

Strategic Plan

2017-2022

Table of Contents

| | |
|---|----|
| Foreword..... | 2 |
| Context | 3 |
| Vision | 6 |
| Mission | 7 |
| Core Values | 8 |
| Underpinning Themes..... | 9 |
| 1. Contribute to the Development of Egypt | 10 |
| 2. Deliver a Vibrant 21st Century University Campus | 11 |
| 3. Deliver a Transformational British Higher Education Experience | 12 |
| 4. Produce Outstanding Research with National and International Impact..... | 13 |
| 5. Achieve Internationalisation | 14 |
| 6. Ensure a Robust Enabling Infrastructure to Support Institutional Effectiveness | 15 |
| Implementation Plans..... | 16 |
| Reporting | 18 |

Foreword

The British University in Egypt's Strategic Plan 2017 to 2022 builds on achievements resulting from the previous 2012 to 2017 Plan. For with nine faculties on our purpose-built Cairo campus, offering undergraduate and postgraduate degrees accredited in Egypt and predominantly validated by UK universities to ten thousand students, we have completed our growth as a full-spectrum university. Moreover we are now established as research-led, in significant areas such as renewable energy, heart disease and nanotechnology. While in the area of Enterprise the BUE-TUS Science and Innovation Park is set to focus on knowledge exchange and entrepreneurship.

Since the 2012 to 2017 Plan was launched, then reformulated, significant developments have occurred in both our national context and the Higher Education sectors in Egypt and the UK. Our new Strategic Plan 2017-2022 responds to them, as well as taking our current achievements further. So we now have ambitious plans for new programmes, and for learning that is transformational, student centred, technologically assisted and inclusive. We are advancing socially responsive research and enterprise. Moreover we stand on the threshold of a major internationalisation initiative.

Two considerations underpin these plans. First, we shall continue to make the preservation and continuous enhancement of standards, consistent with both Egyptian and British Higher Education Quality requirements, a prime concern. Second, we shall pursue the aim, established from our inception by intergovernmental agreement between Egypt and the UK, of producing graduates of high calibre who will make a significant contribution to Egypt and the MENA region.



Context

The Strategic Plan 2017 to 2022 builds on foundations laid when the BUE was established. This was followed by a period of growth and development. Then, more recently, significant changes in Egypt, the UK and in transnational Higher Education have required responses which are provided in the new BUE Strategic Plan.

The establishment and inauguration of the University: 2005 to 2009

The British University in Egypt was established in 2005 by Presidential Decree as the result of an intergovernmental agreement. It is an Egyptian private university within the framework of Egyptian educational law and regulations, providing British Higher Education in 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 and had three Faculties: Business Administration, Economics and Political Science; Engineering; and Informatics and Computer Science. Its students, if successful, receive two degrees in these areas, one validated by the UK partner university and the other by the Egyptian Supreme Council of Universities. The University awarded its first degrees in 2009 in the presence of H.R.H. The Duke of York.

Growth and development of the University: 2010 to 2017

BUE grew rapidly and by 2017 the University has some 9,228 undergraduates and 76 postgraduates, with an academic staff of 912. 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 five new faculties: Arts and Humanities; Communication and Mass Media; Dentistry; Law; and Pharmacy. All programmes are validated by the Egyptian Supreme Council and with the exception of Dentistry and Pharmacy, all BUE degree programmes continue to be validated by a partner UK university.

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) became 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.

Research activities have escalated leading to a significant volume of externally funded research grants and publications in international archives. Twelve Research Centres have been established to complement the research activities of individual staff members and several new centres are being created.

The Centre for Consulting and Community Service, established in 2008, offers consultancy and training services to the University’s stakeholder Community. In 2016-17 it offered 160 short courses in English, Engineering, and Computer Science and trained 2,500 individuals.

As a complement to this growth, the University has developed its campus with an ambitious building programme and the El-Shorouk campus is now almost complete. Of particular significance is the University's new, state-of-the art UK style Library which includes study space, and a centre for Careers, Employability and Learning Support. Apart from additional teaching and laboratory space, there is also a food court. A student centre is under construction.

A responsive University with impact: 2017-2022

Important changes have taken place in Egypt, Higher Education and at the BUE. They have either occurred or been acknowledged since the formulation of the last Strategic Plan. The opportunities and challenges they pose are addressed in the new Strategic Plan 2017-2022. They are:

- a. BUE's capacity as a full spectrum University - BUE has now achieved steady state with a large scale operation including an extensive portfolio of undergraduate and postgraduate programmes, as well as a broad range of activities in Research, Enterprise, Knowledge Transfer and Community Service. The achievements need to be carefully sustained and enhanced under prevailing conditions.
- b. Internationalisation - BUE is increasingly broadening its Internationalisation Agenda deriving from its various activities in Teaching and Learning, including student and staff exchanges, as well as Research and Knowledge Transfer. The opening of the BUE Tsinghua Science Park will place knowledge exchange and co-creation at the centre of our activities. Our two high profile specialist research centres (the Sir Magdi Yacoub Heart Research Centre and the Mostafa El-Sayed Nanotechnology Centre) offer great opportunities to partner with world leaders in these and complementary fields.
- c. National regulatory environments - BUE operates in a bi-cultural regulatory environment. This results in significant regulatory developments of which the UK Teaching Excellence Framework (TEF) and Egypt's National Authority for Quality Assurance and Accreditation of Education (NAQAAE) are examples.
- d. BUE's geographic location – BUE's campus is situated some 40 km east of Cairo in El-Shorouk City, which means "sun rise" in Arabic. The city, and BUE campus are seen in the horizon as one travels out of Cairo on two major arterial roads which serve as the north and south boundaries of El-Shorouk City. This, and the proximity of BUE campus to Cairo International Airport and the Cairo Ring Road makes it easily accessible for national and international visitors. This unique geographic location of the University also serves the BUE Science and Innovation Park, which is under construction in the immediate vicinity of BUE, and will be a hub for businesses, both from Egypt and abroad.
- e. National priorities - The government published its vision for Egypt to 2030 in March 2015. This has strategic objectives in four main strands: Economic Development, Citizens' Happiness, Human Development and Market Competitiveness. Many of the

underlying sectors are relevant to BUE's strategic goals and programmes, including: Higher Education Reform; Innovation and Scientific Research; Employment and Social Justice.

- f. Competitive advantage – BUE is no longer the main, let alone, sole provider of UK HE in Egypt. It cannot simply offer degree programmes available elsewhere. It must become the leader in the delivery of the Student Experience and Employability, in addition to upgrading and reviewing its programme portfolio, to ensure it remains relevant and current.

Vision

BUE will be highly ranked and internationally respected, making a significant contribution to the development of Egypt and the MENA Region.

Mission

Operating on a vibrant 21st Century university campus, offering a modern innovative British style education producing distinctive, highly employable and high calibre graduates contributing to the development of Egypt and the MENA region.



Core Values

BUE is committed to providing a safe and welcoming environment for all students, staff and other stakeholders.

We support:

Education

- Provision of a wide range of relevant academic programmes
- Maintenance of high academic standards
- Academic Honesty and Integrity
- Education which develops critical thinking and a questioning spirit
- Education which enhances graduates ability to learn throughout life

The University's relationship with society

- Contribution to society through the pursuit, dissemination, and application of knowledge
- Development of innovative partnerships with business, industry, charitable foundations, and healthcare
- Concern for sustainability and the relationship with the environment

The University community

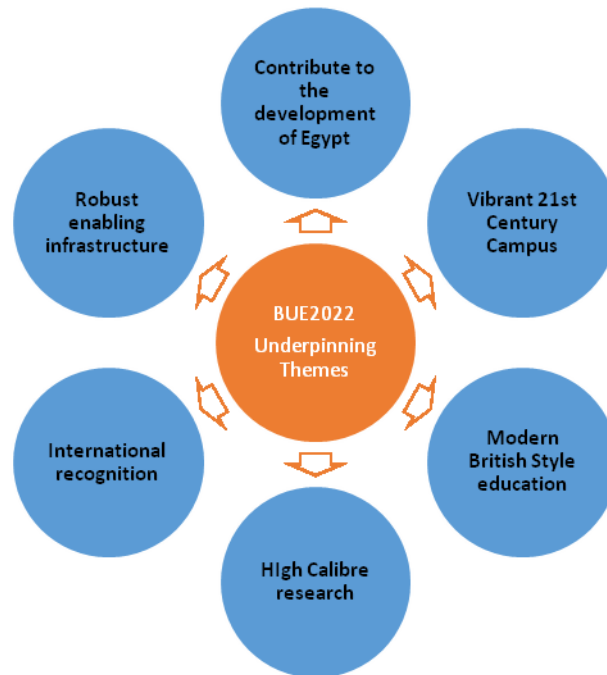
- Mutual respect in a multicultural environment
- The full engagement and involvement of staff, students and alumni
- The development of the University's community
- The encouragement of career development for all staff

University development

- Continuous quality enhancement
- Transparent leadership and management leading to aligned activity and University development

Underpinning Themes

The British University in Egypt has identified six overarching themes that underpin the Strategic Plan 2017-2022. Such themes cut across the three main activities of the BUE, namely, Teaching and Learning, Research and Community Engagement.



1. Contribute to the Development of Egypt

BUE will deliver economic, social and cultural benefits to the wider community through its teaching, research, commercial activities, social enterprise, and community service, as well as through the impact of its students, graduates and alumni.

Objectives

- a. Produce employable graduates in fields of high demand across Egypt;
- b. Promote and widen opportunities and access to formal and informal learning across Egyptian society;
- c. Achieve the principles of sustainability in all practices carried out within the University and become a hub for spreading the culture of sustainability within El-Shorouk City and beyond.

Targets

1. Develop a new range of programmes in areas that are aligned with national priorities;
2. Invite some 30 start-ups and 50 SMEs working in the areas of informatics & Communications Technology, Renewable Energy, Petrochemicals, Textile and Pharmaceuticals, among other economy-boosting technologies, to be tenants at the BUE science park;
3. Establish a continuing education centre offering at least 10 programmes in various specialty areas;
4. Establish a professional consulting centre offering services in areas of expertise at the BUE;
5. Train BUE community on the principles and practice of sustainability and develop activities to disseminate to our neighbourhood.

2. Deliver a Vibrant 21st Century University Campus

Technological solutions will underpin the Academic, Research and Administrative functions of the University. BUE will be a student-centred institution that inspires and develops students in a vibrant campus setting. Technology will inform student's learning and will underpin all student support services as well as academic functions. Students will be able to engage in a wide range of clubs, societies, sports and events that promote engagement, collaboration and the development of transferable skills.

Objectives

- a. Develop technology-enabled teaching and learning;
- b. Provide student support for a transformational learning experience;
- c. Provide student-centred activities across culture, sport and education;
- d. Deliver student services via technology;
- e. Develop a modern environmentally friendly infrastructure.

Targets

1. Ensure that 100% of modules have at least 50% online engaging components;
2. Establish an electronic student hub that offer students 100% of administrative services;
3. Ensure an appropriate wireless network to cover all campus buildings;
4. Remodel classrooms to allow flexible settings;
5. Establish an Academic Success Centre to include SLDD Services, Learning Support, Careers and Alumni Services.

3. Deliver a Transformational British Higher Education Experience

BUE's programmes will be practical and applied, with UK validation and professional accreditation, and will be informed by current research and enterprise. We will ensure that the students are active participants in their learning and are provided with a transformational Student Experience to enable them to excel whilst developing graduate attributes required by employers and for lifetime achievement.

Objectives

- a. Adhere to UK HE sector norms for governance, quality and standards, ensuring the appropriate human and other resources;
- b. Deliver a modern, high quality British style teaching and learning;
- c. Ensure high employability rates for BUE graduates;
- d. Offer UK / Egyptian dual awards delivered in English language.

Targets

1. Maintain UK validation for all programmes;
2. Expand UK partnerships to include staff and student exchange programmes;
3. Engage the Teaching Excellence Centre in offering innovative teaching workshops;
4. Annual Achievement and Progression reports will show a continuous improvement on all programmes;
5. At least 10% of students will participate in international student mobility programmes;
6. Annual first destinations statistics will show at least 70% of BUE graduates are employed;
7. All programmes to provide mandatory internship placements for all students.

4. Produce Outstanding Research with National and International Impact

Building on the strong accomplishments realised in research in the past five years, our goal is to establish BUE as a top-notch research and innovation-led university in Egypt and the MENA region. Key to achieving this goal is supporting, incentivising, and rewarding research.

We will continue to upgrade our infrastructure, resources and laboratories to support research, and enhance the research management system and services. We will continue to reward excellence in research at improved recognition packages, and enhance research benefits, which aim at attracting and retaining research active staff.

All the above will be delivered while recognising the growing importance of interdisciplinary research, and the funding opportunities found in Egypt, the UK and Europe. This together with Egypt's Research Strategy will shape our research priority areas, influence research training models and encourage collaborations.

We will continue to build human capacity in research by consolidating our distinctive postgraduate research programmes, including new PhD degrees, and offer international doctoral degree opportunities to BUE Teaching Assistants and support them for their study abroad missions.

Objectives

- a. Develop an environment that supports the delivery of high calibre research;
- b. Encourage the development and delivery of research that is relevant to Egypt;
- c. Provide structures that support and develop an ecosystem for innovation and technology transfer.

Targets

1. Inaugurate the BUE Science Park;
2. Develop training programmes for knowledge commercialisation;
3. Invite at least three multinational companies to establish their Research and Development at the BUE Science Park;
4. Establish an academia-industry linkage programme;
5. Develop a knowledge commercialisation scheme within the BUE science park;
6. Develop at least three joint PhD programmes in collaboration with our international partners;
7. Widen Master degrees portfolio;
8. Acquire at least 60 million Egyptian pounds in external research funding;
9. Double current research expenditures;
10. Build human capacity through increased percentage of research active staff.

5. Achieve Internationalisation

BUE will develop international relationships and partnerships that will enhance its capacity and capabilities in education, research and enterprise.

Objectives

- a. Enable attendance at, and sponsorship of, internationally important global and MENA focused conferences across the higher education sector;
- b. Achieve an enhanced ranking in Times Higher Education (THE) and QS regional rankings;
- c. Develop and use of appropriate institutional corporate branding;
- d. Expand opportunities through international collaborations.

Targets

1. Appoint a senior academic to oversee BUE developments leading to internationalisation;
2. Attend international events, with high impact, annually;
3. Engage and sponsor at least five higher education international events;
4. Establish an internationalisation office;
5. Develop at least five international agreements or collaborations;
6. Establish a BUE campus in London;
7. Improve the BUE national and regional rankings.

6. Ensure a Robust Enabling Infrastructure to Support Institutional Effectiveness

BUE will develop first class facilities and support services to underpin the development of its Teaching and Learning; Research; Enterprise; Community Service; and Student Support Services. They will be responsive and value students, staff, alumni and stakeholders to enable each to participate and to take appropriate responsibility for its development.

Objectives

- a. Develop the use of data in decision making and planning;
- b. Provide transparent financial planning and decision making;
- c. Invest in appropriate human and other relevant resources to stabilise and enhance quality;
- d. Support a developmental culture across institutional staff.

Targets

1. Appoint a senior member to oversee planning activities at BUE;
2. Establish planning mechanisms that employ performance indicators and environmental scans in planning for BUE developments;
3. Develop transparent financial planning mechanisms.

Implementation Plans

To achieve the set targets and objectives detailed implementation plans will be developed. As outlined in the Strategic Plan, the six overarching themes cut across the main functions of the BUE, namely, Teaching and Learning, Research and Community Engagement. Yet there are additional activities and enabling services that are crucial to the achievement of the Strategy.

The following implementation plans will be developed by the relevant BUE committees:

1. Teaching and Learning Plan
2. Research Plan
3. Enterprise and Knowledge Transfer Plan
4. Internationalisation Plan
5. Campus Development Plan
6. Student Experience Plan
7. Enabling and Support Services Plan

Performance of all implementation plans will be monitored to ensure the results are in line with the projected targets. The following sections outline the detailed mechanism for monitoring the implementation plans and ways to amend and adjust the Strategic Plan during its implementation.

Monitoring implementation plans

To ensure the achievement of all targets and objectives, the Strategic Planning Committee will maintain its role throughout the term of the Strategic Plan. It is not advisable to discharge the Committee after the development of the Strategic Plan and then convene it when the subsequent new plan is under development. It is essential that the Committee maintain its function during the implementation of the Plan and receive regular feedback from the Institutional Planning and Development Unit (IPDU) in order to prepare for the development of the following strategic plan.

This stage constitutes the fundamental monitoring mechanism that drives all subsequent planning activities and decisions. The monitoring review is completed once every year to capture the BUE's performance throughout the evaluation against a set of performance indicators.

The monitoring of BUE performance is conducted by a dedicated unit that was established in January 2014. The Institutional Planning and Development Unit (IPDU) plays an essential role in conducting the required evaluations and reporting to the Senior Management Team on the performance of BUE and its underlying components on an annual basis.

To formulate an accurate assessment of the BUE annually, based on its performance, the following annual cycle will be completed:

1. Data Collection

The monitoring stage relies on sets of data that are usually collected at the end of each academic year in addition to supplementary data that are generated through several sets of surveys to gauge internal, as well as, external environmental impacts through a thorough environmental scan. The surveys include student, staff, alumni and employer surveys gauging feedback regarding teaching and learning, research, job satisfaction, campus services and BUE graduate performance. Data collection is conducted by communications with relevant BUE departments and faculties. Environmental scans are designed and conducted by the IPDU. Further data may be extracted from several online sources that are necessary to supplement the decision making process in some instances.

2. Data Analysis

Data analysis seeks to achieve two main objectives. Firstly, to identify recurring trends, anomalies and new emerging trends. Secondly to correlate relevant performance indicators so as to develop a complete assessment of the BUE's effectiveness and performance as well as to isolate potential solutions for areas with under-performing indicators.

3. Feedback

Results of data analyses are expected to render potential recommendations that need to be taken into consideration within the decision-making process in order to reflect on an improved performance of the BUE system the following planning period, in the following year.

Full term strategic plan monitoring

The full term monitoring cycle is conducted at the completion of the Strategic Plan's term. Currently, the BUE follows a five-year strategic plan term.

During the five year term, annual implementation cycles are expected to have been conducted and resulted in updates to some or all of the implementation plans. Such amendments, updates and recommendations will be grouped under main categories including: proposals, new targets, amendments, etc. Such recommendations then normally inform the development of the new strategic plan for the following planning term.

Reporting

The results of the planning mechanism are communicated to the Senior Management Team and discussed in relevant University committees and administrative bodies through a reporting system structured as follows:

Annual reports

The IPDU, as part of the Strategic Planning Committee, compiles annual reports, submitted to the Senior Management Team, and presented and discussed in all relevant Committees and administrative bodies, including the Executive Group (EG), University Senate (US), University Board (UB) and Board of Trustees (BOT). The reports define all recommendations and set a suitable time frame for the implementation of such recommendations, supported by the results of data analysis and surveys.

Full term report

The IPDU, as part the Strategic Planning Committee, compiles a full term report linking all proposals and recommendations made through all previous annual reports. Further analysis and data collection are expected at this stage in order to extract strategic implications of proposed amendments and recommendations. In addition, external environmental scans that were conducted throughout the Strategic Plan's term will be incorporated at this stage to translate any external factors into one or all of the following:

- Amended vision of the BUE;
- Set new targets in all BUE activities;
- Introduction of new programmes to reflect external changes;
- Terminate programmes that might not be operating at the expected standard;
- Reposition the BUE as a result of its perceived reputation;
- Redirect BUE operations as a result of political and/or societal changes;
- Develop internationalisation activities.