Title: Strategic Planning Procedures

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Review: The procedures are subject to periodic reviews as per amendments of the Strategic
Planning Policy.

1. Purpose

The purpose of this document is to describe the procedures to be followed by Gulf University in the development of the strategic plan, to ensure consistency in implementation of Strategic Planning Policy across all levels of management at the University.

2. Scope

The document applies to Board of Trustees, President, Vice President for Academic Affairs, COO, Deans, HODs, Heads of Units and Directors at Gulf University.

3. Acronyms

BOT	Board of Trustees
BQA	Education and Training Quality Authority
COO	Chief Operating Officer
HEC	Higher Education Council
HOD	Head of Department
LMRA	Labor Market Regulatory Authority
NQF	National Qualifications Framework
QADC	Quality Assurance and Development Center

4. Definitions

Key Performance Indicator: A Key Performance Indicator (KPI) is a measurable parameter, that demonstrates how effectively the University is able to achieve its strategic objectives.

Strategic Plan: The Strategic Plan provides the structure and framework to implement the initiatives of the University at functional level and its impact on performance parameters. It is an inclusive process and comprised internal and external environment scan, identifying goals and objectives, deriving initiatives, achieving milestones, as well as stakeholders' participation in accordance with financial resources. The strategic plan lays the themes and directions of teaching and learning, research, community engagement and campus development for a period of 5 years.

Operational Plan: This is the plan developed by a component of the University organization (such as Colleges, units, centers, and administrative departments) that describes actions to be taken to support the strategic goals and objectives of the

University. Usually, the operational plan details who, what, where and when for the intended actions. This plan indicates what departments will do in an academic year to contribute to achieving annual targets and goals.

Action Plan: This is a document that provides concrete actions specifying who, how and when those actions should be taken in order to achieve a specific outcomes or a project. Action plans are shorter in duration.

HR Strategy: HR strategy is a comprehensive plan outlining how a university leverages its human capital to achieve its goals. It acts as a bridge between the overall company vision and the day-to-day activities of the HR department.

5. Procedure Details

5.1 The Board of Trustees shall ask the President of the University to start the strategic planning process; this shall happen only after the submission and approval of the 4th

annual report of the existing strategic plan and at least 6 months before the start of next strategic plan cycle.

5.2 The President of the University shall ask Director of QADC to begin the preparation of the "planning process" plan and finalize it within one month. President shall form Strategic Planning Committee chaired by him and the committee shall take the responsibility to prepare the strategic plan.

5.3 QADC/ Strategic Planning Committee shall facilitate and document the planning process through a series of planning sessions with different internal and external stakeholders that may take 3 to 4 months, taking into consideration the followings inputs:
- Environmental Scan Analysis.
- SWOT analysis by internal and external stakeholders (Form GU-PR60SPLN-F01)
- Bahrain 2030 Economic Vision.
- Latest Higher Education Strategy.
- National Research Strategy.
- Published reports by Relevant to Manpower Requirements for Business Industry & Services in Bahrain by Labor Market Regulatory Authority (LMRA)
- Handbooks of BQA, and Regulations of HEC.

5.4 The QADC shall ensure that outcomes of the planning sessions have internal common agreement and external validation about the followings:
- The future strategic directions and priorities,
- The weight

5.5 The QADC shall prepare the first draft of strategic plan on the basis of the outputs of

the planning sessions in collaboration with the Strategic Planning Committee, with different stakeholders, and shall submit the plan to President of University within 3 weeks after the timeframe stated in Article (5.3) of this document.

5.6 The President of the University shall share the first draft of strategic plan with University Council and different levels of management at the University for their review in a period of 2 weeks, followed by calling for a meeting to discuss any raised concerns. Record of the meeting shall be developed and retained by the Planning and Development Unit.

5.7 QADC shall prepare the second draft of strategic plan and shall submit the plan to President of the University within one week after the timeframe stated in Article (5.6) of this document.

5.8 The University Council shall review the second draft of the strategic plan and shall decide on one of the following:
   a) there is a need for further improvement, and a third draft has to be developed and presented to the Council,
   b) accepted with minor changes (to be done by QADC), with recommendation for final approval by BOT.
   c) accepted with recommendation for final approval by BOT.

5.9 The President of the University shall submit the recommended second (or third) draft to BOT for approval.

5.10 The BOT shall decide on one of the following:
   a) there is a need for further improvement and a fourth (fifth) draft has to be developed and presented to BOT,
   b) approved with minor changes (to be followed-up by University Council),
   c) approved.

5.11 The President of the University shall send the final approved version of the strategic plan to QADC to be disseminated among all level of management, who shall take the plan as a basis for their relevant Operational Plans.

5.12 The President of the University shall ensure that approval and dissemination of the strategic plan has been accomplished before the end of spring semester of the 5th year of existing Strategic Plan.

5.13 Strategic planning shall follow the development of 5 year roadmap (Form GU-PR60SPLN-F02) which specifies the annual target for each of the strategic initiatives. This is an important input to measure the achievement of strategic plan.

5.14 Senior management is entrusted with the responsibility to ensure the implementation, monitoring and review of the strategic plan. The University Business Continuity Committee represented by senior management except university president shall oversee the implementation, monitoring and reviewing the achievement of strategic plan based on the progress report for each

unit/department/center/college. Based on the achievement of strategic objectives and initiatives, if there is any gap in terms of non- achievement or low level of achievement for particular initiatives, the committee shall review the annual targets including the objectives and initiatives. The University Business Continuity Committee shall review the achievement of the strategic plan (Form GU-PR60SPLN-F03) and required actions to change, report to university president and subsequently to University council. Measuring achievement of strategic plan shall be done twice in a year (mid-year and end of the year).

5.15 The Business Continuity Committee shall propose and recommend revision in the strategic plan as a dynamic document. Revised annual targets/initiatives/objectives shall be presented to the University Council for approval. Major revision in terms of strategic objectives and initiatives shall be sent to BOT for approval.

6. Responsibilities

Board of Trustees is responsible for:
- initiating the process of strategic planning in coordination with the President of the University.
- deliberates on the strategic directions of the University,
- providing feedback on environment scan analysis,
- providing feedback on drafts of strategic plan,
- approving the final draft of strategic plan.

President of University is responsible for:
- ensuring appropriate implementation of this document.

- starting and oversighting the process of strategic planning in coordination with the QADC.
- presenting the drafts of strategic plan to BOT and acquiring the Board's agreement.
- ensuring consistent dissemination of the approved strategic plan and its reflection in the operational planning at all levels of management at the University.

Quality Assurance and Development Center is responsible for:
- appropriate implementation of this document.

Vice President for Academic Affairs, Deans, HODs, Heads of Units and Directors are responsible for:
- appropriate implementation of this document.
- providing inputs on relevant academic affairs at the University.
- analyzing historical data related to the evaluation of performance of

relevant academic divisions of the University.
- suggesting priorities for future focus relevant to academic affairs.

Chief Operation Officer is responsible for:
- appropriate implementation of this document.
- providing inputs on relevant administrative and financial affairs at the University.
- analyzing historical data related to the evaluation of performance of relevant administrative and financial divisions of the University.
- suggesting priorities for future focus relevant to administrative and financial affairs.

University Policy Development and Review Committee is responsible for:
- systematic review of the effectiveness of this document.

7. Related Policies
- Strategic Planning Policy

8. Related Procedures
- Operational Planning Procedures

9. Related References and Standards

BQA	Institutional Review Handbook
BQA	National Qualifications Framework Handbook
HEC	Academic Regulations and Resolutions