



University of Belize



**RISE**

**UB RISE 2027**

STRATEGIC PLAN  
2023-2027



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## OUR VISION

The University of Belize aims to be regionally accredited and globally recognized as the premier, responsive, innovative, and sustainable degree-granting university that fosters excellence in teaching, research and service that drives national development.

## OUR MISSION

As the National University, the University of Belize commits to delivering excellence in higher education, service, and research for national development to its students and other stakeholders. With the highest level of qualified and experienced faculty and staff and current technology, the university provides access to the most relevant and affordable human resource development programs based on academic freedom, equity, and transparency.



## OUR CORE VALUES

The University of Belize embraces core values as foundational principles that guide all institutional operations and interpretation and implementation of the strategic plan “UB RISE 2027”. Our core values form the basis for the university-wide culture that promotes and sustains our four strategic pillars: Responsive, Innovative, Sustainable and Excellence.

### Our Core Values are:

- Responsive to National Needs
- Student-Centered
- Innovation and Empowerment
- Sustainability and Future Orientated
- Excellence and Merit
- Spirit of Inquiry and Academic Freedom
- Inclusion
- Diversity and Equitable Access
- Accountability and Transparency

## PRESIDENT'S EXECUTIVE REMARKS



**DR. VINCENT PALACIO**  
PRESIDENT OF UB

Over the past twelve months, the entire University of Belize community has been involved in the multi-faceted professional process of preparing a new strategic plan to steer the University's growth and development for the next five years. The University's current strategic plan ends at the end of July 2023 and the new one has been designed to guide the University from August 2023 to July 2028. This new strategic plan, dubbed, RISE 2027, is the product of the most comprehensive and inclusive strategic planning process the University has seen since its inception in 2000. In February, I signed the memorandum that launched the strategic planning process with the establishment of an oversight committee comprised of senior management and planning experts from within the University's faculty. Dr. Mathias Vairez, curriculum and planning senior lecturer, Mr. Kevin Geban, senior lecturer and management consultant and Dr. Janeen Quiros, senior lecturer and social science researcher, led the initiative through its many stages of development.

“ This new strategic plan, dubbed, RISE 2027, is the product of the most comprehensive and inclusive strategic planning process the University has seen since its inception in 2000...With united efforts within and strategic support from outside, the University of Belize is poised to breathe life into this strategic plan. ”

Sub-committees were formed to inform the strategic planning process. These committees studied the University's performance, assessed the satisfaction of its internal and external clients and identified common threads of need. Multiple consultations were held with students, faculty, and staff to guide the identification of priority areas of work. These were then used to garner innovative actions to overcome observed gaps in institutional and national development. In the end, four key pillars of action were identified and each was developed into institutional goals and objectives. The four pillars are Responsiveness, Innovation, Sustainability and Excellence: RISE. The objectives that rise atop these pillars include unprecedented actions such as increasing retention by making the University more student-focused and producing model graduates with the skills and work ethic needed to lead Belize's development. Another key is seeking new income streams through innovative collaboration and investment. One more example of the strength of this plan is its call for more creative academic leadership to allow students more autonomy over their curricula in truly self-directed learning platforms.

I invite you to review the process that led to this document

and then to study its key deliverables, thinking with each pillar of the RISE acronym, of how these strategic mandates will lead to constructive transformation of the education offered at our National University. Our charter calls on the University of Belize to guide the country's progress. This plan lives up to that challenge and lights the road ahead for the many highly qualified women and men of the UB family to surpass the public's expectations as we strive for full international academic accreditation, financial autonomy, genuine student satisfaction and elevated outputs of model graduates to carry the flag of development into the next generation.

It is my honor to publicly thank all the learned colleagues who led the production of this noble document and invite all who read it to add your breath into its sails as we set sail on a well-charted course empowered to overcome the inevitable obstacles certain to arise along our journey. With united efforts within and strategic support from outside, the University of Belize is poised to breathe life into this strategic plan and turn it into a series of successes destined to build a new legacy for the true national flagship of higher education.

On August 1, 2000, the University of Belize (UB) – the National University, was born from an amalgamation of five institutions, namely: University College of Belize (UCB), Belize Technical College (BTC), Belize Teachers' Training College (BTTC), Bliss School of Nursing (BSN), and Belize College of Agriculture (BCA). UB operates under the supervision of the Board of Trustees, which is composed of representatives of various stakeholders in education and national development. UB, with its main campus located in the City of Belmopan and three other campuses located in Belize City, Central Farm, and Punta Gorda, offers diverse programs under the four academic faculties: Education and Arts, Health Sciences, Management and Social Sciences, and Science and Technologies.

In addition to the four academic faculties, UB has various administrative departments and centers, which include: Regional Language Center and Environmental Research Institute (ERI). Since its inception, UB has grown from a student population of approximately 2,700 in 2000 to 5,120 in 2019 and a slight decline due to the pandemic 4,559 in 2020, and in 2021 there was a cumulative student population of 4, 693 and 4,104 in 2022.

In January of 2022, University of Belize launched its Strategic Plan process to develop its Strategic Plan for the 5-year period of 2023 to 2027 to enhance and

“ In January of 2022, UB launched its Strategic Plan process to develop its Strategic Plan for the 5-year period of 2023 to 2027 to **enhance and advance the University of Belize and to drive national development in Belize.** ”

advance the University of Belize and to drive national development in Belize. This was achieved through consultations with various stakeholders who had the opportunity to engage in many sessions where they shared their concerns, hopes, dreams, and aspirations for the university to be obtained by 2027 and beyond. Data on key institutional measures were analyzed, and strategies were formulated to bring these possibilities to fruition. The strategic plan was principled in optimizing the use of the university's resources, including human, material, and economic resources to protect advances made since 2000 and to support the implementation of the strategies that would yield greater productivity by 2027 and beyond. of the various internal stakeholders of the University of Belize. Thereby, this committee ensured cross-sectional representation of the university's human resources to operationalize the strategic planning effort for the greater good of the University of Belize and country.

The Strategic Planning Coordinating Committee was comprised of the following members:

**Executive Chairs:**

Dr. Vincent Palacio, President  
Dr. Sherlene Enriquez-Savery, Vice President

**Chair:**

Dr. Mathias R. Vairez Jr., Assistant Professor, FEA

**Co-Chairs:**

Dr. Janeen Quiroz, Assistant Professor, FEA  
Mr. Kevin Geban, Senior Lecturer, FMSS

**Secretary:**

Ms. Dezorie Contreras-Wright, Secretary, Office of the President

**Co-Secretary:**

Ms. Myrna Teck, Administrative Assistant, Office of the Vice President

**Members:**

Dr. Apolonio Aguilar, Dean - FST  
Dr. Lisa Johnson, Dean - FHS  
Dr. Marcia Commissiong, QA Director  
Mrs. Caryn Guerrero, HR Director  
Mr. Ian Sangster, Finance Director  
Dr. Martin Cuellar, Dean, of Student Affairs  
Mr. Abdul Sanderson, ICT Director  
Dr. Frieda Palma, ODL Director  
Ms. Joslyn Alvarez, President of the Student Government  
Mr. Jair Valladarez, Ms. Julianne Pasos, UBFSU Representative  
Mr. Timothy Dami, Faculty Representative to BOT

This Strategic Plan was guided by the principle that strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does what it does.

Our Strategic Planning efforts should help us to:



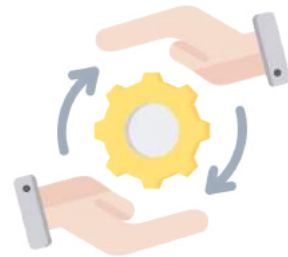
Think, act & learn strategically



Develop a coherent and defensible basis for decision making



Enhance organizational effectiveness, responsiveness, & resilience



Deal effectively with rapidly changing circumstances



Anticipate future problems and opportunities



Build teamwork and expertise



Provide employees with clear objectives & directions for the future of UB and increase employee's motivation & satisfaction (morale)



Propel leaders to think about UB's future direction and priorities



Improve decision-making, data driven, participatory governance



Redefine the roles of employees

“ This Strategic Plan was developed by a cross-section of stakeholders including students, staff, faculty, alumni, board members, and industry stakeholders who shared their concerns, hopes, dreams, and aspirations for the university to obtain by 2027 and beyond. ”



This Strategic Plan was developed by a cross-section of stakeholders including students, staff, faculty, alumni, board members, and industry stakeholders who shared their concerns, hopes, dreams, and aspirations for the university to obtain by 2027 and beyond. We examined data on key institutional measures and identified the key strategic issues facing the university and then developed strategic initiatives to address each key strategic issue to enhance and advance the university and to drive national development.

The result of this comprehensive exercise was condensed into four Strategic Pillars and goals with many objectives and strategic initiatives. Our four Strategic Pillars are: Responsive, Innovative, Sustainable, and Excellence. Hence, the title of our Strategic Plan being: UB RISE 2023-2027.

Sincere thanks to all stakeholders who participated in the Strategic Planning process, especially the members of the Strategic Planning Coordinating Committee.

*Together we RISE 2027.*



## STRATEGIC PLANNING MODEL

The Strategic Planning Model utilized in this Strategic Plan enabled stakeholders to investigate aspects such as where we stood, our desired destination, the means of achievement, the allocation of responsibilities, the measurement of each action, and the required actions.



Source: Adapted from Bryson, J. M. (2011). Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement, 4th edition. USA: Jossey-Bass.

## STRATEGIC PLANNING PROCESS

The Strategic Planning process involved a series of consultations and planning sessions first to initiate and agree on the process, then to identify UB's mandates, followed by clarifying our mission and values. Internal and external SWOT analyses were conducted with internal stakeholders and external stakeholders to assess UB's external and internal environments for strengths, weaknesses, opportunities, and threats followed by sessions to identify strategic issues facing UB and formulate strategies to manage the issues. The Strategic Plan was then reviewed and adopted, followed by establishing an effective vision. A practical implementation process was developed, followed by a final reassessment of strategies and the Strategic Planning Process.

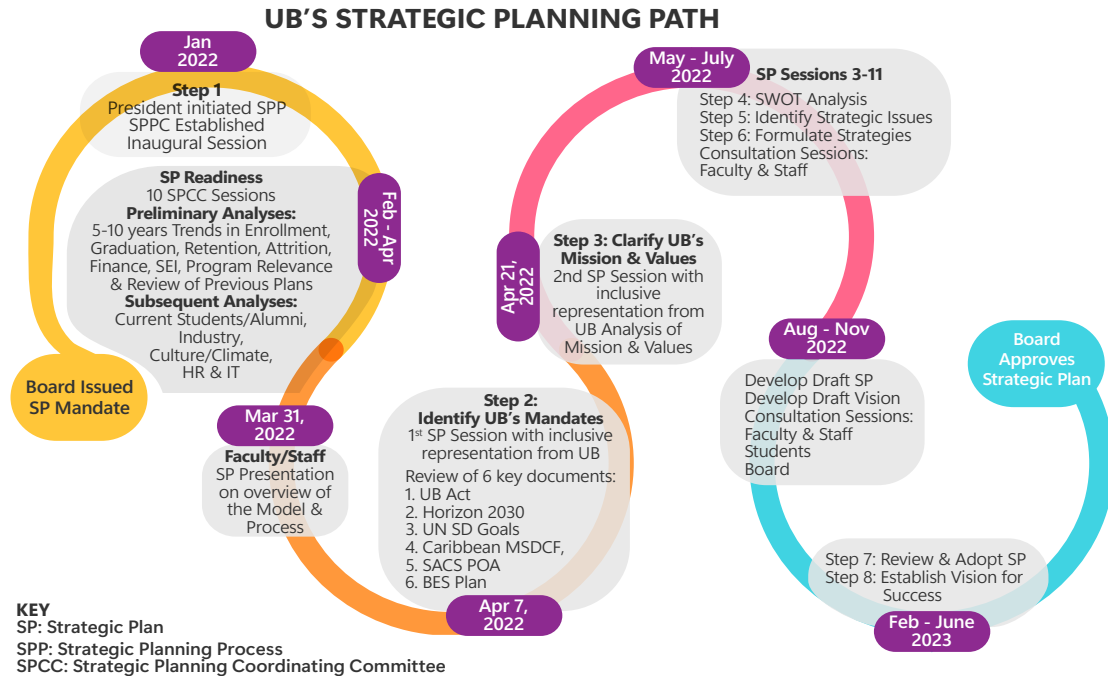


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# UB'S STRATEGIC PATH

The Strategic Planning Path encompassed a sequence of activities, involving meetings, consultations, agreements, presentations, working sessions, drafting, and revisions, commencing in January 2022. This comprehensive process incorporated the direct contributions of all UB stakeholders and culminated in its approval by the UB Board of Trustees in June 2023 as detailed below:





## THE STRATEGIC PILLARS OF THE UNIVERSITY OF BELIZE



**TOGETHER WE RISE 2027**

## KEY STRATEGIC ISSUES



### RESPONSIVE

- R.1. Implementation of activities to address National Issues
- R.2. Infrastructure to accomplish the university's mission
- R.3. Development of the model UB graduate with 21st Century Skills
- R.4 Communications systems for institutional efficiency
- R.5. Timely program development to address national needs



### INNOVATIVE

- I.1. Improvement of the university's student recruitment strategy inclusive of all subpopulations
- I.2. An institutional culture that supports innovation and change
- I.3. Improvement in participative decision making
- I.4. Expansion of technological solutions for the university's operations and development



### SUSTAINABLE

- S.1. Expansion of student financing options
- S.2. Continuous improvement of the university's financial position
- S.3. Targeted resource investment
- S.4. Targeted stakeholder engagement and partnerships to aid in resource investments



### EXCELLENCE

- E.1. Improvement of institutional culture to promote the optimal university
- E.2. Use of appropriate MIS to produce data for management decisions
- E.3. Regional accreditation
- E.4. Improvement of institutional governance
- E.5. Human resource supply to match human resource demand



# STRATEGIC PILLAR 1 RESPONSIVE

**Strategic Goal 1: UB will develop and implement academic and non-academic programs that are aligned to stakeholders needs and address relevant national development needs.**

**Strategic Objective 1.1: Develop and implement programs and activities to address relevant national needs (R.1&R.5) and implement programs and activities to address relevant national needs (R.1&R.5)**

## Strategic Initiatives

- 1.1.1. Conduct an efficiency audit for the existing program development process
- 1.1.2. Develop and implement a two-tier system for program development; one that represents a rapid program development process and one to represent a more comprehensive process
- 1.1.3. Create policies, procedures and tools to accompany both program development systems to guide decision makers

- 1.1.4. Offer certificate and diploma programs to address relevant national needs
- 1.1.5. Expand and strengthen the continuing education unit to provide training to meet relevant professional development needs
- 1.1.6. Conduct research and service to address relevant national needs

**Strategic Objective 1.2: Invest adequately in infrastructure and systems that support program needs (R.2)**

## Strategic Initiatives

- 1.2.1. Ensure infrastructure is adequate to successfully delivery academic and non-academic programs across the university

**Strategic Objective 1.3: Build systems and services to foster the development of the model UB graduate for personal and national development (R.3)**

## Strategic Initiatives

- 1.3.1. Develop cross-disciplinary courses or training to address identified gaps in students' professional preparation and marketability such as language acquisition, financial literacy, entrepreneurship, ethics, leadership, career guidance, social emotional skills, etc.

**Strategic Objective 1.4: Improve communications and collaborations with stakeholders to enhance organizational efficiency and image (R.4)**

## Strategic Initiatives

- 1.4.1. Develop and implement an internal and external communication strategy to enhance organizational efficiency and image
- 1.4.2. Develop a calendar of events for UB experts to appear on targeted mass media national programs
- 1.4.3. Lobby for UB to have appropriate expert representation on relevant Board of Directors across the country
- 1.4.4. Launch a mass media broadcasting unit
- 1.4.5. Enhance the marketing and communications resources of the university



## STRATEGIC PILLAR 2 INNOVATIVE

Strategic Goal 2: UB will contribute to Belize's development by advancing and applying knowledge and skills through the use of innovative leadership, teaching, research and service.

**Strategic Objective 2.1: Adapt and implement innovative and effective practices to recruit and retain a representative sample of students, inclusive of vulnerable subpopulations, for national development (I.1)**

### *Strategic Initiatives*

2.1.1. Develop and implement an innovative data-driven university-wide recruitment strategy that ensures a national representative sample of students, inclusive of vulnerable subpopulations

2.1.2. Develop and implement an innovative data-driven university-wide retention plan that ensures significant increase in retention, progression and graduation rates

2.1.3. Develop and implement innovative student-centered processes from admissions to graduation to foster student engagement and success

**Strategic Objective 2.2: Adapt and implement best practices to lead, promote and sustain change for an optimal university culture that fosters innovation in management, teaching, research, and service across the university (I.2)**

### *Strategic Initiatives*

2.2.1. Provide adequate training for all leaders across the university system on how to build a culture that embraces change

2.2.2. Develop and implement an evidence-based manual for leading and managing change across the university

2.2.3. Engage faculty, staff and students in ongoing developmental initiatives to foster an institutional culture that seeks excellence through positive change

**Strategic Objective 2.3: Adapt and implement administrative processes and practices to promote inclusive and participatory decision making at all levels to achieve innovation in management, teaching, research, and service across the university (I.3)**

### *Strategic Initiatives*

2.3.1. Create and implement systems to embrace a participatory leadership and management style that is driven by decentralized decision making

2.3.2. Ensure equitable and expert representation from across the university on decision making committees

**Strategic Objective 2.4: Provide optimal resources to improve and support the technological infrastructure and needs to achieve innovation in management, teaching, research and service across the university (I.4)**

### *Strategic Initiatives*

2.4.1. Develop and implement an evidence-based university-wide technology plan (Policy, Procedures, Practices etc)

2.4.2. Improve the university-wide technology infrastructure (Hard & Soft)

2.4.3. Provide the necessary human resources and ongoing professional development in technology to support quality management, teaching, research and service v

2.4.4. Develop and implement innovative technological ventures (consultations and partnerships) to stimulate new revenue streams



## STRATEGIC PILLAR 3 SUSTAINABLE

Strategic Goal 3: UB will engage in effective and efficient resource management ensuring that all aspects of investments and operations are governed by continuous improvement.

**Strategic Objective 3.1: Develop and implement affordable student financing options in an effort to increase enrollment and improve finance streams (S.1, S.2)**

### *Strategic Initiatives*

- 3.1.1. Explore and lobby for various capital market structures, such as bond offerings, as a source of student financing
- 3.1.2. Lobby financial institutions to develop attractive low interest rate student financing options
- 3.1.3. Expand scholarship opportunities for students to increase access to higher education
- 3.1.4. Conduct an assessment of the real costs and revenues of various certificates/degree programs to determine financing needs

**Strategic Objective 3.2: Explore and implement a portfolio of financial investments to improve the liquidity position of the university (S.2, S.4)**

### *Strategic Initiatives*

- 3.2.1. Invest in low risk secured portfolios to improve the liquidity position of the university
- 3.2.2. Implement an equitable and income generating pension scheme as a part of the university's compensation package
- 3.2.3. Operationalize a consultancy unit to maximize the university's resources to engage in external projects and consultancies for income generation

**Strategic Objective 3.4: Implement modern, robust and comprehensive Enterprise System or a seamless Management Information Systems to optimize institutional efficiency and sustainability (S.3, E.2)**

### *Strategic Initiatives*

- 3.4.1. Implement modern and comprehensive Enterprise System or seamless Management Information Systems across the university to improve decision making and management

**Strategic Objective 3.5: Foster opportunities to increase stakeholders' partnerships (Govt., NGO's, local investors) to aid in resource and infrastructural investments to promote and support UB's sustainable development programs (S.4)**

### *Strategic Initiatives*

- 3.5.1. Create a national and international networking strategy that will identify key partners to aid in the university's growth and development

**Strategic Objective 3.3: Increase capital investments in targeted areas to optimize institutional effectiveness, productivity, security and safety (S.3)**

### *Strategic Initiatives*

- 3.3.1. Conduct an assessment of all physical infrastructural assets of the university to measure its suitability to accomplish the institution's goals and objectives
- 3.3.2. Prepare and initiate implementation of a comprehensive plan to transform UB into a Green Campus
- 3.3.3. Develop and initiate implementation of an operational plan to promote national food security
- 3.3.4. Engage GOB to craft and implement a funding formula that would guarantee continuous optimal funding for the university
- 3.3.5. Implement an efficient resource requisition and acquisition process



# STRATEGIC PILLAR 4 EXCELLENCE

## Strategic Goal 4

UB will promote and instill a culture of excellence throughout the university for national development and empowerment

**Strategic Objective 4.1: Foster a unified, inclusive culture to embrace the university's core values and achieve its mission and vision (E.1)**

### Strategic Initiatives

- 4.1.1. Develop and conduct a university culture campaign that is inclusive, participatory data-driven and based on tenets of an optimal university culture
- 4.1.2. Provide university-wide relevant training to embrace the core values and foster a unified culture of excellence
- 4.1.3. Improve structures and programs to foster and support the well-being of employees and students
- 4.1.4. Improve structures and programs to foster and support the well-being of employees and students

**Strategic Objective 4.2: Adapt and implement best practices leading towards institutional accreditation and international recognition through excellence in leadership, management, teaching, research and service (E.3)**

### Strategic Initiatives

- 4.2.1. Restructure the office of quality assurance to include an accreditation unit dedicated to guide and support the activities leading to initial and continued institutional and program accreditation
- 4.2.2. Establish formal structures for Institutional Planning, Institutional Effectiveness and Institutional Research that are linked to the principles of accreditation

**Strategic Objective 4.3: Adapt and implement best practices to improve institutional governance to embrace the university's core values and achieve its mission and vision (E.4)**

### Strategic Initiatives

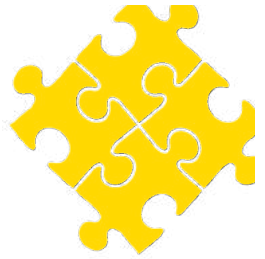
- 4.3.1. Improve the university's legislative and policy basis to allow for the implementation of the university's core values and mission
- 4.3.2. Enhance protocols, procedures and support mechanisms to strengthen and improve shared institutional governance
- 4.3.3. Improve Establish and implement a faculty senate to support institutional governance
- 4.3.4. Collaborate with the University of Belize Faculty and Staff Union to develop and implement a Collective Bargaining Agreement and revise the Faculty and Staff Handbook to improve institutional governance
- 4.3.5. Establish processes and procedures for policy development that are data-driven, inclusive and participatory
- 4.3.6. Establish a compliance reporting mechanism to ensure university compliance with internal and external laws, policies, and procedures

### Strategic Objective 4.4:

**Ensure that the university's human capital is optimal to achieve excellence in management, teaching, research and service for national development and empowerment (E.5)**

### Strategic Initiatives

- 4.4.1. Conduct a comprehensive Human Resources audit to identify the skill base of the University and to identify HR needs
- 4.4.2. Evaluate the university's human resources training needs and invest in capacity development to optimize management, teaching, research, and service
- 4.4.3. Improve, enhance, and strengthen systems and processes to facilitate optimal management, teaching, research, and service
- 4.4.4. Enhance and strengthen academic, health, and social support systems and services to optimize student and employee well-being and overall performance
- 4.4.5. Establish and implement an improved university-wide performance management system to optimize human capital to achieve excellence in management, teaching, research, and service
- 4.4.6. Develop, implement and commit to a competitive compensation package that will attract and retain productive employees
- 4.4.7. Establish a Center for Teaching Excellence that is guided by evidence-based practices to support faculty to improve their teaching practices and increase student learning and success through transformative learning environments and innovative strategies
- 4.4.8. Through the Center for Teaching Excellence, develop a tertiary level teaching certificate that is recognized as a national certification
- 4.4.9. Establish a Higher Education Leadership Institute that is guided by evidence-based practices to prepare current and future leaders and managers to achieve excellence in leadership and management for national development and empowerment
- 4.4.10. Through the Higher Education Leadership Institute, develop a tertiary level leadership certificate that is recognized as a national certification



KEY PERFORMANCE INDICATORS

# RESPONSIVE

- INCREASE IN PROGRAM OFFERINGS TO ADDRESS RELEVANT NATIONAL NEEDS
- INCREASE IN RESEARCH AND SERVICE TO ADDRESS RELEVANT NATIONAL NEEDS
- INCREASE IN NUMBER OF APPEARANCES ON PUBLIC MEDIA
- REVISIONS OF POLICIES AND PROCEDURES MANUALS
- SHORTENED TIME PERIOD FOR PROGRAM DEVELOPMENT
- INCREASE AND ENHANCE BUILDINGS AND OTHER INFRASTRUCTURE
- INTEGRATION OF 21<sup>ST</sup> CENTURY SKILLS IN PROGRAMS TO FOSTER THE MODEL UB GRADUATE
- INCREASE LEVELS OF BRAND AWARENESS
- INCREASE IN THE NUMBER OF APPEARANCES ON PUBLIC MEDIA
- A PUBLISHED COMMUNICATIONS STRATEGY
- UB PRESENCE ON AN INCREASING NUMBER OF BOARDS
- INCREASE IN LEVELS OF EMPLOYEE SATISFACTION WITH INTERNAL COMMUNICATION



KEY PERFORMANCE INDICATORS

# INNOVATIVE

- INCREASE IN NUMBER OF DIVERSE STUDENTS
- INCREASE IN RETENTION RATES
- INCREASE IN GRADUATION RATES
- SHORTENED TIME PERIODS OF PROCESSING APPLICATIONS
- INCREASE IN THE NUMBER OF STUDENTS FOLLOWING THEIR PROGRAM SEQUENCE
- INCREASE IN TRACKING OF GRADUATES
- INCREASE STUDENTS' LEVEL OF SATISFACTION WITH PROCESSES AND SERVICES FROM ADMISSIONS TO GRADUATION
- INCREASED NUMBER OF TRAININGS AND PERSONS TRAINED ON THE TOPIC OF CHANGE MANAGEMENT
- INCREASE IN NUMBER OF EMPLOYEES WHO CAN IDENTIFY WITH OPTIMAL UNIVERSITY CULTURE
- INCREASE IN POLICIES THAT EMBRACES DECENTRALIZED DECISION MAKING, RESPONSIBILITY AND ACCOUNTABILITY
- INCREASE IN THE NUMBER OF COMMITTEES WITH INCLUSIVE MEMBERSHIP AND RELEVANT EXPERTISE
- INCREASE IN COMPUTER HARDWARE AND NEW AND UPDATED SOFTWARE PROGRAMS
- INCREASE IN NUMBER OF TRAINING PROGRAMS FOR FACULTY, STAFF, PUBLIC IN THE USE OF TECHNOLOGY
- INCREASE IN NUMBER OF PERSONS TRAINED IN TECHNOLOGY
- INCREASE REVENUE FROM TECHNOLOGY CONSULTANCIES AND PUBLIC PRIVATE SECTOR PARTNERSHIPS





KEY PERFORMANCE INDICATORS

# SUSTAINABLE

INCREASE IN OPTIONS FOR STUDENT FINANCING

INCREASE IN STUDENT ENROLLMENT

EXPANSION OF MOU'S WITH FINANCIAL INSTITUTIONS

INCREASE IN NUMBER OF SCHOLARSHIPS

HEALTHIER FINANCIAL RATIOS SUCH AS LIQUIDITY RATIOS AND SAVINGS

HEALTHIER FINANCIAL RATIOS

EXPANSION OF INVESTMENTS FOR CAPITAL GAINS

ESTABLISHMENT OF A PENSION SCHEME

IMPROVEMENT AND INCREASE IN THE NUMBER OF PHYSICAL INFRASTRUCTURAL ASSETS

INCREASE IN CAPITAL EXPENDITURE

AMENDED UB ACT WITH FUNDING FORMULA

INCREASE IN SATISFACTION LEVELS OF MANAGERS WITH THE REQUISITION PROCESS

GRADUAL PROGRESS IN UTILIZATION OF AN ENTERPRISE SYSTEM

INCREASE IN NUMBER OF NETWORK PARTNERS

INCREASE IN NUMBER OF MOUS FOR PARTNERSHIPS IN INVESTMENTS



KEY PERFORMANCE INDICATORS

# EXCELLENCE

ESTABLISHMENT OF OPTIMAL UNIVERSITY CULTURE (ANNUAL CULTURE/CLIMATE SURVEY)

ENHANCEMENT OF PROGRAMS AND SUPPORT FOR STUDENTS' AND EMPLOYEES' WELL-BEING

INCREASE IN STUDENT ENGAGEMENT AND OWNERSHIP IN UNIVERSITY-WIDE ACTIVITIES AND PROGRAMS

MAJOR PROGRESS TOWARDS REGIONAL ACCREDITATION

ESTABLISHMENT OF A CENTER FOR TEACHING EXCELLENCE

INCREASE IN TRACKING OF GRADUATES

NEW ADMINISTRATIVE STRUCTURE THAT INCLUDES A FACULTY SENATE

UPDATED POLICIES, PROCEDURES, PROCESSES AND MANUALS

A REVISED FACULTY AND STAFF HANDBOOK

A COLLECTIVE BARGAINING AGREEMENT

A UNIVERSITY SKILLS INVENTORY

A STRATEGIC HUMAN RESOURCES PLAN

A TRAINING NEEDS ASSESSMENT AND CORRESPONDING TRAINING CALENDAR

A CAREER PATH BLUEPRINT

ESTABLISHMENT OF A HEALTH AND WELLNESS PROGRAM

ESTABLISHMENT OF A HIGHER EDUCATION LEADERSHIP INSTITUTE

A REVISED UB ACT

**RISE**  
**2027**

# Together We Rise



[www.ub.edu.bz](http://www.ub.edu.bz)

University of Belize  
Central Campus  
Hummingbird Avenue  
City of Belmopan, Cayo  
Belize  
+(501) 822-1000/822-3680  
[communications@ub.edu.bz](mailto:communications@ub.edu.bz)

