

TEXAS HEALTHTECH INSTITUTE

Strategic Plan 2018-2023



[This Strategic Plan is based on Strategic Plan 2017-2018. The strategies are revised and updated]

1.0 Introduction:

Texas Healthtech Institute was established in 2010 as a vocational training college to meet the growing needs of technically qualified healthcare industry professionals in Southeast Texas. The Institute experienced continual growth and expanded its course offerings. The community along with the healthcare industry has backed the mission of Texas Healthtech Institute as evidenced through growing student enrollments and placement.

Texas Healthtech Institute is owned by BTGrad Inc, a S-Corporation registered in the State of Texas. Dr. Purnendu Mandal, an educator and entrepreneur, established BTGrad Inc in 2008. Dr. Mandal had a long-term strategic vision to contribute to overall growth of healthcare industry in Southeast Texas and beyond. The corporation's early work centered around development of healthcare management programs and delivery of those programs through distance education

mode. In 2010, Texas Healthtech Institute (with approval of Texas Workforce Commission) started offering on-ground programs in its Beaumont (North Major Drive) campus. The Institute graduated the first batch of Pharmacy Tech students in January 2012. Since then the Institute expanded its programs and now offering eight TWC approved programs.

In April 2017, Texas Healthtech Institute established a new campus in College Street, Beaumont, Texas on a 2.5 acre land. This campus offers a much better learning environment and scope for future expansions.

The Institute has received the Candidate for Accreditation status by the Council on Occupational Education in June 2017. The certificate programs of the Institute are approved and regulated by the Texas Workforce Commission. The Institute is also proved by the Texas Veterans Commission to train Texas veterans. The Institute is a responsible and reliable business and has A+ rating with the Better Business Bureau. The Institute is a long time member (since 2010) of Greater Beaumont Chamber of Commerce. The Institute is the Test Center for two prominent healthcare professional certification agencies: NHA (National Healthcareer Association) and MedCA (Medical Career Assessments).

2.0 Vision Statement:

Texas Healthtech Institute envisions to be the leader in providing health related education with technology focus. As healthcare industry is becoming more and more technology dependent, we foresee huge need for well qualified healthcare professionals. We aspire to meet this specific need of the society.

We excel by being concerned about the healthcare needs of the community and how to address those needs by way of the most comprehensive training regimen, with input from community members and experts, hiring the most qualified staff, and committing to implementing the best practices in the vocational training field. We will distinguish ourselves from other providers in the field by – setting high standards for our administrators, our faculty, and our students; this will

be achieved by developing sound policies and practices and standing firm on the principles they represent.

3.0 Mission Statement:

Our mission is ‘to deliver a quality career development education in the healthcare industry which will lead to gainful employment for our students in their chosen field of study. This will be achieved through our program delivery of healthcare career specific programs in high demand, using modern education technologies and engaging with healthcare professionals and organizations’. We focus on job skills development in Southeast Texas region.

It is the objective of the Institute to provide a framework of academic instruction to develop the capabilities of all students regardless of race, color, sex, religious creed, or national origin, with experienced guidance in the development of practical skills, and theoretical knowledge required for the individual student's career goals. It is the mission of the Institute to provide students with an educational environment which meets the needs of those students with varied learning skills and to provide support services which contribute to instructional effectiveness and student success. We recognize the student has changing needs for academic and occupational instruction; appropriate training is necessary for career growth of the individual and the needs of the community for such individuals are great. To offer our students the training and skills which leads to successful employment, the school will:

- Select teachers with professional experience in the vocations they teach and the ability to motivate and develop students to their greatest potential;
- Provide modern facilities and training equipment;
- Continually evaluate and update educational programs; and
- Promote self-discipline and motivation so that students may enjoy success on the job and in society.

4.0 Objectives for 2018-2023:

Texas Healthtech Institute consulted extensively with its major stakeholders in formulating the objectives for the next five years. The Governing Body members exercised due diligence in understanding the current education environment and potential future opportunities. The Director is an active participant in workforce development in Southeast Texas. His extensive knowledge of business management and entrepreneurial skills has been put in practice in crystalizing several strategic objectives for Texas Healthtech Institute.

Three major objectives that THTI consider for its future success are:

1. **Improve business effectiveness** through organizational plan and streamlining operations. This will require development of Institutional Effectiveness Plan and implementation.
2. **Expand business scope** through offering of more programs in healthcare industry.
3. **Grow the business** in Texas and beyond.

To achieve the above mentioned objectives the Institute must focus in its business operations, customers, marketing opportunities, technological infrastructures, and many other factors. Seven identified areas of focus for achieving the objectives are:

1. Focus on student achievement
2. Focus on marketing
3. Focus on operational efficiency
4. Focus on business and community involvement
5. Focus on enrollment management
6. Focus on technology
7. Focus on facilities

The three objectives and the strategies to achieve them are discussed in the following sections.

5.0 Business Effectiveness Strategy:

There are several operational plans and approaches available to Texas Healthtech Institute to be more effective and be competitive with local educational institutions.

5.1 Operational Plan – 1: Institutional Accreditation. Secure institutional Accreditation through the Council on Occupational Education (2016-2018). The Institute achieved the initial accreditation (Candidate for Accreditation) of COE in June 2017. The institute is currently carrying out the Self-Study and plans to host accreditation visit in Alpril-May 2018. The institute aims to receive initial accreditation in 2018 and apply for financial aid for its students. This will significantly improve the financial situation of the Institute and provide necessary cash-flow for future expansion.

5.2 Operational Plan – 2: Employ a structured management team. (e.g. Director of Education, Director of Marketing, Admissions Director, etc)

The primary goals of Texas Healthtech Institute (THTI) are to ensure that educational programs offered are maintained according to Federal, State and Accreditation standards. To ensure that the institution and its educational programs are maintained according to federal, state and accreditation standards, THTI has reorganized it’s administrative and management team to develop and maintain internal policies and procedures designed to ensure that the activities conducted are in compliance with federal, state and accreditation policies. In general the policies and procedures adopted by THTI should exceed the minimum Federal, State, and accreditation standards to meet the high standards needed to ensure institutional excellence. THTI takes the team approach to this function and hires only individuals qualified to collectively manage the institution. The following areas are identified as areas of concentration for Administrative and Management improvement.

Maintain a Team of Qualified Administrators:

THTI is managed by a team of dedicated and qualified personnel. Currently, the senior administration is represented by:

- The School Director (Dr. Purnendu Mandal, an internationally recognized educator and entrepreneur)
- Director of Education (Dr Ratna Mandal, MD and Certified Healthcare Instructor)

- Director of Marketing (Mr Ralph Hatchel, RN, practicing healthcare professional)
- Director of Technology (Dr Partha Mandal, DO and medical practitioner).

Collectively, these individuals are responsible for maintaining the activities of the institution in accordance with institutional Federal, State, and Accreditation standards and guidelines. To ensure that the administrative team is adequate and capable for the administration of the institution, THTI has developed the following plan.

- Recruit an experienced Office Manager in 2017.
- Recruit a Director of Admissions in 2017-2018.

THTI will hire key personnel to join the current administrative team; the institution is currently seeking additional management. These individuals will be hired based on qualifications, and/or previous experience based on similar business practices.

As the need to provide additional support services for our student increases, the Institution has begun to restructure management and employ additional staff. These staff will oversee our academic and student services.

5.3 Operational Plan - 3: Plan Evaluation Process and Feedback

Texas Healthtech Institute will make a comprehensive review of operations. Review and feedback process will be streamlined.

As the school continues to receive positive feedback from – students, graduates and employers – THTI will continue to do the following to ensure continued success:

- a. Provide the student with an educational environment, which meets the needs of the students with varied learning skills.

- b. Provide the support services, which contribute to instructional effectiveness and student success.
- c. Provide up-to-date training to advance the skills of the graduate to meet the current demands in their field of training.
- d. Offer our students the guidance to become successful employees.
- e. Select teachers with professional experience in the vocations they teach and the ability to motivate and develop students to their greatest potential;
- f. Continue providing the most state-of-the-art equipment conducive to their chosen profession.
- g. Continually evaluate and update educational programs; and
- h. Promote self-discipline and motivation so that students may enjoy success on the job and in society.

The Institutional Effectiveness Plan is evaluated at least annually by the Administration of the Institute to ensure the educational activities and outcomes support the mission of the Institute. Evaluation includes analysis of comments collected from – faculty, staff, students, graduates, employers of graduates and advisory committee members. Additionally, retention, placement and national certification examination pass rates are also included in the annual analysis. Once analysis is complete, an action plan will be developed and documented into the Strategic Plan.

Evaluation Strategies:

- THTI will have quarterly internal meetings, administration and faculty, regarding program development for all offered programs; frequency of these meetings will increase as needed to address tasks associated with achieving satisfactory outcomes.
- THTI will address all objectives at its annual, end-of-year meeting.
- Quarterly reviews of the strategic plan will be conducted to ensure objectives are being met in the time specified and to provide assistance for executing the strategic plans.

6.0 Specific Strategies for Improvement:

6.1 STUDENT RELATIONS

The educational needs of the student are paramount to THPT. To achieve a positive working relationship with students and to address concerns, the administrative and management team of THPT conducts on-going student satisfaction surveys. These surveys are designed to provide the student with an ongoing opportunity to express their comments and concerns regarding the Institution. Additionally, each student is made aware of the “Student Complaint” or the “Student Inquiry” forms located at the receptionist’s desk at the beginning of their program and during orientation. If a student wishes to speak to a member of the administrative or management team, the students is encouraged to complete and submit a student complaint form. Once the form is process it triggers an automatic response by the administrative team within 5 days.

Based on the analysis of the most recent survey, THPT determined the following areas for improvement:

- Improve student satisfaction with Administration Services such as: maintaining a consistent enforcement of school policy and provide more training to new and current employees on school policies.

Strategies to Improve:

Strategies to Improve	Person Responsible	Time to be Completed
1. Conduct Customer Service In-services training for Administrative Staff	Director of Education	Bi-Quarterly
2. Conduct Random Student Surveys of Administrative Services	Director of Education	Quarterly
3. Evaluate Survey Data to Identify areas of improvement	School Director	Quarterly

6.2 DEVELOPMENT OF ADMINISTRATIVE PERSONNEL

THTI is committed to administrative capability. This is accomplished through many avenues. First, administrators are hired for their qualifications, and background. Second, THTI recognizes the value of consistency in administrative personnel to ensure the continuity of oversight given the constant state of changes seen in post-secondary vocational education. To keep up with these changes THTI recognizes the need for the ongoing development of the administrative team. In response, THTI will implement the following strategies;

Strategies to Improve	Person Responsible	Time to be completed
1. Maintain Qualified Administrative personnel	School Director	Ongoing
2. Conduct Weekly Meetings to assess administrative needs	School Director	Ongoing
3. Require attendance of in-service(s) to ensure the development of administrative Personnel.	School Director	Quarterly

The School Director is also responsible to maintain and monitor educational outcomes data including retention rates. It is the responsibility of the Director of Education to analyze the data collected and to recommend an action plan to improve the educational outcomes. Once the recommended action plan is developed the School Director implements the plan.

6.3 EQUIPMENT AND SUPPLY INVENTORY

In order to provide students with a comprehensive learning experience, educational supplies and equipment must be in good working order and relevant to current industry trends. In order to maintain equipment and supplies in good working order and to ensure supplies are sufficient, each program must;

- Perform quarterly maintenance checks of all instructional equipment.
- Perform quarterly and as needed inventory checks.
- Keep an ongoing record of regular equipment maintenance checks
- Keep a regularly updated inventory list of all equipment used for educational purposes.
- Submit on-time requests to administration for acquiring new or additional supplies, if necessary, prior to the start of each module/level.

Instructional Equipment Repair and Replacement

Instructors and Director of Education are expected to perform quarterly, quality maintenance checks on all instructional equipment; any mal functioning or inoperative equipment must be reported to administration, and immediate arrangements made to replace or repair the equipment.

Ordering Supplies

Instructors are primarily responsible for ensuring their respective classrooms are sufficiently stocked with all the necessary instructional supplies needed prior to the start of each subject. (1) Instructors must search in the Internet and select supplies needed for each classroom. (2) Selected supplies must be delivered to the Director of Education for approval. (3) Director of Education will deliver final list of supplies to the School Director who then signs off on the order; Director of Education is responsible for maintaining record of all supply orders.

6.4 FACULTY RECRUITMENT, RETENTION AND IMPROVEMENT:

THTI recognizes that faculty stability is an important aspect of a quality vocational education. The School Director takes special interest in improving faculty retention and oversee faculty. His responsibilities include instructor teaching improvement, classroom observations, ongoing teaching methodology training.

Strategies to Improve	Assigned to	Expected Completion
1. Conduct scheduled and random classroom observations	Director of Education	Ongoing
2. Conduct monthly faculty meetings	School Director	Ongoing
3. Conduct “Evaluation Conferences” with individual instructors to determine areas of improvement	School Director	Ongoing

6.5 FACULTY COMMENTS:

Director of Education of Texas Healthtech institute is encouraged to provide input regarding the educational needs of individual programs. Formally, faculty meet quarterly to discuss areas needed for improvement. These meetings include discussions and recommendations made by the faculty and recommendations collected from THTI’s Advisory Board meetings. Meeting is conducted by Program Instructors or facilitated by the Director of Education. Once these meetings are conducted, minutes are recorded and documented for reviewed by the School Director. The School Director, along with the Director of Education, then formulates a strategy to address the issues raised by the faculty member(s).

Strategies to Improve	Person Responsible	Time to be completed

1. Develop a student “Academic Ethics and Honesty” Policy form to address improvement of student ethics.	Director of Education	To start
2. Implement an E-library orientation for all students at beginning of each subject	Instructor	Ongoing

6.6 ADVISORY BOARD MEMBER COMMENTS:

THTI has an Advisory Board comprised of members representing industry experts, employers, and institute administration. The Advisory Board meets at least two times in a year, assess Institute’s operations and provide recommendations for future improvements. Some of the recommendations are listed below:

- Students should have more practice of skills in class prior to externship/clinical (longer programs).
- Develop student’s “soft skills” such as work ethics, confidence, interview skills, and etc.
- Maintain up-to-date class materials in classroom.
- Encourage students to use better study habits.
- Develop skills in each program to include an “entire process” array of skills.
- Include up-to-date software to compliment the curriculum.
- Look into sending externship students to a variety of practices during externships

Strategies to Improve	Person Responsible	Time to complete
1. Collect list of Faculty “Wish Lists” for new resource and laboratory materials	Director of Education	Twice Annually
2. Facilitate annual faculty department meetings to review syllabi and lesson plans	Director of Education	Annually
3. Conduct review of available clinical and externship sites at least twice a year	School Director	2 nd & 4 th Quarters

6.7 STUDENT COMMENTS:

Student comments are obtained through various avenues: random surveys and documented student complaints. These Comments are analyzed quarterly by the Director of Education. Once this analysis is completed the School Director formulates a plan of action to address the issues raised by the student.

Strategies to Improve	Person Responsible	Time to be completed
1. Provide on-going training to School Representatives through monthly meetings to review admissions policy and procedures.	Director of Marketing	Ongoing
2. Provide management training for key personnel. Increase student access to Administrative personnel through use of student inquiry forms and setting appointment to meet with school administrators directly at anytime.	Office Manager	To start
3. Conduct monthly audits regarding equipment and supply needs.	Director of Education	Ongoing

6.8 BUSINESS OFFICE:

The Office Manager is responsible for overseeing the day to day operations of the business office. It is the responsibility of the Office Manager to ensure that the activities performed by the Office Staff are in agreement with the mission and objectives of the Institute. This requires regular evaluation of office activities.

Strategies for Improvement	Person Responsible	Time to Complete
1. Continue weekly staff meetings to ensure that issues such as students concerns are resolved quickly	Office Manager	Ongoing
2. More frequent performance evaluation to assess employee efficiency of work.	School Director	Ongoing
3. Requirement of ongoing in-service training and professional development of Business Office Staff.	Office Manager	Ongoing

7.0 Strategy for Business Scope Expansion:

Texas Healthtech Institute will actively plan to increase the number of Certificate and Associate Degree programs in healthcare sector during 2019-2023 period. As we are in the accreditation process with COE no new program could be introduced at this stage. The Institute hopes to secure the full accreditation in 2018 and at the same time apply for Financial Aid eligibility. With national recognition through COE accreditation, the Institute expects substantial increase in student numbers and additional cash flow.

The Institute is working towards the following targets:

Certificate in Nurse Aid - Mid 2018 – 2019

Associate Degree in Medical Assistant – Mid 2019

Associate Degree in Office Administration – Mid 2019

Associate Degree in Medical Technology – 2020-2021

Associate Degree in Nursing – 2021-2022

The campus is situated on a 2.5 acres commercial land on which additional buildings could be built to meet infrastructural needs for future expansion.

8.0 Strategy to Grow the Business:

Texas Healthtech Institute has ambitious plan to grow its offerings beyond its current community and geography. We plan to expand aggressively in other cities of Texas, other states and overseas. The Institute is investing heavily in developing education technologies for healthcare programs. Using the modern online technologies and program specific digital technologies, the Institute aims to reach student population beyond its current geographical areas, and significantly in overseas markets.

9.0 Financial Resources for Strategy Implementation

For effective implementation of strategies the Institute must commit to capital investment and there must be adequate funding. The current and projected financial resources must provide the basis for initiatives specified in the strategic plan. The current financial position of the Institute is sound, as evidenced by the financial composite scores as per the audited financial report. The composite score for Financial Year 2016 was 3.0, and for Financial Year 2017 it was 2.7. The Institute's financial position shows sufficient strength for market borrowing if required for future expansion.

The Institute has plans for expansion in program development and delivery as stated in Section 7.0 (Strategy for Business Scope Expansion). If implemented properly, the new programs will generate significant amount of additional student tuition revenue; which would be invested for further business growth.

The Institute is currently pursuing Approval of School for Attendance by Nonimmigrant Student and issue I-20 (with U.S. Immigration and Customs Enforcement). If approved this will generate significant amount of additional revenue.

10.0 Summary:

Texas Healthtech Institute is going through an exciting time and its long term prospect is very bright. The Institute is owned and operated by highly skilled healthcare professionals who understand the pedagogy, enjoy industry support, and capable of meeting investment

requirements. Comprehensive plans have been developed and are in place to make the Institute more effective. The plans are realistic and goals are achievable. The Institute has strategic plans for growing its educational programs and expand nationally and internationally.