



The
**BRITISH
UNIVERSITY
IN EGYPT**

STRATEGY 2023-2030

TRANSFORMING LIVES:
Learning How to Think,
Not What to Think



**WE ARE
THE BRITISH
UNIVERSITY IN EGYPT**



Ms. Farida Khamis

Chair of the Board of Trustees



Prof. Mohamed Loutfi

President and Vice-Chancellor

Foreword

As an institution with a flourishing reputation in the world of education in Egypt and the wider Middle East region, our University's commitment to our global community of stakeholders is growing stronger by the day.

This strategy is driven by the transformational agenda endorsed by the Board of Trustees in December 2020. Building on our reflection of the values of our founder – renowned industrialist Mr. Mohamed Farid Khamis – and understanding of our role in society – this strategy, with our supporting infrastructure of world class facilities, plays on our core strengths of interdisciplinary learning, and an engaging and transformative student life within a culture of dissent.

We aim to prepare students for citizenship with a global perspective for active participation in society. Student centric approaches extend to our research and innovation methods to ultimately benefit our society and communities around us.

In formulating this strategy, emphasis has been on collaboration. We have sought to use a participatory approach that included a Townhall, Senate workshops, consultations, and focus group meetings, as well as recipients responding to open surveys.

Our planned future has been clearly set out for all our stakeholders, both internal and external, to understand our purpose and our collective ambition. We are excited by what lies ahead. We can't predict the future, but we can prepare our students for this ever-changing environment with the skills and adaptability that they will need to thrive in a volatile and fluid world.

Our institutional values of integrity, fairness, trust, ownership, a caring and inclusive community, and our commitment to sustainability and social responsibility will be woven into the fabric our student's outlook and learning experience that they will take with them when they become global citizens.

This resulting document is our contract for the years ahead and the blueprint for how we intend to move forward in the next phase of our growth – driven by potential, energy and creativity – into the future.

**THE BRITISH
UNIVERSITY IN EGYPT
STRATEGY
2023-2028**



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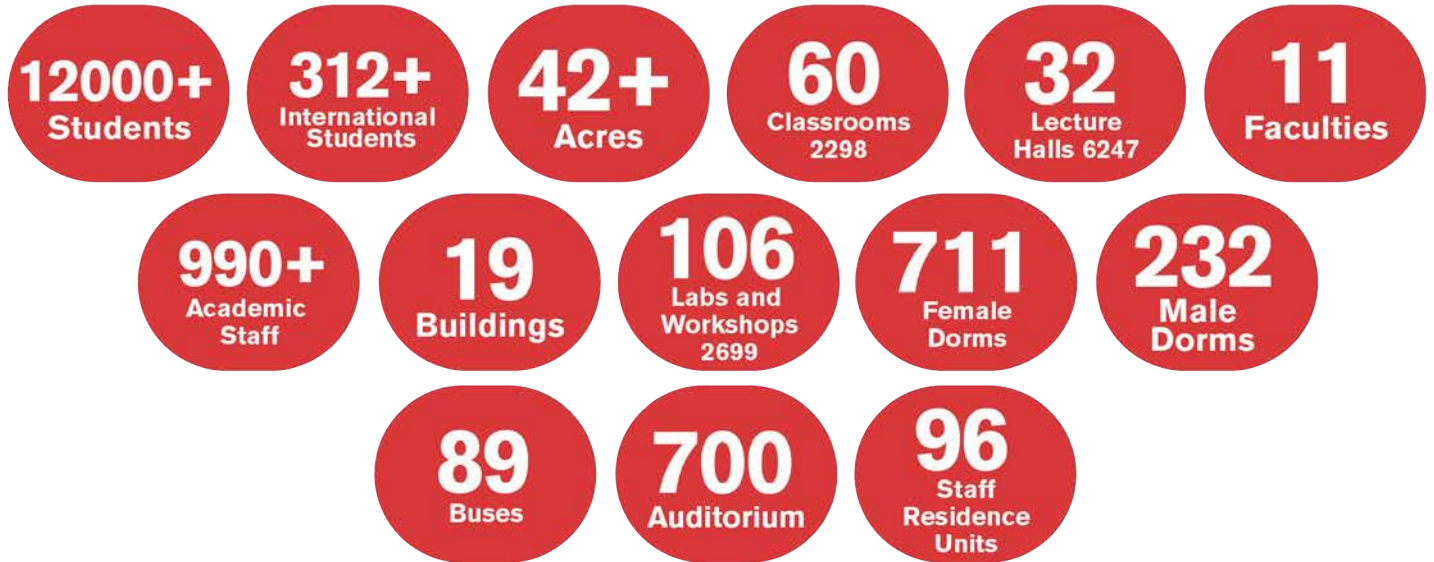
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BACKGROUND

In 2004, The British University was established, then shortly after, was formally inaugurated by H.M King Charles III (formerly HRH the Prince of Wales). Since then, the University has been widening its academic, research and community impact, both nationally and globally.

UNIVERSITY IN NUMBERS

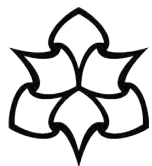


Based in a modern, purpose-built campus in new Cairo, the British University in Egypt operates 11 faculties, more than 12,000 students including around 300 International students and around 1400 Egyptian and International staff members in addition to professional staff.

OUR UK PARTNERS



London South Bank University



Manchester Metropolitan University



Queen Margaret University
EDINBURGH

The British University in Egypt provides undergraduate and postgraduate provision that meets Egyptian and international standards. The University has long-standing validation partnerships with two UK universities, London South Bank University and Queen Margaret University, and recently developed a partnership with Manchester Metropolitan University.

Academic independence and institutional autonomy are evident in the University's Presidential Establishment Decree, Egyptian Higher Education Laws and bylaws, in addition to the University's organisational structure and boards.

This Strategy is premised on the intention to place the student at the heart of the University and produce graduates who are equipped to play an active role in society and act as global leaders.

STUDENT EXPERIENCE



THE STORY SO FAR



1998

**EXPRESSION OF INTEREST
BETWEEN THE EGYPTIAN
AND UK GOVERNMENTS**



2005

**INAUGURATION OF OUR
UNIVERSITY BY
H.M. KING CHARLES III
(FORMERLY HRH THE PRINCE
OF WALES) AND FORMATION
OF OUR FIRST BOARD OF
TRUSTEES**



2009

**OPENING OF
THE FACULTY OF
NURSING**



The
**BRITISH
UNIVERSITY
IN EGYPT**

2004

**THE ESTABLISHMENT OF THE
UNIVERSITY BY THE PRESIDENTIAL
DECREE NO. 411**



2005-2006

**FIRST ACADEMIC YEAR
UNDER INAUGURAL
PRESIDENT H.E. PROFESSOR
MOUSTAFA EL FEKI
AND OPENING OF OUR
FIRST FACULTIES:**

Engineering
Computer Science
Business Administration,
Economics, and Political Science



2009

FIRST GRADUATING COHORT



2012

**OPENING OF THE
FACULTIES OF PHARMACY
AND DENTISTRY**



2014

**OPENING OF THE
FACULTY OF
COMMUNICATION
AND MASS MEDIA**



2018

**OPENING OF THE
FACULTY OF ENERGY AND
ENVIRONMENTAL
ENGINEERING**



2021

**THE INAUGURATION OF
THE FIRST VICE-CHANCELLOR
OF THE UNIVERSITY
PROFESSOR MOHAMED LOUTFI**



2014

**OPENING OF THE
FACULTY OF LAW**



2016

**OPENING OF THE
FACULTY OF ARTS AND
HUMANITIES**



2019

**OPENING OF THE
FACULTY OF ARTS
AND DESIGN**



**LAUNCHED OUR PARTNERSHIP
WITH THE UNITED NATIONS
DEVELOPMENT PROGRAMME
(UNDP)**



**FIRST UNIVERSITY TO ALIGN
WITH PRESIDENTIAL INITIATIVE,
HAYA KARIMA (A DECENT LIFE)
AS PART OF EGYPT'S VISION 2030**



**INSTALLATION OF OUR
INAUGURAL CHANCELLOR,
PROFESSOR SIR MAGDI YACOUB**

2022



**LAUNCHED OUR PARTNERSHIP
WITH THE EGYPTIAN STOCK
EXCHANGE AND OPENING OUR
FINANCIAL LAB**



**LAUNCHED OUR PARTNERSHIP
WITH MANCHESTER METROPOLITAN
UNIVERSITY**



THE JOURNEY TO OUR NEW STRATEGY

In December 2020, The British University in Egypt embarked on a strategic transformation programme led by Chair of the Board of Trustees, **Ms. Farida Khamis**, under a newly instilled mandate of repositioning the University to where it should be. This is through reinforcing strengths, utilising opportunities, embracing worries and addressing risks and challenges.

The Strategic Transformation plan was the framework through which this strategy was developed.

The strategy was prepared through a bottom-up approach. We analysed the current situation with regards to students, academic environment and campus facilities, staff and working conditions, research environment, University ranking and reputation and links with the society and community.

The 2020 University Transformational agenda, the review of the 2017-2022 strategic plan as well as the establishment and portfolio reviews were our main inputs for the situation analysis. Comparing the University against UK academic and professional benchmarks and Egyptian academic standards helped identify areas that need strengthening. Dialogues and focus groups discussions as well as reflections from stakeholders were core components of the strategy preparation process. Our priorities were developed through a three-stage process of strategic dialogue. The first stage included the situation analysis, closed workshops with the Senate and focus group discussions. The second one was a consultation process -through an open survey- with all University academic and professional staff and the final stage was a Townhall meeting with all the University community to build consensus on our purpose and priorities.

OUR IDENTITY AND PURPOSE

Our identity reflects our mission and it is derived from our name: The British University in Egypt.

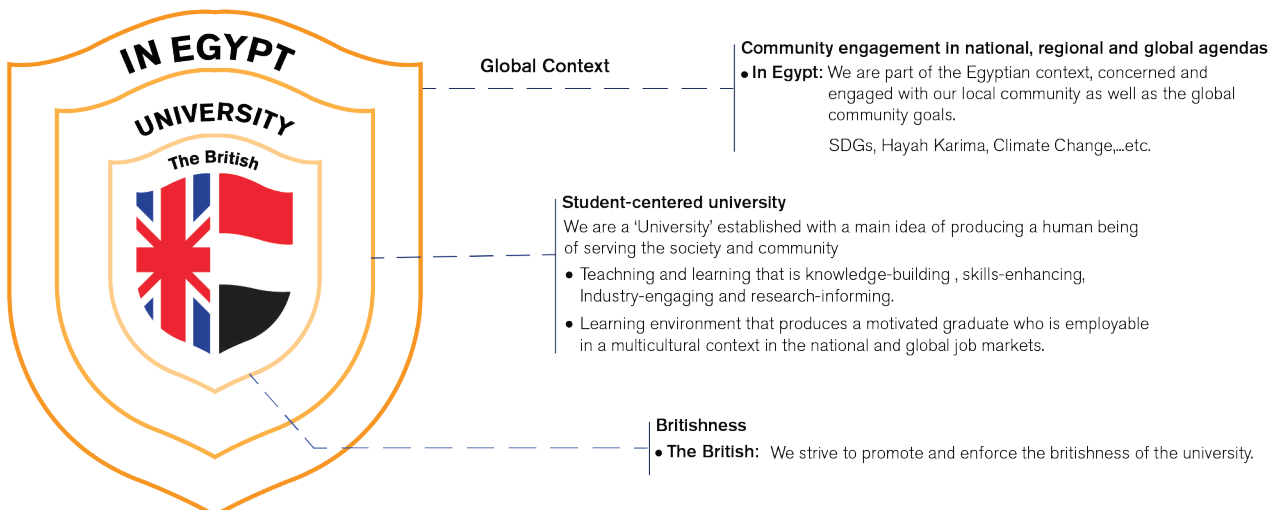
The British: We strive to promote the Britishness of the University.

University: originates from Latin 'unum vertere' - Turn to The One - (ad unum vertere); placing man at the centre. It refers to a place that brings together teachers and students and a place that combines different areas of knowledge. This was the main purpose of establishing this institution by its late founder, the world renowned industrialist, **Mr. Mohamed Farid Khamis**, who believed in developing generations that serve their society.

In Egypt: We aligned with our local community as well as the global community goals.

We are an Egyptian University with a British character. We are an active partner in the national Egyptian higher-education system across all its endeavours. We actively promote the mission of being strong regional and global community players, through both students' and research activities.

Our identity stems from our name: **The British University in Egypt**



Our Purpose

To become a leading student-centered University that educates students for citizenship with a global perspective and for active participation in society, in a research active environment

Our purpose reflects our vision and it stems from our identity, as a student-centred university that educates students for citizenship with a global perspective and for active participation in society, in a research active environment.

The British University in Egypt aspires to enable graduates, through research informed teaching to be deeply motivated and well informed with a wealth of knowledge, relevant skills, attitude and experiences to work effectively in a global, multicultural context¹.

We believe that universities exist to meet societal needs, expected to be responsible for the society and responsive to societal needs.

In the search for the 'Meaning' and the 'New' (providers of Knowledge and the think tank for the society) universities are called to be 'Responsible'; they can be made accountable for their choices – and possible errors.

In the search for 'Order' and 'Well Being' (centres for qualification and Laboratories for innovative products and services) universities are invited to be 'Responsive'; they are made accountable for their shortcomings, their inefficiencies much more than their priorities since this was chosen by the society outside.

We, at the British University in Egypt decided to be both 'Responsible and Responsive' and this is to be woven into the fabric of our institution.

Responsible for our choices, we decided to focus on student centricity, hence raising awareness to the most pressing issues that we all face on a global level and a national level.

Responsive to the society through our innovative and fit for purpose teaching to bridge the education employment gap, and by utilising our applied research to support national and global community goals and efforts led by the society. In this context, students are guided to be pro-active and develop a positive attitude. Our ultimate goal is for students to be able to think critically, analyse problems of society, search for solutions, apply them and accept social responsibilities.

Defining our society was core in developing our new strategy, we define our community in three recursive layers: (1) The University community and neighbourhood, (2) The national community involving Egyptian stakeholders (Government, industry, non-governmental organisations, national academic and research networks) and (3) The regional and global community.

¹ While the current strategy is aimed to be simple and implementable, our identity refers to our mission while our purpose is a reflection of our vision for the future.

**OUR STRATEGY
AT A GLANCE**

PURPOSE

To become a leading student-centred University that educates students for citizenship with a global perspective and for active participation in society, in a research active environment

PRIORITIES

Develop lifelong learners and well-rounded citizens with outstanding knowledge skills and abilities

Support the implementation of SDGs

Become a partner in the implementation of Egypt's Vision 2030

An Evolving Applied Research Environment with Student Centricity at its Core

Extended Partnerships and Internationalisation

Sustained and Managed Growth across all Faculties

ENABLERS

People

Empower our people to achieve our core goals, through good governance and organisation culture

Places

An Immersive and Engaging Lifelong Campus Life.

Systems

Maintain Operational Excellence and Financial Sustainability

OUR STRATEGIC PRIORITIES

Our priorities are designed to address the University's phenomenon from the society's view, which focuses on University's functions as the think tank, provider of knowledge, centres for qualifications and laboratories for innovative products and services for the society. Hence, we design our priorities to align with our purpose at a macro, meso and micro levels.

**Our Strategy is simple, organic, realisable and owned.
All the University's community are committed and accountable for
delivery and accomplishment of our new strategy.**



On the Macro level, we believe that universities have a societal responsibility to adopt and champion SDGs as basis of a ‘good public institution’ anchored in society.

The British University in Egypt places SDGs at the heart of its academic pursuit



The British University in Egypt places Sustainable Development Goals (SDGs) at the heart of its academic pursuit. In defining our priorities, we are generally inspired by the global sustainable development goals with its 17 pillars. We believe that the 17 goals constitute a cross-cutting doctrine that we intend to infuse across our strategic themes and activities.

Promoting sustainability in general and accelerating the achievement of the SDGs are key priorities among all faculties and subsidiaries.

On the Meso level, we strive to align our activities with the national goals of Egypt’s vision 2030, including its biggest nationwide initiative – Haya Karima (a Decent Life)

The British University in Egypt is an incubator of ideas aiming to create the best fit environment to support innovators and entrepreneurs to work together to present the world with ideas that could make a difference. Our University aspires to create a model of being a University that serves the national and close community. We aspire to become partners in the implementation of Egypt’s development agenda: Vision 2030 and the relevant developmental and community initiatives. Inspired by the Egyptian pioneering initiative of Decent Life-*Hayah Karima*, we believe that our global mission is to create a ‘decent life-*Hayah Karima*’ for our students, and to encourage them play an active role in providing a decent life for their society.



On the micro level, the British University in Egypt is a student-centred University striving to adopt student centricity across all its teaching and learning, research and community activities.

We aim to provide a rounded educational experience that encourages knowledge accumulation and to develop the individual through encoring creativity and independence. In an academic world that is becoming very dynamic and where interdisciplinarity is rapidly advancing, it is becoming rather challenging to keep up with the pace. Updating curricula is a longer-term process and requires securing academic freedom and University autonomy. Hence, we believe that skills are an indispensable facility in a very dynamically changing job market that is no longer tied to disciplinarity rigidities. Skilling is like building the muscles and enabling the students to become life-long learners, pursuing knowledge as far as the journey can take them.

Our new strategy will focus on preparing students to be responsive and proactive global citizens, responding to the societal needs. The University adopts a student centric approach, equipping graduates to be active global citizens fit for employment for the global market needs.



Our purpose cannot be achieved without our three main enablers. The three main enablers who are essential to achieve our purpose and deliver our priorities: people, places and systems.

For the purpose of alignment with the national systems, our sub-strategies will focus on implementing our priorities through three main sub-strategies and two main thematic strategies. The sub-strategies are: (1) Teaching and Learning, (2) Research and Enterprise, and (3) Social Responsibility and Community Engagement. The two thematic strategies are: (1) Partnerships and Internationalisation and (2) Health and Well-being. Our priorities are mapped into these sub strategies in a way that allows smooth implementation and monitoring of the strategy. Sub-strategies and thematic strategies are monitored through measures of success to evaluate the delivery and performance in respective targets that stem from the strategic priorities and the relevant measures of success.

SUB-STRATEGIES

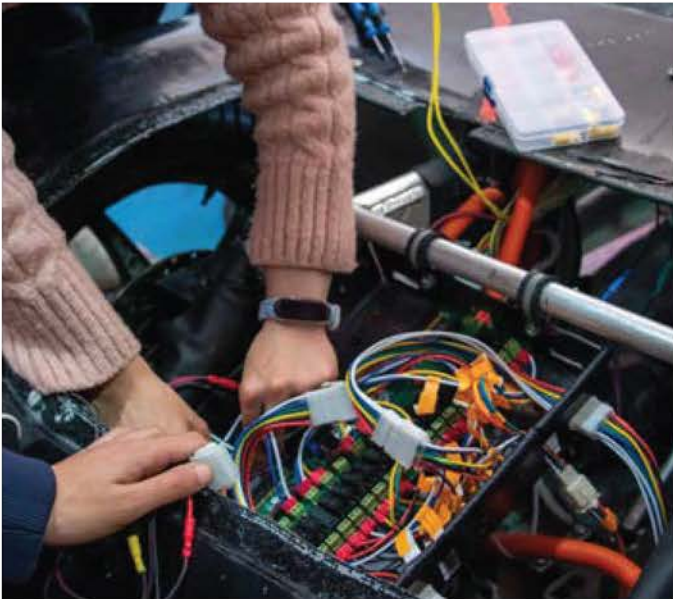
Teaching, Learning and Students Experience
Research and Enterprise
Social Responsibility and Community
Engagement

THEMATIC STRATEGIES

Partnerships and Internationalisation
Health and Wellbeing







TEACHING, LEARNING AND STUDENTS' EXPERIENCE

The British University in Egypt is a student-centred University that places the student at the heart of its strategic vision. We commit to create transformative educational system that is knowledge-building, skills-enhancing, research-informed and employment-engaging.

Develop lifelong learners and well-rounded citizens with outstanding knowledge, skills and abilities that support them throughout their careers.

Providing top class education through an up-to-date teaching and learning process is our core strategic priority. During the coming years, we aspire to develop motivated, well-rounded graduates who are empowered with knowledge, skills and employability in a multicultural context in the national and global job markets.

Our teaching and learning principles involve four core dimensions: **Active**, students actively engage in teaching and learning activities; **Applied**, Learning is applied with problems and activities as a stimulus for learning and learning by doing culture; **Social**, students interact regularly with staff and peers and **Inclusive**, teaching and learning designed to be inclusive and accessible to all.

STRATEGIC GOAL

An ideal student journey is one that develops:

- A knowledgeable and skill-empowered graduate.
- A competent candidate for reputable Egyptian and international job markets.
- A proud graduate, active and passionate Alumni member.

STRATEGIC OBJECTIVES

- Embed fit-for-purpose teaching and learning that is consistent with Egyptian and UK standards.
- Enhance a research-inspired and up-to-date teaching journey, and an efficient and healthy communication environment between staff and students.
- Support our students in skilling, reskilling and upskilling.
- Promote innovation and entrepreneurship culture and awareness among students and graduates.
- Implement practical, innovative and digital fluent pedagogical approaches and methods.
- Maintain an inclusive teaching and learning process that accommodates diverse abilities and backgrounds.

MEASURES OF SUCCESS

We will use the following indicators to monitor and evaluate our progress:

- Increase in graduates' attributes and employability in reputable Egyptian and international job markets.
- Growth in students' satisfaction with provided teaching and learning services.
- Percentage of graduates achieving successful outcomes in their post-graduate career (postgraduate studies- awards,.. etc.).



SOCIAL RESPONSIBILITY AND COMMUNITY ENGAGEMENT

The British University in Egypt is determined to provide a new, leading role, in serving the national and global community and embed a citizenship-based culture that cuts across the University's educational, research and community-related activities. We set our activities in the context of a broader community and enforcing the concepts of social responsibility on macro, meso and micro fronts.

Support the implementation of SDGs

We set our activities in the context of a broader community and promoting the concepts of social responsibility. We aspire to play an active role in SDGs; in understanding and solving issues that hinder the achievement of sustainable development in our society, offer solutions to the society and stakeholders and instil a sustainable environment that is lived and enjoyed by the University's community.



Frankie The Dino visits our University

STRATEGIC GOAL

- Promote and mainstream the SDGs and sustainable culture among the University's students to create current and future SDGs implementers.

STRATEGIC OBJECTIVES

- Mainstream SDGs frameworks into academic curricula in all faculties.
- Promote and support research that generates policy solutions and practical outcomes that serve the global community agenda.
- Encourage students to interact with stakeholders and communities, nationally and globally.
- Embody the principles of the SDGs through organisational governance, operations and culture.
- Embed Environmental, Social and Governance (ESG) criteria across the University's strategic pillars and activities.

MEASURES OF SUCCESS

- The increase in green and sustainable practices within the campus.
- The increase in SDGs education in curricula.
- Percentage of research product that falls under SDGs pillars.
- Extension of the University's social, economic, environmental and cultural impact.

Become a partner in implementing Egypt's Vision 2030

Our strategy aligns with the University's ethos of a community-based philosophy, serving our society with the Egyptian national development context, framed in Egypt's Vision 2030 and its respective eight pillars, as well as its main developmental projects; foremost of which is the Hayah Karima Initiative. Believing in our role as an Egyptian University that encourages citizenship, we strive to create opportunities and a real added value to our community through our students' and staff engagement in Egypt's Vision 2030.

STRATEGIC GOAL

- Produce a graduate who is ethically, actively and enthusiastically engaged in society and in Egypt's national community goals reflected in Egypt's Vision 2030 and the relevant national initiatives such as Hayah Karima national initiative.

STRATEGIC OBJECTIVES

- Engage in public and community activities that support the implementation of Egypt's National vision 2030.
- Encourage applied and action-oriented research that provides policy solutions to the Egyptian current economic and social dynamic problems.
- Increase partnerships with development partners and national stakeholders that enable the dissemination of the University's outcomes to the community.

MEASURES OF SUCCESS

- Growth in partnerships and collaboration agreements and projects with Egyptian development stakeholders.
- Increase in staff and students that are actively engaged in Egyptian development and community activities.





RESEARCH AND ENTERPRISE

An evolving applied research environment with student centrality at its core

Believing in our original purpose and the role in producing employable and capable graduates, the British University in Egypt will adopt a research informed teaching approach. We focus on applied research that is linked to industry and policymaking and is aligned with the quality output of the University's research bodies and standards.

In the coming years, the University will support and maintain a fertile research environment and encourage research that is interactive with our society and community. We promote research that provides solutions for global challenges and exploits interdisciplinary research opportunities and approaches.

STRATEGIC GOALS

- Expand our applied research in line with national and international pioneering research fields.
- Encourage research that informs learning and teaching which contributes to the University's societal and global community goals.

STRATEGIC OBJECTIVES

- Produce outstanding research with national and global impact.
- Promote interdisciplinary research that contributes to the development of Egypt and supports regional and global community needs.
- Secure the time, support and development opportunities necessary for academic staff to undertake research.
- Develop and apply research-informed frameworks that promote graduate employability.
- Increase in research activities that involve collaboration between staff and students.
- Enhance postgraduate programmes across the University in terms of number and quality.
- Increase collaboration with Egyptian and international research partners and institutions and widen the network of industry and policy stakeholders.
- From science to policy, from science to industry: link research outcomes to industry and policy support through ensuring proper dissemination of research outcomes.

MEASURES OF SUCCESS

- Increase in number of PhD students per member of academic staff.
- Growth in research product, quality and impact.
- Annual improvement in the University's rankings in a reputable Egyptian and international metrics.
- Increase in the number of graduate start-ups.
- Increase in established academic-industry and academic-policy linkages on national, regional and global fronts.
- Growth in number of research publications which are internationally co-authored.
- Increase in research involving co-authorship with students.



PARTNERSHIPS AND INTERNATIONALISATION

Extended partnerships and internationalisation

Driven by our profound and growing relationships with our partners, The British University in Egypt will continue to enhance productive partnerships and collaborations with UK partners and other partners to elevate its standing position nationally and internationally. The University also aims to widen its scope of partnerships and collaboration with stakeholders, national and global networks to explore and exploit new knowledge frontiers.



HE Minister Gillan Keegan, UK Secretary State of Education meets our COP27 Simulation students.

STRATEGIC GOALS

- Infuse and implement shared excellence values within our students' life and communities.
- Increase international students and add a measure of success.
- Synchronise the requirements of the Egyptian and UK academic institutions' requirements and excellence pre-requisites.
- Create future opportunities for education, research and co-curricular activities in conjunction with our partners.

STRATEGIC OBJECTIVES

- Seek academic accreditation by UK professional bodies.
- Maintain and grow partnerships and validation programmes with high-ranked, well-recognized UK universities.
- Enhance partnerships, staff and student exchange programmes.
- Increase collaborative research and grants with international scholars and institutions.
- Enhance collaboration in co-curricular and community activities with partnering universities and associations.
- Require the use of English language as the preferred language for academics and communication.

MEASURES OF SUCCESS

We will use the following indicators to monitor and evaluate our progress:

- Increase in the number of faculties accredited by the respected UK institutions.
- Growth in the number of international students.
- Maintaining the University's students participation in exchanges and mobility placements with UK partners.
- Growth in published research and grants with UK and international scholars/institutions.
- Maintaining number of on-campus UK staff.
- Increase our number of PhD students on programmes jointly awarded with international partners.



KING'S COLLEGE LONDON

UNIVERSITY OF HAMBURG



Sustained and Managed Growth across all Faculties

We aspire to grow in both size and impact, and provide programmes that respond dynamically to evolving national and global needs. Our academic portfolio will be continuously reviewed so that it remains relevant to the needs of students and employers. We will ensure a fast and efficient process of developing and approving new programmes as well as discontinuing programmes, where needed. Our goals in this regard are to align with and prioritise the allocation of our resources according to our growth strategy and identified areas.

We plan to develop and widen the provision of industry-supporting services such as continuing education activities, consulting, and career advancement services.

STRATEGIC GOAL

- Maintain the balance between academic growth, societal impact and the University's financial sustainability.

STRATEGIC OBJECTIVES

- Mobilise financial, technical and human resources that ensure an efficient growth of the University in terms of size and impact.
- Diversify sources of income to generate income for re-investment in the University.
- Maintain closer engagement with employers and stakeholders and closely studying the job market.
- Monitor economic and financial growth and regularly re-assess the economic and financial impact of the University's subsidiaries.

MEASURES OF SUCCESS

We will use the following indicators to monitor and evaluate our progress:

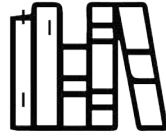
- Maintain average growth in students' intake consistent with campus capacity and resources.
- Maintain operating surplus as % of turnover.
- Maintain return on capital.



OUR ENABLERS



People



Places



Systems



PEOPLE

Empower our people to achieve our core goals, through good governance and organisation culture

We cannot achieve our priorities without our people. In our new Strategy, people are key enablers to achieving our goals. We empower our people to achieve our core goals, through proper governance and organisation culture. We will maintain and develop an inclusive and sustainable working environment and promote social cohesion across our community.

STRATEGIC OBJECTIVES

- Retain and recruit staff with aptitudes and skills that are aligned with the University's purpose and strategic objectives.
- Maintain evolving and innovative staff development systems that ensure staff numbers and skills respond to changing business needs.
- Ensure an appropriate experience and stability among staff.
- Establish workload allocation and performance feedback systems to ensure that staff are efficiently deployed and consistent with our goals.
- Develop a supporting and welcoming environment in which staff receive appropriate induction, performance review, training/development and promotion opportunities.
- Enhance health and wellbeing across all the university community.
- Promote inclusiveness, equality and gender balance across our staff and employment operations.

MEASURES OF SUCCESS

- Improvement in work environment reflected in turnover rate.
- Maintain career progression of staff in compliance with Egyptian and international academic standards.
- Increase in number of academic staff having Higher Education Academy (HEA) recognition or an equivalent teaching qualification.
- Growth in number of staff receiving professional development.
- Increase the proportion of female staff appointed in senior levels.

PLACES

An immersive and engaging campus life and lifelong University's community

The British University in Egypt is committed to developing a vibrant campus life that stimulates active participation of all the University's community. We are determined to build students' life that engages our students in social and cultural activities, improve their health and wellbeing, and provides them with a role in improving environmental sustainability.

The British University in Egypt operates within a unique campus with top-class facilities. To achieve our goals, we will continue to adapt this campus to become a modern, technology-driven campus with quality facilities, resources and infrastructure that support continued development and excellence in the provision of education and research facilities and resources. We also aspire to design a campus life that is engaging and inspiring for students and staff, in a way that facilitates the achievement of our key strategic priorities.



**“Run for The Climate”
The biggest thematic run in Egypt.**

STRATEGIC OBJECTIVES

- Enhance the quality of teaching and learning facilities across all faculties and fit with adapting technologies that accommodate on-campus and off-campus provision of services.
- Raise the quality of the physical infrastructure and equipment, library and information technology.
- Optimize the use of the campus space and invest in health and well-being facilities.
- Invest and secure resources for improving health and well-being across all the University's community.
- Promote the 'Safe campus' concept across the University's operations, community and systems.
- Promote the concept of a 'Sustainable and green campus' across the campus and community.
- Promote engaging and innovative social and cultural activities.
- Promote youth networking, global youth dialogue and cultural exchange through academic, research and community-related activities.

MEASURES OF SUCCESS

- Increase in students and staff satisfaction with physical and IT infrastructure, resources and facilities (library, IT resources, study space and equipment).
- Increase in on campus health and well-being facilities.
- Increase the number of active Alumni engagements with the University through the Alumni office, the University's website and social media.
- Full implementation of HSSE system across campus.
- Full on-campus Wifi coverage.
- Reduction of expenses on campus assets as a result of improved infrastructure durability and sustainability.
- Growth in youth social and cultural networks and engagement in on-campus and off-campus University activities.



The #COP27Simulation conference hosted by The British University in Egypt

SYSTEMS

Maintain operational excellence and financial sustainability

The British University in Egypt is persistent in maintaining its operational excellence through effective, efficient and aligned governance and financial strength that enable a smooth and sustained realisation of our strategic goals and enhance our University's competitiveness.

STRATEGIC GOAL

- Efficient operation to optimise the use of financial, human and technological resources.
- Implementing a viable digital transformation plan across the University's systems.
- Ensure a proper system for maintenance, durability, and sustainability of infrastructure.
- Implementing efficient and accountable governance and standard operating procedures.
- Ensuring the viability and sustainability of our finances and resources.
- Promoting an accountable decision-making process and monitoring progress based on regularly updating our short- and long-term financial forecasts.

MEASURES OF SUCCESS

- Increased gross revenue generation.
- Maintain cash generation through improved system efficiency and innovative financial techniques.
- Growth in percentage of staff satisfied with the University's operational environment.
- The successful implementation of the digital transformation plan across the University's systems.
- Continuous update of SOPs to ensure operational excellence.



OUR SHARED VALUES

Values govern the social contract between the University and the society. This social contract involves the (1) continuous upgrading of education technologies, (2) widening the access of educational services and (3) to always be consistent with the very dynamic evolution of curricula. Our priorities and strategic themes and pillars all run within a well-identified set of shared fundamental and institutional values that are held by the University's community and reflect on behaviour and outcomes.

Our values	Fundamental Values	Institutional Values	Behaviour
<p>Our values are what we hold to be important as we work together to achieve our purpose.</p>	<ol style="list-style-type: none"> 1. Academic freedom 2. Institutional autonomy 3. Integrity and fairness 	<ol style="list-style-type: none"> 1. Trust 2. Ownership 3. A caring and inclusive community 4. Social responsibility 5. Equity 	<ol style="list-style-type: none"> 1. Leadership 2. Courage 3. Can-do attitude 4. Transparency 5. Accountability



OUR MEASURES OF SUCCESS

To measure our progress in achieving our purpose, we will continue to evaluate our success through independent measures.



Our success is reflected in five global measures: enhanced pride, increased competitiveness, widened networks, growing impact and improved reputation. These global measures interweave among our priorities and enablers which allow us to monitor their delivery as indicated in the below table.

MONITORING OUR PROGRESS

PRIORITIES	MEASURES OF SUCCESS
<p>1. Develop lifelong learners and well-rounded citizens with outstanding knowledge skills and abilities that support them throughout their careers</p>	<p>1.1 Growth in students' satisfaction with provided teaching and learning services. 1.2 Increase in graduates' attributes and employability in Egyptian and international job markets. 1.3 Percentage of graduates achieving a successful outcomes in their post-graduate career (postgraduate studies- awards,.. etc.)</p>
<p>2. Support the implementation of SDGs</p>	<p>2.1 The increase in green and sustainable practices within the campus, 2.2 The increase in SDGs education in curricula, 2.3 Percentage of research product that falls under SDGs pillars and 2.4 Extension of the University's social, economic, environmental and cultural impact.</p>
<p>3. Become a partner in the implementation of Egypt's Vision 2030</p>	<p>3.1 Growth in partnerships and collaboration agreements and projects with Egyptian development stakeholders. 3.2 Increase in staff and students that are actively engaged in Egyptian development and community activities.</p>
<p>4. An evolving applied research environment with student centricity at its core</p>	<p>4.1 Increase in number of PhD students per member of academic staff. 4.2 Growth in research product, quality and impact. 4.3 Annual improvement in the University rankings in reputable Egyptian and international metrics. 4.4 Increase in the number of graduate start-ups. 4.5 Increase in established academic-industry and academic-policy linkages on national, regional and global fronts. 4.6 Growth in number of research publications which are internationally co-authored. 4.7 Increase in research involving co-authorship with students.</p>

PRIORITIES

MEASURES OF SUCCESS

5. Extending productive partnerships and Internationalisation

5.1 Increase in the number of faculties accredited by respected UK institutions.

5.2 Growth in the number of international students.

5.3 and maintaining the University students participating in exchanges and mobility placements with UK partners.

5.4 Growth in published research and grants with UK and international scholars/institutions.

5.5 Maintain number of on-campus UK staff.

5.6 Increase our number of PhD students on programmes jointly awarded with international partners.

6. Sustainable and Managed Growth across all faculties

6.1 Maintain average growth in students' intake consistent with campus capacity and resources.

6.2 Maintain operating surplus as % of turnover.

6.3 Maintain return on capital.



ENABLERS

PRIORITIES	MEASURES OF SUCCESS
<p>People</p> <p>7. Empower our people to achieve our core goals, through good governance and organization culture</p>	<p>7.1 Improvement in work environment reflected in turnover rate.</p> <p>7.2 Maintain career progression of staff in compliance with Egyptian and international academic standards.</p> <p>7.3 Increase in number of academic staff having Higher Education Academy (HEA) recognition or an equivalent teaching qualification.</p> <p>7.4 Growth in number of staff receiving professional development</p> <p>7.5 Increase the proportion of female staff appointed in senior levels.</p>
<p>Places</p> <p>8. An immersive and engaging campus life and lifelong University Community</p>	<p>8.1 Increase in students and staff satisfaction with physical and IT infrastructure, resources and facilities (library, IT resources, study space and equipment),</p> <p>8.2 Increase in on campus health and well-being facilities,</p> <p>8.3 Increase the number of active alumni engagements with the University through the Alumni office, the University's website and social media,</p> <p>8.4 Full implementation of HSSE system across campus,</p> <p>8.5 Full on-campus Wifi coverage,</p> <p>8.6 Reduction of expenses on campus assets because of improved infrastructure durability and sustainability</p> <p>8.7 Growth in youth social and cultural networks and engagement in on-campus and off-campus University activities</p>
<p>Systems</p> <p>9. Maintain Operational Excellence and Financial Sustainability</p>	<p>9.1 Increased gross revenue generation,</p> <p>9.2 Maintain cash generation through improved system efficiency and innovative financial techniques.</p> <p>9.3 Growth in percentage of staff satisfied with the University operational environment.</p> <p>9.4 The successful implementation of the digital transformation plan across the University's systems.</p> <p>9.5 Continuous update of SOPs to ensure operational excellence.</p>

Indicators for these measures of success are listed in the sub-strategies and thematic strategies. We will continue to monitor performance and regularly update and report on our progress and revise planned targets during the strategy implementation process.





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