Study at Bahrain Polytechnic

As part of Bahrain Polytechnic efforts to maintain professional currency and expand into being a more knowledge-based economy through assurance of its Learning, the BILM programme announced that its undergraduate and graduate programs are accredited by both 'CILT International' and 'CILT UK through the Institute of Logistics and Transport (CILT). Institute of Logistics and Transport (CILT) is a leading professional body for everyone who works in supply chain, logistics and transport. This accreditation leads to direct access to Post-Graduate study in other accredited international universities. It will also expose Bahrain Polytechnic graduates to a wider international market in this highly competitive business environment. Bahrain Polytechnic aims for its graduates to lead the industry and become global ambassadors for Bahrain Polytechnic and the Kingdom of Bahrain.

The transports and logistics industry is one of the sectors that are deemed crucial to Bahrain's 2030 Economic Vision. The achievement of accredited logistics and transport educational qualifications by

a professional body that holds Chartered status, such as the Chartered Institute of Logistics and Transport (CILT), is of value to this qualification and will ultimately play a significant role in the marketing of the individuals locally, regionally and internationally. CILT endorsement will assist those who obtain endorsed qualifications to progress to higher levels of academic achievement either within CILT or from institutes that recognize the CILT brand. “As a leading institute in higher education we believe in rewarding academic excellence and in attracting the most talented students from Kingdom of Bahrain and the wider region”, he concluded.

School of Foundation

Academic Activity

The School of Foundation is home to several programmes – Foundation courses in Maths and English, General Studies Electives and National Requirements, and the Certificate in Tertiary Teaching and Learning (CTTL). We also manage the Academic Skills Centre (formerly the Writing Centre)

The Foundation Programme prepares students for degree study. Foundation offers a flexible, innovative programme designed to meet students’ goals and learning needs. Students are placed in courses according to their academic requirements based on entry testing. These courses further develop personal growth, technical skills, numeracy and academic literacy. Students will also become familiar with the Polytechnic environment and requirements of study at this level. The Programme is planned to meet the individual learning needs of students in a supportive environment that enhances the development of confidence, and the ability to make informed decisions related to on-going study options. The Programme aims to raise students’ awareness of Bahrain’s labour market and to develop their future employability skills. The Programme is flexible and designed to meet individual learning needs. Students are assessed and placed according to their level in English and Maths.

The Foundation English Courses gives students a thorough preparation in English for academic purposes in readiness for their degree courses. Since English is the method of instruction of all courses in degree, it is essential that students have an awareness of the usage of English in familiar and unfamiliar contexts. Students will need to pass the externally accredited PASSWORD Test of English to progress to degree level studies. Students will also produce a portfolio of work that demonstrates their readiness for degree level studies, reflecting on management of self and learning; thinking critically; communicating effectively and conducting web-Based Research effectively and critically.

The Foundation Maths Courses prepares students in Maths skills required for their degree of choice. The exit maths course comprises of either a technical maths course, in preparation for Engineering or ICT courses, or a general maths course, suitable for entry into Logistics or Business courses. The Maths exit test is an externally accredited assessment that students will need to pass to demonstrate readiness for degree.

The Electives Programme is set up to give students an opportunity to study subjects of personal interest outside their degree major and in support of their employability skills. A total of 45 elective

credits are required for students. In addition, students from 2015 onwards must pass 15 credits of National Requirement courses which are Human Rights, History of Bahrain and Arabic Language. In Semester 2, 2018/19 975 students enrolled across the three National Requirement courses with an 87% pass rate (down 1% from previous year). Results for Semester 1 2019/20 are yet to be reported. The School has planned a summer school offering for the National Requirement courses should there be a need for these.

The Electives Programme consists of a suite of courses that cover a range of topics from “Work Placement” to “Market Yourself”, “Thinking Outside the Box” and “Debate and Public Speaking”

The Certificate in Tertiary Teaching and Learning (CTTL) is a credit-bearing certificate programme that all teaching staff at the Polytechnic must graduate from before moving into the classroom. The programme has three parts and covers the teaching and learning environment at the Polytechnic, expectations of tutors, how to teach using a PBL (problem-based learning) approach, teaching with technology and includes written assessment and classroom observations. The CTTL course has been reviewed by the Higher Education Academy for accreditation against their framework of Fellowships. Once accredited, all future graduates will be recognised on their framework as Associate Fellows. 12 participants completed the CTTL course during 2019.

The Academic Skills Centre (ASC) (formerly the Writing Centre) now provides students and staff with support in English, Maths, Study Skills, IT and Arabic (for national Requirements). The renaming of the Centre better captures the support that is given to students across the Polytechnic. The ASC is primarily staffed by Foundation tutors. Students and staff can book individual or group sessions with a dedicated tutor in areas where support is required.

Quality Management:

The School of Foundation Quality Manager allows us to continue with good practice. This position has been particularly important as we have moved towards the utilisation of externally benchmarked exit tests for students. The Quality Manager has ensured that we meet the expectations and assessment requirements of the external partners.

All programmes are constantly scrutinized and developed to ensure that students are given the best possible programmes of study. The Foundation and CTTL programmes are both unique in the region to the best of our knowledge. Within the Foundation Programme, work is always underway to ensure cross-curricular imbedding of skills so that students do not learn English, Math, IT skills (for example) in isolation but are able to make connections between and among. All courses have an element of Problem Based Learning (PBL) and this is being further developed to ensure students are well prepared for their degree study.

All students are assigned to an Academic Advisor (AA) at the Polytechnic, and in the Foundation year, students are expected to meet with their AA on at least two occasions. The AA guides students through a course based on the previous “Explore” course where through blended learning, students learn more about the degree programmes offered at the Polytechnic for them to make more informed choices.

Students also complete a “Career Voyage” questionnaire through the Career and Employment Centre. This questionnaire gives each student an insight into their personality and a range of occupational interests that match their profiles. Students are expected to attend a degree awareness day to cement their choice of degree major.

This year has seen further exemplary practice in the Maths and English Courses to include externally assessed final summative assessments. These benchmarked exams will give students and the institution a clear indication of their Maths and English levels against international standards. The PASSWORD test of Maths and the PASSWORD SKILLS test of English will be used for this purpose.

The Quality Manager and Programme Manager of English were involved in organising the external visit of an international assessment expert. All School of Foundation English tutors are now trained in the rating of PASSWORD English assessments. This is further evidence of the School of Foundation demonstrating international best practice for teaching, learning and assessment practices.

The School constantly seeks ways to ensure that all courses are well moderated, both pre- and post-moderation of assessments and is innovative in its approach. A percentage of the PASSWORD papers will be externally moderated by our international partners. Of equal importance is that our tutors will have yearly reviews of their assessment rating.

All courses have assessments moderated by content experts, often from other Faculties in the Polytechnic. For example, the Maths 2 Technical exams are pre-moderated by the Dean of EDICT. In addition, an English tutor also moderates assessments to ensure the level of English is correct.

Thorough provision is made for students-at-risk in all areas of the Foundation Programme. Extra support is given, where necessary, by course tutors and further support has been made available for study skills, English, Maths, through the Learning Centre, Academic Skills Centre and through PASS leaders.

Notable Events

Introduction of two foreign language elective courses:

In line with the plan to introduce cross-cultural communication language electives, and as proposed by the Foundation Head of School, Chinese and Korean language courses were created. This required working and coordinating with the Confucius Institute (China) and the King Sejong Institute (Republic of Korea). The outcome was exchanging curriculum materials and designing language courses that reflect Bahrain Polytechnic academic policies and regulations. The two courses were discussed and approved at the different approval boards. Another immediate effect of that was introducing the ‘Discover Korea’ community course during the summer (Jul -Aug 2019) in collaboration with Sh.Faye Al Khalifa, Head of Commercial & Community Initiatives.



The Confucius Institute offered scholarships for 3 Polytechnic students to visit China in the summer of 2019. This included Chinese language learning and cultural and historical visits around Shanghai.

Visit to the National Charter Monument

A group of Bahrain Polytechnic students and academics made a visit to the National Charter Monument on Tuesday 3rd December. The Programme Manager of the National Requirement courses said that this visit represented an excellent opportunity for students to familiarize themselves with an important phase of the Kingdom of Bahrain's history. Students could connect what they had studied in class about the history of Bahrain in an enhanced dimensional and sensory mode. Students noticeably engaged with the simulated activities that the monument offered as part of the experiential learning of how the previous generations lived and traded. Students also took the opportunity to look for their relatives' names as engraved on the walls of the monument.



Alia School for Early Intervention Visit

On Wednesday 13 November 2019 Head of School Foundation and tutor of Foundation and English, staff of Career & Employment Centre and president of the Student Volunteer Club were invited by Dr Rania Alkhalifa and her team to attend Alia School for Early Intervention.

The event was a training session led by Dr Sonia Mastrangelo of Lakehead University, who specializes in support for students with autism within the University system in Canada. Each year she comes to share her expertise and experience with the staff and parents of Alia school. This year, she kindly offered to hold an extra session for us to support our work in the Widening Participation project in Bahrain Polytechnic.

Sonia's focus this time was mentoring and a buddying system which is proving very successful in the Canadian system. She talked to us about the mentoring system used in her University. In addition, she explained how 3rd and 4th year students studying Psychology have been volunteering at the University where she works to be a buddy and engage in extra-curricular events together with students with autism who want to expand their socializing skills.



Widening Participation

3 students continue in the Widening Participation Pilot which provides an opportunity for students with learning differences to participate in modified courses at the Polytechnic, and to improve their specific readiness for employment opportunities. The 3 students have been doing work related tasks here on campus. Collaboration with the CEC and Dr Rania of Alia School is underway to find suitable internship opportunities for the 3 students.

Dr Rania invited seven teaching academics to the “Untangling Autism” Conference at the Isa Cultural Centre on 2-3rd April. This was an international event with keynote speakers from the academic global community.

On 10th April 2019, Annie Roberts and William Hann gave a presentation to the Polytechnic community about the Pilot. This included a video of the parents, which gave their insights into the success of the project (screenshot below)

In collaboration with the British Council and ADD, the School of Foundation organised training on Equality, Diversity and Inclusion. 19 Academics from across faculties and allied staff took part in the workshop.



Continuing Education: Degree studies

One School of Foundation academic continues with her PhD studies. She is studying Applied Mathematics (Fluid dynamics and Wave interaction) at Sathyabhama University of Science and Technology. Marika has completed her studies on Critical Literacies through the University of Edinburgh, with viva planned for early 2020.

She completed her MSc in Digital literacies through the University of Edinburgh with distinction. Another tutor is completing a master's in teaching English as a Second Language at the University of Chichester, UK.

AHE Fellowships

The following School of Foundation academics were conferred their Fellowships from Advance HE:

Mr. Roger Quinn, Fellow, FHEA
Ms. Marianna Westley, Fellow, FHEA
Ms. Rhea Fitzpatrick, Senior Fellow, SFHEA
Ms. Mona Abdulla Ali Ebrahim, Fellow, FHEA
Ms. Renee Furner, Fellow, FHEA

There are now 14 academics in the School of Foundation with Fellowship status. 2 further applications have been submitted in December 2019.

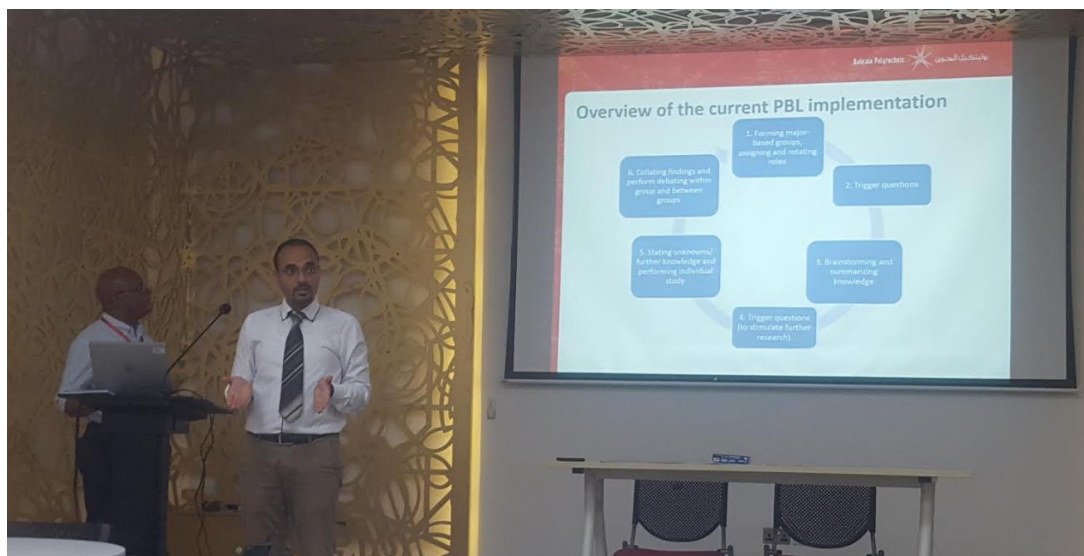
BTI "Training Summit"

On March 27th, 2019, 3 Tutors in School of Foundation presented a paper entitled "Students' Attitude towards Undergraduate Foundation Mathematics Remediation in a HE Institution in a Gulf Country"



Teaching and Learning Symposium: 1st GCC and MENA problem-based, project-based learning symposium.

The School of Foundation Staff took part in the Teaching and Learning Symposium in November 2019. This included a presentation given by maths tutor and Maths Programme Manager on aspects of PBL integration in Maths classes. The focus of the presentation was on student experiments in maths 2 courses to give them applied understanding of real-life problems.



Staffing

Sara Al Hammadi, an English tutor, joined the School of Foundation team in September 2019.

Roger Quinn and Marianna Westley retired from the Polytechnic in July 2019.

Corporate Activity

This part outlines key activities related to corporate directorates that includes Quality Measurements and Planning, Academic Development, Student Services, Human Resources, Marketing, Registry, Information and Communication Technology Services and Facilities.

Quality, Measurement and Analysis and Planning

The year 2019 has marked the completion of several significant projects to enhance quality and provide better services to the Polytechnic's community. These have been important achievements that impact the Institution. Bahrain Polytechnic has received an overall judgment of "Meets quality assurance requirements" from the Education & Training Quality Authority (BQA). QMAP had undertaken BQA Institutional Review Cycle two that held on April 2019. The report received on September stated that Bahrain polytechnic addressed all eight Standards. QMAP has also worked in providing several huge projects such as Developing Bahrain Polytechnic widening participation framework, developing Bahrain Polytechnic Planning Framework, Assessment Readiness, publishing comprehensive statistical report and closing feedback loop. Besides, providing training programs internally for over 100 academic and corporate staff. In addition, technology was utilised effectively to solve problems and increase efficiency. The below tables indicate each achievement and provides an overview.

Institutional Review Unit

Achievement	Overview
Undertaken BQA cycle 2 Institutional Review	<p>Bahrain Polytechnic has received an overall judgment of "Meets quality assurance requirements" from the Education & Training Quality Authority (BQA). QMAP had undertaken BQA Institutional Review Cycle two that held on April 2019. The report received on September stated that that Bahrain polytechnic addressed all eight Standards. QMAP facilitated the process of writing the Self Review Report that have been submitted on January 2019. Beside facilitating the process of providing all evidences needed before and after the visit, communicating with all stakeholders, building awareness with responsible people and briefing them about the site visit and Communicating with the responsible person before and after their sessions.</p> <p>The report also highlighted around 12 commendations and good practise such as having appropriate Quality Assurance arrangements in place for managing the quality of all aspects of education provision and administration across the Institution and, in particular, appreciates the efforts of BP staff in the quality monitoring processes. The Panel appreciates this inclusive approach of the BP toward extracurriculars and student life, in general, and appreciates the wide range of activities alongside their academic studies.</p>



Strategic Goal 3
Assurance of Learning

Developing Bahrain Polytechnic Widening Participation Framework

QMAP developed Bahrain Polytechnic Widening Participation Framework. This exercise has been done after arranging number of visits to key players in supporting special needs such as Tamkeen, Ministry of Education, Children Academy School and Alia for Early Intervention School.



Joint Meeting for further partnership between Bahrain Polytechnic and Tamkeen



	Joint Meeting for further between Bahrain partnership Polytechnic and MOU
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Achievement	Overview
Facilitate the QIP process including the validation activities	<p>In 2019 the total number of QIP actions was 427 actions. 200 actions have been validated and 142 actions has been closed by the end of the year. Moreover, 42 new actions have been added to QIP such Internal Survey and BQA Cycle 2 Institutional Review which made the total QIP actions by the end of 2019 remains 349 actions.</p> <p>The final QIP report concluded that “No deleted actions” which reflects validity of QIP Master and “Closed actions” are more than added actions reflect that QIP is moving smoothly.</p>
	Strategic Goal 1 From Start-Up to Sustainability

Building Staff Capacity

Around 100 staff members have participated in the in-house training activities facilitated by QMAP. This achievement is considered as a significant contribution in building the polytechnic staff members capacity in relation to critical quality issues. Below is the list of training programme facilitated in 2019:

QMAP Training Activities to Promote Quality (Strategic Goal 1 From Start-Up to Sustainability)

Examples of In-house Training Activities:

Title	Overview
New Trends in Higher Education	<p>The aim of the workshop was to give them an overview about the trends in Higher Education. It highlighted market pressure for faster degree programs, Growth of blended and competency-based education, Peak University – US university count declining, Technology is remaking the workplace rapidly and Two models of education (Front-loading and Just-in-time).</p> <p>The workshop was part of the Academic Symposium for the academic year 2019-2020. Around 25 Academic have participated in this workshop</p>

Title	Overview
	
Activity	Overview
<p>Unlocking Strengths</p>	<p>44 participants shared in this internal workshop. It introduces participants to human economy, strengths strategy, people acuity concept, transforming people culture for the human economy, contributing together through strengths, strategic interdependence model (4 possible places: Interdependence, independence, co-dependence and dependence) and the power of owning both strengths and weaknesses. Participants receive handouts describing strengths strategy and techniques for implementing it and PowerPoint presentations. The workshop proceeds in four sessions along with interactive activities.</p> <p>Strategic Goal 4 Engagement for Impact</p>
Activity	Overview
<p>Emotional Intelligence at Work</p>	<p>8 participants shared in this internal workshop. It aims at coordinate effort and strengthening productivity, cooperation, and teamwork at Bahrain Polytechnic. This workshop covers four topics; introduction to Emotional Intelligence at work, knowing and managing our own emotions at work, reading other people's emotions and emotional Intelligence with Others at work.</p> <p>Strategic Goal 4 Engagement for Impact</p>

Ensuring compliance and diversity in MENA higher education


Ifrane, Morocco October 2019

This paper reviews the impact of quality assurance agencies on higher education and the extent to which these agencies can improve the quality of higher education in the MENA region, in particular. It is concluded that a collaborative approach among all parties in the higher education system is critical to develop diversity among higher education institutions while achieving compliance requirements and internal improvement.



Strategic Goal 4
Engagement for Impact

Providing External Training

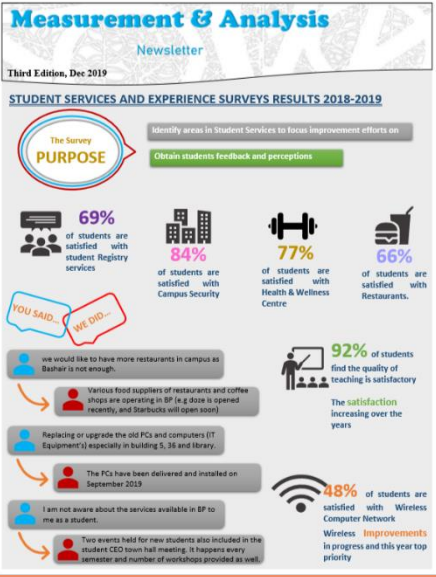
Activity	Overview
<h3>Advanced Skills for Arab Open University Professional Educators</h3>	<p>This course Advanced Skills for Arab Open University Professional Educators prepares participants to meet identified needs of the Arab Open University and the associated requirements of the Education & Training Quality Authority (BQA).</p>  <p>Strategic Goal 4 Engagement for Impact</p>

Measurement and Analysis Unit

Achievement	Overview
Developing comprehensive reports on survey results	<p>Providing feedback on surveys is essential to create the trust and enthusiasm among students especially on student services and student experience surveys which are conducted annually.</p> <p>To communicate the students' surveys' results to students to show the improvements in all sectors and services. An integrated report including both surveys is prepared and presented to SMT which shows a comparison between them and main repeated comments, it also shows a different and advance style of analysis done based on benchmark practice.</p> <p>Teaching and Course surveys are ongoing effort are conducted and prepared more than 320 reports per semester, teaching surveys are one method of providing information on the student's perception of the teaching process, where the course surveys used to provide information on courses both surveys are implemented for the purposes of quality improvement and monitoring.</p> <p>Strategic Goal 3 Assurance of learning</p>

Achievement	Overview
Publishing comprehensive statistical report	<p>The bulky numeric statistical data in Bahrain Polytechnic is being scattered between the departments and this influences M&A to work on 2nd in a series of publications the statistical report (Bahrain Polytechnic in Numbers) initiated in 2018.</p> <p>The report shows aggregated data for several years in a clear readable way. The main objective of this booklet is providing systematic and quality knowledge to stakeholders ensuring that more robust improvement plans will be</p> 

	considered, monitor progress and evaluate results to enhance Bahrain polytechnic performance.
	Strategic Goal 3 Engagement of impact
Achievement	Overview
Closing the Feedback Loop	<p>Despite the considerable work undertaken to act on student feedback, it would seem that BP students and staff are not fully aware of the changes that their feedback helps to bring about from the surveys. Which that means there are some breaks in the feedback loop. Our stakeholders (students and staff) need to know that their voice have been heard, listened to and will result in action. informing students of the changes made due to their feedback encourages them to take part in future surveys.</p> <p>To address this, Measurement and Analysis unit generate an essential several ideas to close the loop especially in communicating the results and actions of the feedback with students and staff, though publishing newsletters internally via email.</p> <p>In addition, M&A unit prepared an improvement actions plan report based on students' surveys result to address the gabs and identify the services areas for improvement. The actions reviewed and approved by SMT assigned to respective directorates and added to quality improvement plan system to monitor progress and follow up.</p> <p>This approach could make a difference in stakeholders point view of giving more importance in participating in surveys and an effective strategy for improvement.</p>

	 <p>Strategic Goal 3 Engagement of impact</p>
Achievement	Overview
<p>Improving Work Environment</p>	<p>Improving staff satisfaction and wellness is an essential target to measurement & analysis as a part of its objectives related to conducting surveys and the improvement process. A wide study on staff satisfaction and wellness in the Polytechnic was conducted to find out the main issues that requires an improvement in the working environment from staff perspectives. The study included a questionnaire, interviews and focus groups and a final report was submitted to the CEO to recommend necessary improvement actions.</p> <p>Strategic Goal 4 Engagement for Impact</p>
Achievement	Overview
<p>Engagement with external stakeholders</p>	<p>Cooperating with external stakeholders and bodies in providing required statistical data that reflects the index of Kingdom of Bahrain in different sectors like scientific research, quality assurance, HR statistics, UNESCO criteria, financial data.</p> <p>Strategic Goal 5 Entrepreneurship & Research Engagement of impact</p>

Planning Unit

Achievement	Overview
Bahrain polytechnic Planning Framework:	The Bahrain Polytechnic Planning Framework has been established and developed, it identifies the processes to plan and manage sustainable future growth and development of the institution. It identifies eight essential components which represent the key projects and infrastructure required to support this growth. Furthermore, this framework will ensure an integrated and monitored approach to the planning process and align with national priorities.
Academic and internationalization Plan 2020-24:	The Academic and Internationalisation Plan for Jan 2020-Dec2024 has been developed and approved by the BOT. Bahrain Polytechnic Planning Framework generates 19 Academic and Internalisation goals that are set out in 8 categories 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 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.
Bahrain Polytechnic KPI's:	Bahrain Polytechnic key performance indicators have been explored and measured which includes six measurable indicators distributed into five years from 2020 to 2024, it explains the effectiveness of our strategic plan and how it is achieving faculties and directorates objectives. We will use KPIs for ensuring that we are going on the right way and to measure and track our progress toward achieving our strategic goals.
Strengthening Participation and Capacity	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 invited involved in the process of strategic planning, feeding their insights, ideas and views Strategy into the 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.



In 2020 QMAP shall continue working on its key initiatives, particularly in Designing and implementing Bahrain Polytechnic Strategic Plan Framework. Beside Designing and administering new set of surveys in line with ranking systems requirements. Moreover, Institutional Review will be Facilitating benchmarking exercises for key aspects and ranking exercise for Bahrain Polytechnic. Quality will also be Designing and implementing a new set of policies to support faculties for their new initiatives.

Student Services

The Student Services Directorate is committed a student-centred approach that focuses on extracurricular activities and services that support student learning and the development of the whole student. We provide a range of services to supports the welfare, health and academic growth of Bahrain Polytechnic students. Throughout the academic year, the provision of a wide range of ad-hoc and structured pastoral and academic support services, health services and activities aim to promote the development and sustainability of lifelong learning for students during their tertiary studies at the Polytechnic and beyond.

The Directorate has three main departments:

- Library Learning Centre (LLC), offering a fully equipped library 'H.H Shaikh Mohamed Bin Mubarak Al Khalifa Library' including a range of e-resources and a range of learning support services, including a fully trained learning support specialist.
- Student Affairs, providing a range of pastoral care and support, the administration management of the Polytechnic Academic Advising/Mentoring system, support and assistance to the Bahrain Polytechnic Student Council (BPSC), Voluntary Club (BPVC), Sports club, Culture and Language Club, Music Club, Media Club, and Bahrain Polytechnic Alumni Club (BPAC). The Student Counselor position was terminated in May 2019 and is still vacant, leaving a significant gap for students with mental, social and personal issues.
- Health and Wellness Centre (HWC), offering a fully equipped gym, separate ladies gym, sports hall offering a range of sports activities. The services the NHRA approved Health Unit are currently on hold, as the recruitment of a Registered Nurse is pending.

The achievements of the Directorate as they relate to the Bahrain Polytechnic strategic goals for 2019 are summarized, with full details by department below.

FROM START-UP TO SUSTAINABILITY and INCUBATING ENTREPRENEURSHIP & RESEARCH

As Bahrain Polytechnic seeks to progress towards these goals, the role of the Library and Learning Centre plays a critical support function. Ensuring that staff have access to the most up-to-date resources and research data requires that trained Library staff are hired and that relevant resources and databases are maintained and increased.

GRADUATE REPUTATION

The role of the Alumni, and Alumni Club plays a part in the Polytechnic's recognition the unique qualities of its graduates. The ongoing support to the Alumni is an area for further development. Well-rounded graduates' have their academic curriculum enhanced/complemented by further development opportunities offered by the Directorate. The range of activities outside the academic degree offer students a range of transformative experiences to aid in preparing them success in the range of diverse roles of their future. This position is still vacant, and so development in this area is limited.

ASSURANCE OF LEARNING

Excellence in academic and business practices is supported by the Library Learning Centre, and the range of co/extra-curricular activities offered by the Student Affairs, the Counsellor, and Health and Wellness Centre Departments. Best practice shows that student's involvement and achievement in wider academic and non-academic contexts provides a richer experience and can develop a range of employability skills and desirable graduate characteristics, enhancing employability. We formally recognize contributions through letters and certificates issued to students who are actively involved.

ENGAGEMENT FOR IMPACT

The Student Services Directorate is constantly engaging with various Governmental Ministries, organisations, industry and other Higher Educational Institutions to foster active and positive engagement. The Departments work to develop and strengthen engagement, and contribute to social and economic wellbeing through the range of support and activities provided to students, their families and the greater community. The development of the LEAGUE was spearheaded by staff from the Health and Wellness Centre supported by Polytechnic Management. The collaboration with other universities has resulted in a robust coordinated approach to Varsity sports that the Bahrain Collegiate Athletics Association oversee.

H.H Shaikh Mohamed Bin Mubarak Al Khalifa Library

On Sunday 2nd December 2018, the Library title was officially changed to Sh. Mohamed Bin Mubarak Al Khalifa Library as part of the 10-year celebration and to honor the services of Sh. Mohamed Bin Mubarak Al Khalifa to Education and to the Polytechnic.

The Library provides access to information in all formats and offers services that assist students to become information literate and lifelong learners. Developing library resources depends on the support received from faculty members and feedback received from LLC patrons. The Library Manager consults Deans, managers and academic tutors to subscribe to online resources and procure resources for the collections. The **collections** include physical resources and e-resources that support learning and teaching process. With tutors' support, 201 book titles issues have been added in 2019, including the following:

Table 1-Nummber of titles/subject

Subject	No. of Titles
Business	12
Logistic	1
ICT	7
Engineering	5
Fiction	4
General collection	8
Visual Design	0
Bahrain collection	34
References	1
Reserves	36
Chinese	93
Total	201

To enhance library collections, utilization, and get greater emphasis on liaison with end users, the library manager and the LLC librarian represents the LLC in faculty monthly meeting.

In 2018, the number of **periodicals** also improved slightly. Based on the gap analysis conducted in 2014/2015, 37 magazine titles were recommended by Faculty. These were all deemed as still necessary in 2018. In 2018, the library assured that 11 titles were subscribed to and available to staff and students:

- 1- Arabian Business Engineer
- 2- Bloomberg Businessweek UK

- 3- Entrepreneur US
- 4- Four Four Two
- 5- GMR- Gulf Market Review
- 6- Gulf Business
- 7- Harvard Business Review
- 8- New Scientist
- 9- The Economist
- 10- Time magazine
- 11- Wired (UK)

The above titles were expired in May 2019 and a new purchase requisition was sent for renewal. No additional issue received since summer.

As a Higher Education Institute, access to a range of **Subscribed databases** is crucial to ensure a wide range of learning resources are available. The below table shows the Library's Academic databases currently in use. Access to a range of publications for each specialization is ensured through these e-resource databases. Full text access to peer reviewed and trustworthy sources of information and research is required for Higher Education.

Table 2-Subscribed Databases

Database	subject coverage
E-book Central	Business; Education; Science and technology
Emerald	Management e-journals database & Emerging Market Case Studies
IEEE Computer Society Digital Collection	IT and Engineering materials
Lynda	Unlimited access to courses on a wide variety of technologies and disciplines
EBSCO	Academic paper

Through the DeepKnowledge Portal, the statistical usage of subscribed databases as follow:

- 234 new users were registered on the Deepknowledge portal from January to October 2019 compared to 332 new users who registered from January to December 2018.
- Emerald is the most used database by users over the period. This is followed by eBook Central and then Lynda.com.

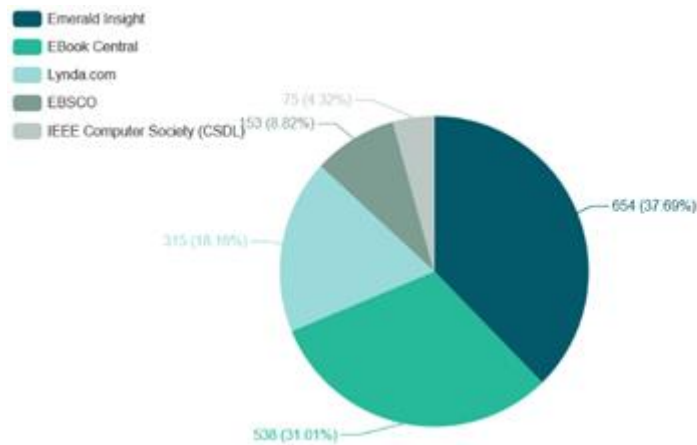


Figure 1-most used databases

Table 3- Lynda

Database	FTD/Access Level (Jan. -Oct. 2019)
Lynda.com	11127 videos viewed

 lynda_jan_to_oct19.docx
  Bahrain Polytechnic - IEEE Usage Aug 20
  Bahrain Polytechnic UR-EBSCO.xls
  DeepKnowledge.pdf

Students who had not accessed Lynda.com for long time were removed from the registered users. An active users are 267.

Workshops

Several training sessions were conducted by library staff and database suppliers during the academic year. A key goal of running the workshops was to develop the capability of academic staff and students to use library resources and services. Feedback received from the library patrons is essential to improve the library services.

The library manager and the Librarian from the team conducted the following workshops during September and October to library users.

Table 4 – Workshops during the academic year

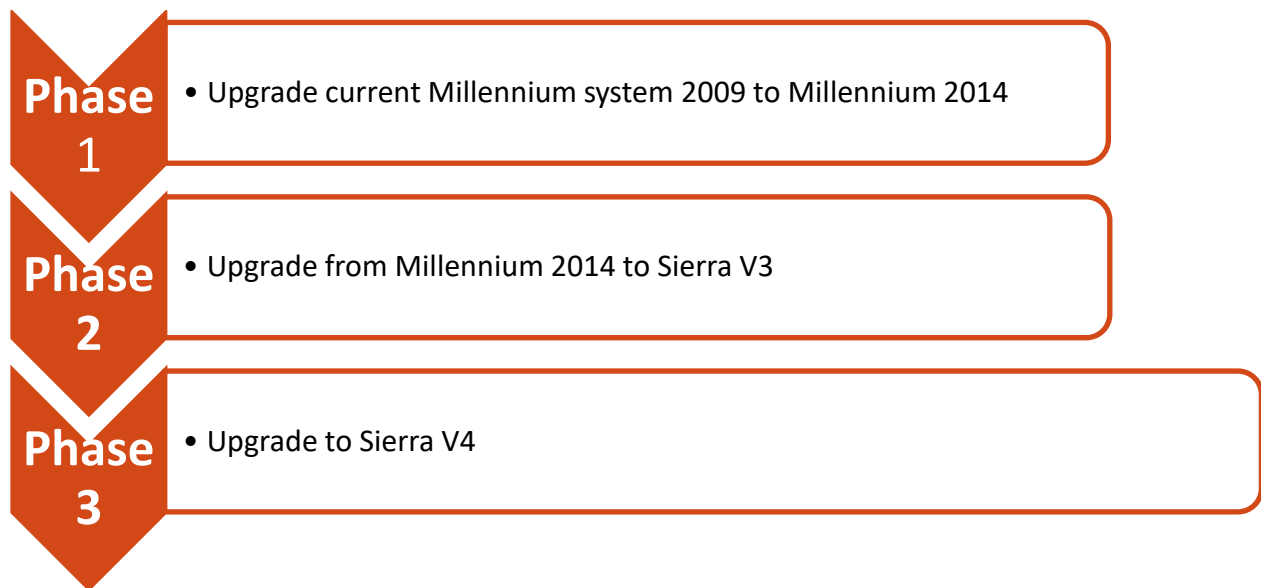
No.	Date	Time	Title	No. of attendees
1	27.02.19	1pm	Citation and Referencing	A Business student
2	5.03.19	2pm	Lynda	An Engineering student

3	6.03.19	3pm	Lynda	An ICT student
4	7.03.19	8am	Lynda	An ICT student
5	18.03.19	10am	Lynda	An ICT student
6	18.03.19	9am	Research	A logistic student
7	20.03.19	2pm	Lynda	An ICT student
8	3.04.19	12pm	Staff Induction	2 staff-Engineering
9	3.04.19	12pm	Citation & Referencing	A business student
10	4.04.19	2pm	Citation & Referencing	A business student
11	30.04.19	10am	Induction	A Staff from EDICT
12	7.05.19	12pm	Research	11 Business students
13	7.05.19	1:50pm	E-book Central	A staff from EDICT
14	2.06.19	12pm	Citation & Referencing	A logistic student
15	01.10.19	10-11am	E-book Central	8 Business students
16	02.10.19	12-1pm	E-book Central	18 Business students

17	03.10.19	12-1pm	E-book Central	25 Business Students
18	03.10.19	2-3pm	E-book Central	14 Business students
19	10.10.19	11am-12pm	LinkedIn Learning Best Practices Webinar	6 staff

Library Management System (LMS) update

The Polytechnic's LMS has needed replacement for some years. Throughout 2019, the Library and ICTS teams have been working with the vendor – Naseej, to implement the new LMS -Sierra. The tender approval was achieved with the Procurement Board in June 2018, and the final draft of project charter was signed on 18th December 2018 with Naseej. It was agreed with Naseej that the following three phases of migration which may take about six months will occur as part of the implementation of the new LMS throughout 2019:



The sublicense agreement, project plan and related documents were received from the vendor on 2nd January 2019, and training for LLC members and ICT team occurred in April 2019.

Cataloguing Management

Although students can use any of the resources in the Library, a key measure taken is the number of books checked out to patrons. In 2019, the overall check-out transactions has increased by approximately 21.56% compared to the number of transactions in 2018 as shown in the graph below.

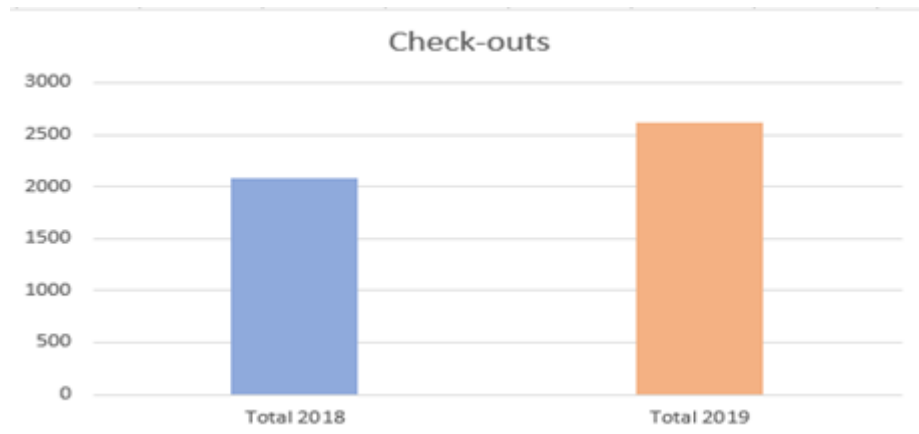


Figure 2 - Overall Circulation 2018-2019



llc_transactions_2019.xlsx

This increase is across all areas, and was supported by the Library staff liaising with Faculty at Faculty meetings and through the LLC Committee.

The focus on controlling the return of resources has continued in 2019, with a focus on managing the “On Hold” process for fines management. The support of HR and Finance allowed for the collection of most outstanding payments. Close monitoring of Library Hold Status is supporting the process of reduced fines collection over the year as shown in the graph below.

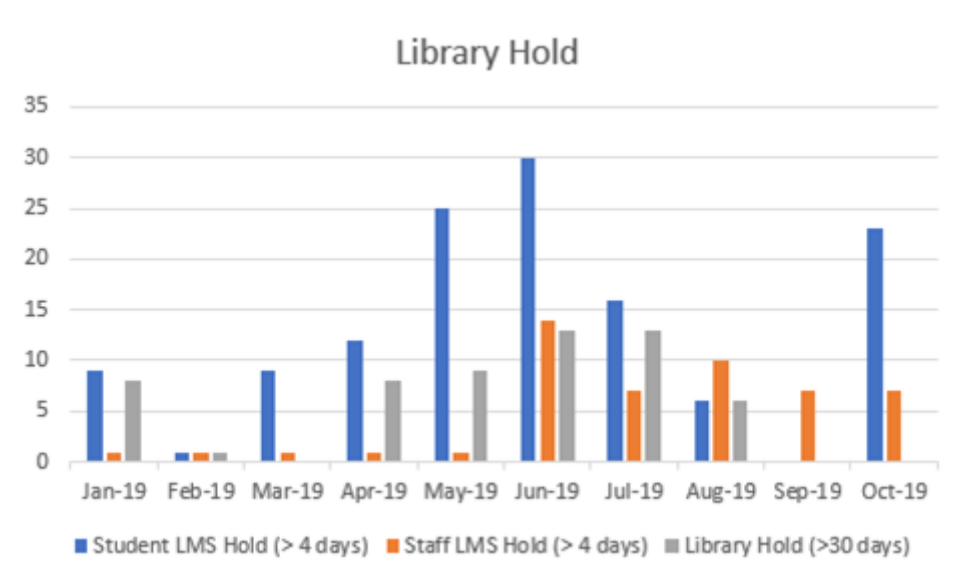


Figure 3- Hold list


Copy of
Hold_list_2019.xlsx

The library offers nine Study Rooms and a Media Room where students and staff can book for individual or group work. Students can reserve 2 hours as a maximum time usage on one day to ensure fair and equitable access. Bookings are shown below, and there are requests for more study rooms made by students.

Table 5- Number of users 2019

No. of users	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	Oct.
2019	-	54	215	133	67	44	-	-	305	919

RFID Alignment with TB codes and Security network

To ensure the RFID unit reads the security tags on each book, a comprehensive audit occurred in July 2019 which focused on establishing a methodology around security tag reprogramming. All books TB-xxx security tags are now up to date and we can track all collections with the RFID unit. This assures the security of the collection.

All other issues found was reported in the inventory report and correct them.

Number of users who access LLC from January to October 2019 through LibRix online:



Figure 4- Number of visitors


llc_visitors2019.xlsx

As shown in the graph above, the number of users entering the library has increased towards the end of the year. This is to be expected with a larger intake of students in Semester 1, 2019-2020.

PASS Leader Support 2019

The Library Learning Centre coordinates the Peer Assisted Study Scheme (PASS), which is an internationally recognized student study support scheme led by experienced degree students - PASS leaders. The PASS leaders are nominated by their Programme Managers for the role using specific criteria provided to them by the Learning Support Services department. Nominees are subsequently interviewed, selected and training is provided. PASS Leaders operate on a drop-in basis and their role is to facilitate learning discussion with students concerning course related concepts of interest.

During the year, the PASS team consisted of 18 PASS Leaders in Semester 2, 2018-2019 and 17 PASS Leaders in Semester 1, 2019-2020 representing all the programmes at the Polytechnic. PASS leaders were available in the Library for students to make appointments with, or to drop-in at published timings throughout the academic semesters. They offered assistance with class materials and general study guidance.

As shown in the chart **PASS Leader Support in 2019** below, a total of 218 sessions were provided by the PASS Leaders and 208 students were supported during the year.

Table 6- PASS Leader Support in 2019

Programme	Number of	PASS Leaders supporting		Sessions offered		Student visits	
		S2*	S1*	S2*	S1*	S2*	S1*
Bachelor of Business (BBUS)		7	6	64	33	44	21
Bachelor of Engineering Technology (BENGTECH)		2	4	16	12	72	6
Bachelor of Information and Communications Technology (BICT)		6	3	58	16	10	28
Bachelor of International Logistics Management (BILM)		1	3	8	8	6	3
Bachelor of Visual Design (BVIS)		0	0	0	0	0	0
Bachelor of Web Media (BWM)		1	1	12	6	8	0
Foundation		1	6	12	3	7	3
Total		18	17	170	48	147	61
Grand Total		35		218		208	

(*S2: Semester 2, 2018-2019; *S1: Semester 1, 2019-2020)

As students become more aware of the services and support available, they have been accessing the service and returning for further help, assistance, encouragement and support from the PASS leaders, reporting satisfaction in the service and support.

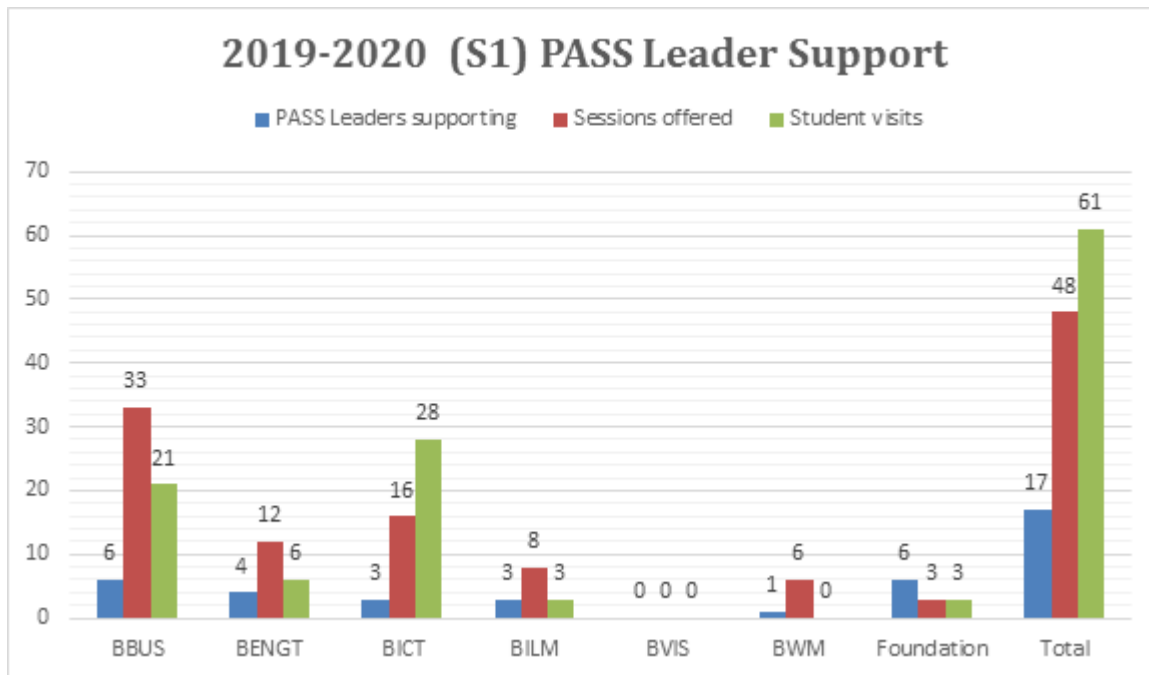


Figure 5- PASS Leader 2019/2020

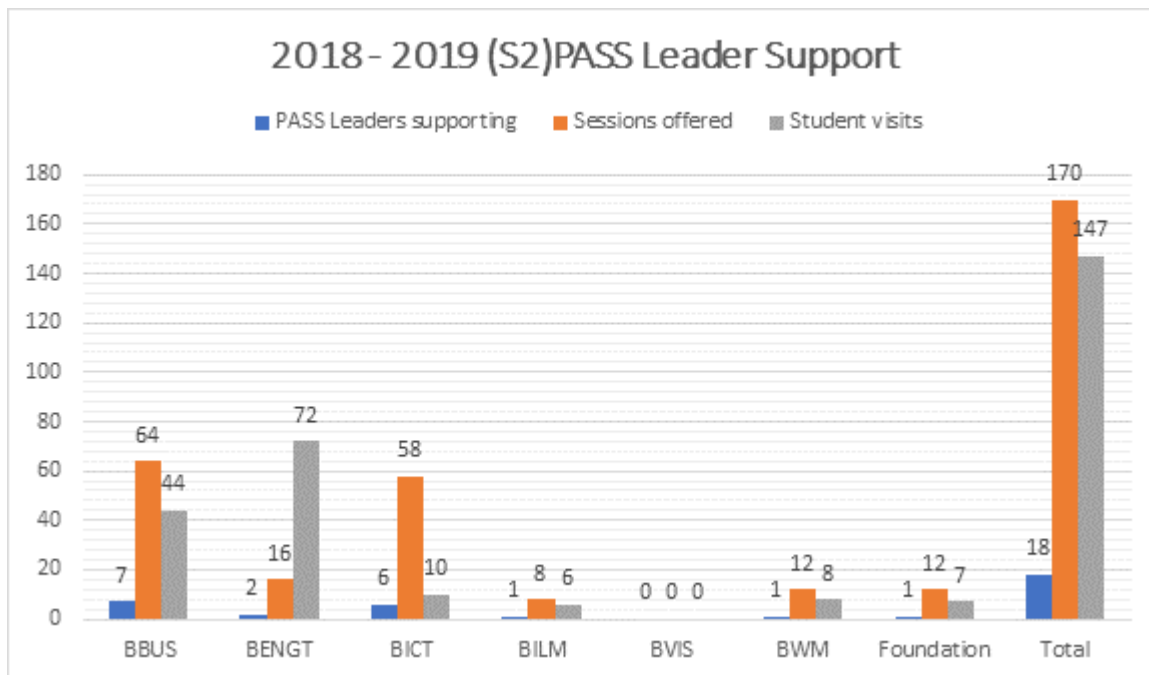


Figure 6- PASS Leader 2018/2019

Student Counselling Service: Year to May 2019

Student counselling is a confidential service that was recommenced in 2017 with the recruitment of a counsellor who supports and guides students to find ways of dealing with personal and academic issues and/or concerns, to help them get the most from their learning experiences at the Polytechnic. The Polytechnic ended her contract in May 2019, and she has not been replaced. The Student Counsellor worked closely with the students at risk, those whose appeals were upheld, students

referred by the Faculties and any student seeking support for mental health, social or personal issues. Students are informed of the services available by emails, at Orientation and by faculty, as well as on the Website and the dedicated page on the Learning Management System – Moodle.

In 2019, the student counselling services included a range of activities, some adjunct to the role due to key staff vacancies (Learning Support Specialist), including:

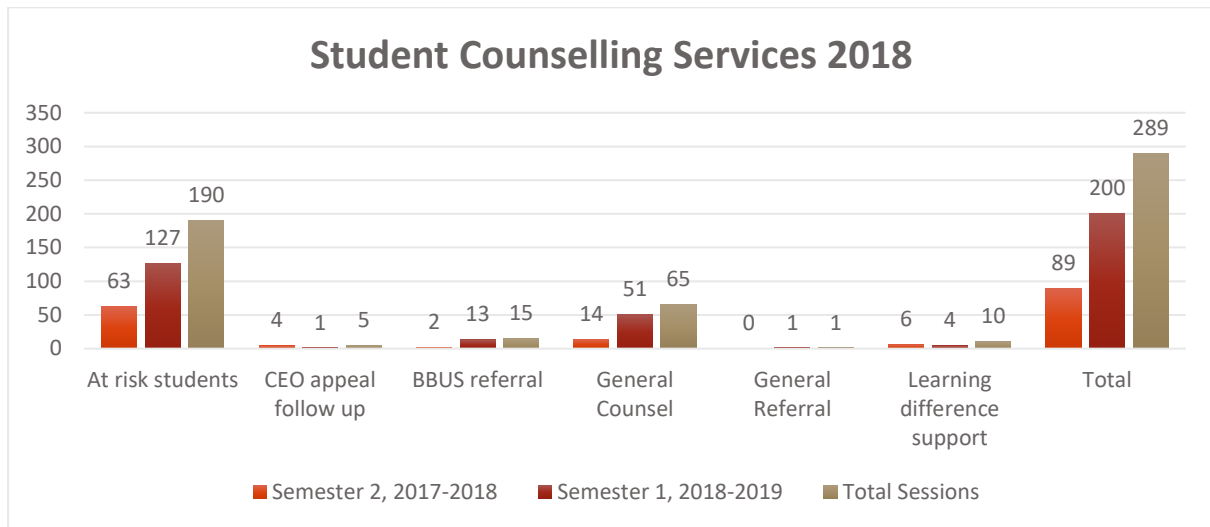
- Helping self-referred students with general inquiries, support and confidential counseling.
- Offering general confidential counselling sessions to students.
- Developing a catalogue of self-help resources covering a range of topics, including anxiety, depression and studying that are full of useful tips, advice and providing sources of further support available in the Kingdom.
- Contacting students at risk and providing them with general guidance and support.
- Supporting students with learning differences and assisting coordinate the assessment accommodations with students and Faculty.
- Supporting Faculty with the students referred to the service.

This summary was produced in January 2019, covering Semester 2, 2017-2018 and Semester 1, 2018-2019 which are from February 2018 to January 2019. The main tasks of the year was to see students who self-referred and to assist and support the students at risk. In 2018, there was a total of 824 students on the Student at Risk list (based on CGPA and referrals from faculty), they were all emailed, requesting that they meet with the Student Counsellor. This support service is non-compulsory, although strongly recommended. As shown in the table below, during the year 2018, 142 students made the contact with the Counsellor (including met face to face, emailed, or phoned). The contacted rate for the student at risk is 17.23%.

2018 Students at Risk / Referred contact summary																
Programme	BBUS		BENGT		BICT		BILM		BVIS		BWM		Foundation		Total	
Semester	*S2	*S1	*S2	*S1	*S2	*S1	*S2	*S1	*S2	*S1	*S2	*S1	*S2	*S1	*S2	*S1
Contacted	11	27	13	21	1	16	6	7	1	0	2	7	14	16	48	94
No show	90	87	55	74	40	38	30	31	4	8	26	29	84	86	329	353
Total	101	114	68	95	41	54	36	38	5	8	28	36	98	102	377	447

(*S2: Semester 2, 2017-2018; *S1: Semester 1, 2018-2019)

The counsellor had a total of 289 face to face contacts with students for services during 2018 (including phone calls, assessment accommodations etc.). During the year 165 students had one or more sessions with the counsellor. This year Business Faculty also referred some students who they were concerned with (at risk of failing one or more of their current Business courses). Ten of the students replied to emails and met with the counsellor. In a total of 15 sessions were held for further guidance and support.



This data for the use of the student counselling services has increased from 2017, and shows improvement in the number of students using the services available comparing semester 2, 2017-18 and Semester 1, 2018-19 (the second half of the year). As students become more aware of the services and support available, they have been accessing the service and returning for further help, assistance, encouragement and support.

Student Affairs

Student Affairs staff provide a variety of services, support and training to students and their families (as appropriate), as well as supporting a range of process within the Polytechnic. Services include:

- Student Advising/Mentoring process management, review and reporting
- Advice and training to staff regarding mentoring
- One-to-one, private, confidential pastoral support and advice to students.
- Support for students with Financial difficulties and other financial categories as per Regulations.
- Assisting students with their concerns and complaints processes, following up with staff for informal complaints and the complaints officer for formal complaints (as per the student's direction).
- Support staff dealing with non-academic issues that affects students' learning and quality of life at the Polytechnic.
- Co-ordinate, organize and support all students' activities, liaising with relevant agencies and community services for ongoing, appropriate support.
- Support and provide information sessions for students with relevant agencies in the community e.g. AIESIC, BTE, el Shabob, Zain, etc.
- Work closely with the Student Council (BPSC), Clubs – Volunteers Club (BPVC) and Alumni Club (BPAC) to ensure the success of their aims and endeavors.
- Assist with managing the student violations processes as per Regulations.

- Sustaining and growing services and student activities

Managing and improving activities for students

The Student Affairs staff have worked over the year to ensure excellence in service provision, and a range of activities are offered for students. The feedback received has been positive. A range of activities were offered by, and/or supported by Student Affairs in 2019 as shown below:

Date	Event	Details
24 Jan 2019	International day of Education	Email sent to all students to engage and build awareness.
	Those Who Inspire Bahrain	Book published to students in LLC
18 Jan 2019	Spartan Race	Email sent to all students seeking for participation
6 Feb 2019	Alumni Reunion Event	Annual alumni meeting
	Future skills - winter Camp	
6 - 7 Feb 2019	international leadership conference 2019	Bahrain Polytechnic participated in the 13th Bahrain Universities Model United Nations.
21- 24 Feb 2019	Garden Show	
27 February 2019	E-book central workshop	ProQuest E book Central is ProQuest's platform for e books. they teach how to search for books, read, download, annotate, create bookshelf and many more.
1 March 2019	الإدارة والسياسة	جائزة الشباب العربي لعام 2019 بعنوان الإدارة والسياسة.. جدلية التصنيف وحتمية التوظيف 1 مارس - 31 اغسطس 2019
6 March 2019	AlMabarrah AlKhalifia Foundation	BP host event organized by AlMabarrah AlKhalifia
6-10 March 2019	Flat6labs	Bahrain Polytechnic volunteers assist in their Demo Day event
9 March 2019	invitation for a walkathon	
10-24 March	Billiards Tournament	In house tournament occurred in the activities hall building 24 was open for registration on the OCT 8th and ends OCT 19th
12 March 2019	CEO town hall	Dr Jeff second meeting with student, new law update and encourage student to apply for BPSC as well as responded to the student's questions
18 March 19	Chinese Scholarship opportunities	Email sent out to all students to provide Scholarship.
16 March 2019	Poly festival	Festival to showcase the student's talent and hobbies with the collaboration of the BPVC, BPMC (Music Club) and Sports club
20 March 2019	World Water Day Celebration	raising awareness for the need to save water resources and support healthy water supply to all the world.
8 April 2019	Just clean	speaker linking the Environment, start-ups, and entrepreneurship.
9 April 2019	Korean Program at Bahrain Polytechnic	Korean Ambassador spoke about Bilateral relations between the Kingdom of Bahrain and the Republic of Korea
23 April 2019	Opening Ceremony of the Bahrain STEM Event 2019	organized by the Ministry of Education, BAE Systems, British Council, Bahrain Polytechnic and British Embassy
28 April 2019	BPSC 2019 Elections	BPSC Election
30 April 2019	مسابقة بحثية	تم دعوة الطلبة للمشاركة في مسابقة بحثية لطلبة مؤسسات التعليم العالي

29-30 April 2019	معرض مشاريع طلبة التعليم الفني والمهني والتعليم الإلكتروني	دعوة طلبة البوليتكنك لزيارة معرض مشاريع طلبة التعليم الفني والمهني والتعليم الإلكتروني
7-May-2019	Awareness information	An email sent out to remind the student with Services Available and important contact details
14 May 2019	BPSC 2019 Appointed	executive Board election was completed.
24-05-18	BPSC Ghabgha	Annual Bahrain Polytechnic Ghabgha in Bahrain Hall (Building 12) with a chance to win wonderful prizes
12 June 2019	BPSC 2019 training	Training regarding protocols and formal communications provided to members
11-12 Sep 2019	Orientation day	Around 800 students attended and all ID cards has been distributed and all information's needed was delivered successfully using videos and student play.
21 Sept 2019	Damastan Beach clean-up	BPVC cleaned the beach align with the world clean-up day
22 Sep 2019	Extension for payment	Email sent out offering student help with fees payment difficulties.
1 October 2019	CEO students Town Hall	Dr Jeff semiannually meeting with student, new law update and responded to the student's questions
6 October 2019	Social and Voluntary work	Session by Bahrain Voluntary Work society
8 October 2019	Teacher's Appreciation Day	BPSC and clubs organized event to appreciate all academics align with teacher's day
15 October 2019	Graduation Ceremony	
22 October 2019	pre-election Training	Training for Executive Board member applicants (nominees)
22 October 2019	Maylas BPSC Pro	BPSC gathering with students to build positive relationship listen to students concerns and open for any suggestions as well as spending a good time together. Food trucks were available too
23 October 2019	Support Cancer Patients	The College of Health Sciences and Sports is organizing an event to highlight the importance of early screening and detection, as well as raise the knowledge and awareness among students
23 October 2019	Culture and Language Club elections	Annual meeting for Culture and Language Club members as well as voting for the executive board leaders
24-29 October 2019	AIIESEC event	AIIESEC members run a campaign for Breast Cancer Awareness
26 October 2019	BPVC & Media Club elections	Annual meeting for BPVC & Media Club members as well as voting for the executive board leaders
28 October 2019	Music Club elections	There weren't enough nominees, so the Music Club will be open for election again next year
29 October 2019	Sports club election	Annual meeting for Sports club members as well as voting for the executive board leaders
29-30 October 2019	Training for all Executive Board members	Training for all Executive Board members of the Culture & Language, BPVC, Media Club and Sports club
29-October 2019	Digital Fabrication program	Fab Lab Bahrain conducted an introduction session to the Internationally recognized Digital Fabrication program
1 -31 October 2019	Fee Exemption	Email sent to all students to announce the opening for Applications for Fee Exemption
5 November 2019	Economic and Cyber crimes	On campus Session delivered to all students and staff by MOI.
6 November 2019	Bahrain festival "البحرين أولاً"	Students with staff member attended the organized event by MOE
6 November 2019	Pink day	BPVC had a walkathon, wear pink shirts and had a board shaped on a ribbon and students printed their finger prints.
6 November 2019	BAHRAIN NEW AIRPORT	Counter were placed, and email sent to invite all students for - OPERATIONAL TRIALS at the new airport

9 November 2019	BPVC gathering	Welcoming the new volunteers
15-Novmber 2019	Khalid bin Hamad BRAVE combat Federation (MMA)	Invitation sent to all student to register for the FREE tickets
16 November 2019	International Day for Tolerance يوم التسامح العالمي	Awareness email sent to all students
3 December 2019	Bahrain national charter	Bahrain Polytechnic organized student visit to the charter
8 December 2019	Color Run	In house event by BPSC align with Bahrain national day. all students and staff invited to participate
8 December 2019	Football screening	Inhouse event to watch and support our national football team
10 December 2019	National Day Celebration	Bahrain National day celebration, in cooperation with BPSC and other departments

National Day Celebration





BPSC 2019 Appointed



Bahrain Polytechnic supports Bahrain Team



Colour Run



Teachers Day







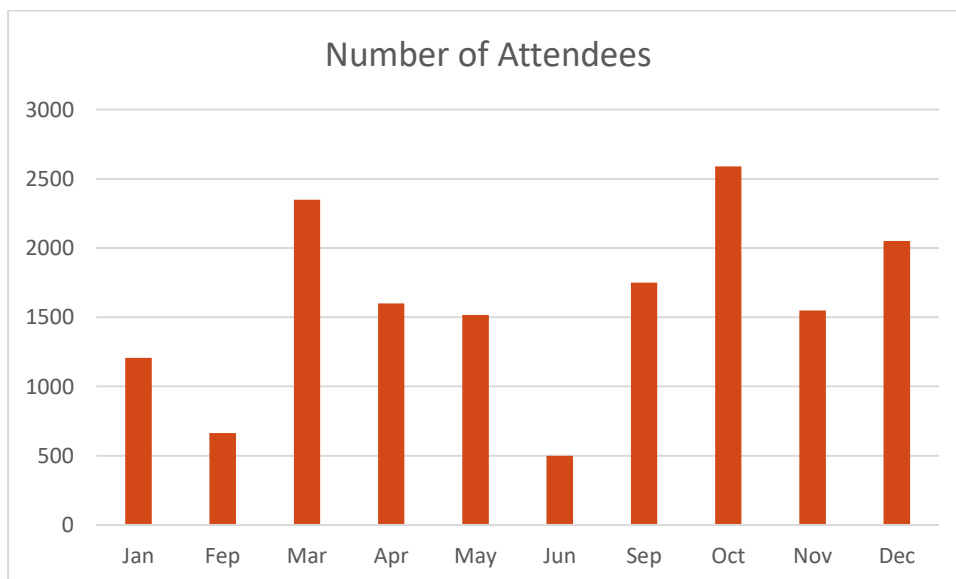


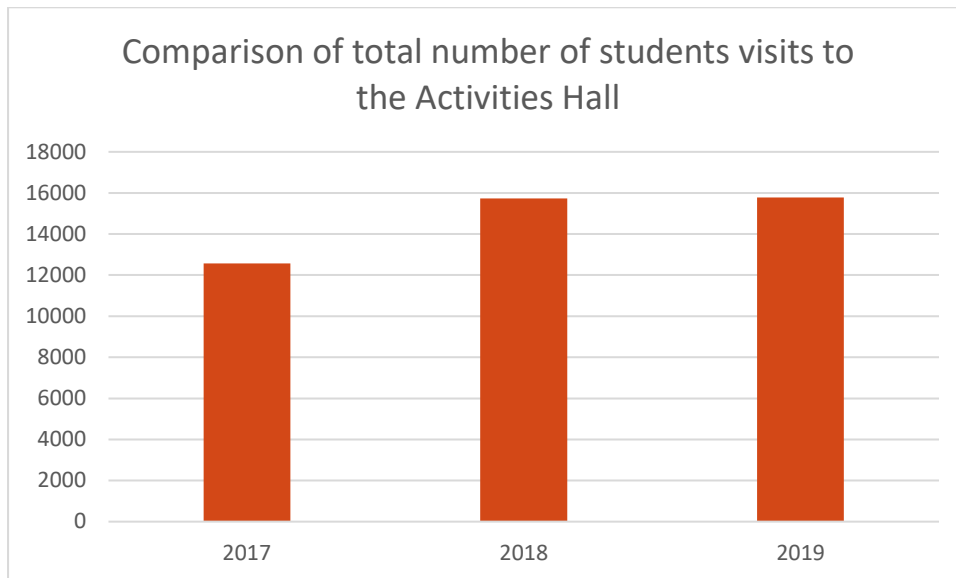
Think Pink



Activities Hall

The Bahrain Polytechnic provides an Activities Hall for use by students that is supervised by staff always. It includes a range of activities, including Karim, Pool, Table Tennis, Foosball, **Genga, Risk and Sequence** and other spaces for relaxing and being with friends. Use of the resources and hall increased in 2019 compared to 2018 and 2017, due in part to the Student Affairs team promoting the space and offering events and internal competitions (included above).



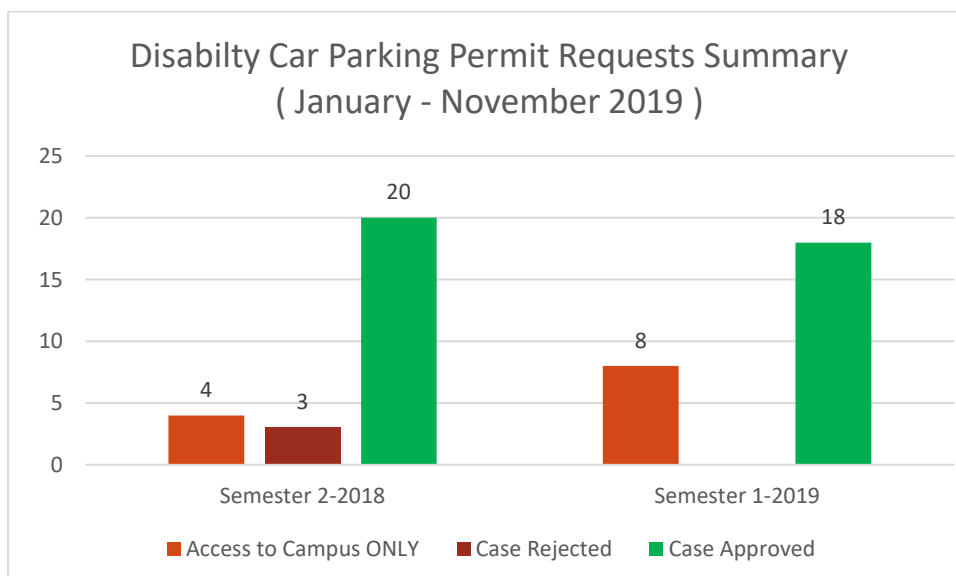


Note: During Summer Semester break the Activities Hall is closed, and during exam periods use by students is reduced.

Disability car parking

Information for Students is available on Moodle. The student must submit an official medical report along with disability car parking form and the Manager of Student Affairs for review and approval processes.

Note: As there is currently **no Nurse** at Bahrain Polytechnic, all cases were discussed with Director Student Services who has a nursing background to ensure that the permission is granted for serious cases. Also, some of the cases were reviewed by a **working group** involve HR member, tutor with nursing background and student affairs member.



Mentoring/ Academic Advising

All students have been assigned to a mentor/advisor at the beginning of semester 1.

Program	No. of Mentors	No. of Students Assigned
BBUS	33	764
BENGT	21	362
BICT	22	358
BILM	13	256
BVS	6	80
BWM	13	243
CAP	18	117
FNP	21	538
Total	147	2718

Student Council and Clubs

Student Affairs provides oversight of the Student Council and Student Clubs.

The Student Council is renewed annually through a nomination/ election process (as per the BOT Regulations). An elected student representative group is a centrally important contributor to a positively memorable student experience. The Bahrain Polytechnic Student Council (BPSC) hosts, supports, and organizes several sporting and cultural events and activities for students. They work as advocates for the student body alongside the Polytechnic's staff to ensure a well-balanced student life.

Student spaces are available, in several places on the campus, for activities and leisure time, and these have been extended and enhanced, with the addition of a Club Meeting room. proposals for several new clubs have been submitted, and the BOT approved them.

Volunteer Club

In 2019 there were over 200 volunteers who were active in organizing and supporting the range activities on and off the campus. They are led by the BPVC, and Volunteer Club executives. They also assist with several staff led events such as the Career Forum, as well as community events.

Sports Club

The club were established in 2018 and the election for the second executive board was made on October 2019. the club have participated positively in Bahrain national day by lunch the football tournament for all students and staff.

Music Club

The club were established in 2018 and the election for the second executive board was made on October 2019. The club met in a regular basis to practice and share same interest, however the lack of a dedicated secure space has led to the members not being able to engage as they would like. The required quorum for an executive board was not reached and the club is on hold for 2019-2020.

Culture and Language Club

The club were established and the election for the executive board was made on October 2019. The club met in a regular basis to practice and share same interest.

Media Club

The club were established and the election for the executive board was made on October 2019. The club met in a regular basis to practice and share same interest.

The Health and Wellness Centre

Health and Wellness Centre (HWC), offering a fully equipped gym, separate ladies gym, sports hall offering a range of sports activities.

The fitness centre

The Gymnasium contains excellent gym equipment with facilities such as Ladies gym, Classes room, showers, sports hall, running track and football court to develop the health and fitness for all the members of the center.

In addition, we provide training courses (weight loss - bodybuilding - body coordination – fitness- Marathon – MMA – Jiu Jitsu – – Pilates- walk on tone) furthermore the HWC has professional trainers to provide their best service for the members.

total gym visits 3623 – total classes 138 – total registered members 161.

HWC fitness events of 2019.

No	Event	Date	Number of attendance
1	2 nd Bahrain sports day	Feb 2019	150
2	Ladies sports day	March 2019	17
3	Biggest loser weight challenge	March to May 2019	9
4	1st weights lifting internal tournament	April 2019	27
Total			203



HWC Final year
report of 2019.docx



2019 visits stat.xlsx

The sports centre

The sports center contains excellent sports facilities such as sports hall (indoor football – basketball – volleyball- badminton, running track and football court to develop the sports team and relations between the Polytechnic and other institutions in Bahrain.

Bahrain Universities sports league 2018/2019.

1. Bahrain Polytechnic hosted, participated and cooperated with the ministry of youth and sports affairs and the Bahrain collegiate athletic association to organize the 2nd edition of universities sports league. The polytechnic participated in all the sports competitions of the league, male football team, male Basketball team, female basketball team and male volleyball team. The Polytechnic hosted the male volleyball competition, RCSI hosted the male and female basketball competition and the outdoor male football league.
2. The league was successful which is engaged more students, spectators and staff in the competition, the total number was engaged from the polytechnic community and the male volleyball league approximately 720 person.



- Results of Bahrain Universities sports league.

1- Female basketball team placed on the 3rd with the bronze medal.



2- Male basketball team placed on the 5th out of 9 teams participated in this league.



3- Male football team placed on the 7th out of 13 teams participated in this league.



4- Male volleyball team placed on the 5th out of 7 teams participated in this league.





- Internal male football tournament May 2019

The HWC cooperated with the sports club to organize an internal football tournament for 2 days.



100 students.

- Internal Badminton tournament May 2019

The HWC cooperated with EDICT faculty to organize an internal badminton tournament for 3 days. 6 students and staff participated.



- Bahrain football national team under 17 training sessions Aug 2019

The HWC cooperated with Bahrain football association to organize and provide our facilities to the football national team under 17 as they can prepare the physical fitness of the team for AISA cup.



- Bahrain Marathon Relay Nov 2019

The HWC prepared and trained the Bahrain Polytechnic falcons marathon team to participate in the annual Bahrain Marathon Relay which is hosted and organized by the British Club, the Polytechnic Falcons placed 2nd out of 10 in the School/College (18+) section and 32nd overall (out of 180 teams)





Academic Development Achievements 2019

Academic Development Directorate (ADD) leads the development of curriculum, and academic professionals with an aim to sustain the quality of Bahrain Polytechnic offerings and services. It also supports the work integrated learning and employment opportunities provided to our students and graduates in order to prepare professional, enterprising and employable individuals. Moreover, now with the new law that shifted Bahrain Polytechnic to a more independent status ADD is responsible of providing services as per the community needs and accountable of commercialising trainings and services offered by the institution.

Problem/ Project-Based Learning

In line with Academic Board decision of adopting Problem/ Project Based Learning approach as the main teaching and learning methodology at the institution, the 5 year cycle review cycle will end semester 2 2019/2020 and the quality assurance activities of courses review report will be submitted to the Academic Board with recommendation for improving the teaching and learning methodologies at the institution. About 80% of Bahrain Polytechnic courses have been signed off as using the Problem and Project Based methodologies **SG (Assurance of Learning)**. The directorate conducted the 1st GCC MENA 2019 International PBL PjBL Symposium that included an extensive PBL workshop as a professional development opportunity to develop academic staff members teaching skills and expose them to the international trends that has been addressed by international speakers in the field **SG (Assurance of Learning)**.

E-learning

Bahrain Polytechnic employs the use of the open-source Moodle LMS platform to support eLearning initiatives. The platform is consistently up-graded to the latest stable version and staff suggested enhancements are constantly tested and implemented in a one year cycle. Teaching materials are created and uploaded by staff and all courses range from level one (information dissemination) to level three (fully interactive) **SG (Assurance of Learning)**. This provides students with access to an engaging and open learning experience anywhere 24/7 through all devices. Online training created for staff member to develop their skills in terms of employing the latest features of the system.

Work Integrated Learning

Work integrated learning (WIL) experiences offer students the opportunity to apply the learnt knowledge in real life situations and prepare them to meet the expectations of future jobs. WIL also provides the students, tutors and the client/employers with the essential feedback that will help in the development of the employability skills to ensure graduates 'work readiness', and also improves the curriculum to better fit for purpose. The Academic Development Directorate ensures that BP students have access to the educational activities which integrate theoretical learning with application in work place, through the provision of Work Integrated Learning (work experience and industry cooperative projects) opportunities by securing MoUs and agreements with diversified partners from the market and industry **SG (Assurance of Learning)**. The use of the industry portal that has been recently launched maximised by students, alumni and industry partners. The portal helps the institution to monitor and manage it's relationships all stakeholders in regard to students work allocations, projects, and job opportunities. Total of 37 MoU's are active including the newly signed

last year to provide access to Bahrain Polytechnic students to a suite of companies and industries to practice and utilised for their learning.

Employability

The Curriculum Development Section is responsible to ensure the alignment of the offered programs to the mission. The employability implementation plan to embed Employability in the offered programs is in progress. Currently a review of concept has been presented to incorporate employability into programmes with clearly defined descriptors for each level and a mechanism to capture the attainments of the skills **SG (Start Up to Sustainability, Assurance of Learning, Graduate Reputation)**. Moreover, to ensure satisfaction of employers and to satisfy Labour Market needs, an Employability survey for the recruited graduates regarding their employability skills from the perspective of employers shows high satisfaction rates which speaks to the alignment of our practices to our mission **SG (Start Up to Sustainability)**.

Graduate Recruitment

The Directorate continues to support students and graduates towards finding meaningful employment; moreover the directorate continues to monitor the employment status of our graduates by graduate destination surveys, which has shown an increasing percentage of employment and high employment rate in general. From the officially reported destinations, the employment rate for the most recent cohort that graduated after 6 months is 71.5%, while from the students who have completed their programme over 12 months ago the employment rate is 90.2 %. These reports and presentations have been customised for Faculties to present to external validation panels **SG (Start Up to Sustainability, Graduate Reputation)**. The enhancement of and awareness-raising about employability skills for undergraduates are supported by Bahrain Polytechnic Employability Framework that includes all the services and systems adopted by the institution to enhance their employability.

Professional development and support for academic staff

Academic staff professional development opportunities were designed to provide academics with the attitude, knowledge and skills required as per their learning needs that have been identified in the performance appraisal (ADAA) **SG (Start Up to Sustainability)**. Along with the mandatory in-house initial teacher training programme to assist staff in transitioning to the adopted student-centred teaching and learning approach, the post graduate certification programme in teaching and learning has been recently accredited by the Advance Higher Education-UK to provide quality assured higher level of learning opportunities for our staff . The Certificate of Tertiary Teaching and Learning programme and the experiential route have been accredited by the same organisation as well. This year the Teaching and Learning Unit has conducted the 1st GCC MENA 2019 International PBL PjBL Symposium that included an extensive PBL workshop. We have targeted external participants and presenters as well for knowledge transfer and experience exchange purposes **SG (Assurance of Learning)**. Currently, 35% of BP Academic staff members achieved either Senior Fellowship or Fellowship certifications that provided by Advance Higher Education-UK. Professional training and support are continued to support the rest of the staff to acknowledge their experiences **SG (Start Up to Sustainability, Assurance of Learning,)**.

Commercial and Community Initiatives

The Commercial and Community initiatives continue with the support of local community engagement through approved outreach activities. A diversity of interactions and activities have

been carried out including awareness workshops, services and program service projects as well as career screening and advising sessions to school students **SG (Start Up to Sustainability)**. A newly community award has been created to encourage giving back to the community. This award is a memorial that honors the late pioneer in community service, Shaikha Lulwa bin Mohamed Al Khalifa. Therefore the award is named after her “Sh. Lulwa bint Mohamed Al Khalifa Award for Community Service”

Continuing Education

The Continuing Education Unit is a high-quality training provider to our industry and Government partners. Currently the unit scanned the market for competitors and market needs. A plan of offerings has been developed and stated to be implemented. Multiple projects are carried out simultaneously including BAPCO diploma programmes, AI certificates, CILT trainings..). The quality framework of the unit including the policy and procedures underdevelopment. In collaboration with Tamkeen and FIVES 4 graduates has been placed in different countries as part of an international internship program to develop the graduates employability and disciple related skills and knowledge further. delivered after quality checks **SG (Start Up to Sustainability)**.

Human Resources Achievements 2019

Achievements	Related Strategic Goal
Payroll on CSB Horizon system for full year.	From Start to Sustainability
42 staff received incentives in 2019.	From Start to Sustainability
189 interviews conducted in 2019.	From Start to Sustainability
Adaa appraisal conducted for all staff in 2019.	From Start to Sustainability
29 staff contract renewals in 2019.	From Start to Sustainability
137 free of cost training courses offered to staff.	From Start to Sustainability

Marketing Achievements 2019

- Organized and facilitated more than 40 Academic and Corporate events.
- Organized two successful graduation ceremonies the 5th and 6th ceremonies under the patronage and attendance of H.H Sh. Mohamed bin Mubarak Al Khalifa The Deputy Prime Minister and Chairman of Supreme Council of Education & Training Development, both ceremonies in 2019.
- Organized first pre-graduation ceremony for Graduates and their parents where it was an opportunity for the management to meet the parents of the graduates with excellence.
- Facilitated multiple major events that took place on and off campus such as:
 - Bahraini women Hackathon: Women in Future Science under the patronage and attendance of H.R.H Princess Sabeeka Bin Ebrahim Ali Khalifa, wife of His Majesty the King.

- Khaled bin Hamad Competition for Innovation in Artificial Intelligence.
- Career Forum under the patronage of H. E. the minister of Labour.

5. More than 370 press releases were published by local newspapers in 2019 with an 83% increase from 2018.
6. Contributed toward providing new food and beverages options on campus for students and staff through establishing communications with an international business group resulted in signing a contract to open a world-renowned coffee chain kiosk on campus and organizing a monthly food truck day.

Registry Achievements 2019

This part includes two sections Admission and Enrolment. It indicates Bahrain Polytechnic's statistics in relation to Number of sponsored students, Admission Applications, Admission offers and Admission Accepted.

Admission:

- a. Admission Applications, Admission Offers and Admission Accepted:

Semester	201901		
Gender	Female	Male	Total
Admission Applications	1612	1559	3171
Admission Offers	534	595	1129
Admission Accepted	351	476	827
Accepted Students but offer withdrawn by Polytechnic because they did not meet the admissions criteria- (Excluded these students from Admission Accepted number)	4	4	8

- b. Number of sponsored students:

Number of sponsored students (registered, leave of absence and leave of absence suspension students) (Students enrolled to a polytechnic by programme after the last date of withdrawal with refund)									
Semester	201801			201802			201901		
Sponsored Students	Female	Male	Total	Female	Male	Total	Female	Male	Total
Scholarships	332	233	565	322	218	540	327	234	561
Exemption	19	18	37	15	19	34	15	16	31

Number of sponsored students (registered only) (Students enrolled to course(s) after the last date of withdrawal with refund)									
Semester	201801			201802			201901		
Sponsored Students	Female	Male	Total	Female	Male	Total	Female	Male	Total
Scholarships	331	233	564	321	218	539	326	233	559
Exemption	18	18	36	15	19	34	15	16	31

Enrolment:

- a. Enrolled Students:

Number of students (registered, leave of absence and leave of absence suspension students) (Students enrolled to a polytechnic by programme after the last date of withdrawal with refund)									
Semester	201801			201802			201901		
Programme	Female	Male	Total	Female	Male	Total	Female	Male	Total
Bachelor of Business	393	277	670	402	277	679	471	301	772
Bachelor of Engineering Technology	68	235	303	73	258	331	73	292	365
Bachelor of Information and Communications Technology	100	210	310	110	237	347	105	254	359
Bachelor of International Logistics Management	135	96	231	132	95	227	142	117	259
Bachelor of Visual Design	69	11	80	64	10	74	68	13	81
Bachelor of Web Media	137	93	230	142	97	239	151	95	246
Certificate in Academic Preparation	287	381	668	192	233	425	250	406	656
Total	1189	1303	2492	1115	1207	2322	1260	1478	2738

Number of students (registered only) (Students enrolled to course(s) after the last date of withdrawal with refund)									
Semester	201801			201802			201901		
Programme	Female	Male	Total	Female	Male	Total	Female	Male	Total
Bachelor of Business	387	270	657	398	271	669	469	294	763
Bachelor of Engineering Technology	66	232	298	72	253	325	72	289	361
Bachelor of Information and Communications Technology	99	207	306	109	236	245	104	252	356
Bachelor of International Logistics Management	134	90	224	131	91	222	141	114	255
Bachelor of Visual Design	69	11	80	64	10	74	68	12	80
Bachelor of Web Media	136	92	228	142	96	238	148	95	243
Certificate in Academic Preparation	282	378	660	191	229	420	248	406	654
Total	1173	1280	2453	1107	1186	2293	1250	1462	2712

b. Full-time Students and Part-time Students

Number of students (registered, leave of absence and leave of absence suspension students) (Students enrolled to a polytechnic by programme after the last date of withdrawal with refund)									
Semester	201801			201802			201901		
Full/Part-time Students	Female	Male	Total	Female	Male	Total	Female	Male	Total
Full Time Students	1189	1303	2492	1115	1207	2322	1260	1478	2738
Part Time Students	0	0	0	0	0	0	0	0	0
Total	1189	1303	2492	1115	1207	2322	1260	1478	2738

Number of students (registered only) (Students enrolled to course(s) after the last date of withdrawal with refund)									
Semester	201801			201802			201901		
Full/Part-time Students	Female	Male	Total	Female	Male	Total	Female	Male	Total
Full Time Students	1173	1280	2453	1107	1186	2293	1250	1462	2712
Part Time Students	0	0	0	0	0	0	0	0	0
Total	1173	1280	2453	1107	1186	2293	1250	1462	2712

c. Graduate Students:

Semester	201801			201802		
Programme & Major	Female	Male	Total	Female	Male	Total
Bachelor of Business	12	4	16	35	28	63
Accounting	4	1	5	10	11	21
Banking and Finance	5	2	7	5	3	8
Double Major: Banking and Finance/Human Resource Management	0	0	0	0	1	1
Double Major: Banking and Finance/Marketing	0	0	0	0	1	1
Human Resource Management	0	0	0	8	1	9
Management	0	0	0	6	6	12
Marketing	3	1	4	6	4	10
Unendorsed Business	0	0	0	0	1	1
Bachelor of Engineering Technology	0	3	3	6	19	25
Electronic	0	1	1	1	1	2
Mechanical	0	2	2	5	18	23
Bachelor of Information and Communications Technology	3	5	8	18	21	39
Database Systems	0	0	0	5	1	6
Management Information Systems	1	0	1	6	3	9
Networking	0	0	0	4	6	10
Programming	2	5	7	3	11	14
Bachelor of International Logistics Management	13	6	19	15	6	21
Bachelor of Visual Design	4	0	4	14	0	14
Bachelor of Web Media	0	1	1	19	12	31
Diploma in Engineering Technology	0	1	1	0	0	0
Diploma in Information and Communications Technology	0	1	1	0	0	0
Total	32	21	53	107	86	193

d. Retention Rates:

Number of students (registered, leave of absence and leave of absence suspension students) (Students enrolled to a polytechnic by programme after the last date of withdrawal with refund)									
Semester	201801			201802			201901		
Programme	Female	Male	Total	Female	Male	Total	Female	Male	Total
Bachelor of Business	99.24%	99.28%	99.25%	100%	100%	100%	99.58%	100%	99.74%
Bachelor of Engineering Technology	100%	98.72%	99.01%	100%	100%	100%	100%	100%	100%
Bachelor of Information and Communications Technology	100%	99.05%	99.35%	99.09%	100%	99.71%	100%	100%	100%
Bachelor of International Logistics Management	100%	98.96%	99.57%	98.48%	100%	99.12%	99.30%	100%	99.61%
Bachelor of Visual Design	100%	100%	100%	100%	100%	100%	100%	100%	100%
Bachelor of Web Media	100%	100%	100%	100%	98.97%	99.58%	100%	100%	100%
Certificate in Academic Preparation	98.61%	97.11%	97.75%	99.48%	99.57%	99.53%	99.20%	98.03%	98.48%
Total	99.41%	98.54%	98.96%	99.64%	99.83%	99.74%	99.60%	99.46%	99.53%

Number of students (registered only) (Students enrolled to course(s) after the last date of withdrawal with refund)									
Semester	201801			201802			201901		
Programme	Female	Male	Total	Female	Male	Total	Female	Male	Total
Bachelor of Business	99.22%	99.26%	99.24%	100%	100%	100%	99.57%	100%	99.74%
Bachelor of Engineering Technology	100%	98.71%	98.99%	100%	100%	100%	100%	100%	100%
Bachelor of Information and Communications Technology	100%	99.03%	99.35%	99.07%	100%	99.71%	100%	100%	100%
Bachelor of International Logistics Management	100%	98.89%	99.55%	98.47%	100%	99.10%	99.29%	100%	99.61%
Bachelor of Visual Design	100%	100%	100%	100%	100%	100%	100%	100%	100%
Bachelor of Web Media	100%	100%	100%	100%	98.96%	99.58%	100%	100%	100%
Certificate in Academic Preparation	98.58%	97.09%	97.73%	99.48%	99.56%	99.52%	99.19%	98.03%	98.47%
Total	99.40%	98.52%	98.94%	99.64%	99.83%	99.74%	99.60%	99.45%	99.52%

Information and Communication Technology Services Achievements 2019

- 1- ICT has managed to Migrate most of BP production services to AWS cloud, in line with the vision of Bahrain Government. Which led to optimizing cost and having a high availability infrastructure. The migration started first on Ireland and then moved to Bahrain region once made available.

highest levels of security, compliance, and data protection.

Customers and APN Partners welcome the new AWS Middle East (Bahrain) Region

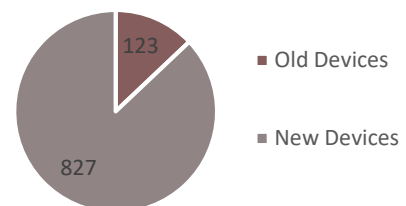
Millions of active customers are using AWS each month in over 190 countries around the world, including tens of thousands of customers in the Middle East and North Africa (MENA). Startups like Alef Education, Almentor, Altibbi, Anghami, Bayt.com, BitOasis, Babil Games, BeyZollak, Boutiqaat, Careem, Classera, Clicksco, Crowd Analyzer, Dubizzle, Ekar, ElephantSocial, Fetchr, Fish.me, Haraj, Health at Hand, Jeeny, Little Thinking Minds, Maestro Pizza, Mawdoo3.com, Mrsool, Naseej, Ngwa, Opensooq, Property Finder, Sarwa, Souqalmal, StarzPlay, Tajawal, ToDoorStep, Ureed, Zezeeta, and Yallacompare are building their businesses on top of AWS, enabling them to scale rapidly and expand around the world. Enterprises across the region are moving to AWS to become more agile and innovate, and include Al Jouf Cement, Al Tayer Group, Arab Banking Corporation (Bank ABC), Aramex, Bahrain Bourse, Bank Al-Etihad, Batelco, Emirates NBD, Flydubai, Gulf News, Hassan Allam, Lulu International Exchange, MBC Group, OSN, Seera Group, Union Insurance, Virgin Middle East, and many more. Public sector organizations, including Government of Bahrain's Ministries, such as the Ministry of Education, Ministry of Finance, Ministry of Information Affairs, Ministry of Labor and Social Development, and Bahrain IGA, as well as other public sector organizations such as **Bahrain Polytechnic**, Communications and Information Technology Regulatory Authority of Kuwait (CITRA), Mumtalakat, Paris Sorbonne AD, Tamkeen, University of Bahrain, and many more are also using AWS to drive cost savings, accelerate innovation, and better serve the citizens of the region.

Emirates NBD is a United Arab Emirates (UAE) based enterprise that is working with AWS to build an Artificial Intelligence-enabled bank of the future. Emirates

AWS announces the opening of its data centers in the Middle East, right here in Bahrain
<https://www.startupmgzn.com/english/news/aws-announces%E2%80%8B-the-opening-of-its-data-centers-in-the-%E2%80%8Bmiddle-east-right-here-in-bahrain/>

- 2- ICT has successfully replaced 827 out of 950 old computers with higher specs and image updates, where most of these computers went to the specialized and generic labs. As well as replaced 100 out of 250 staff old Laptops with a newer higher spec.

Number of Students lab Devices

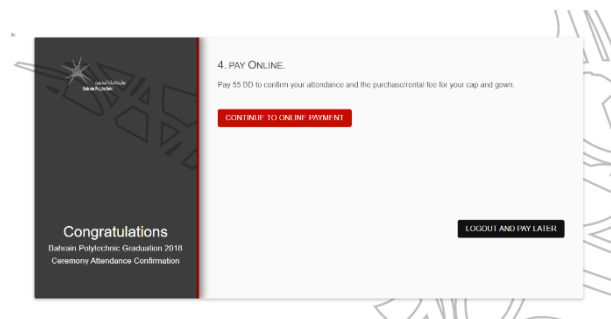


- 3- ICT has supported internship students at Bahrain Polytechnic by offering twelve business related projects for students to work on. Seven were from the second semester of 2018 and five from the first semester of 2019. The projects were related to different fields including automating the architecture and few policies, network enhancements and applications developments that would support and benefit

different directorate in the polytechnic such as: Marketing – Chatbot, HR – Career portal and Registry – forms automation.

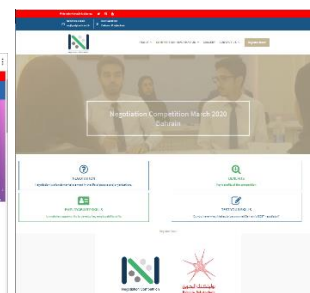
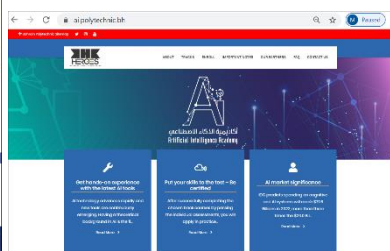
- 4- ICT had took CLP students internship to work on improving the internet coverage within the campus project, as an outcome ICT had successfully replaced the used wireless technology “IEEE802.11n” with a newer and improved technology “Wifi5”, which led to improvement on the connectivity performance to meet the satisfactory levels of the students and staff by replacing the indoors devices with stronger and faster Huawei equipment’s to improve the coverage to the classes and offices. Also, by deploying outdoor access points allowing the students and staff to roam freely inside the campus without internet Interruption.

- 5- Online payment feature has been implemented for BP graduates; to support them in paying the graduation ceremony and the gown without the need to be in campus.



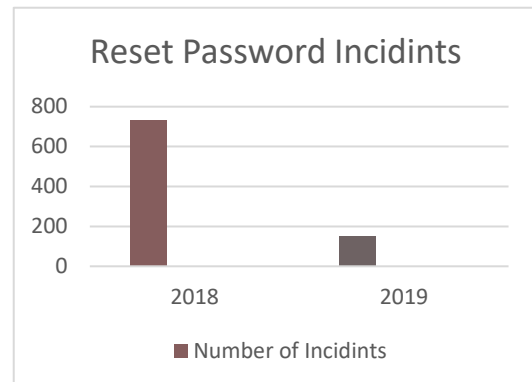
- 6- ICT is supporting BP events by creating websites to promote the events as well as to be used for online registration that support online payment. The full registration process is paperless and does not require a walk-in to campus. Below is the list of the supported events in 2019:

- a. BPL Conference
- b. AI Academy
- c. Negotiation competition



7- In line with supporting paperless environment, ICT has digitalized the copy centre form in SharePoint in collaboration with HR Administration team.

8- One password for all application has been implemented last year 2018, however the result can be seen this year 2019, as our students have been reported less “Reset Password” Incidents by 79.3% from last year



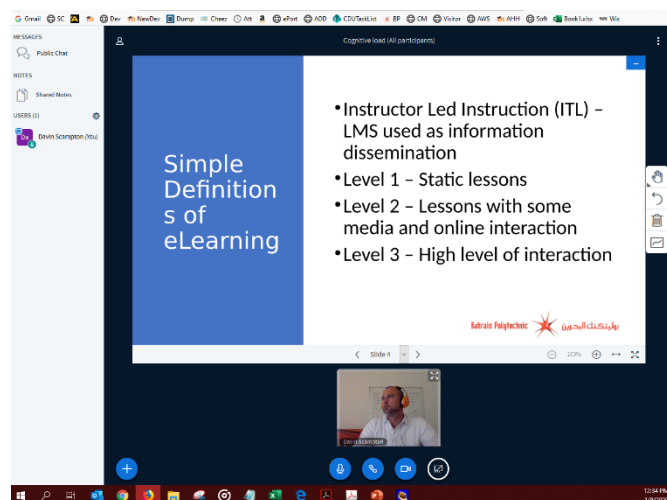
9- Bahrain Polytechnic website has been moved under BP hosting in AWS cloud to optimize the cost and increase the security.

10- ICT has been managing and coordinating the upgrade of Library Learning Centre system millennium to Sierra with the vendor in collaboration with LLC team.



<https://www.naseej.com/bahrain-polytechnic-chooses-sierra-library-services-platform-from-naseej/>

11- ICT has installed and configured BigBlueButton on Moodle. BigBlueButton is an open source web conferencing solution for online learning that provides real-time sharing of audio, video, slides, whiteboard, chat and screen, it also allows to record all content. BP tutors can now conduct live online classes and meetings with the students, students will be able to join with their webcams and listen to their tutors through Moodle from anywhere.



Facilities Achievements 2019

Achievements:	
1. B.19 Air Cooled Chiller replacement projects:	<ul style="list-style-type: none"> • Installation of the 280 TR Air cooled TRANE Chiller with the required piping and electrical works. • Installation of the 15KW Chilled water pump with the required piping and electrical works. • Installation of the chilled water Pressurization pump set with water tank with the required piping and electrical works.
2. Block 8 Packaged Air Conditioner projects:	<ul style="list-style-type: none"> • Installation of the 2 no's of 40 TR Packaged AC with required ducting and electrical works. • Cleaned the entire B.8 ground & first floor AC ducts
3. Block 16 Packaged Air Conditioner projects:	<ul style="list-style-type: none"> • Installation of the 25 TR Packaged AC with required ducting and electrical works.
4. Installation of the traffic gate barrier in main gate no.2 with access control system for staff members entrance and exit route.	
5. Coordination with the Ministry of Works regarding the upgrade of internal roads -Package B.	
6. Coordination with the Ministry of Works regarding the construction of the B.19 Additional floor -Package C.	
7. The Energy Management Systems Upgrades:	<ul style="list-style-type: none"> • In entire B.5, B.9 & B.30 replaced normal fluorescent with LED Tube lights and reduced the 80% of electricity consumption.
8. Access Control System:	<ul style="list-style-type: none"> • Installation of 31 no's door access control system in B-36, 19, 10, 5 for all the Labs to restrict the unauthorized personnel access.
9. Receiving Building 32 from UOB. Planning and designing started to occupy the building for the program of Web Media.	
10. Restaurant suppliers in BP Campus (updated):	<ul style="list-style-type: none"> • Brown café – Block 19 - 2nd Floor - LLC section • Wahat Al Bashayer– Cabin 26 A • Kuche Kusheri – Cabin C9 • Derby cafe – Cabin 28A • Bu Ali Restaurant – B.19- 2nd Floor -Food Court • Dose Café - B.19- 2nd Floor -Food Court
The restaurants' occupation of Bahrain Polytechnic's property is fully supervised and managed by the Projects and Maintenance Department.	

Part 2: Performance Challenges and Proposed Solutions

Academic Strengths and Challenges

EDICT Strengths and Challenges of

The following table presents the strengths and challenges of the Faculty:

Strengths	Challenges
<ul style="list-style-type: none"> - All EDICT Programmes use a student-centred learning methodology which requires a relatively low student to staff ratio. 	<ul style="list-style-type: none"> - Resource intensive because small class size is required with associated equipment such as computers, hardware, engineering consumables, specialist equipment and software. - On-going support is required by ADD (Teaching and Learning) to maintain and enhance the student – centred learning.
<ul style="list-style-type: none"> - All EDICT Programmes use computer labs in the learning process (applied learning). 	<ul style="list-style-type: none"> - On-going support by Purchasing and Finance is required to ensure up-to-date software licenses.
<ul style="list-style-type: none"> - All EDICT Programmes use specialist equipment and/or consumables for the practical skills learning (practical learning). 	<ul style="list-style-type: none"> - On-going support by Purchasing and Finance is required to ensure the timely procurement of the items. - Teaching staff members are preferred to have both academic and industrial experience or to have professional certifications.
<ul style="list-style-type: none"> - All EDICT Programmes use work – integrated learning to achieve the work-readiness of their graduates and to maintain their Programmes as industry – relevant. 	<ul style="list-style-type: none"> - On-going support by the ADD (industry Liaison) is required to maintain and expand the industry links. - Teaching staff members are preferred to have both academic and industrial experience or to have professional certifications.
<p>All EDICT Programmes are placed on the NQF and comply with internal and external quality processes.</p>	<ul style="list-style-type: none"> - On-going support by the ADD (Curriculum Development) is required to maintain the process of NQF placement. - On-going support by QMAP is required to facilitate the APR process and other BQA Programme reviews.

	- On-going support is required by Purchasing and Finance to establish contracts for external moderation, external monitoring and/or external examiners.
All EDICT Programmes are in the process of applying for professional accreditation with international bodies.	- On-going support is required by Purchasing and Finance to establish service contracts for professional accreditation.

Faculty of Business Strength and Challenges

Strengths	Challenges
<p>-Graduate success: A cornerstone achievement and the over-riding intention of the Polytechnic vision.</p> <p>-Industry Relationships: The FOBL engages through various collaborative projects with large, medium and small businesses and organizations operating in Bahrain, spanning all sectors of industry. This relationship has developed the Polytechnic within Industry and Government settings and created a positive employment potential for Graduates.</p> <p>-Accreditations: The accounting Major is accredited by: ACCA (with 9 exemptions) CMA (with 9 exemptions) ICAEW (with 6 exemptions) International logistics Management is accredited by: Chartered Institute of Logistics and Transport (CILT UK). Chartered Institute of Logistics and Transport International (CILTi)</p> <p>-Goodwill, motivation of Academic Staff:</p> <p>-Strong student-staff relationships</p>	<p>-Bahrain Polytechnic is “developing a value-added research culture to engage in solving societal and industrial problems and enhance opportunities for innovation and entrepreneurship” but this has not filtered down to academic staff. Staff primarily self-fund research (i.e. doctoral studies) and are docked pay when they take study leave. This is not convivial to the development of a research culture.</p> <p>-The Polytechnic seems to work in silos. Often FoBL, SoF and EDICT work against each other. Any crossover between the various Schools, especially outside of the Faculties, is diminishing.</p> <p>-We are not an agile institute - we cannot react quickly enough to changing situations or opportunities.</p> <p>--Shrinking of the Teaching team/Lack of Recruitment – among other implications, there is little resource of time for periodic review of our present courses and for new course development to ensure that we are current to the labour market and in line with the Vision 2030.</p>

<p>-Reputation in the market place</p> <p>-Our teaching philosophy: well modeled class sizes which lead to positive rapport with students, graduate reputation, consistency for standards within faculty and confidence from QQA and other external audits and reviews.</p> <p>-Teaching Team diversity, as it includes tutors of both genders and different nationalities, cultures and backgrounds. This is popular with students, families and delivers in regards to creating an international environment for learners.</p> <p>-Teaching and learning quality/reputation (strong industry focus and alignment, important program accreditations from key professional bodies mainly in accounting & logistics programs). Our programs appear to maintain an advanced standing among competitors in this respect.</p> <p>-Tech savvy, we use online e-learning (Moodle) and we have some software's such Hootsuite for Marketing and the accounting software and activeboards in classes among others.</p> <p>-Our T&L methodology as is evident by the graduate profile of students we graduate.</p> <p>-Our Industry Projects: Bahrain Polytechnic were the local pioneers of this now copied approach to education and training.</p> <p>-All our majors listed on the NQF and we continue to have a confidence rating.</p> <p>-Well-structured and established systems; i.e. Moodle, Banner, etc.</p>	<p>-A few staff have only academic knowledge so struggle with the part where knowledge needs to be applied. We are moving away from the 'triple-trained' staff concept and recruitment realities make it difficult to recruit industry experienced and qualified Tutors.</p> <p>-Lack of specialists for the Majors.</p> <p>-Non-Renewal of contracts for staff over 60 will impact the courses being delivered</p> <p>-Increasing student intake with fewer tutors stretches the resources and will affect the quality of delivery of courses.</p> <p>-Students may have the same tutor teaching all three course- diversity of tutors is essential</p> <p>-Lack of development plans for academic staff (both financial and nonfinancial) for faculty members to pursue higher education (e.g. PhD). The absence of such plans can have adverse impact on teaching and learning in the long term.</p> <p>-Mis-understandings in relation to faculty members promotion and career progression for Bahraini.</p> <p>-Lack of research incentives compared to other higher education institutions (both locally and globally).</p> <p>-Process of recruitment takes time.</p> <p>-Loosing experienced industry staff members.</p> <p>-Lack of Resources, renewal of Turn-It In for example, running out of papers etc.</p> <p>-Losing the reputation gradually, turning to a normal teaching institute.</p>
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<p>Interesting mix of staff, expatriate and local.</p> <p>Low fees.</p> <p>-We are the only business faculty that has intensive courses on entrepreneurship</p> <p>-We are the only higher education that provides a program on logistics.</p> <p>CILT (UK) degree re-accreditation. This compares the BILM to over 100 transport related degrees in the UK.</p> <p>CILT (Int) re-accreditation to teach CILT courses from introductory to advanced diploma level</p> <p>P-rofessional qualifications embedded in the degree</p> <p>Supportive and developing middle management that has been Bahrainised.</p> <p>-High salaries compared to other private local universities.</p> <p>--Good annual leave for Academics = 45 days compared to other private universities which provide 30- 40 days for annual leave.</p> <p>The original Student centered approach to develop learner's autonomy was a cornerstone in creating the Graduate profile and Graduate success.</p> <p>-Yearly review of the courses by industry advisory committee</p> <p>-Revised courses at the major level based on the feedback received from the Advisory committee and accreditation bodies.</p> <p>-Industry project with real problems for industry partners.</p>	<p>-Limitations of resources such as, printers, ink, papers, lockable cupboards, etc.</p> <p>-Rarity of high-quality professional development for academic staff.</p> <p>-Our own bureaucratic internal processes make it difficult to offer outside be-spoke short courses to industry. This is also a critical point in relation to forming overseas based partnerships. Institutes external to Bahrain have limited tolerance for invoice payment periods that extend beyond a month. This has led to the demise of potential long-term agreements.</p> <p>-Current lack of revenue diversification.</p>
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Increase in the use of technology to move towards a blended learning environment

School of Foundation of Challenges

1- National Requirement Courses

The absence of full-time Human Rights and History of Bahrain tutors poses a risk to the sustainability of the courses and the ability to offer the courses without delaying students' graduation. The following table shows the number of students who are required to complete the national requirements along with time expected to take in order to clear the logs (as of start Sem 2, 2019/2020):

Course	Seats Shortfall*	Expected time to clear the logs		
		300 seats offer per semester	150 seats offer per semester	75 seats offer per semester
Human Rights	2447	4 years	8 years	16 years
History of Bahrain	2021	3.3 years	6.7 years	13.4 years

The capacity of Human Rights and History of Bahrain courses differs from one semester to another depending on the availability of seconded tutors from the Foundations Programme and the Business faculty. The sustainability of Human Rights course is especially at risk as in the first three runs the number of seats offered was only 75 per semester. This semester is exceptional as we have two tutors facilitating the course with a total capacity of 300 seats. In the current best-case scenario, it would take 4 years for a 2019xxxx student to be able to enrol in the Human Rights course, besides this semester.

To mitigate this, we are advertising for full time tutors for these positions.

2- Staffing

Currently all Maths tutors are working overtime hours. The Programme Manager is also teaching 16 hours p/week on top of his other duties. To mitigate this, we are planning to recruit up to 4 maths tutors for September 2020.

High teaching loads also influences future planning. There is no staff capacity to develop new courses, in-line with new strategic approaches. We hope this will be overcome by a positive recruitment drive.

Tutors who teach General Studies Electives are usually 'outsourced' from other programmes. If these programmes are unable to provide tutors for Electives, then running the electives will be at a

significant risk. Currently the Foundation Programme English tutors contribute almost fully to the survival and delivery of the Elective courses. If in the next semesters they are required to teach their core courses, then the Electives programme will reach a freezing point. For the NR courses, staffing for the Human Rights course, especially, is significantly affecting the ability to offer the course and consequently delaying students' graduation.

Corporate Challenges and Solutions

ICT Challenges and Solutions:

- A- Migrating the environment to AWS cloud was a challenge as ICT has been managing the migration internally within the department team. To be able to accomplish this task, ICT has been attending AWS training provided by iGA to gain the knowledge and experience of cloud services. Two of the ICT team members have been certified with AWS Solution Architect certification.
- B- Banner 8 is not supported in cloud; hence ICT will manage to upgrade it to the supported version Banner 9 subject to budget a viability or IGA funded program.
- C- Banner has faced Control files corruption of the Oracle Database on April 2019, ICT has lost their DBA resource on February 2019, when the issue occurred, ICT through phone guidelines provided by one of the experts colleagues managed to rebuild the files and bring the services up. ICT proposed for replacement DBA part of 2020 budget.
- D- Bahrain Polytechnic website faced DDoS attack on April 2019 which reflects on slowing down the site browsing services, ICT implemented and configured a new introduced security protection level on AWS cloud using WAF service and as an extra level of protection ICT added a load balancer on top of the server.
- E- ICT had faced cut of supports from few vendors as the invoices were not getting paid on time. ICT is working with purchasing to start the process earlier before the expiration or due dates of the payments.
- F- Bahrain Polytechnic has got the new license for Adobe CC on November 2019, during a running semester. ICT had to activate the newly received license on all devices having Adobe CC product, total number of 140, since there is no solution available to manage MACs in campus, ICT had to go manually and install/activate all the devices as it was causing massive efforts and time consuming. To overcome this, ICT has gone to an Apple event and found more efficient way of managing MAC lab through managing software. ICT is on the process of evaluating it.
- G- ICT have worked on optimizing the services and cost for the AWS hosting and came up with the following recommendation as shown in the below table waiting for the approval from IGA.

Description	On Demand / Month	36 Month Total	3 yr All Upfront Reserved
Live Moodle	308.92	11121.12	4674
Moodle Big Blue Button	154.46	5560.56	2473.13
Live Moodle RDS Multi-AZ	633.83	22817.88	9881.8

Domain Controller	100.44	3615.84	2122
SCSM Portal + Console	153.72	5533.92	3755
SCSM DWH	153.72	5533.92	3755
SCSM Database	153.72	5533.92	3755
Industrial Portal	80.67	2904.12	2154
live-mahara	80.67	2904.12	2154
Microsoft ADCS	50.22	1807.92	1061
kms office 2016	50.22	1807.92	1061
kms server 2019	50.22	1807.92	1061
kms office 2019	50.22	1807.92	1061
AD Sync	50.22	1807.92	1061
		74565 \$	40028.93 \$

This is will provide good saving for about 47% of the monthly payment ICT is doing but need an upfront payment.

Academic Development Challenges and Solutions

#	Challenge	Impact	Solution
1	Lack of a full complement of expert and skilled staff in curriculum development, e-learning, teaching and learning, and Continuing Education.	Lags in development of educational planning and implementation that impact on Graduate Reputation, Assurance of Learning as well as the Engagement for Impact strategic objectives	<ol style="list-style-type: none"> 1. Scope internal expertise in specific areas 2. Hire staff with necessary expertise 3. Improve technology to lessen manual input, eg curriculum management system software 4. Provide relevant on-going training
2	Absence of fund to develop a robust professional development framework for academics and support their postgraduate studies	Hinder professional development and recognition of academics which will impact on assurance of learning and graduate reputation strategic objectives	<ol style="list-style-type: none"> 1. Ensure sponsorship budget 2. Ensure budget to support the continuing education framework

Facilities Challenges and Proposed Solutions

Challenges:
1. Budget Limitations and long procurement procedures to process any project and maintenance work. A continuous change in procedures which makes it harder for the departments to complete the task in time.
2. There is no Helpdesk for Project & Maintenance department: to organize the works and the requests received by other departments.
3. The continuous change in the procedures to process any project makes it difficult for the departments to complete the tasks on time.

Solutions:
1. Facilities Department Helpdesk: to help organize the works and the requests received by other departments.
2. SLA: Service Level Agreements should take place between BP departments to organize the workflow
3. Increasing the number of staffs in the maintenance department.

Registry Challenges and Proposed Solutions

- Challenge: Registry Staffing remains inadequate.
 - Requests to replace staff (resignations and transfers) have not been action successfully yet. The staffing in Registry is down \approx 25% affecting the student Information Centre (front line customer service); Admission and Enrolment departments.
 - This severely impacts on the day to day processes and front line customer service
 - Requests have been made for additional staffing, one employee has been transferred internally as training and two positions still pending for candidates for interviewing.

Solution:

- Transfer or hire staff to Registry.

Challenge: Requests made to Bahrain Polytechnic Training and Development and Procurement since 2012 for Banner training and currently the request is with the Training and Development Department.

- The Banner Student staff were not employed during the implementation and do not have an adequate background in Banner. Although there are comprehensive manuals related to the Banner student implementation, changes to Policy and procedures require a full

working knowledge of the entire Banner Student system to ensure integrity of any changes made.

Solutions:

- Organize a training is highly required to enhance staff knowledge that could reflect improvement in the work process
- Attending the annual Ellucian Middle East Live conference (the mother company for Banner) ensures networking opportunities and knowledge transfer from other users. This had been very useful in gaining general information used for testing changes in the Banner student training environment prior to approval for auctioning in the live environment.

Challenge: Academic Staffing shortages; Academic Annual Leave affects Registry planning and implementation with Scheduling and Registration processes.

- Academic Staffing issues cause major changes to preparing and confirming the timetables, this delays the release of classes to students on Self Service Banner (SSB) for online registration.
- There are some challenges to accommodate all students due to the number of classes offered.
- Academic Annual Leave results in PMs are not available during critical planning times (and for a long time during the summer) before the start of Online registration at the time that Registry work on Schedules and plan for online registration. This obstacle creates last minutes overload to complete last minute changes to published schedules and potential delay on online registration for certain Programmes.
- During result released the academic staff are not available to advise and give a feedback on students grades.

Solutions:

- Meetings with Faculty Managers and Registry to plan for the next semester starts mid the previous semester, to ensure completing of schedules before the start of Academic Leave. However, this is still an issue as most of the final staffing are not known before the return of PMs from the Academic Leave.
- Registry worked closely with Faculty to overcome these issues, planning is completed on time and required schedule changes (after Academic Managers returned from Academic Leave) was actioned promptly.
- Students were given the priority for registration based on earned credits, ensuring those who were expected to graduate the soonest were not disadvantaged.
- Students were contacted advising them of any changes made affecting their schedules.
- The academic need to enters the assessment components regularly in Banner and excluded the final so the student will be able to know the progression and get the advising before the end of the semester

Additional Challenge that are outside the control of Registry but affect the reputation of Registry as students believe we are responsible (i.e. we publish the information provided by Faculty)

Challenge: Decreasing number of rooms each semester is proven to be a major obstacle as more and more classes are used for offices for increasing allied staff numbers

Solution: What Registry did to overcome this issue: Distributing schedules over the day and schedule more late classes. However, with the staffing issue not many classes can be scheduled late and those classes are not popular among students. To avoid Registry responsibly to the changes made in timetable by faculty, Registry added "Changes may be

made to the information, scheduled classes or tutors as requested by Faculty or due to other constraints” in the online registration instruction published in the website.

Concluding remarks

Year 2019 pause to reflect on the impact Bahrain Polytechnic have made on the lives of our students, community, and first steps towards the Bahrain Polytechnic Plan 2020-2024.