

Annex 12
Format for
Strategic Plan of the Program Offering Entity

[Program offering entities (POEs) of the higher education institutions must have vision, mission, strategic goals and objectives. Generally, long-term horizon of strategic plan allows the POE to make incremental steps toward achieving the big picture stated as vision and mission. But attainment of program learning outcomes and graduate attributes is the key to achieve goals and objectives of the POE, which in effect will guide to achieve the set mission and vision. In that sense, the strategic plans should include targets and necessary actions for effective management of academic program with a time frame following the duration of the academic program. Continuous Quality Improvement (CQI) requires ongoing and targeted measures to realize the desired improvement. This strategic plan is for next --- years, depending on the duration of the program, with the mission, goal and objectives of the program offering entity (POE). It should be developed considering the strategic analysis of issues related to the management of academic program including implementation of curriculum.]

Department of Electrical and Electronic Engineering

July, 2024

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Strategic Plan of the (Department of Electrical and Electronic Engineering, *Bangladesh University of Business and Technology*)

Introduction

Vision of the POE

The Department of Electrical and Electronic Engineering (EEE) has set up the following vision to align with the ultimate vision of Bangladesh University of Business and Technology (BUBT)

Vision statement

To be a prime center of Electrical and Electronic Engineering education for creation and dissemination of technical and innovative knowledge by producing a skilled and competent workforce to building the nation.

Mission of the POE

The department of Electrical and Electronic Engineering (EEE) has designed and pursuing the following essential paths as a mission to successfully reach its vision.

Mission statement

1. To provide state-of-the-art resources and quality education to achieve excellence in teaching-learning, research and attitudinal developments.
2. To develop professional competency and technical expertise individually and through teamwork thereby exhibiting leadership, moral and ethical values in the practical engineering field.
3. To bridge the gap between industry and academia in order to achieve the highest level of technical competence for fulfilling the growing demands of the nation through creative learning and innovation.

Goal(s) of the POE

The following strategic goals are developed to address critical areas identified through process:

1. Be recognized as a pioneer in engineering education on a national and international scale.
2. Incessantly publicize a nationally and internationally acclaimed research initiative.
3. Strongly advice constant quality improvement across all levels.
4. To increase support for the EEE department and establish corporate connections with EEE alumni.

Objectives of the POE

The objectives of the EEE Department are:

1. To produce highly skilled EEE graduates who will be academically proficient, ethically guided and socially accountable professionals to meet the challenges of 21st century.
2. To nurture the students to develop their research-based knowledge and skills for their engagement on life-long learning in the broadcast context of technological changes and sustainable development.

Objectives of the Strategic Plan

General objective

The general objective of this plan is to initiate and implement activities critical to achieve the defined vision, mission and objectives.

Specific Objectives:

1. Be recognized as a pioneer in engineering education on a national and international scale.
2. Incessantly publicize a nationally and internationally acclaimed research initiative.
3. Strongly advice constant quality improvement across the all levels.
4. To increase support for the EEE Department and establish corporate connections with EEE alumni.

Key Documents Consulted

- i) Accreditation standard & Criteria
- ii) Vision, mission and objectives of the POE & HEI
- iii) Academic Ordinance/Rules
- iv) Annual Budget of the HEI/POE

Situation Analysis

Strengths: Strengths are the resources, abilities and qualities of the HEI/POE that would support the achievement of mission and objectives.

1. Qualified and dedicated faculties.
2. Excellent student support program.
3. Fairness and transparency in the academic decision and adhering strictly to the specified timing of the academic calendar and result publications.
4. The mission and objectives of BUBT are clearly stated.
5. Courses are arranged sequentially in the curriculum and strategies for teaching and assessment system.
6. The course curriculum is up to the standard and follows OBE based education.
7. Teaching -learning is interactive. Fairness and transparency are maintained in the assessment system.
8. The entity maintains individual student's record properly.
9. The entity provides brochures/handbook to the students as comprehensive guidelines.
10. Strong academia infrastructure.
11. Classroom facilities, as well as safety measures, are at the satisfactory level.
12. Lab facilities are outstanding compared to other private universities.
13. The scholarship and grants for students are quite satisfactory.
14. Recruitment policy and practices are good enough.
15. Some students are excellent in their academic performance.
16. Successful alumni both in academia and industry in Bangladesh.
17. There are adequate sports facilities (indoor and outdoor) and internet facilities.
18. The entity has a community service policy.

Weaknesses: Weaknesses are the deficiencies in resources and abilities of the HEI/POE that resulted in laps and gaps in compliance for accreditation and

quality assurance to achieve the mission and objectives.

1. There are some lacks in providing enough medical, game and library facilities.
2. There are scopes for improvement in the area of support services: mentoring of students, encouragement for co-curricular and extra-curricular activities and better-supporting staffs, and involvement with community service.
3. There is some major weakness in graduates such as lack of communication skill (include presentation and English), motivation, basic concepts.
4. The staffs are not adequately paid and they are often involved in non-academic activities not related to teaching and research.
5. Inadequate research activities pertinent to national interests.
6. Research funding is not available for the faculty members to take on large-scale research projects and to provide funds to students.
7. The graduates of the department lack adequate communication, interpersonal and entrepreneurship skills.
8. Lack of stakeholder's involvement in governance: concerns have been raised that the opinions of stakeholder's including students are not often taken into account in decision making.
9. Admission policy does not ensure entry of quality students.
10. Admitting students with the poor academic background can affect the University's reputation in long term.
11. Gymnasium facility, transport facility, and part-time job facilities for the students are hardly enough.
12. Salary increment and performance bonus for the academic and non-academic staff are inadequate.
13. Other than the salary, there is no other financial incentives are given.
14. Student's opinion regarding academic and extra-academic matters is not addressed properly.
15. Decision making procedure in the entity is not participatory.
16. Teachers do not take initiative to hunt research fund for the smooth running of the research.
17. Non-academics do not have enough opportunities to take part in different training programs for skill development.
18. The entity does not provide access through subscriptions to e-libraries and hardly accessibility in national & international journals.

Opportunities: Opportunities are the environmental factors that creates a favorable situation for the HEI/POE to work for better adoption and maintenance of accreditation standards and criteria for quality assurance.

1. Huge scopes to increase brand image.
2. Options are there to apply the alumni involvement in various decision making.
3. Improving the admission procedure.
4. Permanent campus in the center of Dhaka city.
5. The curriculum can be further optimized to suit the students' need and capabilities without overburdening them.
6. Modern technology may open the new horizon in learning and teaching.
7. The tuition fees are affordable for the middle-income family.
8. The entity provides waiver facilities for poor and meritorious for poor and meritorious students and for the children of non-academic staffs and freedom fighter.
9. Free from any politics, narcotics, and terrorism, which help to ensure a good education environment.
10. Scope to provide gratuity to all academics and non-academics staffs.
11. There are opportunities to improve overall teaching-learning by incorporating practical problems from real life, by including more co-curricular activities and diverse methods in achieving learning objectives and optimizing class size.
12. The research and extension service is one of the opportunities to attract good students.
13. Graduates' competence can be boosted further by industrial attachment and redesign curricular activities to improve their overall communication skill (include presentation & English).
14. Increased funding opportunities may allow faculty members to engage in research in matters of national interests albeit at a limited scale.
15. Introduction of feedback and peer observation may enable identification of weaknesses in teaching styles and improve overall teaching quality.
16. Motivating students to be committed to their studies and develop necessary skills.
17. Diverse methods can be applied to achieve learning objectives and to improve assessment strategies.
18. Reviewing academic policies to implement students learning progress monitoring.
19. Providing a performance award policy to inspire academic staff.
20. Providing more financial grants and scholarships to students.
21. Preparing a well-defined research and development policy.

Threats: Threats are the environmental factors that affect the sustainability and decisions to adopt the good practices of quality assurance and accreditation.

Generally, threats create problems in the normal functioning of the HEI/POE to comply with the requirements for accreditation & quality assurance.

1. There is a lack of quality students at the entry level with sincerity and commitment.
2. Creating a positive brand image for the entity.
3. Lack of policies regarding retains senior faculty.
4. Increasing number of private and public universities.
5. Negative publicity against private university's education.
6. The increase of Tax, uneven cost between private and public universities.
7. The number of students fluctuates semester by semester.
8. Unequal grading systems across different universities. A large body of students believes that the grading system at this university is hard and unfair to them.
9. Admission procedure is not filtering students as such.
10. Admitting students with the poor academic background can affect the University's reputation in long term.
11. Lack of available funds for the faculty members pursuing research and higher studies in local and abroad.
12. The competitive compensation package for academics and non-academics offered by different universities.
13. Lack of motivational training for the graduates.

Strategic Targets to support the achievement of objectives and mission of the POE

Strategic target may be in respect of compliance of BAC accreditation standards and criteria

Sl.	Targets	What is to be done	To be completed by
1.	Be recognized as a pioneer in engineering education on a national and international scale	<ol style="list-style-type: none"> 1. To increase the recruitment of top-notch faculty, staff, and students. 2. To engage all the students of the EEE Department with a variety of extracurricular activities. 3. To update the undergraduate curriculum to reflect 	<ol style="list-style-type: none"> 1. Increase the initial salary for the faculty members. 2. Improve the recognition of the faculty members. 3. Arrange admission test for student enrolling. 4. Arrange industrial visit for the students. 5. Arrange workshop where industry people will share their practical knowledge & experience with the students.

		<p>current industry trends.</p> <p>4. To develop a high quality M.Sc. curriculum</p>	<p>6. Make industry collaboration with multinational company.</p> <p>7. Arrange workshop where industry people will share their practical knowledge & experience with the students.</p> <p>8. Improve the lab and practical facilities for the M.Sc. program.</p> <p>9. Ensure quality research facilities</p>
2.	Incessantly publicize a nationally and internationally acclaimed research initiative	<p>1. To create research activities with a high effort.</p> <p>2. To enhance retention strategies for teachers.</p> <p>3. To enhance facilities to boost research support</p> <p>4. To improve the research program for undergraduate and graduate students.</p>	<p>1. Engage all the research cells of the EEE department to effective research activities.</p> <p>2. Give more emphasize for faculty retention by giving more facilities.</p> <p>3. Provide more fund for research activities.</p> <p>4. Emphasize capstone project in undergraduate and graduate level.</p>
3.	Strongly advice constant quality improvement across the all levels	<p>1. To develop different short courses and workshops to increase the quality of EEE graduates.</p> <p>2. To arrange seminar and research training for the faculties of EEE graduates.</p>	<p>1. Develop different short courses for all the undergraduate and graduate students</p> <p>2. Acquaint with the latest technology and industry trends. The program should provide opportunities like short term courses, workshops and seminars</p>

			3. Increase publicity of the EEE departmental activities.
4.	To increase support for the EEE department and establish corporate connections with EEE alumni	1. Boost alumni connections and development endeavors.	1. Arrange a meeting in a month with all the alumni of the EEE department

Financial Implications

No.	QA Areas	Total Cost (in BDT)	Source of funding	Remarks
1.	Governance	2,00,000	BUBT	
2.	Curriculum Content Design & Review	1,53,000	BUBT	
3.	Student Admission, Progress and Achievements	4,58,000	BUBT	
4.	Physical Facilities	19,50,410	BUBT	
5.	Teaching - Learning and Assessment	14,67,500	BUBT	
6.	Student Support Services	25,84,000	BUBT	
7.	Staffs and facilities	1,87,400	BUBT	
8.	Research and Extension	12,60,000	BUBT	
9.	Process Management & Continuous Improvement	9,98,000	BUBT	

Year-wise Activity Plan

Year	Qtr	Activities to meet the targets
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Year 1	Jan-Mar	Increase the initial salary for the faculty members
	Apr-Jun	Improve the recognition of the faculty members
	Jul-Sep	Arrange admission test for student enrolling
	Oct-Dec	Arrange industrial visit for the students
Year 2	Jan-Mar	Arrange seminar, workshop to enrich the knowledge of the students
	Apr-Jun	Make industry collaboration with multinational company
	Jul-Sep	Arrange workshop where industry people will share their practical knowledge & experience with the students
	Oct-Dec	Improve the lab and practical facilities for the M.Sc. program
Year 3	Jan-Mar	Ensure quality research facilities
	Apr-Jun	Engage all the research cells of the EEE department to effective research activities
	Jul-Sep	Give more emphasize for faculty retention by giving more facilities
	Oct-Dec	Provide more fund for research activities
Year 4	Jan-Mar	Develop different short courses for all the undergraduate and graduate students
	Apr-Jun	Acquaint with the latest technology and industry trends. The program should provide opportunities like short term courses, workshops and seminars
	Jul-Sep	Increase publicity of the EEE departmental activities
	Oct-Dec	Arrange a meeting in a month with all the alumni of the EEE department

Potential Limitations/Roadblocks and Plan to Overcome

No.	QA Areas	Potential Limitations/Roadblocks	Plan to overcome these
1.	Governance	Non-academics do not have enough opportunities to take part in different training programs for	Offer adequate training program for non-academic staffs to train

		skill development, lack of stakeholder's involvement in governance, opinions of the stakeholders are not often taken into account in decision making.	them properly, maintain regular communication with stakeholders.
2.	Curriculum Content Design & Review	The curriculum does not suit the student's need and capabilities without overburdening them, inadequate internship opportunity for the undergraduate students.	The curriculum can be further optimized to suit the student's need and capabilities, creating internship opportunity for the undergraduate students.
3.	Student Admission, Progress and Achievements	Admission policy does not ensure entry of quality students, admitting students with the poor academic background can affect the University's reputation in long term, there is some major weakness in graduates such as lack of communication skill (include presentation & English), motivation, basic concepts.	Improving admission procedure, Graduate's competence can be boosted further by industrial attachment and redesign curricular activities to improve their overall communication skill (include presentation & English).
4.	Physical Facilities	Lack of available funds, gymnasium facility, transport facility, and part-time job facilities for the students are hardly enough.	Increase funding opportunity, provide proper transportation facility, gymnasium facility and part-time job facility to the students.
5.	Teaching - Learning and Assessment	Lack of monitoring student learning progress, inefficient methods to achieve learning objectives and improve assessment strategies, inefficient identification strategies of weakness in teaching style.	Introduction of feedback system and peer observation may enable identification of weakness in teaching styles and improve overall teaching quality, diverse methods can be applied to achieve learning objectives and improvement assessment strategies, reviewing academic policies to implement students learning progress monitoring.
6.	Student Support Services	There are some lacks in providing enough medical, game and library facilities, there are scopes for improvement in monitoring of students,	Provide adequate medical, game and library facilities, engage students in co-curricular activities.

		encourage students in co-curricular activities.	
7.	Staff and Facilities	The staffs are not adequately paid and they are often involved in non-academic activities not related to teaching and research, other than salary, there is no financial incentives are given.	The entity provides waiver facilities for the children of non-academic staffs, scope to provide gratuity to all academics and non-academics staffs.
8.	Research and Extension	Lack of available funds for the faculty members pursuing research and higher studies in local and abroad.	Increased funding opportunities may allow faculty members to engage in research in matters of national interests albeit at a limited scale.
9.	Process Management & Continuous Improvement	Academics and non-academics do not have enough opportunities to take part in different training program, decision making procedure in the entity is not participatory, lack of fund.	Preparing a well-defined research and development policy, providing a performance award policy to inspire academic staff, offer adequate training program

Key Movers/Players (Persons in Charge)

QA Areas	Key mover(s)
Governance	1. Syndicate 2. Board of Trustees
Curriculum Content Design & Review	1. Chairman, Department of EEE 2. Dean, Faculty of Engineering and Applied Sciences 3. Academic Council
Student Admission, Progress and Achievements	1. Chairman, Department of EEE 2. Dean, Faculty of Engineering and Applied Sciences 3. Academic Council 4. Admission Office

	<ul style="list-style-type: none"> 5. Exam Controller Office 6. Registrar Office
Physical Facilities	<ul style="list-style-type: none"> 1. Syndicate 2. Board of Trustees
Teaching - Learning and Assessment	<ul style="list-style-type: none"> 1. Chairman, Department of EEE 2. Dean, Faculty of Engineering and Applied Sciences 3. IQAC-BUBT
Student Support Services	<ul style="list-style-type: none"> 1. Registrar Office 2. Department Office 3. Faculty Office
Staff and Facilities	<ul style="list-style-type: none"> 1. Registrar Office 2. Syndicate
Research and Extension	<ul style="list-style-type: none"> 1. Research Center
Process Management & Continuous Improvement	<ul style="list-style-type: none"> 1. IQAC-BUBT 2. Syndicate 3. Board of Trustees