

## Strategic Plan 2016-2021

### Vision

"To be renowned as a pre-eminent institution for innovative education, equipping future leaders with skills and techniques to meet emerging challenges"

### Mission

"To create a fusion of education, research and consultancy to advance knowledge and skills in response to challenging business environments"

### Our Ambition

We will seek a diversified and inclusive student population capable of benefiting from our transformational learning approach to shared learning. We will produce students with high employability through integrating our study experience with periods in industry to demonstrate the real benefits for the graduate application of knowledge in a knowledge economy. Create a student population who understand digital learning and how this can be applied through out their life long learning. Through these approaches we will play an outstanding role in the economic development of the economies and partnerships we support: locally, nationally and internationally. Without high calibre and motivated staff BITE's ambitions cannot be fulfilled and so we will provide a supportive and productive working environment and treat our staff with dignity and respect. We will seek to apply for taught degree awarding powers as soon as the department of business innovation and skill have published their revised framework for application in 2017.

### Our Context

Higher Education in the UK is undergoing a radical reshaping in both context and structure. Greater emphasis is placed on employability of our graduates. There is an enormous potential for the development of a private university sector with the early entrants just now beginning to develop. Government in the UK is reflecting a move away from mass provision of higher education to ensuring a greater focus on how and where the public purse funds the returns necessary to maintain UK plc at the top table of global economies. With such modern economic constraints this offers opportunity for the private university sector to demonstrate that the fresh and innovative approach it has to partnership working and in providing superior support to its staff and students can compete effectively with more established public sector institutions. Further, globalisation has now opened the UK educational system to far greater competition not least from overseas university campuses teaching in English as the language of learning and communication. The standards and quality of teaching, research and knowledge transfer must remain the focus of any credible university seeking to demonstrate relevance to the economies they serve and to the advancement of the industries our graduates will enter. It is for this reason BITE has decided at it management meeting in May 2016 to concentrate on HE degree level programmes and terminate with Pearson on our own initiative. These implications are profound and will require BITE to focus on the application of international best practice in the quality management of the standards underpinning higher education in the UK to the market derived needs of students and employers. Thus the shape of the pedagogic model moving forward must reflect these demands and the multi-location dynamics of service a distributed network of countries and markets.

**We will achieve our vision through our actions:**

**Key strategic priorities:**

1. Taught Degree Awarding Powers.
2. Improve the nature and quality of the student experience.
3. Develop a distinctive and substantial research profile.
4. Engaging with UK institutions in sharing best practice.
5. Invest in infrastructure improvement.
6. Upskilling and continuous research development for staff.
7. Increase the industry network to create opportunities for graduates.
8. Increase student recruitment.

### **Pursuit of excellence**

We aspire to excellence in our teaching, work with local, national and international partners, and in supporting and developing all students and staff that constitute our College community. We will work towards a continual improvement of the nature and quality of the student experience as a key strategic priority.

Establish a **student welfare committee**, chaired by the student president, will provide a further voice for the students at all levels of governance, management and academic delivery.

### **Internationally facing and at the heart of the community**

Through acknowledging the international perspective of all our activities we will enhance our position as a global College. We are proud to the community and making the most of our academic leadership and civic positioning.

### **Equality and diversity**

We enjoy a diverse and cosmopolitan community which enriches our College. We embrace equality and diversity in all our work and encourage all our students and staff to achieve their full potential.

### **Sustainability and social responsibility**

We are committed to the twin principles of sustainability and social responsibility as foundations for all our activities.

### **Openness, transparency and honesty**

Our organisation is built around a community, and the success of any community or family is dependent on openness, transparency and honesty. We treat everyone with courtesy and respect, and endeavour to make our processes ever more transparent.

### **Ambition and innovation**

We will be proactive and innovative in the way we anticipate and respond to future challenges.

### **Adding value**

We aim that in all our activities we will maximise their potential to have a positive impact on the economy, society, health and well-being and environment of the communities we touch.

## **Our actions will support the achievement of our Strategic Objectives:**

### **Our objectives**

1. Apply for Taught Degree Awarding Powers for business continuity and success in the provision of higher education programmes at BITE.
2. To deliver a high-quality student experience, growing the population where there are opportunities to do so through and expand the recruitment of students with outstanding potential
3. To improve our competitiveness both nationally and internationally, and to be at the forefront of setting and delivering the educational agenda appropriate for the needs of a 21<sup>st</sup> century workforce
4. To focus on a small number of multidisciplinary themes in which BITE is, or has the potential to compete favourably either individually or in global partnership, and which fit with our institutional values and characteristics
5. To promote a culture of excellence across our activities and in our staff, in so doing, enhance our institutional reputation in the sector
6. To continue to promote profitable partnership working in all that we do and to engage fully with our regional, national and international partners, our stakeholders, and our alumni for mutual benefit
7. To have in place the necessary financial resources and infrastructure that will promote the achievement of our academic aspirations

### **To deliver a high-quality student experience, growing the population where there are opportunities to do so through and expand the recruitment of students with outstanding potential**

There are six main reasons for BITE seeking Taught Degree Awarding Powers, as follows:

1. It is a strategic direction for BITE, given our experience in successful delivery of programmes at Levels 6 and 7.
2. We have developed, taught degree programmes, delivered the teaching, learning and assessment to QAA quality and standard validated by a UK university partners.
3. We have the governance, academic management, academic standards and quality assurance, the pedagogical effectiveness of academic staff and the environment supporting the delivery of taught higher education programmes.
4. We have in place effective formal and informal mechanisms for gaining feedback from students about their learning experience and support, which is received and acted on as appropriate by management at all levels in the organisation.
5. BITE's 20,000 plus alumni's have continued their allegiance to BITE, as ambassadors of BITE. The BITE alumni president fully supports this application for Taught Degree Awarding Powers.
6. Achieving Taught Degree Awarding Powers will allow BITE to protect its distinctive educational provision and release the burden on universities who like to work with BITE but are unable to give the long term support that is required.
7. Update the Manual of General Regulation and Quality Manual in accordance to the UK Quality Code.

BITE has witnessed incredible changes across the sector and its recruitment capacity of the previous planning cycle. Its capacity to develop and implement a range of new academic programmes capable of

building the recruitment platform demonstrates a commitment to partnership working with high quality universities and an innovative flair in applying the knowledge it has in educational development.

Moving forward maintaining the relevance of the academic programmes to the student markets that are targeted is a key priority. It is important that the opportunity for face-face-education while expensive is used to best effect. This means the curriculum must be engaging and relevant to the student. Staff must focus on growing the individual student's employability skill through testing and assessing their abilities to apply their knowledge. The basis for many of these needs is based on the approach is seeking to embed across the organisation that is a transformational learning experience. Using the approach the learner also becomes the tutor and this builds significant personal development skills as well as academic skills using when entering or going back to the workforce. Therefore, students will be offered a developing range of additional professional and vocational experiences to wrap round their academic experiences that will help inform their personal transformation as in individual learner.

Such transformational learning experiences rely on the students contributing to the teaching schedules and thus in being prepared to contribute just as their tutors must prepare. BITE has already made a commitment to on-line learning platform and this will become central to providing students with an appropriate place for learning outside of the classroom environment. By ensuring the pace and momentum of learning outside the class greater value can be attached to face-to-face time within the class.

Such approaches make the curriculum more accessible and flexible while providing a fundamental corner stone to the quality and standard of provision across a variety of cultures and country campuses. In growing student numbers, principally through overseas partnerships, BITE will have in place a platform that allows a central overview for the quality of quality of student learning and staff tuition.

Fundamental to building a credible and respected academic profile is the ability to attract students with outstanding potential through its innovative and sometimes niche programme areas to act as our future ambassadors.

**To improve our competitiveness both nationally and internationally and to be at the forefront of setting and delivering the educational agenda appropriate for the needs of a 21<sup>st</sup> century workforce**

Our mission is to create a fusion between education, research and consultancy. To be competitive BITE must compete in areas where other institutions are less competent to do so and to focus in areas where the blend of education, research and consultancy can be applied through the student base and our partnership networks.

BITE will focus on creating a learning environment that supports teaching excellence and strengthen its institutional structure to support innovative pedagogy. This will require close attention to standardising marking and assessment approaches to streamline the management of the curriculum while maintaining, absolutely, the standards of attainment achieved by our students.

The development of staff scholarly activities will help create more opportunities to review different approaches to learning and learning support while strengthening the blending of learning from research and consultancy into teaching. Thus BITE will strengthen the competence of staff in understanding the needs of employers and so inform their teaching to broaden other areas of student activities to improve their employability skills. Thus in seeking the correct blend of teaching, research and consultancy relevant to advancing BITE's core mission will help improve our understanding of workload management and the value added that can be added through appropriate deployment of human resource.

Through the transparent use of data and seamless management of programmes administrative staff can focus on improving their effectiveness in supporting the management of student progress and teaching staff can focus on the strengthening of the pedagogy and the incorporation of innovative teaching styles to facilitate a more stimulating and rewarding experience for the students. BITE has the advantage of being an agile team at present and as such can focus on the benefits of excellent matrix management and shared responsibilities in completing projects whether they are teaching, research or consultancy related. This will broaden and deepen the understanding of policies and procedures across the core team and create and sustain a unique core BITE ethos that is more transparent to all and credible to new recruits on joining.

To pursue excellence requires staff to be motivated and rewarded for maintaining or accelerating quality enhancement and performance. This will require BITE to broaden its performance management system and look at ways in which innovative thinking and ideas can be generated and managed across the organisation. Fostering this innovative environment will promote the success of point of delivery total quality control and a flexible and adaptive workforce capable of differentiating staff career paths. BITE has already set out a Continuous Professional Development Framework for staff and this will be extended to ensure staff can demonstrate their commitment to their own professional development as well as being used by BITE to establish a coherent career pathway for staff experience and promotion.

Having a lean and agile management structure will efficient and transparent management processes means that BITE can achieve a financially competitive business model together with a professional competence that when combined will deliver an educational agenda appropriate to the needs of a 21<sup>st</sup> century workforce.

**To focus on a small number of multidisciplinary themes in which BITE is, or has the potential to compete favourable either individually or in global partnership, and which fit with our institutional values and characteristics**

Innovation and enterprise are the foundations upon which BITE has been built. From the earliest beginnings BITE has worked with industry and attempted to contribute to UK plc requirements in upskilling its workforce and of other economies. This is no less important in the curriculum where industrial partners are used to underpin the curriculum that is being delivered.

To drive this relationship forward BITE has created two Research Centres, one in Technology and the other in Commerce, to begin to focus on where resources wisely spent can support the develop of the individual and or the Centres such as to enable them to compete on an international platform.

An additional multi-disciplinary team, Global Nuclear Skills Initiative, demonstrated BITE wholehearted approach to collaboration on a global basis. This partnerships between private and public sectors will drive forward the skills agenda within the nuclear industry and the development of future sustainable energy needs.

Through other initiatives such as the World Hi-Tech Forum BITE has already demonstrated the ability to draw groups of influential leaders together for a high level discussions of single topic area of mutual interest. Over this planning cycle BITE will seek to ensure a wider cascade of the benefits arising from these and other initiatives such as to consolidate them into realisable and income generating projects in support of the values and characteristics of BITE.

As part of BITE's commitment to individual excellence it has operated liP over the previous planning cycle and introduced performance management tools. These tools are specifically focused on identifying the opportunities to support staff in developing individual excellence in the role they fulfil, delivering events or publications through which they can hone these skills and to prepare them for taking additional responsibilities or in gaining or strengthening further existing competencies.

Through this mix of initiative funding directly into discipline areas and investing in the individual themselves BITE believes that it can build and support a small number of multidisciplinary themes: Management Transition; Nuclear Skills; Data and Knowledge applications.

**To promote a culture of excellence across our activities and in our staff, in so doing, enhance our institutional reputation in the sector**

Building and then maintaining world leadership in the application of innovative management and technology does rely on being able to communicate the successes fluently and effectively. Investing in individuals with potential will support and strengthen leadership of these multidisciplinary teams and deliver concrete results that support the Mission of BITE. Good leadership, governance and efficient systems for people management will underpin all that we do and how we act. In this way we will allow our staff to achieve their potential and thus build the reputation of BITE. Our reputation is built on the endeavours of our staff, the quality of their thinking and the opportunity to communicate these to a wider audience.

It remains a core element of this strategy moving forward that BITE will move forward with its application for Taught Degree Awarding Powers. To that extent further work on QAA institution oversight reports will allow BITE to move forward for full QAA institutional audit without let or hindrance to achieving the other parameters set out in this plan. We do not imagine TDAP will be achieved within this planning cycle but that significant progress can be made towards its achievement.

Continued work in developing the professional certificate in HE teaching will continue and it is anticipated that full alignment with the HE Academy professional framework will be achieved within this planning cycle. Further extension of this programme is anticipated particularly in relation to the creation of “new blood” appointments and “graduate assistant” programme to support the development of new talent within BITE and the sector as well as bringing a range of perspectives to the culture and ethos of BITE .

BITE for the foreseeable future will work in partnership with validating partner universities to validate its programmes. As such enhancing the quality of these relationships and in learning from the feedback of moderators and external examiners all support the development of a reputation within the sector for high quality delivery and assessment.

Promoting BITE staff to become external examiners will form part of this planning cycle to begin to consolidate their reputation and that of the institution. Moving forward BITE will continue and possibly extend the use of visiting faculty towards that of a Global Faculty. Such a Global Faculty will provide BITE will access to a range of experience academic staff and their research experiences thereby broadening the scope of alternative income stream potential to BITE through incorporating such staff in bids.

The use of external staff to teach on programmes as well as contribute to a professional development to support BITE 's own staff development requirements will support greater standardisation against sector norms and performance for staff.

Building institutional reputation will require further enhancement of administrative support to teaching staff and for teaching staff to engage more fully in scholarship activities. BITE will continue to invest in funding attendance at conferences where staff have a paper accepted for publication. Further funds will be set aside for funding attendance where a conference opportunity presents itself within one of the multi-disciplinary areas identified for development.

**To continue to promote profitable partnership working in all that we do and to engage fully with our regional and national partners, our stakeholders, and our alumni for mutual benefit**

Over the last 18 years BITE has seen over 20,000 students graduate from different courses and therefore it has a considerable network of alumni. Such a network will be at various stages of development and maturity given the time it might take for graduates to be promoted through their career. However, the alumni base does offer the opportunity for additional recruitment sources through referrals.

Since BITE 's inception it has worked with its university partners to develop a market in London and overseas. This planning cycle sees a dramatic change in the dynamics of local markets and BITE with its community outreach is able to reach out to students in the community. While this is a difficult challenge where the relationship is imbalanced BITE will attempt to manage its partnerships more closely in future and match the contribution to student numbers it makes to the overall total of its partnerships with universities. In managing the relationships more closely and limiting the number of partnerships entered into will result in the impact of BITE recruited students being more important to the validating body and thus there will be a greater interest in a mutual partnership rather than a single way agreement.

Therefore, partnership has been at the heart of BITE 's success to date but a far greater emphasis has to be placed on the management of these partnerships and to make a limited number of truly successful strategic alliances that can help win business for both parties.

**To have in place the necessary financial resources and infrastructure that will promote the achievement of our academic aspirations**

The sustainability of BITE and the stewardship of resources remain paramount to the leadership and staff at BITE . The strategic plan sets out a range of initiatives to support the development of its staff, reputation, educational portfolio and our contribution to the development of the future workforce through our graduates and indeed our staff.

However, sound financial stewardship lies at the heart of BITE 's longevity and financial stability. Therefore, we fully acknowledge the need to embed strong financial resilience and risk management practices moving forward to ensure that the business model is sustainable and manageable.

Taking strong financial steward as underpinning the business then the learning environment and built environment again require to be seen as underpinning the ability to deliver: the diversification of the markets BITE seeks to enter; the quality of learning capable of being delivered and the motivation of staff and students to achieve their learning goals and teaching aspirations

BITE needs to put in place a product mix that will ensure stability of income and profit that will help support the development of new initiatives. Consideration to timeline and investment requirements will be drawn up to ensure that a business plan can reasonably demonstrate both programme sustainability and if additional campus estate is required that the campus can be made sustainable.

## Strategic Planning Process

## BITE Situational Analysis

***A) Enhancing the Student Experience***

Today's students have high expectations. BITE is determined to improve its services to students – from initial enquiries and applications to maintaining contact with its graduates via its alumni groups or associations. The core activity of learning and teaching will be enhanced by:

- Efficient and friendly customer service from point of enquiry to graduation
- Well founded teaching & Learning resources in terms of teaching space, library resources and support services
- High calibre teaching staff supported by recognised research professors from partner institutions or as part of our Global Faculty

***B) Staffing***

The continued professional development of staff is paramount to the success of the strategic plan. BITE has established a strong track record in working with partner universities and has the confidence of QAA in its academic management processes. BITE has been successful in implementing the UK Quality Code. The new partnership with the London Metropolitan University will be focused around a joint staff development programme.

Never-the-less BITE seeks to support the continued recruitment of high calibre staff through the environment we offer and in the professional development opportunities that are provided to them. BITE's has developed its own CPD programme which retains the essential elements to allow staff to continually upskill and establish best practice.

Further support through annual personal performance reviews and observations of teaching for academic staff to ensure that all staff works to the strategic objectives of the organisation. Further work is required on staff reward and remuneration together with the staff appraisal strategies to ensure that BITE remains competitive in the marketplace.

***C) Resourcing and Estate Development***

BITE has building assets which have a total market value of thirty million pounds these building also generate income for the various activity that BITE manages including the Business Incubation Centre that has over 50 SME's companies. This incubation centre also houses 10 start-up companies of BITE graduates who now employ over 50 people in their companies. BITE Shrubland Hall is managed as a conference and exhibition centre over 228 acres of land and 100 sq feet of office, accommodation and leisure facility. 246-250 Romford Road, London E7 9HZ is BITE Business Incubation Centre, with IT and High Speed Internet facility with over 50,000 square feet of space and 100 car parking space. 252-262 Romford Road, London E7 9HZ is used for the BITE campus with over 120,000 sq feet, 150 car parking space, overall land occupied by BITE is over 4 acres.

A master plan has been developed to integrate the building with live, learn and work vision has been created by architects and in principal the London Brough of Newham agrees with the concept idea. Discussions are ongoing with the Council.

#### *D) Student Numbers*

BITE is continually increasing its share of the local market as it work its way into the communities, the UK market has number of perks that are helping BITE recruit to the London Borough of Newham, this mostly to do with its strategic location of BITE only 20 minutes to the City of London.

#### *E) Research and Consultancy*

Through the Strategic Plan period, BITE is determined to deliver improved research and consultancy performance. This improvement is required not only as a form of staff development to underpin learning and teaching, but also as a means of enhancing BITE 's reputation and standing as an academic institution. This will be of particular importance in the progress towards an application for Degree Awarding Powers.

Selectivity will remain the driving force behind the funding of research within the UK and hence strategic partnerships with very strong research groups will be important. Academic staff will be encouraged, through the launching a "pairing" scheme, to co-write papers in their area of expertise, alongside experts from other notable academic establishments. An annual incentive programme should underpin the encouragement given. In addition, BITE will be required develop a profile acceptable to sponsoring agencies and investors in order to secure appropriate funding. This will require a balance of organisational reputation alongside the calibre of the staff proposed to deliver the programme.

#### *F) Economy and market condition*

While the market opportunities appear more consistent in 2016 and recruitment of students is on the rise, the significant challenge to BITE is how long the university will continue with its partnership. BITE has identified a local niche where students in the borough have an alternative choice within the community. BITE is also seeignt he reward of its alumni network who are promoting BITE through word of mouth.

## Foundations of BITE 's Brand

### **World Hi-Tech Forum™**

BITE organises and sponsors the 'World Hi-Tech Forum, bringing together specialists from the global community. This offers the opportunity to consider new businesses based on emerging technologies. One of the significant success factors for the future will be a clear vision of the whole process from technology to market. Entrepreneurs must consider the global picture in all aspects of their planning, whether it is technology creation and development, production or marketing. Innovation is essential, whether it is in the form of new technology or in the approach to business development and partnering.

The aim of the World High-Tech Forum is to concentrate on a different 'focus country' each year, with presentations from government and leading companies providing valuable high-level, 'shared learning'. The WHTF "Turkey" was held in November 2013 in partnership with the TBCC and Rolls Royce.

### **eBritain™**

This is a journal of innovations in science, technology and management and is a peer reviewed publication. The magazine creates awareness in consumers of what goes on behind the scenes. The classified sections enable businesses to reach out worldwide for customers. The magazine has a wide circulation.

### **EducateUK™**

EducateUK is a global peer reviewed journal distributed to college and university talks about standards and quality. The new horizon in education.

### **BusinessOutlook™**

BusinessOutlook™ is a journal of business innovation and leadership and is a bi-annual peer reviewed publication. It is published in hard and soft version distributed through subscribed mail and emails.

## British Institute of Technology, England - Annual Awards

### **“Championing of Technology” in association with Rolls Royce**

This award is intended to recognise individuals who have shown continued and effective commitment to the leadership, creativity and dissemination of technological advances for the benefit of the wider community and economy. It is aimed at the ‘Champions’ of technology rather than the inventors of an individual discovery or development. The “Championing Technology” award has been received in person by the 11th President of India Dr A P J Abdul Kalam in 2007, Rt. Hon. Lord Sainsbury of Turville, Professor Zhores Alferov the noble laureate for physics for his outstanding work on Nano Technology, Dr Richard Noble, director Bloodhound Project aims to inspire the next generation land speed record. In 2013 Dr Robert Smith the pioneer of Eurofighter at BAE systems was awarded the “Championing Technology” award. On 16 December 2015 at the House of Lords, this award was received by Rt. Hon. Lord Willetts, it was an important moment in the scientific renaissance of the UK space as Lord Willet travelled from the Kazakhstan Space Station where he bid fair well to the British Astronaut Tim Peake and then joined the event at the House of Lords marking a significant importance to space science.

BITE in association with All Party Parliamentary Group on Entrepreneurship recognises outstanding individual who have best demonstrated exceptional leadership and vision for the **“Noble Entrepreneur” Award**. This award has been received in person by Khalaf Ahmad Al Habtoor, Chairman of Al Habtoor Group. Mr Ratan Tata, Chairman of Tata. Chief Executive of Tesco Sir Terry Leahy, CEO of Millennium IT Tony Weerasinghe. BITE in association with KPMG recognises organisations who have successfully implemented and use e-government solutions to deliver services to the public for the **“Outstanding Business” Award**. This award was received in person by the President of Tatarstan His Excellency Rustam Minnikhanov. His Excellency Emeritus Prof. Dr Ali Al Khouri for the Emirate Identity Authority. BITE **“Contribution to Community” award** was received by Prince Mousaad Al Saud, for engaging and developing a vibrant community cohesion programme in Dammam, Kingdom of Saudi Arabia. The award was also received by Dr Paul Brickell, Newham Councilor for his work in engaging the community of Newham with the 2012 London Olympics. BITE in association with Fujitsu **“Inspiring Creativity Award”**, recognises creative works of students which addresses current problems. BITE in association with Microsoft **“Outstanding MSc Dissertation”**, recognises best MSc dissertation in technology and science. BITE in association with KPMG **“Outstanding MBA Dissertation”**, recognises best MBA dissertation underpinning management theories and practice.