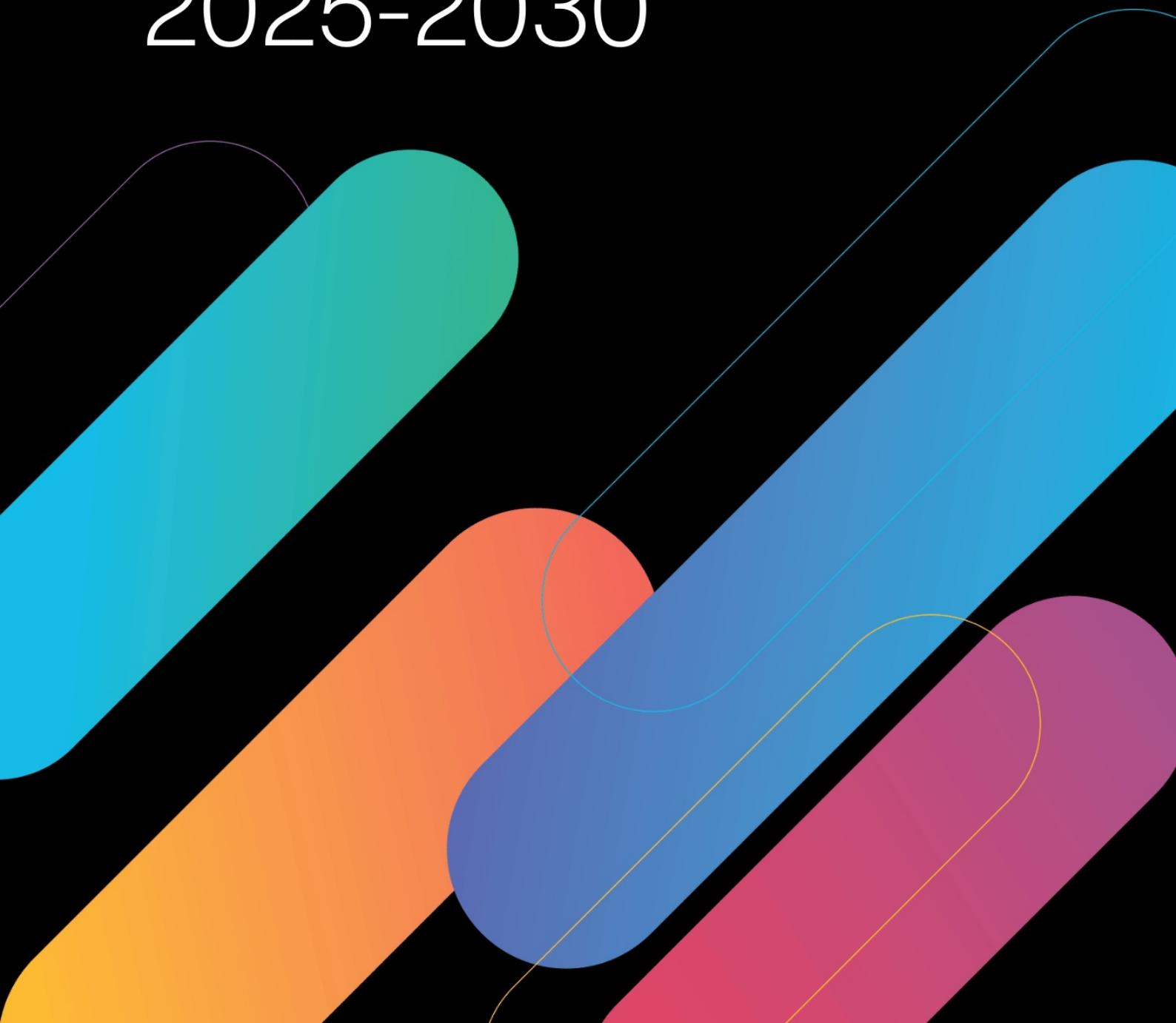


STRATEGIC PLAN

2025-2030



INDEX

Table of Content

Introduction

Professor Vincent C Emery, President of UH-GAF

3

Our vision. Mission and values

What drives UH-GAF and matters to our community

4

Strategy on a page

The next five years at a glance

6

Education and Student Success

Shaping the careers of tomorrow

7

Research and Enterprise

Solving global challenges

8

Reputation and connectivity

Advancing our local and global community

10

People and Culture

Developing our potential

11

Estates and Sustainability

Transforming our campus

14

Digital Transformation

Enabling our future

16

INTRODUCTION



From the President, Professor Vincent C Emery

It is my great pleasure to introduce this Strategic Plan 2025-2030 for the University of Hertfordshire hosted by Global Academic Foundation (UH-GAF).

Over the last 5 years we have grown considerably, launching new academic programmes and graduating our first cohorts of students who have now entered the workplace. Our ambitious strategy has been supported by the University of Hertfordshire in the UK and this unique relationship allows the University of Hertfordshire hosted by Global Academic Foundation to provide a broad range of academic programmes, validated by the University of Hertfordshire. The strong relationship between our respective communities of academic staff, professional services staff and students directly impacts on our commitment to delivering a dynamic and transformational student experience equipping our students for the world of tomorrow.

As we move into the next stage of our development which will further increase our student and staff population and add new academic programmes at both undergraduate and postgraduate level, The University is committed, through the support of the Board of Trustees, to providing everyone with world leading facilities - be they lecture theatres, tutorial rooms, science and media laboratories, studio spaces and areas for extracurricular activities such as sport, exercise and culture. As we mature as a university, the local community infrastructure around us in the New Administrative Capital will also be growing rapidly which will provide exciting new opportunities for us to link with our local civic communities including government agencies, business and enterprise.

With the launch of the University of Hertfordshire's 2025-2030 strategy the time is right to consider UH-GAF's strategy for the forthcoming period. The next 5-years will see us cement ourselves as a globally respected university in Egypt and one whose ambitions and commitment to empower our students through their educational experience, enterprise, innovation and employability skills will ensure we are a magnet for students, academic partners and business engagement.

Professor Vincent C Emery BSc PhD FRSB FAST

President

University of Hertfordshire hosted by Global Academic Foundation

What drives UH-GAF and matters to our community

Our vision

Our vision is to set the standards for what a modern university should be. We aim to ensure that the UH-GAF community works together to ensure both students and staff create impact regionally, nationally and globally. Our unique combination of dynamism, drive and expertise will enable the potential of our entire community to enhance the student experience and empower everyone to succeed in the world of tomorrow.

Our values

Our values underpin everything we do and inform and sustain all our activities and reflect the ethos of the university.

We value

Friendliness; ensuring we act in a respectful and inclusive manner

Ambition; supporting those determined to achieve

Collaboration; encouraging working together for positive, shared outcomes

Enterprise; being impact led and placing enterprise at our core

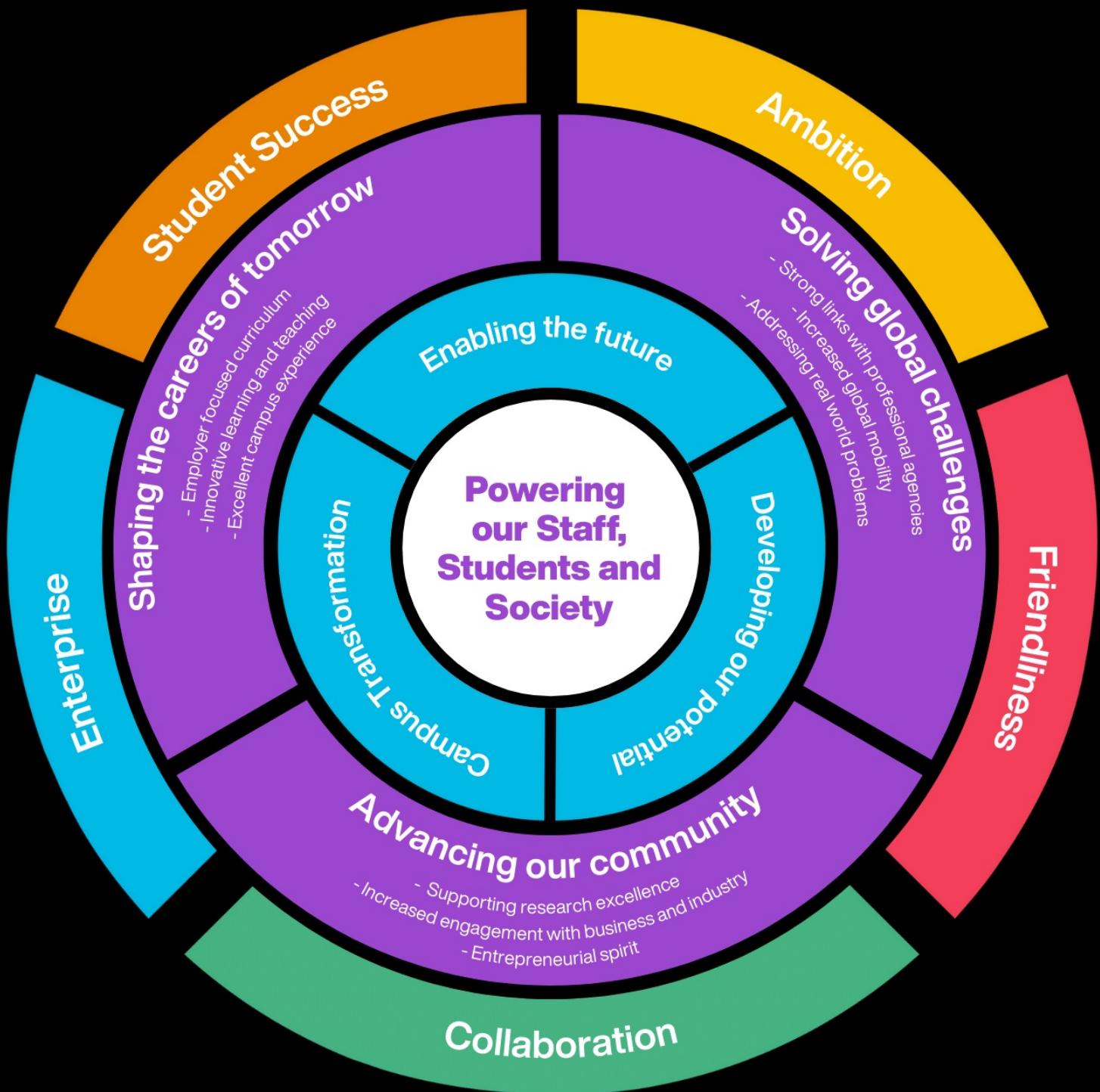
Student centred; working in partnership with our students and empowering them to reach their full potential for future success

2030 Ambition

Our five-year ambition is to grow our educational portfolio further especially in postgraduate study and in medical education and ensure that we continue to enhance our reputation in Egypt as a dynamic and enterprising international branch campus committed to driving opportunities and outcomes for all, through education, research and enterprise activity.



Modern Dynamic Enterprising



Strategic Stands

Shaping the careers of tomorrow through education and student success



UH-GAF is committed to delivering an exceptional student experience. Our goal is to provide support to our students through their learning experience, extra and co-curricular activities and internships and placements which allows them to reach their full potential and prepare them for global employment after graduation. Equally we will support our staff to realise their ambitions and contribute directly or indirectly in supporting leadership in educational practise and delivering research informed education.

Strategic Stands

To ensure our students are equipped for successful careers we will:

- Co-create and deliver an employer focused curriculum with industry and our partners that concentrates on enterprise, entrepreneurship, and career development
- Ensure that the concept of lifelong learning is embedded in the educational experience to meet the evolving needs of students and employers
- Expand our student support through student services and student affairs, enhance our personal tutoring and health and wellbeing initiatives and provide students with a seamless journey through their educational experience
- Continue to deliver innovative, inclusive approaches to teaching, learning and assessment that are attuned to the local environment and support successful outcomes for our students
- Continue to evolve our research informed teaching, empowering students to become familiar with data analytics and the importance of data integrity in forming opinions and drawing conclusions
- Further enhance our student learning spaces, processes and systems to maximise their learning experience with timetabling and access to virtual learning environments
- Ensure that students are able to reflect and innovate as part of their educational experience
- Expose students to local and global experiences through study abroad, national and international competitions, internships and community activities.



Strategic Stands

Solving global challenges through education, research and enterprise



UH-GAF is committed to ensuring our students can contribute to solving global challenges including those relating to climate change, sustainability, food and energy security and future pandemics and their impact on society and economic development. We will use our research expertise and entrepreneurial spirit to inform teaching and to create impact in these and other key areas of challenge facing the world.

Strategic Stands

To achieve these targets, we will:

- Encourage and support staff to undertake leading research which is then reflected in their teaching delivery
- Strengthen collaborations with industry and national/international agencies to address regional, national and global challenges
- Expand our partnerships with business and industry to deliver research informed solutions to their challenges
- Showcase our research and its impact through a range of media outlets and our website
- Build research projects for our students that link with real world problems
- Launch an enterprise hub and incubator within the Business School but with links throughout the UH-GAF community
- Continue to provide opportunities for students to engage in enterprise activities through partnerships with external organisations supporting mentorship for business development ideas
- Enhance student exposure to different stakeholders including non-governmental organisations, government agencies and commercial entities that are committed to addressing these global challenges.



Strategic Stands

Advancing our community through local and global reach and reputation



Our community at UH-GAF has grown rapidly since we launched in 2019. Student enrollment has increased 30-fold over the last 5 years, and this has been matched by increases in both academic and support staff. We are committed to increasing our student population further and through working with government agencies and industry to understand the needs of the public and private sectors for graduates over the next 10 years in Egypt but also more broadly within the MENA region and beyond.

Our reputation in Egypt has increased substantially since we opened and we want to grow this further among a range of stakeholders both in Egypt, regionally and globally which will provide new opportunities for educational interactions, student exchange and recruitment and contribute to the export profile of British higher education.

Strategic Stands

Over the next 5 years, we will:

- Continue to work with global accreditation agencies such as ACCA, RIBA, HCPC and the UK Engineering Council to ensure our graduates have professional accreditation opportunities
- Build closer links with the British Council, the Egyptian British Chamber of Commerce and the British Embassy especially relating trade and investment associated with education and research
- Work with the University of Hertfordshire to expand opportunities for global student and staff mobility between Egypt and the UK and vice-versa
- Work with higher education analytic organisations such as QS and THE to engage with them in TNE activities, contribute to specialist reports and participate in regional events showcasing the impact that UH-GAF is making as an international branch campus
- Increase the numbers of students enrolled from countries outside Egypt with a particular focus on sub-Saharan Africa, members of the Gulf Cooperation Countries (GCC) and expat communities from the Indian sub-continent working in the MENA region who want a British higher education experience.
- Ensure that student research projects address global real-world challenges in collaboration with regional and international partners
- Ensure that the university provides an inclusive environment where everyone in our community can contribute, flourish and be appreciated.



Transformational Initiatives

Developing our potential by investing in people



UH-GAF is proud to have a staff community that is committed to making our university one of the best in Egypt for education. This not only includes our academic staff but our teaching assistants, technical support staff, administration, operations and maintenance teams.

Engaged and motivated staff are essential to making the university's ambitions a reality and so investing in people and their development has a major impact on the effectiveness of the University in delivering its strategic plans.

Transformational Initiatives

Over the next five years we will:

- Expand our staff numbers in parallel with the size of the campus and the breadth of educational programmes being offered ideally maintaining an academic staff:student ratio of between 1:15 and 1:20
- Establish a transparent compensation structure that monitors the competitiveness of our remuneration packages and rewards excellence and commitment
- Enhance opportunities for staff development through continuing professional education and enrollment on advanced programmes (Diplomas/Masters and PhD)
- Where appropriate, support academic staff to pursue their research interests with research leave allocations commensurate with outputs and impact
- Support early-stage academic staff with opportunities to become Associate Fellows of the UK Higher Education Academy
- Support early-stage academic staff with opportunities to become Associate Fellows of the UK Higher Education Academy
- Through Human Resources provide a suite of skill development programmes available to all staff
- Enhance facilities available to staff for their professional activities (offices, infrastructure), improve availability of parking and transportation options and access to leisure resources
- Improve levels of communication to provide information on key developments, feedback opportunities and to celebrate achievements
- Create a campus environment that brings out community together through different initiatives including functions, events and workshops.

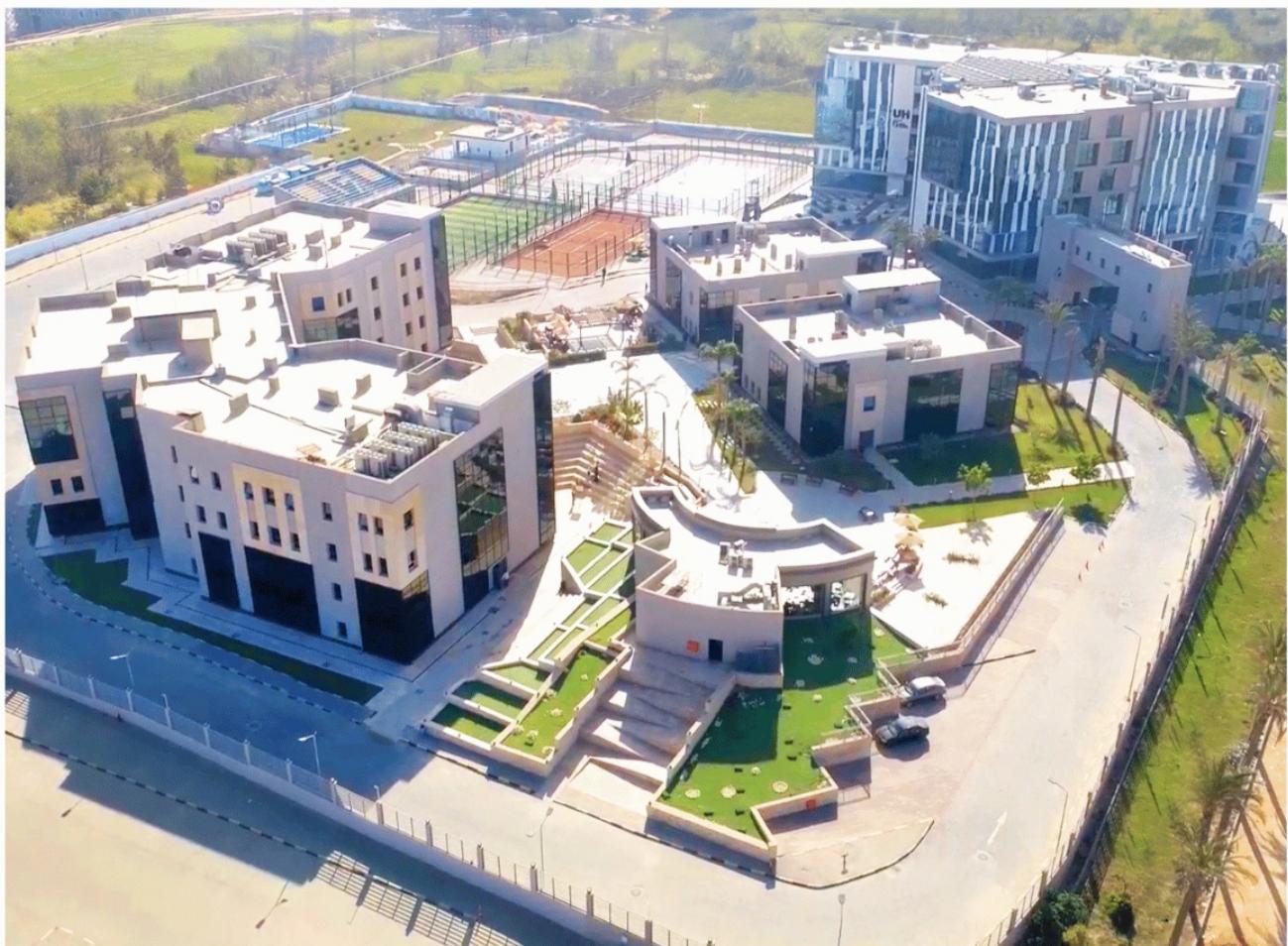


Transformational Initiatives

Transforming our campus by investing in our estate and sustainability

Since our launch in 2019 we have made significant investments in our campus driven by a commitment to provide facilities that enhance both the student and staff experience and increase our efficiency and effectiveness. Major projects have included the completion of the 20,000 m² building 4 in October 2022 which houses the Schools of Business, Life and Medical Sciences, Health and Engineering and Computer Sciences and the investment in internal spaces for our growing programmes in creative arts.

Our campus aims to be inclusive, able to accommodate students and staff with a range of requirements, especially those with disabilities and also one that aims to be sustainable. In late 2024 we relaunched our sustainability plan which aims to make the campus net zero for carbon by 2040 and continually look at ways to reduce our carbon footprint as we expand.



Transformational Initiatives

In the next five years, we will:

- Use our masterplan to continue to expand our campus footprint to provide outstanding accessible spaces for learning and social activities
- Create a new student learning hub with enhanced facilities
- Work with the Administrative Capital for Urban Development to contribute to sustainable development of the New administrative Capital
- Continue to deliver our sustainability plan for the university including involving students in the design of new buildings, spaces and interiors, and delivering energy efficiency and waste recycling across the campus
- Ensure that all our spaces are flexible to meet the demands of future changes in education and course dynamics.



Transformational Initiatives

Enabling our future through harnessing digital transformation

As a modern university, technology is embedded in the way we operate from the use of customer relationship management systems (CRMs) to enhance the applicant journey, through the student virtual learning environment, specialist facilities for artificial intelligence and virtual and augmented reality to teaching students about how Artificial Intelligence can be adopted in their learning experience.

The digital transformation is ongoing and unlikely to abate and as a university we must embrace these opportunities to enhance our efficiency and effectiveness and ultimately impact on the student and staff experience.

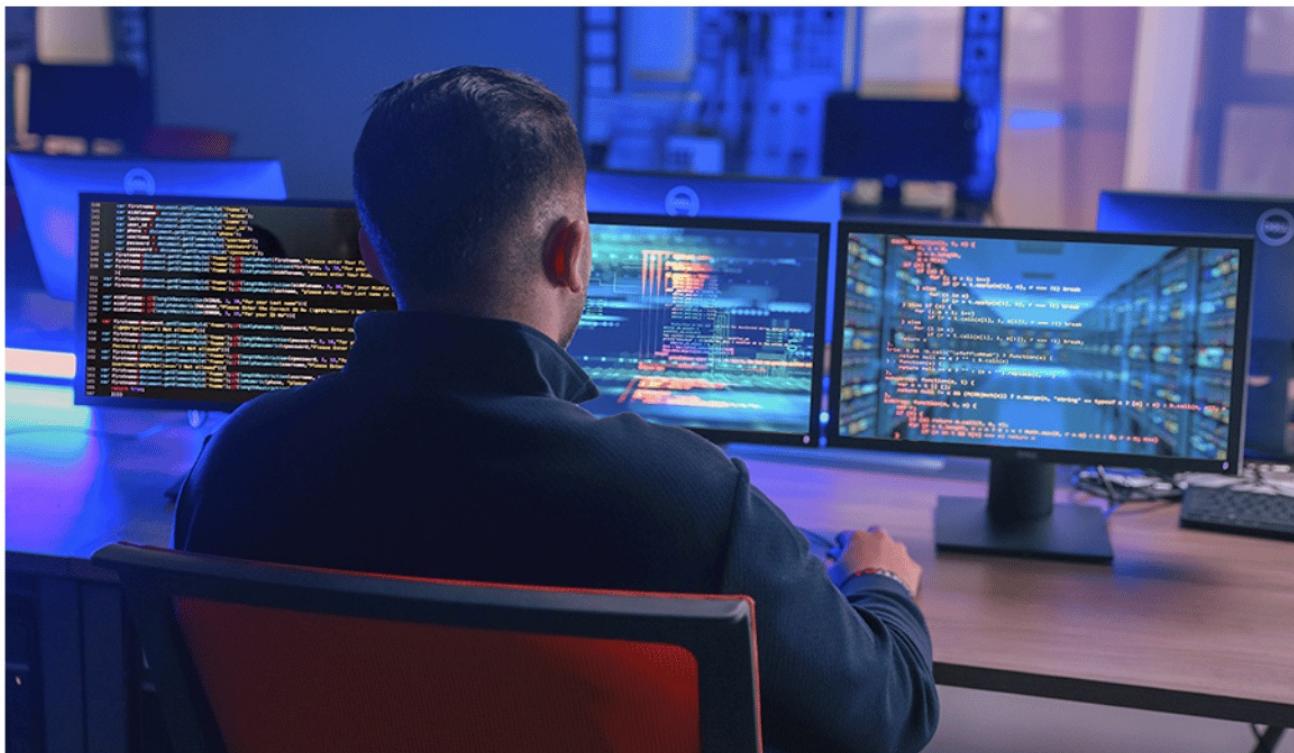
With educational programmes focusing on Cyber Security and Networks, Artificial Intelligence and Robotics we are well placed to remain at the forefront of these areas and their applications within the broader landscape of digital transformation.



Transformational Initiatives

Over the next 5 years we will drive our strategy forward by:

- Leveraging digital technology to enrich the staff and student experiences especially in computer-based simulations and virtual and augmented reality
- Staying at the forefront of artificial intelligence by working closely with colleagues at the University of Hertfordshire in the UK to continuously capture new ideas and explore AI advancements for both academic and operational benefits
- Continuing to enhance our student management systems to improve efficiency and customer service to students and staff and their linkage with UH systems
- Launching a student portal where information about, and access to different student services (such as careers, leisure, wellbeing and nutrition) is available
- Continuing to embed cybersecurity across all technology, applications, and data management practices ensuring that systems are resilient, and staff are aware of their role in maintaining a secure digital environment
- Developing more advanced data analytics to identify areas in our educational programmes where enhanced student learning support is required and, following deployment, the impact that it has made
- Adopting AI approaches to identify performance indicators for students in the earliest stages of their academic journey to assist in developing tailored learning support.



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Our university is committed to excellence in all that we do and in providing our graduates with the academic and soft skills they need to shape the world of tomorrow. Our British University degrees will contribute to realizing Egypt's Vision 2030 and as a university we are contributing to the future economic success of Egypt through education, research and enterprise.

Professor Vincent C Emery

President UH-GAF