

Strategic Plan 2022 - 2026

Wittenborg University of Applied Sciences – a revised five-year Strategic Plan 2022-2026

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1 Introduction

Wittenborg University of Applied Sciences (WUAS) is a dynamic higher education institute with its headquarters in the Dutch city of Apeldoorn. WUAS has held degree-awarding powers since 1996, although the school was established in 1987. It is one of the few 100% English-speaking higher education institutes in the Netherlands and its 1,200 students and staff represent over 100 nationalities.

Wittenborg University of Applied Sciences is continuing to develop into the only private university of applied sciences offering a broad range of Bachelor and Master programmes across various disciplines, all with a predominant focus on the **business** and/or **management** in those domains.

WUAS aims to develop to the level of a so-called 'boutique university of applied sciences'; that is to say, a business and management school that maintains a constant student body of around 1,500 high-quality students and maintains a national degree-awarding power and can develop and sustain multiple accreditations, staff development, an applied sciences research profile, and an international profile.

WUAS strives for all its programmes to share a common framework, within a systems approach, quality system that is managed centrally from the board, and that the programmes have three distinct characteristics in common:

1. All programmes will look at the management of people, products or processes or a combination of these.
2. All programmes will have diversity, internationalisation and ethics as key elements.
3. The concept of sustainability and sustainable economies will run through all programmes.

WUAS' goal is to develop into a broad business and management-orientated university of applied sciences in various professional fields, such as Business & Entrepreneurship, Hospitality & Tourism, Arts & Technology, Health & Social Care, and Education. The school will maintain quality through maintaining a vigorous and transparent accreditation cycle for its programmes, ensuring dialogue with its students and staff through their active involvement of the accreditation and validation processes.

WUAS will strive to continue developing modern methods of teaching and learning that meet the changing needs of society and technology. Within its role as a higher education institute, WUAS supports life-long learning through the development and implementation of up-to-date and industry-driven professional programmes aimed at corporate employees and individuals.

In the long-term, WUAS' ambitions are to achieve the highest research degree (doctoral) award powers, in line with the Netherlands development of professional doctorates at universities of applied sciences.

2 Vision & Mission

WUAS has developed its vision and mission according to its characteristics and its positioning within the Dutch higher education sector, as well as its quite unique situation in the town of Apeldoorn.

“Better Yourself, Better Our World”

Vision:

To become a recognised university of applied sciences with an international, innovative approach to higher education, creating life-changing opportunities and to advance the development and dissemination of knowledge in partnerships with the (business) community.

Mission:

Contributing to society in Apeldoorn & the region by promoting excellence in teaching and learning international business and management, as well as to create the best environment for students and staff, where internationalisation, diversity and ethics are setting the premises for successfully *applied-research-informed* global learning.

As a University of *Applied Sciences*, Wittenborg sees as important an interdisciplinary approach to higher education, which is reflected in the cross-disciplinary broad management programmes that allow students to develop their knowledge, skills and development through *applied research* in a manner that is not subject constrictive.



3 Values: Internationalisation, Diversity and Ethics

Wittenborg University of Applied Sciences sees its role as the education and training of highly qualified, internationally minded, socially responsible and intercultural, critical and independently thinking graduates, who engage in innovative and creative business in companies and organisations around the world, either working for others or in the instigation of business and entrepreneurship. **Wittenborg embraces internationalisation as a key value.**

To achieve this, the university engages in close dialogue with industry, government and NGOs. WUAS strives to bring expertise, knowledge and diversity to the local region in which it operates, thereby enhancing the economy, culture and social environment around the school.

WUAS' outlook is global, and it aims to maintain its independent status whilst being one of the most international and diverse higher education institutions in the Netherlands. The university promotes total equality of students and staff, of cultures, gender, and people with disabilities within the institute. WUAS promotes a working environment that is fair and emphasises respect between and within its student and staff body. **Wittenborg embraces diversity as a key value.**

The practical applied sciences that are engaged within WUAS' programmes enable the university to maintain up-to-date content within a diverse range of management-orientated disciplines, and to implement the curriculum to the highest modern education standards. As a university of applied sciences, WUAS sees as important an interdisciplinary approach to higher education, which is reflected in the cross-disciplinary, broad management programmes that allow students to develop their knowledge, skills and development through applied research in a manner that is not subject constrictive.

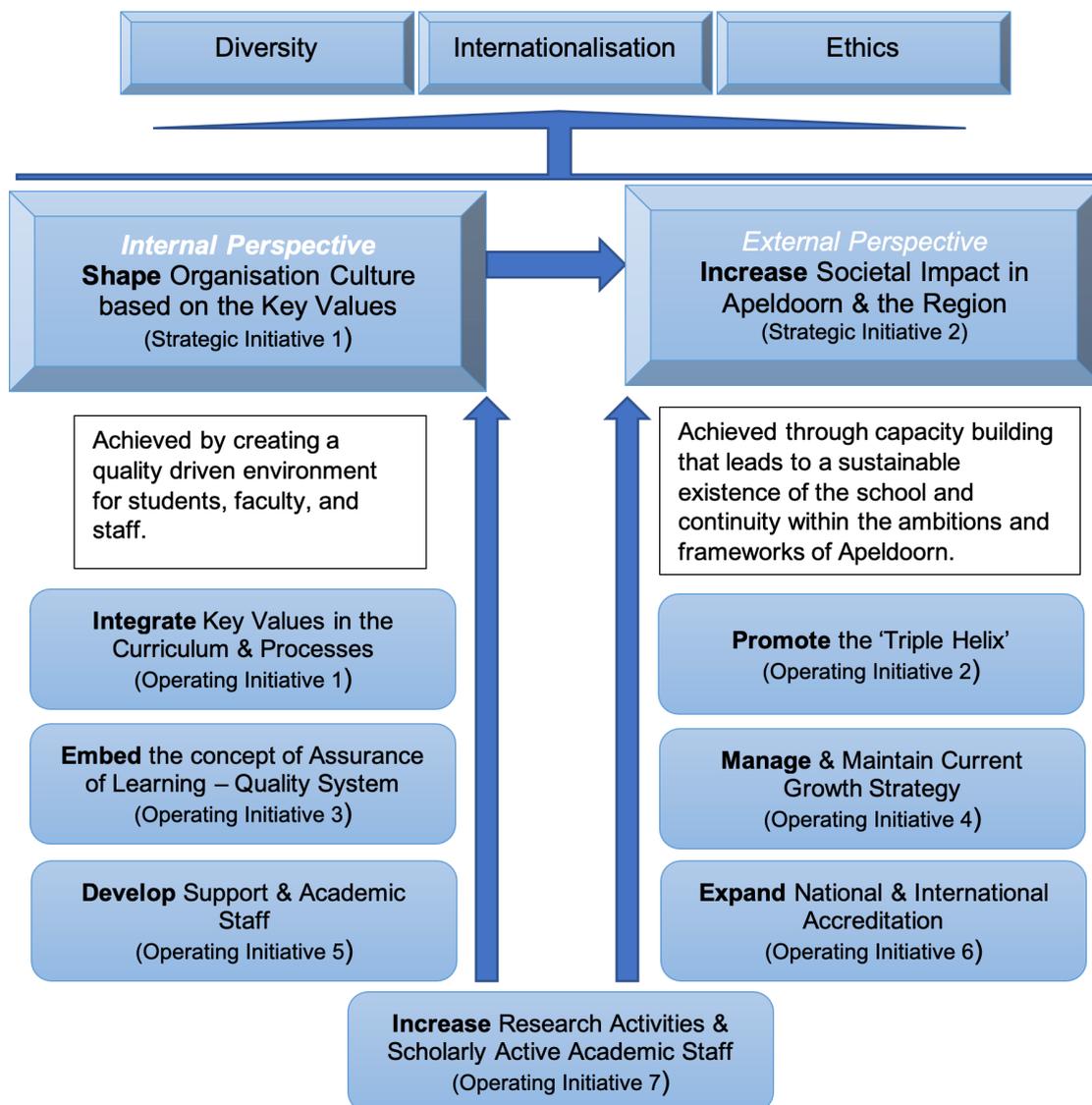
WUAS' motto expresses the commitment to offer higher education where students and staff understand that ethics plays a central role in their every decision. Guided by well-established ethical and moral standards, such as honesty and integrity, unified we strive for a better tomorrow: *Better Yourself - Better Our World*. **Wittenborg embraces ethics as a key value.**

4 Strategic Initiatives & Operating Initiatives

WUAS has identified 2 priority Strategic Initiatives and linked to these SI's are 7 Operating Initiatives (OI's) that support them.

WUAS's 2 Strategic Initiatives are measured through overall key performance indicators (KPI's). WUAS's 7 Operating Initiatives are focused on short-term aims and objectives that WUAS intends to achieve in the coming 5 years. Each Operating Initiative has described Goals, Objectives, Tactics and Key Performance Indicators (KPI's).

- Goals – broader statements that identify what WUAS wants to achieve, within the timespan of the strategic plan (not directly measurable);
- Objectives – between 2 and 4 objectives that are directly measurable;
- Tactics – actions that will enable WUAS to meet its objectives;
- KPI's – the metrics used to measure the effectiveness of the Strategic Plan;



5 Two Prioritised Strategic Initiatives



5.1 Shaping WUAS' Organisation Culture based on the Key Values (SI-1)

WUAS has defined its 3 core values as promoting internationalisation, diversity, and ethical behaviour. It sees these three values as core to its existence and the key driver of its success. The key values enable WUAS to distinguish itself from competitors within the Netherlands, however also in the wider market and both students from home and abroad expect to join a school that is as advertised. It is essential that WUAS maintains its market position created by its unique characteristic.

WUAS excels in providing students with an international experience within an international classroom, created by recruitment strategies that encompass diversity and attract students from every corner of the globe. An international classroom is not only having students of different nationalities, but includes international teaching methods, literature, case studies, and research done from an international perspective. In order to maintain and develop the international classroom further, the curriculum and the teaching needs to be embedded in a quality cycle that ensures assurance of learning for a multicultural and diverse, international student body.

To ensure that the 3 key values are adopted throughout the organization and in all aspects of the schools daily running one of the strategic initiatives in this strategic plan is to shape the organization culture based on its key values.

Not in the least, we promote our key values since we agree with the following three statements and the implications they bring about:

1. **‘Internationalisation enhances cooperation’**
 - Globalisation – glocalisation;
 - Interdependence – relations – network;
 - Sharing knowledge, experience and expertise;
 - Development & innovation;
2. **‘Diversity strengthens quality’**
 - Open-mindedness;
 - Cultural & social;
 - Diversity of methods, perspectives taken into account;
3. **‘Ethics enlivens humanity’**
 - Equal and fair opportunities;
 - Ethically weighted decisions & behaviour;
 - Active citizenship;
 - Environmental friendliness.

Within the scope of WUAS’ development and its values, the United Nations 17 Sustainable Development Goals (SDGs) will be further embedded into its curriculum, its operations and its outlook, stimulating the interdisciplinary approach that adopting the key values of internationalisation, diversity and ethics requires.

Examples of Key Performance Indicators of SI-1 are:

- International diversity to be above or remain at 100 nationalities
- Inbound and outbound student and staff mobility, including Erasmus+
- Research projects and funding gained
- National & international ranking
- Fair opportunity mechanisms available (gender equity support for disabilities)
- Curriculum mapping of modules addressing the key values of WUAS
- Events addressing the key values of WUAS
- Publications & press articles related to WUAS activities & key values

5.2 Increase Societal Impact in Apeldoorn & the Region (SI-2)

Since 2010, WUAS has committed itself to working with the municipality of Apeldoorn, and local companies and organisations to promote and enhance Apeldoorn and the region's attractiveness as a place in which to work and reside, to build families and establish business. Also, to promote Apeldoorn as a study and tourist destination and to stimulate the versatile and innovative economy, in the areas targeted by the municipalities long term strategy.

In the coming 5 years, WUAS aims to further increase its societal impact in Apeldoorn and the region by increasing its collaboration and partnerships with local schools, companies, businesses, and government, especially in the area of internationalisation.

WUAS will:

1. Promote the so-called "Triple Helix" by bringing together the three elements of higher education, the professions and local government in WUAS' 'glocal' approach, where a diverse and international student body of bachelor's and master's students will have a positive and substantial impact on the local economy and society in Apeldoorn and the region.
2. Carry out European-funded research projects that promote internationalisation, diversity and ethics whilst involving companies and organisations within the Apeldoorn region wherever possible.
3. Promote the employment of WUAS graduates to companies and organisations within the Apeldoorn region.

The interlinked Operating Initiatives that will directly support societal impact in Apeldoorn and the region will be tactics that promote the Triple Helix concept, a carefully managed growth of students, faculty, facilities and student accommodation solutions, together with a continued maintenance and expansion of programmes in cooperation with the work field.

Examples of Key Performance Indicators for SI-2 are:

- Students moving to and living in the region
- Number of student work placements in the region
- Alumni working in or for the region
- Summer camps successes
- Incoming WUAS staff mobility and residence in the region
- Research projects, budgets, impact, scope
- Facilities & student accommodation realised

6 Seven Operating Initiatives to Support the Strategy

6.1 Integrate Key Values in the Curriculum & Processes (OI-1)

To support WUAS' strategic initiative 'Shaping WUAS' Organisation Culture based on the Key Values', and thereby carry out its mission and reach its vision, the school aims to integrate these values, 'internationalisation', 'diversity' and 'ethics' into both its education and its business processes.

Operating Goals (OI-1)

1. To become a best practice organisation for internationalisation:
 - Maintain and enhance the international classroom;
 - Meet WUAS' participation objectives in Erasmus+ such as to increase the competition through student and staff mobility and thereby the quality of higher education within the EU;
2. To become a best practice organisation for diversity:
 - Strengthen the quality of education delivery by promoting diversity;
 - Embed diversity policies into the organisation;
3. To define and incorporate ethics as a characteristic throughout the organisation:
 - Promote and actively support ethical decisions and actions at WUAS;
 - Promote civic engagement/active citizenship with positive intentions i.e. social responsibility;
 - Promote environmental friendly practices to students & staff;

Operating Objectives (OI-1)

- Diversify internationality by participating in projects that enhance student and staff mobility;
- Support gender equality to gender equity (from equal opportunities to fair opportunities) fair opportunity for every human being to develop their best self, which also means some need more help than others;
- Encourage discussions on social issues and related democratic values at WUAS to promote active citizenship;

Operating Tactics (OI-1)

- Participate in Erasmus Plus project that enhances student and staff mobility in the European Higher Education Area (EHEA) and partner countries;
- Incorporate ethical & moral guidelines in policies and procedures;
- Develop an Ethics Committee to approve student & staff research proposals;
- Define modules and sponsored events (e.g. Student Union events) where civic engagement, active citizenship like intercultural dialogues on social, political and ethical issues are on the agenda;
- Strengthen impact of media literacy;
- Publish news and media articles on WUAS' internationalisation, diversity and approaches to ethics;

The operating tactics are how WUAS aims to reach its objectives.

Operating KPI's (OI-1)

- International diversity to be above or remain at 100 nationalities
 - Student diversity
 - Teaching staff diversity
- HR policies and adherence to stated incorporation of the values
- Inbound and outbound student and staff mobility, including Erasmus+
- National & international ranking
- Fair opportunity mechanisms available (gender equity support for disabilities):
- Curriculum mapping of modules addressing the key values of WUAS;
 - Literature used – measured against diversity & internationalisation
 - The WUAS key values to be included in class lessons
- Events addressing the key values of WUAS;
- Publications & press articles;

The key performance indicators are how WUAS measures the success of its objectives

6.2 Promote the 'Triple Helix' (OI-2)

Establishing the so-called Triple Helix, a concept of government, business and higher education working together to enhance, improve and maintain a local or regional economy was the primary reason for the municipality of Apeldoorn to fund the establishment of Wittenborg University of Applied Sciences as a business school in the city. This was done as a covenant (2010) between Apeldoorn and WUAS, with (financial) support from the regional branch of the national employer's association (VNO-NCW) and local companies. The covenant was renewed in 2015, and again extended in a letter in 2020, in which was stated:

- the municipality endorses the importance of a wide range of higher education in the municipality / region and the contribution that Wittenborg makes to this;
- the municipality endorses Wittenborg's ambition to grow into a leading knowledge institution for higher education, as expressed in Wittenborg's current multi-year perspective 2022 – 2026, and supports the growth and need for educational locations where possible, preferably in a central location;
- the municipality of Apeldoorn supports Wittenborg where possible in increasing the supply of student housing;
- the municipality of Apeldoorn endorses Wittenborg's ambition to use the recruitment and selection of students more vigorously on the Dutch market in both the region and the Netherlands as a whole and provides support where possible;
- the municipality supports Wittenborg's ambition to develop a strong eco-system of relationships and contacts with companies and institutions within the region and does this through relationships and contacts;

Operating Goals (OI-2)

- WUAS will promote the so-called "Triple Helix' by bringing together the three elements of higher education, the professions and local government in WUAS' 'glocal' approach, where a diverse and international student body of bachelor's and master's students will have a positive and substantial impact on the local economy and society in Apeldoorn and the region;
- Carry out European funded research projects that promote internationalisation, diversity and ethics whilst involving companies and organisations within the Apeldoorn region wherever possible;

- Promote the employment of WUAS graduates to companies and organisations within the Apeldoorn region;

Operating Objectives (OI-2)

- Increasing employment opportunities for international students (mobility of labour);
- Diversifying the international dimension of WUAS and the Apeldoorn region through student recruitment;
- By 2022, initiate summer camps at WUAS based on themes linked to its values for international and Dutch students to participate in Apeldoorn, involving companies and organisations in the region;
- Maintain participation in 2-3 internationally funded research projects annually, involving actors from the region in these;

Operating Tactics (OI-2)

- Support the role of Alumni Office at WUAS;
- Maintain & improve software platforms and social media platforms that bring alumni, students, staff and externals together,
- Maintain the covenant between WUAS and the municipality of Apeldoorn;
- Maintain and improve local presence in Apeldoorn;
- Publish regular news and press articles about WUAS' societal impact;

The operating tactics are how WUAS aims to reach its objectives.

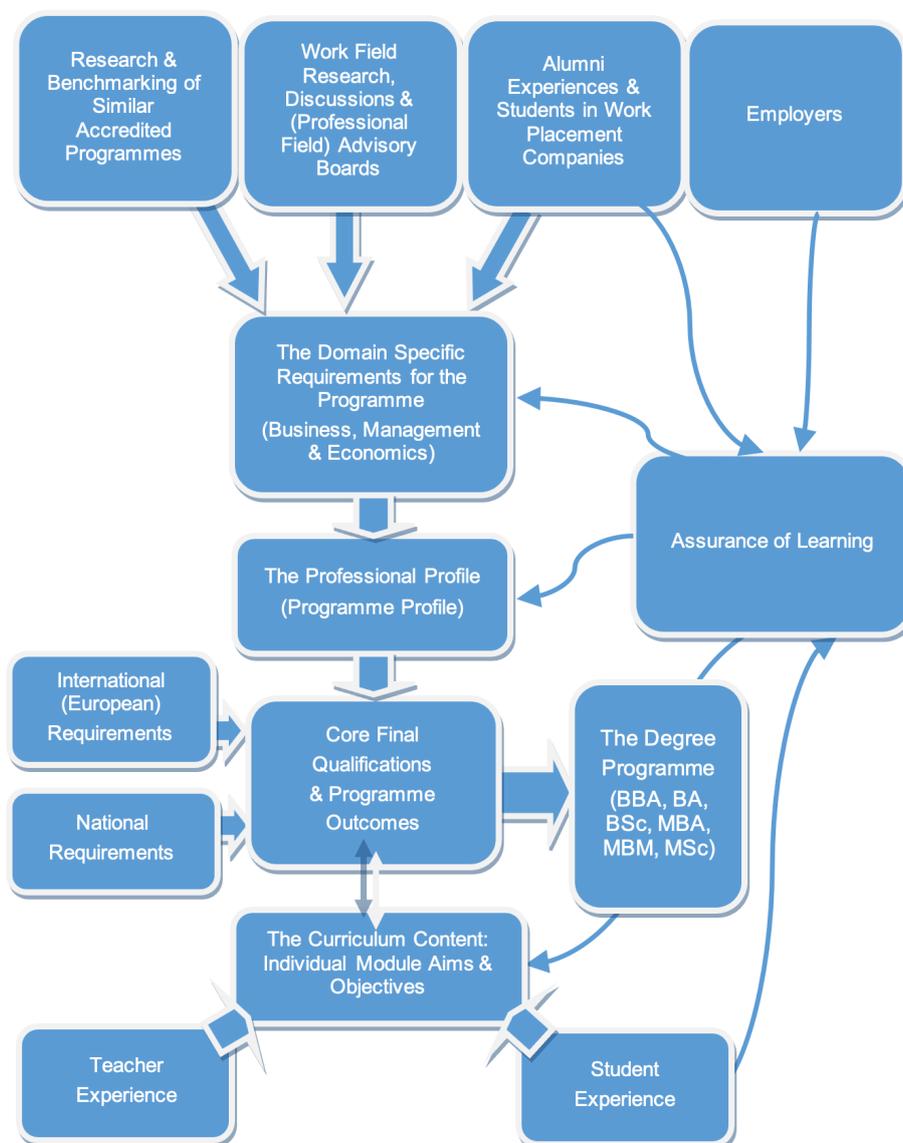
Operating KPI's (OI-2)

- Number of student work placements in the region;
- Alumni working in or for the region;
- Summer camps successes;
- Incoming WUAS staff mobility to the region;
- Number of faculty moved to the region;
- Research projects, budgets, impact, scope;
- Number of research projects directly impacting & involving the region
- Catalogue of WUAS' involvement in policy making discussions regarding the future of the municipality and the region (for instance 'Clean Tech' initiative' and 'Apeldoorn 2040 Vision')
- Affordable student housing created in Apeldoorn

The key performance indicators are how WUAS measures the success of its objectives

6.3 Embed the Concept of Assurance of Learning into the Existing Quality System (OI-3)

WUAS intends to further develop its robust quality system, in line with its aim to guarantee assurance of learning. Assurance of learning will be included as a key element in the Quality System, through the collection of information about graduates' and students' learning outcomes, reviewing these and ultimately using the data to enrich the already developed continuous improvement and development cycle of the degree programmes. The Quality System and the focus on assurance of learning will involve all stakeholders, including the professional field, advisory board, academic advisory board and other governance structures. WUAS has appointed an Assurance of Learning Manager as part of the quality system management team.



Operating Goals (OI-3)

- Achieve a documented circle of measurement of assurance of learning by 2021-2022 involving all academic staff in the process;
- Further develop the alumni network with a goal to include alumni as members of the professional field in the further development of education at WUAS;
- Enhance the focus (specialisations) in the BBA, MBA and MSc programmes as a result of establishing clear alumni and employer feedback into the programmes.

Operating Objectives (OI-3)

- Re-evaluate all final qualifications of the BBA, MBA and MSc programmes by 2022-2023;
- Produce an annual report on Assurance of Learning at WUAS;
- Update and publish a new Quality System report for all WUAS by end calendar year 2022;
- Communicate internally & externally about WUAS' Quality System at least 6 times a calendar year;

Operating Tactics (OI-3)

- Recruit and train trainees (master students on work experience) as Quality System assistants to work with the Quality Manager to facilitate the PDCA system;
- Invite alumni to become members of the Professional Field Advisory Panels per degree programme;
- Provide information and explanation to all academic staff on the programme development systems and procedures and evaluation tools (assurance of learning);
- Create an online tool that promotes the Quality System;
- Publish regular articles in WUAS's news about the Quality System and Assurance of Learning;

The operating tactics are how WUAS aims to reach its objectives.

Operating KPI's (OI-3)

- PDCA cycle completion;
- Programme qualification and curriculum objectives mapping cycle;
- Student & staff satisfaction surveys;
- Alumni events & alumni surveys;
- Professional Field Advisory Panel Events & employers surveys;
- WUAS News Articles;
- Quality System review in accreditation reports;

The key performance indicators are how WUAS measures the success of its objectives

6.4 Manage & Maintain Current Growth Strategy (OI-4)

WUAS aims to become a 'boutique' university of applied sciences of around 1,500 high-quality students. To achieve this, a steady increase in student numbers (10-15% per year) will be maintained during the coming 5 years. WUAS will ensure that its recruitment is fair and transparent, adhering to the highest ethical standards, where diversity and internationalisation will be further maintained and supported with the addition of every new student, and that all new students reflect its diversity and internationalisation. In the process, stakeholders, such as the Advisory Board, will monitor growth and together with other governance bodies will ensure that a balance between financial stability and reaching the strategic goal is struck.

WUAS expects its student numbers throughout the School of Business and within the department of Hospitality & Tourism to continue to develop; growth will be additionally stimulated by the further development of management and business programmes in new fields and sectors, in the areas of data science, artificial intelligence, clean technologies, healthcare and education. WUAS aims to grow its diverse and international academic staff and will increase investment in its student support team.

The projected revenues and operational costs over the next five years will reflect the 15% growth towards 1,500 students in 2022, and the targets to invest in academic staff and support services. The figures of 2019 and 2020 were confirmed as predicted and have been included in the table below. This table has been adjusted in February 2023 to reflect results in 2021 and 2022.

	2020	2021	2022		2023	2024	2025	2026
Number of Registered Students	1085	1210	1327	Predicted Number	1459	1569	1679	1789
Revenues	€ 6,403	€ 7,261	€ 9,059	Expected Revenue	€ 10,000	€ 10,800	€ 11,600	€ 12,400
Costs	€ 5,019	€ 5,748	€ 7,018	Expected Costs	€ 7,200	€ 7,500	€ 7,900	€ 8,200
Result to Reserves & Investments	€ 1,027	€ 1,175	€ 1,612	Expected Result	€ 2,500	€ 2,600	€ 2,900	€ 3,300

(figures x1000)

In addition to costs that rise in relation to growth, there will be additional investment to enhance growth in the following areas: student accommodation, school facilities (buildings) and re-structuring of ICT infrastructure, including consolidation, compliance, data and user security and innovation in software for learning & teaching.

WUAS Growth Strategy is aimed at:

- Creating quality higher education, by reaching a size that will enable the continued development of its international character (for instance through providing scholarships for excellent students who cannot afford to study in the Netherlands), enabling impactful applied research, and being able to stimulate diversity amongst its student body.
- Reaching the goals described in the strategic plan, set to achieve societal impact in Apeldoorn and the region, which include attracting students and staff from outside the region to live and work in Apeldoorn:
 - Creating diversity in the town.
 - Attracting start-ups to the town and providing an impetus for companies to decide to remain and invest.
 - Creating and investing in suitable housing for young people in the town.
 - Helping re-shape Apeldoorn for the future, through being a meaningful partner
 - to discuss the design and strategy for the future of Apeldoorn

Operating Goals (OI-4)

1. To grow into a recognised university of applied sciences, focussed on management, in various disciplines;
2. To continue student growth as planned to reach a number of annual student registrations that will contribute to sustainable reserves;
3. To develop management bachelors and masters degree programmes in new areas such as technology and ICT, leading to employability of WUAS students and graduates;
4. Develop more specialisations and pathways of the MBA, MSc and BBA programmes;
5. Develop more and improved student housing in the town of Apeldoorn to help facilitate and drive student number growth: To enable growth, we need to expand our student accommodation in Apeldoorn, either through our own initiatives or with partners. Good quality student housing is essential to the growth and development of WUAS in the coming 5 years. If we don't have control over the quality and cost of the accommodation, we offer incoming students we cannot guarantee the student experience that we are promoting.
6. Secure, maintain and improve ICT infrastructure, compliance and data security, whilst instigating innovation of teaching and learning through digital means;

Operating Objectives (OI-4)

- To reach over 1500 registered students by the end of 2023;
- To maintain a balance of costs and revenues that leads to a continuation of built-up reserves and assets;
- Develop new student housing in Apeldoorn:
 - An additional 75 studio rooms by 2022 & 150 studio rooms by 2025;
- Create a new and bespoke location for WUAS in Apeldoorn;
- Re-structure, document and improve ICT infrastructure / services / capability by 2023;

Operating Tactics (OI-4)

- Increase investment in marketing, recruitment, and sales;
- Implement new software solutions for managing the recruitment process;
- Formalise the professional field advisory body based on alumni to highlight trends and changes in industries and sectors;
- Attract new long-term investors for financial security of developments, such as new programmes, (school) location expansion, and student housing;

The operating tactics are how WUAS aims to reach its objectives.

Operating KPI's (OI-4)

- **Financials:** revenues, investments, and overall reserves;
- **Customers:** student numbers, overall, per programme, gender diversity, nationalities;
- **Products:** number of programmes developed, cost efficiency;
- **Services:** managed student accommodation; building, media & ICT resources;

The key performance indicators are how WUAS measures the success of its objectives.

6.5 Develop Support & Academic Staff (OI-5)

WUAS prides itself on having a collegial work environment, promoting inclusion and equality, in line with its values of diversity and internationalisation. WUAS has traditionally maintained a comprehensive support staff to facilitate its students, programmes and teaching staff, and at the same time promoted graduates to join WUAS as employees, whilst stimulating everyone at WUAS to engage in further study, research and teaching.



Operating Goals (OI-5)

1. WUAS will continue to engage in good employership that leads to good employeeship, employee engagement and commitment.
2. WUAS intends to further develop its policies and actions that enable career development, through lifelong learning opportunities, such as encouraging and supporting further studies, in master's and PhD programmes. Lifelong learning for both support staff and academic staff will be facilitated in time and financially supported, according to an agreed structure.
3. WUAS will further develop its own employability strategy in such a way that it contributes towards the goals it has committed to as part of national and international accreditations including its participation in the European Erasmus+ agreement that aims to build a European education area and research community;

Operating Objectives (OI-5)

- Facilitate regular joint student and staff representation and participation in decision making at WUAS;
- Enable and support the Faculty Council and its involvement in decision making at WUAS;
- Ensure that all staff (teaching and non-teaching) have been offered the opportunity of further study at either Master or Doctoral level;
- Encourage & support staff mobility to partners abroad;
- Encourage & support staff participation in local, regional and national dialogue and events that have an effect on WUAS or where WUAS can make an impact;
- Encourage staff participation in research and publications;

Operating Tactics (OI-5)

- Plan bi-annual sessions for student and staff representation and Faculty Council;
- Develop programmes with other (research) universities for PhD / doctoral studies possibilities;
- Make WUAS' master programmes accessible to its staff;
- Engage with international partners for student and staff mobility;
- Maintain national memberships and collaboration such as NRTO, Nuffic, organisations that promote entrepreneurship, gender and international diversity and business development;

The operating tactics are how WUAS aims to reach its objectives.

Operating KPI's (OI-5)

- Staff life-long learning and further study figures;
- Staff demographics and retention stats;
- Staff satisfaction surveys;
- Budgets available for staff education tracks;
- Budgets available for staff research and publications;
- Staff mobility figures;
- International partnerships;
- Business and organisation memberships and collaborations;

The key performance indicators are how WUAS measures the success of its objectives.

6.6 Expand National and International Accreditation (OI-6)

As part of its strategy, WUAS profiles itself as an international institution this means maintaining its international accreditations at the same time as maintaining and expanding its national accreditation. In the coming three years institutional accreditation in the Netherlands will be introduced and will mean that the administrative load on programme accreditation will be reduced for those schools who complete it. It will be essential for WUAS to persevere Dutch institutional accreditation to maintain its international standards. At the same time WUAS intends to maintain its FIBAA accreditations, but also at an institutional level.

Gaining internationally recognized accreditations such as AACSB, BGA and EFMD programme accreditation will enhance WUAS' international standing as well as its national institutional and programme development.

An essential part of WUAS' approach to accreditation has always been to ensure that these processes are an integral part of the schools' operations and management. It believes there should never be an 'accreditation department' or a separate pathway developing accreditations. It should always be part of WUAS' quality system and involve all members of staff, teaching, and non-teaching, at some stage in the process and at some level, however a team of specialists should support and advise on the processes.

Operating Goals (OI-6)

1. WUAS will maintain its current national BBA, MBA and MSc NVAO accreditations;
2. WUAS will maintain its FIBAA accreditations, expanding this to institutional accreditation.
3. It is a WUAS strategic goal to start the process of AACSB Accreditation and gain initial accreditation within the scope of this strategic plan. Entering and completing the process of AACSB accreditation will not only align WUAS with similar business schools, but it will also significantly improve the quality systems, assurance of learning and scholarly activities.
4. The process of AACSB accreditation will build on existing national and international programme accreditations, and also enable WUAS to complete institutional accreditation in the Netherlands once this is introduced by law from 2024;
5. WUAS aims to start the process of BGA and EFMD programme accreditation in 2021-2022 and achieve at least one of these by 2024;

Operating Objectives (OI-6)

- To gain AACSB accreditation by 2024;
- To gain FIBAA institutional accreditation by 2024;
- To gain at least one BGA or EFMD programme accreditation by 2024;
- To gain Dutch institutional accreditation (NVAO) once it is introduced in 2024;

Operating Tactics (OI-6)

- Further build the team of support staff involved in accreditations;
- Hold regular updates on accreditations for teaching and non-teaching staff;
- Involve teaching staff in the development and maintenance of accreditation documents;
- Provide training for staff involved in accreditation processes;
- Clearly define schedules and timetables for accreditation processes and tracks;

- Maintain budgets for the support of accreditations;
- Expand access to platforms and resources made available by accreditation organisations such as AACSB, BGA, EFMD and NVAO.

The operating tactics are how WUAS aims to reach its objectives.

Operating KPI's (OI-6)

- Accreditation results;
- Accreditation panel reports;
- News and press articles;
- Staff satisfaction surveys;
- Student satisfaction surveys;

The key performance indicators are how WUAS measures the success of its objectives.

6.7 Increase Research Activities & Scholarly Active Academic Staff (OI-7)

In order to position itself in line with its mission and vision, WUAS will increase its scholarly academic staff in such a way that it achieves its Strategic Goals.

Since 2019 WUAS has been developing its scholarly active academic staff and expects its scholarly active academics to increase in the coming 5 years with the following targets over the first three years:

Operating Goals (OI-7)

1. WUAS aims to increase its scholarly active academic staff in the coming 5 years, and to support its academics to regularly undertake research, publish in academic journals and to encourage research-led education in the programmes they teach.
2. WUAS intends to achieve 60% of its teaching staff to hold a doctoral title, and 40% of its teaching staff to be scholarly active. Increased research output will be achieved through structured investment, and also by instigating joint supervised PhD studies in Apeldoorn with research universities.

Operating Objectives (OI-7)

- Maintain total teaching staff and the PhD Qualified ratio in 2021- 2023;

	2021	2022
Total Teaching Staff	140	150
PhD-Qualified Teaching Staff	85	100
Percentage of PhD-Qualified Teaching Staff	60%	66%

- Maintain Scholarly Active Academic staff numbers;
- Publicise and promote WUAS academic staff profiles and activities at least bi-weekly throughout the year;

Operating Tactics (OI-7)

- Create and plan curriculum that enables a good mix and balance of teaching staff;
- Maintain and encourage dual teaching of modules, with scholarly active academics leading teaching in the BBA programmes as well;
- Maintain staff recruitment policies focussed on the organisation's needs for scholarly active academic staff;
- Ensure the provision of opportunities for academic staff to participate in funded research projects;
- Encourage academic staff to become scholarly active;

- Design staff retention policies;
- Design good staff support packages;
- Devise working practices that help diminish work related stress and sickness;
- Involve Academic Advisory Panel Members in activities;
- Promote news articles that highlight best practice staff policies and experiences at WUAS;

The operating tactics are how WUAS aims to reach its objectives.

Operating KPI's (OI-7)

- Faculty involvement in ongoing WUAS research projects
- New research initiatives started through faculty
- Research funding achieved through faculty initiatives
- Numbers of scholarly active academic staff
- Data on publications, books, journals and also non peer review articles
- Numbers of staff furthering their studies (e.g. doctorate programmes)
- Staff retention figures
- Staff recruitment figures
- Academic advisory panel events
- Accreditation panel reports
- WUAS news article

The key performance indicators are how WUAS measures the success of its objectives.

7 Strategic Initiatives and Expected Source of Funds for Implementation of Strategic Plan.

The Strategic Initiatives will be achieved through the Operating Initiatives with the listed Expected Source of Funds.

Operating Initiatives	Total Estimated Investment	Expected Source of Funds
Integrate Key Values in the Curriculum & Processes	<i>Estimated additional support staffing costs over 5 years: €500,000 (2022-2026)</i>	To be funded out of predicted revenues / reserves due to growth. No external investment required.
Promote the Triple Helix in Apeldoorn & the Region	<i>Estimated additional staffing costs over 5 years: €250,000 (2022-2026)</i>	To be funded out of normal predicted revenues and EU Erasmus+ research projects and other funded projects (external).
Embed the Concept of Assurance of Learning – Quality System	<i>Estimated additional staffing costs over 5 years: €250,000 (2022-2026)</i>	To be funded out of predicted revenues / reserves due to growth. No external investment required.
Maintain & Manage Current Growth Strategy Key investment areas: <ul style="list-style-type: none"> • Marketing & Recruitment • Student Accommodation • University Accommodation 	<p>5 Years: 2022-2026</p> <p><i>Additional Marketing & Recruitment investment (staff & recruitment fairs)- €2.500,000</i></p> <p>5 years - 2022-2026 (requires funding through banks)</p> <p><i>Student Accommodation Phase 1 - €8.000,000 (end of 2022)</i></p> <p><i>Student Accommodation Phase 2 - €12.000,000</i></p> <p><i>University Accommodation €25.000,000</i></p>	<p>Investments for Marketing & Recruitment will be possible out of normal predicted revenues according to growth. Most of the investment is in staff resources, with a modest increase in international travel and promotion fairs.</p> <p>WUAS works with a (50%) partner in its student accommodation development and together with an investment out of own funds, has secured a bank loan for Student Accommodation Phase 1. This is the expansion of the current student accommodation campus known as 'Ruyterstraat'.</p> <p>WUAS will apply for subsidies where possible, from regional and national government. WUAS has the support (agreement) with the municipality of Apeldoorn that will facilitate the building & accommodation projects.</p>

Further Development of Professional Staff and Faculty	<i>Estimated additional staffing costs over 5 years: €500,000 (2022-2026)</i>	To be funded out of normal predicted revenues and EU Erasmus+ research projects and other funded projects (external).
Expand International and International Accreditation	<i>Estimated additional costs over 5 years (staff & accreditation) €1.000,000 (2022-2026)</i>	To be funded out of normal predicted (increased) revenues.
Increase Research Activities & Scholarly Active Academic Staff	<i>Estimated additional staffing costs over 5 years: €5.000,000 (2022-2026). This equates to an additional FTE of +/- 12 per annum.</i>	Much of the additional staffing costs will be covered predicted revenues / reserves due to growth, however importantly also by research grants (external).
Total Investments for Strategic Initiatives over 5 years 2022-2026	<p><i>€10.000,000 for WUAS' growth to be funded out of WUAS reserves and external research grants and subsidies;</i></p> <p><i>€45.000,000 for WUAS' buildings / location infrastructure (to enable growth), to be funded by banks and financial institutions;</i></p>	