

Joseph Education University

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1. Joseph Education University-JEU's Strategic Plan (2021-2030)

As dreaming our university to a Myanmar leading in 10 years, we, staffs of JEU, had finalized our (10) years' (from 2021 to 2030) strategy plan.

a) Vision

Faithful to Catholic Faith, **Joseph Education University - JEU** envisions itself as a premier catholic institution of learning in Myanmar, Asia, committed to the professional and moral formation of her stakeholders for social transformation.

b) Mission

The **JEU**, in pursuit of truth, guided by reason and illumined by faith, dedicates herself to the generation, advancement, and transmission of knowledge to from competent and compassionate professional, committed to the service of the church, the nation, and the global community.

Joseph Education University-JEU's Strategic Plan (2021-2030)

a. Scope

Basing on strategy of Oxford University, we developed our university strategy too. The University strategic Plan sets out a framework of priorities for the University, its divisions and departments. The strategic plan will be underpinned by a more detailed implementation plan which was approved by the University Council.

b. Mission

The advancement of learning by teaching and research and its dissemination by every means.

c. Vision

- We will work as one JEU bringing together our staff, students and alumni, our colleges, faculties, departments and divisions to provide world-class research and education.

- We will do this in ways which benefit society on a local, regional, national and global scale.
- We will build on the University's scholarship and academic freedom while development a culture in which innovation and collaboration play an important role.
- We are committed to equality of opportunity, to engendering inclusivity, and to supporting staff and student wellbeing, ensuring that the very best students and staff can flourish in our community. We believe that a diverse staff and student body strengthens our research and enhances our student's learning.
- The University' distinctive democratic structure, born of its history, will continue to offer a source of strength. Also, JEU's collegiate structure provides the University with Key aspects of its academic strength and its highly attractive student experience. JEU will continue to foster the interdisciplinary nature of the colleges, their teaching strength, and their defining and enduring sense of community.
- Our strategy is emphasized on the following key Themes and commitments;
 - a. Education**
 - b. Research**
 - c. People**
 - d. Engagement and partnership**
 - e. Resources**

I. Education

Through a commitment to the personal education of each student, we will provide a quality of education and experience which equips students with the values, skills and intellectual discipline that will enable them to make a positive contribution to society.

- **Commitment 1**

To attract and admit students from all backgrounds with outstanding academic potential and the ability to benefit from a JEU education.

- To maintain and enhance its intellectual strength, the university must recruit and support students of outstanding potential at all levels, whatever their background.
- To achieve this, we will strengthen and expand outreach activities, based on rigorous evaluation of their effectiveness. We will work closely with colleges, academic

departments and faculties to ensure effective coordination of outreach activity. We will improve our undergraduate and graduate admissions processes to ensure equality of opportunity for all applicants, and to improve efficiency and quality of service.

We will review the collegiate:

University's financial support packages to ensure that they are targeted in the most effective way. We will strive to increase the funding available to support the most able postgraduate taught and research students and increase the proportion of fully funded graduate studentships.

- **Commitment 2**

To offer an excellent academic experience for all our students and ensure that JEU fully equips graduates to excel in whatever they choose to do

We will maintain the tutorial system at the heart of JEU's distinctive approach to undergraduate teaching, and will ensure that ongoing support from a senior academic also continues to underpin our approach to postgraduate study.

We will ensure that teaching and assessment at JEU provide an equal opportunity for all students to achieve and demonstrate their full academic potential. We will work to reduce continuing gaps in attainment and encourage greater diversity in assessment.

Supporting student wellbeing is at the heart of our approach to providing the greatest opportunity for all our students to excel. We will work to strengthen the partnership between colleges, academic departments and faculties, and central services to provide the welfare support that our students need to flourish.

We will provide opportunities, through and outside the curriculum, for our students to develop the personal and transferable skills to succeed in a global workplace. We will expand the number of funded internships and work- placement opportunities in the Myanmar and overseas.

We will also provide opportunities for skills improvement and career preparation for all our research students.

- **Commitment 3**

To retain and refresh the collegiate University's rich academic environment

We will retain the best that JEU has to offer in its teaching, including close personal supervision and support, access to world leading academics and incomparable learning resources including our libraries and collections.

We will also ensure that we respond to today's opportunities and tomorrow's challenges. We are committed to innovation and excellence in teaching, and will seek improved ways of demonstrating this in our academic staff recognition and reward processes. We will ensure that teaching is informed by best practice, an inclusive approach to learning and the approach to learning and the opportunities for innovation offered by digital technology.

We will accommodate growth in student numbers that is strategically important to deliver the University's core mission and academic priorities, whilst recognizing our responsibility to preserve and protect nationally vulnerable subjects. We will continue to encourage the development of new and innovative courses and fields of study to ensure that our Portfolio reflects advances in knowledge and meets the needs of today's students.

▪ **Education Priorities**

1. Set ambitious targets by 2021 to substantially increase by 2030 the number of undergraduate places offered to students from groups who are currently under-represented at JEU.
2. Aim to create by 2030 an additional 200 graduate scholarships.
3. Set ambitious targets by 2021 to reduce by 2030 gaps in attainment by gender, ethnic origin and socio-economic background.
4. Aim to increase by 2030 undergraduate student intake focus on strategically important subjects' areas including *systematic theology, scripture, computer science, engineering, and joint degrees in economics*.

II. Research

We want to provide our country and for the solving real-world problems through an extensive network of partnerships and collaborations. The breadth of our research and the connections between disciplines drive advancement in knowledge, understanding, innovation and creativity.

▪ **Commitment 1**

To promote and enable ambitious research of exceptional quality

Ambitious discovery-led research undertaken to the highest standards of inflexibilities and integrity has the potential to create the greatest impact. We will provide our researches with the freedom to investigate problems of significance, whether their work be curiosity driven or challenge-led. The breadth and depth of JEU's disciplinary expertise enables us to lead international research agenda across the sciences, social sciences and humanities, and to convene multidisciplinary and international teams to address the most significant problems facing the world today.

- **Commitment 2**

To invest in people, to support them and their research environment, thereby enabling the research endeavor to grow sustainably

We will provide an encouraging environment for conducting research, with state-of-the-art facilities and infrastructure, appropriate support for staff and students, and investment in the training, support and wellbeing of our staff. We will ensure that appropriate measures are in place to attract the most able minds from across the world to engage in our research.

- **Commitment 3**

To change the world for the better

Our research will impact the world through new understanding that leads to cultural, societal, political and economic change. We aim to maximize the cultural, social and economic benefit derived from our research regionally, nationally and across the world.

- ✓ **Research Priorities**

1. Enhance the opportunities and support for early-career researchers.
2. Invest substantially in the research environment, both human and physical (including the estate, libraries, collections, equipment and IT) by 2030.
3. Engage with business, NGOs and others to grow the volume and value of non-public-sector funded research on a sustainable basis.
4. Continue to broaden and invest in our innovation activities and foster the entrepreneurial environment for staff and students.

III. People

People are the foundation of the University's success and the quality of our academic, research, professional and support staff is critical to our future. Our Human Resources policies and processes provide the framework for departments and faculties to support their people and to respond to the ever-changing external environment.

- **Commitment 1**

To attract, recruit and retain the highest quality staff

In order to ensure that the university reaches one of world-leading in Asia, we must continue to recruit and retain the very best staff. We will ensure that our reward arrangements, including pension provision, are robust, transparent and competitive. We will address the challenges of living in JEU by providing excellent childcare provision and increasing the availability and affordability of staff accommodation.

We will actively promote health and wellbeing so that our people are able to give their best to their work and feel valued, and we will support working parents and all those with caring responsibilities.

- **Commitment 2**

To work towards an increasingly diverse staffing profile

We believe that the broad range of cultural and other experiences that a diverse workforce brings will help the University maintain and develop its international outlook, strengthening its research and teaching. We will foster an inclusive culture that promotes equality of opportunity, values diversity and maintains a working, learning and social environment in which the rights and dignity of all our staff and students are respected. We will amplify the voices of under-represented groups in leadership and decision-making and work to remove any barriers to their success.

- **Commitment 3**

To support staff in personal and professional development

Personal and professional development is key to enabling individuals to reach their full potential and maximize their contribution to the University. We will encourage staff at all levels to participate in planning their personal development and we will strengthen and promote our development programs for all staff, regardless of their employment status. In particular, we will provide dedicated personal development support for early-career research staff and will ensure that those with management and leadership responsibilities are supported to be effective in those roles.

- a. People Priorities
- b. Ensure that JEU remains an attractive place to work, taking into consideration the work environment, housing, childcare, pensions and salary.
- c. Create a policy and practice environment that is supportive of wellbeing, where responsibility for wellbeing is shared and owned by all.
- d. Put in place creative and consistent measure to help our staff to balance competing demands on their time, both within their roles and between their working and home lives, including developing our childcare provision and flexible working policies, and enabling academic staff to vary their duties over the course of their career.

IV. Engagement and partnership

By enhancing the public engagement, knowledge exchange and innovation culture of the University, we aim to ensure that our research and education benefit wider publics in the JEU region, across the Myanmar and globally. To this end we will work in partnership with public, private, voluntary and commercial organizations and our alumni.

▪ Commitment 1

To work with partners to create a world-class regional innovation ecosystem

Enterprise and innovation are fundamental to JEU's continuing research success and to its positive impact on society. They position the University and the region as a place of opportunity which will attract the best researchers and students from around the world.

Working with our local enterprise partnership, local municipals, national government, local and global business, we will foster an environment which nurtures social and commercial entrepreneurs.

We will invest in our capacity to increase collaborative research activity with business, industry and other external organizations and provide enhanced support for spinouts and startups derived from our research through the work of JEU university innovation. We will increase co-location and co-working with businesses alongside our academic research and will actively engage in the formation of innovation districts.

▪ Commitment 2

To build a stronger and more constructive relationship with our local and regional community

We believe that it is vitally important that the University benefits local citizens. We will aim to increase the scale of innovation and translation in public lives. We will continue

to provide gateways for public engagement with the research and teaching of the University via exhibitions, public education, schools and outreach programs.

We are committed to working in partnership to increase our cultural, societal and economic impact at both local and regional levels. We will reach out to non-traditional learners through offering flexible and blended (digital and traditional) learning.

▪ **Commitment 3**

To engage with the public and policy makes to shape our research and education and to encourage the widest possible use of our research findings and expertise

Working in partnership with government, business, cultural organizations and others, we will look to inform the public and public policy through our research agenda, in part, through focusing attention on the issues of greatest social importance.

We believe that public engagement enriches research and society and to that end, are committed to enabling our researchers to inspire, consult and collaborate with the public. We seek to set in high-quality and innovative public engagement as an integral part of our research culture and practice.

We will be an active partner in the development of open scholarship, providing the tools necessary for researchers to publish and share outputs from their research and to support national and international collaboration. Through continuing digital investment, the University will reach global audiences and communities.

Engagement and Partnership priorities

1. Continued investment in digital tools and infrastructure to be a leader in open scholarship and support open access to collections and research data outputs.
2. Continue to improve the breadth and depth of public engagement through events and programs delivered through multiple mechanisms, including the academic divisions and Libraries.
3. Expand strategic international research collaborations.
4. Support and expand international mobility opportunities for undergraduate and postgraduate students including non-term-time internships and on-course opportunities to study, undertake research or gain work experience abroad.

V. Resources

JEU benefits from the careful stewardship of resources by previous generations ensuring that the university remains both financially and environmentally sustainable into the future is critical. Enhancing the efficiency and effectiveness of our support services by simplifying systems and working together more collaboratively will be key to delivering a sustainable platform to underpin our education and research.

- **Commitment 1**

To manage out financial resources to ensure the collegiate University's long-term sustainability, we recognize that effective control of the University's resources supports all our goals.

The University will actively manage both its income and expenditure in an agile and responsive manner which enables the university to react swiftly and effectively to any changes in the external funding environment. Key to this will be protecting and growing our income streams by diversifying our income sources and pursuing which seeks to fund our core long-term academic activities. The University will also seek to better integrate its support structures, to ensure that its excellent teaching and research is complemented by similarly excellent professional services. This will deliver an improved working environment for all staff and deliver significant cost reductions by driving out inefficiencies.

- **Commitment 2**

To continue to invest in our information technology capability to enhance the quality of our research and education and to streamline our administrative processes

We will invest in our information technology in order to increase research capability, enhance teaching and learning, and deliver efficiencies in support of administrative functions. We will deliver infrastructure which enables all staff and students to communicate effectively, share information securely and collaborate locally and globally.

With a continuing focus on training and best-practice dissemination we aim to empower teachers and researchers to innovate, staff to use IT systems effectively, and students to improve their digital literacy for discovering, evaluating and creating information using digital technologies.

- **Commitment 3**

To raise funds to support the very best students, invest in our staff and their work, and provide new resources and infrastructure

We will ensure that fundraising and outreach efforts concentrate on those area where we can be most effective and which address most strongly the strategic goals of the University.

- ✓ **Resources Priorities**

1. Diversify sources of income and investment including through partnership including through partnership with the private sector, commercial activities and sources of research funding.
2. Through the focus program deliver service and process improvements to allow the continued growth in research and education without an equivalent growth in service costs.
3. Devise and implement a development strategy, appropriately resourced, which accords with the scale and ambition of the University's strategic objectives.