



VILLA COLLEGE:

THE LEADING HIGHER EDUCATION INSTITUTE OF MALDIVES

2023 - 2027 STRATEGIC PLAN

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FOREWORD BY THE RECTOR

Over only a 15-year period from its establishment, Villa College has had a significant impact on the higher education landscape of the Maldives. We became the first private higher education provider in the Maldives, and we continue to offer outstanding value to our students from all over the country.

While basing our programmes on the guiding pillars of affordability, sustainability, accessibility, employability and flexibility, we now offer more than 100 level 8 and above programmes, and continue to develop even more high-quality programmes that are seen as the best in the Maldives.

Due to the preparations for online learning, we had been doing based on our Strategic Plan 2017-2021, we were well-prepared for the difficulties faced in delivering high quality higher education even through the pandemic. We were able to transition to online learning effectively right from the beginning of the lockdown, and we provided uninterrupted teaching and learning experiences for all our students throughout the pandemic period.

During recent years, Villa College has moved into a variety of new areas of study, including engineering, psychology and counselling, nursing, and other fields. We have been building our strategic partnerships with higher education providers from overseas, especially with the University of the West of England. We also established a close relationship with Taylor's University in establishing hospitality programmes.

We have expanded our infrastructure to meet the needs of our new programmes and continue to develop our governing mechanisms to provide the best support for our students



We are developing our research capabilities through fostering a holistic environment of excellence and growth among students and staff. We provide on-going development opportunities for our students as well as academic and administrative staff, raising our standards to meet and exceed our stakeholders' expectations.

We now intend to achieve even more milestones with this new, far-reaching strategic plan. We will continue to expand into new academic fields to meet the needs of the national workforce and set out and meet even higher standards.

In order to develop the College further through this strategic plan, some of the areas covered include focussing even more on the quality aspects of our operations - especially in our teaching and learning - ensuring that the student experience at the College is outstanding and memorable, and concentrating on different areas of research, artistic creation and creative inquiry.

We will also pay greater attention to building institutional and community-level partnerships, to developing Villa College as a globally connected institution, and to making our working environment more intellectually stimulating and rewarding. We will also be paying attention to our overall financial position and to creating state-of-the-art infrastructure to align with our strategic priorities.

Overall, our previous strategic plans have served as guiding beacons, paving the way for our remarkable successes to date. However, with the introduction of this inspirational strategic plan, we are poised to surpass our previous accomplishments and attain loftier goals.

INTRODUCTION



Developed on the foundations outlined in the previous strategic plan, Villa College's new strategic plan for the years 2023-2027 sets the course for achieving the status of the first private university in the Maldives. This comprehensive plan builds upon the College's existing strengths and focuses on realizing the vision of becoming the premier higher education provider in the country, recognized both locally and internationally. Formulated through a collaborative effort, this strategic plan serves as a blueprint for guiding Villa College towards its ultimate goal.

Formulated through extensive research and collaboration, this strategic plan serves as a guiding framework for Villa College's strategic decision-making process. It reflects the College's commitment to adapt to the evolving educational landscape and address the unique challenges and opportunities in the Maldivian context. Throughout the planning process, the vision, mission, strategies and goals of Villa College for the upcoming years were carefully formulated and refined to align with the College's current direction and aspirations. The plan seeks to leverage the College's expertise, resources and partnerships to provide the highest quality education and enrich the student experience.

Villa College places a strong emphasis on attracting and retaining top-tier faculty members who bring a wealth of expertise and knowledge to their respective fields. The strategic plan recognizes the significance of creating an environment that motivates and stimulates these industry specialists, fostering a culture of continuous learning and innovation. Additionally, the plan acknowledges the importance of understanding the external environment in which Villa College operates. By analysing the market dynamics, identifying emerging trends, and evaluating potential challenges, the plan lays the foundation for proactive strategies that address the College's unique position in the higher education sector.

The goals and strategies outlined in this strategic plan are characterized by their practicality, realism, and ambition. They reflect Villa College's commitment to excellence, innovation, and its ongoing pursuit of providing students with the best possible education in various disciplines. Villa College embraces the broader objective of strengthening Villa College's position as a leading institution in the higher education landscape. This strategic plan seeks to enhance the College's reputation and influence, both within the local community and on an international scale.

This strategic plan sets forth a clear roadmap for Villa College's future growth and success. By implementing the strategies and initiatives outlined within, the College aims to enrich its academic programmes, strengthen industry partnerships, drive research and innovation, and foster an inclusive and engaging learning environment. Villa College is committed to shaping the future of higher education in the Maldives, through empowering students to excel and contribute to the progress of society. The College looks forward to the collaboration and support of its stakeholders, partners, and the wider community in achieving the objectives outlined in this plan and realizing its vision of becoming a premier institution of higher learning in the Maldives.

WHY VILLA COLLEGE?

Villa College is an excellent choice for students who want to receive a high-quality education while also benefiting from industry engagement, learning support, and student support services. With a strong emphasis on academic strength, Villa College provides a challenging and rewarding learning environment that prepares students for success in their chosen fields.

The college's commitment to industry engagement ensures that students have access to real-world experience and networking opportunities that can enhance their career prospects. Villa College also places a strong emphasis on student support, with a range of services available to help students achieve their academic and personal goals.

Villa College provides learning support services, including peer-assisted learning and academic advising, to help students succeed in their programmes. Villa College is committed to creating an inclusive and supportive environment that fosters a sense of community and encourages personal growth.

PIONEERING LEGACY:

As the first private college in the Maldives, Villa College has a rich history of setting high educational standards and pushing boundaries. Our legacy is a testament to our dedication to providing quality education.

ACADEMIC EXCELLENCE:

Villa College is renowned for maintaining academic rigor. Our dedicated faculty members, who are experts in their respective fields, ensure that students receive a world-class education that meets global standards.



REAL-WORLD RELEVANCE:

Our curriculum is crafted with real-world applicability in mind. We emphasize practical learning experiences, experiential learning, and simulations, ensuring that our graduates are well-prepared to tackle the challenges of their chosen careers.

TRANSFORMATIVE IMPACT

Our slogan, "Transform Your Life with Villa College," encapsulates our mission to empower students to create meaningful change in their lives and society. We provide the tools for personal and professional growth.

WHY VILLA COLLEGE?

INDUSTRY INTEGRATION:

Our strong partnerships with industries ensure that our programmes remain relevant and aligned with market demands. Students benefit from internships, workshops, and first-hand exposure and experience in their chosen fields.

GLOBAL PERSPECTIVE:

In an interconnected world, we encourage our students to adopt a global perspective. Through academic collaborations with international institutions, we prepare students for success on the global stage.

RESEARCH AND INNOVATION:

Villa College is committed to nurturing a robust research culture in the Maldives. An integral facet of our educational philosophy is the integration of research components throughout our undergraduate and postgraduate programmes. Our international conference and international journal serve as platforms to exchange ideas, disseminate research, and to enable the fusion of diverse viewpoints from across the globe.

ACCESSIBILITY:

Recognizing the diverse needs of learners, we have harnessed digital platforms to ensure their education transcends geographical barriers. Through our robust online infrastructure, we provide students the flexibility to pursue their studies from anywhere, at their own pace.

SUSTAINABILITY:

We take pride in integrating eco-friendly practices into our daily operations. Through our green campus and solar initiatives, we showcase our commitment to a more environmentally conscious and responsible future.

MOVING FORWARD

This section covers the vision, mission, guiding pillars, graduate philosophies, and values of Villa College. It additionally acknowledges the major achievements of the College, along with a detailed description of our current reality and the future we aspire towards.

VISION



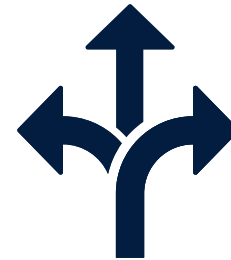
“To be the leading higher education provider in the Maldives, highly valued locally and recognized internationally.”

MISSION



Our mission is to sustain, develop and disseminate knowledge and understanding by providing internationally recognized higher education at an affordable price, through teaching, research, consultancy, and training which develop intellectual capacity and values vital to the dynamic Maldivian community and economy. The following philosophies guide our mission:

GUIDING PILLARS



GUIDING PILLARS



QUALITY

Quality is as a fundamental pillar of Villa College. The College is committed to providing a high standard of education and ensuring excellence across all aspects of its operations. By employing a dedicated and expert faculty and staff, Villa College aims to deliver quality academic programmes and student services. Emphasis is placed on recruiting highly qualified academics to uphold rigorous academic standards.



ACCESSIBILITY

The institution strives to make higher education accessible to a diverse range of students, including those from low-income households. Through various initiatives, such as government scholarships and financial aid programmes, Villa College seeks to remove financial barriers that may hinder students' access to education.



FLEXIBILITY

The College aims to adapt to evolving student needs and industry requirements by providing flexible learning options. This includes incorporating innovative teaching modes and leveraging technology to offer online and blended learning opportunities.



SUSTAINABILITY

The institution recognizes the importance of financial sustainability and environmental responsibility to maintain its self-sustaining status. Efforts are focused on improving the overall financial position of the College while ensuring the efficient allocation of resources. By adopting sound financial practices, such as prudent cost management and diversifying income streams, Villa College aims to secure its long-term viability. The institution has implemented a comprehensive no single-use plastic policy, reduced its plastic waste, and promoted a plastic-free environment.



EMPLOYABILITY

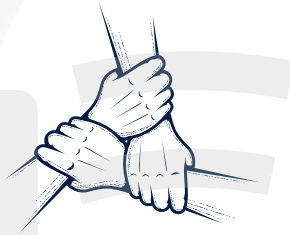
Villa College places a strong emphasis on equipping students with the skills and knowledge necessary for successful employment. The strategic plan focuses on enhancing the employability of graduates, ensuring they are recognized as the most employable in their particular industry.

GRADUATE QUALITIES

GRADUATE ATTRIBUTE	ACADEMIC DIMENSION	PERSONAL DIMENSION	INTERACTIVE DIMENSION
Knowledge Expert	Stay abreast of knowledge within own discipline	Self-motivated to develop and achieve full personal and potential	Contribute discipline-relevant competencies, skills, and knowledge
Committed Professional	Display appropriate ethical awareness in conduct and performance	Manage self effectively and professionally	Demonstrate professional behaviour and ethical practices
Independent Researcher	Capable of undertaking authentic research	Self-driven to seek new knowledge	Investigate issues and justify positions with the use of evidence and logical argument
Critical and Reflective Thinker	Skilful in critical reflection for problem-solving and creative thinking	Adept at critical self-reflection	Contribute through critical reflection on interpersonal and societal issues
Innovative Solution Seeker	Equipped with systematic methods and tools to pursue new solutions	Intellectually curious and perseverant	Collaborate to seek creative solutions
Competent Technology User	Proficient in the knowledge and skills of contemporary technology	Ready to learn and use new technology	Adopt contemporary technology to advance work practices and share knowledges
Effective Communicator	Well-equipped with the knowledge and skills of effective communication	Appreciate the complexity and power of language and data	Develop and communicate ideas and information effectively
Experienced Collaborator	Aware of the need for interpersonal understanding for effective teamwork	Value and respect others' views and sensitivities	Collaborate constructively and contribute positively
Entrepreneurial and industry driven contributor	Develop entrepreneurial mind-sets, behaviours and skills	Self-disciplined to develop own enterprising and entrepreneurial qualities	Apply entrepreneurial qualities flexibly in different contexts to achieve desired results
Participate and contribute locally and globally	Responsive and aware of social and cultural norms	Value diversity across cultures	Consider and act upon the social and global responsibilities of their actions

OUR VALUES

We are driven by the **NEEDS** of the society



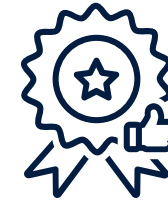
Villa College recognizes the importance of being responsive to the needs of the society it serves. This value emphasizes the College's commitment to understanding and addressing the educational, economic, and social needs of the community. By aligning its programmes and initiatives with societal needs, Villa College aims to make a positive impact and contribute to the development and progress of society.

We strive to **EMPOWER PEOPLE TO BE CREATIVE AND INNOVATIVE**



Villa College values and fosters creativity and innovation among its students and staff. It believes in providing an environment that encourages individuals to explore new ideas, think critically, and develop their creative potential. By promoting creativity and innovation, the College aims to nurture individuals who can adapt to changing circumstances, solve complex problems, and contribute to the growth and development of society.

We affirm **QUALITY** as our principal priority



Quality is a core value for Villa College. It signifies the College's dedication to maintaining high standards of excellence in all aspects of its operations. This commitment to quality is reflected in the delivery of education, faculty qualifications, infrastructure, student support services, and overall educational experience. By prioritizing quality, Villa College aims to provide its students with a rigorous and valuable education that prepares them for success in their chosen fields.

We inculcate **MORAL AND ISLAMIC VALUES**



Villa College recognizes the importance of moral and Islamic values in shaping individuals' character and behaviour. This value emphasizes the College's commitment to instilling ethical principles, integrity, and respect for others in its educational programmes and campus culture. By promoting moral and Islamic values, Villa College aims to produce graduates who not only excel academically but also demonstrate good character and contribute positively to society.

We maintain **FAIRNESS AND INTEGRITY** in all undertakings



Fairness and integrity are fundamental values for Villa College. The College upholds principles of fairness, transparency, and ethical conduct in all its endeavours, including admissions, assessments, evaluations, and interactions among students, faculty, and staff. By maintaining fairness and integrity, Villa College aims to create a trusting and supportive environment where everyone is treated equitably and with respect.

We promote a **CULTURE OF RESPECT AND HARMONY**



The College believes in creating an environment where individuals treat each other with dignity, empathy, and kindness. Mutual respect is encouraged among students, faculty, and staff, fostering a sense of community and cooperation. By promoting a culture of respect and harmony, Villa College aims to nurture positive relationships, resolve conflicts peacefully, and create a welcoming and inclusive atmosphere for all.

We endeavour to develop **LOVE FOR LIFE-LONG LEARNING**



Villa College values and promotes the pursuit of lifelong learning. This value reflects the College's belief that education should be a continuous journey that extends beyond formal academic programmes. Villa College encourages students and staff to develop a passion for learning, embrace curiosity, and seek knowledge throughout their lives. By fostering a love for lifelong learning, the College aims to instil a sense of intellectual growth, personal development, and a commitment to ongoing education and self-improvement.

We are determined to develop a society with **RESPONSIBLE CITIZENS**



The College recognizes the importance of instilling values such as social responsibility, ethical behaviour, and civic engagement in its students. Through various initiatives, including community service programmes, awareness campaigns, and ethical leadership development, Villa College aims to empower students to understand their roles and responsibilities as members of a larger community.

CURRENT REALITY AND ENVSIONED FUTURE

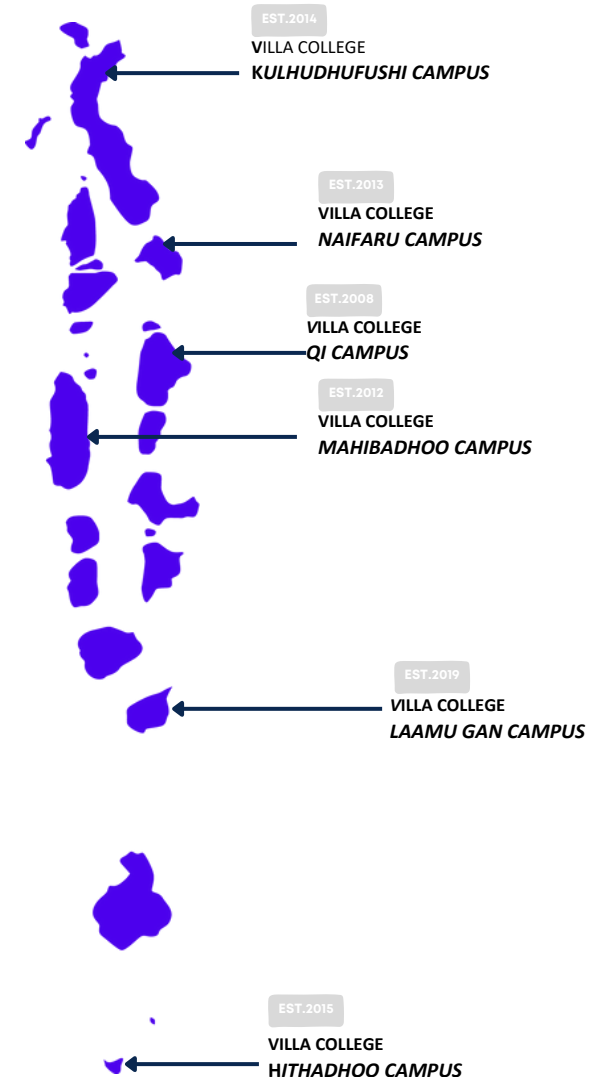
CAMPUSES



Its our goal to establish our campuses in all the urban centres in the Maldives. We have 6 campuses dispersed around the country.

- *Villa College QI Campus*
- *Villa College Mahibadoo Campus*
- *Villa College Naifaru Campus*
- *Villa College Laamu Gan Campus*
- *Villa College Hithdhoo Campus*
- *Villa College Kulhudhufushi Campus*

It is our sincere belief that this will eliminate geographical barriers and open a pathway for students more students throughout Maldives to proceed with higher education without the need to travel farther from home. With the purpose of ensuring that we are accessible throughout the region, Villa College applies numerous different strategies, models and obtains partnerships in establishing campuses, learning centres and commencing programmes within atolls.



CURRENT REALITY AND ENVISIONED FUTURE

FACULTIES

Over the past fifteen years, Villa College has experienced remarkable growth and achievements, solidified its reputation, and gained recognition both locally and internationally. This progress is evident in the significant expansion of its services, the increase in student enrolment, and the diverse programme portfolio on offer. Currently, Villa College constitutes eight academic faculties/institutes/centres, namely

- the Faculty of Business Management,
- the Faculty of Educational Studies,
- the Faculty of Shariah and Law,
- the Faculty of Engineering Technology,
- the Faculty of Health Sciences,
- the Centre for Foundation Studies,
- the Institute for Research and Innovation, and
- the Centre for Postgraduate Studies.

Driven by our commitment to continuous improvement, Villa College has implemented new strategies to foster the growth and development of its faculties. We have focused on enhancing the overall student experience by organizing various student-related activities, societies, exhibitions, symposiums, and other initiatives that promote student engagement and cultivate a vibrant learning environment. These activities provide valuable opportunities for students to showcase their talents, exchange knowledge, and develop essential skills relevant to their fields of study.

PROGRAMMES

Villa College is committed to offering a diverse range of high-quality programmes that cater to the needs and aspirations of our students. Over the years, we have introduced various new programmes to meet the growing demand and address the specific requirements of the Maldivian market. Our portfolio includes programmes in business, management, human resources, marketing, economics, accounting, banking, finance, information technology, education, Shariah and law, engineering, research, health sciences (nursing and pharmacy), and more.

In addition to the current programmes, Villa College has been proactive in expanding its programmes to cover areas where there is a high demand but limited availability of courses in the Maldives. We have developed our own programmes for mainstream offerings and have also ventured into the online market, providing greater accessibility to higher education. These include programmes such as the Master of Counselling, which focuses on equipping students with the skills and knowledge necessary for professional counselling practice. The College has also expanded its programmes in the engineering disciplines to meet the growing demand for specialized engineers. By continuously assessing the needs of the market and working closely with industry partners, we strive to develop and introduce new programmes that are relevant and in line with the evolving professional landscape.

Furthermore, Villa College has established strategic partnerships with renowned international institutions such as Taylor's University. Through this collaboration, we are able to offer programmes in areas like journalism, culinary arts, and hospitality, that are not commonly available in the Maldives. These partnerships enhance the diversity of our programme offerings and provide students with the opportunity to gain an international perspective, and exposure to global best practices.

CURRENT REALITY AND ENVISIONED FUTURE

TEACHING

Villa College is dedicated to providing a high-quality teaching and learning experience for its students. Our esteemed academic faculty members, consisting of highly qualified professionals with master's degrees and PhDs, bring a wealth of expertise and experience to the classroom. We take pride in having the largest group of PhDs working together under one roof, ensuring that our students receive instruction from leaders in their respective fields.

To enhance the learning experience, Villa College adopts a blended approach to teaching, incorporating both face-to-face and virtual platforms. This hybrid model provides greater accessibility for students, allowing them to engage with course materials and interact with faculty members regardless of their location. Additionally, our teaching methods focus on providing students with real-life experiences and practical guidance. We strive to equip our students with the necessary skills and knowledge through internships, collaborative projects with well-known organizations, and seminars and sessions that enhance their understanding of the industry.

At Villa College, we believe in offering a holistic learning environment that goes beyond traditional classroom instruction. We aim to provide students with immersive learning experiences, which fosters their personal and professional development. By integrating real-world scenarios and industry insights into our curriculum, we ensure that students are well-prepared to enter the workforce with confidence. Through guidance, mentorship, and internship opportunities, we empower our students to apply their knowledge in practical settings and gain valuable hands-on experience.

RESEARCH

The Institute for Research and Innovation at Villa College, founded in 2012, has played a pivotal role in fostering a vibrant research culture within the College and across the Maldives. Over the years, our research institute has gained significant recognition and popularity, particularly through the annual International Conference on Social Research and Innovation (ICSRI). This flagship event has become a platform for researchers, scholars, and practitioners from various disciplines to showcase their research findings, exchange knowledge, and contribute to the advancement of knowledge in their respective fields.

The ICSRI has proven to be instrumental in elevating the research landscape in the Maldives by providing a forum where academics, researchers, and students can come together to present their research and engage in meaningful discussions. This conference has not only expanded the horizons of research within Villa College but has also inspired a broader research community in the country.

At Villa College, we recognize the importance of research as a catalyst for innovation and intellectual growth. Our dedicated team of academics has continuously developed their research skills, embraced rigorous methodologies, and explored new avenues of inquiry. By actively participating in national and international research projects, publishing in reputable journals, and attending conferences, our faculty members have established themselves as proficient researchers in their respective fields.

CURRENT REALITY AND ENVISIONED FUTURE

INDUSTRY

At Villa College, we prioritize the industry relevance of our programmes. We are committed to designing curricula that align with the needs and demands of the job market, ensuring that our graduates possess the necessary skill sets, competencies, and graduate qualities required by the industry. By incorporating industry-driven components into our programmes, we prepare our students to excel and thrive in their respective fields. The quality and reputation of our programmes have garnered the attention and interest of major corporations not only in the Maldives but also in the wider region.

Employers recognize the value of hiring Villa College graduates, as they are equipped with the knowledge, expertise, and practical experience necessary to contribute effectively to the workforce. Our graduates are sought-after candidates who are poised to become leaders and catalysts for positive change within the Maldivian community. In addition, we have established collaborative partnerships with various local and international companies, institutions, and organizations to facilitate mutual collaboration and industry exposure for our students. Through these industry partnerships, our students have the opportunity to gain first-hand knowledge, practical experience, and exposure to real-world challenges and opportunities.

ALUMNI

Villa College takes great pride in its extensive network of 16,828 (Until 2022) alumni, many of whom have attained prominent positions in major companies. We value the strong and enduring relationship we maintain with our alumni, who generously contribute their expertise and knowledge to benefit our current students through various events and workshops. As part of our commitment to community engagement, we have implemented several initiatives to foster a thriving and interconnected community.



The table displays the number of students graduated by Villa College from 2009 to 2022. It features a blue graduation cap icon at the top, followed by the title 'GRADUATE OUTPUT'. The data is presented in two columns, with years 2009-2015 on the left and 2016-2022 on the right. Each year is followed by the number of graduates. A horizontal line separates each row. At the bottom, the total number of graduates by 2022 is shown as 16828.

GRADUATE OUTPUT	
2009 63	2016 1252
2010 144	2017 1078
2011 380	2018 1493
2012 589	2019 1914
2013 931	2020 2203
2014 896	2021 1953
2015 1291	2022 2641
NO OF STUDENTS GRADUATED BY 2022: 16828	

PERSPECTIVES

Our goals and objectives have been established based on an examination of the current situation and knowledge of the future direction Villa College wants to take. Four views were used while establishing goals and objectives, as shown in the accompanying diagram and discussed subsequently. Each of these viewpoints examines a distinct facet of the College, and when taken together, they enable us to develop a fair assessment of the College overall. The separation and analysis of these 4 perspectives supports positive behaviour and reveals the obstacles to our performance.



PEOPLE

Providing ample opportunities for career development
Supporting their personal growth
Fostering a positive and inclusive work environment



STUDENT

Enhancing the overall student journey
Promoting their personal and professional development
Ensuring their success in a rapidly changing global landscape



FINANCIAL

Ensure responsible financial management
Prudent cost control
Diversification of income streams
Exploring opportunities for revenue generation



PROCESS

Developing efficient procedures and optimizing the use of resources to drive effective operations
Assess and streamline existing processes

PERSPECTIVES ILLUSTRATED ON A BALANCE SCORECARD

TEACHING AND LEARNING

- Drive the development and delivery of curricula by leveraging innovative, creative, and evidence-based approaches to maximize impact and relevance in both local and global contexts.
- Integrate industry-responsive curricula and cultivate graduate attributes to develop socially an economically valuable graduates prepared to excel in the global marketplace.
- Provide undergraduate students with opportunities for research and experiential learning.
- Enhancing the quality and recognition of postgraduate and professional programmes
- Enhance high-quality and flexible learning platforms to optimize students experience
- Create new programmes in disciplines that are in high demand
- Strengthening Vocational Training programmes to Meet Industry Needs and Achieve Excellence

STUDENT EXPERIENCE

- Enhancing the student experience through a community with strong ethical standards, empowerment, health and safety awareness, environmental consciousness, and respect for others.
- Enhancing the standard and fairness of student services across all campuses.
- Facilitate the transition from school to college through effective and efficient orientation programmes.
- Establish and implement a mechanism for seamless communication between college and students
- Recruit, support, retain, and graduate students equipped with our graduate qualities

RESEARCH, INNOVATION AND COMMERCIALIZATION

- Leverage research and innovation to contribute to knowledge, address societal challenges, solve real-world problems, and establish Villa College as a leading authority on sectoral and national issues.
- Foster a research environment that encourages staff and students to undertake, and disseminate/showcase their research and inventions
- Create research and training opportunities for students and academics

SOCIAL RESPONSIBILITY AND COMMUNITY ENGAGEMENT

- Enhance the capacities of outreach campuses to deliver education, research, innovation, and community engagement services
- Implement a focused and coordinated approach to strengthen alumni relations.
- Promote active engagement, involvement, and inspiration within our college community to drive social and environmental impact.

INTERNATIONALIZATION

- Forge strategic partnerships with leading international institutions, organizations, and industries to facilitate mobility, research projects, academic programmes, and cross-cultural learning.
- Strengthen and expand international research collaborations to address global challenges and contribute to cutting-edge discoveries.
- Implement targeted strategies to attract and retain a diverse pool of international students, scholars, and faculty members.
- Integrate international perspectives, cross-cultural learning experiences, and global issues into the curriculum and co-curricular activities.
- Foster a vibrant multicultural community within the institution through cultural exchange, international events, and participation in global forums.



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HUMAN RESOURCES

- Foster professional growth and recognize individual's and team efforts that make a positive impact
- Ensure attraction, motivation, and retention of a diverse pool of qualified and competent staff

RESEARCH, INNOVATION AND COMMERCIALIZATION


- Leverage research and innovation to contribute to knowledge, address societal challenges, solve real-world problems,
- Foster a research environment that encourages staff and students to undertake, and disseminate their research and inventions
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SOCIAL RESPONSIBILITY AND COMMUNITY ENGAGEMENT

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- Promote active engagement, involvement, and inspiration within our college community to drive social and environmental impact.

TEACHING AND LEARNING

- Recruit and develop academic staff who undertake and continuously improve teaching and learning practices through action research



STRATEGY

Vision
Mission
Values

PLANNING AND GOVERNANCE

- Strengthen the governance mechanism and administrative accountability framework to effectively address the evolving needs and advance the mission of the College
- Establish and implement an information system that provides decision-makers with timely, accurate, and relevant information
- Increase stakeholders' understanding of the College's vision, mission, and core values, through the implementation of an integrated marketing and communications plan.

FACILITIES AND RESOURCES



- Pursue optimal development and use of existing facilities, and strategic expansion of campus based on market need and potential
- Develop and implement a strategy to ensure that our investment in physical infrastructure and facilities aligns with our goal of providing an excellent, safe, and accessible environment.
- Develop and enhance the capabilities of main and atoll campuses to provide education, research, innovation, and community outreach services that align with and address the specific demands, issues, and challenges of the region.
- Establish and deploy an advanced ICT platform to drive Digital Transformation and effectively support excellence in education, research, innovation, and administration

QUALITY ASSURANCE AND ENHANCEMENT

- Establish a robust quality assurance framework to ensure excellence in all aspects of Villa College's operations, including academic quality and service provision
- Enhance the effectiveness of quality assurance processes by establishing clear performance indicators and benchmarks for both academic programmes and service delivery.
- Strengthen partnerships with international quality assurance bodies and enhance global recognition of the College


FINANCIAL AND ENVIRONMENTAL SUSTAINABILITY

- Strengthen VC's financial and competitive position by increasing the product portfolio in existing and new disciplines and entering new markets
- Ensure high standards of accountability, integrity, and financial control
- Ensure entrepreneurship is promoted in decision-making
- Emphasize environmentally sustainable practices in campus operation and development

FINANCIAL AND ENVIRONMENTAL SUSTAINABILITY

- Strengthen VC's financial and competitive position by increasing the product portfolio in existing and new disciplines and entering new markets
- Ensure high standards of accountability, integrity, and financial control
- Ensure entrepreneurship is promoted in decision-making
- Emphasize environmentally sustainable practices in campus operation and development



GOALS AND STRATEGIES

THEME 1: PLANNING AND GOVERNANCE



Goal 1 : To improve organizational productivity and performance through sound planning and management

STRATEGIES

- Strengthen the governance mechanism and administrative accountability framework to effectively address the evolving needs and advance the mission of the College.
- Establish and implement an information system that provides decision-makers with timely, accurate, and relevant information
- Increase stakeholders' understanding of the College's vision, mission, and core values, through the implementation of an integrated marketing and communications plan.

THEME 2: QUALITY ASSURANCE AND ENHANCEMENT



Goal 2: To make quality a hallmark of all Villa College decisions

STRATEGIES

- Establish a robust quality assurance framework to ensure excellence in all aspects of Villa College's operations, including academic quality and service provision.
- Enhance the effectiveness of quality assurance processes by establishing clear performance indicators and benchmarks for both academic programmes and service delivery.
- Strengthen partnerships with international quality assurance bodies and enhance global recognition of the College

GOALS AND STRATEGIES

THEME 3: TEACHING AND LEARNING



Goal 3: Foster and sustain excellence in teaching and learning to make a meaningful impact and ensure ongoing relevance.

STRATEGIES

- Drive the development and delivery of curricula by leveraging innovative, creative, and evidence-based approaches to maximize impact and relevance in both local and global contexts.
- Integrate industry-responsive curricula and cultivate graduate attributes to develop socially and economically valuable graduates prepared to excel in the global marketplace
- Provide undergraduate students with opportunities for research and experiential learning.
- Enhancing the quality and recognition of postgraduate and professional programmes
- Enhance high-quality and flexible learning platforms to optimize students' learning experience
- Recruit and develop academic staff who undertake and continuously improve teaching and learning practices through action research
- Create new programmes in disciplines that are in high demand
- Strengthening Vocational Training programmes to Meet Industry Needs and Achieve Excellence

THEME 4: STUDENT EXPERIENCE



Goal 4: To offer a wide range of opportunities and quality services for students in order to ensure that the student experience at the College is memorable and fulfilling.

STRATEGIES

- Enhancing the student experience through a community with strong ethical standards, empowerment, health and safety awareness, environmental consciousness, and respect for others
- Enhancing the standard and fairness of student services across all campuses.
- Facilitate the transition from school to college through effective and efficient orientation programmes.
- Establish and implement a mechanism for seamless communication between college and students
- 5 Recruit, support, retain, and graduate students equipped with our graduate qualities

GOALS AND STRATEGIES

THEME 5:
RESEARCH, INNOVATION AND
COMMERCIALIZATION



Goal 5: To make significant contributions to society through research, artistic creation and creative inquiry.

STRATEGIES

- Leverage research and innovation to contribute to knowledge, address societal challenges, solve real-world problems, and establish Villa College as a leading authority on sectoral and national issues.
- Foster a research environment that encourages staff and students to undertake, and disseminate/showcase their research and inventions
- Create research and training opportunities for students and academics

THEME 6:
SOCIAL RESPONSIBILITY AND
COMMUNITY ENGAGEMENT



Goal 6: To develop, strengthen and sustain beneficial partnerships with educational institutions, business and industry, and our community.

STRATEGIES

- Enhance the capacities of outreach campuses to deliver education, research, innovation, and community engagement services that cater to the unique needs, concerns, and challenges of the local community.
- Implement a focused and coordinated approach to strengthen alumni relations, aiming to maximize opportunities for alumni and community members through continuous and active engagement.
- Promote active engagement, involvement, and inspiration within our college community to drive social and environmental impact.

GOALS AND STRATEGIES

THEME 7: INTERNATIONALIZATION



Goal 7: To expand global reach through strategic partnerships and active participation in global initiatives, fostering a globally interconnected institution.

STRATEGIES

- Forge strategic partnerships with leading international institutions, organizations, and industries to facilitate mobility, research projects, academic programmes, and cross-cultural learning.
- Strengthen and expand international research collaborations to address global challenges and contribute to cutting-edge discoveries.
- Implement targeted strategies to attract and retain a diverse pool of international students, scholars, and faculty members.
- Integrate international perspectives, cross-cultural learning experiences, and global issues into the curriculum and co-curricular activities.
- Foster a vibrant multicultural community within the institution through cultural exchange, international events, and participation in global forums.
- Develop a strong global alumni network to provide support, mentorship, internships, and career opportunities for students.

THEME 8: HUMAN RESOURCES



Goal 8: To create and foster a people-oriented work environment which is intellectually stimulating, enriching, and rewarding.

STRATEGIES

- Foster professional growth and recognize individuals' and team efforts that make a positive impact on the College
- Foster mutual responsibility and respect in an open collegial environment through institutional leadership and managerial interactions and processes.
- Ensure attraction, motivation, and retention of a diverse pool of qualified and competent staff

GOALS AND STRATEGIES

THEME 9:
FINANCIAL AND ENVIRONMENTAL
SUSTAINABILITY



Goal 9: To improve and sustain our overall financial position in order to achieve our strategic goals and strengthen the College's competitive position.

STRATEGIES

- Strengthen VC's financial and competitive position by increasing the product portfolio in existing and new disciplines and entering new markets
- Ensure high standards of accountability, integrity, and financial control
- Ensure entrepreneurship is promoted in decision-making
- Emphasize environmentally sustainable practices in campus operation and development
- Promote financially sustainable practices in campus operations and development
- Implement measures for efficient management of revenue, expenses, capital assets and human resources, consistent with our VC's long-term financial viability

THEME 10:
FACILITIES AND RESOURCES



Goal 10: To plan, design, construct and preserve state-of-the-art infrastructure in alignment with strategic priorities.

STRATEGIES

- Pursue optimal development and use of existing facilities, and strategic expansion of campus based on market need and potential.
- Develop and implement a strategy to ensure that our investment in physical infrastructure and facilities aligns with our goal of providing an excellent, safe, and accessible environment.
- Develop and enhance the capabilities of main and atoll campuses to provide education, research, innovation, and community outreach services that align with and address the specific demands, issues, and challenges of the region.
- Establish and deploy an advanced ICT platform to drive Digital Transformation and effectively support excellence in education, research, innovation, and administration

MONITORING AND EVALUATION

To ensure the effective implementation and execution of the strategic plan, Villa College will adopt the PDCA (Plan-Do-Check-Act) cycle, a continuous improvement method. The cycle will facilitate ongoing monitoring and evaluation of the plan's goals, objectives, and strategies against key performance indicators (KPIs). The process begins with the planning stage, which involves identifying and defining the objectives to be accomplished in measurable terms. Regular revisions will be conducted every six months, with a major review occurring at least once a year.

PLAN

Inputs and perspectives are gathered through meetings, interviews, and workshops with senior staff, academic faculty, and stakeholders. Surveys also help assess the industry's current status. The goal is to evaluate and refine the institution's vision, mission, goals, and strategies.

DO

Once the strategic plan is finalized, effective communication is crucial. The plan is shared with staff members via the intranet or SMS system. Faculties and departments align their annual and departmental work plans with the strategic goals, involving team members in the process to foster ownership and collaboration. An external version of the plan is shared with stakeholders to demonstrate transparency and commitment

CHECK

The Planning and Development Committee plays a key role in assessing goal achievement. They review departmental plans, monitor proposed changes, and conduct bi-annual reviews. Annual planning day meetings allow departments to discuss achievements, improvements, and future plans, evaluating progress toward strategic goals

ACT

This stage involves evaluating the plan's effectiveness and making adjustments based on root causes of deviations. The strategic plan is reviewed for alignment with changing internal and external factors. Adjustments are implemented to optimize effectiveness, with transparent communication to keep stakeholders informed.

1

PLAN



- Meetings, interviews, and workshops with senior staff, academic faculty, and stakeholders.
- Gather inputs, comments, and perspectives from key stakeholders. Review Mission, vision & conduct situation analysis
- Identify strategies to ensure Villa College's success in the market.

2

DO



- Faculties and departments align their annual and departmental plans with the strategic plan
- Involving team members in plan development enhances ownership and accountability.
- External version of the plan shared with stakeholders to demonstrate collaboration and transparency.
- Regular updates on progress build positive stakeholder relationships.

3

CHECK



- Reviews plans for alignment with strategic plan's strategies and goals.
- Annual planning day presents overall departmental plans.
- Discussions on achievements, improvements, and upcoming year's plans.
- Measures and evaluates progress and performance of strategic plan's goals.

4

ACT



- Focus on enhancing plan's effectiveness, relevance, and alignment with mission and vision.
- Successful objectives adopted & unsuccessful objectives identified to make necessary adjustments
- Establish regular communication channels.

CONCLUDING REMARKS

Villa College's strategic plan serves as a crucial roadmap for achieving challenging short-term and long-term goals in a dynamic environment. With a clear vision of becoming the leading higher education provider in the Maldives, both locally valued and internationally recognized, the College is committed to realizing its aspirations.

To ensure continued success, it is imperative that all teams align themselves with the common vision and values, guiding their actions and decisions. This strategic plan not only provides a framework for daily activities but also serves as a reference point for long-term decision-making. However, it is essential to recognize the need for regular reviews and adjustments to account for evolving internal and external factors.

The true effectiveness of this strategic plan lies in the meticulous implementation and diligent monitoring of strategies throughout the entire period. By embracing necessary changes while staying focused on the direction outlined in this document, Villa College will reach new heights and achieve significant milestones. The College aspires to be recognized not just as a highly reputable educational institution, but as the preferred choice for higher education in the Maldives.

With this strategic plan as our compass, Villa College is poised to shape a remarkable future by empowering individuals and contributing to the educational landscape of the Maldives. Together, we will forge ahead, realizing our vision and surpassing expectations to become the premier educational institution in the region.

