	Arab European Leadership Network in Higher Education

STRATEGIC PLAN
2019 – 2023

Approved by the ARELEN Board on 14th April 2019

"Training and Empowering Leaders in Higher Education"

Arab European Leadership Network in Higher Education (ARELEN)

OVERVIEW

The Arab European Leadership Network in Higher Education (ARELEN) is the upshot of the Tempus project "Leadership in Higher Education Management" which was coordinated by Cardiff Metropolitan University and co-founded by the Association of Arab Universities.

The aim of ARELEN is to support universities in their transformation process through the establishment of a platform on which to share good practices and experiences among universities in the Arab region and Europe. It is undeniable that there are challenges confronting the higher education institutions. It is therefore imperative that these higher education institutions should respond effectively to these challenges. ARELEN is a network that helps and promotes colleges and universities to respond to the demands of various stakeholders.

ARELEN has set out in its five-year Strategic Plan its vision, mission, aims and objectives and how these are to be achieved. The plan provides the future direction for the network. With the collaborative efforts of its Advisory Body, the network is able to implement and review this Strategic Plan which was informed by a series of meetings and consultations and feedback from various sectors and benchmarking with other networks.

MISSION, VISION and AIMS and OBJECTIVES OF ARELEN

VISION	To enhance the leadership capacity for current and potential leaders in the Higher Education sector in the Middle East and North Africa region alongside Higher Education leaders in Europe. To enhance accessibility and equality in Leadership Development.
MISSION	To act as a platform to facilitate change by focusing mainly on developing leaders within the Higher Education sector and enhance capacity building for current and potential leaders.
AIMS	- To enable current and potential leaders in Higher Education to address leadership challenges effectively - To act as a Think Tank for the Higher Education sector in the region - To enable bi-directional sharing of knowledge, expertise and experience - To facilitate the exchange of good practice - To facilitate the development of high-quality higher education systems - To foster new partnerships between Universities - To enhance leadership capacity - To enhance accessibility and equality in Leadership for higher education
FOCUS AREAS	- Create networking relationships and synergies with similar Networks, which have similar goals to ARELEN. - Introduce ARELEN to MOHEs in the Middle East, North Africa region and African Countries as a platform to enhance capacity building through development of current and potential leaders as well as management and supervisory levels in the higher education sector.
THEMES and related Objectives	Theme 1: Capacity Building Theme 2: Good Practices in higher Education Leadership Theme 3: Challenges Facing the Higher Education Sector Theme 4: Internationalisation Theme 5 Sustainability and Social Impact Theme 6: Quality Culture

Sustainability of the Network	To deliver and underpin all the themes and related objectives, there is a need to creating a secretariat for ARELEN at the association of Arab Universities to follow up and support all developmental, financial and logistical matters. The secretariat will liaise with the Steering Committee on preparing an annual operational plan to cover ARELEN's various activities and generate revenues for its sustainability

ARELEN Strategic Plan 2019-2023

Theme	Strategic Goal	Objectives	Initiatives	Measures of Success
Theme 1 **Capacity Building**	To provide current and potential leaders of higher education institutions with seminars, workshop and training opportunities	To encourage the HEIs to share their capacity building activities	1. Identify the training needs of the HEIs 2. Organise seminars, workshops and trainings	1. Training needs of various HEIs are identified and considered. 2. A number of seminars and workshops, as agreed by the Board, to be conducted each year.
	To build a research culture among higher education institutions and to establish a database of researchers	To establish collaborative research among HEIs 2. To develop a quality research journal that will help HEIs to identify and respond to the current challenges and innovations in teaching, learning, assessment, curriculum and research	1. To identify researchers to conduct collaborative research work that will be helpful in improving the quality of education 2. Create a web-based database of researches	1. Number of qualified researchers registered in the database 2. Number of collaborative researches conducted 3. Number of published research papers

Theme	Strategic Goal	Objectives	Initiatives	Measures of Success
Theme 2: **Good Practices**	To identify and disseminate good practices in HEIs in terms of management, leadership and academic matters	1. To encourage HEIs to share their good practices during research presentations, conferences and workshops organised by ARELEN 2. To identify and implement the "common and useful" good practices of the various HEIs	1. Invite HEIs to highlight good practices and identify the challenges and areas for improvement 2. Conduct research presentations, conferences and workshops that will promote the sharing of good practices and the outcomes of the research papers	1. Survey on the good practices of every HEI 2. Number of workshops conducted
Theme	Strategic Goal	Objectives	Initiatives	Measures of Success
Theme 3: Challenges Facing the Higher Education Sector (Higher Education 4.0)	To address the different challenges facing the Higher Education Sector in line with the forth industrial revolution	1. To identify the challenges facing the higher education sector 2. To provide solutions or ways to respond effectively to these challenges	1. Call for a gathering or consultative meeting to elicit all the challenges facing the HE sector 2. Get feedback from the higher education institutions on how to address these challenges 3. Conduct a study on addressing the challenges facing the higher education sector	1. Number of challenges that were addressed or solutions identified. 2. Number of research papers addressing these challenges

Theme	Strategic Goal	Objectives	Initiatives	Measures of Success
Theme 4: **Internationali sation**	1. To promote the network in the international arena 2.	Raising the integrity and profile of the network in the region and international	1. Apply for accreditation in the international accrediting bodies 2. Encourage more members to join the network on institutional levels, researchers, resource speakers and satellite training centres. 3. Empower the Advisory Board to affiliate with other renowned international networks.	1. Number of MOUs with other international bodies 2. Network is accredited with any international accrediting body 3. Number of organisations and individuals who are benefitted from ARELEN's services
Theme	**Strategic Goal**	**Objectives**	**Initiatives**	**Measures of Success**
Theme 5. Sustainability and Social Impact	To cultivate a culture to support the implementation of the SDG activities among HEIs in the region	Raising the integrity and profile of the network in the region and internationally	1. Call for a gathering or consultative meeting to elicit all the challenges facing the SDG's 2. Get feedback from the higher education institutions on how to address these challenges	1. Number of consultative meetings conducted 2. Number of people who attended the various events

Theme	Strategic Goal	Objectives	Initiatives	Measures of Success
Theme 6: **Quality Culture**	To cultivate a quality culture by providing quality enhancement trainings and activities among HEIs in the region	1. To develop effective activities promoting a quality culture among HEIs specially on leadership and management 2. To share best practices of HEIs on teaching, learning, assessment and curriculum	1. To involve administrators and officials of HEIs in consultative meetings to elicit their best practices in managing their universities 2. To organise an annual gathering that will allow administrators as well staff to share their best practices on leadership, management, teaching, learning, assessment and curriculum	3. Number of consultative meetings conducted 4. List of best practices of HEIs on enhancing quality culture on leadership, teaching, learning, assessment and curriculum 5. Number of people who attended the various events