

TBS Strategic Plan

The main components

Vision

Internationally recognized institution in education and scientific research with a strong impact on business and society

Mission

TBS strives to be recognized for excellence in scholarly education, innovative research, and strong engagement with the business community. TBS is committed to the advancement of knowledge and preparation of future leaders, experts, and managers.

Strategic axes

- Education
- Scientific Research
- Outreach

Strategic objective or impacts

- Excellence in teaching/learning
- Research international recognition
- Strong contributions in the Tunisian industry

Core values

- Ethics
- Leadership
- Excellence
- Life learning

SWOT Analysis

We will provide below an outline of the main strengths, weaknesses, opportunities, and threats. An in-depth SWOT analysis would require an extended period of study and a highly diversified team of collaborators in a participative approach. However, we content by exposing the main findings of a reduced team of faculty members in this regard.

Strengths

The strengths may be summarized as follows:

- Well-equipped and motivating campus
- Up-to-date academic programs in business education
- Highly competing faculty recruitment procedures
- Very high standards for accepting new students
- Very strong employability of students upon graduation
- Strong engagement with the society & business community
- Strong collaborations at the international level
- Strong support for soft skills acquisition
- Very active student clubs & associations

Weaknesses

Weaknesses are summarized as:

- Absence of academic accreditations
- Reduced size of faculty members
- Highly limited number of senior faculty
- Lack of evaluations of performance
- Weak research involvement
- Highly limited administration capacity
- Lack of administrative procedures
- Highly reduced financial resources
- Limited autonomy

- Limited digitalization

Opportunities

The main opportunities are summarized below:

- The reform developed by the Ministry of higher education which pushes toward improvements and initiative taking
- The adoption of the ministry of the accreditation process
- The existence of a national agency for evaluation, quality assurance & accreditation that may contribute in guiding the improvement processes
- The increasing number of local & international organizations in collaborations and partnerships with the school
- The new incentives by the ministry of higher education for research production
- The various research and innovation programs including H2020 and Erasmus
- The strategic importance of Tunisia as a potential gate for Africa
- The new innovative IT-based technologies that can be captured and adapted to develop a hub of excellence

Threats

The main threats are summarized as follows:

- The increasing tendency of students of quitting schools before reaching the university
- The government orientation to stop/highly reduce the recruitment of faculty members and administrative staff
- The government orientation to make cuts on education budgets
- The government orientation to motivate staff to leave the public sector (particularly the most performing leaders are solicited by the private sector)

- Brain immigration of faculty
- Poor advantages adopted by the government to attract/retain faculty & researchers
- The degrading financial situation of the potential collaborators & recruiters of new graduates.

Chain Results for impact 1: Excellence in Teaching/Learning

Outcome 1.1: TBS educational programs are accredited by a prestigious international agency

Outcome 1.2: TBS is recognized in the business community by the exceptional quality of its graduates

Outcome 1.3: TBS is internationally solicited for collaboration in educational programs

Chain Results for impact 2: Research International Recognition

Outcome 2.1: TBS scientific production capacity has increased

Outcome 2.2: TBS is internationally solicited for collaboration in research activities

Chain Results for impact 3: Strong contributions in Tunisian industry

Outcome 3.1: TBS graduates reach zero unemployment upon graduation

Outcome 3.2: The capacity of TBS graduates in reaching leading professional positions after few years of working experience has improved

Outcome 3.3: The frequency of TBS alumni working in technology-based economy has much improved

The full chain

Table 1 below displays the entire chain of results related to impact 1; namely, excellence in teaching & learning. Actually, the strategic plan determines for each identified outcome, the various projects/activities whose outputs combined will lead to the corresponding result. Each project/activity will ensure a change from the current state to a desired level. Then, Table 2 displays the entire chain of results related to impact 2; namely, research international recognition. Later, Table 3 displays the entire chain of results related to impact 3; namely, strong contribution in the industry.

Table 1: Projects/activities per outcome for Impact 1

Impact 1	Excellence in Teaching/Learning
Outcome 1.1	TBS educational programs are accredited by a prestigious international agency
Output 1.1.1	TBS has engaged in the process of accreditation with a reputed international agency
Output 1.1.2	TBS curricula are updated and designed according to international standards
Output 1.1.3	The learning environment at TBS has been improved
Output 1.1.4	TBS faculty teaching skills have been improved
Output 1.1.5	TBS has engaged in a quality certification program to reflect continuous improvement
Output 1.1.6	TBS policies, procedures, & processes have been updated in conformity with quality standards & best practices
Output 1.1.7	TBS linkages with the business society has been reinforced for more innovation & creativity in the educational programs
Output 1.1.8	TBS international exchange programs and educational collaborations have been increased
Outcome 1.2	TBS is recognized in the business community by the exceptional quality of its graduates
Output 1.2.1	The number of companies seeking to attend TBS job fairs has increased
Output 1.2.2	The number of partners seeking collaborations with graduating TBS students has increased
Output 1.2.3	The number of organizations seeking to recruit TBS graduates has increased
Output 1.2.4	The starting salaries of TBS graduates has significantly increased
Outcome 1.3	TBS is internationally solicited for collaboration in educational programs
Output 1.3.1	The number of foreign universities having MoU with TBS has increased
Output 1.3.2	The number of exchange programs with foreign universities has increased
Output 1.3.3	The number of students experiencing abroad programs has increased

Table 2: Projects/activities per outcome for Impact 2

Impact 2	Research International Recognition
Outcome 2.1	TBS scientific production capacity has increased
Output 2.1.1	The research capacity of graduate students at TBS has increased
Output 2.1.2	The number of research projects undertaken at TBS research lab has increased
Output 2.1.3	The number of researchers affiliated at TBS research lab has increased
Output 2.1.4	The publications of TBS researchers at prestigious international journals have increased
Outcome 2.2	TBS is internationally solicited for collaboration in research activities
Output 2.3.1	The number of universities involved in joint research projects with TBS has increased
Output 2.3.2	The number of TBS researchers involved in joint research activities with international universities has increased
Output 2.3.3	The number of TBS researchers invited for exchange programs has increased

Table 2: Projects/activities per outcome for Impact 2

Impact 2	Research International Recognition
Outcome 2.1	TBS scientific production capacity has increased
Output 2.1.1	The research capacity of graduate students at TBS has increased
Output 2.1.2	The number of research projects undertaken at TBS research lab has increased
Output 2.1.3	The number of researchers affiliated at TBS research lab has increased
Output 2.1.4	The publications of TBS researchers at prestigious international journals have increased
Outcome 2.2	TBS is internationally solicited for collaboration in research projects
Output 2.3.1	The number of universities involved in joint research projects with TBS has increased
Output 2.3.2	The number of TBS researchers involved in joint research activities with international universities has increased
Output 2.3.3	The number of TBS researchers invited for exchange programs has increased

Table 3: Projects/activities per outcome for Impact 3

Impact 3	Strong contributions in Tunisian industry
Outcome 3.1	TBS graduates reach zero unemployment upon graduation
Output 3.1.1	The professional capacities of TBS students have been reinforced
Output 3.1.2	The technical know-how of TBS students related to the latest job market tendencies has been improved
Output 3.1.3	The number of MoU with business firms seeking to recruit TBS students has largely been increased
Output 3.1.4	The number of students receiving recruitment contracts & job offers prior to graduation has considerably increased
Outcome 3.2	The capacity of TBS graduates in reaching leading professional positions after few years of working experience has improved
Output 3.2.1	The number of TBS alumni enrolled in master programs while working has increased
Output 3.2.2	The number of TBS alumni promoting to the rank of manager within 3 years of professional experience has increased
Outcome 3.3	The frequency of TBS alumni working in technology-based economy has much improved
Output 3.3.1	The number of Hi-Tech firms seeking MoU with TBS has increased
Output 3.3.2	The number of TBS alumni working in Hi-Tech firms has increased

