



بوليتكنك البحرين
Bahrain Polytechnic

Strategic Plan
2015-2019



**H.R.H. Prince
Khalifa bin Salman Al Khalifa**
Prime Minister



**His Majesty
King Hamad bin Isa Al Khalifa**
King of Bahrain



**H.R.H. Prince
Salman bin Hamad Al Khalifa**
Crown Prince and Deputy Supreme Commander

Connecting Generations ✦ Inspiring Innovations

Bahrain Polytechnic has been established by His Majesty King Hamad bin Isa Al Khalifa by Royal Decree No. 65, as a key component of the Kingdom's strategic plans to grow and diversify the economy.

Bahrain Polytechnic, a cornerstone project of the Economic Development Board (EDB), is chaired by H.E. Shaikh Mohammed bin Essa Al Khalifa, Chief Executive of the Economic Development Board, and is governed by a Board of Trustees that includes renowned industry and community leaders.

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A portrait of Hisham Bin Abdulaziz Al Khalifa, Chairman of the Board of Trustees, wearing a white thobe and ghutra with a black agal. He has a mustache and is looking directly at the camera. The background is a dark grey with a faint, stylized geometric pattern.

A message from the Chairman of the Board of Trustees

Bahrain Polytechnic was established to address the need for a skilled Bahraini labor force aimed at supporting economic growth and diversification in a post-oil economy. From taking the first students in 2009 to graduating the first cohort in 2013, Bahrain Polytechnic has undergone a huge transformation from a fledgling organization to an established Higher Education Institute in Bahrain.

The early signs from this investment in applied, industry focused education are indeed very promising. Already Bahrain Polytechnic can boast internationally accredited programs, high graduate employment rates, and recognition from international institutions and local agencies. This strategic plan offers a blueprint for Bahrain Polytechnic to achieve its vision of being a world-class provider of applied higher education regionally and internationally.

I would like to take this opportunity to thank all our employees and stakeholders who were involved in the development of this strategic plan.

Hisham Bin Abdulaziz Al Khalifa
BoT, Chairman

A message from Acting CEO:

In a world of turbulent change, where the past is no longer a good predictor of the future, the idea of a static 5 year strategic plan is no longer adequate to support innovation. To continue to build an adaptive and responsive Polytechnic, we have outlined 5 simple strategic goals that can be viewed as guidelines to our strategic thinking over the coming years. These goals are not a prescriptive guide to the future, but rather form a framework for ongoing strategic decision making.

We have decided to implement a recursive, employee-led approach to strategic decision making at the Polytechnic known as Objectives and Key Results (OKRs). This approach ensures transparency in decision-making, collaboration across the organization, and that strategy adapts to emerging realities. Most importantly, this approach will ensure that we have a living strategy to respond the needs of our stakeholders.

I would like to take this opportunity to thank all our employees who were involved in the development of these strategic goals and a living strategy for Bahrain Polytechnic. A special thanks also to all our stakeholders who tirelessly gave their time and energy into the development process.

Dr Mohamed Ebrahim Al-Aseeri
ACEO



Strategic Goal 1

From Start-Up to Sustainability



Bahrain Polytechnic will progress towards a sustainable model of diversified funding, operations and governance including: consultancy, research collaborations and commercialisation with industry and Government.

Achieving

- Financial and Economic Sustainability
- Environmental Sustainability
- Political Sustainability
- Social Sustainability

Context

This first priority stems from Bahrain Polytechnic's mission to emerge from its start-up paradigm, in which it operated to a large extent outside the national regulatory framework, on the basis of overseas expertise and a large start-up budget.

In a challenging environment, the Polytechnic has undergone transformation over the past three years in which its governance structure is now firmly rooted in the public sector. As a cost centre, its operational budget is dependent on allocations from the Ministry of Finance and its human resources are controlled centrally through the Civil Service Bureau. This provides a strong legal basis for the Polytechnic as a national entity.

However, the era in which higher education is a solely matter of national policy and government funding and regulation is rapidly fading. In an extremely tight fiscal

environment, the Polytechnic is rapidly outgrowing the public purse. The Polytechnic must seek ways to reduce costs and diversify its revenue streams and, therefore, re-examine the way in which its education is delivered.

There are other dimensions to sustainability too that must be pursued. The Polytechnic needs to grow its support amongst its national stakeholders and benefactors and extend its reputation regionally. There must be sustainable career structures for its employees and Polytechnic alumni can play a greater role in anchoring its connection to industry.

As a key high impact institution, there is also scope the Polytechnic role model exemplar environmentally sustainable practices and facilities to achieve generational change and shift in attitudes towards diversification away from oil.

Strategic Goal 2

Graduate Reputation



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

Achieving

- Professionally Qualified Graduates
- Post Graduate Progression Pathways
- Rich and intensive Alumni Engagement
- Emerging Industry Leaders

Context

Bahrain Polytechnic has a revised mission to produce professional and enterprising work-ready graduates. Our primary value proposition, therefore, rests primarily on the reputation of our graduates

Having completed the first delivery cycle of its start-up degree programmes, the Polytechnic has graduated its first students. Early signs are very positive in that over 70% are acquiring jobs within six months after graduation. This provides a foundation on which to grow the reputation

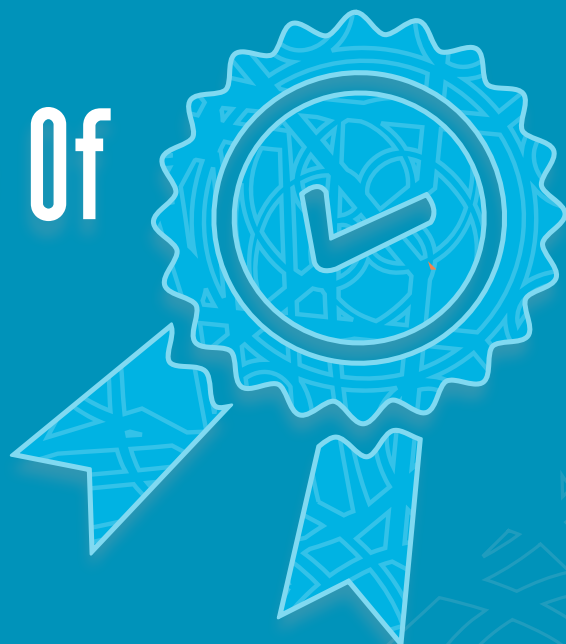
However, their initial employment is only the beginning. It will be important to assist their development and progression in their chosen fields through the provision of opportunities for professional up-skilling and post-graduate education. It will also be important to leverage their brand as a Polytechnic graduate with

employers and ensure the graduates themselves maintain tangible links to their alma mater.

Graduate employability can be enhanced by ensuring all existing and new programmes are designed maximize opportunities for professional accreditation and progression pathways to post-graduate education. Further, inculcating enterprising graduate attributes can only be achieved by embedding entrepreneurship across the curriculum, devising and implementing enterprising pedagogies and valuing enterprising educators so that our graduates can be more creative and self-confident in whatever they decide to undertake.

Strategic Goal 3

Assurance Of Learning



Bahrain Polytechnic will, as its highest priority represent excellence in academic and business practices, underpinned by quality assurance and accredited programmes that are internationally recognized.

Achieving

- a Culture of Systematic Review and External Audit
- Professional and Academic Accreditation
- Standardized Assessment and Moderation
- Robust Quality Enhancement Processes
- Flexible Teaching & Learning Supported by State- of-the-Art Facilities

Context

Completing the inaugural delivery cycle of Bahrain Polytechnic's first wave of academic programmes represents a major milestone in our development. The next cycle of delivery requires a continuing focus on quality assurance and enhancement to ensure our programmes are congruent with international best-practice.

Through the systematic process of collecting data about student learning, reviewing and using data to continuously develop and improve programs to ensure that they are aligned to the Polytechnic mission, vision and values.

Effective teaching and learning requires the Polytechnic to model best practices in all of the support functions across the Polytechnic; practices aligned to internationally

recognised standards.

Similarly, staff should have qualifications and experience aligned to their roles within the Polytechnic. As an applied HEI, academic staff should possess a balance of academic qualifications, industry experience and formal teaching qualifications.

To further support teaching and learning practice the facilities of the Polytechnic and the methods of teaching and learning delivery should be reflective of developments in the international education community. Flexible learning, state of the art tools and facilities are required to ensure the delivery of a world class learning experience.

Strategic Goal 4

Engagement For Impact



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

Achieving

- Rich and intensive Engagement with our Communities
- Flagship Industry Partnerships
- Regional and International Academic Recognition
- Positive Stakeholder Perception

Context

Bahrain Polytechnic's mission is to produce graduates that meet the needs of the community locally, regionally and internationally. The need to positively engage with national and international stakeholders is rooted in the desire to produce graduates that are positively engaged with their chosen profession and community. We also recognize that as a national institution we have a key role to play in the nation's future social and economic well-being.

Assisting our graduates to become active global citizens requires strong relationships with an eco-system of academic partner institutions that recognize the quality of our programmes allowing graduate mobility in the academic community. Similarly, producing graduates who can impact the economic well-being of the nation requires strong relationships with key local, regional and international employers who can maintain currency of learning

and provide those important first opportunities to graduates. While each programme consults with local industry, formal engagement with a broader range of regional and international employers would enhance graduate opportunities and currency of learning.

As an institution of higher education we have a responsibility to provide thought leadership and encourage the exchange of ideas. Key to this is providing engaging spaces for students, staff, and visitors to meet. A challenge to this is our current campus restrictions, which do not allow for hosting international conferences or events to benefit the local community.

A final aspect to this priority is fostering engaging behaviour in students and staff by recognising and honouring those in active citizenship who impact social and economic wellbeing.

Strategic Goal 5

Entrepreneurship and Research



Bahrain Polytechnic will develop an Applied Research culture to engage in solving societal and industrial problems and enhance opportunities for innovation and entrepreneurship.

Achieving

- Rich and intensive Engagement with our Communities
- Flagship Industry Partnerships
- Regional and International Academic Recognition
- Positive Stakeholder Perception

Context

Higher education is facing unprecedented challenges in the definition of its purpose, role, organisation and scope in society and the economy. The emergence of the knowledge economy provides an opportunity for Bahrain Polytechnic to develop as an institution of enterprise epitomised by agile innovation through its research, entrepreneurship, and teaching and learning.

Bahrain Polytechnic is striving to integrate applied research, pedagogy and industry activities to impact acutely on societal and industrial challenges. Key to this approach is the co-creation and transfer of knowledge in response to these challenges.

Applied research is integral to exemplary practice in teaching and learning. This should underpin the Polytechnic's degree programme portfolio.

Our curriculum and pedagogy will model entrepreneurial praxis.

The traditional research model focuses on converting financial resources to knowledge. The polytechnic will seek to invert this as an innovation cycle in which our knowledge is translated to practical outcomes for our industry partners

Our Innovation centre at Riyadat will pave the way for entrepreneurial thinking. Through fostering an entrepreneurial mindset, Bahrain Polytechnic will seed the next generation of graduate entrepreneurs that can contribute to economic diversification in Bahrain.

From Vision to Reality

Together We Achieve

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