



مجلس التعليم العالي
Higher Education Council

INSTITUTIONAL STRATEGIC PLANNING HEC SELF-ASSESSMENT TOOL



Introduction

The Higher Education Council (HEC) is delighted to introduce this self-assessment toolkit to the higher education sector in Bahrain as we look to support universities improve. This toolkit will enable institutes to assess internal capacity and capability and then put in place plans to improve over time. This toolkit is for your use only and HEC does not require you to send us any report, all that we ask is that you apply honesty when using it and to use its findings constructively to help make positive changes. The content of the toolkit is only a starting point and we encourage you to build on it and adapt it for your own use.

Finally HEC wishes to thank our partners who have worked with us to develop this toolkit, we are confident that it will produce improved outcomes.

Secretariat General of the Higher Education Council

The success of a higher institute is significantly dependant on the strategic planning and leadership of that institute. To support this objective the HEC has developed this self-assessment tool to help institutes in the Kingdom of Bahrain review their strategic planning, resources and governance. The tool is designed to encourage discussion within the leadership team of the institution with a view to identifying areas to strengthen and improve in light of the new 10-year higher education strategy.

This toolkit is for your use only; HEC has provided this for your benefit and does not require any response.

Position at the university

1. What is your role in the university? *Select all that apply.*

- President
- Academic Senior (E.G., Dean, Department Head, *etc.*)
- Senior Management Team
- Board of Trustees
- Other (*Please Specify*)

Institutional Mission

2. With the university’s mission in mind, please rate your level of agreement with the following statements.

Particulars	Strongly agree	Agree	Disagree	Strongly disagree	Don't Know
The university’s mission is realistic in light of its resources.					
The university’s academic programs, services, and enrolment are consistent with its mission statement.					
The university planning and budgetary priorities are consistent with and supportive of the mission.					
The university’s processes and activities reflect the aims and mission of the institute					
The university’s actions and decisions demonstrate an understanding that the university serves the public and has obligations to the public of the Kingdom of Bahrain					
The university engages with industry, business and communities and responds to their needs according to its capacity.					
Aspects of the university’s mission beyond its educational purpose-such as research, public service, and economic development of the country-do not compromise its educational responsibilities and focus.					

3. What degree of change do you believe is required for the university to fulfil its mission (as described above)?

- NONE
- VERY LOW
- LOW
- MODERATE
- HIGH
- VERY HIGH

4. With the university’s mission in mind, please rate your level of agreement with the following statements.

Particulars	Very important	Somewhat important	Somewhat unimportant	Very unimportant
Increasing overall retention rates of students				
Increasing overall retention rates of faculty				
Increasing the recruitment rates of overseas students				
Improving the recruitment of high quality teaching staff and academics				
Improve and increasing research capacity and output				
Create an enterprise and innovation ecosystem that becomes part of the Institutes culture				
Improving the recruitment of non-traditional students to improve lifelong learning				
Create opportunities for students to develop business ideas through accelerators and incubators				
Creating opportunities for students to gain knowledge, skills, and credentials in high-demand fields				
Create opportunities for students to gain value add work experience or study overseas as part of their studies				
Developing programs between the university and established overseas universities that will enhance the university offer				
Improving alumni engagement				
Increasing grants and contracts activity with students to develop research				

Particulars	Very important	Somewhat important	Somewhat unimportant	Very unimportant
Building environmentally sustainable campus facilities				
Enhancing institutional network capacity				
Fostering greater engagement with the local community				
Enhancing the university's regional and/or local community				
Improving the employment placement rate of students after graduation				
Improving communication with key stakeholders				

5. Please list any other high-priority goals that the university should address in the strategic planning process.

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6. Please indicate how much improvement is needed in each of the following areas.

Particulars	None	Minor improvement	Moderate improvement	Extensive improvement
Campus safety				
Recreational facilities for students				
Arts and cultural programs				
Athletic and sports programs				

7. Please rate your level of agreement with the following statements about the state and use of university resources.

Particulars	Strongly agree	Agree	Disagree	Strongly disagree	Don't Know
The university has the financial resources and personnel necessary to support its operations for all programme delivery formats.					
The university has a well-developed budgeting process.					
The university is able to meet its current financial obligations.					
The university devotes its net revenue primarily to maintaining the quality of the institution and its academic programs.					
The University devotes its net profit primarily to servicing loans or servicing shareholder dividends					
The university delivers valuable programs and activities to its students and stakeholders.					
The university has sufficient physical and Technological infrastructure to support its academic, research, and public service activities.					

Institutional Governance and Leadership

8. Please rate your level of agreement with the following statements about institutional leadership

Particulars	Very important	Somewhat important	Somewhat unimportant	Very unimportant
The university's administration uses institutional resources responsibly to support the university's mission.				
University leaders are knowledgeable about and responsive to the academic and operational needs of the university.				
The university's administrative and governing bodies appropriately engage internal constituencies, including faculty, staff, and students.				
Current good practice informs the institution's attention to organization and improvement.				
Institutional planning gathers input from all stakeholders including students and administration staff				

Notes & Actions

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الأمانة العامة لمجلس التعليم العالي

Secretariat General of the Higher Education Council