



TEXILA  
AMERICAN  
UNIVERSITY  
GUYANA

# STRATEGIC PLAN

Texila American University



2024 - 2027

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# Executive Summary

The formulation of the strategic plan of Texila American University through an extensive process of planning which involved all the stakeholders including TAU COM faculty, staff, students, and other working partners. The planning for the current plan (2021 – 2024) began in 2020 and after going through extensive analysis of the previous plans, changes were made after in-depth discussions with all the stakeholders.

The Strategic Plan was presented to the Board of Trustees in the October 2021 meeting and was approved by the members.

COVID 19 played a significant role in the achievement of the previous strategic plan especially in the areas of research.

The process involved multiple meetings and discussions to review the previous strategic plan (2018 – 2021) and to identify the strengths and weaknesses of the plan. The previous strategic plan was reviewed thoroughly, and all the achievements were recorded as a part of the review exercise. Goals and initiatives were reviewed, and some initiatives were maintained for the new plan while some were added. This helped us in deciding the future direction we need to take to achieve our pre-decided goals which have been divided into four major focus areas. These key areas (Focus Area) identified are:

- **Education:** The main emphasis would be on providing an exciting, interactive, and innovative curriculum to the medical students to prepare them as future physicians. Concurrently, the focus would also be on faculty growth and development.
- **Research:** The research conducting capacity and technical expertise will be enhanced. The focus would be on collaboration with local hospitals and communities; community-based research and secondary data analysis.
- **Clinical care:** We will ensure that our students get exposed to a variety of cases in each specialty. The focus would be quality training within the built evaluation with an emphasis on quality care provided to the patients.
- **Diversity:** With students representing twenty-six countries, it becomes our moral responsibility to make them all feel welcome and an integral part of the same team. Initiatives and activities will be placed at each level of the program to ensure that they all experience the same environment irrespective of their background.

For each of these focus areas, the specific strategies and Initiatives were reviewed by the committee to decide which ones worked and which ones did not. For each initiative that worked, the decision was then made to decide whether it would still be meaningful in the new plan for 2021 – 2024. Each major focus area was reviewed by an expert to decide if new goals needed to be added. For each newly added goal, specific initiatives were identified and added to the plan. The initiatives which were found to be redundant by the committee were removed from the new plan. Hence, after these changes and discussion of the changes with all the stakeholders, the new plan was developed to be implemented in August 2021.

We believe that this new strategic plan (2021 – 2024) with innovation, integration, teamwork, and accountability, will be a guiding light to steer us in the right direction through the coming years.

## Introduction

Guyana, a country of exceptional natural beauty, is a splendid combination of the Caribbean and South America, with fascinating touches of a sometimes turbulent past. Perched on the northeast corner of the South American continent, Guyana stretches 450 miles from its long Atlantic coastline into dense equatorial forest and the broad savannah of the Rupununi.



Indigenous peoples inhabited Guyana before European settlement, and their name for the land, Guiana (“land of water”), gave the country its name. Present-day Guyana reflects its British and Dutch colonial past and its reactions to that past. It is the only English-speaking country in South America. Since Guyana gained its independence in 1966, the country’s chief economic assets have been its natural resources, pristine rainforests, sugarcane plantations, rice fields, and bauxite and gold reserves. Despite those riches, Guyana remains one of the poorest countries in South America. Some geographers classify Guyana as a part of the Caribbean region, which they deem to include the West Indies as well as Guyana, Belize, Suriname, and French Guiana on the South American mainland. The capital and chief port of Guyana is Georgetown.

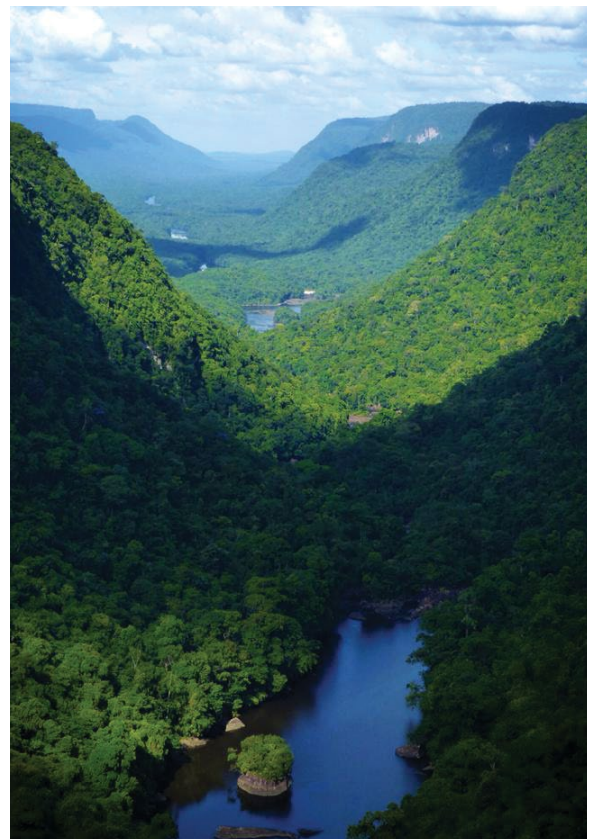


Guyana's populace is of colonial origin, although Indians are scattered throughout the forested interior. The more numerous coastal peoples are chiefly descendants of slaves from Africa and indentured workers from India, who were originally transported to work the coastal sugarcane plantations. Ethnic problems between the last two groups have played a disruptive role in Guyanese society.

Guyana is bordered by the Atlantic Ocean to the north, by Suriname (along the Courantyne River) to the east, by Brazil to the south and southwest, and by Venezuela to the west.

The picturesque capital and primary port is Georgetown, a city of comfortable, modern hotels, fine colonial buildings, and broad, tree-lined boulevards. The striking wooden architecture is reminiscent of Guyana's centuries as a Dutch, and then a British colony. Georgetown offers an evocative introduction to the land of Guyana. Do not miss the imposing St. George's Cathedral, reputed to be the tallest wooden building in the world.

Life in Guyana is dominated by mighty rivers, including the Demerara, the Berbice, and the Essequibo, which provide essential highways into the rain forests and jungles of the interior. Humankind has made a minor impact here, and today Guyana remains one of the world's most exciting destinations for adventuresome travel and exploration.





## KAIETEUR FALLS

Setting out for the interior by boat, light aircraft, or 4x4, you encounter the extraordinary natural heritage of Guyana spreading out like a tropical carpet. Jaguars still roam the rainforest, and the unearthly cries of troupes of howler monkeys echo through the trees. The Giant River Otter, the Black Caiman, and the Arapaima (the largest freshwater fish in the world) swim in the rivers of Rupununi. Flashes of scarlet, yellow, and blue burst through the forest's intense green as macaws fly like arrows across a clearing in the canopy. Toucans, and the awesome Harpy Eagle, swoop through the trees, while the beautiful but elusive Guyana Cock-of-the-Rock lingers around the waters of Kaieteur Falls. More than seven hundred indigenous species of birds adorn Guyana's forests.

The tumbling rivers and dense rainforests of Guyana are filled with extraordinary natural sights. Kaieteur Falls, where the 400-foot-wide Potaro River plunges 741 feet downward from the Pakaraima Plateau, is one of the world's great waterfalls. The magnificence of Kaieteur stands beyond any comparison in its majesty and sheer size. You can also visit the striking beauty of the Orinduik Falls, the Marshall Falls, the Kaieteur Gorge, and the remote Mount Roraima - the inspiration for Conan Doyle's Lost World.

# Overview of the Texila American University College of Medicine



At Texila American University (TAU), education and research are inextricably intertwined to prepare and empower our students to become global physicians who will transform the field of medicine in the 21st century.

TAU aims to provide leadership in medical education and innovation. We aspire to achieve this through world-class teaching and training and state-of-the-art infrastructure.

At TAU, we combine scientific understanding with outstanding clinical and communication skills to nurture a caring, compassionate, and professional doctor.

With an enduring commitment to pursue excellence, TAU offers students unique experiences across a wide range of medical programs.

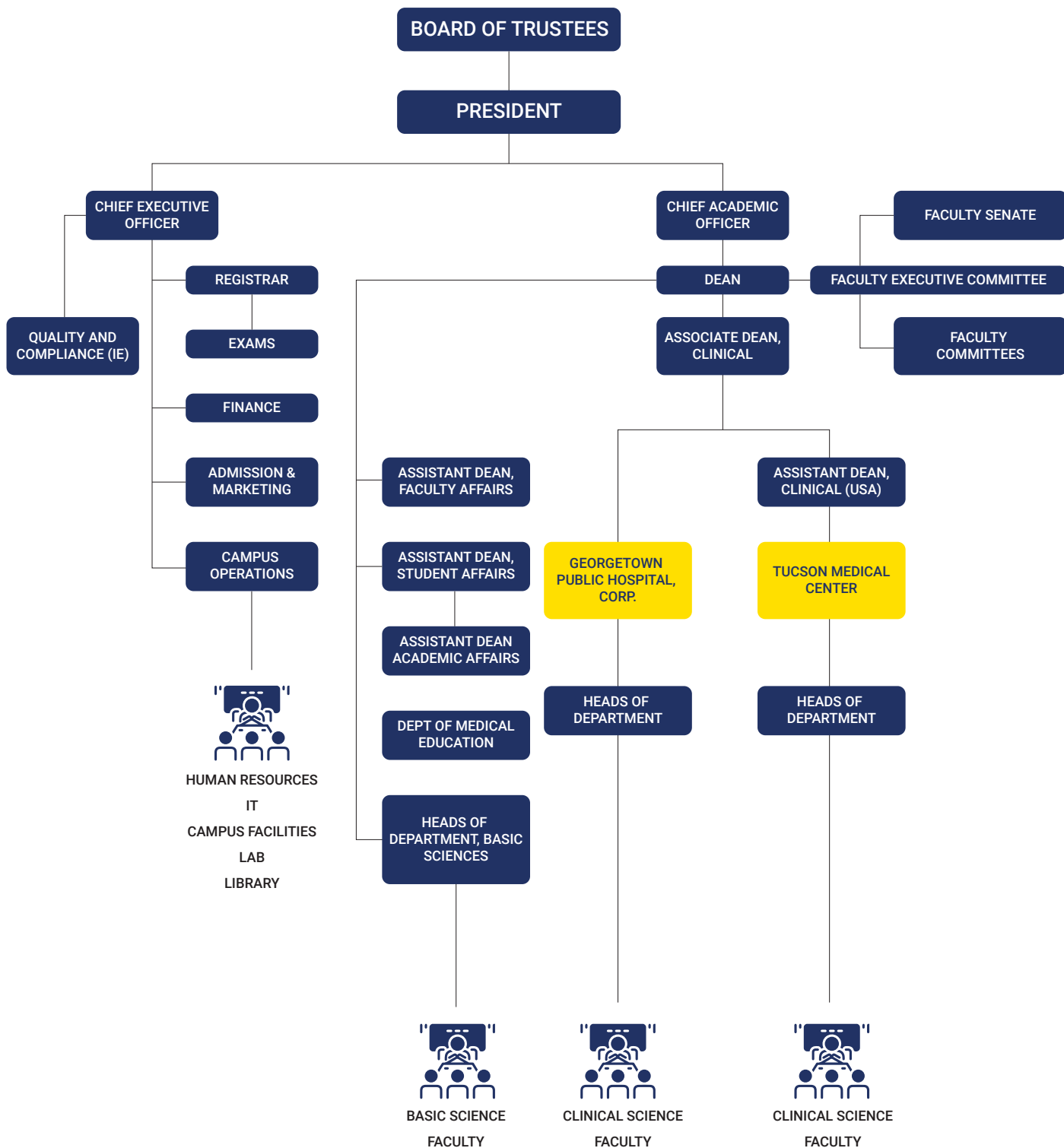
With state-of-the-art libraries and laboratories, we offer our students the opportunity to explore extensive and world-class learning material. Students are encouraged to follow their intellectual curiosity with fully interactive courses and programs.

Texila American University has a diverse academic milieu with faculty coming from across the world, representing a vital teaching and training component of the university.

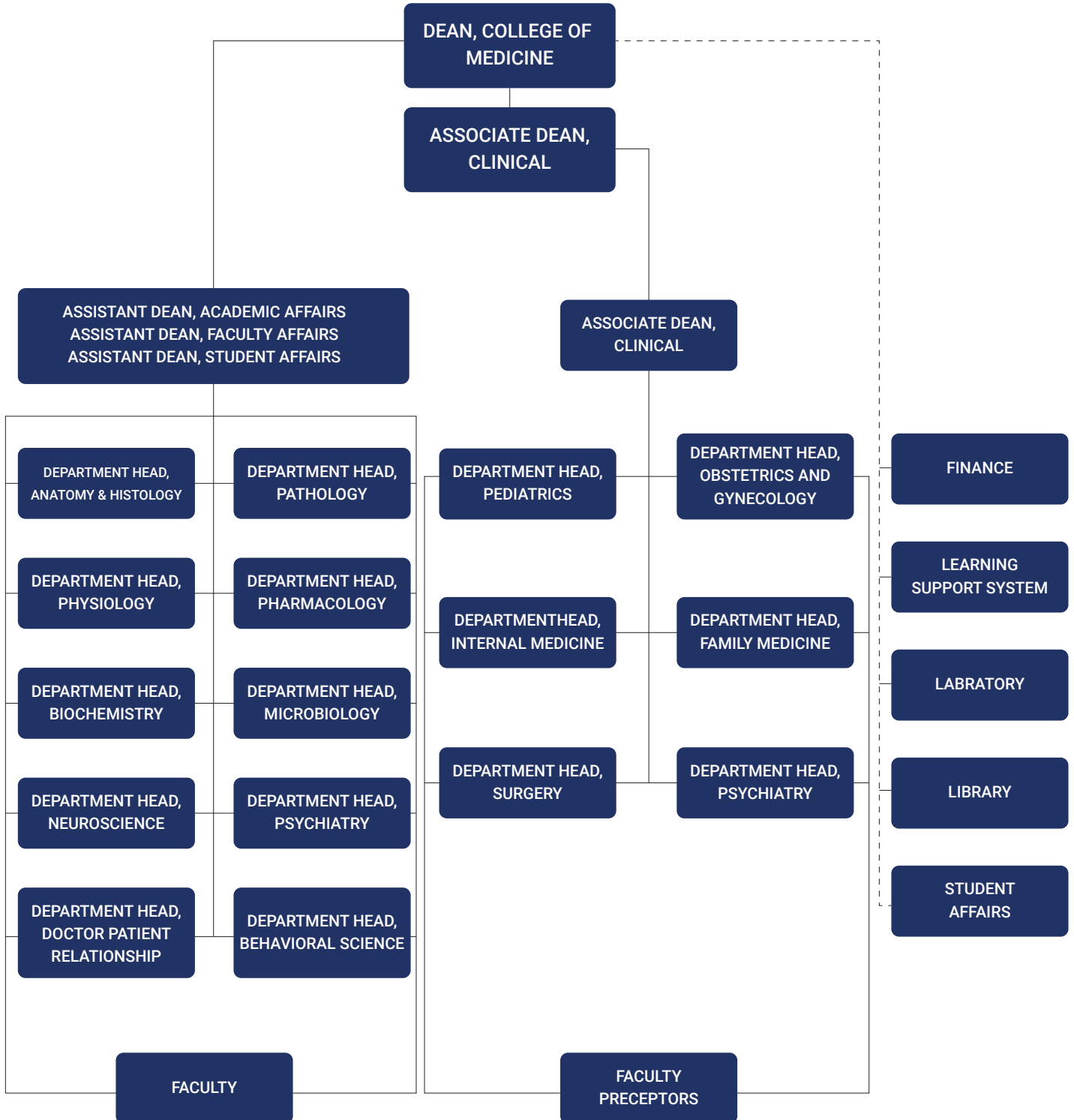
At TAU, faculty-student interaction is not restricted to just academics. Our teachers influence every aspect of campus life. They mentor students and participate in their academic, research, sports, and cultural pursuits.

# Organizational Structure TAU

## TAUCOM ORG CHART



# TEXILA AMERICAN UNIVERSITY ACADEMIC STRUCTURE



# The Context for the Current Strategic Plan

The current strategic plan is a forward-looking plan derived from the outcome of the previous plan. As the Strategic Planning Committee met to review, the emphasis was on our commitment to the mission of TAU, and the effort was directed towards creating objectives and action steps to achieve specific goals linked to the mission statement including identification of specific tools to measure progress. The initiatives from the previous plan were maintained where necessary and unachieved initiatives were continued based on the discussion. The committee also acknowledged that COVID had an impact on the achievement of the previous plan and hence some plans will carry over to the new plan.

## Structure: The Strategic Planning Committee

Chair	Dr. Dheeraj Bansal
Members	Dr Hugh Duckworth
	Mr. Syam Kumar
	Dr. Sheik Amir (GPHC)
	Dr. Jagan Nadipelly
	Dr. Sooraj Surendranath
	Dr. Alloway (USA)
	Dr. Bhiro Harry (GPHC)
	Dr. Solarzano (USA)
	Dr. Venugopal Rao
	Dr. Nagesh Babu

During the planning of the previous strategic plan (2021 – 2024), after an in-depth discussion of the mission statement and the future direction of the institution, it was decided to continue with the FOCUS AREAS to stratify and utilize our resources accordingly. Similar to the previous plan, each focus area will have specific goals and each of these goals will have specific Objectives or “Strategic Priorities” having multiple “initiatives”. For better understanding, these goals will be stratified into LONG-TERM and SHORT-TERM goals.

## **The four focus areas are:**

- 1. Education**
- 2. Research**
- 3. Clinical Care**
- 4. Diversity**

The committee decided to continue with the same focus areas for the new plan as well.

## **Focus Area 1: Education**



The purpose of activities in this area would be to enhance health by preparing the next generation of clinicians, educators, and scientists to be the leaders and change agents of 21st-century medicine and research. We will focus on the medical school curriculum to prepare students for 21st-century medicine and research. The foundation of this effort will be to invest in the necessary infrastructure at TAU and across the Caribbean and nearby regions to optimize student recruitment and admissions. To achieve this focus, the committee has concentrated on various areas:

- Strengthening the alignment of the College of Medicine education and research programs
- Evolving the curriculum toward more enhanced student learning that focuses on discoveries, modern technologies, new understanding of diseases, new diagnostic techniques, and new methods of treatment.
- Preparing students to be proficient in their post-medical education programs to make remarkable research contributions.
- Expanding the culture of learning that values diversity and inclusion.
- Mitigating the financial burden on students
- Becoming a workplace destination of choice for the most talented faculty, ensuring that burnout is low, turnover of high-fit faculty is also low, and engagement is high.

Moreover, the committee believes that faculty are the most precious asset of the TAU COM. There will be improved tracking of individuals and institutional performance on key dimensions, ensuring that faculty expectations, evaluations, and rewards are aligned. By providing targeted benefits, promoting career development opportunities, and addressing the needs of specific subgroups, we will create conditions in which as many of our faculty as possible succeed in their personal goals which is our overall goal.

## Focus Area 2: Research



The emphasis of this focus area would be to enhance health through biomedical research and innovation by expanding to scientific discovery and innovation that will leverage the clinical and research strengths of Texila American University College of Medicine. We will build on existing strengths in basic, systematic model systems and clinical research to position TAU and TAU-COM as a leader in translational and multidisciplinary team science at the forefront of applying discovery science to human health. Key to this effort will be providing the tools needed at all stages along the translational continuum (from basic to clinical to population research) by making targeted investments in research infrastructure while streamlining and strengthening current assets.

## Focus Area 3: Clinical Care

This goal is to create a network, anchored at our affiliation areas, to provide expanded access to safe, high-quality healthcare and support the advancement of education and research programs at Texila American University-College of Medicine. We will design and implement a comprehensive program to improve quality of care in all our affiliation hospitals, enabled by our pool of educators. Recognizing this unique role that TAU-COM can play as a source of innovation in the delivery of patient care, we will establish ourselves as competent care providers.



Our clinical care goal will also focus on new collaborations with physician practices and other hospitals and health systems, over the next five years.

## Focus Area 4: Diversity



TAU-COM leadership is committed to successfully carrying out our mission by ensuring that our workforce reflects the diverse backgrounds of those we serve. We support our workforce by fostering an inclusive work environment where employees can use their knowledge and expertise to generate innovative ideas that advance health and service.

Based on the above-stated mission and focus areas, and after analysis of the goals of the previous plan (2018-2021), the committee agreed on the following working goals for the new strategic plan (2021-2024) for the College of Medicine:

### A. EDUCATION

**GOAL 1:** To encourage eagerness to learn medical science and excel in medical and biomedical education while inspiring the promotion of health and wellness. (LONG TERM)

**GOAL2:** To become one of the leading colleges of the region (LONG TERM)

**GOAL 3:** To create an interactive and participatory learning environment for our students and create opportunities for faculty development (LONG TERM)

## B. RESEARCH

**GOAL 4:** To excel in the areas of research, medical education, and health care (LONG TERM)

**GOAL 5:** To identify new areas and venues for research activities of students and faculty of TAU-COM. (SHORT TERM)

**GOAL 6:** To explore opportunities for collaborative research activities with various institutes and organizations. (SHORT TERM)

## C. CLINICAL CARE

**GOAL 7:** To train our students to provide outstanding, innovative, compassionate, patient-centered care while transforming health care delivery into the formation of Health Professionals committed to professional excellence (LONG TERM)

**GOAL 8:** To ensure that students are exposed to an adequate number and variety of patients required to provide quality clinical education and skills, supported by adequate learning tools and mechanisms. (SHORT TERM)

**GOAL 9:** To enhance community-based activities at both basic science and clinical science levels to sensitize and create awareness among the students regarding the health-related issues of the community and engage with community organizations to find solutions. (SHORT TERM)

## D. DIVERSITY

**GOAL 10:** To enhance diversity and inclusivity to achieve a diversified, self-sustaining infrastructure to support future operations (LONG TERM)

**GOAL 11:** To create cultural sensitivity among faculty and students to accommodate and respect students from diverse backgrounds (LONG TERM)

**GOAL 12:** To engage the local community in clinical, social, and cultural initiatives to encourage community participation and interaction between the local population and TAU-COM (SHORT TERM)

# TAU College of Medicine's Vision and Mission

## A. VISION

To lead in advancing human health through the best clinical care, innovative research, and education of health professionals in modern medicine in a culture that supports diversity, inclusion, critical thinking, and creativity.

## B. MISSION STATEMENT

The mission of Texila American University College of Medicine is to advance the health and well-being of society by creating health professionals who are compassionate and committed to professional excellence, by creating a scholarly environment that fosters excellence in the lifelong goals of education, research activity, and compassionate patient care and by promoting curiosity and critical inquiry in an inclusive environment enriched by diversity.

- To create Health Professionals for excellence in the contemporary world of tomorrow
- To create Doctors with compassion for the poor and rich alike.
- To instill excitement of health science in young minds.
- To generate awareness in the application of health science and wellness for the welfare of society.
- To provide a supportive global learning and research environment in Health and Allied sciences rising above the geographical and cultural boundaries

# Strategies and Initiatives

## A. EDUCATION

**GOAL 1:** Encourage eagerness to learn medical science and excel in medical and biomedical education while inspiring the promotion of health and wellness.

*Strategic Priority 1: "Build workforce depth to enrich our educational, and research activities by strategically expanding and supporting the faculty and staff through targeted recruitment, retention, mentorship, and partnership."*

### **SUGGESTED INITIATIVES:**

**Initiative 1.a:** Appoint sufficient faculty and staff to support the TAU College of Medicine's teaching mission, build faculty depth, and nurture clinical teaching partners.

**Initiative 1.b:** Improve utilization of faculty through the effective management of appointments, faculty development/ training, promotion support, mentoring, and other professional development activities

**Initiative 1.c:** Ensure one training geared towards enhancing the teaching skills of faculty members in a year and organize a minimum of 3 activities that provide opportunities for individual professional development

**Initiative 1.d:** Implement a reduced teaching load for faculty members holding administrative appointments, allowing them to effectively fulfill their leadership responsibilities while maintaining teaching quality.

**Initiative 1.e:** Maintain a faculty-to-student ratio of 1:8 and ensure that faculty members are assigned no more than 150 hours of teaching load during each semester to promote work-life balance and enhance teaching effectiveness

**Initiative 1.f:** Prefer faculty who are proficient in research and establish an annual faculty engagement plan to include initiatives to encourage and promote research

*Strategic Priority 2: “Enhance students’ learning and their preparation for contributing to a rapidly changing world as leaders and scholars through the provision of new and innovative curricular offerings and state-of-the-art facilities.”*

**SUGGESTED INITIATIVES:**

**Initiative 2.a:** Building on the innovative core curriculum, expanding current course offerings, and introducing new courses that incorporate cultural competency, collaborative learning, problem-solving, creative thinking, and team building to enhance students’ skills and help prepare them for an ever-changing workplace.

**Initiative 2.b:** Plan research and academic activities with other institutions, both medical and non-medical, to enhance students' learning that prepares students to be leaders and scholars in a diverse, global society.

**Initiative 2.c:** Invest in teaching facilities, equipment that supports active learning, other innovative teaching/ learning practices; and a campus-based student and faculty accommodation.

**Initiative 2.d:** Develop and expand support services to assist faculty and staff to continuously strengthen their teaching effectiveness through encouraging innovation, experimentation, and ongoing evaluation of innovative approaches.

**GOAL 2:** To become Guyana's leading College of Medicine

*Strategic Priority 1: “Create strategies to strengthen and diversify infrastructure and sources for long-term support for the TAU-COM and its missions.”*

**SUGGESTED INITIATIVES:**

**Initiative 1.a:** Build a cultural commitment to philanthropy across all COM missions.

**Initiative 1.b:** Advance and integrate technical infrastructure to connect people, technology, and information across our education, research, and clinical missions.

**Strategic Priority 2:** *“Promote student learning and success through an educational platform of medical knowledge, research and clinical care, and diversity integrated with a deep understanding of population health, health disparities and the social determinants of health.”*

**SUGGESTED INITIATIVES:**

**Initiative 2.a:** Incorporate various aspects of human health with the social and cultural components into the medical curriculum with planned activities for better understanding.

**Initiative 2.b:** Maintain processes for continuous quality improvement for medical education from recruitment to graduation.

**Strategic Priority 3:** *“In order to be recognized as the leading medical school in Guyana, get accreditation by the major accrediting bodies in the region.”*

**SUGGESTED INITIATIVES:**

**Initiative 3.a:** Ongoing review of CAAMHP standards and accordingly make changes in the existing process and activities.

**Initiative 3.b:** Regular quality audits of the institution’s performance against established accreditation standards to quantify the outcome against the requirements of the standards.

**GOAL 3:** Create an interactive and participatory learning environment for our students and create opportunities for faculty development, to excel in Medical Education

**Strategic Priority 1:** *“Maximize learning opportunities and environments for all our students in the medical program.”*

**SUGGESTED INITIATIVES:**

**Initiative 1.a:** Ensure appropriate and sufficient facilities for undergraduate education.

**Initiative 1.b:** Ensure Horizontal and Vertical Integration in the clinical and basic science education plan.

**Initiative 1.c:** Expand medical education and continuous professional development programs and opportunities.

**Initiative 1.d:** Improve technology and pedagogic strategies to enhance innovative learning.

**Initiative 1.e:** Enhance infrastructure and educational processes that encourage critical thinking, self-directed learning, and scholarly achievement.

*Strategic Priority 2: "To enrich students' undergraduate education through transformational experiences of self-discovery and learning."*

**SUGGESTED INITIATIVES:**

**Initiative 2.a:** Integrate curricular and co-curricular activities designed to promote student engagement, diversity, and retention by strategically investing in living-learning programs.

**Initiative 2.b:** Enhance student engagement in curricular and co-curricular programs that promote civic engagement and leadership development.

*Strategic Priority 3: "To enhance the knowledge base of our faculty so that they are more updated on recent advances and new developments in the field of medical science and medical education."*

**SUGGESTED INITIATIVES:**

**Initiative 3.a:** Faculty would be encouraged to attend conferences and workshops every year to enhance their knowledge and expertise.

**Initiative 3.b:** Update the existing list of journals after the needs assessment and requirements of various departments.

**Initiative 3.c:** Faculty Development Programs such as conducting regular Seminars/ workshops/ Journal Clubs/ CMEs for faculty members to present and discuss new developments and findings in the field of medicine.

## B. RESEARCH

**GOAL 4:** To excel in the areas of research, medical education, and health care.

*Strategic Priority 1: "To explore new areas and collaboration for research activities."*

### **SUGGESTED INITIATIVES:**

**Initiative 1.a:** Strengthen the research infrastructure with innovative ideas and additional resources.

**Initiative 1.b:** Explore new venues for collaboration with various institutions and organizations within the region and outside.

*Strategic Priority 2: "To enhance research activities in the field of medical education."*

### **SUGGESTED INITIATIVES:**

**Initiative 2.a:** The Research Committee will explore new initiatives to conduct medical education research activities.

**GOAL 5:** To identify new areas and venues for research activities of student and faculty of TAU-COM.

*Strategic Priority 1: "Increase the opportunity and expertise of the faculty and students to conduct Educational and Clinical Research".*

### **SUGGESTED INITIATIVES:**

**Initiative 1.a:** Provide support to the faculty and students for Research training/Workshops/Courses and conferences.

**Initiative 1.b:** Organize at least one international conference every academic year to expose the students and faculty to experts from various parts of the world, and to provide an international platform for them to present their work.

**GOAL 5:** To explore opportunities for collaborative research activities with various institutes and organizations.

*Strategic Priority 1: “Enhance resources and facilities to conduct research within and outside the organization.”*

**SUGGESTED INITIATIVES:**

**Initiative 1.a:** A better and larger variety of journals available for literature search for various research activities at our library.

**Initiative 1.b:** Encourage students to publish in the journals at the organizational level to provide a platform for the students and faculty to present their research work.

*Strategic Priority 2: “Ensure the availability of adequate funding for research projects.”*

**SUGGESTED INITIATIVES:**

**Initiative 2.a:** A dedicated budget for various research activities.

**Initiative 2.b:** Explore and establish external funding for various research activities.

**C. CLINICAL CARE**

**GOAL 7:** Provide outstanding, innovative, compassionate, patient-centered care while transforming healthcare delivery in the formation of Health Professionals committed to professional excellence.

*Strategic Priority 1: “Expand the clinical undertakings strategically and intentionally to ensure that our students become community leaders and health care providers, focused on providing compassionate and highest quality patient care.”*

## **SUGGESTED INITIATIVES:**

**Initiative 1.a:** Ensure that clinical training incorporates and encourages clinical and social aspects to help our students become community leaders.

**Initiative 1.b:** Establish additional clinical rotation spots other than TAU clinical sites in the Caribbean region.

*Strategic Priority 2: "Strengthen student learning through community engagement."*

## **SUGGESTED INITIATIVES:**

**Initiative 2.a:** Provide every student with the opportunity to participate in a community engagement experience through academic coursework, clinical outreach services, service learning, conferences abroad, research, and co-curricular experiences.

**Initiative 2.b:** Develop faculty and staff expertise to deliver quality community engagement and outreach, service-learning courses, and co-curricular experiences that will utilize current best practices and be culturally competent, measurable, and sustainable.

**GOAL 8:** To ensure that students are exposed to adequate number and variety of patients required to provide quality clinical education and skills, supported by adequate learning tools and mechanisms. (SHORT TERM)

*Strategic Priority 1: "Ensure that our clinical students are exposed to a good variety of clinical cases."*

## **SUGGESTED INITIATIVES:**

**Initiative 1.a:** Regular meetings with clinical HODs and clinical faculty members to ensure variability of cases available.

**Initiative 1.b:** Capture regular feedback from the student groups regarding the variety of cases and procedures they were exposed to.

**Initiative 1.c:** Periodic review and update of the list of "Essential Cases" and "Required Procedures" to be seen by our MD program students.

*Strategic Priority 2: "Providing the required Audio-Visual Aids and teaching processes, including the training of clinical faculty, for the optimum learning of Patient Care."*

**SUGGESTED INITIATIVES:**

**Initiative 2.a:** Regular faculty development sessions for the clinical faculty to update them on the current trends in medical education.

**Initiative 2.b:** Periodic needs assessment of teaching Aids requirement of the clinical faculty and ensuring availability of the required equipment and Aids.

**GOAL 9:** To create a community Health Network to support the advancement of medical education and research work in collaboration with the Local Health Care System.

*Strategic Priority 1: "Encourage involvement of students with the local population beyond treatment."*

**SUGGESTED INITIATIVES:**

**Initiative 1.a:** Activities to increase awareness regarding common diseases such as diabetes, Hypertension, IHD

**Initiative 1.b:** Participation of TAU COM students in preventative activities such as vaccination, health promotion

*Strategic Priority 2: "Involve TAU COM students in conducting clinical research within the local community."*

**SUGGESTED INITIATIVES:**

**Initiative 2.a:** Design and conduct studies to understand the prevalence of common diseases in the local population.

**Initiative 2.b:** In collaboration with Community Hospitals and Health Centers, conduct clinical research to study the best practices in patient care and to contribute to the evidence body in medicine.

*Strategic Priority 3: “Establish a network of partnership with specialty-based hospitals and local health agencies to ensure continuous clinical learning among our students”.*

**SUGGESTED INITIATIVES:**

**Initiative 3.a:** Engage more hospitals with all the major specialties available.

**Initiative 3.b:** Engage the clinicians from hospitals to participate in the teaching and training of our students.

**D. DIVERSITY**

**GOAL 10:** Enhance diversity and inclusivity to achieve a diversified, self-sustaining infrastructure to support future operations.

*Strategic Priority 1: “Maintain a diverse student body and help ensure proper career planning through student-centered support systems.”*

**SUGGESTED INITIATIVES:**

**Initiative 1.a:** Enhance the college readiness of all entering students by developing a comprehensive readiness assessment plan and strengthening partnerships with secondary schools and colleges and applying innovative learning approaches.

**Initiative 1.b:** Provide integrated advising for both degree completion and career counseling to maximize students’ success, both during their college experience and in beginning their career.

**Initiative 1.c:** Align institutional scholarship and financial aid awards and promote financial wellness education to minimize students’ unmet financial need and improve financial health.

*Strategic Priority 2: “Foster a diverse community of engaged students.”*

**SUGGESTED INITIATIVES:**

**Initiative 2.a:** Recruit, retain, and graduate an increasingly diverse student population, and create an inclusive environment that supports these objectives.

**Initiative 2.b:** Implement formal and informal curricular and co-curricular programs that promote discussions and activities about diversity and inclusivity, thus empowering all our students.

**Initiative 2.c:** Organize activities to highlight the diversity and to sensitize the students towards various cultures and beliefs.

*Strategic Priority 3: Improve Workforce Diversity and Inclusion.*

**SUGGESTED INITIATIVES:**

**Initiative 3.a:** Provide formal inclusiveness and diversity professional development for all faculty, staff, managers, and supervisors.

**Initiative 3.b:** Increase diversity in number, proportion and retention in all workforce position categories and levels including faculty and training of our students.

*Strategic Priority 4: "Engage diverse worldviews and perspectives by increasing awareness of diversity and by communications across campus that address these issues."*

**SUGGESTED INITIATIVES:**

**Initiative 4.a:** Increase the number of campus/community engagement and service activities that involve our community partners to strengthen cultural awareness and competence.

**Initiative 4.b:** Increase student opportunities to explore international perspectives across the curriculum and the co-curriculum.

**Initiative 4.c:** Promote sustainability of diversity and inclusivity efforts through aligning and integrating diversity in education, training, and communication with the Office of Student Affairs.

**GOAL 11:** To create cultural sensitivity among faculty and students to accommodate and respect students from diverse backgrounds.

*Strategic Priority 1: "Faculty sensitization for a variety of cultural customs and belief"*

**SUGGESTED INITIATIVES:**

**Initiative 1.a:** Training provided to faculty to educate them regarding diverse cultures.

**Initiative 1.b:** Presentations for the entire faculty by newcomer students regarding their custom and beliefs

*Strategic Priority 2: "Exposure of the student body to different cultures"*

**SUGGESTED INITIATIVES:**

**Initiative 2.a:** Presentations by the students for the entire student body regarding their culture and beliefs

**Initiative 2.b:** Interactive sessions and social events organized for the students providing them an opportunity to understand and accept diverse cultures.

**GOAL 12:** To engage the local community in clinical, social, and cultural initiatives to encourage community participation and interaction between the local population and TAU-COM (SHORT TERM)

*Strategic Priority 1: "Organize activities in the community focusing on important health issues."*

**SUGGESTED INITIATIVES:**

**Initiative 1.a:** Organize community events such as the Health Fair offering free health check-ups, and awareness sessions for the local population.

**Initiative 1.b:** Organize activities within the communities to create awareness regarding important health issues such as Diabetes Awareness Program, and Mental Health Awareness sessions.

**Initiative 1.c:** Organize "Health Camps" in distant regions of the country to assess the health status of community members.

## *Strategic Priority 2: “Encourage Clinical Activities involving the local population.”*

### **SUGGESTED INITIATIVES:**

**Initiative 2.a:** Conduct health-related activities in the local population to assess their health problems and increase awareness regarding various health issues.

**Initiative 2.b:** The Clinical students of TAU COM would be encouraged to design and conduct clinical research activities in the local community.

## **Strategic Monitoring Process**



The Dean, COM is responsible for overseeing and coordinating the College of Medicine strategic planning process. Currently, Dr. Dheeraj Bansal serves this role.

Central to the College of Medicine's strategic planning process are the following:

- Input from a range of stakeholders including staff and students.
- Development of objectives and policies, which will evolve in the ever-changing situation and setting.
- Communication of the strategic plan throughout the TAU Community and the College of Medicine.

The Chief Academic Officer/Dean, COM; the Associate Dean for Clinical Affairs with Assistant Deans – Student Affairs, Academic Affairs, and Faculty Affairs, Dean IQAC, the Manager for Finance, Assistant Director of Admissions, Chief Executive Officer, and the Chief Operating Officer meet annually to review, update, and assess outcome measures for the comprehensive strategic plan for the College of Medicine.

The Assistant Deans are responsible for reporting on the progress of major initiatives within their respective areas of responsibility, and the Manager for Finance reports on the resourcing of the initiatives and the long-term financing plan, including additional external funding that results from plan implementation.

The Department of Medical Education utilizes a team-based structure to identify objectives/strategies/accountable parties/timelines to execute the strategy. The Chair of, the Research Committee engages in evaluating and revising the research strategic plan every year. The Medical Education Team evaluates and revises (if needed) the education strategic plan on a biannual basis.

The Dean COM, the Associate Dean for Clinical, and the Assistant Deans coordinate planning efforts with the Manager for Finance and CEO, ensuring consistency between the strategic plan, annual objectives, and the annual budget and long-term financial framework of the College of Medicine.

The Dean is responsible for assembling annual progress reports for the College of Medicine.

The Dean the Associate Dean for Clinical and Assistant Deans are responsible for developing a communication plan for the College of Medicine Strategic Plan. The communication of the plan occurs in multiple venues to ensure that the plan is disseminated at all levels of the organization.

# Appendix 1: Strategies, Projected Outcomes, and Responsible Persons

GOAL 1: Encourage eagerness to learn medical science and excel in medical and biomedical education while inspiring the promotion of health and wellness.

STRATEGIC PRIORITIES	TARGET/PROJECTED OUTCOMES	RESPONSIBLE PERSON
Strategic Priority 1: "Build workforce depth to enrich our educational, and research activities by strategically expanding and supporting the faculty and staff through targeted recruitment, retention, mentorship, and partnership."	<p>The faculty in medical education and health care.</p> <p>Evident in an increase in faculty performance, teaching, and learning activities.</p> <p>Students acquire skills of critical judgment and use experience, principles, and skills wisely in solving problems of health and disease.</p>	<p>Dean – COM</p> <p>*Assistant Dean – Academic Affairs</p> <p>*Head – Medical Education Dept</p>
Strategic Priority 2: "Enhance students' learning and their preparation for contributing to a rapidly changing world as leaders and scholars through the provision of new and innovative curricular offerings and state-of-the-art facilities."	<p>Students successfully navigate and complete the curriculum.</p> <p>Improve the student success rate of licensure exams.</p> <p>Students match into competitive residencies.</p>	<p>Dean – COM</p> <p>Team:</p> <p>*Chair of Clinical Curriculum Committee</p> <p>*Chair of Basic Science Curriculum Committee.</p>

GOAL 2: To become Guyana's leading College of Medicine

STRATEGIC PRIORITIES	TARGET/PROJECTED OUTCOMES	RESPONSIBLE PERSON
Strategic Priority 1: "Create strategies to strengthen and diversify infrastructure and sources for long-term support for the TAU-COM and its missions."	<p>More opportunities for community-based research</p>	<p>Chair- Research Committee</p>

<p>Strategic Priority 2: “Promote student learning and success through an educational platform of medical knowledge, research and clinical care, and diversity integrated with a deep understanding of population health, health disparities and the social determinants of health.”</p>	<p>Maximum Pass percentage of students in each level and promotion of students to the next level of the MD program.</p> <p>Increase in student satisfaction in academics</p> <p>Ensure a diverse student and faculty body</p>	<p>Dean – COM *Associate Dean – Clinical Affairs *Head – Medical Education Dept *HODs</p>
<p>Strategic Priority 3: “In order to be recognized as the leading medical school in Guyana, get accreditation by the major accrediting bodies in the region.”</p>	<p>Get CAAMHP accreditation.</p> <p>Apply for ACCM</p> <p>Get NAC Guyana accreditation</p>	<p>Dean – COM Team: *Asst Dean Academic Affairs *Faculty members</p>

**GOAL 3. Create an interactive and participatory learning environment for our students and create opportunities for faculty development, to excel in Medical Education**

STRATEGIC PRIORITIES	TARGET/PROJECTED OUTCOMES	RESPONSIBLE PERSON
<p>Strategic Priority 1: “Maximize learning opportunities and environments for all our students in the medical program.”</p>	<p>Integration of clinical concepts in basic sciences</p> <p>New pedagogy strategies implemented</p>	<p>Dean - COM Asst Dean Academic Affairs</p>
<p>Strategic Priority 2: “To enrich students’ undergraduate education through transformational experiences of self-discovery and learning.”</p>	<p>Student interaction activity</p> <p>Co-curricular activities planned and implemented</p>	<p>Asst Dean Student Affairs Manager Student Affairs Student Council</p>
<p>Strategic Priority 3 “To enhance the knowledge base of our faculty so that they are more updated on recent advances and new developments in the field of medical science and medical education.”</p>	<p>FDP activities on a regular basis</p> <p>Conference/CME/workshop attended by faculty</p>	<p>Head: Med Edu Dept Chair: Research Committee</p>

**GOAL 4: To excel in the areas of research, medical education, and health care.**

STRATEGIC PRIORITIES	TARGET/PROJECTED OUTCOMES	RESPONSIBLE PERSON
Strategic Priority 1: "To explore new areas and collaboration for research activities."	<p>Create a Research center.</p> <p>Ensure research seed money.</p> <p>Collaborative research opportunities</p>	<p>Chair, Research Committee</p> <p>Team: Faculty and students</p>
Strategic Priority 2: "To enhance research activities in the field of medical education."	<p>Increase the number of peer-reviewed publications by students and faculty.</p> <p>Increase the participation and presentation of research papers in conferences.</p>	<p>Dean – COM</p> <p>Team: Chair and members. Research Committee</p>

**GOAL 5: To identify new areas and venues for research activities of students and faculty of TAU-COM.**

STRATEGIC PRIORITIES	TARGET/PROJECTED OUTCOMES	RESPONSIBLE PERSON
Strategic Priority 1: "Increase the opportunity and expertise of the faculty and students to conduct Educational and Clinical Research".	<p>Explore and conduct collaborative research.</p>	<p>Chair, Research Committee</p> <p>Team: Faculty, students Members Research Committee</p>

**Goal 6: To explore opportunities for collaborative research activities with various institutes and organizations.**

STRATEGIC PRIORITIES	TARGET/PROJECTED OUTCOMES	RESPONSIBLE PERSON
Strategic Priority 1: "Enhance resources and facilities to conduct research within and outside the organization."	<p>Create a research center.</p> <p>Research seed money.</p> <p>Collaborating with other institutions and organizations</p>	<p>Chair, Research Committee</p> <p>Team: Faculty, students Members Research Committee</p>
Strategic Priority 2: "Ensure the availability of adequate funding for research projects."	<p>Independent research budget</p>	<p>Dean – COM</p> <p>Team: Chair and Members Research Committee</p>

GOAL 7: Provide outstanding, innovative, compassionate, patient-centered care while transforming health care delivery in the formation of Health Professionals committed to professional excellence.

STRATEGIC PRIORITIES	TARGET/PROJECTED OUTCOMES	RESPONSIBLE PERSON
Strategic Priority 1: "Expand the clinical undertakings strategically and intentionally to ensure that our students become community leaders and health care providers, focused on providing compassionate and highest quality patient care."	Review list of cases regularly at all clinical sites	Asso Dean Clinical Clinical HODs
Strategic Priority 2: "Strengthen student learning through community engagement."	Involve clinical faculty in FDP.  Needs assessment of clinical team annually	Asso Dean Clinical Clinical HODs

Goal 8. To ensure that students are exposed to adequate number and variety of patients required to provide quality clinical education and skills, supported by adequate learning tools and mechanisms. (SHORT TERM)

STRATEGIC PRIORITIES	TARGET/PROJECTED OUTCOMES	RESPONSIBLE PERSON
Strategic Priority 1: "Ensure that our clinical students are exposed to a good variety of clinical cases."	Involvement of clinical student in community awareness program  Community based research	Asso Dean Clinical Clinical HODs
Strategic Priority 2: "Providing the required Audio-Visual Aids and teaching processes, including the training of clinical faculty, for the optimum learning of Patient Care."	Identify and engage hospitals with adequate facilities for clinical training.  Engage more clinicians in basic sciences	Asso Dean Clinical Clinical HODs

Goal 9: To create a community Health Network to support the advancement of medical education and research work in collaboration with the Local Health Care System.

STRATEGIC PRIORITIES	TARGET/PROJECTED OUTCOMES	RESPONSIBLE PERSON
Strategic Priority 1: "Encourage involvement of students with the local population beyond treatment."	promote the student success and retention rate by providing counseling and mentoring	Assistant Dean – Student Affairs and Academic Affairs Manager Student Affairs
Strategic Priority 2: "Involve TAU COM students in conducting clinical research within the local community."	Ensure a diverse student body.  Student engagement activity	Chair Admissions Committee Team: *Assistant Dean – Student Affairs and Academic Affairs
Strategic Priority 3: "Establish a network of partnership with specialty-based hospitals and local health agencies to ensure continuous clinical learning among our students".	Ensure a diverse faculty and staff body.  Faculty and staff engagement activity	Asst Dean Faculty Affairs Team: * Members Faculty Appointment and Promotion Committee

GOAL 10: Enhance diversity and inclusiveness to achieve a diversified, self-sustaining infrastructure to support future operations.

STRATEGIC PRIORITIES	TARGET/PROJECTED OUTCOMES	RESPONSIBLE PERSON
Strategic Priority 1: "Maintain a diverse student body and help ensure proper career planning through student-centered support systems."	Promote cultural sensitivity activities.  More interaction among faculty and staff	Dean – COM Team: *Assistant Dean – Student Affairs and Academic Affairs
Strategic Priority 2: "Foster a diverse community of engaged students."	Promotes cultural sensitivity activities.  Cultural programs	Asst Dean Faculty Affairs Team: * Faculty members
Strategic Priority 3: Improve Work-force Diversity and Inclusion.	An activity for students to showcase their culture	Asst Dean Student Affairs * Manager STUDENT Affairs
Strategic Priority 4: "Engage diverse worldviews and perspectives by increasing awareness of diversity and by communications across campus that address these issues."	Plan community-based activities in the local community	Dean – COM Asst Dean Student Affairs * Manager Student Affairs

Goal 11: To create cultural sensitivity among faculty and students to accommodate and respect students from diverse backgrounds.

STRATEGIC PRIORITIES	TARGET/PROJECTED OUTCOMES	RESPONSIBLE PERSON
Strategic Priority 1: "Faculty sensitization for a variety of cultural customs and beliefs"	Involve the faculty in cultural mingling to understand the values of diversity and foster positive community relations.	Dean – COM Asst Dean Student Affairs * Manager Student Affairs
Strategic Priority 2: "Exposure of the student body to different cultures"	Conduct the cultural mingling activity once a year	Dean – COM Asst Dean Student Affairs * Manager Student Affairs

Goal 12: To engage the local community in clinical, social, and cultural initiatives to encourage community participation and interaction between local population and TAU-COM (SHORT TERM)

STRATEGIC PRIORITIES	TARGET/PROJECTED OUTCOMES	RESPONSIBLE PERSON
Strategic Priority 1: "Organize activities in the community focusing on important health issues."	Organize the health camps and activities as per the calendar.	Dean – COM Asst Dean Student Affairs * Manager Student Affairs
Strategic Priority 2: "Encourage Clinical Activities involving the local population."	Organize the health camps and activities as per the calendar.	Dean – COM Asst Dean Student Affairs * Manager Student Affairs





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