



Community Engagement Manual



University of
Technology
Bahrain

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every receipt, invoice, and bill should be properly filed and indexed for easy retrieval. This not only helps in tracking expenses but also ensures compliance with tax regulations.

In the second section, the author provides a detailed breakdown of the company's financial performance over the past year. This includes a comparison of actual results against budgeted figures, highlighting areas of both success and concern. The analysis shows that while revenue has increased, certain operational costs have risen significantly, impacting the overall profit margin.

The third section focuses on the company's strategic initiatives and future outlook. It outlines the key goals for the upcoming year, such as expanding into new markets and investing in research and development. The author also discusses the potential risks and challenges that could affect these plans and offers strategies to mitigate them.

Finally, the document concludes with a summary of the key findings and recommendations. It stresses the need for continued vigilance in financial management and a commitment to transparency and accountability. The author expresses confidence in the company's ability to overcome current challenges and achieve long-term success.

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1. Vision and Mission

Vision

The University of Technology Bahrain will contribute to the advancement and application of knowledge and will have a transformative impact on the lives of learners and the society, whilst continuing to inspire students and the future generations to come.

Mission

To contribute to the growth and sustainability of the economy and the expansion of human knowledge in business, science, and technology by fostering continuous innovation and excellence in education and research, strategic partnerships, international recognition, and entrepreneurial development.

2. Definition of Community Engagement

Foster a culture based on promoting community engagement collaborations and strategic partnerships to enrich teaching, learning research, and address critical societal issues that contribute with impact to the public good in line with the strategic goal 6 of the university.

3. Community Engagement Goals

1. To promote activities and informed debate on community issues of local, regional, and global importance
2. To ensure that an effective community engagement environment is highly supported on all levels of the university and its constituencies
3. To ensure that the university is open to knowledge exchange, collaborations, meaningful outreach and respond effectively to its wider communities
4. To promote increased community research opportunities and productivity through new collaborations and partnerships



5. To contribute to the university's delivery of quality education based on technology, innovations, entrepreneurship, and civic responsibility.

4. Community Engagement Objectives

1. Strengthen the university's community relationships through cooperation and support of planned outreach programs and services.
2. Maximize the use of university resources to improve community life.
3. Promote and encourage innovation and entrepreneurship initiatives in collaboration with community partners.
4. Provide technical, educational, social, cultural, and academic scholarship to outside agencies and communities within the capability and resource of the University.
5. Promote community-based research initiatives based on mutual benefits to the university and its wider community.
6. Promote lifelong learning on campus and in the community.

5. Community Engagement Office (CEO)

CEO is one of three offices under Marketing and Communications (MC). The office is supported by a University Community Engagement Committee (UCEC) chaired by Marketing and Communications Director, and a College CE Committee (CCEC) formed in each college headed by a CCEC Chair who automatically becomes a member of the UCEC. This office is responsible for the following:

1. Deepens and integrate community engagement within the culture of UTB;
2. Provides opportunities to students, faculty, staff, and alumni to connect with the larger community through engaged collaborations, outreach efforts, and voluntary service activities;
3. Maintains an internal database of CE activities conducted by the university;
4. Coordinates planning, logistics, implementation, and evaluation of events in collaborations with colleges;
5. Recommends updates on CE policy and procedures;
6. Prepares the CE annual operational plan, budget, and accomplishment reports;
7. Promotes CE activities on campus and beyond;
8. Prepares minutes of UCEC meetings and other collaboration meetings with partners;
9. Follows up with colleges on activity reports upon completions of events including activity evaluation;
10. Prepares Annual statistics on accomplished activities;



11. Develops partnerships and collaboration efforts with external entities on research work with impact to the community; and
12. Initiates and recommends MOUs between the university and external institutions.

6. Community Engagement Committee (UCEC)

TERMS OF REFERENCE

Article I – Name

Section 1. The name of this Committee is the University of Technology Bahrain Community Engagement Committee (UCEC).

Article II – Duties and Responsibilities

Section 1. The primary responsibilities of the UTB Community Engagement Committee (UCEC) are the following:

1. Identifies areas within the Community Engagement (CE) framework of the University where community engagement projects can be integrated;
2. Initiates community engagement projects that involve the participation of students, alumni, faculty, and staff of the University;
3. Prepares the University community engagement plan using CE operational plans received from colleges;
4. Establishes cooperative collaborations with external entities or institutions in the areas of research, community service, and charitable causes;
5. Implements and monitors implementations of community engagement activities;
6. Prepares an annual accomplishment report based on CE operational plan.
7. Submits an activity accomplishment report to PDD at the end of every term to measure the effectiveness of the committee.
8. Adopts evaluation mechanisms to measure the impact of activities on community and students learning.



Article III – Committee Meetings and Special Meetings

Section 1. The UTB Community Engagement Committee (UCEC) shall meet at least once a month. The UCEC meetings may be held face-to-face, videoconference, or other electronic means.

Section 2. At the instance of the Chairman of the UCEC or any member of the UCEC, a special meeting may be called at any time.

Section 3. The date, time and venue of all meetings shall be set and communicated to the members at least 7 working days in advance of the meeting.

Section 4. UCEC members are required to fully prepare for each meeting, read the documentation in advance, and make every reasonable effort to attend each meeting.

Section 5. The quorum for UCEC meeting shall be 50 per cent of the members, plus one. Where a loss of quorum is identified, the meeting may be adjourned until a time the Chairman determines. Any matters for decision considered when the meeting is inquorate must be subsequently ratified at the next UCEC meeting before those decisions can be finalized.

Section 6. The agenda and all documentations relating to each meeting of the UCEC shall be prepared by the Secretary of the UCEC under the direction of the Chairman and shall be communicated to each member of the UCEC at least 7 working days in advance of the meeting. A member of the UCEC may propose item(s) for the agenda by sending them in writing to the secretary of the UCEC, at least 10 working days before the meeting at which the agenda are to be included.

Section 7. All agenda, reports and other documents, and all proceedings of and discussion at the council shall be treated as confidential unless and until approved for disclosure.

Section 8. The agenda for each meeting of the UCEC distinguish between items for noting, for formal approval and decision, and for discussion by the UCEC.

Section 9. Minutes are to be prepared from each meeting. The Chairman of the committee reviews the draft minutes and action sheet of each meeting, after which the Secretary circulates the documents to all UCEC members for approval and to be included in the agenda papers for the next meeting.



Article IV – Members

Section 1. UCEC shall be composed of the Director of Marketing and Communications as chair, Colleges' Community Engagement Committee Chairs (CCEC), Administrative Community Engagement Chair (ACEC), and a Student Council Representative (SCR) as members.

Section 2. The Director of Marketing and Communications shall exercise oversight on all CE activities of the University, both institutional and on the college level.

Section 3. A term of an existing UCEC Member may be shortened at any time by removal as maybe provided in the grounds for removal.

Section 5. A member shall lose his/her membership in the UCEC if he/she commits any of the following:

- ✓ Resigns his/her office
- ✓ Have lost the trust and confidence of the College/University due to reasonable cause, which includes, but is not limited to, committing or attempting to commit an act or acts, manifesting interest, and pursuing or manifesting intent to pursue actions that resulted to or may result to compromising the interest of UTB.

Article V - Evaluation

Section 1. To ensure UTB Community Engagement Committee (UCEC) is fulfilling its duties, Planning and Development Department will measure the committee effectiveness through the submission of the committee progress report and a dashboard that measures the achievement of KPIs (both at the strategic and functional level) at the end of every trimester.

Article VI – Conflict of Interest

Section 1. UTB Community Engagement Committee members are required to declare to the Chairman of the committee any real, perceived or potential conflict of interest they may have with any item on the UCEC agenda. If the Chairman deems a member to have a conflict of interest in a matter before the Committee, the member will be excused from Committee discussions and deliberations on that matter.



Article VII – Induction

Induction of a UCEC Member shall be conducted in the presence of the chairman of UCEC.

7. Community Engagement Policy

It is the policy of the University to implement its community engagement program as one of its three core functions and responsibilities.

1. Purpose

This policy and its procedures provide guidelines on the implementation of the community engagement program for all colleges.

2. Scope

This policy and procedures cover the identification, implementation, monitoring and evaluation of community engagement projects of the University.

3. Responsibility

Community Engagement Office (CEO), UCEC, Colleges' Community Engagement chairs, faculty members, staff, students, alumni and partners.

4. Procedures

- The College Community Engagement Chair- CCEC, in consultation with faculty members, shall identify areas where community engagement projects can be held or integrated.
- CCEC prepares a project proposal for the identified area of community engagement project using CE-001 Form. The project proposal shall include project objectives beneficiaries, project implementers, schedule of activities, budget allocation, and evaluation & effectiveness.
- All project proposals shall be presented to the College Dean for assessment and approvals, and then forwarded to CEO to consolidate and schedule on the calendar of CE activities and present them to UCEC for its review and endorsement or its decision to return the project to the originating college for further revision.
- The implementation of the project is carried out by the concerned college CE Chair, faculty members, partners (if applicable), and students, while CEO shall supervise and oversee the satisfactory implementation of the project.



- The College Community Engagement Chair, in collaboration with the college faculty members and CEO shall monitor the implementation of the community engagement project.
- CCEC is responsible to distribute Evaluation Form CE-0002 to participants and partners for evaluating the event.
- CEO shall collate the data, analyze it and interpret the results together with the concerned college in order to utilize the findings as basis for improvements, decision making, project evaluation and development of new project proposals.

5. References

- Community Engagement Manual
- College Community Engagement Plan
- College Development Plan
- Quality Records
- Community Engagement Project Proposal
- Activity Reports
- Minutes of Meetings
- Monitoring and Evaluation Reports

6. Distribution List

- All Units in the University

8. Criteria for Selecting CE Project Proposals

College CE Chairs must ensure that every CE project proposal should be endorsed based on four (4) criteria namely: Relevance to the university's community engagement framework, relevance of the project to the university's community engagement goals and objectives, funds availability, and impact of the proposed project on the community.

9. Budget Allocations for CE Activities

Each college shall be responsible for the allocation of funds for its proposed projects, while CEO is responsible to allocate the necessary funds for activities initiated by the office where all colleges are involved in implementing the event.



Ideally, CE projects will be implemented in accordance with the CE Functional Plan endorsed by the CE Committee and unplanned/unscheduled projects not included in the budget or the operational plan shall not be considered or conducted unless funds are not required.

10. Community Engagement Framework



11. CE Framework's Key Thrusts and Implementation Procedures

1. Educational, activities and competitions

These activities can take many forms, curricular and extracurricular activities organized or being participated by individual colleges or through its faculty members, students, or staff, either with the purpose to address societal issues or students learning including participations in competitions, that aim to provide opportunities to develop skills or gain practical knowledge on how to be active member/s of the community.

Procedures on Implementing Educational Activities and Competitions

- The College CE Chair- CCEC, in consultation with faculty members shall identify CE proposed initiatives.
- CCEC prepares a project proposal for each identified initiative/project using (Form CE-001), which includes project's objectives, targeted beneficiaries, project's implementers, schedule of implementation, budget allocation, and evaluation and impact.
- The selected projects and their detailed proposals shall be presented to the College Dean for assessment and approval.
- CCEC shall use the approved proposals as the basis for preparing the college community engagement functional plan.
- This plan shall be presented thereafter to CEO where the projects can be scheduled on the university's calendar of events for the academic year and implemented by the college concerned in collaboration with CEO as per the scheduled dates.
- CCEC shall be responsible to implement the project and prepare the full documentation upon its delivery.
- CCEC shall be responsible to distribute and collect Evaluation Forms (CE-003) of the event and hand them over to CEO.
- CEO shall collate, analyze and interpret the results of the evaluation.
- CEO together with the college concerned and other colleges and partners shall utilize the findings as basis for refining CE policies, decision making and the development of new programs and initiatives.

Procedures on Integrating Community Engagement in Curriculums

- The College CE Chair- CCEC, in consultation with faculty members shall select certain courses in the programme where community engagement can be integrated.
- CE chairs of colleges shall include Community Engagement Strategic Goal 6 under the operational plan of their colleges.
- Faculty members shall use in-course projects or other curricular and extracurricular activities as means to integrate community engagement into curriculums.



- “Capstone projects” may be taken on community engagement topics provided that the topic is associated with the course of specialization of the programme.
- All curriculums related activities conducted by colleges shall be collated, summarized by the college CE Chair, and reflected in the college CE accomplishment report.
- A copy of this report shall be given to CEO to ensure that community engagement is integrated into curriculums.

2. Innovations & Entrepreneurship Projects (IEP)

The university shall continue to build on its successful achievements in establishing partnerships, collaborations and alliances with external entities based on reciprocity and mutual benefits to all parties on one hand, and the larger community on the other hand. This thrust will provide an opportunity for the university to partner with external organizations or entrepreneurs with the purpose to serve its community in areas of innovations, entrepreneurship, and consultancy services of benefits to the community. Such initiatives will not only allow the university to share its facilities with the public but also extend its academic expertise and knowledge as a higher education institution to others beyond its boundaries.

Procedures on Implementing IEP

- The College CE Chair- CCEC, in consultation with Innovations Centre shall identify initiatives that can be carried in partnership with external entities.
- Upon the identification of the project, CCEC shall prepare a project proposal for each identified initiative.
- The project proposal includes the purpose, targeted benefits, implementers, duration, and budget allocations.
- The selected project shall be raised by the college CCEC CEO to initiate the negotiations required with the external partner.
- Upon agreement, CCEC of the concerned college shall be responsible to arrange for the approval/s of the project/s from senior management as per university regulations.
- Each college through its CCEC is responsible for implementing and monitoring the execution of the signed initiative.
- CCEC is responsible for the evaluation of the initiative as per CE evaluation procedures.
- CEO together with the college concerned shall utilize the findings of the evaluation as a basis for refining policies and decision making in relation to future initiatives to ensure that such partnerships are of mutual benefits to the university and community institutions.
- CCEC shall be responsible to prepare an activity report upon the completion of the initiative/project.



3. SDGs Youth Empowerment Initiatives (SDGs)

SDGs cover a wide range of complex social, economic, and environmental challenges and addressing them will require transformations in how societies and economies function and how we interact with our planet.

Education, research and innovation, engagement, and leadership are essential in helping society address these challenges. There is no doubt that we as universities with our broad remit around the creation and dissemination of knowledge and our unique position within society, have a critical role to play in the achievement of the SDGs.

With the above in mind, not only all our students should have at least a working knowledge of SDGs and their underlying principles, to be used in their subsequent careers and personal lives, but also every single member of the society should have this awareness.

Procedures on Implementing SDGs

- The College CE Chair- CCEC, in consultation with faculty members shall identify courses that can engage with the SDGs at the college.
- Following the mapping process above, CCEC in consultation with Programmes' Heads and the college dean shall build an internal capacity to identify priorities and integration of SDGs in curricula and extracurricular activities.
- CCEC in collaboration with faculty members shall monitor, evaluate and communicate the actions taken by the college on the SDGs
- "Capstone projects" may be taken on any SDG topics provided that the topic is associated with the course of specialization of the programme.
- All curricular and extracurricular related to SDG activities conducted by the college shall be collated and summarized by CCEC and reflected in the college CE accomplishment report.

4. Community Outreach/Service

These activities and initiatives are rendered by the university to its larger community on voluntary basis through its faculty members, staff, alumni, and students (collectively or individually), where the community and its members are the main beneficiaries of such services and activities. These outreach activities, in the meantime, are recognized as opportunities for students, in particular, to develop their skills and personal capabilities.

Procedures for implementing Community Outreach/Service

- The College CE Chair- (CCEC), in consultation with faculty members identifies community service/outreach activities and opportunities,



where students, faculty members and staff can conduct or participate externally with other entities for the mutual benefits of the university and its community.

- CCEC thereafter prepares a project proposal for each identified activity. The project proposal includes the purpose and objectives of the activity, targeted beneficiaries, project's implementers, schedule of implementation, and required funds/budget.
- The identified projects and their detailed proposals are presented to the College Dean for assessment and final approval on the college level.
- CCEC shall include these approved projects in the annual CE functional plan of the college and raises them to CEO for consolidation with activities submitted by other colleges of the university. CEO shall schedule these activities on CEO's Annual CE Functional Plan and Calendar of CE Activities.
- CCEC, in collaboration with the college faculty members shall monitor the implementation of the project. CCEC will be responsible to distribute and collect Evaluation Forms- (CE-003) associated with the activity.
- CEO shall be responsible to collate and analyze the evaluation data and use the results, in coordination, with the CCEC concerned and partners involved to refine CE policies, decision making and the development of new community service programs and initiatives.
- CCEC initiating the activity shall be responsible to prepare the full documentation of the project upon its completion with a copy submitted to CEO, while CEO shall be responsible for this action if the activity is initiated by CEO to cover all colleges.

5. Social & Cultural Events

These are social, economic, and cultural events that can take many forms including sports, public, social, cultural, economic, health, safety or theatrical activities either organized by colleges or external institutions and attended by faculty members, students, or staff of the university for the Good of the public or provide opportunities for skills development for our students, faculty members and partners.

Procedures on Implementing Social & Cultural Events

- The College CE Chair- CCEC, in consultation with faculty members shall identify CE proposed initiatives.
- CCEC prepares a project proposal for each identified initiative/project using (Form CE-001), which includes project's objectives, targeted beneficiaries, project's implementers, schedule of implementation, budget allocation, and evaluation and impact.



- The selected projects and their detailed proposals shall be presented to the College Dean for assessment and approval.
- CCEC shall use the approved proposals as the basis for preparing the college community engagement functional plan.
- This plan shall be presented thereafter to CEO where the projects can be scheduled on the university's calendar of events for the academic year and implemented by the college concerned in collaboration with CEO as per the scheduled dates.
- CCEC shall be responsible to implement the project and prepare the full documentation upon its delivery.
- CCEC shall be responsible to distribute and collect Evaluation Forms (CE-003) of the event and hand them over to CEO.
- CEO shall collate, analyze and interpret the results of the evaluation.
- CEO together with the college concerned and partners shall utilize the findings as basis for refining CE policies, decision making and the development of new programs and initiatives.

6. Community-Based Research (CBR)

Research is being considered as one of the core businesses of any higher education institution and its benefits to the community is well recognized for a long time. For this purpose, the university places a great emphasis on research in general and exerts every effort to facilitate opportunities to its faculty members and students, to engage in research work of value and impact on the community.

Procedures on Implementing CBR

- The College CE Chair- (CCEC), in coordination with CEO and industry or community partners may identify research projects that can bring benefits to the community, either through sponsored faculty members and/or students individually or in a group of researchers, taking into consideration, that the research work projects shall be carried in line with the university's research policy and guidelines.
- CCEC, upon the identification of the research work project, shall prepare a project proposal for the identified research work. The proposal should include the purpose of the research project, research outcome/benefits, targeted beneficiaries, project's implementers, schedule of implementation, and budget allocations.
- The selected project and its details shall be presented to the College Dean for assessment and final approval.
- Upon the dean's approval, CCEC shall pass the project/s through the College Research Coordinator to Research & Publications Officer (RPO) in order to monitor and evaluate the implementation and documentation of the project/s.
- CCEC and RPO shall monitor the project evaluation and collate and analyze together with the external party the evaluation results for the purpose to utilize the findings



as a basis for refining CE research policies, decision making and developing new community research programs and initiatives.

12. Guidelines before Implementing CE Projects

CEO in collaboration with the college concerned CCEC shall prepare the following at least one month before the actual project implementation:

- Invitation letters to trainers/ participants
- Invitation emails to deans
- Budget request
- Preparation of agenda
- List of Participants
- Evaluation Forms CE- 002/CE-003 as appropriate.
- Students Attendance Form CE-004
- Faculty Attendance Form CE-005
- Preparation of banners, roll-ups, posters, and other related materials
- Preparation of press releases and social media coverage
- Certificates of attendees, participants, partners, and speakers
- Project's venue
- Other required materials

13. Guidelines during Project Implementation

The concerned CCEC in coordination with CEO shall ensure to comply with the following actions during the implementation of the project:

- On time schedule of activities.
- Monitor participants' attendance.
- Documentation materials including pictures or videos if possible.
- Ensure the availability of all materials and supplies required for the event.
- Distribute and collect evaluation forms.



14. Guidelines after Project Implementation

Upon the completion of each project, the concerned CCEC shall be responsible to submit to CEO the following items:

- Evaluation forms
- Report and documentations to be submitted within 2 weeks from the event competition date
- Liquidation of project's funds must be submitted to the Treasury Office within three days of the project competition

15. Evaluation of CE Projects

The basic purpose of activity evaluation is to provide the university and its stakeholders with relevant information and analysis to assist them both in making better decisions on policies, future initiatives and program improvements, effectiveness, and community impact.

The university shall use a number of approaches to measure the effectiveness of its community engagement activities and their impact on the larger community. Goals and objectives are important to establish for every CE project to be conducted by the university in order to use as a basis on which to measure the success of the event.

Once the project's evaluation data is collated and analyzed, the results shall be prepared in a report form and included transparently in the project's activity report produced by the college concerned or CEO.

Steps for Evaluating Engagement Efforts

Evaluation of the impact of university activities and initiatives on both student learning and community development takes many forms and can be measured through a variety of mechanisms, including surveys, course evaluations, interviews, focus groups, and analysis of student academic performance, while the evaluation process shall be carried based on careful design, data collection, data analysis and data interpretation and reporting, achieved through the following steps:

Step 1: Identify the project objectives and goals for evaluation measurement

Step 2: Clarify the purpose and scope of evaluation.

Step 3: Define evaluation questions



- Step 4: Identify the information needed
- Step 5: Decide on data collection methods
- Step 6: Decide on data analysis techniques
- Step 7: Reporting and effective use of findings



Project Proposal - Form CE-001

Project Title:	
Organizing College & Partners	
Activity Date	
Beneficiaries	
Budget required	
Project Duration/Hours partners	
Activity Summary	

PROJECT BACKGROUND/RATIONALE

PROJECT OBJECTIVES

1-

EXPECTED RESULTS

PROJECT IMPLEMENTING TEAM;



Function	Name	Signature	Date
Initiated by			
Endorsed by Dean			
Recommended by			
Approved by			



CEC Events Questionnaire - Form CE-002

Event Name: _____ **Date Held:** _____

Tick one that applies.

- Student
- Faculty/Staff
- Alumni

Name & College (Optional): _____

Do you think the event was able to meet one of the following objectives?

Tick all that apply.

- (1)
- (2)
- (3)

Please rate the event as appropriate for the following indicators:

Indicators	Outstanding (4)	Good (3)	Satisfactory (2)	Unsatisfactory (1)
1. General evaluation of the event, organization, venue, etc.				
2. The topic and information were relevant to my academic needs.				
3. The presentation was clear and well communicated.				
4. The event can effectively enhance my skill/s.				
5. The event was up to my expectation.				



6. The event can meet community need/s.				
7. The event may provide a good community impact.				
8. The event was successful and worth repeating.				
9. The event can effect change in policy, behaviour, etc.				
10. The attendance was good.				
Comments/Recommendations (if any)				



CE Events Questionnaire (for Partners) - Form CE-003

Event Name: _____ **Date Held:** _____

Name & College (Optional): _____

Please rate the event as appropriate for the following indicators:

Indicators	Outstanding (4)	Good (3)	Satisfactory (2)	Unsatisfactory (1)
1. General evaluation of the event, organization, venue, etc.				
2. The event meets our established needs and expectations.				
3. The objectives of the event are well-defined.				
4. The topic and presentation were well-communicated.				
5. The event reflects that the students receive a quality education.				
6. The event can meet community need/s.				
7. The event may provide a good community impact.				
8. The event is vital to the community.				
9. We look forward to recognizing this event again with UTB.				



10. We are pleased with the attendance of the event.				
11. We are satisfied with the level of communication with UTB.				
12. Overall, we are satisfied with this partnership.				
Comments/Recommendations (if any)				



Attendance Sheet (Students) - Form CE-004

Event Name: _____ Date Held: _____

No.	Name	ID No/CPR
1.		
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Attendance Sheet (Faculty Members) - Form CE-005

Event Name: _____ Date Held: _____

No.	Name	ID No/CPR
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The third section focuses on the company's strategic initiatives and their impact on the bottom line. It details the implementation of new marketing campaigns, operational efficiencies, and investments in research and development. The author notes that these efforts have led to improved customer loyalty and product innovation, which are expected to drive long-term growth.

Finally, the document concludes with a summary of key findings and recommendations for the upcoming year. It stresses the need for continued cost control, enhanced revenue diversification, and a focus on sustainable business practices. The author expresses confidence in the company's ability to overcome current challenges and achieve its strategic goals.

The following table provides a summary of the financial data discussed in the report:

Category	Actual	Budgeted	Variance
Total Revenue	\$1,200,000	\$1,150,000	+\$50,000
Operating Expenses	\$950,000	\$900,000	+\$50,000
Operating Profit	\$250,000	\$250,000	\$0
Net Income	\$180,000	\$180,000	\$0



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