



Faculty of xxx Strategic Plan
2017-2022

Version 1.0
October 2017

Contents

1. Forward	3
2. Vision, Mission and Values	4
The BUE Vision	4
The Faculty Vision	4
The BUE Mission	4
The Faculty Mission	4
BUE's Core Values	5
Faculty operating principles	5
3. Context	7
3.1 The size and shape of the Faculty	7
3.2 Teaching and Learning	7
3.3 Validation and accreditation of programmes	7
3.4 Research framework	8
3.5 Knowledge transfer and commercialisation	9
3.6 Internationalisation	9
4. Strategic Objectives and Targets	10
4.1 Teaching and Learning	11
Objectives	11
Targets	13
4.2 Research	15
Objectives	15
Targets	15
4.3 Community Services and Enterprise	16
Objectives	16
Targets	16
4.5 Enabling Structures	17
Objectives	17
Targets	17
5. Underlying implementation plans and monitoring mechanisms	18
5.1 Monitoring implementation plans	18
5.2 Full term strategic plan monitoring	19
6. Reporting	20
6.1 Annual reports	20
6.2 Full term report	20
7. Appendix 1 – Implementation Plan Pro Forma	21

1. Forward

Add a forward.

2. Vision, Mission and Values

The Faculty of **xxxxx** ambition is underpinned by a clear vision and mission, and the adoption of a number of core values and operating principles. The Faculty's Strategy establishes the context within which the Faculty operates and sets out how it seeks to take forward the University Strategic Plan 2012-2017.

The BUE Vision

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

The Faculty Vision

Insert

The BUE 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.

The Faculty Mission

Insert

BUE's 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 graduate's 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

Faculty operating principles

In accordance with the University's core values our operating principles are characterised by:

- Governance that ensures a dual Egyptian/British board and a credible system that ensures transparency and academic independence.

- Quality assurance mechanisms that ensure that standards are equal to those of the British validating institutions and that students have a comparable experience to those in the UK.
- State of the art programmes that underpin our graduates' abilities to achieve their potential in a highly evolving and developing profession.
- Emphasising student's self-learning and critical thinking, in order to allow them the ability to excel and continuously develop their creative problem solving skills.
- A research lead education with the majority of our staff engaged in state of the art relevant research that informs their teaching and curriculum development.
- Industrial engagement and integration with the faculty's activities and objectives.

3. Context

3.1 The size and shape of the Faculty

The Faculty of [insert Faculty name] student population in 2017 exceeded xxxx in xx programmes: the [insert programme title] (XX% of students); and [insert programme title] (xx% of students).

Currently the Faculty offers xx M.Sc. degree programmes in xxxx, xxxx and xxxx. The student population in these programmes is about xx students. New postgraduate programmes are planned to be developed and presented for approval during the planning period.

In order to support the student population and maintain the staff student ratio within agreed norms, the Faculty is continuously reviewing its academic staff base which has now reached xx staff members, xx teaching assistants with xx of those studying for their Masters and PhD degrees abroad, xx lab technicians and xx administrative support staff.

By the end of the planning period, the Faculty will continue to grow by introducing new undergraduate and postgraduate programmes. In addition, the establishment of the research facilities which started in 2017, will continue to set the stage for a comprehensive research infrastructure.

3.2 Teaching and Learning

Enhancing the quality of the student experience is a primary goal of the Faculty of xxxxxx that will help raise our profile as a Faculty of high quality and standards. There are several facets to achieving this: attracting the highest quality students; attracting a multitude of research active academic staff capable of delivering UK higher education in accordance with the British ethos and standards; developing effective, communicative and innovative teaching; providing a learning environment which delivers student centred learning and which stimulates students to become independent learners and to realise their potential.

3.3 Validation and accreditation of programmes

All degree programmes are accredited by the Egyptian Supreme Council of Universities (SCU). Accreditation of programmes also will be sought from International Professional and Statutory Bodies, where appropriate.

As a strategic objective all undergraduate students are eligible, on entry to the Faculty, to study on a dual degree track and obtain a BUE degree and a UK degree awarded by a leading UK University, subject to satisfying the regulatory requirements for the award of each degree. The Faculty continues in partnership with London South Bank University as its main strategic partner in validating all undergraduate and post graduate programmes. This partnership also extends to joint PhD programmes, research collaborations, staff and student exchange programmes.

The Faculty is also working towards the accreditation of all its programmes from the National Authority for Quality Assurance and Accreditation (NAQAAE).

3.4 Research framework

The Faculty academic staff are currently pursuing research in a broad range of areas across all departments. This is strongly encouraged and supported by the Faculty through several incentive and support mechanisms. There are key research areas aligned with our stated Mission and the Faculty wishes to see critical mass established (or existing critical mass maintained) in these key areas.

In addition to the individual research plans and activities within each department, the Faculty has established multi-disciplinary research groups to ensure the development of research teams working towards writing of research grant proposals, in addition to encouraging multidisciplinary research activities. The following lists the main research groups within the Faculty:

a. Xxxxx

b. Xxxxx

c. xxxxx

The Faculty also houses several research centres which act as another vehicle for engaging staff in collaborative research activities and enhancing the Faculty's research capacity in strategic research areas. The following lists the current research centres within the Faculty:

a. Xxxxx

b. Xxxxx

c. xxxxx

3.5 Knowledge transfer and commercialisation

The Faculty established an industrial linkage platform that seeks to engage industry and business sectors with the research community within the Faculty. The platform is designed to achieve several objectives, as follows:

a. Xxxxx

b. Xxxxx

c. xxxxx

3.6 Internationalisation

The Faculty currently has several international collaborations with a range of researchers across the world. However, such activities are individual efforts that are not formulated within a structured framework. As one of the main six themes that underpin the new BUE Strategic Plan, internationalisation shall be taken forward by the Faculty through an internationalisation implementation plan that aims at developing a platform for engaging staff and students in international collaborations and activities.

4. Strategic Objectives and Targets

The Faculty has identified strategic objectives and specified targets in order to achieve the six themes which underpin the new BUE Strategic Plan. The objectives and corresponding targets are listed in the following sections in three main areas that represent the platform for the Faculty's activities. In addition, enabling structures and mechanisms are also identified to provide the required support to achieve the Faculty's objectives and targets.

4.1 Teaching and Learning

University Strategic Objectives: Themes 2 and 3

2. Deliver a Vibrant 21st Century University Campus

- 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.*

3. Deliver a Transformational British Higher Education Experience

- 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.*

Faculty position statement - Insert short summary paragraph.

Whilst Themes 2 and 3 from the University Strategic Plan are the key themes related to Teaching and Learning, all six themes have been considered in developing the objectives and associated targets. Each of the Faculty objectives is mapped to the themes and their corresponding objectives and/or targets in the BUE Strategic Plan, to ensure and demonstrate alignment of both plans; this is indicated between brackets at the end of each objective to reflect the theme number and the corresponding objective number.

Objectives

Element 1 - Standards: Programme Design, Review and Enhancement

- 1.1 UK HE sector norms validation – Ensure compliance of all programmes with Annual Programme Review process and timely responses to External Examiners, and UK validating partners, whilst maintaining a programme portfolio that remains aligned to UK QAA Benchmarks and ensures an appropriate SSR is maintained for all programmes. (3a)
- 1.2 NAQAAE accreditation – Achieve NAQAAE accreditation for all programmes, aligned to the University Annual Quality Assurance and Enhancement Cycle. (3a)
- 1.3 Programme portfolio – Develop a new range of programmes in areas that are aligned with national priorities. (1a, 1c, 2b)
- 1.4 UK Professional Body Accreditation – Establish targets for programmes to achieve UK professional body accreditation and make relevant applications. (3a, 1c)

- 1.5 Annual achievement and progression rates – Improve Annual Achievement and Progression rates by setting annual improvement targets and establishing annual monitoring routines for all programmes. (1a, 1c, 2b, 6a)
- 1.6 Annual first destination statistics – Develop a strategy to understand the local job market, to work with employers and alumni so that annual first destination statistics show at least 70% of BUE graduates are employed. (1a, 1c, 2b, 6a)

Element 2 - Programme Delivery

- 2.1 Student Centred Learning – Identify modules in each programme that will adopt and embed student centred approaches to meet University targets (40% of the modules on undergraduate programmes using Student Centred approaches by 2018, then 80% by 2022). (2b, 2c, 3a, 3b)
- 2.2 Technology Enabled Learning – Identify modules in each programme that will adopt and embed Technology Enabled approaches to meet University targets (80% of the modules on undergraduate programmes using Technology Enabled approaches by 2018, then 100% by 2022). (2a, 2b, 2c, 2d, 2e, 3b)
- 2.3 Employability – All programmes to provide mandatory internship placements for all students and identify opportunities in modules to develop entrepreneurship and employability skills. (1a, 3c)
- 2.4 Student Support – Faculties to establish an infrastructure for the provision of face to face Information, Advice, Guidance and Support (IAGS) to all students include: establishment of effective programme mechanisms for the identification of 'at risk' student; provision of information on processes; provision of guidance, advice and support. University to establish a Student Success Centre focusing on Careers, Academic Support and support for SLDD students. (2b, 2c, 2d, 3b, 3c)

Element 3 - The Student Experience: Recruitment, Learning, Support and Employability

- 3.1 Student Intake - Ensure appropriately qualified student intake. Faculties to identify the academic entry requirements and English language requirements for student success for all programmes and to support recruitment process to recruit appropriate students. (1a, 1b, 3a, 3b, 3c, 3d)
- 3.2 Student Services - Deliver student services via technology. Faculties to establish faculty and programme infrastructure for the provision of face to face student administrative services. (1c, 2d, 2e, 6a,)
- 3.3 International student mobility – At least 10% of students will participate in international student mobility programmes. Faculties to identify cohorts in each programme that would benefit from this approach and to operationalise it. (2b, 5d)

Element 4 - Campus Infrastructure: Staffing, Resources, Planning and Review

- 4.1 WIFI – Develop infrastructure. Faculties to achieve 80% of the modules on undergraduate programmes using Technology Enabled approaches by 2018, then 100% by 2022 (see 2.2).
- 4.2 Infrastructure – Develop a modern environmentally friendly infrastructure.
- 4.3 Data informed management - Develop the use of data in decision making, planning and review processes. Faculties to ensure compliance of all programmes with Annual Review processes with a focused use of data to review and plan programme enhancement and planning setting targets for improvement and enhancement.
- 4.4 Conferences – Enable attendance at, sponsorship of, internationally important global and MENA focused conferences across the HE sector.
- 4.5 International staff mobility – Expand UK partnerships to include staff exchanges.
- 4.6 Development of staff - Invest in appropriate human and other relevant resources to stabilise and enhance quality. Faculties to deliver an appropriate Staff Development programme that advances University Staff Development priorities.
- 4.7 Teaching Excellence Centre - Offer innovative teaching workshops. Faculties to deliver an appropriate Staff Development programme that advances University Staff Development priorities.

Targets [Add targets nb Can be more than 1 target and need to be SMART]

Element 1 - Standards: Programme Design, Review and Enhancement

- 1.1
- 1.2
- 1.3 **Design at least two new programmes that are relevant to Egypt's vision 2030.**
- 1.4
- 1.5
- 1.6

Element 2 - Programme Delivery

- 2.1 **Identify modules in each programme that will adopt and embed student centred approaches to meet University targets (40% of the modules on undergraduate programmes using Student Centred approaches by 2018, then 80% by 2022.**
- 2.2 **Engage the CELT in developing online interactive tools for at least 50% of the modules in each programme.**
- 2.3a **Identify at least one module, in each programme, where entrepreneurial skills are introduced and amend the module contents, as per the module changes cycle.**
- 2.3b **Develop at least two faculty wide events each year to engage students in an extracurricular entrepreneurial exercise.**

2.3c Ensure that at least 50% of graduation projects are related to industry instigated challenges;

2.3d Launch an alumni newsletter.

2.3e Offer at least two professional workshops for alumni, in each programme, as per their needs.

2.4

Element 3 - The Student Experience: Recruitment, Learning, Support and Employability

3.1 Raise the student intake standard 5% annually up to 90%.

3.2

3.3 a Develop a student summer internship programme at LSBU.

3.3b Develop a one year off/on mechanism to allow students to spend one year, non-credit, at LSBU, in at least three programmes.

3.3c Identify at least three programmes to offer their modules in BUE London Campus.

Element 4 - Campus Infrastructure: Staffing, Resources, Planning and Review

4.1

4.2 Select at least one classroom and propose an alternative furniture design to allow flexible classroom settings then use as a pilot testing bed for innovative teaching methods.

4.3

4.4

4.5

4.6 Introduce at least five new interactive workshops within the staff development programme;

4.7 Develop a Faculty Council teaching excellence award scheme.

4.2 Research

University Strategic Objectives: Theme 4

3. Produce Outstanding Research with National and International Impact

- 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.*

Faculty position statement - Insert short summary paragraph.

Objectives

Add objectives

Targets

Add targets

4.3 Community Services and Enterprise

University Strategic Objectives: Theme 1

1. Contribute to the Development of Egypt

- 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.*

Faculty position statement - Insert short summary paragraph.

Objectives

Add objectives

Targets

Add targets

4.5 Enabling Structures

University Strategic Objectives: Theme 6

6. Ensure a Robust Enabling Infrastructure to Support Institutional Effectiveness

- 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.*

Faculty position statement - Insert short summary paragraph.

Objectives

Add objectives

Targets

Add targets

5. Underlying implementation plans and monitoring mechanisms

In order to achieve the Faculty objectives and targets detailed implementation plans shall be developed including:

1. Teaching and Learning Plan
2. Research Plan
3. Enterprise and Knowledge Transfer Plan
4. Internationalisation Plan
5. Enabling and Support Services Plan

Implementation plans will be monitored to ensure the results are in line with the projected targets. The following sections outline the mechanism for monitoring the implementation plans and ways to amend and adjust the strategic plan during its implementation.

5.1 Monitoring implementation plans

To help ensure the achievement of all targets and objectives, the Faculty management team will monitor the execution of all underlying implementation plans. The monitoring review is completed once every year to capture the performance of the Faculty, as a whole, through the development of the annual Faculty Report. In order to formulate an accurate assessment of the Faculty annually, based on its performance, the following steps will be implemented:

1. Data Collection

The monitoring stage relies on sets of data that are usually collected at the end of each academic year. Data collection is conducted by communication with relevant central departments. Further data may be extracted from several online sources that are necessary to supplement the decision making process in some instances.

2. Data Analysis

A thorough data analysis is completed to achieve two main objectives. The first, relates to identifying recurring trends, anomalies and new beginning trends. The second is correlating relevant performance indicators in order to assess the Faculty's effectiveness and performance and to identify potential solutions for under-performing areas.

3. Feedback

The results of data analyses are expected to result in recommendations that need to be taken into consideration within the decision-making process to reflect an improved performance of the Faculty in the following planning period, i.e., the following year.

5.2 Full term strategic plan monitoring

The full term monitoring cycle is conducted at the completion of the strategic plan term. Currently, the Faculty 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 such as: proposals, new targets, amendments, etc. Such recommendations are then normally employed in informing the development of the new strategic plan for the following planning term.

6. Reporting

6.1 Annual reports

The faculty management team shall compile annual reports, submitted and discussed at the Industry-Faculty Liaison Committee and the Faculty Council. Both committees include external members representing members of the industrial and academic communities in Egypt. The approved final report shall be submitted to the BUE President to inform the senior management team about the status of the Faculty. Such annual reports mainly evaluate the execution of the strategic plan and the progression of all set targets. The report will include a section about new initiatives which might include recommendations for additions and/or amendments to the current implementation plans.

6.2 Full term report

The Faculty management team will compile a full term report linking all proposals and recommendations made through all previous annual reports. Further analysis and data collections are expected, at this stage, in order to extract strategic implications of proposed amendments and recommendations. In addition, the faculty management team might suggest one or all of the following and engage the whole community, internal and external, in providing feedback and recommendations:

- Amended Vision of the Faculty;
- New targets in all Faculty's activities;
- Introduction of new programmes to reflect external changes;
- Terminate programmes that might not be operating at the expected standard;
- Repositioning the Faculty as a result of its perceived reputation;
- Internationalisation activities.

7. Appendix 1 – Implementation Plan Pro Forma

Faculty of xxxxx: Implementation Plan for xxxxx

Please complete in Arial 10 normal. Add or delete rows as required.

#	Target	Action	By	When	Metrics
1.1		1.			
		2.			
		3.			
		4.			
		5.			
1.2		1.			
		2.			
		3.			
		4.			
		5.			
1.3		1.			
		2.			
		3.			
		4.			
		5.			
1.4		1.			
		2.			
		3.			
		4.			
		5.			
1.5		1.			
		2.			
		3.			
		4.			
		5.			
1.6		1.			
		2.			
		3.			

#	Target	Action	By	When	Metrics
		4. 5.			