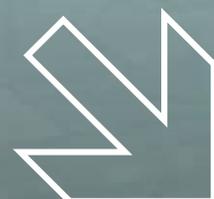


UNIVERSITY OF GIBRALTAR

BUILDING EXCELLENCE

Strategic Plan 2019-2022



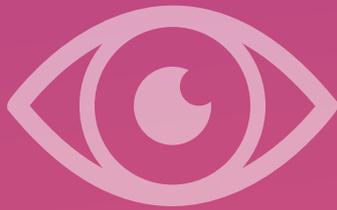


University of Gibraltar

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Our 2022 Vision

An institution of excellence in
teaching, learning and research.



UNIVERSITY OF GIBRALTAR

Our Mission

To respond to current societal needs as well as shape personal and professional futures through the pursuit of education, training and research.

Committed to high-quality teaching and learning, world-leading research, academic freedom as well as to the sustainable development of Gibraltar and its importance in the Mediterranean region. Partnerships with business, government, charitable foundations, healthcare and educational institutions lie at the heart of the University's mission.



The University of Gibraltar Executive Team

Introduction

The University of Gibraltar ('UoG' or the 'University') is a vibrant and ambitious new University in an exceptional location that provides an inescapable connection with North Africa, the Mediterranean and the Atlantic. Being young, ambitious and adaptable, we can respond to global issues as well as priorities of relevance to local and surrounding areas. Committed to cutting-edge research and high-quality teaching and learning, our small, yet diverse, portfolio of courses reflects our ability to respond proactively to societal, economic and environmental issues, providing our students with skills that make them employable and relevant. Our small class sizes, combined with the expertise of our academic staff, meaningful placements and work experience opportunities enable us to deliver an exceptional student experience.

This strategic plan outlines the direction that UoG will take during the period 2019-2022, reflecting University values as well as aspirations. The plan echoes the aims and objectives of a young, vibrant institution that has undergone significant development since its inception in 2015 and continues to operate in a complex and challenging education environment. An overarching theme for this plan is building excellence.

This plan is the outcome of a process involving input from numerous stakeholders including the Board of Governors, Academic Board and its sub-committees, HMGOG, Key Advisory Groups, research, teaching, administrative and management staff, associates, and students.

Aligning closely with the legislative framework supporting the University, this plan also aims to build on our recent achievements and take advantage of the changing educational landscape as well as Gibraltar's strengths in areas such as Business, New Technologies (e.g. FinTech, Insurtech), Gaming and Maritime.

The plan's six priorities (curriculum, research and research education, learning, campus, student support and corporate governance), affirm and advance the University's mission as well as our commitment to the UK framework of quality standards in educational provision (the QAA).

The plan emphasizes student success and support, an outstanding learning experience, along with the need to increase our portfolio of quality assured taught and research degrees as well as professional qualifications and continuing professional development courses, production of research that is

of international significance, modern effective facilities and effective, transparent governance. Although not detailed here, resources for achievement of each strategic priority and accompanying goal have been included in the University Business Plan.

The University of Gibraltar's ongoing success will continue to be the product of the hard work and creativity of our dedicated staff, students and

Governors as well as our partnerships with business, government, charitable foundations and other educational institutions. The 2019-2022 strategic plan reflects our high expectations and desire to continually seek new opportunities that support our vision of excellence in teaching, learning and research within a Mediterranean setting.

This plan reflects both internal and external realities and is intended to function as a living document open to fresh ideas and unforeseen possibilities, whilst at the same time providing a pathway to channel and accelerate the enormous potential that is the University of Gibraltar.

“The plan echoes the aims and objectives of a young, vibrant institution that has undergone significant development since its inception in 2015 and continues to operate in a complex and challenging educational environment. An overarching theme for the plan is ‘building excellence’”.

Catherine Bachleda

Vice Chancellor (Ag)





Realising our 2022 Vision

Strategic Priorities

Based on the University mission, the underpinning legislative framework provided by the University of Gibraltar Act 2015, consideration of domestic, regional and international environments, and the contribution of stakeholders that include HMGOG, Board of Governors, Academic Board and its sub-committees, Key Advisory Groups, research, teaching, administrative and management staff, associates, and students, six strategic priorities have been identified for 2022. These are:

- Our Curriculum Portfolio
- Our Research and Research Education
- Our Learning
- Our Campus
- Our Student Support
- Our Corporate Governance

As detailed below, within each of these strategic priorities, strategic goals have been identified that will assist us to achieve our vision of an institution of excellence in teaching, learning and research. In turn, measures in the form of key performance indicators (KPIs) have been identified for each strategic goal to enable us to monitor and report annually on progress made towards our 2022 vision.¹

Our commitment to our Strategic Plan is collective; the entire University is responsible for its delivery and achievement.²

¹ In monitoring and reporting on progress annually, we anticipate that strategic priorities and goals will remain unchanged during the life of the Plan, however KPIs may be modified in response to changes in our operating environment.

² As the University grows, complementary strategies and plans for various departments/business units will be developed to underpin and support this University-level strategic plan.



1. Our Curriculum Portfolio

The University of Gibraltar ('UoG') has a commitment to mission-aligned curriculum growth by expanding offerings that build upon the Rock's unique environment such as Marine science, Maritime studies, Gibraltar and Mediterranean Studies; offerings that draw on the expertise of the local and regional business community such as New Technologies (e.g. FinTech, Blockchain), Law, Gaming, Accountancy, Education, Management, Tourism and Hospitality, Sports and Health; offerings that build on the Rock's bilingual environment such as English for Academic purposes and Languages for business; and offerings that are informed by international perspectives.

The following strategic goals will assist us to achieve our commitment to mission-aligned curriculum growth and the accompanying KPIs will assist us to monitor our progress each year.

- **Goal:** UoG will increase its current provision of taught degrees that align with the University of Gibraltar Act 2015 and respond to local, regional and/or international needs.

Measured by:

- Number of new taught degrees successfully established.

- **Goal:** UoG will increase its current provision of professional qualifications and continuing professional development (CPD) courses that respond to local and regional needs.

Measured by:

- Number of new professional qualifications and CPD courses successfully established.

- **Goal:** UoG will provide quality assured taught and research degrees.

Measured by:

- Completion of a UK Quality Assurance Agency review.





2. Our Research and Research Education

The University of Gibraltar has a commitment to producing research that builds on research strengths, builds local capacity, attracts funding and is recognised for its international significance and impact. In addition, UoG is committed to establishing local partnerships and international collaborative agreements, as well as to providing excellent research opportunities for its researchers.

The following strategic goals will assist us to achieve our commitment to research and research education and the accompanying KPIs will assist us to monitor our progress each year.

- **Goal:** UoG will produce research of international significance and impact.

Measured by:

- Percentage of research articles published in high impact journals or books.

- **Goal:** UoG will increase its income received from research grants and funding submissions.

Measured by:

- Total value of research grants/funding obtained.





3. Our Learning

The University of Gibraltar has a commitment to learning that optimizes the student's academic and personal potential; is founded on excellent relationships and communication between students and staff; values the human dimension of education (face to face and blended); sees a student as a person rather than a number; has educators who have industry experience and are committed to providing participatory and active learning opportunities which make learning enjoyable, relevant and impactful; and has placements, study abroad and work experience opportunities to develop global citizenship and employability skills.

The following strategic goals will assist us to achieve our commitment to a strong learning ethos and the accompanying KPIs will assist us to monitor our progress each year.

- **Goal:** UoG will provide an outstanding learning experience.

Measured by:

- Student perceived satisfaction with the quality of teaching and assessment per the University wide (UK-NSS aligned) annual student survey³ (or our rating in a TEF equivalent).

- Student perceived satisfaction with the quality of the overall learning experience per the University wide (UK-NSS aligned) annual student survey.⁴

- Percentage/proportion of academic teaching staff with i) HEA Fellowships and/or recognised teaching qualifications/training; ii) current industry experience.

- **Goal:** The UoG learning experience will optimise student success.

Measured by:

- Percentage/proportion of students who progress to the next level and/or complete their studies per their agreed study plan.

- Percentage/proportion of full-time graduates who are employed or undertaking further studies within six months of graduation.

³ Combined average response to relevant questions on (UK-NSS aligned) annual student survey.

⁴ Combined average response to relevant questions on (UK-NSS aligned) annual student survey.



4. Our Campus

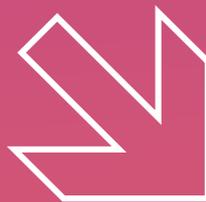
The University of Gibraltar has a commitment to providing a campus that contributes to every aspect of student life, reflected by modern learning facilities; dedicated spaces for academic and professional communities; residential accommodation for international students; abundance of open space; sports, social and other engagement opportunities for students; sustainable campus initiatives; and access to Associate Campuses.

The following strategic goal will assist us to achieve our Campus commitment and the accompanying KPIs will assist us to monitor our progress each year.

- **Goal:** UoG will provide modern effective learning facilities.

Measured by:

- Student perceived satisfaction with the overall quality of the campus facilities (including ICT and connectivity, classrooms, food, accommodation) per the University wide (UK-NSS aligned) annual student survey.⁵
- Staff (teaching and non-teaching) perceived satisfaction with the overall quality of the campus facilities (including ICT, offices, classrooms, resources) per the University wide (UK-NSS aligned) annual student survey.



⁵ Combined average response to relevant questions on (UK-NSS aligned) annual student survey.



5. Our Student Support

The University of Gibraltar has a commitment to ensuring that whilst at the University students enjoy: an excellent student experience and develop a sense of community and identity; a smooth administration process, from enrolment to graduation; high levels of connectivity, access to a robust VLE, remote access and mobile apps that support learning; support with visa and relocation issues (if an international student); access to personal and pastoral support; and access to a broad range of sporting, social and cultural engagement opportunities.

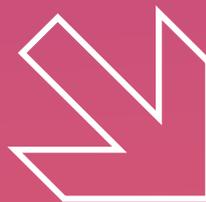
The following strategic goal will assist us to achieve our student support commitment and the accompanying KPI will assist us to monitor our progress each year.

- **Goal:** UoG will provide an outstanding student experience.

Measured by:

- Perceived overall satisfaction with the student experience (including admissions; visas; social offerings; health and well-being; personalized support, career development), per the University wide (UK-NSS aligned) annual student survey.⁶

⁶ Combined average response to relevant questions on (UK-NSS aligned) annual student survey.



6. Our Corporate Governance

The University of Gibraltar has a commitment to the triple bottom line (social, environmental and financial considerations) in institutional decision-making; contributing to the well-being and prosperity of our region; social responsibility, global citizenship and environmental sustainability; good governance; leading HR and management practices; robust financial management; open, accountable and transparent work; and striving towards economic self-sufficiency.

The following strategic goals will assist us to achieve our corporate governance commitment and the accompanying KPIs will assist us to monitor our progress each year.

- **Goal:** UoG will strive towards financial self-sufficiency.

Measured by:

- Reduction in total value of annual HMGoG grant income received.
- Increase in annual income derived from tuition fees.
- Increase in annual income derived from campus hire.

- **Goal:** UoG will operate under good governance and management frameworks.

Measured by:

- Completion of Internal Audits by external assurance agency.



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