



**TEXILA
AMERICAN
UNIVERSITY**



**TEXILA AMERICAN UNIVERSITY
ZAMBIA**

Strategic Plan: 2021-2025

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Executive Summary

Texila American University seeks “to 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 with a specific focus on the SADC, AFCFTA, and COMESA regions. As one of Zambia’s top universities, TAUZ offers quality and affordable medical, IT and management education.

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 provides 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

Texila American University Zambia, which is part of the Texila consortium is a relatively young institution, 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 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 Vice Chancellor conducted a SWOT analysis with the purpose of identifying strategic areas that remain relevant to the focus of the schools. Through planning meetings and discussion, the leadership team identified fifteen 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 TAUZ 2021-2025 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.

TAUZ 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 university 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.

Perspective A:

- Customer Perspective
- How well does the college respond to the needs of student community

Perspective B:

- Internal Business Perspective
- How well does the aligns its activities to already established process based on best practices

Perspective C:

- Financial Perspective
- How well does the university able to manage its finances including its fiscal strength, profitability and minimizing

Perspective D:

- Learning and Development
- How well does the University manage its human resources by providing for employee development and TAU Strategic Plan

Strategic Goal 1: Education

Texila American University Zambia 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 academic plan

- Promote student success by using high-caliber and creative academic programming.
 - Transform quality education programs across Medicine, health, business, Information technology and hospitality.
 - Deliver quality academic programs that meet international academic and industry standards
 - To strengthen the University's international profile and visibility
 - Elevate High Impact Programs and Launch program in Hospitality, Tourism, Artificial Intelligence, Cyber Security
- Achieve Educational and Curricular innovation.
 - Update our curricula to ensure they reflect the latest in school of business management to meet the global standards
 - Global Partnership : Partner with CTH for Hospitality program
 - Partner with ATHE for international recognition
 - Guide students on Licensure Exam & Follow guideline for Examinations
- Prioritize recruitment and retention of an outstanding, highly qualified and diverse body of faculty and students
 - Recruit and retain highly qualified and experienced faculty and staff.
 - Encourage growth and development of creativity and innovation.
 - Increase number of international students
 - Implement or enhance initiatives geared towards improving retention, progression and graduation rates
 - Implement or enhance initiatives geared towards improving retention, progression and graduation rates

- Offer competitive faculty salaries to recruit and retain the best faculty
- Encourage knowledge transfer at all levels

Strategic Goal 2: State of the Art Infrastructure and Services

Provide top-tier educational infrastructure to accommodate growth.

Maintain a learning environment that inspires educational excellence.

Strategies

- Provide top-tier educational infrastructure
 - Explore and move to a bigger campus
 - Provide facilities and infrastructure that meet our evolving needs.
 - Maintain a physical environment that inspires learning.
- State of art Teaching and Learning Facilities and Laboratories.
 - Provide IT Infra facilities in classrooms.
 - Support students with tools like Campus Management System / ERP/LMS and e-Resources Lecturio
 - To increase the capacity Of Computer Lab with 100 workstations.
- Invest in Students mental and physical health
 - Improve upon recreational and sports facilities available for students and staff members
 - Increase the frequency of counselling sessions like academic and pastoral

Strategic Goal 3: Research & Consultancy

Provide a conducive environment for research and development

Maintain a learning environment that inspires educational excellence.

Strategies

- To be a leader in academia and carry out highly regarded international research in the fields of medicine, health, business, and information technology.
 - Organize Annual International Conferences
 - Collaborate with Local, Regional and extra regional universities / bodies
- Develop adequate research infrastructure and capacity to become a visible and recognized

research-active institution.

- Provide independent IT workstation for academic staff.
 - Adequate e-learning resources through subscriptions.
 - Communicate and promote our research strengths and impact locally and globally.
- Enhance research collaboration across all academic units: departments, centers, institutes and programs.
 - Motivate Faculty members to high order research
 - Publication goal of minimum two research articles / teaching staff / academic-year
 - Publish the research articles in locally and globally recognized Journals/conferences

Strategic Goal 4: Clinical Care

Provide a advanced facility for clinical rotations

Maintain a learning environment that inspires educational excellence.

Strategies

- Advance the new technologies form bench to bedside to improve health
- Educate and support all health professionals and students in the use of technology
- Promote patient centered care and excellence at every point of care in all faculty practices and hospital settings
- Ensure clinical consultant and staff recruitment levels align with our business needs and plans.
- Determine opportunities for creating additional community teaching sites for all learners
- Higher academic progression
- Improve academic success of student populations who have lower retention and graduation rates

Strategic Goal 5: Diversity, Inclusivity & Internationalization

Provide modern and advanced facility for clinical rotations

Maintain a learning environment that inspires educational excellence.

Strategies

- Build a culture of diversity, inclusion, integrity, and empowerment.
- Develop, coordinate and support diversity initiatives.
- Faculty sensitization for a variety of cultural customs and belief.
- Interactive sessions and social events organized for the students providing them an opportunity to understand and accept different cultures.
- Campus equality, diversity and inclusion
- Increased diversity in terms of race, gender, social class, and language preference
- Actively recruit students across the spectrum of urban and rural areas
- Provide residence accommodation for the first semester
- Increase enrolment, retention, and graduation of diverse students
- Become the leading university serving Regional and International Students
- Provide meaningful global experiences and global learning pathways
- Provide meaningful global experiences and global learning pathways
- Promote a greater sense of safety and security for international students
- Improve the international student experience, so they can thrive across all aspects of academic and campus life
- 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

Strategic Goal 6: Entrepreneurship & Industry Connect

Provide Reputation for Entrepreneurship, make Industry hands on available

Organize industry events

Strategies

- Focus on School of Business by launching varied portfolio of Business Administration, Project Management, Banking & Insurance, Marketing, Finance & Accounting
- Establish Incubation centre – Facility for new age entrepreneurs and young minds to transform their innovative ideas into viable business propositions.
- Promote Industry Connect through Networking.
- Industry/Guest Lectures - foster networking and in-depth learning opportunities on campus between practicing professionals and TAU faculty and students.
- Consultancy – Provide professional or expert advice or service in selected field of Technology & Management
- Organize Job Fair - opportunity for prospective employers to find a capable workforce. Hackathons / Codefest - to help put students coding skills to work.
- Texila Talk/Dialogue Series – Quarterly series are semi-formal conversations that offer young people insights on thematic areas, cultures, and engagement.

Strategic Goal 7: Community Integration

Inculcate the community integration through social inclusion, community engagement and Impact programme

Strategies

- Engage in active strategic partnerships with industry including public and private sectors in order to be responsive to current community needs
- Establish cooperative alliances to improve educational opportunities for students.
- Promote economic growth and attend to local and regional needs.
- Encourage workforce development for opportunities that are crucial to the area
- Train SME sector.
- Offer Scholarship to Academically strong but needy candidate
- We actively engage with community leaders to develop and implement a coordinated plan that promotes talent retention.
- Health Fair organized by staff & students to assess their health status by offering free health checkups for the local communities.
- Community Awareness Activities organized by the students and faculty, such as,

- Diabetes Awareness Program, Financial Planning, Stress Management.
- Blood Donation and Immunization Camps

Strategic Planning Committee

The strategic planning committee is a university-level committee headed by the Vice Chancellor 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

<p>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.</p>	<p>M1</p>
<p>To observe the highest standards of ethics, integrity, and compassionate care for students and the community at large.</p>	<p>M2</p>
<p>To make Texila American University proud of being the most sustainable university of the world through creating, disseminating, and applying actionable knowledge.</p>	<p>M3</p>

Strategy	M1	M2	M3
Strategic Goal 1: Education			✓
Strategic Goal 2: Infrastructure		✓	
Strategic Goal 3: Research & Consultancy		✓	
Strategic Goal 4: Clinical Care	✓		
Strategic Goal 5: Diversity, Inclusivity & Internationalization	✓		
Strategic Goal 6: Entrepreneurship			✓
Strategic Goal 7: Community Integration	✓		

Alignment of Strategies to BSC Perspective

Strategy	Customer Perspective	Internal Business Perspective	Financial Perspective	Learning & Growth Perspective
Strategic Goal 1: Education	✓			
Strategic Goal 2: Infrastructure		✓		
Strategic Goal 3: Research & Consultancy			✓	
Strategic Goal 4: Clinical Care				✓
Strategic Goal 5: Diversity, Inclusivity & Internationalization	✓			
Strategic Goal 6: Entrepreneurship			✓	

Strategic Goal 7: Community Integration				✓
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Alignment of Strategies to BSC Metrics

BSC Metric	Strategic Goal
Academic Delivery Services	Goal 1
Examination	Goal 1
Marketing Activities	Goal 1
Student Recruitment	Goal 1
Admissions	Goal 5
Onboarding	Goal 5
Student Progression	Goal 1
Student Retention	Goal 5
Clinical Services	Goal 4
Student Grievances	Goal 4
Faculty Retention	Goal 4
Graduation	Goal 1
Student Engagement	Goal 7
International Conference	Goal 3
Library Management	Goal 2
Laboratory Management	Goal 2
Student Satisfaction Survey	Goal 4
Governance	Goal 2
New Program and Partnership	Goal 6
Training SME	Goal 7

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.

Implementation and Monitoring

The Strategic Planning Committee will oversee the implementation of this plan. Regular reviews will be conducted to ensure that goals are met, with adjustments made as necessary to adapt to changing circumstances.

Conclusion

This Strategic Plan positions Texila American University Zambia as a prominent educational institution in the SADC, AFCFTA, and COMESA regions. By focusing on academic excellence, research, infrastructure, and partnerships, TAUZ is well-equipped to contribute significantly to the socio-economic development of Africa and achieve sustainable growth