



TEXILA  
AMERICAN  
UNIVERSITY  
GUYANA

Bringing Education to Life

# STRATEGIC PLAN 2022-2025

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## **Executive Summary**

Texila American University seeks “be recognized as a leader committed to excellence in higher education, research and innovation that meets the aspirations of the global community.” As such, the University aspires to be a center for innovation in academic, research and business practices in the North American and Caribbean region. To meet the changing and future needs of students and the community for the next five years, this Strategic plan provides a blueprint of the plans of the University as a guide to achieve its strategic goals. It pulls together information gathered through planning documents, research, and discussions and articulates a comprehensive plan for educational programs and services. The successful implementation of the innovative, student-centered strategies outlined in this plan will contribute to the university achieving its mission.

This Strategic Plan was developed in consultation with both internal and external stakeholders and is informed by multiple sources. The strategic plan has been merged with an operational plan to track the University performance against initiatives and KPIs. The operational planning process allows the identification of strategic goals, actions, and KPIs connected to their areas and provide highlights on the work they do for students, faculty, and staff in support of achieving the mission, working towards realization of the vision, and in adherence to the institutional values.

## **Introduction**

TAU and the medical college are relatively young institutions, on a trajectory of growth and continuous quality improvement (CQI). Our immediate effort and strategic investment of resources is focused on achieving excellence in the programs we offer. The College of Medicine maintains a separate strategic plan (2022 to 2025) which does not overlap with the Overall University Strategic plan.

The Strategic Plan was developed through an extensive and inclusive process. The leadership reviewed and reaffirmed the University's mission and goals. The leadership team headed by the CEO conducted a SWOT analysis with the purpose of identifying strategic areas that remain relevant to the focus of the college. Through planning meetings and discussion, the leadership team identified twelve strategic goals categorized into short term and long term.

## **Vision**

To be recognized as a leader committed to excellence in higher education, research and innovation that meets the aspirations of the global community.

## **Mission**

- To redefine and revolutionize international education by offering updated, modern and excellent training in areas of Health Sciences, Information & Communication Technology, Management, Education, Applied Sciences & all possible areas that a learner seeks to engage with TAU.
- To observe the highest standards of ethics, integrity and compassionate care for students and community at large.
- To make Texila American University proud of being the most sustainable university of the world through creating, disseminating, and applying actionable knowledge.

## **Moving from Strategic to Operational Planning**

The TAU 2022-2026 Strategic Plan has been intentionally designed to improve student learning and success and to advance equity by taking what works to scale. While student learning and educational outcomes are the driving institutional indicator of effectiveness, the plan was also created to ensure that TAU continues to enhance its culture of care and ensure a community in which all members can thrive—students, faculty, and staff. And while the plan offers a roadmap through the presentation of strategies, goals, actions, and KPIs, additional steps are required to ensure it is successful.

TAU plan integrates planning, assessment, and resource allocation, to operationalize the strategic plan. Through periodic review, academic program and unit reviews, budget alignment, and KPI reports, the University has designed a process that connects the day-to-day operations, regular reporting, and planning efforts of academic programs and academic, educational, and student services to the strategic plan. The operational planning process allows the identification of strategic goals, actions, and KPIs connected to their areas and provide highlights on the work they do for students, faculty, and staff in support of achieving the mission, working towards realization of the vision, and in adherence to the institutional values.

## **Overview of Balanced Scorecard & Strategic Plan**

The Balanced Scorecard (BSC) is a strategic management system adopted by the Texila American University as a way in which to enhance the existing college-wide planning process. The BSC translates the college Mission-Vision-Values into meaningful indicators which are directly linked to university goals and strategies. The BSC provides a vehicle for collaborative decision making by measuring, tracking, and communicating performance of goals and strategies.

The BSC makes use of a set of core indicators that define and measure institutional effectiveness. It views the institution's effectiveness from four perspectives, each with a balance of financial and non-financial indicators and outcome measures: Perspective A - Customers, Perspective B – Internal Business, Perspective C - Financial, and Perspective D - HR. The outcomes are reported through a Scorecard providing a snapshot of how well the university is performing under each metric and ultimately how well the university is implementing its strategies and moving toward its goals. The Scorecard uses measurable outcomes which were established through a collaborative process of research, analysis and negotiation among the various constituency groups across the University. These measurable outcomes provide the means for assessing and adjusting strategies for meeting the university-wide goals.

## TAU Balanced Scorecard: Institutional Effectiveness from Four Perspectives

Using four perspectives to look at the key indicators, the Balanced Scorecard assesses how the institution effectively meets the goals of the Mission-Vision-Values.



## **Strategic Goal 1: Brand Recognition**

Texila American University strives to maintain a positive reputation of the university, its services and maintain a strategic communication plan with all stakeholders.

### **Strategies**

- A Structured and comprehensive Public Relations Plan
- Organize TV and radio shows focusing on creating awareness and recognition for the activities undertaken by the University.
- Create a positive recognition for the University in high level groups and organizations.
- Build Texila Brand synonymous with corporate social responsibility in Guyana.

### **Success Factors Measured in the scorecard.**

- Minimum of two news articles about Texila American University to be published in Guyana or the Caribbean.
- At least one radio or tv show to be organized in Guyana or Caribbean
- One Panel Discussion/One Webinar inviting participation from relevant speakers in the Caribbean region to be conducted in a quarter.
- Participation in all organizations and associations where Texila brand visibility is required.
- At least one health camp to be organized in remote villages of Guyana as a part of the University's corporate social responsibility.

## **Strategic Goal 2: Diversity of students**

Recruit a diverse student body from different regions to support the mission of the university and be a truly international University.

### **Strategies**

- Create a three-year recruitment and marketing plan from north America with the support of an external consultant.
- Establish marketing plans based on different regions.
- Create opportunities to promote student life in Guyana to prospective students across the world.
- Regionwide targeting with marketing initiatives using student testimonials and alumni support.

### **Success factors measured in the scorecard.**

- Achievement of enrollment numbers from north American region within the established conversion rates.
- Achievement of lead generation and brand awareness goals for specific markets within the approved budget
- Achievement of Social media engagements with a minimum of 9000 engagements in a month
- 30% of lead generation through organic sources.
- Establish an ongoing system of disseminating campus events to all stake holders including external.
- Organize monthly Open house
- Achievement of Admissions KPI

### **Strategic Goal 3: Student Program Completion**

Texila American University provides a comprehensive and individualized experience to support students so that at least 80% of students complete their educational goals on time.

#### **Strategies**

- Support students with an active mentoring and advising program.
- Establish a system of placement, personal and Career Counselling.
- Enhance the library to provide students with a state-of-the-art electronic library system.
- Comprehensive redesign of IT, Business Management and Public Health curriculum

### **Success factors measured in the scorecard.**

- Student program completion for the College of Medicine to achieve 66% and program completion for other programs to achieve 77%
- Increase the licensure rate of graduates in the medical program to 70%
- All students being assigned with mentors and advisers and meetings with students as per the initiatives.
- Completion of career counselling initiatives as per the plan
- Establish curriculum redesign of IT, Business Management, and Public Health Curriculum and complete it before December of 2024. Quarterly initiatives to be identified and completed.
- Adherence to Library and Lab Processes

### **Strategic Goal 4: Student Retention**

Achieving higher student retention percentage to promote organizational growth

#### **Strategies**

- Increased student engagement activities in the first 6 months
- A structured system of grievance handling
- Empowering student's council to address and bring forth student issues.
- System of openness's among students and open door polices to address students' issues.

**Success factors measured in the scorecard.**

- New students' engagement activities include meetings with Deans and other key officials.
- Handling of grievance on time with repeated grievances not more than 5%. Weekly meeting with Assistant Dean students on grievance outcomes.
- Monthly meeting with students' council and track outcomes of issues raised in the student council meeting.
- One open house to be conducted in a quarter.
- Achievement of Reinforcement plan as per the initiatives

**Strategic Goal 5: Transformative Teaching and Learning**

Texila American University's approach to teaching and learning has a transformational impact on students' educational experience and lives.

**Strategies**

- Innovative pedagogy in medical education
- Student centered curriculum
- Comprehensive Professional development
- Create an innovative distance education model to enhance the academic delivery models.
- Establish an environment of scholarly life with student involvement.
- Structured Assessment Methodologies on formative and summative learning

**Success factors measured in the scorecard.**

- KPI and achievement of Academic Delivery Services for Medicine and other programs
- Structured Professional Development plan for staff.
- 80% satisfaction on all student surveys
- 20% industry faculty for College of BM. IT & PH
- Faculty and Student collaborative research achievement.
- Organizing one international conference
- Completion of all the exam initiatives as per the calendar (Plan)

**Strategic Goal 6: Fiscal Stability**

Texila American University maintains sound fiscal stability and strong fiscal reserves.

**Strategies**

- Effective and productive enrollment management to match the budget.
- Strategic revenue increasing strategies by launching new programs.
- Proactive and strategic budget forecasting and management
- Proactive and transparent communication of budget processes

**Success factors measured in the scorecard.**

- Actual expense to be less than 10% of the budget.
- Achievement of enrollment management Metrics
- Achievement of Tuition Collection Goals
- Monthly P&L review meetings
- Monthly budget forecast meeting
- Compliance with all statutory requirements

**Strategic Goal 7: Faculty Retention**

Achieving higher quality of academic delivery by effective utilization and retention of quality faculty.

**Strategies**

- Maintaining a healthy student to faculty ratio (1:8)
- Handling of faculty grievances
- Effective and timely contract and promotion processing
- International Conference
- Professional Development opportunities for faculty

**Success factors measured in the scorecard.**

- Professional development activities
- Achievement of international conference KPI
- Faculty retention ratio of 90%

**Strategic Goal 8: Maintain a culture of inclusivity.**

Inspire a Campus Culture of Inclusive Excellence, Support and Collaboration

**Strategies**

- Enhance the faculty and staff recruitment strategies to attract and retain diverse faculty and staff.
- Establish student recruitment strategies to attract students from different ethnic, cultural and geographical backgrounds.
- Create a diverse multicultural campus environment.

**Success factors measured in the scorecard.**

- Campus events based on cultural diversity.
- More faculty from Africa and other locations where there is no presence
- Student recruitment from North America

### **Strategic Goal 9: New Programs**

Launching of new programs after proper market study and with required approval

#### **Strategies**

- Establish hospitality programs to cater to the emerging need of Guyana.
- Establish programs in Petroleum Oil and Gas and Skill development programs.

#### **Success factors measured in the scorecard.**

- Launch of new programs as per the initiatives

### **Strategic Goal 10: Accreditation**

Provide relevant and reliable assurance of educational quality by securing accreditation for the university and programs.

#### **Strategies**

- Secure a three-year accreditation from CAAM-HP
- Secure a three-year accreditation from ACCM.
- Secure institutional accreditation from British Accreditation Council

#### **Success factors measured in the scorecard.**

- Audit outcome of accreditation standards
- Outcomes of Governance KPI

### **Strategic Goal 11: Employee Retention**

Achieving higher employee retention percentage to promote organizational growth and employee satisfaction.

#### **Strategies**

- A structured system of grievance handling
- Empowering employees with workshops and training programs
- Skip level meetings

#### **Success factors measured in the scorecard.**

- Completion of manpower planning based on the requirement.
- Completion of employee engagement activities as per the calendar
- Annual salary benchmarking and appraisal

**Strategic Goal 12: Adherence to Internal Business Processes**

Ensure initiative and activities are undertaken as per the establish process.

**Strategies**

- Creation of audit calendar based on accreditation standards.
- Conduction of monthly audits based on the calendar.
- To Ensure Process & Policies are Reviewed Every Quarter based on User Demands

**Success factors measured in the scorecard.**

- Average 70% achievement on BSC Audit
- Average 70% achievement on Accreditation audit
- 20% new processes are to be created every quarter.

**Strategic Planning Committee**

The strategic planning committee is a university-level committee headed by the Chief Executive Officer which is responsible for tracking strategic initiatives. There are long-term and short-term initiatives which are tracked on an ongoing basis. TAU’s strategic plan is also linked to an operational plan for more effective tracking of key aspects of all functions such as Key Performance Indicators. Every quarter the outcomes are reviewed against initiatives to review achievement against the plan and established KPIs.

**Alignment of Strategies with the Mission of the University**

To redefine and revolutionize international education by offering updated, modern, and excellent training in areas of Health Sciences, Information and communication Technology, Management, Education, and Applied Sciences & and all possible areas that a learner seeks to engage with TAU.	<b>M1</b>		
To observe the highest standards of ethics, integrity, and compassionate care for students and the community at large.	<b>M2</b>		
To make Texila American University proud of being the most sustainable university of the world through creating, disseminating, and applying actionable knowledge.	<b>M3</b>		
<b>Strategy</b>	<b>M1</b>	<b>M2</b>	<b>M3</b>

Strategic Goal 1: Brand Recognition			✓
Strategic Goal 2: Diversity of students		✓	
Strategic Goal 3: Student Program Completion	✓		
Strategic Goal 4: Student Retention	✓		
Strategic Goal 5: Transformative Teaching and Learning	✓		
Strategic Goal 6: Fiscal Stability			✓
Strategic Goal 7: Faculty Retention	✓		
Strategic Goal 8: Maintain a culture of inclusivity.		✓	
Strategic Goal 9: New Programs	✓		
Strategic Goal 10: Accreditation	✓		
Strategic Goal 11: Employee Retention			✓
Goal 12: Adherence to Internal Business Processes			✓

**Alignment of Strategies to BSC Perspective**

Strategy	Customer Perspective	Internal Business Perspective	Financial Perspective	Learning & Growth Perspective
Strategic Goal 1: Brand Recognition			✓	
Strategic Goal 2: Diversity of students	✓			
Strategic Goal 3: Student Program Completion	✓			
Strategic Goal 4: Student Retention	✓			
Strategic Goal 5: Transformative Teaching and Learning		✓		
Strategic Goal 6: Fiscal Stability			✓	

Strategic Goal 7: Faculty Retention				✓
Strategic Goal 8: Maintain a culture of inclusivity.	✓			✓
Strategic Goal 9: New Programs	✓			
Strategic Goal 10: Accreditation		✓		
Strategic Goal 11: Employee Retention				✓
Strategic Goal 12: Adherence to Internal Business Processes		✓		

### Alignment of Strategies to BSC Metrics

BSC Metric	Strategic Goal
PR Activity	Goal 1
Marketing Activities	Goal 1
Student Recruitment	Goal 1
Admissions	Goal 2
Onboarding	Goal 2
Academic Delivery Services	Goal 5
Examination	Goal 5
Alignment Meetings	Goal 12
Reinforcement	Goal 4
Student Progression	Goal 3
Fee Collection	Goal 6
Student Retention	Goal 4
Clinical Services	Goal 5
Student Grievances	Goal 4
Faculty Retention	Goal 7
Graduation	Goal 5
Open House	Goal 12
Student Engagement	Goal 8
International Conference	Goal 5
Library Management	Goal 12
Laboratory Management	Goal 12
Student Satisfaction Survey	Goal 4
Governance	Goal 12
Buyer Persona	Goal 1
New Program and Partnership	Goal 9
Accreditation	Goal 10
Process Workout	Goal 12

E-Learning'	Goal 5
Statutory Compliance	Goal 12
Industry Faculty	Goal 5
Administrative Processes	Goal 12
GOAL	Goal 5
FDP	Goal 7
Hostel	Goal 12
HR Performance	Goal 12

### **Balance Score Card Audit**

The audit team headed by the Head of Quality conducts monthly audits on Balance Score Card. Every metric has KPIs and Initiatives that get audited based on a specific timeline. Metrics also have expected achievement and in percentage and a numerical percentage is assigned to every metric based on completion. Applicable committees and or departments receive the results of the audit. The applicable head of the department is responsible for acting upon the results. The department head responsible for reviewing the performance in elements has a responsibility to develop recommendations and timelines for the correction of identified deficiencies. The officer in charge from the office of Quality Assurance ensures that specified corrections are made and that the resulting outcomes are evaluated.