



BUC

BADR UNIVERSITY IN CAIRO
جامعة بدر بالقاهرة

Badr University in Cairo Strategy 2022 – 2027



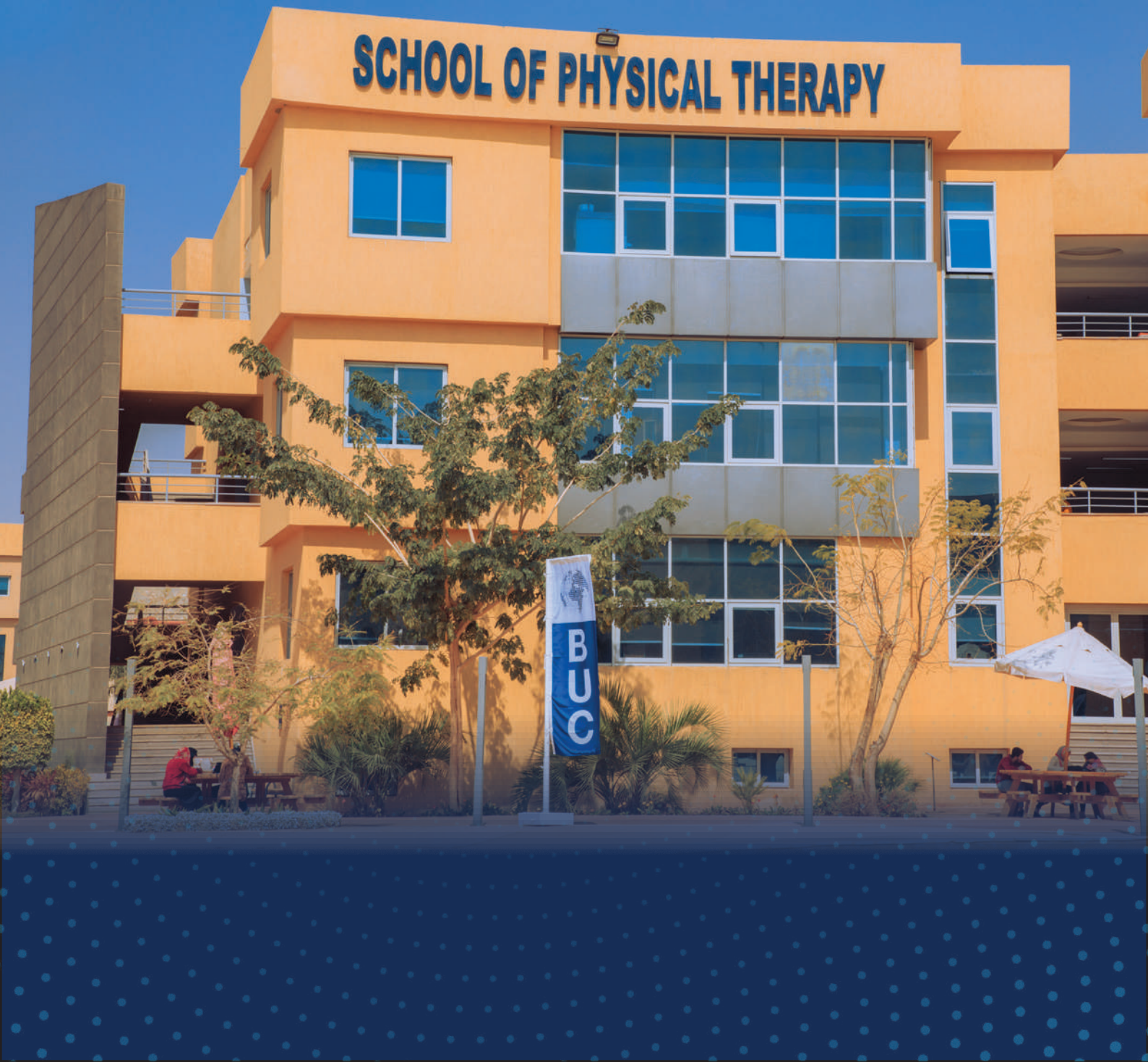


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1 Introduction

The founders of BUC built it on the premise of realizing the full potential of Egyptians and to contribute to the development of our nation.

BUC has successfully passed the establishment phase and clearly positioned itself among good quality universities in Egypt.

Based on the recommendation of CIRA and the Board of Trustees, it is time to move forward and think about the next phase strategy.

This is an important step because this first campus will set the stage for the upcoming campuses that is targeting enrollment of 100 thousand students all over Egypt in 2030.

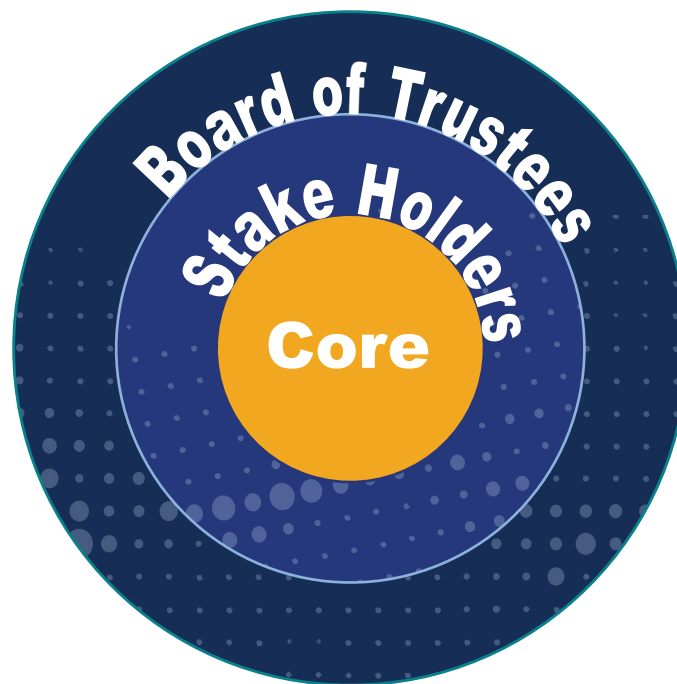
This document outlines the efforts exerted towards outlining the most important strategy directions for BUC in the next 5 years.





2 Strategy Methodology

The followed methodology was based on 3 tiers.



The core tier was formed by a small team (7+Consultant) that meets to brainstorm to form structure and directions to be discussed by outer tier.

The middle tier was formed from representatives of our 7 stakeholders 4 of which the core team met with a sample of them and got valuable feedback, namely.

The core team already met with the following 4 groups.

1. Faculty Members (80 out of 607)
2. Students (Attended 110 (interacted 95) out of 15839)
3. Admin (19 out of 790)
4. CIRA (2)

For the remaining 3 groups the core team relied on collected statistics

5. Parents
6. Academic Community (Ministry – Supreme Council – Other Universities)
7. Public (Prospect Parents)

3 Revisiting Vision, Mission and Values

Several workshops have been held to revisit the Vision and Mission Statements and to stress which values are high on BUC priority list.

Vision

Guidelines for choosing the **vision** were:

Short (does not pronounce what is understood)

Ambitious

Inspiring

Measurable

Authentic

The Agreed upon vision is:

Badr University graduate is the first choice of employers.

Mission

The guidelines for drafting the mission were:

To be sure it encompasses the key words that we need BUC to achieve.

The Agreed upon mission is:

The university with the widest geographic coverage in Egypt enjoying cooperative relations with reputable international universities and research centers offering distinctive disciplines that attracts talent and develop it through a conducive learning environment and freedom of research fostering creativity and positively impacting the society.

Values

Creativity

Proactivity

Integrity

Collaboration

Social Responsibility

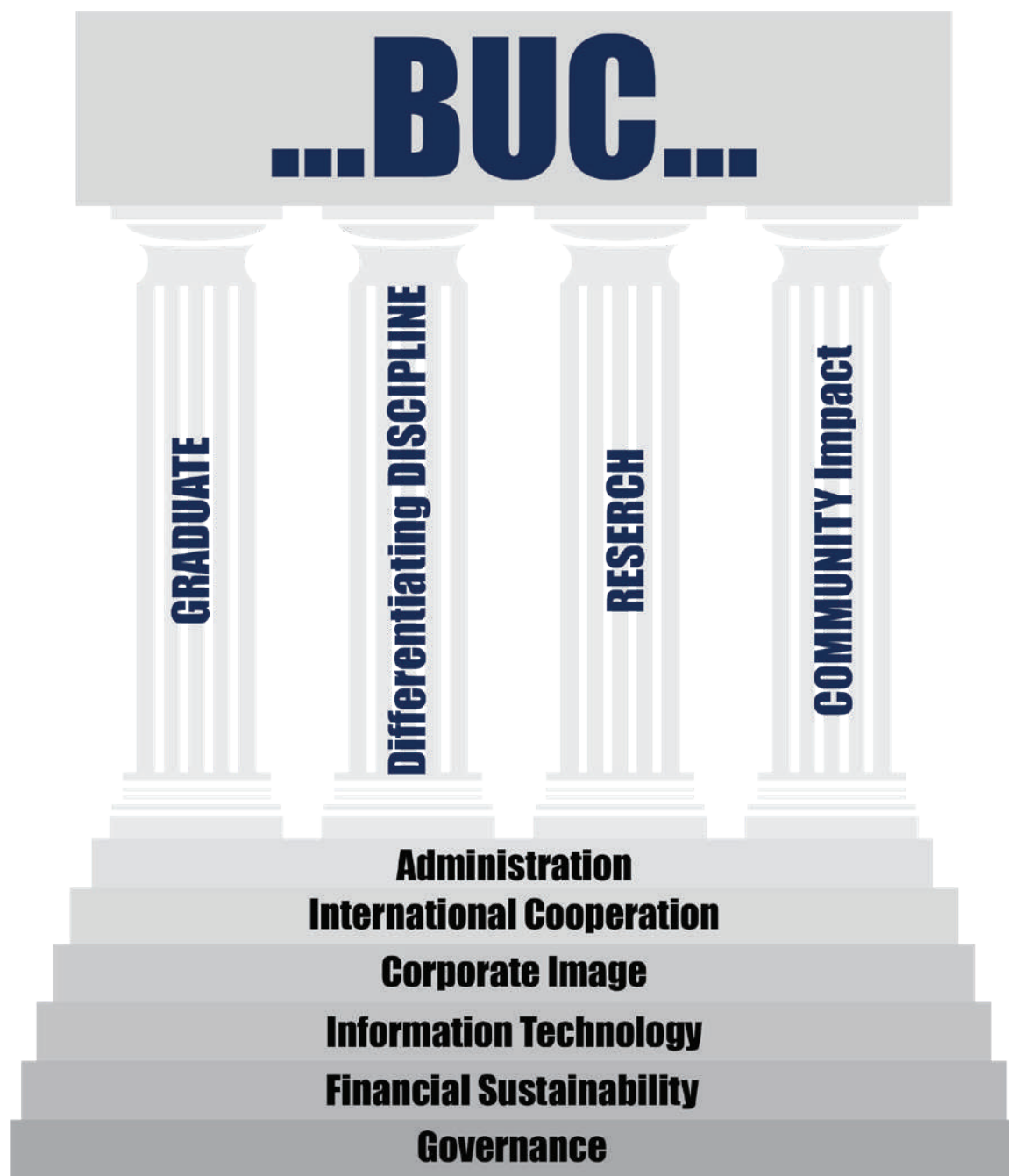


4 Identification of Pillars and Basis

The following 4 pillars were identified as the most important for strategy formation to give the full attention to:

- **Graduate:** The main product of the university
- **Differentiating Disciplines:** As it represents our main reputation as both risk takers and filling gaps in labour market and futuristic look to be prepared for what is coming.
- **Research:** Which is the tool to boost the BUC rank
- **Community Impact:** Which is the door for being welcomed and supported.

For these 4 pillars to be erected and carry BUC flag high among other universities, the following bases must be solid:





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BADR UNIVERSITY IN CAIRO
جامعة بدر بالقاهرة



**Badr University
graduate is the first
choice of employers.**



Interdependencies Matrix

The following table outlines the interdependencies between the pillars and bases.

Pillar, Base	Graduate	Disciplines	Research	Community
Governance				
International Cooperation				
IT				
Corporate Image				
Fin Sustainability				
Administration				

Key

High Dependency	
Medium Dependency	
Low Dependency	

5 Analysis Methodology

For each pillar or base, we will identify its main components in light of the vision and mission.

For each component we will analyze

Current situation
Target
Opportunities
Challenges



- For each Opportunity we will devise a strategy that we will capitalize on to take us from where we are to where we want to be
- For each Challenge we will devise a strategy that will overcome it to take us from where we are to where we want to be
- Finally, we list strategies that are missing and were overlooked!!

Item	Where we are	How to go		Where we want to be
One		Opportunities	Strategies	
		Challenges	Strategies	
		Overlooked		
Two				

Key

Does not exist	(N)
Less than sufficient	(T)
Sufficient	(S)
Efficient	(E)
Leaders	(L)



6 Pillars

6.1 Graduates

6.1.1 Components:

- **Main**
 - Knowledge
 - Skills
 - Attitude
- **Affected by**
 - Intake
 - Surrounding Environment
 - Corporate Image
 - Link to Job Market

6.1.2 Current Situation and Target

Our graduate is the first choice for employers.



6.1.2	Current Situation	Target
University Ranking	Not Listed	Top 500
Percentage of Foreign Students	1.7%	5%
Knowledge		
• Content	(S)	(E)
• Delivery	(T)	(E)
Skills		
• Technical		
- Labs	(S)	(E)
- Reports	(T)	(E)
• Professional		
- Presentation	(T)	(E)
- Writing	(T)	(E)
Attitude		
• Habits on Campus		
- Diverse?	(S)	(S)
- Mindset	(S)	(S)
• Work values		
- Persistent – Competitive- Sense of belonging – Taking initiatives – Teamwork - Building Relationships – Problem solving - ...	(T)	(E)
Intake		
• Not much of a choice	(T)	(S)
Surrounding Environment		
• Campus	(T)	(S)
• Activities	(S)	(S)
• Residence	(S)	(S)
• Transportation	(T)	(S)
Corporate Image		
• Geographic location	(T)	(S)
• Value for money	(S)	(S)
Link to Job Market		
• Summer Internships / Training	(N)	(S)
• One semester abroad	(N)	(S)
• Industrial Advisory Boards	(N)	(S)
• Graduation Projects / Incubators	(N)	(S)
• Career placement center.	(N)	(S)

6.1.3 Opportunities

Knowledge

- Application of the Education Quality Standards.
- Promotion and development of the Academic Advisory Services.

Skills

- Provide library and media services. Identification and development of automated library service technology.
- Student count is not dense so we can provide project-based activities in curricula.

Attitude

- Design and implementation of student's diversified activities Plans (Athletics, Clubs and other enrichment opportunities).
- Development of health and wellness strategies.
- Working jobs on campus

Environment

- Close to new capital administrative district will make geographic location attractive.
- The opening of the New Capital will create a dense population nearby.
- Beautiful campus.

Corporate Image

- BUC Continuous Education Center is scheduled to start in summer 2021. Should give recognition BUC.

Link to Jobs

- Working jobs in BUC affiliate corporations (for example Medical City)



6.1.4 Challenges

6.1.4 Challenges

Issues under our control

- **Knowledge**
 - Selection of instructional resources and formation of cross-functional team including curriculum and instruction, technology, ...
 - The number of students is variable in different schools so student: professor ratio is not accepted in many cases (limited time for interaction)
 - Access to LMS
 - Scheduling.
- **Skills**
 - Development of innovation strategies to meet and exceed student and stakeholder expectations of educational programs and support services.
 - Budget for SW and Lab equipment.
- **Attitude**
 - No time for extracurricular activities.
- **Environment**
 - No capturing and analysis of Students' satisfaction about provided services.
 - Budget/satisfaction balance for support systems such as transportation (Campus operates only 8:30 – 4:30 and 90+% are coming through university or private transportation System).
 - No programs or facilities for students with special needs.
- **Links to Jobs**
 - Minor communication with or tracking of graduates and alumni.
 - Industrial interaction is based on personal initiatives.

Issues forced upon us

- **Knowledge**
 - Shortage of high caliber staff
 - High turnover of staff
 - Result:
 - Hiring in same major without assessing the real specialization needs:
 - Professors are teaching outside their own expertise.
 - Part-time professors are teaching higher load than the fulltime professors.
 - Unable to enforce implementation of the "Selection, Recruitment & Hiring" process from BUC operations manual.
 - Professors do not dedicate enough time for student interaction.
 - Unable to enforce discipline.
- **Attitude**
 - Fighting surrounding culture in the society.
 - Heterogeneous student profile (in terms of socio-economic background, ethnicity and previous education)
- **Intake**
 - Unable to enforce selection criteria due to competition among private university.
 - Culture towards certain specializations.

6.1.5 Strategies

- Work on differentiation aspect to overcome market oversupply (due to the numerous universities launches).
- Emphasize quality.
- Target balanced graduate.
- Attract foreign students.
Related to: Corporate Image - International Cooperation.
- Recognize honor students.
- Establish link to industry.
- Related to: Research and Development.

6.2 Special Differentiating Disciplines

6.2.1 Components:

- **Main**
 - Market Study
 - Culture
 - Availability of Academics
- **Affected by**
 - Approval of SCU

6.2.2 Current Situation and Target

6.2.2	Current Situation	Target
Market Study	(N)	(S)
Culture	(T)	(T)
Availability of Academics	(T)	(S)
Approval of SCU	(T)	(S)



6.2.3 Opportunities

Increased awareness of interested students

The university decision makers are pro leading the market

BUC has several landmarks:

- Faculty of Filmmaking and Performing Art
- Faculty of Linguistic and Translations
- Faculty of Veterinary
- In addition to several disciplines in humanities and social sciences such as: Criminal Social Science – Islamic Studies - Antiquities

There is a cooperation developing between BUC and Saxony University for Applied Science & Technology establishment

Many disciplines are under consideration:

- Construction Technology, Public works, Water & Sanitation Technology (Faculty of Civil Engineering Technology).
- Waste Management, Petrochemical Industries (Faculty of Chemical & Environment Engineering Technology).
- Applied Mathematics, Applied Life Science Technology, Geology, Applied Chemistry, Applied Physics Technology (Faculty of Applied Sciences Technology).
- Agriculture, Food, Basic Animal, Applied Animal Technology (Faculty of Agriculture & Food Technology).
- Basic Medical, Applied Medical, Health Services Technology (Faculty of Healthcare Technology).
- Digital Arts & Design, Web Design, Communication & Mass Media, Game Development, Visual Communication, Audio Technology (Faculty of Arts & Mass Media).
- Printing & Packaging, Ceramic & Glass, Garments, Jewelry, Wood, Leather, Textile Technology (Faculty of Creative Industries).
- Digital Economy, International Business, Hotel Service Technology (Management Technology).
- Biotechnology.
- Faculty of Allied Health Sciences.
- Russian, Japanese, Korean and Ukrainian languages.
- Political Sciences and International Relations.
- AI, big data and analytics.

6.2.4 Challenges

6.2.4 Challenges

Issues under our control

- Space
- Supporting institutions (for practice of students)
- Funding priority

Issues forced upon us

- Staff
- Official statistics
- Market acceptance for supporting disciplines (specially medical)

6.2.5 Strategies

- Continue to be bold, ahead of the pack.
- Concentrate 80% of efforts on a single sector and excel to be known and distinguished.

6.3 Research

6.3.1 Components:

- **Main**
 - Faculty Motivation
 - Research Assistants
 - Labs and Tools
 - Data and Experimental Environment
- **Affected by**
 - Faculty Teaching Load
 - Budget
 - Available Grants and Projects
 - Industry Links
 - University Image (Corporate Image)



6.3.2 Current Situation and Target

6.3.2	Current Situation	Target
Average annual journal publications per full time faculty	0.5	5
Average annual conference publications per full time faculty	0.1	1
Average annual journal publications per part time faculty	0.5	1
Average annual conference publications per part time faculty	0.1	1
Impact factor	3	5
Number of Grants	10	50
Number of Research Projects	10	50
Number of Industry links (consultancy)	15	40
Faculty Motivation	(T)	(S)
	Old	Young Rewarded
	Young do not have time (see below)	
Research Assistants	(N)	(S)
	From outside University	Our graduates
Labs and Tools	(S)	(S)
	196	270
Data and Experimental Environment	(S)	(E)
	Promising in some fields (Example: when Medical Center will be open)	Promising in some fields (Example: when Medical Center is opened)
Faculty Teaching Load	(N)	(S)
	High	Reasonable for those producing quality research
Budget	(T)	(S)
	Not highest priority	Average priority
Available Grants and Projects	(T)	(S)
	Count available is not high. Award is affected by university image (see below)	Count available is not high. Better award statistics
Industry Links	(T)	(S)
	Almost does not exist	Several industries leads
University Image (Corporate Image)	(N)	(E)
	Not a research institute	Good reputation in 3 areas

6.3.3 Opportunities

At least four mega Industry hubs within 30 Km and several new communities.

Good infrastructure to start research activities.

Decision makers are pushing.

Have good success stories: In March 2021, the head of Academy attained gold medal in International Exhibitions of Inventions in Geneva for discovering of oral platform for delivering of Insulin.

Soon students are graduating and BUC will have its own pool of research assistants.

The utilization of the center of Medical Simulation

6.3.4 Challenges

6.3.4 Challenges

Issues under our control

- No university Intellectual Properties Policy.
- High percentage of part time staff that publish in the name of their original universities.
- BUC image is similar to other private universities (lack of competitive edge for graduate degrees)
- Budget
- Team Cooperation
- No research grants support office.

Issues forced upon us

- Research is targeting promotion and not related to Egyptian Society needs nor aligned to national strategy (Egypt 2030) nor it is local for community needs
- No Post-Graduate studies allowed to start before first group graduates. Hence, we still have several disciplines where we are not allowed yet to start.

6.3.5 Strategies

- Setup an encouragement policy for research.
- Setup a policy to encourage contracted / visiting professors to publish under BUC logo instead of their home universities.
- Support potential directions.
- Concentrate on three areas to be known for.
- Establish link to industry (Repeated from above).

6.4 Community Impact

6.4.1 Components:

- **Main**
 - Community Need Assessment
 - Community Institutions (Non Government Organizations (NGO) and Private Sector)
 - Our Areas of expertise
 - Our Brand
- **Affected by**
 - Budget
 - Willingness to Volunteer

6.4.2 Current Situation and Target

6.4.2	Current Situation	Target
Community Need Assessment	(T)	(S)
	Easy to do but not yet done	Surveyed
Community Institutions (NGO & Private Sector)	(T)	(S)
	No connection yet but easy to establish	Establish connection with good percentage
Our Areas of expertise	(S)	(S)
	Several	Several
Our Brand	(N)	(S)
	Board did not decide	Board to decide on focusing on one or two issues
Budget	(N)	(S)
	No percentage set by board	Board to set percentage of net profit
Willingness to Volunteer	(N)	(S)
	Could inspire students and faculty but no initiative yet	Program to inspire students and faculty

6.4.3 Opportunities

Good potential.

- Club
- Pet Clinic
- Medical Center

To use international experience of European Universities in part of university of 3rd age by engaging new BUC targeting audience 50+.

Easy to establish training in many disciplines.

Decision makers are supportive.

6.4.4 Challenges

6.4.4 Challenges

Issues under our control

- No free time for faculty and students.
- No knowledge about who to partner with in community.
- No coordination no responsibility within university to push community projects.

6.4.5 Strategies

- Deal with community impact issues on par with educational and research issues.
- Disseminate the culture of serving the community for stakeholders.
- Gain community recognition via providing missing services (medical, sports, ...).
- Capitalize and cooperate with other NGO in the community.

7 Supportive Bases

7.1. Governance

7.1.1 Components:

- **Main**
 - Vision – Mission – Values
 - Clear Organizational Structure with clear lines of reporting
 - No conflict of Interest in lines of reporting
 - Responsibility and accountability
 - Stakeholders sharing in decision making process
 - Applying the bylaws
- **Affected by**
 - Transparency
 - Efficiency
 - Effectiveness
 - Ability to anticipate – stability
 - Equi-employer
 - Sustainability policies



7.1.2 Current Situation and Target

7.1.2	Current Situation	Target
Vision – Mission – Values	(S)	(E)
	Exist in process for updating	Issue updated
	(N) No Code of Ethics booklet	Develop Code of Ethics Booklet
Clear Organizational Structure with clear lines of reporting	(S)	(E)
	Needs enhancement	Issue updated
No conflict of Interest in lines of reporting	(E)	(E)
	True	True
Responsibility and accountability	(S)	(E)
	Applied	Make it well known
Stakeholders sharing in decision making process	(T)	(S)
	Needs more involvement	Involve
Applying the bylaws	(S)	(S)
	Applied	Applied
Transparency	(T)	(S)
	Need more information available	Avail information and plans
Efficiency	(T)	(S)
	Need enhancement	Work on optimizing processes
Effectiveness	(E)	(E)
	BUC concentrates on core business	Keep and maintain current policy
Ability to anticipate – stability	(T)	(S)
	No process in place	Set up a process
Equi-employer	(E)	(E)
	True	True
Sustainability policies	(T)	(S)
	Aside form financial sustainability, no sustainability report or measures done. Even though there is good care of environment	Document efforts in an annual sustainability report

7.1.3 Opportunities

Ministry and Supreme Council enforce governance.

Academia is an easy culture to accept governance.

7.1.4 Challenges

7.1.4 Challenges

Issues under our control

- Culture of involving stakeholders in decision making.
- Efficient use of resources and enhanced productivity.
- Better communication.
- Empowerment, delegation and decentralization.

7.1.5 Strategies

- Deal with community impact issues on par with educational and research issues.
- Disseminate the culture of serving the community for stakeholders.
- Gain community recognition via providing missing services (medical, sports, ...).
- Capitalize and cooperate with other NGO in the community.



7.2 International Cooperation

7.2.1 Components:

- **Main**
 - Accreditation
 - Faculty Experience
- **Affected by**
 - Budget (Right to Use)

7.2.2 Current Situation and Target

7.2.2	Current Situation	Target
Scattered agreements	(T)	
	BHMS	
	University of Arizona	
	Winston Salem University	
	From USA (SHENANDOAH University, Springfield College, Virginia Commonwealth University, Winston-Salem State University)	
	From Europe (Robert Gordon University, Torino University, Napoli University, E-Campus University, National State University of Karpenko-Karyi, Kyiv Choreographic College)	Increase by 10 times
	From Asia: Beijing Language and Culture University, KYUNGPOOK National University, Kumamoto University, Zhejiang University of foreign languages, Ningxia University, The University of Hong Kong	
Competition is fierce	Moderate	High

7.2.3 Opportunities

Foreign due diligence show BUC is serious.

BUC started to Host visiting professors, guest speakers, renowned politicians, businessmen and cultural representatives from all fields and different backgrounds.

BUC started several bilateral agreements.

Society accepts higher tuition fees for international affiliation.

7.2.4 Challenges

7.2.4 Challenges

Issues under our control

- International Campus.

Issues forced upon us

- Competition among other private university.
- Due diligence by high rank universities is hard.

7.2.5 Strategies

- Resolve and draw line between BUC and International Campus.
- Only sign with entities of value add.



7.3 Information Technology

7.3.1 Components:

- **Main**

- Network
- Servers & Storage (Hosting)
- Archiving
- ERP/HR
- Faculty DB
- Student Registration
- Educational Platform
- Labs/Lecture/Rooms/Library
- Web/Mobile
- Measuring KPIs & Dash Boards

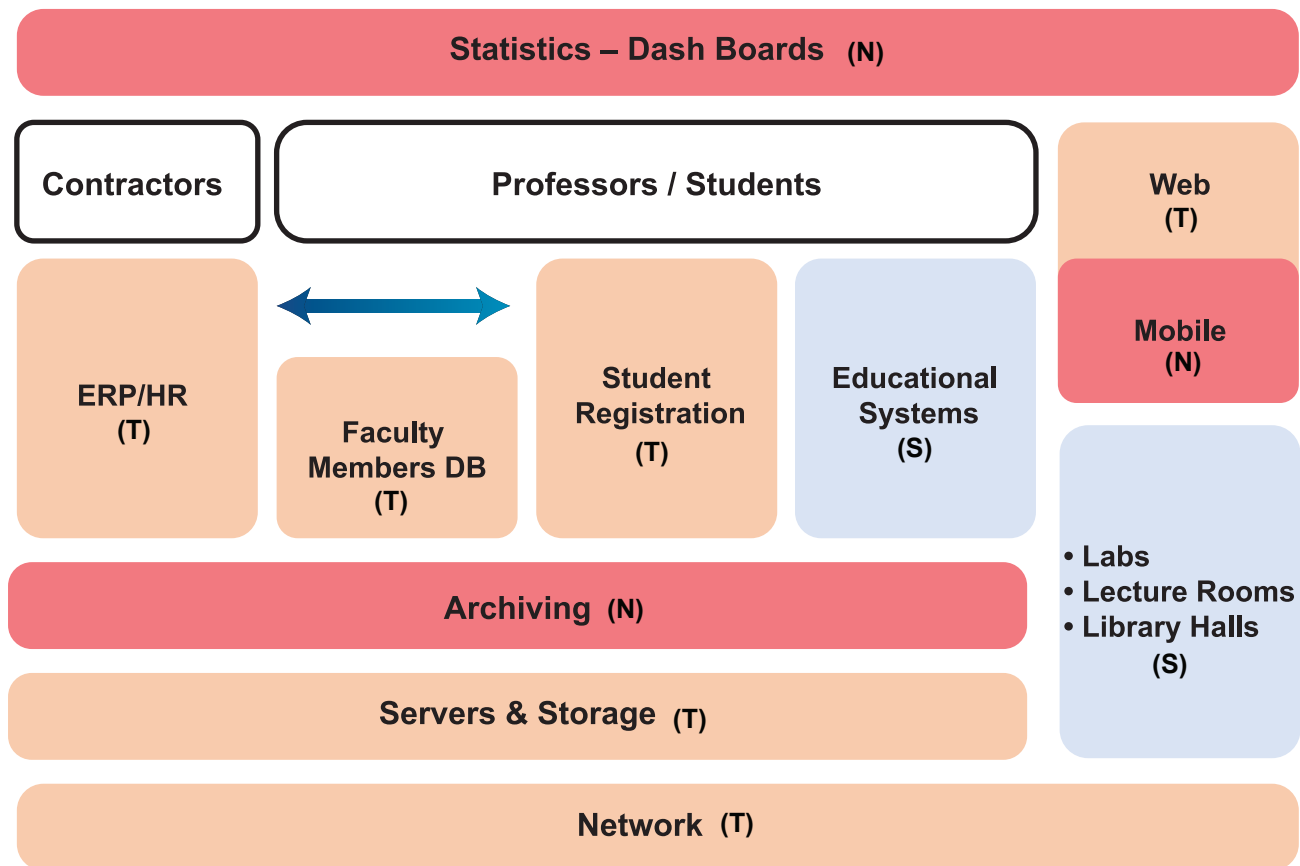
- **Affected by**

- IT Human Resources
- Budget
- Openness to outsourcing policies

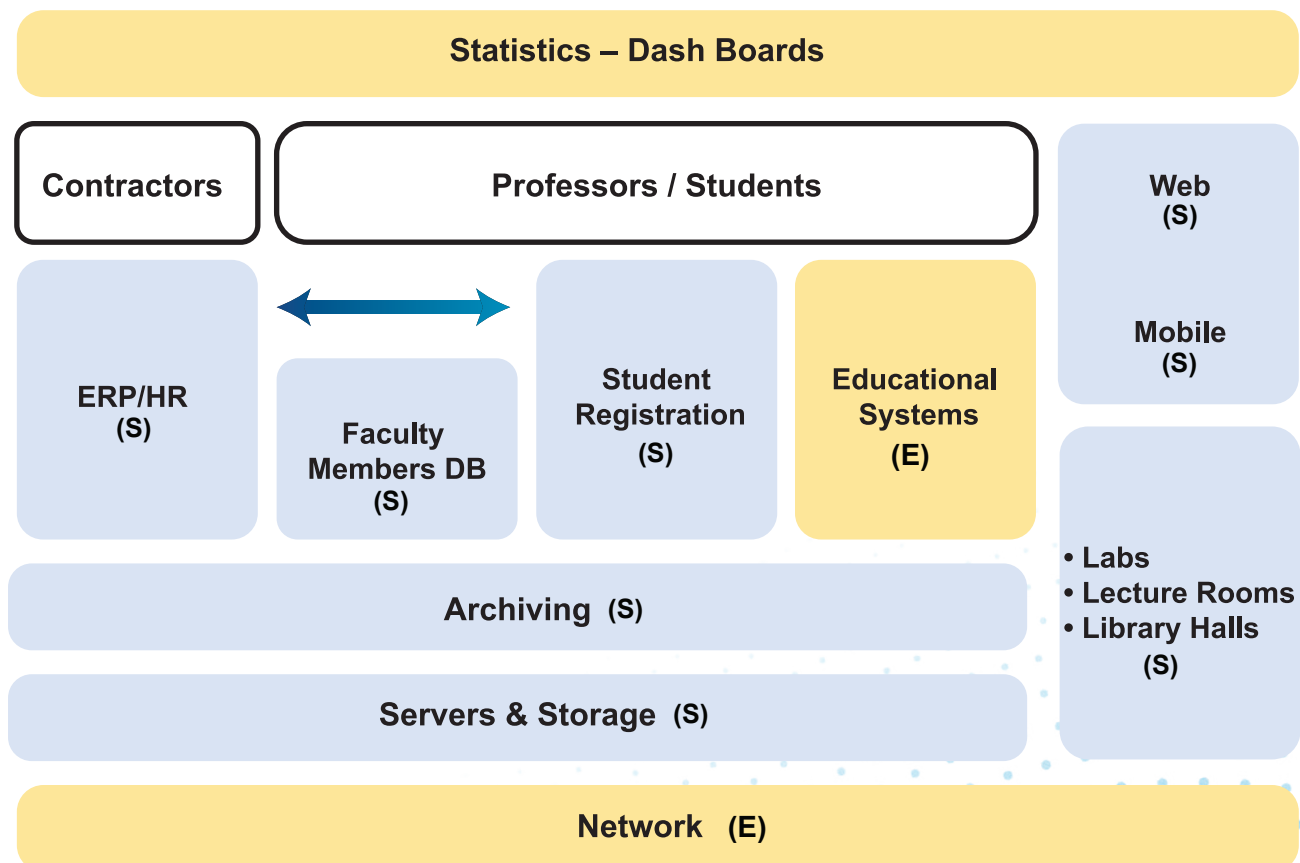
7.3.2 Current Situation and Target

7.3.2		Current Situation	Target
Statistics – Dash Boards	Contractors		
	• ERP/HR	(T)	(S)
	Professors / Students		
	• Faculty Members DB	(T)	(S)
	• Student Registration	(T)	(S)
	• Educational Systems	(S)	(E)
	Web		
	• Labs/ Lecture Rooms/ Library Halls	(T)	(S)
	Mobile	(N)	(S)
Archiving	Contractors	(N)	(S)
	Professors / Students	(N)	(S)
Servers & Storage	Contractors	(T)	(S)
	Professors / Students	(T)	(S)
Network	Contractors	(T)	(E)
	Professors / Students	(T)	(E)
	Web	(T)	(E)
	Mobile	(T)	(E)

Current Situation



Target



7.3.3 Opportunities

Egypt is full of talent and good companies.

7.3.4 Challenges

7.3.4 Challenges

Issues under our control

- There is no Information Strategy plan.
- Development is piecewise resulting in isolated systems that do not work together (example: there are 2 websites and some abandoned systems still reachable).
- Some services are not functional.
- Long leading time for implementation.
- No staff training.

Issues forced upon us

- Technology rapid change. Hard to cope with.

7.3.5 Strategies

- Speed up execution of the Information Strategy Plan (ISP).
- Adopt outsource policy with a proper Service Level Agreement (SLA).

7.4 Financial Sustainability

7.4.1 Components:

- **Main**
 - Student Tuition fees
 - Cira Investments
- **Affected by**
 - New Capex for expansion
 - Expenses (Inflation rate – attraction packages for faculty)

7.4.2 Current Situation and Target

7.4.2	Current Situation	Target
Student Tuition fees	(S)	(S)
	Covers expenses	Keep at same level to attract same society category
Cira Investments	(S)	(S)
	Acceptable	Keep at same level University own investment
New Capex for expansion	(T)	(S)
	Highly needed	Search for partnerships
Expenses (Inflation rate – attraction packages for faculty)	(T)	(S)
	Need better resource planning and utilization	Better planning

7.4.3 Opportunities

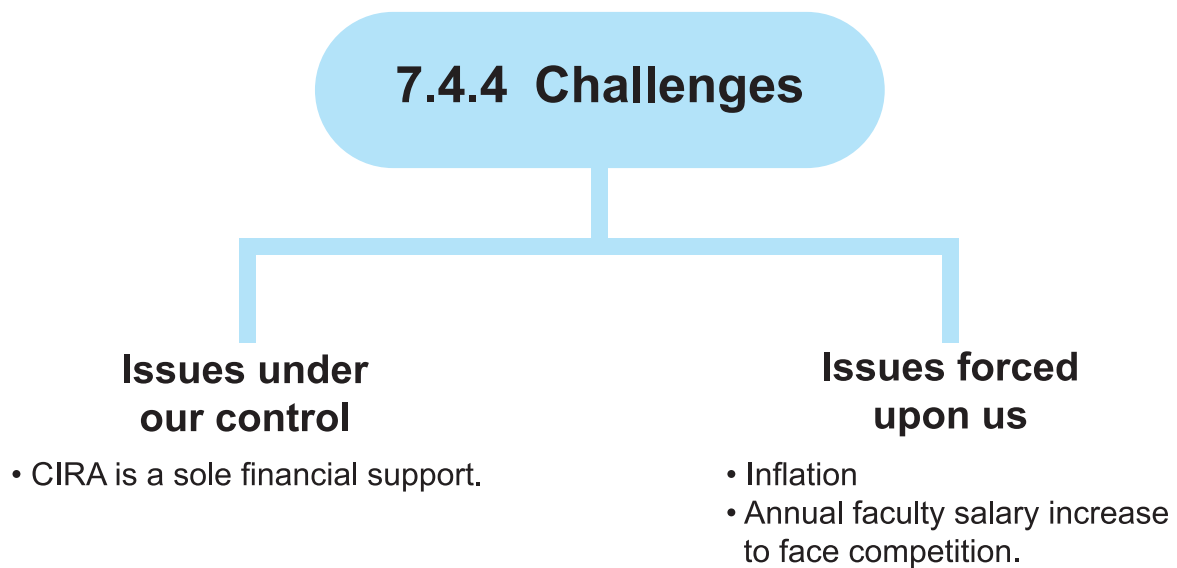
We are more attractive. More students are applying

Alternative funding is available (Example Research grants)

Utilizing some of BUC facilities commercially

Offering continuous and special education courses (even to older ages 50+)

7.4.4 Challenges



7.4.5 Strategies

- Fundraise / sponsors for student projects and activities.
- Introduce Performance Planning, Budgeting and Forecasting.

7.5 Corporate Image / Identity

7.5.1 Components:

- **Main**
 - What is first thing that comes in mind when BUC is mentioned
 - Campus Life
 - Value for Money
 - Quality vs Convenience
 - Job Enabling vs Certificate
- **Affected by**
 - Social Media
 - Graduates hired by industry

7.5.2 Current Situation and Target

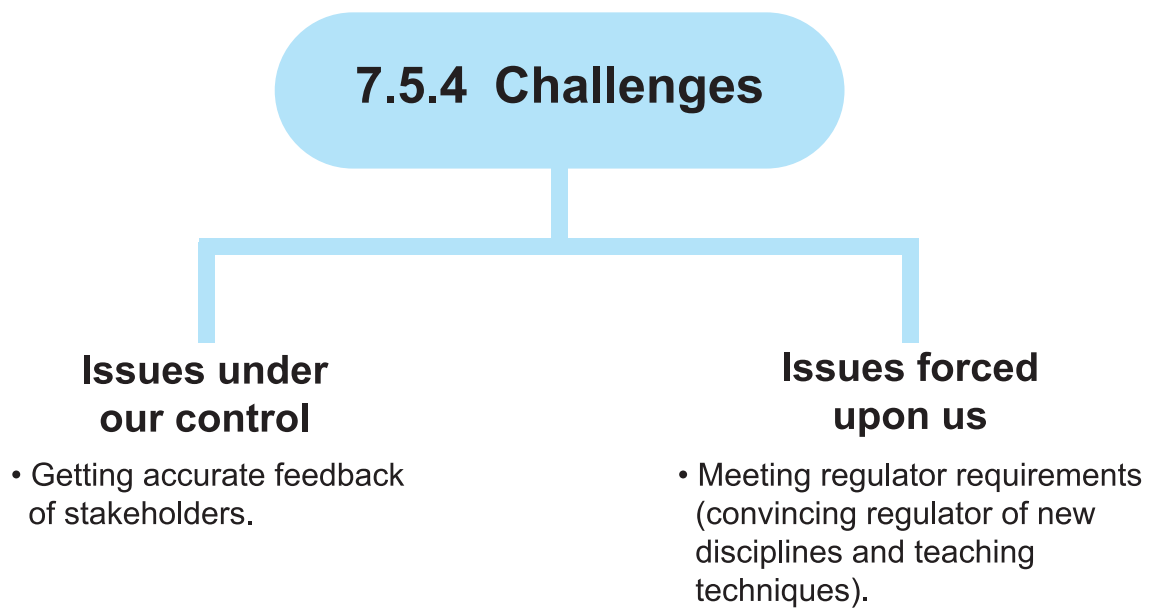
7.5.2	Current Situation	Target
What is first thing that comes in mind when BUC is mentioned	(T)	(E)
	Need a market survey	The best value for money
		The University that satisfies the dream of the upper middle class
Campus Life	(S)	(E)
	Good (nice landscape – minor comments) (example: rest areas for female students)	Maintain and enhance
		Auditorium (Theatre) – Sports – Food Court – Transportation – Library – Study Space – Private Female Space – Clinic – Disability Complaint
Value for Money	(E)	(E)
	Excellent	Maintain
Quality vs Convenience	(S)	(E)
	Balanced	Quality
Job Enabling Vs Certificate	(T)	(E)
	Certificate	Job enabling
Social Media	(T)	(S)
	No follow up	Tool to follow up and respond
Graduates hired by industry		(S)
	Not tested yet	Satisfied employer – willing to repeat

7.5.3 Opportunities

BUC has good reputation.



7.5.4 Challenges



7.5.5 Strategies

- Handle stakeholders' feedback and concerns with care.
- Build reputation for work-life balance for faculty and employees.
- Balanced marketing plan (hidden subliminal – quality events - ...) - Capitalize on activities plan.
- Build and manage relations with governmental bodies and authorities.

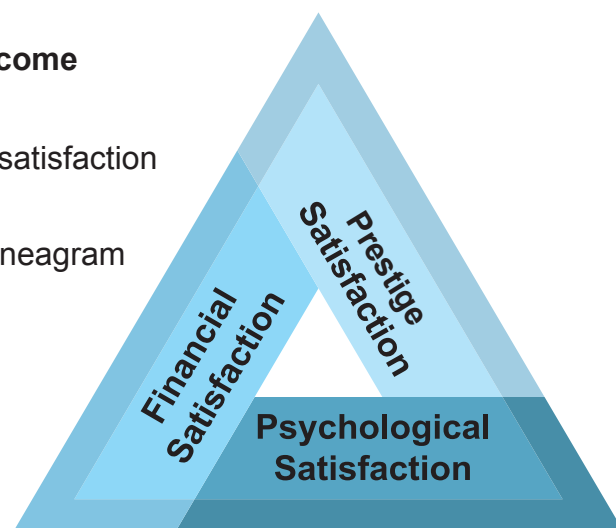
7.6 Administration

7.6.1 Components:

- **Main**
 - Satisfaction (financial – Psychological – Prestige)
 - High Caliber Employees
 - Discipline (Procedural Manual - Authority Matrix)
 - Tools (ERP – Archiving - ...)
 - HR Review (Training - KPI – Bonus rules – Succession plans - ...)
- **Affected by**
 - Culture (Empowerment - Welcoming new methodologies - ...)

- In order to manage people and get the most outcome while they are:

- . We must find where each employee fall within the satisfaction triangle.
- . We must find the type of each employee on the enneagram and his/her dominant instinct.



7.6.2 Current Situation and Target

7.6.2	Current Situation	Target
Satisfaction (financial – Psychological – Prestige)	(T)	(S)
	No measure	Measured and applied
High Caliber Employees	(S)	(S)
	Mostly	Maintain
Discipline (Procedural Manual - Authority Matrix)	(T)	(S)
	Many items missing	Developed and optimized
Tools (ERP – Archiving - ...)	(T)	(S)
	Missing or could be better	Purchased and utilized
HR Review (Training - KPI – Bonus rules – Succession plans - ...)	(T)	(S)
	Need enhancement	Applied
Culture (Empowerment - Welcoming new methodologies - ...)	(T)	(S)
	No one paying attention (busy to get job done)	Promoted

7.6.3 Opportunities

Digital transformation initiatives will enhance processes.

7.6.4 Challenges

7.6.4 Challenges

Issues under our control

- Already started with culture and mentality of government universities.

Issues forced upon us

- Attracting good caliber due to geographic location.

7.6.5 Strategies

- Complete digital transformation.
- Upgrade HR system and work processes.
- Propagate mutual understanding:
 - Academic requirements for employees.
 - Administrative requirements among faculty members and students.

8 Suggested Executive Programs and Strategy Monitoring

In this section we present a summary of all the suggested strategies BUC need to adopt along with a sample of suggestion actions and KPIs.

Strategy	Sample Suggested Executive Action	Sample Suggested KPIs
Graduate		
1. Work on differentiation aspect to overcome market oversupply (due to the numerous universities launches).	<ul style="list-style-type: none">• See Corporate Image	
2. Emphasize quality.	<ul style="list-style-type: none">• Accreditation (National and International).• Attract good professors via creating special packages for high caliber and distinguished.• Emphasize Academic Advising.	<ul style="list-style-type: none">• Accreditation (National and International)• Attract good professors via creating special packages for high caliber and distinguished• Emphasize Academic Advising
3. Target balanced graduate.	<ul style="list-style-type: none">• Emphasize professional skills.• Introduce work values and attitude via embed in courses – student activities - ...• Emphasize multidisciplinary projects.• Introduce Project Management, Professional Behaviour Course.	<ul style="list-style-type: none">• Graduate Employment Profile.• Graduate Satisfaction Survey.• Survey on students’ attitude.
4. Attract foreign students related to: Corporate Image. International Cooperation.	<ul style="list-style-type: none">• Establish an International Relations Office or Position to communicate with Ambassadors – Brokers - ...	<ul style="list-style-type: none">• Percentage year on year increase of foreign students.• Number of countries they come from.
5. Recognize honor students.	<ul style="list-style-type: none">• Establish an Honor Students Program (Tuition Waiver – Posters – Attending Committees - ...).	<ul style="list-style-type: none">• Percentage of students honored vs percentage of GPA 3.9 or higher.
6. Establish link to industry related to: Research and Development	<ul style="list-style-type: none">• Establish a Summer Internship Office that coordinates with Industry.	<ul style="list-style-type: none">• Percentage of summer internship from university office vs faculty personal relations vs students’ personal relations vs missed.
Special Differentiating Disciplines		
7. Continue to be bold, ahead of the pack.	<ul style="list-style-type: none">• Launch a new unique discipline within the next 5 years that does not exist in other universities.• Launch a blended/pure online program for postgraduate students.	<ul style="list-style-type: none">• Enrollment starts in the new discipline.• How many new unique disciplines started enrollment.• Rate of increase in enrollment in new disciplines.
8. Concentrate 80% of efforts on a single sector and excel to be known and distinguished.	<ul style="list-style-type: none">• Capitalize on synergy with Capital-Med Medical Center.	<ul style="list-style-type: none">• Rank of Medical disciplines among Egyptian and regional universities

Strategy	Sample Suggested Executive Action	Sample Suggested KPIs
Governance		
18. Emphasize the role of internal audit.	<ul style="list-style-type: none"> • Set up a board internal audit committee. • Empower Internal Audit Department. 	<ul style="list-style-type: none"> • Committee formed. • Committee present reports to board.
19. Set up a process to involve stakeholders in decision making.	<ul style="list-style-type: none"> • Perform regular meetings and surveys. • Emphasize delegation and empowering for key positions. • Setup and activate “Authority Matrix”. 	<ul style="list-style-type: none"> • Authority Matrix approval. • Results of surveys.
20. Distribute and recognize the value system of BUC.	<ul style="list-style-type: none"> • Emphasize vision and mission and values all over university campus. 	<ul style="list-style-type: none"> • Survey on percentage of stakeholders recognizing the posters.
International Cooperation		
21. Resolve and draw line between BUC and International Campus.	<ul style="list-style-type: none"> • Make sure of the independent corporate image. 	<ul style="list-style-type: none"> • Survey results. • Year on year enrolment growth in international programs.
22. Only sign with entities of value add.	<ul style="list-style-type: none"> • Review and assess all already signed agreements and take necessary corrective actions. • Set up a review process that all new agreements must pass by. 	<ul style="list-style-type: none"> • Number of active agreements that has a measured value add.
23. Capitalize on quality and accreditation to qualify for setting up dual degrees with reputable universities.	<ul style="list-style-type: none"> • Outsource the task to a team who can handle it. 	<ul style="list-style-type: none"> • Number of dual degrees starting before 2025.
Information Technology		
24. Speed up execution of the Information Strategy Plan (ISP).	<ul style="list-style-type: none"> • Speed up moves from old to new systems SIS to UMS – Full fledge ERP. • Follow up on the implementation of the ISP • Introduce Performance Control System and follow up dashboard. 	<ul style="list-style-type: none"> • Adhering to implementation dates, budget and performance.
25. Adopt outsource policy.	<ul style="list-style-type: none"> • Contract and don’t hire for all new tasks. • Host and don’t buy HW for new platforms. 	<ul style="list-style-type: none"> • Percentage of hosting vs on premises. • Percentage of service contract vs employees.

Strategy	Sample Suggested Executive Action	Sample Suggested KPIs
Financial Sustainability		
26. Fundraise / sponsors for student projects and activities.	<ul style="list-style-type: none"> • Capitalize on Industry Linkage office (see above) and Community Linkage Office (See above) and Marketing plan of Corporate Image (see below). 	<ul style="list-style-type: none"> • Amount of funds raised and number of projects and activities.
27. Introduce Performance Planning, Budgeting and Forecasting.	<ul style="list-style-type: none"> • Improve the financial reporting process regarding (timing and accuracy). • Empower Internal Audit and Compliance (see governance above). • Develop and maintain budget policies and procedures. • Introduce cost centers to understand expenditure. 	<ul style="list-style-type: none"> • ERP evaluation by top management. • Audit committee evaluation of Internal Audit Department performance. • Budget adherence KPIs. • Cost Centers reports.
Corporate Image / Identity		
28. Handle stakeholders' feedback with care.	<ul style="list-style-type: none"> • Setup a social media team that uses a Social Media Monitoring SW. • Respond quickly to social media. • Collect accurate feedback from stakeholders. • Continuously perform Needs Assessments. • Set up a future eye team to assess and mitigate future risks, and identify and grab future opportunities. 	<ul style="list-style-type: none"> • Percentage of positive posts vs negative posts. • Time laps between negative posts and handling it. • Risk / mitigation reports. • Opportunities / utilization reports.
29. Build reputation for work-life balance for faculty and employees.	<ul style="list-style-type: none"> • Set up programs for faculty and administration engagement, development, satisfaction and retention. 	<ul style="list-style-type: none"> • Reports published about BUC in press and media. • Surveys results.
30. Balanced marketing plan (hidden subliminal – quality events - ...) Capitalize on activities plan.	<ul style="list-style-type: none"> • Develop and approve a marketing plan. 	<ul style="list-style-type: none"> • Marketing plan impact.
31. Build and manage relations with governmental bodies and authorities.	<ul style="list-style-type: none"> • Designate a person to handle government relations. 	<ul style="list-style-type: none"> • Number of issues appearing (issues should be anticipated and handled before developing).

Strategy

Sample Suggested Executive Action

Sample Suggested KPIs

Administration

32. Complete digital transformation.	<ul style="list-style-type: none"> • Training program to go hand in hand with ISP above. • Complete procedural manuals and enforce. 	<ul style="list-style-type: none"> • Percentage of paper usage (how much we purchase). • Issuing procedural manuals.
33. Upgrade HR system and work processes.	<ul style="list-style-type: none"> • Review workload statistics and move towards a right-size administration. • Define clear KPIs for employees to ease the implementation of bonus schemes. • Assign budget for satisfaction benefits. • Set Health, Safety and Environmental policies. • Introduce Performance Management System based on the above workload computation and KPIs. 	<ul style="list-style-type: none"> • Issuance of new bonus system. • Survey results of employee satisfaction. • Number HSE incidents classified.
34. Propagate mutual understanding: Academic requirements for employees Administrative requirements among faculty members and students.	<ul style="list-style-type: none"> • Set up periodic meetings to discuss impediments from both points of views. 	<ul style="list-style-type: none"> • Survey of both faculty and admin procedural efficiency (complication and execution time) satisfaction.



9 Conclusion, Follow-up and Review Process

	Graduates	Differentiating Disciplines	Research	Community Impact
Main Components	Knowledge	Market Study	Faculty Motivation	Community Need Assessment
	Skills	Culture	Research Assistants	BUC Brand
	Attitude	Availability of Academics	Labs and Tools	BUC Areas of expertise
			Data and Experimental Environment	Community Institutions (NGOs/Private Sector)
Affected by	Intake	Approval of SCU	Faculty Teaching Load	Budget
	Surrounding Environment		Budget	Willingness to Volunteer
	Corporate Image		Available Grants and Projects	
	Link to Job Market		Industry Links	
			University (Corporate) Image	
Opportunities	Application of the Education Quality Standards	Growing Egyptian economy in diverse sectors	Four mega Industry hubs within 30 Km	Good potential (Club - Pet Clinic – Med Center)
	Academic Advisory services	Awareness of interested students	Good infrastructure to start research activities	Use Of international partner experience
	Library and media services	Decision makers are pro leading the market	Decision makers are pushing	Easy to establish training in many disciplines
	Low density classes allows project-based activities	Several landmarks (Filmmaking – Linguistics – Vet)	Some Success stories	Decision makers are supportive
	Working jobs on campus	Cooperation developing with other univ.		
	Close to new capital administrative district	Many disciplines are under consideration		
	Beautiful campus			
	Plans for continuous Edu Center			
Internal Challenges	Variance in class density	Space	No university Intellectual Properties Policy	Defining projects to serve community
	Access to LMS	Supporting institutions (for practice of students)	Part time staff publish in their original affiliation	Culture of serving the community
	Scheduling		Private universities image is undergraduate degrees	Capacity and expertise of community partners
	Budget for SW and Lab equipment		Budget	No time for extra-curricula activities
	Development of innovation strategies		Team Cooperation	No one responsible for community service
	No facilities for students with special needs		No research grants support office	
	No time for out classroom experience			
	No Students' satisfaction surveys			
	Support systems schedule (transportation)			
	Minor tracking of graduates and alumni			
External Challenges	Shortage of high caliber staff	Staff	Research promotion based not related to need	
	High turnover of staff	Official statistics	No Post-Graduate Studies	
	Fighting surrounding culture in the society	Market acceptance for supporting disciplines		
	Heterogeneous student profile	Regulatory requirements		
	Unable to enforce selection criteria			
	Culture towards certain specializations			
	Regulator requirements			
Suggested Strategies and Initiatives				

Appendix. Feedback Form Feedback Form

	Governance	International Coop	IT	Fin Sustainability	Corporate Image	Administration
Main Components	Vision – Mission – Values	Accreditation	Network	Student Tuition fees	First thing in mind	Satisfaction
	Org Structure / reporting lines	Faculty Experience	Servers & Storage (Hosting)	Cira Investments	Campus Life	High Caliber Employees
	No conflict of Interest in		Archiving		Value for Money	Discipline (procedures)
	Responsibility/Accountability		ERP/HR		Quality vs Convenience	Tools (ERP – Archiving - ...)
	Stakeholders sharing		Faculty DB		Job Enabling vs Certificate	HR Review
			Student Registration			
			Educational Platform			
			Labs/Lecture/Rooms/Library			
			Web/Mobile			
Affected by	Transparency	Budget (Right to Use)	IT Human Resources	New Capex for expansion	Social Media	Culture (Empowerment - ...)
	Efficiency		Budget	Expenses	Graduates hired by industry	
	Effectiveness		Openness to outsourcing			
	Anticipation – stability					
	Equi-employer					
	Sustainability policies					
Opportunities	Enforced governance	Good due diligence	Talent and good companies	We are more attractive	BUC has good reputation	Digital transformation
	Academia culture accepts	Started hosting visitors		Alternative funding available		
		Started bilateral agreements		Utilizing facilities comm		
		Society accepts higher tuition		Offering continuous edu		
Internal Challenges	Involving stakeholders	International Campus	No Information Strategy plan	CIRA sole financial support	Promote for foreign students	Defining KPIs
	Efficient use of resources		Development is piecewise	Performance Plan/Budgeting	Feedback of stakeholders	New bonus schemes
	Better communication		Some services not functional	Empower Internal Audit	Assessing / mitigating risks	Faculty / admin coop
			Long time for implementation	Budget policies / procedures	Engagement reputation	Procurement strategy
			No staff training	Budgets KPIs and reports	Work-life balance reputation	Security / Env H&S Policies
				Cost centers	Gov relations	Budget for benefits
					Balanced marketing	
					Students Activities	
External Challenges		Competition among univ.	Technology rapid change	Inflation		Geographic location
		High rank universities are hard		Annual increase to compete		
Suggested Strategies and Initiatives						



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