



**British University of
Bahrain**



24-27 November 2025



Location
Saar



Institute Type
Private



Status
Not Listed



No. of Students
860

Overall Judgment

Compliant with the General Framework Standards

Standards' Judgment

Governance and Management	Human Resources Management	Quality Assurance and Enhancement
Infrastructure, ICT, and Learning Resources	Management of Academic Affairs	Teaching, Learning and Assessment
Research and Postgraduate Studies	Community Engagement	Student Support

Review Summary

The British University of Bahrain (BUB) delivers British degrees through a strategic partnership with the University of Salford – Manchester (UoS). This collaboration enables students in the Kingdom of Bahrain and the wider Gulf Region to earn UoS-awarded degrees across a diverse range of disciplines, including Business and Law, Engineering and Information Technology, as well as Arts and Social Sciences. The partnership provides students with the flexibility to transfer their studies to UoS at the start of any academic semester, enabling a seamless continuation of their education and broader international exposure. Through its partnership with the UoS, BUB has an effective mechanism to oversee programme development and safeguard the quality of the offered programmes.



Fully Met



Substantially Met



Partially Met



Not Met

BUB's vision, mission, and set of values are coherent and aligned with the national priorities, as well as with UoS's strategy. BUB has developed a five-year strategic plan (2023-2028) in collaboration with internal and external stakeholders, which was approved by the Board of Trustees (BoT) in 2025. The strategy emphasises academic excellence, quality enhancement, community engagement, and innovation and research, supported by defined objectives and success measures. BUB recognises the need to further unify reporting and operational planning across the University. While annual operational plans are in place, they do not consistently encompass all functions of the University, and some lack clear Key Performance Indicators (KPIs), measurable annual targets, or strong linkage to strategic objectives. In addition, procedures and responsibilities for risk identification and mitigation should be more clearly defined and documented to strengthen their integration with operational planning.

BUB has established a governance framework that clearly articulates the roles, responsibilities, and membership of its governing bodies, including the BoT, Executive Committee (EXCO), Joint Board of Study (JBoS), as well as internal committees. Moreover, the organisational structure is clear and enables the participation of stakeholders in decision making, including students. Nevertheless, it is necessary to implement a clear mechanism to evaluate the performance of the governing body members to ensure their efficiency and professional commitment. In addition, the delegation of authority for financial and management decisions should be more explicitly outlined, with clearly defined responsibilities assigned to key personnel to facilitate the achievement of their objectives and maintain high standards.

BUB has established a set of Human Resources (HR) policies and procedures that support the management of academic and non-academic staff. Recruitment and selection processes are transparent and consistently implemented, supported by clear policies within the Staff Handbook and validated qualification requirements. BUB demonstrates a strong commitment to fairness and compliance through its Equality, Diversity and Inclusion Policy, Legal Affairs Policy, and formal processes for managing staff complaints and grievances. To fully support the institution's mission, deliver high-quality higher education, and ensure ongoing alignment between HR practices and the University's strategic priorities, it is crucial to support the HR Management Strategy with an operational plan that sets out clear KPIs and targets. BUB implements policies and procedures for staff development and adopts an institution-wide approach to identifying development needs. To further enhance this, a mechanism should be developed and implemented to evaluate the effectiveness of staff development opportunities on a regular basis.

BUB has a robust Quality Assurance (QA) management system with established processes and clear lines of responsibility and accountability. There is a culture of staff engagement in continuous improvement, with institutional policies and procedures that are accessible to all stakeholders. This is supported by the effective use of the Quality Enhancement Office (QEO) SharePoint as a central platform for communication and documentation. Furthermore, BUB actively engages students for quality enhancement by involving the President of the Student Council as a member of the Quality Enhancement Committee (QEC). BUB also regularly monitors compliance with the Higher Education Council (HEC) regulations and maintains a Compliance Tracker to support this process.

Most of BUB's policies and procedures were drafted in 2024 and recently approved in 2025, therefore their effectiveness has not yet been tested. The Quality Policy and Quality Handbook outline the principles and scope of the QA system at BUB, as well as the procedure for conducting periodic reviews of the key aspects of institutional performance and programmatic reviews. BUB has a Benchmarking Policy and is increasingly recognizing benchmarking as an important tool for quality enhancement and strategic alignment. This progress could be strengthened by implementing regular institutional benchmarking across all core activities and consistently using the results to enhance BUB's performance.

BUB is committed to providing a suitable learning environment for its students and exhibits foundational compliance with regulatory and operational standards. Records confirm that classrooms, study spaces, the library, offices, and laboratories are sufficient. In addition, well-equipped specialised facilities, including 3D printing, Psychology, Information and Communications Technology (ICT), and Built Environment (civil and construction) laboratories, as well as a dedicated law court—further enhance students' practical learning. Good practices in inclusivity, fire safety, user accessibility, and the governance and maintenance of facilities are evident. To further strengthen this, health and safety processes would benefit from a more systematic approach. As the Health and Safety Committee is newly established, the development, implementation, and dissemination of comprehensive occupational health and safety policies in line with national regulations would provide valuable support.

BUB maintains a wide set of policies and procedures to ensure effective access to physical and electronic library and learning resources, supported by an extensive list of databases and online and physical materials. Systems for digital access, staff and student training, and information security are firmly in place. To further strengthen operational resilience, ICT planning would benefit from clearer KPIs, robust disaster

recovery documentation, and comprehensive disaster management and business continuity plans.

Academic planning is guided by the University's Strategy 2023–2028 and the learning and teaching principles of the UoS. A comprehensive academic planning framework has yet to be established and should be clearly aligned with the mission and strategic goals, reflect the UoS's philosophy of teaching and learning, and take into account the programmes offered, and the services provided to students. Academic management roles are well defined for programme and module leaders, with responsibilities clearly outlined and systems in place to ensure seniority and expertise are maintained. Policies and procedures governing ethical and legal aspects of academic matters are openly published, while codes of conduct and feedback policies are effective and widely understood. A mentoring process for new academic staff is in place over a 12-month period; however, the procedure should be reviewed to ensure consistent implementation across all colleges and to confirm that each cycle is thoroughly completed.

All programmes are developed, guided and reviewed by UoS. There are established policies for both annual and periodic programme reviews. BUB colleges carry out thorough annual reviews that generate action plans to support senior management decisions. Admissions processes, entry criteria, prior learning recognition, credit transfer, fee collection, admission appeal, and delivery of foundation programmes are all robust and function effectively. Teaching and learning are delivered through a coherent system embedded in programme delivery and quality processes adopted from UoS. Strong collaboration with UoS reinforces academic rigour and provides access to established pedagogical practices. In addition, active industry engagement and support for short-term internships further enhance student employability.

BUB implements comprehensive assessment policies and procedures developed by UoS, clearly communicated through Blackboard, SharePoint, Programme Handbooks, and student induction. Internal and external moderation processes are robust, with UoS-led verification ensuring pre-assessment quality. The appeals process, guided by the BUB Academic Appeals Procedure, is timely and consistently applied. Assessment-related documents are securely stored within UoS and BUB systems, supported by multiple policies, while Blackboard serves as the main repository for assignments and feedback.

The research strategy is aligned with the University's mission and national priorities. To further advance this, developing annual research operational plans with clear KPIs and targets would strengthen progress toward achieving the strategic plan. An

Innovation and Research Policy and Procedures, approved in April 2025, outlines processes for awarding internal research grants, supporting conference attendance, and funding journal article fees and book writing to contribute to academic promotion. Research funding is allocated in line with HEC requirements. As research activity is still emerging at BUB, the implementation of the policy and funding processes would benefit from regular review and monitoring to ensure effective use of resources and fair, transparent allocation of grants. A dedicated Innovation and Research Committee has recently been established to oversee ethical integrity. At present, BUB follows the UoS Academic Ethics policy to safeguard the ethics of student projects and obtain approval for research, while also developing an internal process for granting ethical approval.

Community engagement is a strategic pillar in the University's Strategic Plan 2023–2028. A range of initiatives have been launched, including collaborations with local schools, partnerships with community organisations, participation in public and cultural events, and industry-focused activities, which are reflected in the JBoS reports. A Community Engagement Committee has also been established to work with colleges in developing a more centralised approach to planning. To further strengthen this area, the development of a community engagement policy and an operational plan with clear KPIs and targets, aligned with the Strategic Plan, would be beneficial. Consolidating activities and related feedback in a comprehensive database would also support more effective evaluation of outcomes and impacts on staff and students, while informing future improvement plans.

BUB offers robust support services, including effective induction and structured academic advising, to meet diverse student needs. Arrangements for individuals with special needs are in place, though clearer documentation of monitoring and evaluation is required. A formal mechanism should also be established to identify and support students at risk of academic failure, with systematic follow-up and impact assessment. The University's learning environment fosters lifelong learning, equal opportunities, and active participation in social, recreational, and cultural activities.

Overall, BUB's strategic partnership and effective collaboration with UoS have strengthened teaching and learning practices and upheld high academic standards. Building on these achievements, clearer operational planning across administrative departments and colleges would further support the attainment of the University's strategic objectives. As the institution moves into its next phase of development, a stronger focus on systematic monitoring, evaluation, and evidence of impact will help ensure that operations and services remain effective, responsive, and aligned with the positive progress already demonstrated in teaching, learning, and assessment.

Commendations

1. There is an effective partnership between BUB and UoS to govern programme development and safeguard the quality of programmes delivered at BUB.
2. BUB has well-equipped specialised facilities which enhance students' practical learning and allow them to gain real world experience, including 3D printing, Psychology, and ICT laboratories, and a dedicated law court.
3. BUB has a wide range of induction activities, in addition to mentorship, to support newly hired academic staff.
4. BUB actively engages with the industry and effectively supports short-term internships that boost student employability.
5. BUB fosters a supportive and enriching learning environment that helps students build essential academic and personal competencies.
6. The partnership between BUB and UoS offers students in Bahrain enhanced international exposure and the opportunity to obtain globally accredited qualifications and enables seamless transition into their professional careers.

Recommendations

1. Strengthen the University's strategic management framework, ensuring that operational plans are developed consistently across all administrative departments and colleges with clear measurable KPIs and annual targets to monitor progress toward its strategic goals.
2. Establish and consistently apply documented procedures and responsibilities for risk identification and mitigation, integrated into operational planning through a systematic mechanism for monitoring and evaluating annual plans.
3. Implement clear mechanisms to evaluate governing body performance and clearly delegate financial and management authority with defined responsibilities to ensure efficiency, accountability, and high standards of governance.
4. Review the HR management strategy and operational plan to include clear KPIs and targets that enable the fulfilment of the University's mission and strategic objectives.



5. Develop and implement a mechanism to evaluate the effectiveness and impact of the staff development opportunities and ensure that the outcomes are used for continuous enhancement.
6. Implement regular institutional benchmarking across all core activities and consistently use the results to enhance BUB's performance.
7. Create, implement, and disseminate comprehensive occupational health and safety policies in line with national regulations.
8. Strengthen ICT operational planning by establishing clear KPIs, developing robust disaster recovery documentation, and implementing comprehensive disaster management and business continuity plans to reinforce operational resilience.
9. Establish a comprehensive academic planning framework aligned with BUB's mission and strategic goals, reflecting UoS's teaching philosophy and programme offerings, as well as related services.
10. Review the mentoring procedure to ensure its uniform implementation across all colleges and to confirm that each mentoring cycle is thoroughly and consistently completed.
11. Develop a research operational plan with clear KPIs and targets, ensuring regular monitoring and review to drive continuous improvement and align with BUB's strategic objectives.
12. Develop and implement a community engagement policy and revise the operational plan to include clearly defined KPIs and targets in line with the University's strategic plan, in addition to consolidating all activities and related feedback in a comprehensive database.
13. Develop and implement a mechanism to systematically identify and support students at risk of academic failure, and ensure systematic application, follow-up, and evaluation of impact.

Standard 1 – Governance and Management

Indicator 1 - Vision, Mission and Values

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| 1.1 | The institution has a publicly displayed vision, mission and values that are approved at the governing body level, guide its activities, and well communicated to stakeholders. | ● |
| 1.2 | The vision and mission are appropriate for the institutional type and programmes on offer; are aligned with the national priorities and strategies of the Kingdom of Bahrain; and reflect the core functions of the institution and its values . | ● |
| 1.3 | The institution involves internal and external stakeholders in the development of the vision, mission, and values of the institution. | ● |
| 1.4 | There is a process which ensures a regular review of the vision and mission that takes into account the national, regional and international context with respect to trends in higher education and programme offerings. | ● |

Indicator 2 - Strategic and Operational Planning

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| 2.1 | The institution has a strategic plan that was developed through a process of consultation with external and internal stakeholders. | ● |
| 2.2 | The strategic plan has clear objectives and key performance indicators with specific targets that are consistent with the mission and vision statements and the strategic goals of the institution. | ● |
| 2.3 | There is an allocated responsibility at senior management level to ensure the implementation, monitoring and review of the strategic plan. | ● |
| 2.4 | There are annual operational plans from which detailed action plans evolve for all academic and administrative departments in a manner that supports the strategic plan. | ● |

- 2.5 There are well-established processes for the annual monitoring and evaluation of the progress made in achieving the targets of operational plans, including data collection and reporting to senior management, with related remedial actions being clearly identified, coordinated, and executed. ●
- 2.6 There is an appropriate risk management system in place that enables the institution to mitigate and address relevant strategic and operational risks. ●

Indicator 3 - Governance and Management Practices

- 3.1 There are clear terms of reference for the governance body (Board of Trustees) and any related sub-committees, in which the roles and responsibilities of the governing body members are clearly defined. ●
- 3.2 There are implemented policies and procedures for the governing body to oversee the achievement of academic standards and actively support the efforts made to achieve and maintain the academic standards for face-to-face, online and blended education. ●
- 3.3 The governing body and management have a clear separation of duties, both on paper and in practice and the members of the governing body are not involved in the day-to-day operations of the institution. ●
- 3.4 There are implemented procedures for the appointment and induction of members of the governing body, which ensure that they understand their specific responsibilities. ●
- 3.5 There are implemented mechanisms to evaluate the performance of the governing body members to ensure their efficiency and professional commitment. ●
- 3.6 Appointment to senior managerial positions is transparent, based on clear and published criteria, and supported by a robust performance management system. ●
- 3.7 There are formal procedures at the institutional level for scheduling and conducting meetings, and taking meeting minutes of councils, committees, and work teams. ●
- 3.8 The planning and allocation of resources (including financial resources) are adequate and linked to the operations and core functions of the institution. ●
- 3.9 There are approved delegations of authority for financial and management decisions that enable the managers of administrative and ●

academic entities (e.g., Deans, Head of Departments, Directors, etc.) to achieve their objectives and maintain high standards.

3.10 The financial and accounting systems include processes to prevent and detect fraud, including internal and external financial audits and transparent reporting. ●

3.11 The governing body and management ensure the accuracy and currency of all published materials provided in printed form or electronically via the website or on social media, that inform students and the public about the institution, its services and activities (e.g., mission, vision, values, location, infrastructure, academic provisions, fees' structure, etc.). ●

Indicator 4 - Organisational Structure

4.1 There is an accurate and up-to-date organisational structure that is fit for purpose and accessible to all staff and students. ●

4.2 Stakeholders' participation in decision-making, including students, is clear in the organizational structure, where appropriate. ●

4.3 There is effective coordination and leadership across the institution, especially among senior management. ●

4.4 All staff members know their roles and line of management in the institution and have clear job descriptions. ●

4.5 The channels of communication between the governing body, senior management, staff, students and other stakeholders are clear. ●

4.6 There is a structure for all active committees along with clearly articulated terms of reference and lines of reporting; and the effectiveness of these committees is regularly reviewed. ●

4.7 The institution has well-structured mechanisms to ensure proper circulation of the decisions and recommendations raised by its councils, committees, and work teams. ●

Indicator 5 – Partnerships, Memoranda with other Institutions

- 5.1 For each programme where another HEI provides the curriculum and/or teaching or operates as a 'parent' institution, there is an active binding agreement between the institution operating in the Kingdom of Bahrain and the other institution, as per HEC regulations, which: ●
- (i) has been entered into after due diligence to ensure the credibility of the other organisation and the programme being offered in the Kingdom of Bahrain.
 - (ii) states whether the programme offered in the Kingdom of Bahrain is equivalent and contextualised to a programme of the same name offered in the home country and whether graduates of the Bahrain programme are recognised in the home country.
 - (iii) specifies in detail the roles and responsibilities of both partners, including the teaching and assessment commitments and quality assurance arrangements.
 - (iv) contains a risk-management strategy to protect students, should there be any dispute or closure situation.
 - (v) assists the institution in the Kingdom of Bahrain to improve the academic capacities of its own staff.
- 5.2 For each programme where another HEI, locally or internationally, provides some of the curriculum and/or teaching, the programme information provided to current and prospective students states clearly the institution(s) that is offering the degree, the name of the institution(s) that will be on the student's testamur, and which institution's rules and policies apply (i.e., the institution operating in the Kingdom of Bahrain or the other institution). ●
- 5.3 For each programme where another HEI locally or internationally, provides some of the curriculum and/or teaching, the programme information provided to prospective and current students states clearly which course or programme elements will be taught and examined by the other institution. ●
- 5.4 The HEI operating in the Kingdom of Bahrain has established processes and mechanisms that are regularly used to ensure that the partner (or parent) institution meets its obligations and, if needed, to approach the concerned authorities to ensure that the partner/parent institution meets its obligations. ●
- 5.5 Where there is a memorandum of co-operation or understanding, the points of co-operation between the two institutions are clearly set out and there are mechanisms to monitor the implementation of the terms ●



of the memorandum, providing regular feedback, for planning, informed decision making, and continuous improvement, where applicable.

Standard 2 – Human Resources Management

Indicator 6 - Human Resources

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| 6.1 | The institution has developed and implemented a human resources management strategy and operational plans that enable it to fulfil its mission and deliver quality higher education provision. | |
| 6.2 | There are implemented policies and procedures for staff that include selecting, recruiting, and retaining qualified and experienced academic and non-academic staff. | |
| 6.3 | The institution has a published equality and diversity policy, which ensures that all staff are treated fairly. | |
| 6.4 | The institution has a clear policy in place regarding the handling of legal issues related to academic and non-academic staff. | |
| 6.5 | The institution has a published systematic, transparent, and fair process for investigating, recording and monitoring complaints, and grievances of its academic and non-academic staff. | |
| 6.6 | The number of qualified and experienced academic and non-academic staff is sufficient to adequately support the full range of the institution's academic and administrative functions. | |
| 6.7 | The institution keeps up-to-date records of the qualifications and experience of its full- and part-time academic and non-academic staff. | |
| 6.8 | There are implemented induction processes for all new academic and non-academic staff, whether full- or part-time. | |
| 6.9 | There are transparent and fair policies and procedures in place to recognise and reward staff through promotion or financial incentives. | |
| 6.10 | Staff satisfaction and exit surveys are regularly conducted and their results are used for quality improvements. | |









Indicator 7 - Staff Development





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| 7.1 | There is an effective institution-wide staff performance management plan and processes for annual evaluation and feedback on the performance of individual staff members. | ● |
| 7.2 | There are implemented policies and procedures for staff development and an institution-wide approach to the identification of staff development needs. | ● |
| 7.3 | The institution supports its staff to gain qualifications/professional certificates as a continuing professional development outcome and provides them with appropriate development opportunities. | ● |
| 7.4 | The effectiveness of staff development opportunities is evaluated by participants and the outcomes of such evaluations are being addressed. | ● |

Standard 3 - Quality Assurance and Enhancement

Indicator 8 - Quality Assurance System

- 8.1 There is a clear quality assurance management system that is rigorously and consistently implemented, monitored and evaluated, with processes and mechanisms to implement improvements across the institution and for which there are clear lines of responsibility and accountability. 
- 8.2 All institutional policies, procedures and regulations are clearly articulated, documented, and consistently applied and reviewed for effectiveness and enhancement, and are accessible and effectively communicated to students and staff. 
- 8.3 There is a process to regularly monitor compliance with the HEC regulations. 
- 8.4 There is an implemented mechanism to disseminate information, which ensures that academic and administrative staff members have an evident understanding of their role in quality assurance and enhancement. 
- 8.5 The institution has a mechanism in place to actively and fairly engage students, individually and collectively, in the quality and enhancement of their educational experience. 
- 8.6 The institution undertakes regular and systematic monitoring of its core operations and conducts periodic reviews of all key aspects of its performance against clearly specified and appropriate indicators. 

Indicator 9 – Quality Enhancement

- 9.1 There is a clear and well-articulated and documented benchmarking policy, which is consistently implemented. 
- 9.2 Benchmarking takes place against other appropriate national, regional or international institutions of a similar profile for all core activities of the institution. 
- 9.3 The findings of benchmarking exercises have been used to enhance the activities of the institution, where applicable. 
- 9.4 There are clear and documented approaches to eliciting stakeholders' feedback regularly through a variety of implemented mechanisms, including surveys to evaluate the effectiveness of the institution's services. 









- 9.5 There are mechanisms to ensure the utilisation of the received stakeholders' feedback to improve the institution's services and to inform the relevant stakeholders of any actions taken. ●
- 9.6 The institution conducts regular cohort analysis and monitors employability rates to enhance the programmes' relevance to the market needs. ●

Standard 4 – Infrastructure, ICT and Learning Resources





Indicator 10 - Infrastructure

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| 10.1 | The institution ensures the compliance of its premises and facilities with the related HEC regulations through continuous reviews. | ● |
| 10.2 | There are registers showing that the provided classrooms, tutorial and study spaces, library, offices, laboratories, amenities, medical facilities and security services are suitably equipped, sufficient and timetabled for the academic and non-academic activities and events. | ● |
| 10.3 | There is a record of all physical infrastructure and equipment showing scheduled cleaning, maintenance, and upgrades. | ● |
| 10.4 | The institution has appropriate arrangements to ensure the security, efficiency, integrity and the availability of appropriate accommodation for conducting the examinations and other assessments. | ● |
| 10.5 | There are formal, appropriate and implemented action plans whenever there is a need to modify or expand the institution's premises, and/or facilities to satisfy the requirements of the academic and administrative operations. | ● |
| 10.6 | There are effective published policies and processes for occupational health and safety that are made available to staff, students and visitors, and comply with the laws and regulations of the Kingdom of Bahrain. | ● |
| 10.7 | Access to the premises is appropriately restricted, secured and convenient for staff and students with special needs. | ● |
| 10.8 | Where applicable, the residential accommodation offered by the institution is clean, safe, supervised and of a standard which is adequate to the needs of students, and there are arrangements in place to ensure regular inspections are conducted. | ● |

Indicator 11 – Information and Communications Technology

- 11.1 There is an ICT operational plan - including active disaster recovery plans, and planned maintenance and replacement of ICT resources, which is systematically implemented, monitored and revised, to ensure that systems are fit for purpose, and up-to-date and reliable ICT services are available to all students, staff and other stakeholders. 
- 11.2 There are up-to-date registers showing the provision of ICT systems and services, including the availability of sufficient hardware and software for staff and students. 
- 11.3 The institution uses appropriate management information systems to record and provide reports for the governing body, management and academic staff so that effective and informed decisions can be taken. 
- 11.4 The institution has formal arrangements to ensure that the ICT systems and services are accessible to staff and students with special needs, where applicable. 
- 11.5 There are effective arrangements that prevent unauthorised access to, and inappropriate use of, ICT resources, and provide adequate safeguards against copyright infringements of print and digital resources. 
- 11.6 The institution has appropriate policy and procedures for the use of its website and social media accounts, to effectively engage with its stakeholders and ensure the accuracy of the published information. 

Indicator 12 - Learning Resources

- 12.1 There are appropriate and effective policies and procedures for managing the utilisation of learning resources and dealing with the misuse cases of these resources. 
- 12.2 There are implemented policies and procedures to ensure that there are effective and adequate physical and electronic library and learning resources for students and staff, including access to the learning management system, databases, books and journals. 
- 12.3 The institution has a comprehensive and well-managed learning management system, which is appropriate, sufficient to accommodate all users, and ensures the safety and integrity of personal data. 
- 12.4 There is a system to ensure that students and academic staff are inducted and well-supported in the use of the learning management system, library and learning resources. 

Standard 5 – Management of Academic Affairs

Indicator 13 – Academic Management and Integrity

- 13.1 There is academic planning derived and linked to the institution's mission and strategic goals, which clearly reflects among other aspects: a philosophy of teaching and learning; the type programmes on offer as well as the services provided to students; and the mechanisms to evaluate the achievement of strategic goals. 
- 13.2 The institution has appropriate arrangements that include provision for academic leadership at programme and individual course level, and clearly identify academic staff responsibilities, as in teaching, research, scholarly activity, consultancy, community engagement and academic administration, to ensure a balance amongst these various responsibilities in line with the related HEC regulations and international norms. 
- 13.3 The institution has appropriate arrangements to ensure the balance between the number of senior academic staff with relevant experience and high academic ranks and junior academic staff who have just started their academic career as well as demonstrating diversification among their background and qualifications. 
- 13.4 The institution employs an appropriate and effective mentoring system that provides guidance and continuous support for junior academic staff. 
- 13.5 The institution has clear and published ethical and legal regulations, policies and procedures related to academic affairs and practices, which are implemented, regularly reviewed and accessible to academic staff and students. 
- 13.6 There are effective arrangements in place to acknowledge intellectual property rights and to prevent, detect and deal with plagiarism, in addition to other forms of academic misconduct (e.g., cheating, forging of results, and commissioning others to do the work). 
- 13.7 The institution has a set of comprehensive policies, regulations and procedures in place for staff and student conduct that deal with any unacceptable behaviour and discrimination. 
- 13.8 The institution has a clear and published policy on required student attendance and punctuality, and effective procedures and systems to monitor and enforce it. 

- 13.9 The institution has a published, systematic, transparent, and fair process for investigating, recording and monitoring complaints and grievances of its students. ●

Indicator 14 – Design and Approval of New Academic Programme

- 14.1 The institution has effective policies and procedures for the proposal, design and approval of new programmes, which take into consideration the mission of the institution, national priorities, employability skills, local, regional and international market demand including employability rates and the required infrastructure, learning and human resources to deliver the proposed programme. ●
- 14.2 The institution has formal and effective arrangements to ensure the involvement of internal and external stakeholders in the processes for the design and approval of new programmes and to demonstrate the compliance of newly developed programmes with the requirements of the NQF and HEC regulations. ●
- 14.3 The institution has formal and appropriate arrangements for benefiting from external expertise, regional and international reference points, in the design/development processes of new programmes. ●
- 14.4 Newly developed programmes have clearly articulated objectives/aims, learning outcomes, admission requirements, progression routes and career paths for prospective students. ●

Indicator 15 – Academic Programme Reviews

- 15.1 There are effective policies and procedures for the review of existing/running programmes that ensure the involvement of all internal and external stakeholders, including students. ●
- 15.2 There are implemented policies and procedures for annual reviews of academic programmes, which include analysis of year-on-year results relevant to student satisfaction, achievement levels, completion rates and progression to further study or employment, etc., that inform the improvement of programme quality and enhance the delivery of programmes. ●
- 15.3 There are implemented policies and procedures for periodic and external reviews to ensure that programmes and their curricula are up to date; reflect current research and trends in the discipline (fitness of purpose); and are relevant to the labour market and societal needs. ●

- 15.4 There is a clear mechanism to ensure that the results of the annual, periodic and external programme review reports and related action plans are being used by senior management for decision making and, where appropriate, being shared with all stakeholders including students. ●

Indicator 16 – Admissions and Certification

- 16.1 The institution has up-to-date, clear, and accurate information about its academic programmes, admission criteria, which are published and available to prospective students and other stakeholders. ●
- 16.2 The institution regularly reviews admission criteria taking into account stakeholders' feedback and using information on students' outcomes, to ensure that the criteria are appropriately providing equal opportunities for prospective students and are aligned with local, regional and international academic norms for the discipline. ●
- 16.3 The language(s) of teaching and learning in the programme is clearly stated and the admission criteria include minimum language entry requirements that must be met. ●
- 16.4 The institution has clearly stated regulations about the transfer of credits from one programme to another or from another institution, that are fairly implemented for all relevant prospective students. ●
- 16.5 There is a policy and procedure in place to support access and recognition of prior learning, which accords with the NQF requirements, and there is an up-to-date register which is kept for all recognition of prior learning assessment and admission activities/records, where applicable, and where legislation permits. ●
- 16.6 The institution has a procedure in place to ensure that all application enquiries are responded to in a timely and appropriate manner. ●
- 16.7 The institution has formal arrangements that enable prospective students to appeal against access and enrolled students against transfer decisions. ●
- 16.8 The institution has a published policy that is administered effectively regarding the collection of and refund of student fees. ●
- 16.9 The institution has appropriate arrangements to ensure that foundation studies, including access courses and bridging courses, enable students to meet the admission criteria. ●



- 16.10 The institution provides students the opportunity to exit a programme at a given level and transfer to another programme, while specifying the details and the level of the other available programmes to transfer to and award given (if any) at the time of exit (where applicable). ●
- 16.11 There is an effective system for the management of students' information and academic records that includes processes for accurately entering and verifying data on enrolments and grades, backup of records, and processes to preserve the integrity and confidentiality of records and protect against unauthorised access or improper use. ●
- 16.12 There are effective mechanisms in place to ensure and maintain the safety and integrity of the process of certificate issuance. ●
- 16.13 The institution makes students records, transcripts and certificates available to its students in a timely manner. ●

Standard 6 – Teaching, Learning and Assessment

Indicator 17 - Management of Teaching and Learning

- 17.1 There are institutional/college teaching and learning policies and procedures, which include a range of appropriate teaching strategies, instructional methods (including e-learning) and learning resources that are consistently implemented, monitored and reviewed for effectiveness to achieve the learning outcomes. ●
- 17.2 The institution has an appropriate mechanism to ensure that all academic staff are consistently updating their course syllabi, which include mode of delivery, semester weekly schedule, instructional methods, and assessment types and dates, and which are made available to students on a regular basis. ●
- 17.3 Where practicums, work-based learning or internships, or capstone or graduation project are in place, there are implemented policies and procedures with regard to learning agreements if applicable, assessment strategies, and the roles and responsibilities of the various stakeholders. ●
- 17.4 There is a system to track and regularly monitor the student's learning experiences and progress, with mechanisms for improvement. ●
- 17.5 The institution has a consistently implemented, effective system to monitor the quality of all modes of teaching and learning (including e-learning), leading to continuous improvement. ●

Indicator 18 – Graduate Attributes and Learning Outcomes

- 18.1 There are implemented effective mechanisms to ensure that graduate attributes at the institutional level and learning outcomes for all programmes and courses are clearly formulated and publicly available. ●
- 18.2 The institution identifies the employability skills as per the recent trends in the labour market and ensure these skills are embedded in the graduate attributes and the learning outcomes. ●
- 18.3 Benchmarks and external reference points are used to determine and verify the equivalence of learning outcomes with occupational standards, where appropriate, and with other similar programmes locally, regionally or internationally. ●
- 18.4 There are implemented mechanisms to ensure that graduate attributes and learning outcomes are achieved across all programmes. ●



- 18.5 The institution regularly tracks graduate destination and uses this information to inform the development of appropriate programme and course learning outcomes and ensure academic standards are attained. ●

Indicator 19 - Assessment and Moderation

- 19.1 There are effective assessment policies and procedures that contribute to the design of appropriate formative and summative assessments in terms of their level of complexity, validity, alignment with course and programme learning outcomes, rigour, and fairness and transparency of marking and timely feedback. ●
- 19.2 The assessment policies and procedures are published and systematically implemented across the institution. ●
- 19.3 There are effective policies and procedures that govern the pre and post internal and external moderation of assessment and clearly state the roles and responsibilities of the moderators and the mechanism for their appointment. ●
- 19.4 There is a clear and transparent grade appeal process that is communicated to students and consistently implemented across the institution in a timely manner. ●
- 19.5 The institution has effective policies and procedures for the security and retention of assessment documents and records and back-up mechanisms. ●

Standard 7 – Research and Postgraduate Studies

Indicator 20 – Research Management and Support

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| 20.1 | The institution has clear research strategy which is aligned with the national priorities and encourages innovation and collaborative research. | ● |
| 20.2 | The institution has implemented an operational research plan appropriate for its type and mission, which includes key performance indicators and targets, and is regularly monitored and reviewed for improvement to support the institutions' strategic goals. | ● |
| 20.3 | In accordance with HEC regulations, the proportion of the institution's budget allocated for the support of research is monitored and is sufficient to support the institution's strategic goals. | ● |
| 20.4 | There are effective policies related to research ethics' issues, which are well-disseminated and consistently implemented. | ● |
| 20.5 | There are fair, transparent and implemented research policies for the awarding of research grants, conference participation, academic promotion, or other incentives to support academic staff in developing their research output. | ● |
| 20.6 | There is an implemented systematic approach to ensure that research and scholarly activities have a positive impact on teaching and student learning and are relevant to academic and professional fields. | ● |
| 20.7 | The institution has an appropriate mechanism to communicate its operational research plan to all relevant stakeholders. | ● |
| 20.8 | The institution has formal arrangements in place for its research output to be documented and published <i>via</i> printed and/or electronic forms (catalogues, journals, website, social media accounts, etc.). | ● |

Indicator - 21 Postgraduate Studies (where applicable)

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| 21.1 | There is a mechanism in place to ensure that the learning outcomes of the research component(s) are aligned with the programme outcomes and are assessed properly in line with the NQF requirements. | ● |
| 21.2 | The institution has implemented policies and procedures, which are aligned with HEC regulations, for the effective supervision and support of research students. | ● |
| 21.3 | There is regular monitoring and review of research students' progress and satisfaction in their programmes of study. | ● |
| 21.4 | There is a rigorously implemented mechanism involving well-experienced and qualified research supervisors, and internal and external examiners, for the assessment of the research component(s), to ensure that these are at an appropriate level and comparable to international standards. | ● |

Standard 8 – Community Engagement

Indicator 22 - Community Engagement

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| 22.1 | The institution has a clearly articulated community engagement statement, policies, and operational plan, which are aligned to its mission and strategic goals and are consistently implemented. | |
| 22.2 | The institution has appropriate arrangements for strengthening its links with the business community and ensuring its positive contribution to its core functions. | |
| 22.3 | The institution has appropriate arrangements in place for involving relevant external stakeholders, including alumni, professional bodies, and university partnerships, in community engagement activities. | |
| 22.4 | The institution encourages and supports staff and students to engage in community and professional activities in line with its community engagement operational plan. | |
| 22.5 | The institution has a database of community engagement activities that is used for planning purposes. | |
| 22.6 | The institution has a mechanism in place for collecting feedback on community activities from relevant stakeholders and uses it for improvement of future community engagement activities. | |

Standard 9 – Student Support Services

Indicator 23 - Student Academic Support

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| 23.1 | Prospective students are properly briefed on the nature and requirements of the programme(s) in which they are interested and provided with advice on choosing their programme of study. | ● |
| 23.2 | The institution has effective procedures for ensuring that all students are properly inducted on the various academic support systems and services available to them. | ● |
| 23.3 | Reasonable accommodations are made for students with special needs, including academic support, where appropriate and for different modes of learning, and these are regularly monitored and reviewed. | ● |
| 23.4 | Students have access to career information, advice and guidance, including progression to further study and any professional body exemptions that may be available. | ● |
| 23.5 | The institution has appropriate arrangements for enabling all students to have fair access to academic staff outside regular teaching and learning sessions. | ● |
| 23.6 | There are effective procedures to allocate for every student an academic advisor, who regularly follows up on and discusses the student's progress and provides them with guidance and advice in a timely manner. | ● |
| 23.7 | The institution has an effective mechanism to identify and support students at risk of academic failure. | ● |
| 23.8 | There is an effective learning environment that promotes the concept of lifelong learning and ensures equal opportunities for all students. | ● |

Indicator 24 - Student Non-Academic Support

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| 24.1 | The institution has appropriate arrangements for providing all students with information on scholarships, financial advice and support and access to transportation services, where applicable. | ● |
| 24.2 | There are appropriate arrangements in place to ensure that international students receive guidance and appropriate advice before and after their arrival in the Kingdom of Bahrain. This advice relates to travelling to and living in the Kingdom of Bahrain, information about the local culture, religious considerations, etc. | ● |
| 24.3 | The institution has appropriate formal arrangements for the selection, monitoring, and evaluation of its student recruitment agents, where applicable. | ● |
| 24.4 | The institution has appropriate arrangements for providing all students with emergency contact numbers for support outside official working hours. | ● |
| 24.5 | There is a range of effective student support services related to counselling, health, and welfare. | ● |
| 24.6 | The institution provides students with opportunities, whether face-to-face or virtual, to engage in wider social, recreational, community and cultural pursuits aimed to promote their development as individuals. | ● |
| 24.7 | The institution proactively engages with its alumni and encourages their interaction with current students to provide support, mentoring and career advice. | ● |