

Strategic Plan for IBAS 2021 to 2025

International Business Academy of Switzerland GmbH

Executive Summary

History

2013

IBAS started in 2013, initially established in the Canton of Zug, Switzerland

2015

IBAS started programs in the Canton of Vaud, together with Language Center partners

2016

IBAS initiated the process to apply for EduQua and ISO certification

IBAS started the first DBA programme, primarily focused on collaboration with Malaysian partners whereby students study part of the programme in Switzerland and part of it in Malaysia

2017

IBAS successfully achieved both EduQua and ISO certification

2018

IBAS started the Zurich campus, teaching full time students in BBA, MBA and DBA

IBAS established the MBA in Hospitality Management program

IBAS purchased a small Guesthouse for student and guest accommodations

2019

IBAS moved from Horgen to the new campus in Thalwil with better facilities

2020

Like many other schools IBAS was forced to temporarily shift to online only education due to COVID-19

2021

Continuation of online education while providing course delivery in innovative ways. Reigniting onsite recruitment as COVID-19 restrictions are lifted

Mission

We want to give our students access to a quality education.

Vision

Become a global educational provider in the fields of Business, Hospitality and Management.

Quality Education. Affordable and Accessible for All

At IBAS, our vision is to make education affordable and accessible so you can learn anywhere, anytime, and by the learning method that matches your personality.

Our programs bring a quality blended learning experience to all students regardless of their nationality or study phase.

Our coursework is built to ensure that we train students to become the best professionals in the field of Business and Management and to contribute through their knowledge to the world and their own countries.

While we are continuously working with our partners around the world to bring our programs at affordable fees for our international students, we also work on bringing a luxurious education experience to students who study at our Switzerland main campus.

- Everyone has the right to a quality degree program at a fair tuition.
- Learn anywhere – any time – in any learning method that matches your personality.
- To bring quality blended learning to the adult learners globally.
- To deliver International quality business, management, hospitality and health education globally.
- To offer International quality business education at an affordable price.
- To develop applied management and business development skills.

Authorization and Accreditations

International Business Academy of Switzerland (IBAS) works together with many respectable and well-known accreditation bodies in the world. We have successfully managed to accredit our school, which ensures our students quality of education and international recognition of our certificates.



As the first Swiss quality label geared towards adult continuing education, it was founded in 2000. **EduQua** is an accreditation body recognized and supported by the Swiss Confederation Government; it's the first quality certification for public and private educational institutions in Switzerland. The label promotes transparency and comparability of continuing education for the benefit of consumers, and helps to ensure the quality of continuing education in Switzerland. More than 1,000 schools, institutes, and academies all over Switzerland are **EduQua** certified. They certify that a quality management system had been developed and implemented in the organization. **EduQua** quality label can be received only through a recognized inspection body by the Swiss Accreditation Bureau SAS (Schweizerischen Akkreditierungsstelle SAS) under the Swiss State Secretariat for Economic Affairs SECO which is part of the Federal Department of Economic Affairs, Education, and Research.

Our Certification: <https://alice.ch/de/qualitaet/eduqua/zertifizierte-institutionen/>

EduQua: <https://alice.ch/de/qualitaet/eduqua/>



IBAS is licensed by UK based ATHE

Awards for Training and Higher Education, ATHE provides centres with a wide variety of qualifications including administration management, business, tourism, law, computing and health and social care. They have made a name for themselves with exceptional customer service, excellent quality standards and rewarding qualifications with progression routes to university degrees.

ATHE learners can cut the amount of time and money they spend on achieving a degree by more than half. This is because **ATHE** has special arrangements with a range of universities that enables learners to skip an entire year's study of the degree for every level they achieve with **ATHE**.

ATHE itself is regulated by Ofqual and are on the RQF. Ofqual is an independent, not for profit organisation, making sure that students working towards a UK qualification get the higher education they are entitled to expect.

ATHE: <https://athe.co.uk/>

Ofqual: <http://www.qaa.ac.uk/en>

Video: <https://youtu.be/3bndfkQbH9I>



International Business Academy of Switzerland (IBAS) is currently a **Member & Candidate for Accreditation** with **ACBSP**.

About ACBSP

The **Accreditation Council for Business Schools and Programs (ACBSP)** is a leading specialized accreditation body for business education supporting, celebrating, and rewarding teaching excellence. The association embraces the virtues of teaching excellence and emphasizes to students that it is essential to learn.



International Business Academy of Switzerland (IBAS) is an **Educational Member of the International Accreditation Council for Business Education (IACBE)**, and has affirmed its commitment to excellence in business education.

About IACBE

International Accreditation Council for Business Education (**IACBE**), believes that academic quality and excellence in business education should be measured in terms of the educational outcomes of an academic business unit relative to its mission rather than by prescriptive standards relating to academic resources.



ISO (International Organization for Standardization) is a worldwide federation of national standards bodies (*ISO member bodies*). The work of preparing International Standards is normally carried out through **ISO** technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with **ISO**, also take part in the work.

ISO International Standards ensure that products and services are safe, reliable and of good quality. For business, they are strategic tools that reduce costs by minimizing waste and errors and increasing productivity. They help companies to access new markets, level the playing field for developing countries and facilitate free and fair global trade.

ISO: <https://www.iso.org/about-us.html>

2021 to 2025 GOALS

Given the fact that IBAS is a relatively new institution the goals are many and diverse. The goals include upgrading faculty and academic standards, increasing the number of students, securing a stronger financial base as well as expanding into new markets both in terms of programs run as well as where geographically those programs are delivered and which platforms are used for the delivery.

STRATEGIES

Strategic goals drive efforts to Enhance IBAS Academic Reputation

- Engage a stronger and larger faculty. It's part of the strategy to keep increasing the faculty globally and not focus mainly on onsite Swiss based faculty.
- Achieving ACBSP accreditation for our business degree programs
- Achieving Institutional accreditation from a recognized institution
- Continuously improving our program offerings and curriculum by listening to our stakeholders
- Continuously improving teaching methodologies
- Build a stronger management team
- Improving all Academic processes

Strategic goals drive efforts to Strengthen IBAS Global Presence

- Expand-global presence in Asia, Europe and Middle East with our own branches.
- Expand the number of partners who locally support our online teaching by onsite support.

Strategic goals drive effort to Strengthen IBAS Operational & Financial Abilities

- Increase the number of students enrolled in our ACBSP accredited programs
- Increase the number of students joining our online programs in general
- Increase the number of partners who support our online programs by onsite support
- Increase the number of languages we can teach our programs in
- Develop recruiting partnerships with agencies in Asia, Europe and the Middle East
- Increase the financial reserves every year to ensure and safeguard against any unforeseen event. Furthermore, the institution will continue to invest in physical infrastructure and in the quality of its campus, so that IBAS can continue and provide world-class facilities and opportunities to its students.

STRATEGIC DIRECTION

Strategically Directing Priorities through Key Performance Indicators and Strategic Initiatives

IBAS strategic priorities provided guidance to establishment of key performance indicators, while extensive discussions led to a set of major initiatives that are critical to IBAS's achievement of its international recognition status. The initiatives recognize that IBAS must continue to admit and retain outstanding students, recruit and support exceptionally qualified faculty, and promote and fund notable and high quality programs across the institution.

Environmental (SWOT) Analysis

<p>STRENGTHS</p> <ul style="list-style-type: none"> ● Flexible ● Knowledge about new technologies in Education ● Strong management and ownership team ● International presence ● Young experienced and motivated team ● Digital Learning Vision ● A high level of interaction and bonding between faculty and students ● Expertise in teaching International students ● Growth of online education 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> ● New as business school compared to the market ● Small market size ● Small team ● Business programs only ● Few Business program specializations ● Inadequate resources for recruitment and marketing ● IBAS is owned & directed by one person. Even if there are other managers that are hired it's not the same as a board of directors or a group of owners.
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ● A new focus in the world of online/distance based education. ● A good global network from the owner ● Potential market for growth (Asia and Middle East) ● Apply new technologies for new teaching and learning experiences ● Increase global partnerships ● Target multinational companies for the MBA program ● Expand our services ● More internship opportunities with local and international employers ● Increase international study exchange via My Global World network ● Develop an alumni community to support students and recruit potential students 	<p>THREATS</p> <ul style="list-style-type: none"> ● Changes in rules and regulations in Switzerland ● Market focused more and more on state approved programs, not just accreditations ● Covid-19 consequences: <ul style="list-style-type: none"> ○ loss of onsite students ○ loss of students due to financial difficulties ● Buying power for certain countries where we have partnerships ● Increases in professors' wages

STRATEGIC ANALYSIS

IBAS will handle **Strengths** as follow:

Flexibility

IBAS will work on development of program packages that include more and more flexibility. For 2021 to 2025 this will include developing a new set of methods to teach including regional HQ in Asia (most likely Malaysia), Middle East (most likely Dubai) to provide onsite teaching while securing partnerships in as many other countries and hubs of countries as possible. The target is to develop a model where students can choose to study onsite, online, blended, mixed languages, via self-study or via teacher supported synchronous as well as asynchronous. This will take time to develop both in terms

of finding the right technology, securing the right partners as well as setting up the right organisations in the different countries.

The target will be before the end of the strategic plan in 2025 to have developed IBAS jointly with My Global World Educational Group (which has the same owner as IBAS) to cover at least 10 countries with programs taught in English and the local language via either partners or MGW/IBAS local teaching units.

Technology and Teaching Methods Development

IBAS will expand the activities using App-based teaching and learning. IBAS has already signed an agreement with a UK provider to run an Executive MBA based only on App-based teaching using self-paced and self-run content. The pilot will need to be followed up by intensive marketing actions and feedback from stakeholders. Initially the pilot is a new joint program (IBAS/UK provider) run as an Executive MBA. If the pilot is successful and can be accredited as a non-traditional program, IBAS will develop app-based teaching for all programs.

IBAS will transfer all its programs/courses to Moodle during the 2021-2023. The course's content will support the synchronous teaching now conducted on Zoom and provide students with asynchronous learning also.

Management and Ownership Team

The management team consists of the owner, an administrative unit manager (with whom the owner has worked together for more than 10 years) and an academic dean. The team is able to cover the different management functions so far but will need to expand the team membership in the years to come.

IBAS will handle [Weaknesses](#) as follow:

Management and Ownership Team

To secure the institution in the long run the owner is in the process of mentoring family members in the daily operations to be ready to take over in the event of sickness or death. A Board of Advisors will be needed to assist the owner with future plans and the owner will start to build the Board of Advisors in the next year.

New as Business School Compared to the Market

Generally in education “new” is a long time. Old institutions are hundreds of years old and have a history that can be traced back. As a new institution in the market it's important to show stability. IBAS will do this by working with older more established institutions to build partnerships including dual and top-up programs.

Small Market Size

Education is and will for most likely any foreseeable future be run mainly by large institutions funded by governments. This means that private institutions with a smaller ownership team will have to focus on niche markets. For IBAS it is possible to become a significant institution within a few selected fields. Jointly with My Global World Education Group its the hope and target to achieve a niche within a blended learning environment offering programs in multiple languages in multiple countries.

Expansion of Program Offerings

IBAS needs to expand its program offerings. IBAS will conduct market research and gather feedback from stakeholders to determine which new programs to offer.

IBAS will handle *Opportunities* as follow:

COVID-19 Outcome

Moving from onsite to online programs/course delivery has meant IBAS has had to invest in new technologies to deliver innovative programs because there was a stigma that online meant low quality and less worthy than onsite delivery before COVID-19.

New Technologies for Innovative Teaching and Learning Experiences

IBAS will develop App-based teaching & learning programs. And explore other innovative teaching & learning methodologies via technology.

Global Partnerships

IBAS is currently developing online top-up programs with state recognized institutions with Bolton University, AeU (Malaysia), Predana University (Malaysia), Geometrica University (Malaysia), UTM also from Malaysia and a dual award with Belarus State University. IBAS will continue to grow its partnerships.

IBAS will further develop the Global Partnership program based on online synchronous teaching & learning provided by IBAS Switzerland professors while providing local teaching support in each partner center in Vietnam, Egypt, Myanmar, Malaysia and Philippines.

Potential market for growth (Asia and Middle East)

IBAS will develop recruiting partnerships and build a marketing team to tap into the potential market in Asia and the Middle East.

Internships

IBAS will continue developing relationships with local and international employers to provide students with internship opportunities locally and globally.

IBAS will handle *Threats* as follow:

Rules & Regulations in Switzerland

Generally Switzerland has very few regulations in terms of allowing private institutions. It's based on each canton's own rules and regulations. The canton of Zurich does not currently have rules for private institutions running adult education at Bachelor, Master and Doctor level in general fields such as business, Finance, HR and so on. But in case this will change it could effectively also have effects on the business.

IBAS will keep a close eye on new rules and regulations.

IBAS will include research on the rules and regulations for new programs.

COVID-19 Consequences

Due to COVID-19 Switzerland had to move onsite class delivery to online therefore IBAS suffered loss of income for onsite students because many students from Asia want to study in Switzerland not online. IBAS will start to recruit

students for onsite delivery as soon as Switzerland opens schools and the Immigration Department allows students to apply for student visas.

Due to COVID-19, many people have experienced loss of income and in some cases have had to stop their education. IBAS will need to assist students with scholarships.

Low Income for Certain Countries

IBAS will work with My Global World Education Group and their partners to provide affordable education to students in partner countries.

STRATEGIC GOALS - KEY PERFORMANCE INDICATORS

Goal #1: Development of Market Expansion: New Markets via Blended Learning Programs

Key Strategies	2021	2022	2023	2024	2025
<p>Increase Student Enrollment</p> <p>Responsibilities: Owner and Administrative Manager</p>	<p>Target is 100 new students.</p> <ul style="list-style-type: none"> 10% onsite in Switzerland 40% online via synchronous teaching and supported centers locally 50% via online self-study mode on apps and Global Edition programs (franchised to partners) <p>By Program Level</p> <ul style="list-style-type: none"> 25% BBA 50% MBA 25% DBA 	<p>Target is 100 new students</p> <ul style="list-style-type: none"> 10% onsite in Switzerland 40% online via synchronous teaching and supported centers locally 50% via online self-study mode on apps and Global Edition programs (franchised to partners) <p>By Program Level</p> <ul style="list-style-type: none"> 25% BBA 50% MBA 25% DBA 	<p>Target is 150 new students</p> <ul style="list-style-type: none"> 10% onsite in Switzerland 40% online via synchronous teaching and supported centers locally 50% via online self-study mode on apps and Global Edition programs (franchised to partners) <p>By Program Level</p> <ul style="list-style-type: none"> 25% BBA 50% MBA 25% DBA 	<p>Target is 200 new students</p> <ul style="list-style-type: none"> 10% onsite in Switzerland 40% online via synchronous teaching and supported centers locally 50% via online self-study mode on apps and Global Edition programs (franchised to partners) <p>By Program Level</p> <ul style="list-style-type: none"> 25% BBA 50% MBA 25% DBA 	<p>Target is 300 new students</p> <ul style="list-style-type: none"> 10% onsite in Switzerland 40% online via synchronous teaching and supported centers locally 50% via online self-study mode on apps and Global Edition programs (franchised to partners) <p>By Program Level</p> <ul style="list-style-type: none"> 25% BBA 50% MBA 25% DBA
<p>Develop recruiting partnerships</p> <p>Responsibilities: Owner and Administrative Manager</p>	<ul style="list-style-type: none"> Develop at least 3 recruiting partnerships with recruiting agencies; 1 in each area Asia, Europe and the Middle East 	<ul style="list-style-type: none"> Increase by at least 2 new recruiting partnerships in new countries. 	<ul style="list-style-type: none"> Increase by at least 2 new recruiting partnerships in new countries. 	<ul style="list-style-type: none"> Increase by at least 2 new recruiting partnerships in new countries. 	<ul style="list-style-type: none"> Increase by at least 2 new recruiting partnerships in new countries.

<p>Design Courses for Online Delivery in Moodle</p> <p>Responsibilities: Academic Director</p>	<ul style="list-style-type: none"> ● Complete instructional design of MBA courses in Moodle 	<ul style="list-style-type: none"> ● Complete instructional design of DBA courses in Moodle 	<ul style="list-style-type: none"> ● Complete instructional design of BBA courses in Moodle 	<ul style="list-style-type: none"> ● Design all new programs and courses for online format via Moodle 	<ul style="list-style-type: none"> ● Design all new programs and courses for online format via Moodle
<p>Use Innovative Technology for Program Delivery</p> <p>Responsibilities: Owner and Academic Director</p>	<ul style="list-style-type: none"> ● Develop and launch new App-based Executive MBA 	<ul style="list-style-type: none"> ● Develop and launch new App-based Executive DBA ● Conduct research of market and gather data from stakeholders regarding App-based Executive MBA & DBA 	<ul style="list-style-type: none"> ● Develop and App-based teaching & learning for MBA 	<ul style="list-style-type: none"> ● Launch App-based teaching & learning for MBA ● Develop App-based teaching & learning for DBA 	<ul style="list-style-type: none"> ● Launch App-based teaching & learning for DBA ● Develop and App-based teaching & learning for BBA

Key Strategies

1. Develop new marketing campaigns to reignite onsite enrollment at the campus in Zurich using social media and other mediums
2. Re-establish and develop partnerships with recruitment agencies
3. Redesign the MBA program for online delivery via Moodle - complete by end of 2021
4. Redesign the MBA program for online delivery via Moodle - completion by mid-2022
5. Redesign the MBA program for online delivery via Moodle - completion by beginning of 2023
6. Research and development of new Master programs during 2022-2024 based on market and stakeholder analysis
7. Research and development of new Bachelor programs during 2023-2025 based on market and stakeholder analysis
8. Research and development of new Doctorate programs during 2024/2025 based on market and stakeholder analysis
9. Conduct minor course revisions yearly based on feedback from stakeholders
10. Conduct minor operational revisions yearly based on feedback from stakeholders
11. Development and launch of app-based Executive MBA* program in 2021
12. Development and launch of app-based Executive DBA* program in 2022

* Note: If the Executive MBA/DBA app-based program proves to be successful in terms of marketing, student desired form of studying and accreditation allows for app-based self-study model (non-traditional):

- IBAS plans to initiate development of app-based MBA in 2023 with launch in 2024.
- IBAS plans to initiate development of app-base DBA in 2024 with launch in 2025.

GOAL #2: Strengthen IBAS Global Presence

Key Strategies	2021	2022	2023	2024	2025
<p>Increase the Number of Scholarships Available to Students</p> <p>Responsibilities: Owner, Academic Director and Administrative Manager</p>	<ul style="list-style-type: none"> ● Increase # of scholarships by 10 	<ul style="list-style-type: none"> ● Increase # of scholarships by 15 	<ul style="list-style-type: none"> ● Increase # of scholarships by 20 	<ul style="list-style-type: none"> ● Increase # of scholarships by 25 	<ul style="list-style-type: none"> ● Increase # of scholarships by 30
<p>Expand Global Study Options</p> <p>Responsibilities: Owner and Administrative Manager</p>	<ul style="list-style-type: none"> ● Increase by 2 new global partnership 	<ul style="list-style-type: none"> ● Increase by 3 new global partnership 	<ul style="list-style-type: none"> ● Increase by 3 new global partnership 	<ul style="list-style-type: none"> ● Increase by 4 new global partnership 	<ul style="list-style-type: none"> ● Increase by 4 new global partnership
<p>Expand Diversity of Students and Experience</p> <p>Responsibilities: Owner and Administrative Manager</p>	<ul style="list-style-type: none"> ● Increase # of nationalities studying at IBAS by 4 	<ul style="list-style-type: none"> ● Increase # of nationalities studying at IBAS by 5 	<ul style="list-style-type: none"> ● Increase # of nationalities studying at IBAS by 5 	<ul style="list-style-type: none"> ● Increase # of nationalities studying at IBAS by 3 	<ul style="list-style-type: none"> ● Increase # of nationalities studying at IBAS by 3
<p>Expand Diversity of Faculty and Staff</p> <p>Responsibilities: Academic Director and Administrative Manager</p>	<ul style="list-style-type: none"> ● Increase # of nationalities of professors at IBAS by 2 	<ul style="list-style-type: none"> ● Increase # of nationalities of professors at IBAS by 2 	<ul style="list-style-type: none"> ● Increase # of nationalities of professors at IBAS by 2 	<ul style="list-style-type: none"> ● Increase # of nationalities of professors at IBAS by 2 	<ul style="list-style-type: none"> ● Increase # of nationalities of professors at IBAS by 2
<p>Increase Local and International Internship Opportunities</p> <p>Responsibilities: Owner and Academic Director</p>	<ul style="list-style-type: none"> ● Increase the number of local internship opportunities by 5 and international internship opportunities by 2 	<ul style="list-style-type: none"> ● Increase the number of local internship opportunities by 10 and international internship opportunities by 5 	<ul style="list-style-type: none"> ● Increase the number of local internship opportunities by 15 and international internship opportunities by 10 	<ul style="list-style-type: none"> ● Increase the number of local internship opportunities by 20 and international internship opportunities by 12 	<ul style="list-style-type: none"> ● Increase the number of local internship opportunities by 25 and international internship opportunities by 15
<p>Build an Alumni Community</p> <p>Responsibilities: Owner and Administrative Manager</p>	<ul style="list-style-type: none"> ● Initiate development of an Alumni webpage ● Invite 1 Alumni to speak to every new student cohort joining IBAS 	<ul style="list-style-type: none"> ● Ask Alumni members to update the Alumni webpage on a continuous basis ● Invite 2 Alumni to speak to every new student 	<ul style="list-style-type: none"> ● Invite 2 Alumni to speak to every new student cohort joining IBAS ● Develop 2 life-long online learning opportunities for Alumni and staff 	<ul style="list-style-type: none"> ● Invite 3 Alumni to speak to every new student cohort joining IBAS ● Develop 3 life-long online learning opportunities for Alumni and staff 	<ul style="list-style-type: none"> ● Invite 3 Alumni to speak to every new student cohort joining IBAS ● Develop 3 life-long online learning opportunities

		cohort joining IBAS ● Develop 2 life-long online learning opportunities for Alumni and staff			for Alumni and staff
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1. Create student opportunities that promote global initiatives.
 - Create additional scholarships for students to attract students from around the world.
 - Invest in an interactive online student multimedia experience to attract students globally.
 - Use relationships within IBAS/MGW network to expand global study options for IBAS students.
 - Expand the number of local internships and international internships.
2. Enhance the global diversity of the student body.
 - Ensure that IBAS is known as a global community that values diversity among its faculty and student body.
 - Attract, welcome, and retain a diverse student body representing international communities.
 - Recruit, retain, and promote a diverse faculty and staff
3. Build a dynamic network of engaged alumni around the world.
 - Develop a support system which connects students, faculty, and alumni.
 - Provide life-long online learning opportunities for alumni.
 - Initiate alumni seminars.
 - Expand the online networking infrastructure for alumni.

GOAL #3: Accreditations and Ranking

Key Strategies	2021	2022	2023	2024	2025
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<p>Achieve Global Accreditations</p> <p>Responsibilities: Owner, Academic Director and Administrative Manager</p>	<ul style="list-style-type: none"> ● To achieve accreditation for MBA and DBA from ACBSP ● IBAS aims to maintain and strengthen the existing accreditations with ISO, EduQua and ATHE. 	<ul style="list-style-type: none"> ● Initiate IACBE accreditation for IBAS ● Seek ACBSP accreditation for BBA ● Seek ACBSP accreditation for Global MBA, DBA and BBA programs (non-traditional programs & in different languages) ● IBAS aims to maintain and strengthen the existing accreditations with ISO, EduQua and ATHE and any other accreditations obtained. 	<ul style="list-style-type: none"> ● Initiate work on achieving QA. The recognized accreditation given in Switzerland. ● IBAS aims to maintain and strengthen the existing accreditations with ISO, EduQua and ATHE and any other accreditations obtained in previous years. 	<ul style="list-style-type: none"> ● IBAS aims to maintain and strengthen the existing accreditations with ISO, EduQua and ATHE and any other accreditations obtained in previous years. ● Research & seek new globally recognized accreditation for both program and institution level. 	<ul style="list-style-type: none"> ● IBAS aims to maintain and strengthen the existing accreditations with ISO, EduQua and ATHE and any other accreditations obtained in previous years.
<p>Globally Recognized Business Program Partnerships and Rankings</p> <p>Responsibilities: Owner and Academic Director</p>	<ul style="list-style-type: none"> ● Seek and initiate partnership discussions with one (1) globally recognized business program institution. 	<ul style="list-style-type: none"> ● Initiate audit for QS Ranking for MBA program. ● Seek and initiate partnership discussions with one (1) globally recognized business program institution. 	<ul style="list-style-type: none"> ● Seek and initiate partnership discussions with (2) globally recognized business program institutions. 	<ul style="list-style-type: none"> ● Seek and initiate partnership discussions with (2) globally recognized business program institutions. 	<ul style="list-style-type: none"> ● Conduct re-audit for QS Ranking as per 3-year cycle. ● Seek and initiate partnership discussions with (2) globally recognized business program institutions

Key Strategies

1. Completion of deferral notes on standards for ACBSP accreditation and achieve ACBSP accreditation for MBA and DBA programs.
2. Initiate IACBE accreditation process, complete requirements for accreditation and achieve accreditation.
3. Reconfirm licensing or accreditation for ISO, EduQua and ATHE as per requirements.
4. Initiate audit process for QS Ranking and achieve QS Ranking.

5. Seek and initiate partnership with globally recognized business program institutions setting yearly goals.
6. Research new global recognized accreditations for both program and institutional level. Conduct an analysis if IBAS should seek the accreditation, if study is positive then seek accreditation.

GOAL #4: Strengthen Quality Assurance and Academic Management Systems

Key Strategies	2021	2022	2023	2024	2025
<p>Develop a Systemic Curriculum Development and Review Process</p> <p>Responsibilities: Academic Director and Administrative Manager</p>	<ul style="list-style-type: none"> ● Analyze the various stakeholder surveys for accuracy of data being gathered and make modifications based on findings if necessary. ● Analyze learning outcomes data and make recommendations for improvements to courses/programs based on stakeholder feedback yearly. 	<ul style="list-style-type: none"> ● Analyze learning outcomes data and make recommendations for improvements to courses/programs based on stakeholder feedback yearly. ● Review the program learning outcomes and assessment plan of the BBA program. 	<ul style="list-style-type: none"> ● Analyze learning outcomes data and make recommendations for improvements to courses/programs based on stakeholder feedback yearly. 	<ul style="list-style-type: none"> ● Analyze learning outcomes data and make recommendations for improvements to courses/programs based on stakeholder feedback yearly. ● Conduct major MBA program revisions based on feedback from stakeholders and the market analysis. 	<ul style="list-style-type: none"> ● Analyze learning outcomes data and make recommendations for improvements to courses/programs based on stakeholder feedback yearly. ● Conduct major DBA program revisions based on feedback from stakeholders and the market analysis.
<p>New Program Offerings</p> <p>Responsibilities: Owner and Academic Director</p>	<ul style="list-style-type: none"> ● Development and launch of App-based Executive MBA 	<ul style="list-style-type: none"> ● Development and launch of App-based Executive DBA ● Development of new program majors for MBA 2022 to 2024 based on market and stakeholder feedback. 	<ul style="list-style-type: none"> ● Development of new programs based on market and stakeholder feedback. 	<ul style="list-style-type: none"> ● Development of new program majors for BBA 2024 to 2026 based on market and stakeholder feedback. ● Development of new programs based on market and 	<ul style="list-style-type: none"> ● Development of new programs based on market and stakeholder feedback.

				employer feedback.	
<p>Increase Number of International Faculty</p> <p>Responsibilities: Owner and Academic Director</p>	<ul style="list-style-type: none"> ● Attract and retain the best international faculty in order to enhance our teaching excellence. Attract at least 2 international faculty members unless student numbers grow. ● Develop at least 1 teacher training workshop. 	<ul style="list-style-type: none"> ● Attract and retain the best international faculty in order to enhance our teaching excellence. Attract at least 2 international faculty members unless student numbers grow. ● Develop at teacher training workshops based on needs. 	<ul style="list-style-type: none"> ● Attract and retain the best international faculty in order to enhance our teaching excellence. Attract at least 2 international faculty members unless student numbers grow. ● Develop at teacher training workshops based on needs. 	<ul style="list-style-type: none"> ● Attract and retain the best international faculty in order to enhance our teaching excellence. Attract at least 2 international faculty members unless student numbers grow. ● Develop at teacher training workshops based on needs. 	<ul style="list-style-type: none"> ● Attract and retain the best international faculty in order to enhance our teaching excellence. Attract at least 2 international faculty members unless student numbers grow. ● Develop at teacher training workshops based on needs.

Key Strategies

1. Develop a systemic curriculum development and review process that ensures accurate and broad based internal and external feedback mechanisms.
2. Develop and maintain strong industry partnerships to support program relevance and employability.
3. Enhance stakeholder feedback data by reviewing surveys to ensure the data being gathered is an accurate measure of learning outcomes and stakeholder satisfaction.
4. Conduct major program revisions based on feedback from stakeholders:
 - a. MBA in 2024
 - b. DBA in 2025
 - c. BBA in 2026
5. Development of new program majors for MBA 2022 to 2024 based on market and employer feedback.
6. Development of new program majors for BBA 2024 to 2026 based on market and employer feedback.
7. Implement a strategic hiring plan that targets faculty members with nationally recognized credentials and preferably terminal degrees,
8. Offer faculty development workshops to enhance faculty teaching.

STRATEGIC PLAN – ACTION PLAN

Short-Term Action Plan

Goals	Key Strategies	Timetable
Development of Market Expansion: New Markets via Blended Learning Programs	Increase Student Enrollment	Recruit and enroll 100 new students for during 2021
	Develop recruiting partnerships	Develop or re-establish at least 3 partnerships with recruitment agencies; 1 in each geographical area Asia, Europe and the Middle East by November 2021
	Design Courses for Online Delivery in Moodle	Redesign all courses in the MBA program for online delivery in Moodle and launch the first course in May 2021 and complete redesign of all MBA courses by end of October 2021
	Use Innovative Technology for Program Delivery	Develop a new App-based Executive MBA with a UK software company. Market the Executive MBA in Fall 2021 and launch in December 2021
Strengthen IBAS Global Presence	Increase the Number of Scholarships Available to Students	Increase # of scholarships granted by IBAS by 10 for 2021
	Expand Global Study Options	Sign MOU with 2 new global partners by Fall semester 2021
	Expand Diversity of Students and Experience	Recruit and enroll 4 students with new nationalities by the Fall semester 2021 to increase the diversity of students
	Expand Diversity of Faculty and Staff	Recruit and hire 2 faculty or staff members from 2 new nationalities to increase the diversity of faculty and staff during 2021
	Increase Local and International Internship Opportunities	Increase the number of local internship opportunities by 5 and international internship opportunities by 2 by the end of December 2021
	Build an Alumni Community	Initiate development of an Alumni webpage to be completed by December 2021
		Academic Director to invite 1 Alumni to speak with new students during the Fall 2021 semester
Accreditations and Ranking	Achieve Global Accreditations	To submit standards from deferral letter into ACBSP portal by October 15th 2021
		Achieve membership into IACBE by June 2021

	Globally Recognized Business Program Partnerships and Rankings	Sign MOU one (1) globally recognized business program institution during 2021 to provide students with more globally recognized programs
Strengthen Quality Assurance and Academic Management Systems	Develop a Systemic Curriculum Development and Review Process	Analyze all stakeholder surveys for accuracy of data being gathered and make modifications based on findings if necessary by November 2021
		Analyze learning outcomes data, student & teacher feedback and make recommendations for improvements to courses/programs in June to be implemented in courses before Fall semester 2021
	New Program Offerings	Develop and launch of App-based Executive MBA by December 2021
		Create marketing campaign for MBA, DBA and BBA by November 2021 to launch in 2022 informing students of new blended learning opportunities
	Increase Number of International Faculty	Attract at least 2 PhD qualified international faculty members by May 2021
		Develop and conduct Moodle training workshop for faculty by May 2021

Long-Term Action Plan

Goals	Key Strategies	Timetable
Development of Market Expansion: New Markets via Blended Learning Programs	Increase Student Enrollment	Increase the number of students by 750 in the next 5 years by creating and implementing innovative marketing campaigns Ideally with the following breakdown: 10% onsite in Switzerland; 40% online via synchronous teaching and supported centers locally and 50% via online self-study mode on apps and Global Edition programs (franchised to partners) By Program Level: 25% BBA; 50% MBA; 25% DBA
	Develop recruiting partnerships	Develop at least 8 recruiting partnerships with recruiting agencies in new countries in the geographical areas of Asia, Europe and the Middle East
	Design Courses for Online Delivery in Moodle	Design all new programs/courses for online delivery via Moodle going forward

	Use Innovative Technology for Program Delivery	Upon success of App-based Executive MBA and DBA and if ACBSP is able to accredit non-traditional programs such as App-based, IBAS will develop and launch the App-based MBA, DBA and BBA programs
Strengthen IBAS Global Presence	Increase the Number of Scholarships Available to Students	Increase # of scholarships granted by IBAS by 90 and review scholarship number each year in case adjustments are needed based on financial needs of students
	Expand Global Study Options	Provide students with more global studying options by signing MOUs with at least 14 new partners in the next five years
	Expand Diversity of Students and Experience	Provide students a more diverse student body at the campus and online by increasing the number of different nationalities by 15
	Expand Diversity of Faculty and Staff	Provide students with a more diverse faculty and staff members to give students an international experience by increasing the number of different nationalities by 8
	Increase Local and International Internship Opportunities	Provide students with local & international internship opportunities by increasing the number of local internships by 70 and international internship opportunities by 40. And to review the number of internships each year to make sure adequate numbers of internships are available for students.
	Build an Alumni Community	
		Create a pool of at least 10 Alumni by program and level to call upon to speak to every new student cohort joining IBAS for motivation and retention
		Create life-long online learning opportunities for Alumni and staff with the assistance of faculty or external entities based on feedback from Alumni, faculty and staff
Accreditations and Ranking	Achieve Global Accreditations	Initiate ACBSP accreditation for BBA once IBAS has BBA graduates Discuss with ACBSP the possible accreditation for Global MBA, DBA and BBA programs (non-traditional programs & in different languages)
		Initiate accreditation process for IACBE and submit self-study in 2022
		IBAS aims to maintain and strengthen existing accreditations with ISO, EduQua and ATHE and any other accreditations obtained during the years

	Globally Recognized Business Program Partnerships and Rankings	Sign at least 6 MOUs with globally recognized business program institution to provide students with more globally recognized programs; such as dual degrees and top-ups in the next 4 years
		Initiate audit process for QS Ranking for MBA program to achieve ranking in QS in 2022
Strengthen Quality Assurance and Academic Management Systems	Academic Quality - Program Revisions	Analyze learning outcomes data, student & teacher course feedback and make recommendations for improvements to courses/programs in June to be implemented in courses before Fall semester every year
		Review the program learning outcomes and assessment plan for the BBA program
		In 2024, conduct major MBA program revisions based on feedback from stakeholders and the market analysis. In 2025, conduct major DBA program revisions based on feedback from stakeholders and the market analysis.
	New Program Offerings	Development and launch of App-based Executive DBA in 2022
		Development of new program majors for MBA during 2022 to 2024 based on market and stakeholder feedback. Development of new program majors for BBA during 2024 to 2026 based on market and stakeholder feedback.
		Conduct market research and gather feedback from stakeholders on new programs to be developed starting in 2023.
	Increase Number of International Faculty	Attract at least 8 PhD qualified international faculty members by 2025 and revise these numbers based on student recruitment and program offerings yearly.
		Provide faculty with training on new learning & learning methodologies either internally or externally to enhance the student learning experience. Based on faculty feedback or new trends. Provide at least 2 workshops per year or as needed.