University Teaching and Learning Strategy

& Implementation Plan

2017-2022

Version 1.0

Contents

1. Forward

The Teaching and Learning Strategy and Implementation Plan sets out the strategic objectives for the University as well as key targets to be achieved 2017-2022.

Teaching and Learning is the core of the BUE undergraduate and graduate experience. The curriculum undergoes continuous annual enhancement and appropriate new programmes are planned and developed, ensuring the relevance of BUE's academic offer. No less important is the manner in which our programmes are delivered. For the University is committed to offering a transformational student-centred learning experience consistent with best British Higher Education practices. Independent learning and acquisition of employability skills are promoted, underpinned by technology, a state of the art library, personal tutoring and other forms of information, advice, guidance and support.

Professor Leslie Croxford
Senior Vice-President for Teaching and Learning

2. The University Strategy 2017-2022

The University Strategic Plan 2012-2017 establishes the context within which Teaching and Learning operates and sets out a clear Vision, Mission and Core Values.

2.1 Vision

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

2.2 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.

2.3 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

3. The Six Themes

The Six themes of the University Strategic Plan 2017-2022 provide the context within which the Teaching and Learning Implementation Plan is developed. The six themes are:

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.

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.

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.

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 leading 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.

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

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.

4. University Objectives

The objectives of the six themes cut across Teaching and Learning. They are:

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.

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.

4. 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.

5. Achieve Internationalisation

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.

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.

5. University Targets

The associated targets are:

1. Contribute to the Development of Egypt

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

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

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

1 Inaugurate the BUE Science Park.
2 Develop training programmes for knowledge commercialization.
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

1 Appoint a senior academic to oversee BUE developments leading to internationalization.
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

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.

6. The University and Faculty Teaching and Learning Strategy

6.1 Scope of the University Teaching and Learning Strategy

Themes 2 and 3 of the University Strategic Plan provide the key context from which the University Teaching and Learning Strategy is derived and which seeks to deliver a transformational British Higher Education Experience. These state:

Theme 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.

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

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 objectives in the Teaching and Learning Strategy 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.

6.2 Elements of the University Teaching and Learning Strategy

The University Teaching and Learning Strategy 2017-2022 sets out how the specific Themes, Objectives and Targets outlined in the University Strategy will be achieved.

The University Teaching and Learning Strategy takes forward the Themes, Objectives and Targets set out in the University Strategy by grouping these into four elements. They are:

- Element 1 - Standards: Programme Design, Review and Enhancement
- Element 2 - Programme Delivery
- Element 3 - The Student Experience: Recruitment, Learning, Support and Employability
- Element 4 - Campus Infrastructure: Staffing, Resources, Planning and Review

6.3 Faculty Teaching and Learning Strategies

Each faculty is expected to:

a. Develop a Teaching and Learning Strategic Plan which takes forward the different objectives and targets of the University Teaching and Learning Strategy. These may also include additional objectives as is appropriate to the context of the faculty.
b. Define targets that are aligned to the targets set out in the University Teaching and Learning Strategy.
c. Ensure targets are SMART (Specific, Measurable, Achievable, Realistic and Time-bound).

6.4 Faculty Teaching and Learning Implementation Plans

Each faculty is expected to:

a. Develop a Teaching and Learning Implementation Plan which takes forward the objectives and targets of the faculty Teaching and Learning Strategy.
b. Set clear actions that will ensure that each target is achieved through establishing clear responsibilities, timeframes and metrics for assessing the effectiveness of the actions.
c. Establish clear monitoring mechanisms to ensure oversight of implementation plans.

6.5 Phases

To support successful delivery of the faculty Strategic Plans and Implementation Plans, it is necessary to ensure a phased approach to implementation. These will be:

a. Phase 1 – 2017/18 & 2018/19

b. Phase 2 – 2019/2020, 2020/2021 & 2021/2022

The University Teaching and Learning Strategy recognises that the achievement of its objectives and targets:

a. Will operate across different timescales and often within different spheres – University, Faculty, Department, Programmes and Services.

b. Requires that best practice is developed and embedded across all Six Themes.

7. University Teaching and Learning Objectives

The objectives of the Teaching and Learning Strategy are set out below. Specific faculty objectives will be outlined in each faculty strategy.

University Teaching and Learning Strategy: Objective		University Objective
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	*2a, 2b, 2c, 2d, 2e, 3b*

	University Teaching and Learning Strategy: Objective	University Objective
	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).	
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 (Un) Ensure appropriately qualified student intake. (Fac) 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 (Un) Deliver student services via technology. (Fac) 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 (Un) Develop infrastructure. (Fac) Faculties to achieve 80% of the modules on undergraduate programmes using Technology Enabled approaches by 2018, then 100% by 2022 (see 2.2).	*2a, 2b, 2c, 2d, 2e, 3b*

University Teaching and Learning Strategy: Objective	University Objective
4.2 Infrastructure (Uni) Develop a modern environmentally friendly infrastructure. (Fac) Faculties to remodel classrooms to allow for flexible settings.	*1c, 2a, 2d, 2e, 3b,*
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.	*1c, 3a, 3b, 3c, 6a*
4.4 Conferences Enable attendance at, sponsorship of, internationally important global and MENA focused conferences across the HE sector.	*3b, 4b, 5a, 5d, 6d*
4.5 International staff mobility Expand UK partnerships to include staff exchanges.	*3b, 4b, 5a, 5d, 6d*
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.	*3b, 4b, 5a, 5d, 6d*
4.7 Teaching Excellence Centre Offer innovative teaching workshops. Faculties to deliver an appropriate Staff Development programme that advances University Staff Development priorities.	*1b, 2a, 2b, 2c, 2d, 2e, 3b*

8. University Teaching and Learning Targets

The targets of the Teaching and Learning Strategy are set out below. Faculty strategic plans will outline SMART targets appropriate to the context of each faculty.

University Teaching and Learning Strategy: Targets	University Objective
Element 1 - Standards: Programme Design, Review and Enhancement	
1.1 **UK HE sector norms validation** Achieve and maintain UK validation for all programmes with an appropriate SSR.	*3a*
1.2 **NAQAAE accreditation** Achieve NAQAAE accreditation for all faculties.	*3a*
1.3 **Programme portfolio** Faculties to develop new programmes in areas that are aligned with national priorities.	*1a, 1c, 2b, 3d*
1.4 **UK Professional Body Accreditation** Identify appropriate UK professional body accreditation for programmes in each faculty.	*3a, 1c*
1.5 **Annual achievement and progression rates** Agree annual improvement targets and establish annual monitoring routines for all programmes.	*1a, 1c, 2b, 3a, 6a*
1.6 **Annual first destination statistics** Establish faculty Employer Liaison Committees, Alumni forums, and mechanisms to follow-up baseline first destination data so that at least 70% of BUE graduates are employed for all programmes.	*1a, 2b, 3c, 6a*
Element 2 - Programme Delivery	
2.1 **Student centred learning** Achieve 40% of modules on undergraduate programmes using Student Centred approaches by 2018, then 80% by 2022.	*2b, 2c, 3a, 3b*
2.2 **Technology Enabled Learning** Achieve 80% of modules on undergraduate programmes using Technology Enabled approaches by 2018, then 100% by 2022.	*2a, 2b, 2c, 2d, 2e, 3b*
2.3 **Employability** (Un) Establish a University Academic Success Centre with Student Services including a Careers Service. (Fac) All programmes to provide mandatory internship placements for all students. All programmes to set targets for the number of modules that will develop entrepreneurship and employability skills.	*1a, 3c*

University Teaching and Learning Strategy: Targets		University Objective
2.4	**Student Support**	*2b, 2c, 2d, 3b, 3c,*
	(Un) Establish a University Academic Success Centre with Student Services for: (a) Support for SLDD Learners, (b) Learning Support, (c) Careers and, (d) Alumni Services.	
	(Fac) All faculties to establish an infrastructure to provide face to face Information, Advice, Guidance and Support (IAGS) to all students to include: establishment of effective programme mechanisms for the identification of 'at risk' student; provision of information on processes; provision of guidance, advice and support and with appropriate targets established.	
Element 3 - The Student Experience: Recruitment, Learning, Support and Employability		
3.1	**Student Intake**	*1a, 1b, 3a, 3b, 3c, 3d*
	(Un) Develop a University Student Recruitment Centre to ensure recruitment of well qualified students who understand the University offer.	
	(Fac) All faculties to agree the academic entry requirements and English language requirements needed for student success for all programmes and to develop recruitment processes to recruit appropriate students with targets set for different cohorts.	
3.2	**Student Services**	*1c, 2d, 2e, 6a,*
	(Un) Establish a University electronic student hub that offer students 100% of administrative services.	
	(Fac) Faculties to establish a faculty and programme infrastructure to provide face to face student administrative services.	
3.3	**International student mobility**	*2b, 5d*
	(Un) At least 10% of students to participate in international student mobility programmes.	
	(Fac) Faculties to identify cohorts in each programme that would benefit from this approach and to operationalise it.	
Element 4 - Campus Infrastructure: Staffing, Resources, Planning and Review		
4.1	**WIFI**	*2a, 2b, 2c, 2d, 2e, 3b*
	Faculties to achieve 80% of the modules on undergraduate programmes using Technology Enabled approaches by 2018, then 100% by 2022 (see 2.2).	

University Teaching and Learning Strategy: Targets		University Objective
4.2	<u>Infrastructure</u> Faculties to set targets to remodel classrooms to allow for flexible settings.	*1c, 2a, 2d, 2e, 3b,*
4.3	<u>Data informed management</u> 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.	*1c, 3a, 3b, 3c, 6a*
4.4	<u>Conferences</u> Faculties to agree a policy to support attendance at appropriate conferences to take forward the University Teaching and Learning Strategy.	3b, 4b, 5a, 5d, 6d
4.5	<u>International staff mobility</u> Faculties to establish targets for staff exchanges with both UK partner universities and other universities.	3b, 4b, 5a, 5d, 6d
4.6	<u>Development of staff</u> Faculties to deliver an appropriate Staff Development programme that advances the University Staff Development Plan with targets for staff participation.	3b, 4b, 5a, 5d, 6d
4.7	<u>Teaching Excellence Centre</u> (Un) Establish a Centre that will provide University wide Staff Development and Training including a teacher development course accredited in the UK.	*1b, 2a, 2b, 2c, 2d, 2e, 3b*
	(Fac) Faculties to deliver an appropriate Staff Development programme that advances the University Staff Development plan and work of the Centre.	

9. Delivery, Monitoring and Reporting Mechanisms

The University Teaching and Learning Committee (UTLC) is tasked with delivery of the University Teaching and Learning Strategy. It requires:

a. <u>Delivery</u>: As a minimum, each faculty is required to take forward the objectives in the University Teaching and Learning Strategy via a faculty Teaching and Learning Strategy and Implementation Plan.

   The UTLC has provided a Faculty Teaching and Learning Strategy and Implementation Plan pro forma to enable each faculty to add additional elements, including the faculty Vision and Mission statements, within the context of the University Teaching and Learning Strategy (see Appendices 2 & 3).

b. <u>Monitoring</u>: Each faculty to monitor the delivery of the Faculty Strategy and Implementation Plan via the F/DTLC and as appropriate the Faculty Council.

c. <u>Reporting</u>: This will be at fixed points to the UTLC and then to Senate.

10. Metrics to assess progress in achievement of the Strategy

Aligned with the objectives outlined in Theme 6 of the University Strategic Plan, the Teaching and Learning Strategic Plan and Implementation Plan will develop the use of metrics to inform its review process. Metrics will largely derive from exiting processes outlined in the University Annual Quality Assurance and Enhancement Cycle. The range of metrics to be used are listed in Appendix 2.

11. Appendix 1 - Teaching and Learning Implementation Plan Pro Forma

Please complete in Arial 10 normal. Add or delete rows as required. Amend targets so they are appropriate to the Faculty Teaching and Learning Strategy.

#	Target	Action	By	When	Metrics
Element 1 - Standards: Programme Design, Review and Enhancement					
1.1	UK HE sector norms validation – Achieve and maintain UK validation for all programmes with an appropriate SSR.	1. 2. 3. 4. 5.			
1.2	NAQAAE accreditation – Achieve NAQAAE accreditation for all faculties.	1. 2. 3. 4. 5.			
1.3	Programme portfolio – Develop new programmes in areas that are aligned with national priorities in each faculty.	1. 2. 3. 4. 5.			
1.4	UK Professional Body Accreditation – Identify appropriate UK professional body accreditation for programmes in each faculty.	1. 2. 3. 4. 5.			
1.5	Annual achievement and progression rates – Agree annual improvement targets and establish annual monitoring routines for all programmes.	1. 2. 3. 4. 5.			

#	Target	Action	By	When	Metrics
1.6	Annual first destination statistics – Establish faculty Employer Liaison Committees, Alumni forums, and mechanisms to follow-up baseline first destination data so that at least 70% of BUE graduates are employed for all programmes.	1. 2. 3. 4. 5.			
Element 2 - Programme Delivery					
2.1	Student centred learning – Achieve 40% of modules on undergraduate programmes using Student Centred approaches by 2018, then 80% by 2022.	1. 2. 3. 4. 5.			
2.2	Technology Enabled Learning – Achieve 80% of modules on undergraduate programmes using Technology Enabled approaches by 2018, then 100% by 2022.	1. 2. 3. 4. 5.			
2.3	Employability – All programmes to provide mandatory internship placements for all students. All programmes to set targets for the number of modules that will develop entrepreneurship and employability skills.	1. 2. 3. 4. 5.			
2.4	Student Support – All faculties to establish an infrastructure to provide face to face Information, Advice, Guidance and Support (IAGS) to all students to include: establishment of effective programme mechanisms for the identification of 'at risk' student; provision of information on processes; provision of guidance, advice and	1. 2. 3. 4. 5.			

#	Target	Action	By	When	Metrics
	support and with appropriate targets established.				
Element 3 - The Student Experience: Recruitment, Learning, Support and Employability					
3.1	Student Intake - All faculties to agree the academic entry requirements and English language requirements needed for student success for all programmes and to develop recruitment processes to recruit appropriate students with targets set for different cohorts.	1. 2. 3. 4. 5.			
3.2	Student Services - All faculties to establish a faculty and programme infrastructure to provide face to face student administrative services.	1. 2. 3. 4. 5.			
3.3	International student mobility – At least 10% of students to participate in international student mobility programmes. Faculties to identify cohorts in each programme that would benefit from this approach and to operationalise it.	1. 2. 3. 4. 5.			
Element 4 - Campus Infrastructure: Staffing, Resources, Planning and Review					
4.1	WIFI – Faculties to achieve 80% of the modules on undergraduate programmes using Technology Enabled approaches by 2018, then 100% by 2022 (see 2.2).	1. 2. 3. 4. 5.			
4.2	Infrastructure – To set targets to remodel classrooms to allow for flexible settings.	1. 2. 3. 4.			

#	Target	Action	By	When	Metrics
		5.			
4.3	Data informed management - 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.	1. 2. 3. 4. 5.			
4.4	Conferences – To agree a policy to support attendance at appropriate conferences to take forward the University Teaching and Learning Strategy.	1. 2. 3. 4. 5.			
4.5	International staff mobility – To establish targets for staff exchanges with both UK partner universities and other universities.	1. 2. 3. 4. 5.			
4.6	Development of staff – To deliver an appropriate Staff Development programme that advances the University Staff Development Plan with targets for staff participation.	1. 2. 3. 4. 5.			
4.7	Teaching Excellence Centre - To deliver an appropriate Staff Development programme that advances the University Staff Development plan and work of the Centre.	1. 2. 3. 4. 5.			

1. Appendix 2 – List of Metrics

#	Metric	Cycle
1.	**Student applications and intake**	
1a	Market shares of applications (by subject)	
1b	Percentage of undergraduate students from partner schools	
1c	Percentage of overseas students	
2.	**Standards**	
2a	Academic score on entry	
2b	English language level on entry	
2c	Annual Achievement & progression rates	
2d	Module completion rates	
2e	Non-continuation rates by year	
2f	Graduation rates and degree classes	
2g	UK validation panel outcomes	
2h	UK Professional Body Accreditation	
2i	Reputation judged by External Examiners	
2j	Reputation judged by Periodic External Review	
3.	**Teaching and Learning**	
3a	Teaching quality	
3b	Number of modules delivering Student Centered Learning approaches	
3c	Number of modules meeting eLearning Musts Phase 2	
3d	Number of modules utilising technology enhanced strategies	
3e	Range of Information, Advice, Guidance and Support (IAGS) services available at a University, Faculty and Programme level	
3f	Number of students identified with SLDD support needs	
3g	Number of student participants in IAGS services and programme	
4.	**Technology-enabled campus**	
4a	Bandwidth availability	
4b	Number of classrooms and learning spaces with access to wi-fi	
4c	Number and range of eServices to support different functions	
4d	Number of remodeled learning spaces that provide flexibility	
5.	**Employability**	
5a	Programme portfolio options available	
5b	Number of undergraduate students taking part in internships/work placements	
5c	Graduation rates and degree classes	
5d	First destination of graduates	
5e	Employer Liaison Committee	
5f	Reputation judged by Periodic External Review	
6.	**Student services**	
6a	Number of recommendations implemented	
6b	Number of services available	
6c	Number of student participants in services and programmes	
6d	User evaluation of services	

#	Metric	Cycle
7.	**Student feedback**	
7a	Student feedback via SSLCs	
7b	Student feedback via Module Evaluation	
7c	Student feedback via Programme Evaluations	
7d	Number and types of software tools/ technology in classroom settings	
8.	**Staff training and development**	
8a	Number of workshops and activities available	
8b	Range and types of training available	
8c	Number of academic staff receiving training in aspects of teaching and learning	
8d	Evaluation of training effectiveness by participants	
9.	**Resources**	
9a	SSR	
9b	Staff workloads	
9c	Student/Space Ratio	
9d	Staff retention	
9e	Availability of Library resources	
9f	Availability of Labs, Workshops and IT	
9g	Staff satisfaction rates	

13. Appendix 3 – Faculty Teaching and Learning Strategy Plan Pro Forma

As outlined in Section 6, each faculty is required to develop a Teaching and Learning Strategy and Implementation Plan within the context of the University Strategy and Implementation Plan.

The pro forma for this can be found on the University Teaching and Learning website.