

ASSOCIATION OF TERTIARY LEVEL INSTITUTIONS OF BELIZE (ATLIB)

# STRATEGIC PLAN

2024-2029



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## Statement from the Chair of ATLIB



As the chairperson of ATLIB, I must admit that it is indeed a privilege to have the development of this strategic plan under my tenure as leader of the association. The experience garnered throughout the process has been remarkable and it has produced a guiding document that will steer tertiary education in Belize for the period 2024-2029.

ATLIB's role in tertiary education is significant, thus the reason the association embarked on this meaningful exercise. We keep focused on our mission and understand that we are the body that leads in matters of higher education. Furthermore, the vision of achieving this goal was centered on collaboration by engaging all member institutions, relevant stakeholders and the Government of Belize. This sort of exercise is of utmost importance to do a needs assessment, to gather important information and bring innovative ideas together in order to assemble an effective strategic plan.

From the onset, we knew that it was very important for us to align our strategic plan with the Belize Education Sector Plan 2021 - 2025 so that we could incorporate the goals set by the Ministry of Education, Culture, Science and Technology. In this manner both entities share a common ground and set forth on a mission to regulate, monitor, improve and deliver quality higher education for all involved.

An exercise of this sort requires guidance and ATLIB did source out this task in order to get the document completed. I would like to give a special thank you to Dr. Mathias Vairez for his expertise and guidance throughout this process and for working along with the steering committee until the document was completed. Thank you to Dr. Janine Quiroz and Mr. Kevin Geban for assisting and leading discussion and information gathering at the ATLIB retreat.

I must also take the time to wholeheartedly thank our Strategic Planning Committee for embracing this challenge. Let me make special mention of Dr. Eve Aird, Dr. Karen Martinez, Mrs. Marie Scott Young and Ms. Jeanne Link. Gratitude goes out to you ladies for effectively planning and completing this exercise and for ensuring that this goal was attained. To all other ATLIB colleagues, thank you for your collaboration and input into this process. God bless us all!

Mr. Hugo Gonzalez  
Dean, Centro Escolar Mexico Junior College  
Chairperson, ATLIB

## **Reflection from the Director Tertiary Desk, Ministry of Education**



I am pleased to have been a part of the planning committee for the Strategic plan of the Association of Tertiary Level Institution in Belize. A Strategic Plan is necessary, and it highlights what the association hopes, plans and carves its direction for the next five years. Together we will navigate through challenges, leverage opportunities and drive the organization towards growth

and excellence. The dedication and collaboration throughout the journey have been invaluable and for that I am honored to have been a part of this initiative.

Dr. Yvonne Palma

Director - Tertiary and Post Secondary Education Services

Focal Point for Commonwealth of Learning (COL)

The Ministry of Education, Culture, Science and Technology

### **Historical Overview of ATLIB’s Strategic Planning Committee from the Chair of ATLIB Strategic Planning Committee**

As a consortium of junior colleges and universities in Belize, historically ATLIB has been the natural advocate for tertiary or higher education in Belize, and the natural partner of the Ministry of Education (MOE) in the development of education at this level. Since its inception in 1989, ATLIB has constantly worked to improve the quality of higher education in Belize. As early as 1991, it was involved in the first curriculum review and development exercise at the former University College of Belize (UCB) which resulted in an articulated “2+2” higher education system, and in the mid-1990s it developed the ATLIB Examination, a common assessment tool which provides adequate feedback to member institutions for the appropriate placement of incoming students in Math and English classes, as well as feedback to secondary schools on the performance of their seniors in these key subject areas. ATLIB has also spearheaded a quality assurance movement in Belize. Cognizant of the regional mandate for all member nations of the Caribbean Community (CARICOM) to establish national accreditation bodies, a Quality Assurance Committee (QAC) was established in 2003 to coordinate the quality improvement of



higher education in Belize, and within member institutions. Through the efforts of this committee, ATLIB has kept abreast of current initiatives in quality assurance and accreditation and has ensured that members participate in local, regional, and international workshops and conferences on quality assurance and accreditation. Indeed, ATLIB is represented on the Board of the Caribbean Network of Quality Assurance Agencies in Tertiary Education (CANQATE), and has long advocated for the establishment of the National Accreditation Council of Belize (NACB).

At its meeting held at Stann Creek Ecumenical Junior College (SCEJC) on January 18, 2022, ATLIB proposed the development of a new strategic plan that would align with and support (i) the Ministry of Education, Culture, Science, and Technology (MOECST) higher education strategy which included the establishment of the National Accreditation Council of Belize and a Higher Education Council, the development and introduction of a National Higher Education Policy, and (ii) the proposed Belize Medium Term Development Strategy (BMTDS) which included the participation of members of ATLIB. This suggestion was well received and a Strategic Planning committee was later appointed to lead the process. Notably, both the Ministry of Education's and the Ministry of Economic Development's strategic development plans identify the tertiary or higher education sector as an important partner in development.

On June 15 and 16, 2023, the Association of Tertiary Level Institutions in Belize (ATLIB) had its first post-pandemic retreat at the Black Orchid Resort in Burrell Boom Village. The purpose of this retreat was to continue the development of its new five-year Strategic Plan for the period 2024-2029. The retreat had the participation of all tertiary-level institutions in Belize as well as the MOECST and was facilitated by Dr. Mattias Vairez, Dr. Janine Quiroz, and Mr. Kevin Geban of the University of Belize.

The 2024-2029 Strategic Plan presented in this document is not ATLIB's first strategic plan. Other plans (2007, 2009, 2011, 2013, and 2017) have been developed, each with a renewed commitment to improving the quality of Belize's higher education system and supporting national development. Over the years, these plans have resulted in some critical initiatives, including the development of the ATLIB Placement Exams, the continued professional development of ATLIB faculty and staff, and its enduring commitment to quality assurance within the sector. Indeed, ATLIB has long been a proponent for developing the NACB. Perhaps the most significant contribution was the recognition that the higher education sector needed a formal structure and policy to guide its development and operations. In the 2007 strategic planning exercise, it proposed the formation of a *Higher Education Commission* and a *Higher Education Policy*, which was later drafted by members of ATLIB (and submitted to various Tertiary Education Officers of the MOE for formal consideration.) Both the proposed Higher Education Commission and the Higher Education

Policy reinforced the drafted *Rules and Regulations for Tertiary Education*, adapted from the *Handbook of Policies and Procedures for Primary and Secondary Schools to Tertiary Education* of 2000 which took place between 2004 and 2012 at the request of the Tertiary Education Officer.

ATLIB now commits itself to ensuring *continuous collaboration among higher education institutions, the Government of Belize, and other stakeholders to promote data-driven advocacy and active participation in the continuous development of relevant, sustainable, and quality higher education that drives national development and global participation for Belize*. With the core values of *professionalism, excellence, collaboration, good governance, integrity (ethics), and advocacy*, the Association will work with all stakeholders, both in the private and public sectors as well as with its international partners to develop and deliver quality tertiary education within a national higher education framework that promotes national development.

Dr. Cynthia Eve Aird,  
Chair of Strategic Planning Committee  
Provost, Galen University

# INTRODUCTION

In this revised strategic plan of the Association of Tertiary Level Institutions of Belize (ATLIB), we envision a future of vibrant collaboration, excellence, and progress in the landscape of higher education. Founded on principles of dedication, integrity, and innovation, ATLIB is committed to shaping the trajectory of tertiary education in Belize, guided by our unwavering vision, mission, and core values.

In today's dynamic and ever-evolving landscape, strategic planning has become indispensable for organizations seeking to navigate complexities, seize opportunities, and achieve their envisioned future. As we embark on this journey, we are propelled by a vision of success, fueled by our commitment to excellence, innovation, and meaningful impact.

This strategic plan serves as our roadmap, guiding us toward our desired destination while equipping us with the tools, strategies, and resources necessary to navigate the terrain ahead. It represents a collective effort, borne out of collaboration, insights, and aspirations shared by all involved.

At its core, this plan encapsulates our mission, vision, and values, serving as the cornerstone of our organizational identity and guiding principles. It reflects our unwavering dedication to purpose-driven action, grounded in integrity, accountability, and a relentless pursuit of excellence.

## Strategic Planning Model



Bryson, J. M. (2011).  
ATLIB Strategic Planning -- Model & Process – Used by expert Mathias R. Vairez Jr., Ph.D. for the process

The strategic planning model used by Dr. Mathias Vairez to gather necessary information from the ATLIB body was developed by his team (Dr. Janeen Quiroz and Mr. Kevin Geban) and executed during the June 15 and 16, 2023 ATLIB retreat session. During the session, the ATLIB body reviewed the previous strategic plans from 2017 and prior years to assess ATLIB’s current position, determine the future direction, plan how to achieve specific goals and objectives, evaluate current activities, and identify the resources needed. Please refer to the graphic model below for a visual representation.

### Strategic Planning Process

Strategic Planning is a process that involves describing the organization’s destination, assessing barriers that stand in the way of that destination, and selecting approaches for moving forward. Overall a strategic plan serves as a road map that gives directions as to how the organization will allocate its resources in pursuit of its goals.



# ATLIB's Strategic Planning Path

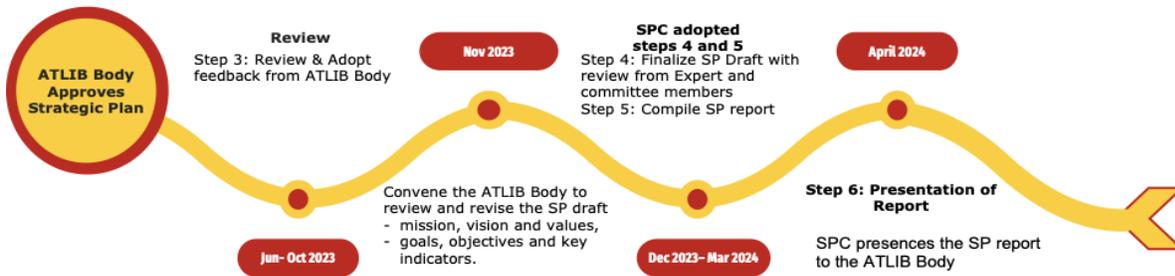
## ATLIB Strategic Planning Path



**Key:**  
 SPP: Strategic Planning Process  
 SPC: Strategic Planning Committee  
 SP: Strategic Plan

ATLIB Strategic Planning Path 2023 -- 2024

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ATLIB Strategic Planning Path 2023 -- 2024

## **Our Vision:**

ATLIB aims to be a proactive force, fostering collaboration with stakeholders to develop policies and initiatives aligned with a national higher education framework. Our goal is to promote quality tertiary education in Belize that is responsive to national development and globally competitive standards.

## **Our Mission:**

ATLIB ensures continuous collaboration among higher education institutions, the Government of Belize, and other stakeholders. We are dedicated to promoting data-driven advocacy and active participation in the continuous development of relevant, sustainable, and quality higher education. Through our efforts, we seek to drive national development and facilitate global participation for Belize.

## **Our Core Values:**

At the heart of ATLIB lie our core values, which guide our actions and decisions:

**Professionalism:** We uphold professionalism by attracting and retaining highly efficacious, competent leaders, faculty, and staff who exemplify integrity and social–emotional intelligence.

**Excellence:** We promote excellence by attracting and retaining highly qualified and dedicated individuals. Through innovation and effectiveness, we strive to maintain standards of leadership, teaching, learning, research, and service in accordance with quality assurance/accreditation standards.

**Collaboration:** We embrace collaboration through participatory engagements, strategic partnerships, and a cooperative spirit with all stakeholders. Together, we ensure a positive collective impact for Belize.

**Good Governance:** We adhere to principles of good governance, upholding accountability, transparency, fairness, responsibility, sustainability, and evidence-based decision-making in our actions and processes.

**Integrity (Ethics):** We value integrity by fostering mutual respect and commitment to ethical principles such as trustworthiness, honesty, fairness, and ethical decision-making. We operate in the spirit of collegiality, with genuine concern for the environment.

**Advocacy:** We share the national responsibility to advocate for higher education in Belize, ensuring access, affordability, equality, social justice, and sustainable national and global development.

## KEY STRATEGIC ISSUES

ATLIB Key Strategic Issues				
Collaboration	Advocacy	Responsiveness	Excellence	Sustainability
Collaborations between/among ATLIB institutions (1-C1)	ATLIB as the voice of Higher Education in Belize (1-A1)	Expert representations on Boards across Belize (3-R1)	Lack of centralized database/repository (Important for planning/succession planning (2-E1)	Lack of financial streams (1-S1)
Network opportunities external to ATLIB (3-C2)	Improve governance- Lobby/Advocacy Improve organizational structure (1-A2)	Climate change adaptation and mitigation (5-R2)	Limited availability of Human Capital in Belize (2-E2)	Income generation initiatives/diversification (1-S2)
	Politically unstable climate in terms of policies (3-A3)		Competition from International Institutions (2-E3)	Unstable economy (5-S3)
			Improve Policies (3-E4)	
			Competition from private organizations in education services (3-E5)	

# STRATEGIC PILLARS – CARES 2029

Association of Tertiary Level institutions in Belize



## Strategic Pillar 1: Collaboration

Collaboration refers to the act of working together with stakeholders, partners, or individuals towards a common goal or objective. In the context of ATLIB, collaboration entails actively engaging with higher education institutions, the Government of Belize, and other stakeholders to develop and implement policies and initiatives that promote quality tertiary education. This involves fostering participatory engagements, strategic partnerships, and a cooperative spirit to ensure a positive collective impact for Belize's higher education sector.

Strategic Goal 1.1-1.3:

1. ATLIB will foster strategic collaborations among member institutions and external partners to advance higher education that drives national development.

## Strategic Objectives

- 1.1. Establish strategic collaborations among ATLIB institutions to advance higher education in Belize (1-C1)
- 1.2. Develop strategic collaborations between ATLIB and national partners to advance higher education in Belize (3-C2)
- 1.3. Develop strategic collaborations between ATLIB and international partners to advance higher education in Belize (3-C2)

## **Strategic Pillar 2: Advocacy**

Advocacy involves actively supporting and promoting a particular cause or issue. Within ATLIB, advocacy entails championing the importance of higher education in Belize, advocating for policies and initiatives that ensure access, affordability, equality, and social justice in tertiary education. This includes promoting data-driven advocacy efforts and actively participating in the continuous development of relevant and sustainable higher education practices that contribute to national and global development goals.

### Strategic Goal 2:

2. ATLIB will be the leading advocate for the development of national policies, laws, and procedures to improve governance and leadership in higher education.

### Strategic Objective 2.1-2.2:

- 2.1. Establish a national presence as the leading advocate for higher education in Belize (1-A1)
- 2.2. Advocate and lead the development of national policies, laws, and procedures to improve governance, organizational structure, and leadership in higher education (1-A2) & (3-A3)

## **Strategic Pillar 3: Responsiveness**

Responsiveness refers to the ability to react quickly and effectively to changing circumstances, needs, or demands. In the context of ATLIB's vision and mission, responsiveness involves ensuring that the policies, initiatives, and practices in the tertiary education sector are aligned with national development priorities and globally competitive standards. This requires actively

monitoring and adapting to changes in the higher education landscape to address emerging challenges and opportunities effectively.

### Strategic Goal 3:

3. ATLIB will have representation on and active participation in relevant bodies to influence decisions related to the adaptation to and mitigation of climate change and other local and global emergent issues.

### Strategic Objective 3.1-3.3:

- 3.1. Ensure that ATLIB has expert representation on relevant bodies and forums to maximize influence (3-R1)
- 3.2. Establish a collective position and policies on climate change literacy that promote responsiveness to climate change, adaptation, and mitigation (5-R2).
- 3.3. Access funding for research and capacity building to promote responsiveness to climate change, adaptation, and mitigation (5-R2).

## **Strategic Pillar 4: Excellence**

Excellence encompasses the pursuit of the highest standards of quality, effectiveness, and innovation in all aspects of operations and activities. For ATLIB, excellence entails attracting and retaining highly qualified leaders, faculty, and staff who are dedicated to maintaining standards of leadership, teaching, learning, research, and service. This involves fostering a culture of innovation and effectiveness that promotes continuous improvement and adherence to quality assurance/accreditation standards in the delivery of tertiary education services.

### Strategic Goal 4:

4. ATLIB will adopt evidence-based policies, procedures, and practices to achieve excellence in governance, leadership, teaching, research, and service to improve human capital in Belize and promote global competitiveness.

### Strategic Objective 4.1-4.4:

- 4.1. Establish an ATLIB national database repository to collect and store data to inform strategic and succession planning (2-E1).
- 4.2. Offer programs to develop human capital in Belize based on nationally identified areas of need (2-E2).

- 4.3. Promote and support the development and implementation of a national institutional accreditation body to improve governance, leadership, teaching, research, and service in higher education and global competitiveness (2-E3).
- 4.4. Adopt evidence-based practices to improve policies for excellence in governance, leadership, teaching, research, and service in higher education (3-E4).
- 4.5. Establish partnerships with the private sector in offering micro-credentials and continuing education programs to improve human capacity in Belize (3-E5).

## **Strategic Pillar 5: Sustainability**

Sustainability refers to the ability to maintain and support practices, processes, or systems over the long term without depleting resources or causing harm to the environment or society. In the context of ATLIB, sustainability involves promoting practices and initiatives that ensure the long-term viability and relevance of higher education in Belize. This includes embracing principles of good governance, accountability, transparency, and evidence-based decision-making to foster sustainable development and positive outcomes for the higher education sector and the broader community.

### Strategic Goal 5:

5. ATLIB will seek and explore viable and diversified initiatives to improve financial streams to ensure stability and sustainability.

### Strategic Objective 5.1-4.4:

- 5.1. Develop ATLIB human capital to write and implement proposals and grants, and in project management, to secure alternative revenue streams for institutional growth (1-S1).
- 5.2. Develop a business model for ATLIB to seek and explore income generation initiatives and diversification for institutional stability and sustainability (1-S2) & (5-S3).
- 5.3. Establish public and private partnerships to explore income generation initiatives and diversification for institutional stability and sustainability (1-S2) & (5-S3).
- 5.4. Promote National Associations that would sustain interest and build national capacity in professions.

Each of the five pillars are aligned with planned actions/initiatives and specific Key Performance Indicators to ensure the goals are achieved. The table below (**ATLIB – 2029 Strategic Plan Matrix**) illustrates this information.

# KEY PERFORMANCE INDICATORS

ATLIB – 2029 Strategic Plan Matrix				
Pillars	Goals	Objectives	Actions /Initiatives	Key Performance Indicators
<b>Collaboration</b>	1. ATLIB will foster strategic collaborations among member institutions and external partners to advance higher education that drives national development.	1.1. Establish strategic collaborations among ATLIB institutions to advance higher education in Belize (1-C1)	<p>1.1.1. Collaborate on Continued Professional Development (CPD)</p> <p>1.1.2. Collaborate on research</p> <p>1.1.3. Collaborate on service ventures</p> <p>1.1.4. Collaborate on leadership, governance, and policy development</p> <p>1.1.5. Collaborate on offering students services – articulation, sports, research, counseling, service projects</p> <p>1.1.6. Collaborate on Articulation agreements</p>	<p>1.1.1.1. At least one annual national CPD (ATLIB SPDs &amp; CAFE)</p> <p>1.1.1.2. At least one joint annual CPD</p> <p>1.1.2.1. A biennial collaborative scholarly publication and conference</p> <p>1.1.3.1. At least one joint annual collaborative service venture (e.g., EJC &amp; IJC Give back to the Banana Belt)</p> <p>1.1.4.1. Support and participate in the development of the H.Ed Policy (ATLIB and MOE)</p> <p>1.1.5.1. Annual events to share student services – articulation, sports, research, counseling, service projects</p> <p>1.1.1.6.1. Engage in articulation agreements for smooth lateral and</p>

**ATLIB – 2029 Strategic Plan Matrix**

Pillars	Goals	Objectives	Actions /Initiatives	Key Performance Indicators
			<p>1.1.7. Collaborate to create a system at the H. Ed. level to identify needs/gaps and the mediums/media to bridge the gaps and meet the needs. (Through pursuits of further degrees, training, etc.)</p>	<p>vertical mobility of faculty, staff, and students.</p> <p>1.1.7.1 Create incentives that will encourage instructors and staff to pursue professional development.</p> <p>1.1.7.2. Use appropriate timing to accommodate the pursuit of training and further education -- taking advantage of downtimes (e.g., summer)</p> <p>1.1.7.3. Create standards to dictate the plan that will detail how we will achieve the goals from the different higher education sectors (curriculum, teacher training, etc)</p> <p>1.1.7.4. Revisit and update existing articulation agreements and make them more concrete and visible.</p>

**ATLIB – 2029 Strategic Plan Matrix**

Pillars	Goals	Objectives	Actions /Initiatives	Key Performance Indicators
			<p>1.1.8. Collaborate to maintain and archive ATLIB records.</p>	<p>1.1.7.5. Conduct annual ATLIB surveys to identify faculty &amp; staff development needs.</p> <p>1.1.7.6. Form institutional task groups to address association deficiencies.</p> <p>1.1.8.1. Maintain and archive attendance registers and minutes of meetings.</p>
		1.2. Develop strategic collaborations between ATLIB and national partners to advance higher education in Belize (3-C2)	1.2.1. Collaborate with national partners (Ministries, BTB, BPOs, etc) to offer certification (micro-credentials) and continuing education courses	<p>1.2.2.2 Sign MOU with national partners.</p> <p>1.2.2.3. Offer micro-credentials and continuing education certification courses</p>
		1.3. Develop strategic collaborations between ATLIB and international partners to advance higher education in Belize (3-C2)	1.3.1. Invite stakeholders sharing common interests and values to participate in varying initiatives of the association.	1.3.1.1. External sub-committee members.
			1.3.2. Support the Tertiary Desk (MoECST) to collaborate with	1.3.2.1. Complementary Programs that align with the established

**ATLIB – 2029 Strategic Plan Matrix**

<b>Pillars</b>	<b>Goals</b>	<b>Objectives</b>	<b>Actions /Initiatives</b>	<b>Key Performance Indicators</b>
			external institutions to create required programs from an established policy and strategy document.	policy and strategy document.
<b>Advocacy</b>	2. ATLIB will be the leading advocate for the development of national policies, laws, and procedures to improve governance and leadership in higher education.	2.1. Establish a national presence as the leading advocate for higher education in Belize (1-A1)	<p>2.1.1 Plan and implement an information campaign about ATLIB (local and abroad).</p> <p>2.1.2. Identify issues of national concern and propose solutions</p> <p>2.1.3. Create packages to share during stakeholders' sessions that will promote/market the value of ATLIB.</p>	<p>2.1.1.1. Conduct national promotion campaigns</p> <p>2.1.2.1. Conduct national need assessments (research and data collection)</p> <p>2.1.2.2. Review and Align institutional offerings to match identified needs.</p> <p>2.1.3.1. Identify at least five (5) key stakeholders for ATLIB.</p> <p>2.1.3.2. Involve the stakeholders in marketing/promoting the vision, mission, and values of ATLIB.</p>
		2.2. Advocate and lead the development of national policies, laws, and procedures to improve governance,	2.2.1. Advocate with the Ministry of Education and relevant bodies (e.g., BTB, NAC, TEU) for active representation	2.2.1.1. Participate in the development of national policies, laws, and procedures for higher education

**ATLIB – 2029 Strategic Plan Matrix**

<b>Pillars</b>	<b>Goals</b>	<b>Objectives</b>	<b>Actions /Initiatives</b>	<b>Key Performance Indicators</b>
		organizational structure, and leadership in higher education (1-A2) & (3-A3)	on professional bodies.	2.2.1.2. Lead in the support and implementation of Higher Education policies, laws, and procedures
<b>Responsive ness</b>	3. ATLIB will have representation on and active participation in relevant bodies to influence decisions related to the adaptation to and mitigation of climate change and other local and global emergent issues.	3.1. Ensure that ATLIB have expert representation on relevant bodies and forums to maximize influence (3-R1)	3.1.1. Lobby with key stakeholders about ATLIB’s interest to be on their boards, e.g., BTB, PACT, NICH, BAS, SSB.  3.1.2. Advocate for ATLIB’s position on climate change literacy (awareness and action) and to offer expert advice and action.	3.1.1.1. Represent on Forums and Boards.  3.1.2.1. Share via media ATLIB’s position on climate change and offer expert advice and action.
		3.2. Establish a collective position and policies on climate change literacy that promote responsiveness to climate change, adaptation, and mitigation (5-R2).	3.2.1. Promote/Advocate ATLIB’s position on climate change literacy through community outreach projects & Public Relations - organize/host lecture series to bring awareness, workshops, podcasts & conferences.	3.2.1.1. Plan and execute at least two outreach projects focused on climate change literacy.  3.2.1.2. Include in all our public awareness

**ATLIB – 2029 Strategic Plan Matrix**

<b>Pillars</b>	<b>Goals</b>	<b>Objectives</b>	<b>Actions /Initiatives</b>	<b>Key Performance Indicators</b>
				campaigns ATLIB’s current climate literacy positions.
		3.3. Access funding for research and capacity building to promote responsiveness to climate change, adaptation, and mitigation (5-R2)	<p>3.3.1. Engage in proposal writing to GCF &amp; GEC, PACT, CABI to secure funding for research and capacity building.</p> <p>3.3.2. Subscribe to Notices of Consultancies – Including training Project Managements</p> <p>3.3.3. Promote the Internal capacity of ATLIB’s members to serve as consultants on national projects for Belize.</p> <p>3.3.4. Lobby for faculty and staff to be approved for national consultancies in Belize</p> <p>3.3.5. Establish a <i>fair share</i> of financial gains from the consultancies.</p>	<p>3.3.1.1. ATLIB members get research proposals funded.</p> <p>3.3.2.1. Maintain subscriptions.</p> <p>3.3.3.1. ATLIB members are qualified experts in the required fields.</p> <p>3.3.4.1. ATLIB members are consultants on national projects.</p> <p>3.3.5.1. Funds acquired from consultancy services.</p>
<b>Excellence</b>	4. ATLIB will adopt evidence-based policies, procedures, and practices to achieve excellence in governance,	4.1. Establish an ATLIB national database repository to collect and store data to inform strategic and succession	4.1.1. Collect and digitize all ATLIB records, member institutions’ research, and other publications.	4.1.1.1. Established database repository.

**ATLIB – 2029 Strategic Plan Matrix**

<b>Pillars</b>	<b>Goals</b>	<b>Objectives</b>	<b>Actions /Initiatives</b>	<b>Key Performance Indicators</b>
	leadership, teaching, research, and service to improve human capital in Belize and promote global competitiveness.	planning (2-E1)	4.1.2. Develop data mining capacity to make informed decisions.	4.1.1.2 Utilize data-driven decision-making analytics, big data, etc.  4.1.2.1. Access to national higher education data e.g., number of persons trained.
		4.2. Offer programs to develop human capital in Belize based on nationally identified areas of need (2-E2)	4.2.1. To partner with the private sector to train and build human capital in areas of need.	4.2.1.1. Signed MOU with private sectors.  4.2.1.2. Established programs for building human capital.
		4.3. Promote and support the development and implementation of a national institutional accreditation body to improve governance, leadership, teaching, research, and service in higher education and global competitiveness (2-E3)	4.3.1. ATLIB will support the development of the council and the accreditation process.  4.3.2. Continue to bolster QA policies for relevance.  4.3.3. ATLIB body will review policies every three years.  4.3.4. Create research opportunities.  4.3.5. Establish and enforce the National Higher Education	4.3.1.1. Successful implementation of the Accreditation Council.  4.3.2.1. Number of institutions that have initiated the accreditation process.  4.3.3.1. Three-year review of policies.  4.3.4.1. Published QA research.  4.3.5.1. Implementation of the National Higher

**ATLIB – 2029 Strategic Plan Matrix**

Pillars	Goals	Objectives	Actions /Initiatives	Key Performance Indicators
			Policy	Education Policy
			4.3.6. Training of Board members to effectively carry out all duties of an educational institution board to meet the standards of the Accreditation Council.	4.3.6.1. Board members exhibit competence in serving on their institutional boards.
			4.3.7. Encourage through incentives individual self-development and pursuit of Higher degrees and trainings	4.3.7.1. Established incentive programs.
			4.3.8. Develop actual degrees with financial support for teachers to access.	4.3.8.1. Established degree programs with sponsorship.
			4.3.9. Create a survey to a) determine faculty needs, b) the qualifications for faculty at the different levels from the entry-level, and c) identify the areas of need that require training.	4.3.9.1. Annual ATLIB needs assessment survey.
			4.3.10. Recognize and award excellence.	4.3.10.1. Established Awarding Excellence Program
4.3.11. Create a repository for storing	4.3.11.1. Established ATLIB Repository			

**ATLIB – 2029 Strategic Plan Matrix**

<b>Pillars</b>	<b>Goals</b>	<b>Objectives</b>	<b>Actions /Initiatives</b>	<b>Key Performance Indicators</b>
			valuable information	
		4.4. Adopt evidence-based practices to improve policies for excellence in governance, leadership, teaching, research, and service in higher education (3-E4)	4.4.1. Constantly review ATLIB policies for relevance and	4.4.1.1. Annual policy review session.
		4.5. Establish partnerships with the private sector in offering micro-credentials and continuing education programs to improve human capacity in Belize (3-E5)	4.5.1. To partner with the private sector to create micro-credentials and continuing education programs.	4.5.1.1. Signed MOU with private sectors.  4.5.1.2. Certified human capital.
<b>Sustainability</b>	5. ATLIB will seek and explore viable and diversified initiatives to improve financial streams to ensure stability and sustainability.	5.1. Develop ATLIB human capital to write and implement proposals and grants, and in project management, to secure alternative revenue streams for institutional growth (1-S1)	5.1.1. Offer professional development in proposal and grant writing to secure alternative revenue streams	5.1.1.1. Several proposals and grants written, and some funded.
		5.2. Develop a business model for ATLIB to seek and explore income generation initiatives and diversification for institutional stability	5.2.1. Lobby for an ATLIB secretariat to help in developing and implementing a business model.	5.2.1.1. Strategy for income generation a) Income generation b) Fundraising c) Sponsorship committee

**ATLIB – 2029 Strategic Plan Matrix**

Pillars	Goals	Objectives	Actions /Initiatives	Key Performance Indicators
		and sustainability (1-S2) & (5-S3)		5.2.1.2 Functioning ATLIB Secretariat
		5.3. Establish public and private partnerships to explore income generation initiatives and diversification for institutional stability and sustainability (1-S2) & (5-S3)	5.3.1. Establish lobbying groups to recruit investors and partners	5.3.1.1. MOUs with new partners and investors
		5.4. Promote National Associations that would sustain interest and build national capacity in professions.	5.4.1. Support National Associations affiliated with and/or under the ATLIB umbrella to garner financial support through membership fees.	5.4.1.1. Established professional communities. (ATLIB Association of Science Educators, ATLIB Association of Teacher Educators, etc.)  5.4.1.2. Secure membership in professional communities.

# RECOMMENDATIONS

## Collaboration

**Goal #1:** ATLIB will foster strategic collaborations among member institutions and external partners to advance higher education that drives national development.

1. Establishment of a National Continuous Professional Development (CPD) Committee:

Form a committee with ATLIB members and external partners to host an annual National CPD event. This gathering will unite educators, administrators, and professionals to exchange knowledge, best practices, and innovative strategies in higher education. Through combined resources, diverse workshops, seminars, and training sessions can address current field trends and challenges. Additionally, the committee will explore joint research projects and publications to advance national higher education.

2. Development of a Biennial Scholarly Publication and Conference:

Collaborate with members and external partners to establish a biennial publication and conference focused on key higher education themes. This initiative will offer a platform for researchers, scholars, and practitioners to share their work, engage in interdisciplinary dialogue, and foster networking. Rotating hosting duties among participants will highlight ATLIB's diverse expertise and strengthen external partnerships. The publication can also serve as a repository of innovative practices for national development.

3. Implementation of an Annual Collaborative Service Venture:

Facilitate joint annual service ventures between members and partners to address social needs and foster community development. These ventures, spanning education, healthcare, and sustainability, aim to make a meaningful impact. By pooling resources and expertise, these initiatives can amplify their effects and promote civic engagement within the sector. Documenting outcomes will inspire similar collaborative efforts, enhancing the bond between academia and society.

## Advocacy

**Goal# 2:** ATLIB will be the leading advocate for the development of national policies, laws, and procedures to improve governance and leadership in higher education.

1. Strategic Stakeholder Engagement for Policy Advocacy

Develop a comprehensive strategy to identify and engage key stakeholders, including government agencies, educational institutions, industry partners, and civil society organizations, to advocate for the development of progressive national policies, laws, and procedures in higher education governance and leadership.

2. Data-Driven Decision-Making through National Need Assessments:

Conduct thorough national need assessments, utilizing research and data collection methodologies, to identify gaps and challenges in governance and leadership within higher education. Use the findings to inform policy advocacy efforts and align institutional offerings to address identified needs effectively.

3. Leadership in Policy Development and Implementation:

Take a proactive leadership role in both participating in the formulation of national policies, laws, and procedures for higher education and spearheading the support and implementation of these initiatives. By leading by example, ATLIB can effectively drive improvements in governance and leadership practices across the higher education landscape.

**Responsiveness**

**Goal # 3:** ATLIB will have representation on and active participation in relevant bodies to influence decisions related to the adaptation to and mitigation of climate change and other local and global emergent issues.

1. Strategic Representation on Forums and Boards:

Ensure active representation on relevant forums and boards related to climate change and emergent global issues. This involvement will enable ATLIB to influence decisions and policies concerning adaptation to and mitigation of climate change, as well as other pertinent issues, by providing valuable insights and advocating for sustainable practices.

2. Effective Communication of ATLIB's Climate Change Stance:

Utilize various media platforms to share ATLIB's position on climate change and offer expert advice and actionable steps. By disseminating clear messages through media channels, ATLIB can raise awareness and encourage informed action among stakeholders, fostering a collective response to address climate-related challenges.

3. Enhanced Climate Change Literacy through Outreach Projects:

Plan and execute a minimum of two outreach projects focused on enhancing climate

change literacy within communities. These projects should aim to educate individuals about the impacts of climate change and empower them to take proactive measures. Additionally, they will incorporate ATLIB's climate literacy positions into all public awareness campaigns to ensure consistency and reinforce the organization's commitment to addressing climate-related issues.

## **Excellence**

**Goal # 4:** ATLIB will adopt evidence-based policies, procedures, and practices to achieve excellence in governance, leadership, teaching, research, and service to improve human capital in Belize and promote global competitiveness.

1. Implement Data-Driven Decision-Making Practices:

Establish a comprehensive database repository and utilize analytics tools for data-driven decision-making. By leveraging data analytics, including big data, ATLIB can make informed policy, procedural, and strategic decisions across governance, leadership, teaching, research, and service domains.

2. Strengthen Collaboration with Private Sectors for Human Capital Development:

Foster partnerships with private sectors through signed Memorandums of Understanding (MOUs) to establish programs aimed at building human capital. These collaborative initiatives will enhance workforce skills and competencies, aligning with ATLIB's goal of promoting human capital development in Belize and enhancing global competitiveness.

3. Ensure Continuous Quality Improvement through Policy Review and Implementation:

Facilitate regular policy reviews and monitor the successful implementation of initiatives such as the Accreditation Council and the National Higher Education Policy. Conducting three-year reviews of policies, publishing quality assurance research, and conducting annual needs assessment surveys will help ATLIB adapt evidence-based policies, procedures, and practices to achieve excellence in higher education governance, leadership, teaching, research, and service. Additionally, establish incentive programs, awarding excellence programs, and degree programs with sponsorship to further incentivize and support continuous quality improvement efforts.

## **Sustainability**

**Goal # 5:** ATLIB will seek and explore viable and diversified initiatives to improve financial streams to ensure stability and sustainability.

1. Enhance Proposal Writing and Grant Acquisition:

Strengthen the capacity for proposal writing within ATLIB to increase the number of proposals submitted and funded. This may involve providing training and resources to

members, fostering collaboration on proposal development, and establishing a systematic approach to identifying and pursuing funding opportunities.

2. Develop Comprehensive Income Generation Strategy:

Formulate a robust income generation strategy that encompasses fundraising, sponsorship initiatives, and the establishment of a dedicated sponsorship committee. This strategy should be multifaceted, targeting diverse revenue streams to ensure financial stability and sustainability for ATLIB. Additionally, prioritize the establishment of a functioning ATLIB Secretariat to streamline administrative processes and support fundraising efforts effectively.

3. Expand Partnerships and Professional Communities:

Actively pursue Memorandums of Understanding (MOUs) with new partners and investors to diversify revenue sources and expand ATLIB's network. Additionally, establish and promote specialized professional communities within ATLIB, such as the ATLIB Association of Science Educators or the ATLIB Association of Teacher Educators, to foster collaboration, knowledge sharing, and membership growth. Secure membership in existing professional communities to leverage networking opportunities and enhance ATLIB's visibility and influence within the higher education sector.

## CONCLUSION

ATLIB's strategic planning committee has outlined comprehensive recommendations aligned with the organization's goals to foster collaboration, advocacy, responsiveness, excellence, and sustainability. By establishing a National Continuous Professional Development Committee, facilitating strategic stakeholder engagement for policy advocacy, and ensuring active representation on relevant forums, ATLIB aims to drive national development and influence decisions on emergent issues.

Through initiatives like data-driven decision-making, enhancing climate change literacy, and adopting evidence-based practices, ATLIB strives for excellence in governance, leadership, and service delivery.

Furthermore, by enhancing proposal writing, developing income generation strategies, and expanding partnerships, ATLIB seeks financial stability and sustainability.

With these recommendations, ATLIB is poised to advance higher education in Belize, promote global competitiveness, and effectively address the challenges of the future.