

**UNIVERSITY**

**STRATEGIC PLAN**

**2012 - 17**

Draft revision: 16 / 09 / 2015

THE BRITISH UNIVERSITY IN EGYPT  
**REVISED STRATEGIC PLAN 2012 - 17**

**CONTENTS**

<b>1. INTRODUCTION</b> .....	1
<b>2. CONTEXT</b>	
• Background .....	1
• Present .....	2
• Changes .....	3
<b>3. MISSION, VISION, VALUES</b>	
• Mission .....	4
• Vision .....	4
• Core Values .....	4
<b>4. STRATEGIC OBJECTIVES</b>	
• Teaching and Learning .....	5
• Research and Postgraduate Study .....	5
• Enterprise and Community Service .....	5
• Infrastructure and Support .....	5
<b>5. IMPLEMENTATION PLAN</b>	
• Teaching and Learning .....	6, 7
• Research and Postgraduate Studies .....	8, 9, 10
• Enterprise and Community Service .....	11, 12, 13
• Infrastructure and Support .....	14, 15, 16

## **1. INTRODUCTION**

The Board of Trustees of The British University in Egypt (BUE) approved the Strategic Plan 2012 - 17 in July 2012, after consultation with the University community, at a significant time in the development of the BUE and the history of Egypt.

Since then there have been very significant changes both in Egypt and the BUE, as well as in Higher Education internationally. Accordingly, it has been necessary to revise and update the Strategic Plan to accommodate these developments. This will ensure that the University capitalises on the opportunities they afford and maintains its successful development as it enters the second phase of its evolution, ten years after foundation.

## **2. CONTEXT**

### *Background*

The British University in Egypt was established in 2005 by Presidential Decree as the result of an inter-governmental agreement. It is an Egyptian private university within the framework of Egyptian educational law and regulations, providing a British style of education with an ethos consistent with UK quality assurance and academic standards. It was intended, from the outset, to “produce graduates of UK standard for key sectors of the Egyptian economy”.

The BUE was inaugurated by H.R.H. The Prince of Wales in 2006. Its UK validating partners were Loughborough University and Queen Margaret University, Edinburgh. It had three Faculties: Business Administration, Economics and Political Science; Engineering; Nursing. Its students, if successful, receive two degrees, one validated by the UK partner university and the other by the Egyptian Supreme Council of Universities.

Subsequently a fourth Faculty, Informatics and Computer Science, was added and the University awarded its first degrees in 2009 in the presence of H.R.H. The Duke of York.

By 2012 The University population was just under 3,000 students in the four Faculties and the annual intake was over 850 undergraduate students.

## *Present*

Between 2012 and 2015, the BUE grew rapidly despite a national “gap year” in undergraduate student intake. By 2015, the University had some 6,165 undergraduates and 76 postgraduates, with an academic staff of 660.

This was partly achieved through increased recruitment to the existing Departments and Faculties of the University, reflecting the increased reputation of the University, and partly through the opening of three new Faculties: Dentistry, Pharmacy and Communication and Mass Media. With the exception of Dentistry and Pharmacy, all BUE degree programmes now continue to be validated by a partner UK university as well as by the Egyptian Supreme Council.

The University also introduced, in 2011 - 12, four Master’s degrees in Engineering and one in Informatics and Computer Science.

In a significant new initiative, London South Bank University (LSBU) has agreed to become the BUE’s main UK validating university as part of a full relationship including research and enterprise, thereby replacing Loughborough University which will finally exit its validation relationship with BUE in 2018.

Four Research Centres (Theoretical Physics; Advanced Materials; Renewable Energy and Sustainability; Future Studies) have been established to complement the research activities of individual staff members and several new centres are being created. Some 200 publications are produced annually (of which 50 percent are in quality, international peer-reviewed journals) and research income is equivalent to approximately 2 Million EGP per annum (168,000 GBP).

The Centre for Consulting and Community Service, established in 2008, offers consultancy and training services to the University stakeholder Community. In 2013 - 14 it offered a range of short courses in English, Engineering and Management, trained 1,650 individuals and made a net surplus of 1, 696,394 EGP (142, 319 GBP).

To accommodate the expansion of the BUE, an extensive building programme has taken place and the El Sherouk campus is now almost complete. Of particular significance is the University’s new, state-of-the-art library which includes study space, and a centre for Careers, Employability and Learning Support. Apart from additional teaching and laboratory space, there is a food court. A student centre is under construction.

## *Changes*

Important changes have recently taken place in Egypt, Higher Education and at the BUE. They have either occurred or been acknowledged since the current Strategic Plan was originally formulated. Thus the challenges they pose and opportunities they offer are addressed by the University and incorporated into this updated version of the Strategic Plan. It does so within the context of a new UK strategic partnership with LSBU.

In *Teaching and Learning* the following additional emphases are recognised:

- the student experience.
- employability.
- student engagement.

*Research* at BUE, a research-led university:

- takes into account the emphasis on research in the BUE – LSBU partnership.
- continues to develop links with the Business community.

*Enterprise* reflects the following development in Higher Education and Egypt:

- recognition of the Third Mission or Enterprise agenda.
- the emphasis on entrepreneurship and enterprise.
- the need for employability skills.

For some time universities have been ranked nationally and internationally. Recently, one of the leading providers, QS, published the first Arab University Rankings. Fifteen Egyptian universities were ranked in the top 100 in the Region. BUE was ranked joint 51<sup>st</sup> and 9<sup>th</sup> in Egypt. This revised Strategic Plan is intended not just to enable the University to meet its *Mission* and *Vision* in a changed environment but also to enhance its league table position nationally and internationally.

### **3. MISSION, VISION and VALUES**

Against this background of change, the Mission and Vision of the University have been modified, namely:

#### *Mission*

To promote the economic and social development of Egypt and the Region through the creation of highly capable, creative graduates and the generation of leading-edge, innovative research.

#### *Vision*

To become the leading broad-spectrum university in the Middle East and North Africa offering a British ethos and standard of Higher Education.

#### *Core Values*

The University's core values remain:

- academic honesty and integrity.
- maintenance of high academic standards.
- continuous quality enhancement.
- mutual respect in a multi-cultural environment.
- the development of the University's community.
- the full engagement and involvement of staff and students.
- transparent leadership and management.

## **4. STRATEGIC OBJECTIVES**

### *Teaching and Learning*

To provide a high-quality British-style research-led learning experience which attracts students of outstanding potential and equips them with the capacity to undertake higher education and research, as well as the transferable skills and knowledge required either by employers or to become the creators of new ventures.

### *Research and Postgraduate Study*

To establish the BUE as a leading research University in Egypt and the MENA region.

### *Enterprise and Community Service*

To be an exemplary provider of new knowledge to industry, government and society offering innovative solutions, knowledge transfer and knowledge commercialisation to support economic and social development.

### *Infrastructure and Support*

To ensure the necessary structure, systems and resources are in place to support the successful delivery of the University's academic objectives.

## **5. STRATEGIC PLANS**

### *Teaching and Learning - Themes*

The strategic objective for Teaching and Learning is:

*To provide a high-quality British-style research-led learning experience which attracts students of outstanding potential and equips them with the capacity to undertake higher education and research, and the transferable skills and knowledge required by employers or to become the creators of new ventures.*

To achieve this objective, the University's Teaching and Learning Plan focuses on the delivery of six themes.

#### **Theme 1 - Achievement and enhancement of academic standards**

*We will continue to sustain and increase student academic achievement standards.*

#### **Theme 2 - Learner centred approaches**

*We will continue to develop a learner-centred approach that is responsive to the needs of students as individuals and which promotes student engagement.*

#### **Theme 3 - Electronic and blended approaches**

*We will enhance the teaching and learning experience through the development of electronic and blended learning approaches.*

#### **Theme 4 - Research informed approaches**

*We will enable students to benefit from a research-informed curriculum and from working within a teaching and learning community that embodies the spirit of enquiry and scholarship.*

#### **Theme 5 - Employability opportunities**

*We will advance our students' employability through a curriculum and Learning Pathways taking account of Graduate Attributes required by employers.*

#### **Theme 6 - Effective partnerships with UK validating partners and other partners**

*We will seek to strengthen our connections with our UK validating partners via the development of effective partnership approaches.*

## *Teaching and Learning - Targets*

The targets for Teaching and Learning are:

### **Theme 1 - Achievement and enhancement of academic standards**

1. Achieve a year-on-year improvement in student achievement, progression and retention rates.
2. Continue to align academic programme with QAA and NAQAAE norms and benchmark standards.

### **Theme 2 - Learner centred approaches**

1. Provide Staff Development to extend awareness of learner centred teaching and student engagement.
2. Develop pedagogy for the continuous enhancement of learner centred teaching.
3. Ensure learner support is in place with peer tutors and student welfare.
4. Develop incubator in the Library for student support in learning, employability and disabilities.

### **Theme 3 – Electronic and blended approaches**

1. Continue to ensure and enhance eLearning throughout the academic programme.
2. Advance blended learning incrementally through the medium of eLearning and to advance independent learning.

### **Theme 4 – Research informed approaches**

1. Seek to maintain Student:Staff Ratios at 20:1 with a proportion of research active staff in each department with UK and/or other international teaching experience.
2. Increase our postgraduate student population to at least 200 by the end of the planning period.

### **Theme 5 – Employability opportunities**

1. Identify Graduate Attributes required by employers.
2. Advance Graduate Attributes through curriculum and Learning Pathways.
3. Establish Employer Liaison Groups, or equivalent, in all Faculties.
4. Support employability skills training through an enhanced careers advisory service.
5. Ensure internship opportunities are available to students where they are not a compulsory part of their programmes.

### **Theme 6 – Effective partnerships with UK validating partners and other partners**

1. Seek and sustain UK validation of undergraduate programmes, and professional and statutory body accreditation, as appropriate.
2. Seek Egyptian Supreme Council of Universities (SCU) accreditation and UK validation, where appropriate, for postgraduate programmes.
3. Achieve Egyptian National Authority for Quality Assurance and Accreditation in Education (NAQAAE).

## *Research and Postgraduate Study - Themes*

The strategic objective for Research and Postgraduate Study is:

*To establish the BUE as a leading research University in Egypt and the MENA region.*

To achieve this objective, the University's Research and Postgraduate Study Plan focuses on the delivery of six themes.

### **Theme 1 – Postgraduate programmes**

*Continue to develop and offer high quality postgraduate education through dual-degree Master programmes in areas of high demand nationally and internationally, support teaching assistants in pursuing PhD degrees, and work with the Supreme Council of Universities in Egypt to secure approval to offer PhD degrees.*

### **Theme 2 – Research collaboration**

*Continue to build partnerships focusing on research, seeking partners globally and delivering significant joint research output.*

### **Theme 3 – Publications**

*Increase the number of papers in peer reviewed, high impact factor journals and the related citations through hiring research active academic staff and incentivising research.*

### **Theme 4 – Research funding**

*Continue to attract external funding for research from national and international sponsors, in collaboration with international partners where possible and through building research capacity and clusters on BUE campus, research training and research support.*

### **Theme 5 – Research events**

*Continue to organise research networking events in the form of major conferences, focused workshops, forums, and seminars, with our international partners' involvement as co-organisers, delivering keynote lectures, or contributing research papers.*

### **Theme 6 – Technology transfer**

*Develop and operate a technology transfer programme including incubation of research innovations and collaboration with the industry.*

## *Research and Postgraduate Study - Targets*

The targets for Research and Postgraduate Study are:

### **Theme 1 – Postgraduate programmes**

1. Offer at least one Master degree programme in every Faculty where at least two cohorts have graduated.
2. Obtain UK validation for every running Master degree programme.
3. Obtain approval from the Supreme Council of Universities for the BUE to award its own PhD Degree as soon as feasible.
4. Bring the number of TAs supported for completing the PhD to 20, through agreed collaborative programmes with BUE UK partners.
5. Encourage our Teaching Assistants and graduates to undertake research degrees abroad, including joint programmes with UK partners, and return to the BUE.

### **Theme 2 – Research collaboration**

1. Establish at least three research partnerships with academic institutions for collaborative research on agreed projects of mutual interest.
2. Attract five internationally leading figures across a range of subject areas for externally funded collaborative research activities involving grants of EGP 100k cash each.

### **Theme 3 – Publications**

1. Procure research tools for assessment of publications and citations and benchmarking research performance.
2. Incentivise and support publication in Science Citation Index (CIS)-recognised or equivalent international journals by academic staff and TAs.
3. Reward academic staff with high citations and Hirsch (h)-index.

### **Theme 4 – Research funding**

1. Bring the total number of research centres to ten while developing a mechanism for evaluation of their performance.
2. Bring the total research funds from external sources to at least EGP 30M by the end of the planning period.
3. Train and incentivise academic staff for writing proposals by allocating budget to include but not be limited to training in research, internal research funding, conference participation and journal publication.

**Theme 5 – Research events**

1. Organise at least one international conference annually and host as many as three conferences annually.
2. Organise/host at least three national workshops annually.
3. Hold biannual research forums.
4. Hold seminar series in every Faculty and Academic Programme.

**Theme 6 – Technology transfer**

1. Develop plans and begin implementation of a science park.
2. Increase industrial collaborations through Faculty/Industry Liaison Committees and research centres.

## *Enterprise and Community Service - Themes*

The strategic objective for Enterprise and Community Service is:

*To be an exemplary provider of new knowledge to industry, government and society offering innovative solutions, knowledge transfer and knowledge commercialisation to support economic and social development.*

To achieve this objective the University's Enterprise and Community Service Plan focuses on the delivery of six themes.

### **Theme 1 – Creating the Enterprise & Community Service Ecosystem**

We will bring Enterprise and Community Service on a par with Teaching and Learning and Research both through the curriculum and through extra-curricular activities.

### **Theme 2 – Enterprise Education**

We will educate students not just to launch and grow their own ventures, whether social or business enterprises but to innovate, recognise and create opportunities, work in a team, take risks and respond to challenges.

### **Theme 3 – Knowledge Transfer**

We will transfer the new knowledge of the staff and students of the University to the stakeholder community to help improve the competitiveness of Egypt.

### **Theme 4 – Knowledge Commercialisation**

We will bring the intellectual property of the University staff and students to market.

### **Theme 5 –Community Development**

We will seek to redress some of the social issues facing the country.

### **Theme 6 – Working with stakeholders**

We will help the stakeholder community, including the British Council, the British Embassy, the British Schools, and the Egyptian British Business Council, meet their objectives.

## *Enterprise and Community Service – Targets*

The targets for Enterprise and Community Service are:

### **Theme 1 – Creating the Enterprise and Community Service Ecosystem**

1. Ensure the “Third Mission” is acknowledged and accepted as an integral component of the University’s activities, alongside Teaching and Learning and Research.
2. Make the University Enterprise and Community Service Committee fully operational and report to the Senate.
3. Require each Faculty to have a Vice Dean (or equivalent) for Enterprise and Community Service plus Departmental representatives.
4. Ensure each Faculty has an annual action plan for Enterprise and Community Service that it is implementing.
5. Incorporate Enterprise and Community Service activities into the workload planning model.

### **Theme 2 – Enterprise Education**

1. All Departments in the University will offer enterprise education to their students.
2. Coordinate extracurricular student enterprise activities.
3. BUE students will feature prominently in domestic and international enterprise competitions.
4. All BUE students will be expected to take up internships.

### **Theme 3 – Knowledge Transfer**

1. Provide the University with a Policy on rewarding Third Mission and knowledge transfer activities.
2. Compile a systematic catalogue of the expertise of all of the academic staff in the University (including TAs) that can be used for promotional purposes
3. Departments will collaborate with the CCCS to offer knowledge transfer programmes to their stakeholder communities, including schools and small and medium sized enterprises.
4. Generate an income of at least EGP 5M from CCCS which will become the University’s Technology Transfer Office.

#### **Theme 4 – Knowledge Commercialisation**

1. Audit the research of the academic staff of the University in order to identify research with commercial potential.
2. Devise an agreed University Policy on rewarding staff and students who commercialise their intellectual property.
3. Ensure that staff and students of the University have the knowledge and competences to launch spin-out and start-up knowledge-based ventures and are beginning to do so.
4. Develop an operational incubator (innovation centre) that is networked into the Cairo enterprise ecosystem and internationally.

#### **Theme 5 – Community Development**

1. Sensitise students to the social issues facing Egypt and work with them to help address them both through and outside the curriculum.
2. Support learning in the Community.
3. Formulate an annual BUE policy of “adopting” a disadvantaged community.

#### **Theme 6 – Working with Stakeholders**

1. Collaborate with its international partners on Third Mission activities, including joint proposals and actions to fund and promote the Third Mission agenda.
2. Collaborate with the British Council and British Embassy to promote the UK and British Higher education.
3. Work with BUE’s partner British Schools.
4. Collaborate with the British Business Community.

## *Infrastructure and Support Services - Themes*

The strategic objective for Infrastructure and Support Services is:

*To ensure the necessary structure, systems and resources are in place to support and sustain the successful delivery of the University's academic objectives.*

To achieve this objective, the University's Infrastructure and Support Services Plan focuses on the delivery of six themes.

### **Theme 1 - University Governance**

*We will develop a University Governance structure to regulate academic quality and the student experience that provides for a transparent system of decision making, involving both staff and students.*

### **Theme 2 - Administration and support**

*We will strengthen and develop the central, faculty and departmental administrative resource to keep pace with the increase in student numbers, maintain quality and service the enhanced role of the University.*

### **Theme 3 - Student Services**

*We will develop an integrated University Student Services function to support and enhance the Student Experience.*

### **Theme 4 – Staffing**

*We will recruit, retain and develop high calibre staff able to deliver the Mission of the University.*

### **Theme 5 - The Estate**

*We will maintain and upgrade the existing academic buildings and resources, and commission facilities consistent with the University growth strategy.*

### **Theme 6 - Image and reputation**

*We will* promote the University both nationally and internationally and enhance its position in the relevant university league tables.

### *Infrastructure and Support Services – Targets*

The targets for Infrastructure and Support Services are:

#### **Theme 1 - University Governance**

1. Continue to develop the University Registry to regulate academic quality and the student experience.
2. Finalise the appointment of a Registrar with British experience.
3. Provide an internal quality assurance procedure for the delivery of the academic programme.
4. Obtain NAQAAE Accreditation.
5. Ensure the University Committee Structure remains fit for purpose in accordance with both Egyptian and British Higher Education norms.
6. Involve both staff and students in the decision making process.

#### **Theme 2 - Administration and support**

1. Strengthen and develop the Central, Faculty and Departmental administrative resources to maintain quality, and ensure the administrative support keeps pace with the increase in student numbers.
2. Continue to develop a system of financial and resource planning.
3. Continue to devolve budgets to Faculties and Departments.
4. Diversify the University's income streams through Research and Third Mission activities, as well as sponsorship.

#### **Theme 3 - Student Services**

1. Create a student support centre.
2. Create an employability centre that includes an internship office.
3. Create a disability centre.
4. Create an alumni office.
5. Expand and enhance the library.
6. Enhance the student counselling, welfare and medical services.
7. Further develop the student recreational facilities.
8. Develop an Inter Faith facility on campus in accordance with the Egyptian constitution.
9. Formulate a strategy for the development of student services in line with the provision of a quality student experience.

#### **Theme 4 – Staffing**

1. Recruit and retain quality academic and support staff and maintain the low student:staff ratio.
2. Develop a career structure for administrative staff.
3. Ensure the reward system is competitive in order to recruit and retain quality academic and support staff.
4. Introduce a Personal Development Review process that is linked to effective staff training and development.
5. Recruit more international staff.
6. Expand the role of HR to include a more strategic function dealing with staff recruitment, development and welfare.

#### **Theme 5 - The Estate**

1. Refurbish and replace equipment, including furniture.
2. Commission new buildings to support increases in student and staff numbers and enhance the student experience.
3. Renovate existing buildings to ensure they are state of the art and fit for purpose in the 21<sup>st</sup> century
4. Build a research facility to house the University's research centres and create research cluster.
5. Build an incubator/science park plus "enterprise" laboratories.

#### **Theme 6 - Image and reputation**

1. Raise the visibility of the University nationally and internationally.
2. Advance in the Regional and Global Academic League tables.
3. Develop international partnerships with quality academic institutions.
4. Create an international office that facilitates international links as well as student and staff exchanges
5. Strengthen the Marketing and PR Functions.
6. Create a Marketing and PR Committee comprising representatives of each Faculty.
7. Enhance the University's partnerships with stakeholders including employers and schools.

