VILLA COLLEGE STRATEGIC PLAN

MALDIVIAN CENTRE OF EXCELLENCE IN HIGHER EDUCATION 2017-2022



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FOREWORD

Over a short span of time Villa College has redefined tertiary education in the Maldives by becoming No. 1 in several aspects of, and setting high benchmarks for, existing higher education providers. We have always managed to grow while at the same time ensuring that the other key players are given a good run for their money by showing them how effective tertiary education is provided.

The next major achievement of Villa College will be to establish this institution as the first private university in the Maldives. To this end, Villa College aims to realise this vision by 2018. By this time in 2018, Villa College does not aim to have just achieved university status by name, rather, it wants to ensure that every aspect of the university is functioning at world class level.



Since the main focus of Villa College is the development of human enterprise, the path to convert ourselves into a university will not only enable our staff to develop professionally, it will also embed stronger personal attachments to this institution which they helped to shape almost from inception. I have every faith in the staff of this College, that they will be committed and dedicated in this core goal of Villa College.

Ahmed Anwar Rector, Villa College

INTRODUCTION

Developed on the foundations outlined in the strategic plan drafted for 2012 to 2016, this strategic plan will be critical in assisting the College to acquire the status of the first private university in the Maldives. It builds on Villa College's current strengths while focusing on how the College can achieve its vision of becoming the leading higher education provider in the Maldives, highly valued locally and recognized internationally. Compiled as a team effort, this plan is a blue print for achieving this. The planning process for this strategic plan took longer than 12 months, during which the vision, mission, strategies and goals of the College for the upcoming years were formulated and refined to clearly reflect the current direction of the College towards achieving the status of a University.

As the first private college in the Maldives, Villa College is dedicated to ensuring high quality education and the best student experience for its students. The college understands that this includes and is not limited to ensuring that the best academics in their fields are employed as lecturers, sharing their expertise and knowledge with our students, and that the best programmes are offered to students in various disciplines. The College recognizes the need to attract and retain these industry specialists. Therefore, this strategic plan will explore the ways through which the College can create a working environment that is highly motivating and intellectually stimulating. A clear understanding of the environment we as an educational institute operate in was crucial to the development of this plan. It allowed us to identify the many opportunities and drawbacks of this dynamic industry. The goals and strategies detailed in this plan needed to be practical and realistic while also being ambitious and visionary, and these factors were considered when the goals and strategies for this strategic plan were developed.

It is the hope of the College that this plan will allow Villa College to acquire the status of a university and forge ahead in the industry to mark its place as the industry leader.

WHY VILLA COLLEGE?

GREAT TEACHING

Our teaching and learning is led by highly experienced professionals in their fields. Over 90% of our lecturers have their post graduate qualifications and prior teaching experiences. 15% of our full time academic staff are PhD holders, which is more than any other institution in the country. Our lecturers are not only lecturers but active researchers, some of them with an international reputation for publication.

In our teaching we ensure that you are taken away from traditional classrooms where only the teacher imparts knowledge to students. For us learning is a two-way process and we encourage active involvement of both lecturers and students. Our aim is to enrich you with theoretical knowledge while building bridges into practice.

UNIQUE GLOBAL LEARNING EXPERIENCE

We have established partnerships and affiliations with world re-known universities and institutes across Asia and Europe.

Our students have the opportunity to study for Undergraduate and Postgraduate Programmes from prestigious universities in the Europe at the comfort of their home at an affordable price. With this unique setting our students are able to access facilities from host universities and experience a global learning experience.

INDUSTRY EXPOSURE

Our programmes comprise of industry exposure components where students gain hands - on experience in the industry or is provided with opportunities to present their work to the industry.

WHERE DO YOU START YOUR STUDIES AT VILLA COLLEGE?

We offer over 35 programmes from Certificate level 3 to master's Degree programmes. The level of programme you could join depend on your previous academic qualification.

HOW ARE WE DOING SO FAR?

VILLA COLLEGE HAS THE

LARGEST

Postgraduate population amongst all HEIs in the Maldives

Population of students enrolled in Degree and Master's Degrees in the Maldives

Pool of full-time PhD holders in employment

Portfolio of Degree and Master's Degree programmes amongst all private HEIs

VILLA COLLEGE IS THE

FIRST

To offer Backelor Degree Programmes in Accounting, Economics, HRM, Education Administration, Teaching of Math and Early Childhood Education

To offer Master's Degree in Business Administration, Accounting, Education, IT and Research Studies

To offer Research Master's Degree

To establish a Research Institute

To hold an International Research Conference

To offer Master's Begree programmes in Atollis

To receive memberships to INQAAHE & APQN

To be admitted to the International Association of Universities and Commonwealth Associations of Universities

To receive approve learning partner gold status by ACCA

To receive Partner in Learning by Institute of Charted Accountants of Englad and Whales

To establish an independent Examination Office

VISION

"TO BE THE LEADING HIGHER EDUCATION PROVIDER IN THE MALDIVES. HIGHLY VALUED LOCALLY AND RECOGNIZED INTERNATIONALLY."

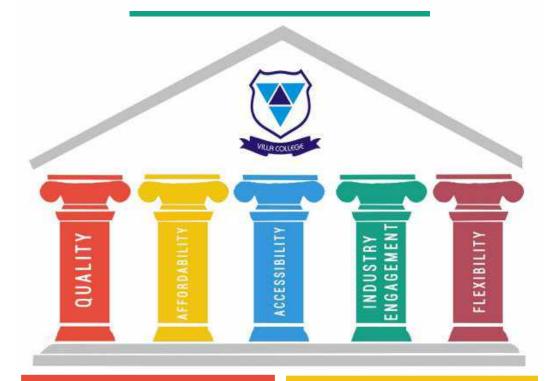


MISSION

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.

- We aim to be a leading centre of excellence in sustaining, developing and disseminating knowledge and understanding.
- We aim to specialize in a range of disciplines which provide the knowledge and skills, and the competencies, attitudes and values necessary for our graduates to lead productive and successful lives.
- We aim to be a prominent partner in the social and economic development of the Maldives.
- We aim to sustain and build on our identity as an institution respected and renowned for its quality.
- We aim to have a sustainable impact throughout the country by creating affordable opportunities for higher education.

GUIDING PILLARS



Quality: Quality is of utmost importance to Villa College.

- We ensure all MQA standards and directives are followed without deviation
- In addition, Villa College has the following in place to ensure quality:
- Partnerships with reputed international universities
 International validation of own programmes
- Formal and informal understandings and agreements
- · Our own programmes recognised by at least one university in the majority of countries
- Independent quality assurance systemExternal and internal benchmarking
- Regular audits (internal, external and international)
- Qualified academics
- Visiting professors
- Guest lectures

mum to ensure students can afford the

Accessibility: A key reason for the establishment of the College was to widen the participation of Maldivians in higher education.

- Opportunities have been created to pursue HE qualifications through our campuses
- In addition to Male', Villa College has its pres-
- 17 island
- In 10 of these atolls, the programmes conducted are Bachelor's degree and above

Industry Engagement: Engagement with industry is a key element of the Villa College brand

- It starts with curriculum development
- Once programmes are approved, industry engagement is undertaken through
- Simulations
- Professional accreditation of programmes
- Work placement
- Professional development and guest lectures embedded in curriculum
- Links with employers

Flexibility: Flexibility is one of the core pillars and strengths of Villa College. Our initiatives have had long term impact on Maldivian high-

er education.

Flexibility is fostered in Villa College through

- Flexible learning hours
- Flexible payment systems for students in both Male' and other atolls

GRADUATE QUALITIES

GRADUATE	A D	ACADEMIC DIMENSION		PERSONAL DIMENSION	INTERACTIVE
1. Knowledge Expert	1.	Stay abreast of knowledge within own disciplinE	1.	Self-motivated to develop and achieve full personal potential	 Contribute discipline- relevant competencies, skills and knowledge
2. Committed Professional	2.	Display appropriate ethical awareness in conduct and performance	2.	Manage self effectively and professionally	2. Demonstrate professional behaviour and ethical practices
3. Independent Researcher	e,	Capable of undertaking authentic research	ε;	Self-driven to seek new knowledge	3. Investigate issues and justify positions with the use of evidence and logical argument
4. Critical and Reflective Thinker	4.	Skilful in critical reflection for problem- solving and creative thinking	4.	Adept at critical self-reflection	 Contribute through critical reflection on interpersonal and societal issues
5. Innovative Solution Seeker	5.	Equipped with systematic methods and tools to pursue new solutions	5.	Intellectually curious and perseverant	 Collaborate to seek creative solutions
6. Competent Technology User	9.	Proficient in the knowledge and skills of contemporary technology	9.	Ready to learn and use new technology	6. Adopt contemporary technology to advance work practices and share knowledge
7. Effective Communicator	7.	Well- equipped with the knowl- edge and skills of effective com- munication	7.	Appreciate the complexityand power of language and data	7. Develop and communicate ideas and information effectively
8. Experienced Collaborator	8.	Aware of the need for interpersonal understanding for effective teamwork	8.	Value and respect others' views and sensitivities	8. Collaborate constructively and contribute positively
 Entrepreneurial and in- dustry driven contributor 	.6	Develop entrepreneurial mindsets, behaviours and skills	9.	Self-disciplined to develop own enterprising and entrepreneurial qualities	 Apply entrepreneurial qualities flex- ibly in different contexts to achieve desired results
10. Participate and contribute locally and globally	10.	Responsive and aware of social and cultural norms	10.	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
- We affirm quality as our principal priority
- We strive to empower people to be creative and innovative
- We inculcate moral and islamic values
- We maintain fairness and integrity in all undertakings
- We endeavour to develop love for life-long learning
- We promote a culture of respect and harmony
- We are determined to develop a society with responsible citizens

ENVISIONED FUTURE

Villa College is one of the oldest tertiary education institutions in the Maldives. We are a popular and respected institution among our students and staff as well as the community we operate in. Our journey as a College started in 2007 as part of the larger Villa Group. Since then we have managed to attract a significant number of students and a highly qualified team of academic and administrative staff.

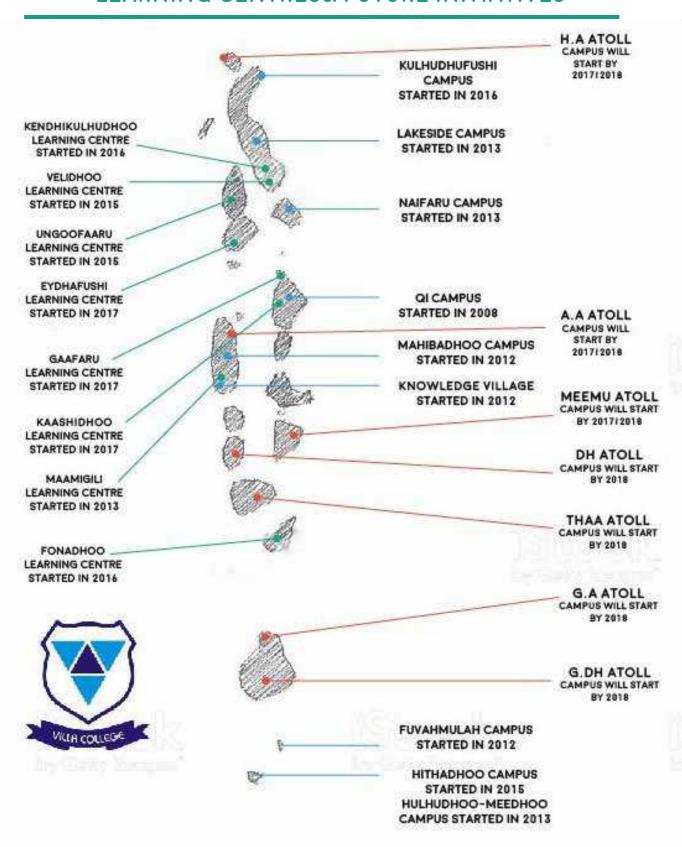
The tertiary higher education industry of the Maldives, being in its growth stage, allows us a lot of opportunities to expand and grow. By analysing the higher education market, we have discovered a need for quality higher education at affordable rates, and it has been our goal to cater to this need in the market. Hence, we have been working tirelessly to achieve this goal. By the year 2018, Villa College aspires to have achieved the status of a university. By achieving the status of a university we will be able to successfully establish our position as the leading private higher education provider in the tertiary higher education industry. Additionally, we will also be able to become a formidable higher education institute regionally in the future.

CAMPUS

It is our goal to establish our campuses and learning centres in all the urban centres in Maldives. We have 9 campuses dispersed around the country. These are the QI Campus, Knowledge Village, Fuvahmulah Campus, Lakeside Campus, Addu Campus, Mahibadhoo Campus, Kulhudhufushi Campus, Hithadhoo Campus and Naifaru Campus. We also learning centers in N Atoll, Raa Atoll, Male' Atoll, A.Dh Atoll, and Laamu Atoll.

We believe that this will eliminate geographical barriers and open the pathway for more students throughout the Maldives to continue their higher education without having to travel too far away from home. To ensure that we are accessible throughout the Maldives, we employ different strategies, models and partnership in establishing campuses, learning centres or starting programmes in atolls.

GEOGRAPHICAL REPRESENTATION OF VC CAMPUSES. LEARNING CENTRES& FUTURE INITIATIVES



FACULTY

Villa College currently has a total of seven faculties/centres/institutions. These include the Faculty of Business Management, Faculty of Educational Studies, Faculty of Information and Communications Technology, Faculty of Shariah and Law, Faculty of Marine Studies, Centre for Foundation Studies and the Institute of Research and Innovation.

In the 5-year period of this plan, the current faculties of Villa College will become independent entities developed as per the policy for the development of Faculties, Schools and Institutes. Additionally, a Faculty of Science will also be created within this period. The faculties that are currently in the pipeline will be developed and fully functional. Amongst these will be a Villa Flying School, Medical School and Engineering School.



PROGRAMMES

Villa College is dedicated to providing a diverse range of quality programmes to our students. As such, the College has consistently offered extremely popular programmes, developed locally or offered in collaboration with our esteemed international partners. We offer simulation-based studies to our students, which helps them gain a competitive advantage in the industry when they graduate from our programmes.

Upon acquiring university status will be able to increase the number of our international as well as locally designed programmes. These will include postgraduate programmes, research programmes and PhD programmes in major areas such as business, education and law. Furthermore, we will also be able to offer a diverse range of programmes that are currently not available in the Maldives, such as science and architecture programmes. National training needs and societal needs are considered when choosing new programmes to be offered.

TEACHING

Villa College is proud of its highly qualified academic staff who are exceptional in delivering our programmes. Our full-time academics hold Master's degrees or PhDs. They also have numerous years of teaching experience in the field. VC has the most number of PhD holders working together under one roof in the Maldives. Our visiting lecturers also comprise of individuals who are at the top of their respective industries.

As a university, we will continue to ensure that our programmes are delivered by academics who are capable of meeting the standards of our quality assurance frameworks. We will use both blended and virtual platforms to deliver our programmes, ensuring that students throughout the Maldives have access to the education we provide.

RESEARCH

Villa College's research institute was established in 2012; with the purpose of creating a research-focused academic community in the Maldives. As a university we will continue to follow the core principles of the research institute we operate under which is conducting research of the highest quality, while developing excellent skills and having an impact beyond academia. Having held various workshops, conferences and trainings in the years since its creation, the research institute has grown in strength and managed to establish itself as a pioneer of research in the Maldives. We also aspire to author and publish our own research journals particularly in the areas of business, education and law.

INDUSTRY

The higher education industry is currently in the growth stage in the Maldives. We have been differentiating our programmes by providing high quality international programmes to our students and ensuring that these programmes are delivered by qualified and professional academics.

As a university, we would be able to increase the programmes we can offer and become the benchmark for higher tertiary education in the Maldives. Our programmes are developed with an industry focus, ensuring that the skill sets, competencies and graduate qualities required by the industry are embedded in our programmes. Our programmes will be designed to ensure that graduates would go on to be leaders and game changers especially in the Maldivian community.

ALUMNI

Villa College is extremely proud of its diverse group of alumnus. Our graduates range from top executives in governments and businesses to celebrities in the entertainment industry. Additionally, our alumni are also the strongest in the job market and are dispersed throughout the Maldives. Analysis of the industry show that the demand for higher education is increasing consistently. As such, VC can expect an increase in their graduate numbers in the future.

The figure below shows the number of graduates VC has produced from the year 2013 to 2016. The number of graduates has increased steadily from one year to the next. Currently, the highest numbers of graduates are from Degree programmes.

GRA	DUATE	0 U T P	UT
2013	2014	2015	2016
913	1,279	1,556	1,468

PERSPECTIVES

In setting goals and objectives, four perspectives were chosen, as can be seen in the following diagram. Each of these perspectives look at a different aspect of the College, and when combined they allow us to create a balanced view of the College as a whole



STRATEGY MAPPING

STUDENT

ENSURE THAT THE STUDENT EXPERIENCE AT THE COLLEGE IS MEMORABLE & **FULFILLING**

Contribute to knowledge, of society and solve real-world

evidence-based approaches to inform and lead the develop-

Use innovative, creative, and

in all our curricula

Embed graduate attributes and employability

address the grand challenges ment and delivery of curricula problems

Increase scope and quality of programmes

Foster a research environment

portunities for research and experiential learning Create high quality

Programmes offered are responsive to industry needs

Staff are provided with opportunities and support to progress

PEOPLE

1Nurture a culture of creativity and flexible learning innovation, wellness, and good platforms citizenship in students.

Mutual responsibility and respect through institutional leadership and managerial interactions and processes

competent staff

Life-long connections with

Create programmes that are in high-demand Facilitate the transition

from high school to college

Recruit, support, retain, and graduate students equipped with our graduate qualities

students/alumni, stakehold-A diverse pool of qualified and

A mechanism for and staff

Encourage, support and recognize efforts that make positive contributions

Recruit and develop academic staff who undertake action research

Monitor and evaluate the quality and provision of all services

Pursue optimal development

Measures for efficient management

High standards of accountability, integrity and financial control

Information technology systems to enhance operational efficiency

position

Strengthen partnerships with international quality assurance bodies

Strengthen quality assurance process

Alternative sources of

Increase stakeholders' understanding of the Col-Strengthen the finan-

funding for development

Information system that provides decision-makers with information

Entrepreneurism is promoted

Financially and environmentally sustainable practices

cial and competitive

Instil behaviour that promotes respect, equality and inclusiveness

Strengthen administrative accountability

Establish a governance mechanism

FINANCE

PROCESS

PERSPECTIVES ILLUSTRATED

ON A BALANCED SCORECARD

TEACHING & LEARNING

Embed graduate attributes and employability in Use innovative, creative, and evidence-based approaches to inform and lead the development and delivery of curricula

increase scope and quality of programmes Provide students with opportunities for research and experiential learning

Programmes offered are responsive to industry needs Create high quality and flexible learning platforms

Create programmes that are in high-demand

STUDENT

STUDENT EXPERIENCE

Nurture a culture of creativity, innovation, wellness, and good citizenship in students

Encourage, support and recognize efforts that make positive contributions

RESOURCES HUMAN

to college

 Mechanism for seamless communication between students and staff Recruit, support, retain, and graduate students equipped with our graduate qualities

Establish a governance mechanism

STRATEGY

RESOURCES

TEACHING 8

LEARNING

& COMMUNITY **ENGAGEMENT**

NOVATION RESEARCH

HUMAN

PEOPLE

Vision Mission Values

Staff are provided with opportunities and support to

Recruit and develop academic staff who undertake action

Contribute to knowledge, address

the grand challenges of society Foster a research environment and solve real-world problems

Create research and training

opportunities

Seek relevant and important

partnerships

progress

espect through institutional eadership and managerial nteractions and processes A diverse pool of qualified

and competent staff

Life-long connections with students/alumni, stakeholders and

community members

Mutual responsibility and

Strengthen administrative accountability

Information system that provides decision-makers with information

ability, integrity and financial control Monitor and evaluate the quality and provision of all services

High standards of account-

Strengthen partner-ships with international quality assurance bodies

Pursue optimal development

Measures for efficient

PROCESS

PLANNING AND GOVERNANCE

INFRASTRUCTURE

FINANCE &

Instil behaviour that promotes respect, equality and

understanding of the College Increase stakeholders'

ASSUARACNCE & ENHANCEMENT QUALITY

FINANCE & INFRASTRUCTURE FINANCE

Strengthen the financial and competitive position

Entrepreneurism is promoted

Alternative sources of funding for development

Information technology systems to enhance operational efficiency

PLANNING & GOVERNANCE



GOAL 1 STRATEGIES

- Establish a governance mechanism that cater for the evolving needs of Villa College
- Strengthen administrative accountability to advance the College's mission
- Instil behaviour in staff at all levels that promotes respect, equality and inclusiveness
- 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

QUALITY ASSURANCE & ENHANCEMENT

the minimum criteria seri by Calions Framework (ANOF)

Awarding Body (if different) sometime of this west of England





Course Ar

Qualifications Authority heroby certifies

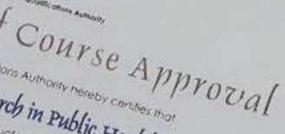
Master of Education

conducted by

Villa College

monty. This academic programme meets the minimum laidives National Qualifications Framework (MNQF

MNQF Level 9 Awarding Body (if different): Full-Time / Part-Time Status: Full



ege

ling Body

gramme meets the minimum criteria set by

ng Body (# different) Part Time Statues

rch in Public Health

rtificate of Course Approval Master of Research Studies

conducted by Villa College

approved by this authority. This academic programme meets the minimum criteria set b The Maldives National Qualifications Framework (MNQF)

qualification title: Master's Degree

MNQF Level: o

GOAL 2 STRATEGIES

- Strengthen the quality assurance process and procedures of Villa College
- Build mechanisms and systems to monitor and evaluate the quality and provision of all services of Villa College
- Strengthen partnerships with international quality assurance bodies and enhance global recognition of the College

TEACHING & LEARNING



GOAL 3 STRATEGIES

- Use innovative, creative, and evidence-based approaches to inform and lead the development and delivery of curricula
- Embed graduate attributes and employability in all our curricula, and equip our students to compete in the global marketplace
- Provide undergraduate students with opportunities for research and experiential learning
- Increase the scope and quality of postgraduate and professional programmes
- Create high quality and flexible learning platforms that enhance students' learning experience
- Ensure that the programmes being offered are responsive to industry needs, subsequently producing graduates who are socially and economically valuable
- 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

STUDENT EXPERIENCE



GOAL 4 STRATEGIES

- Nurture a culture of creativity, innovation, wellness, and good citizenship in students.
- Facilitate the transition from high school to college through effective and efficient orientation programmes.
- Establish and implement a mechanism for seamless communication between students and staff
- Recruit, support, retain, and graduate students equipped with our graduate qualities

RESEARCH. INNOVATION & COMMUNITY ENGAGEMENT



GOAL 5 STRATEGIES

- Contribute to knowledge, address the grand challenges of society and solve real-world problems
- 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

GOAL 6 STRATEGIES

- Seek relevant and important partnerships (local and international) that advance teaching and learning, consultancy, training and research
- Establish and sustain life-long connections with students/alumni, stakeholders and community members through continuous and active engagement

HUMAN RESOURCES



GOAL 7 STRATEGIES

- Ensure that all staff are encouraged and provided with opportunities and support to progress in their chosen career path
- 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
- Encourage, support and recognize individuals and team efforts that make positive contributions to the college

FINANCE & INFRASTRUCTURE

GOAL 8

TO IMPROVE AND SUSTAIN OUR OVERALL FINANCIAL POSITION IN ORDER TO ACHIEVE OUR STRATEGIC GOALS AND STRENGTHEN THE COLLEGE'S COMPETITIVE POSITION

GOAL 9

TO PLAN. DESIGN. CONSTRUCT AND PRESERVE STATE-OF-ART INFRASTRUCTURE IN ALIGNMENT WITH STRATEGIC PRIORITIES

GOAL 8 STRATEGIES

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

GOAL 9 STRATEGIES

- Obtain alternative sources of funding for development of campuses and services
- Implement measures for efficient management of revenue, expenses, capital assets and human resources, consistent with our long-term financial viability
- Pursue optimal development and use of existing facilities and strategic expansion off-campus based on market need and potential
- Invest in cost-effective information technology systems to enhance greater operational efficiency

MONITORING AND EVALUATION

To ensure that this strategic plan is effectively implemented and executed, the PDCA (Plan-Do-Check-Act) cycle from the continuous improvement method will be adopted.

The initial planning was done in consultation with the senior management of the college. After refining the vision, mission, values and graduate qualities, the goals and strategies were determined. This planning process will be revisited every 6 months for the specific sections that need revision.

As shown in the figure below, in the next phase, this plan will be broadly shared with all departments. Department Action Plans will then be made in allignment to the goals in this strategic plan.

The Action Plans developed by the departments will be reviewed by the Planning and Development Committee bi-annually. This committee will check if the department plans accurately reflect the strategies and the goals in the strategic plan. Any changes that are brough to any of the goals and strategies will be monitored by this committee.

During this phase, the strategies and goals identified as successful will be adopted and the departments will begin work in accordance to their reviewed department action plans.

