



# CCSAFS Centres of Excellence Template

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WP5 has an objective to set-up the appropriate human, institutional and technical infrastructure for the successful implementation of the CCSAFS program. The infrastructure is perceived by three interconnected domains: 1) human; 2) institutional and 3) technical. With respect to the human infrastructure, the activities developed in the previous three WPs will provide the required teaching staff readiness and pedagogical environment. However, the readiness of teaching staff should be accompanied by certain institutional support.

According to D5.1, a Centre of Excellence (CoE) focussing CCSAFS will be established in each partner institution. A report on the processes and practices for the development and institutionalisation of the Centres of Excellence must be delivered soon. Such CoEs will be instrumental not only in promoting the CCSAFS program but also supporting the blended learning environment. To play their role, these Centres will be equipped with a Blended Learning laboratory (e.g., computers, peripherals, videoconferencing, software) to support students online.

This template and its application through this workshop will help each partner institution to fulfil its task. We recognise that each partner institution has its own policies and practices, but a common template to be used thorough the process of developing the CoEs report is of considerable importance.

## **CoE Template to be Used in the Workshop**

### **Write down, what does excellence mean to you?**

(Participants in each group will brainstorm and write down their definitions of the concept of excellence)

Shared facility to provide high quality services such as teaching, training, consulting to the wider community and civil society, in multi-disciplinary courses and projects.

**Now, that you have formulated your own definitions of what excellence means to you:**

### **Write down, how to achieve excellence?**

To achieve excellence there's the need of highly motivated staff equipped with advanced skills and knowledge working in synergy on most urgent environmental problems. The team

should address both theoretical and practical issues, within an institutional friendly environment, providing for funding, facilities (equipment) and support.

**In the following graph, there are three boxes with certain examples of analytical categories.**

**Think of additional analytical categories in each box that have relevance to the field of CCSAFS. In searching for relevant analytical categories, you should also make connections to suitable 17 Sustainable Development Goals (SDGs). To this end, it is very important to consider the SDG document provided.**



**\*\*\*\* Note: in brackets the SDG to which each point connects to CoE's Strategic Orientation**

- **Furthering basic research**
- **Promoting innovation**
- **Economic and social development**
- Fostering international collaboration knowledge exchange in climate action (13, 16; 17;10)
- Empower the role of law representatives to achieve equity and environmental integrity (16; 12)
- Increasing awareness and training, supporting and connecting stakeholders, academics and civil society (*bridge the gap*) (8; 16; 12; 4)
- Provide leadership in sustainable development (13;4; 6;17)

### **Institutional Supporting/Operational Conditions**

- **Funding and evaluation mechanism**
- **Governance/organization**
- Facilitate and provide financial and managerial support to establish international agreements and cooperation on the field of CC (17)
- Institutions are asked to support dissemination of the centre's goals and achievements (4, 17, 10)
- Institutional steering committee to supervise ethical issues

### **Impacts and Capacity Building**

- **Research capacities**
- **Socio-economics**
- Infrastructure to host advanced research facilities (12; 15; 13)
- Training new experts in the field of FS SA and CG (4; 10; 17; 1)
- Consulting and advising for SA management (16; 17)
- Providing new technology for CC mitigation (8; 9)
- Develop new strategies for FS (17; 8; 9; 13)
- Develop new research projects on FS in changing environment (13; 7; 8; 15; 4)

### **Based on the previously analytical categories and taking into consideration the 17 SDGs:**

**Identify the purpose of your Centre (mission statement)** - This is the statement(s) that describes the overall purpose of the Centre. When wording the mission statement, consider the Centre's rationale for its establishment.

I think those highlighted paragraphs belong to the same topic mission statement

The CCSAFS centre of excellence represents an innovative institution devoted to provide experts and expertise to address and deal with the emerging problems of climate change and its impacts on food security and agricultural sustainability.

- The CoE focuses on urgent issues in its immediate surroundings, especially environmental problems that require an interdisciplinary approach
- Raise academic and student performances by means of active learning, providing an educational environment based on humanity and creativity, without spatial and temporal restrictions and developing learning strategies founded on modern and new electronic technologies to compete in an international frame.
- Educate a new generation of professionals with holistic approach and multidisciplinary knowledge, representing the bridge between academics, policy makers, stakeholders and society.
- Network the Egyptian institutions in large national and international projects that can have a wide impact on the Egyptian community. .
- Meet training needs by arranging training, re-training and skill upgrading programmes for educated youth and already employee

**Establish a vision statement** - This statement describes the optimal desired future state of your Centre of what a Centre wants to achieve over time.

A consultancy and training Centre committed to solving real world problems related to CCSAFS using sustainable policies, innovative teaching program and research.

**Develop core value statements-** Core values represent the key priorities in the Centre, that is, what drives the Centre's priorities.

Values are increasingly important in strategic action planning. Develop four to six core values that the Centre would like to operate. Consider values related to interdisciplinary teaching, curricula and research, climate change, sustainable agriculture and food security.

1. **Innovation** To foster and disseminate novel solutions and approaches to CCSAFS problems by means of multi-disciplinary research, education, training and consultancy.
2. **Strategic planning** To forecast and plan milestones and goals to develop suitable strategies to drive the Centre towards the goals integrating core values.
3. **Networking** To create and strengthen collaboration within the Centre staff and with research institutions, academics, civil society, NGOs, policy makers at local, regional, national and international level. To create partnerships based on open exchange of ideas and opportunities.
4. **Ethics** To ensure ethical treatment based on an inclusive culture, equity, merit and moral principles.

**Select the strategic goals the Centre must reach in alignment with the mission, vision and core values-** Strategic goals are general statements about what the Centre needs to accomplish to meet its mission, vision and core values.

Strategic Goal 1: The centre will supply advanced training and multidisciplinary education finding the human, technological and financial resources for students, researchers, and society involved in CCSAFS.

Strategic Goal 2: The Centre will create new education resources based on ICT technologies related to CCSAFS.

Strategic Goal 3: The centre aims to establish continuous cooperation relationships with other institutions and centres of excellence in the field of CCSAFS, to exchange students and staff.

Strategic Goal 4: The Centre will provide consultancy for auditing courses and training materials for the courses and programmes of CCSAFS.

**Identify specific action plans or activities to implement each strategic goal-** These are the specific activities or objectives addressing each strategic goal, along with verifiable indicators. Activities or objectives should be clearly worded in line with indicators so that people can assess if they have been met or not (Please also refer to the following table 1 for the indicators)

**SG1**

1.1. Allocate the appropriate space for establish the Centre of Excellence equipped with the suitable facilities including the ICT lab comprising hardware and software.

1.2. Establish a management and steering committee for the centre.

1.3 Hold a kick-off meeting for all persons involved in the CCSAFS project and further key administrators, to introduce the center and its functions.

1.4. Produce specific and excellent training programme through expertise in CCSAFS field

1.5 Produce dissemination tools, e.g. a special document for the CCSAFS website and in printed form to introduce the center also with courses, seminars and meetings by invited experts in the field of CCSAFS.

1.6 Use the space and available resources for academic training / various sessions of courses which are part of the CLIMASP program.

## **SG2**

2.1. Use the Centre of excellence facility for introducing non-traditional teaching methods based on ICT technology

2.2. Carry out a workshop for (AZHU, HU, SC) faculty members to discuss non-traditional education and the use of the ICT lab as an effective tool.

2.3. Train staff members on integrating ICT tools in their teaching to students through workshops in partner universities.

2.4 Integrate blended learning in educational process.

## **SG3**

3.1. Establish internal and external cooperation with institutions and centres of excellence in the field of researches on CCSAFS and other emerging fields,

3.2. Organize conferences and introduce guest speakers on issues relevant with various climate effects

3.3. Write and submit a proposal for the endorsement of the center by SCU council

3.4. Write and submit proposals for national and international founding on teaching or research on CCSAFS

## **SG4**

4.1. CCSAFS project team, together with the centre steering committee will revise course contents every year to reduce the gap between education process and labour market

4.2. An annual meeting with external and internal stakeholders will be held to audit to program

4.3. Annual surveys and auditing by external auditors from NAQQEA will be performed

4.4. Develop the resources and capacities available at centre of excellence for modelling and producing inventories and databases

**Establish key outcomes in a time perspective-** Place the strategic goals with their corresponding specific activities and indicators in a time perspective according to Table 1.

Key outcomes are listed in table 1.

Table 1:

Key Strategic Goals and Activities	Short Term Key Outcomes	Medium Term Key Outcomes	Long Term Key Outcomes
What we plan to do... (key strategic goals and activities , indicators)	What do we expect to achieve by 2020	What do we expect to achieve by 2025	What do we expect to achieve by 2030
<p><b>Strategic Goal 1:</b> The centre will supply advanced training and multidisciplinary education finding the human, technological and financial resources for students, researchers, and society involved in CCSAFS</p> <p><b>Activities:</b></p> <p>1.1. Allocate the appropriate space for establishing the Centre of Excellence equipped with the suitable facilities including the ICT lab comprising hardware and software. <b>Indicator(s):</b> completed preparations and installed equipment.</p> <p>1.2. Establish management and steering committee for the centre <b>Indicator(s):</b> reports for continuous meetings and decisions are documented, updated strategic plans and activities of the centre.</p> <p>1.3. Hold every year a kick-off meeting for staff (academic and administrations) from faculty of agriculture staff involved in the CCSAFS project and further key administrators, to introduce</p>	<p>Space and preparations are settled (two laboratories and one lecture room). Necessary equipment are purchased and installed. The first group of CCSAFS master students are registered and started their studies.</p> <p>Established management /steering committee, its members and roles are specified.</p> <p>Kick-off meeting accomplished and knowledge about the center and its function well spread in SCU.</p>	<p>Management committee active in monitoring, evaluating and revising the center, its strategic goals and activities; updated action plan; issuing Euro-Arab Diplomas for CCSAFS students</p>	<p>Management committee active in monitoring, evaluating and revising strategic goals and activities; updated action plan</p>

<p>the center and its functions, its objectives and the services provided.  <b>indicators:</b> uploaded on the faculty web-site and recorded minutes of meeting</p> <p>1.4. Produce specific and excellent training programme through expertise in CCSAFS field for academic and non-academic staff.  <b>Indicators:</b> training materials documented, certificate of attendance are issued, feedbacks of participants.</p> <p>1.5. Produce dissemination tools and documents, website, posters, flyers, information sessions by invited experts in the field of CCSAFS.  <b>Indicators:</b> dissemination plan is developed, dissemination documents and tools are available for others</p> <p>1.6. Use the space and available resources of the center for teaching activities and seminar sessions by experts in climate issues and its impacts.  <b>Indicators:</b> number of participants, titles of lectures and seminars are documented.</p>	<p>Training sessions and programs are implemented on CCSAFS and other related-environmental issues at academic and civil society levels.</p> <p>Dissemination documents and tools are printed (knowledge about centre spread</p> <p>Students and staff members from different faculties are using and benefitting from the facilities in education,</p>	<p>The centre expanded its training activities to include staff from academic, research institutes and civil society organizations to benefitting from the training facilities.</p> <p>Continuous updating for dissemination, Dissemination tools and methodologies are updated, publicize in international conferences</p> <p>More interest and increasing enrolments in master in CCSAFS,</p> <p>Students and faculty members have the opportunity to discuss with external stakeholders</p>	<p>Continuous updating for dissemination, Dissemination tools and methodologies are updated, publicize in international conferences</p> <p>The center is used for teaching activities of other courses</p>
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<p><b>Strategic Goal 2:</b> The Centre will create new education resources based on ICT technologies related to CCSAFS</p> <p><b>Activities:</b></p> <p>2.1. Use the Centre of excellence facilities for introducing non-traditional teaching methods based on ICT technology</p> <p><b>Indicator(s):</b> number of courses based on ICT, Revised course curricula including course objectives and learning outcomes.</p> <p>2.2. Organize workshops and training sessions for faculty members to discuss non-traditional education and using ICT lab as an effective tool.</p> <p><b>Indicators:</b> number of participants in the training/workshops, evaluation (assessment) of the training, diversity of trainees.</p> <p>2.3. Train staff members on integrating ICT tools in their teaching to students through workshops in partner universities.</p> <p><b>Indicators:</b> number of participants in the training, number of courses adopting ICT after 1 year.</p> <p>2.4. Integrate blended learning in educational process</p> <p><b>Indicator(s):</b> number of developed courses using blended learning techniques</p>	<p>CCSAFS course sessions being held at the ICT lab facility using non-traditional methods during the Pilot phase</p> <p>The Centre will provide new education resources based on ICT technologies related to CCSAFS. Integrate ICT tools in CCSAFS master courses to start pilot assessment. (started in 2019)</p> <p>More interest from staff in adopting and using ICT tools in courses relevant with climate issues impacts</p> <p>Established blended learning lab to teaching courses for CCSAFS courses</p>	<p>The centre hosts not only CCSAFS courses, but courses from different programs are updated using ICT tools.</p> <p>Improved students learning and better teaching methods. Spread of using ICT in other courses. capacity building of staff in using ICT tools</p> <p>Spread use of blended learning labs by staff and students from other faculties</p>	<p>Increasing number of courses taught at the centre from different faculties. Increasing number of faculty members familiar with using and adopting new ICT methodologies.</p> <p>Wide spread of using ICT tools in teaching different scientific disciplines. Continuous the role of the center in building the capacity of staff and alumni.</p> <p>More faculty members are adopting non-traditional methods in teaching, e.g. problem-based learning etc... Spread use of blended learning labs by staff and students from other faculties</p>
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<p><b>Strategic Goal 3:</b> The centre aims to establish continuous cooperation relationships with other institutions and centres of excellence in the field of CCSAFS, to exchange students and staff.</p> <p><b>Activities:</b></p> <p>3.1. Establish internal and external cooperation with institutions and centres of excellence in the field of researches on CCSAFS and other emerging fields,  <b>Indicator(s):</b> number of signed contracts and implemented and on-going research projects</p> <p>3.2. Organize conferences and introduce guest speakers on issues relevant with various climate effects  <b>Indicator(s):</b> number of organized conferences, diversify of the center activities.</p> <p><b>3.3.</b> Write and submit a proposal for the endorsement of the center by SCU council  <b>Indicator(s):</b> : proposal written and submitted to university management ; response of management</p> <p><b>3.4.</b> Write and submit proposals for national and international founding on teaching or research on CCSAFS  <b>Indicator(s):</b> proposals written and submitted</p>	<p>Database on internal and external bodies interested in researches and scientific activities relevant with CCSAFS are prepared</p> <p>Prepare for the first international conference</p> <p>Centre officially endorsed by SCU management, as a centre or unit under Centre for Training and Consultations</p> <p>The Centre staff work to find international and national collaborations to compete for project funding.</p>	<p>Continuous organization of conferences and lectures</p> <p>Prepared and provided expertise and consultations for academic and civil societies in CCSAFS problems.  Increasing contacts with and demands for consultations and environmental advices</p> <p>Continuous reviewing processes for CCSAFS curriculum to ensure the program competences are achieved.</p> <p>Research projects are implementing, capacity building in performing researches on SA and FS in changing climate</p>	<p>Increased in number of signed contracts and agreement</p> <p>Continuous organization of conferences and lectures</p> <p>Increasing contacts with and demands for consultations and environmental advices</p> <p>Continuous reviewing processes for CCSAFS curriculum to ensure the program competences are achieved.</p>
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<p><b>Strategic goal 4:</b> Consultancies for auditing and peer-review for CCSAFS courses and training materials, and for similar programs of CCSAFS.</p> <p><b>Activities:</b></p> <p><b>4.1.</b> CCSAFS project team, together with the centre steering committee will revise course contents every year to reduce the gap between education process and labour market</p> <p><b>Indicator(s):</b> number of reviewed courses and training materials, name of contacted institutions/universities/faculties</p> <p><b>4.2.</b> Organize annual meeting with external and internal stakeholders to update the strategic plans and collect new suggestion that improve the effectiveness of the center.</p> <p><b>Indicator(s):</b> updated plans, reports on annual meetings are prepared.</p> <p><b>4.3.</b> Annual surveys and auditing by external auditors from NAQQA will be performed</p> <p><b>Indicator(s):</b> Survey outcome</p> <p><b>4.4.</b> Develop the resources and capacities available at centre of excellence to continue provide its services.</p> <p><b>Indicator(s):</b> updated equipment and educational resources, trained staff and students.</p>	<p>Courses are already reviewed and implemented for students registered in the CCSAFS master.</p> <p>First annual meeting is organized gathering internal and external stakeholders (policy makers, key staff in governmental and non-governmental organizations, alumni)</p> <p>The already education and research platform established for CCSAFS are used.</p>	<p>Stakeholders inputs are documented and strategic plan for the centre is updated</p> <p>Computers and educational equipment are updated, new ICT methodologies are installed, capacity building for staff</p> <p>Dissemination tools produced and updated on (CoE ) website – knowledge about the role of the center in the wider community spread</p>	<p>Continuous updating of the strategic plan, suggestions to improve the role and activities are studied and implemented</p> <p>Computers and educational equipment are updated, new ICT methodologies are installed, capacity building for staff</p>
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### **Monitor implementation of the Plan and update the Plan as Needed -**

Usually, a Task Force or specific committee needs to be established to follow-up and ensure the implementation. There is need for regular reflection on the extent to which the strategic goals are being met and whether action plans/activities are being implemented.

There's many steps to follow up the implementation of CoE:

- 1- An internal management committee will be established with the task to propose new action plans and activities based on the yearly report analysis and surveys.
- 2- Annual reports must be prepared to monitor the progress of activities and ensure continuous provided services and sustainability
- 3- Internal and external stakeholders' surveys must be completed to ensure their contributions which should strengthen and sustain the Centre
- 4- National quality assurance organization
- 5- Outcomes and strategic plans computable with National and international challenges