



REQUEST FOR PROPOSALS VISIONING AND STRATEGIC PLANNING 2026 - 2031

PURPOSE

Chartered on 10th November 2016 through an Act of Parliament, University of The Bahamas (UB) is a beacon for transformative national development in the Commonwealth of The Bahamas. UB has its genesis in the College of The Bahamas which was enacted in 1974 and formed through the amalgamation of The Bahamas Teachers' College, San Salvador Teachers' College, C.R. Walker Technical College and the sixth form programme of the Government High School.

The University has a strong legacy grounded in diverse academic offerings, teaching excellence, and meaningful research which equip students to become global citizens in a dynamic world. The student body of approximately 5,000 represents 19 countries including The Bahamas and others across the Caribbean, North America, Africa, Central and South America, Europe and Asia. Additionally, the institution has been systematically building a sound research base and has strengthened both expertise and capacity for the creation of new knowledge.

UB has recently become a candidate for international accreditation through the Southern Association of Colleges and School Commission on Colleges (SACSCOC), and now is positioned to seek full accreditation. The University seeks to align the development of the strategic plan with the University's accreditation strategy and close alignment with the National Development Plan of The Bahamas.

UB invites competitive proposals from suitably qualified vendors to lead in the comprehensive development of a strategic plan for the years 2026 - 2031 that reflects a broad-based, collaborative process to shape its vision, mission, goals, and core values. The plan will build upon the University of The Bahamas 2024 - 2026 Strategic Vision. It is expected that the research and development for the Strategic Plan and the formal announcement of the Strategic Plan will be completed before 15th May 2026.

BACKGROUND

UB includes the Oakes Field Campus and Grosvenor Close Centre in New Providence, the UB North facility in Grand Bahama, the Gerace Research Institute in San Salvador and UB Open Learning. Over the years, the institution has expanded and upgraded its infrastructure, programmes and services to meet the growing needs of the wider community. Since its transition from a college to university in 2016, UB has continued to strengthen its capacity as an institution of academic rigour and excellence.

Mission:

The mission of the University is to advance and expand access to higher education, promote academic freedom, drive national development and build character through

teaching, learning, research, scholarship and service. Article 4, University of The Bahamas Act, 2016

Vision:

The University of The Bahamas will be the nation's primary resource for research & innovation and community engagement. It will meet the educational aspirations of its students and nurture their critical thinking and creativity. It will promote the values of learning, leadership and service.

SCOPE OF WORK

The successful vendor will work in collaboration with the UB's constituents and stakeholders to achieve the following:

1. The key component to creating a successful strategic plan is the development of a shared institutional vision, based on the capacities of the UB graduate. Through a community-wide conversation, UB seeks to develop a shared vision that captures the University's focus on student success. This should be developed by:
 - a. Engaging the various constituents and stakeholders including faculty, staff, students, administrators, alumni, the Board of Trustees, donors, governmental and non-governmental organizations, and other stakeholders.
 - b. Gathering and understanding the various stakeholder views through interviews, surveys, and group meetings (virtual and/or in-person).
 - c. Conducting graphical facilitation of all meetings, yielding a graphical report to be developed within 10 days of each major stakeholder meeting.
 - d. Delivering an inclusive vision map that will guide the strategic plan, and in which all major stakeholder views are clearly represented.
2. A strategic plan aligned with accreditation standards, which highlights the strategic action areas, with major goals and timelines – all linked to budget compliance and reporting.
3. Building on the strengths of the university, propose a values-based culture that can be nurtured throughout the university.

DELIVERABLES

1. A detailed methodology with timelines for completion.
2. A five-year strategic plan informed by constituent and stakeholder feedback and inclusive of clear indicators, accountabilities and timeframes.
3. Consultations with identified stakeholders and partners.
4. Development of live strategic dashboard – including budget compliance and reporting.
5. Co-creation of strategic goals with key performance indicators.
6. Alignment of strategic dashboard and key performance indicators with accreditation standards.
7. Final validation workshop with constituents and stakeholders.

SUBMISSIONS

Proposals should be submitted in a Word (.doc) and/or PDF (.pdf) format and must address the listing itemized in the Scope of Work including:

1. A concise description of the organization and/or CV of individual(s) who will lead the project specifically reflecting experience and/or competencies in academic accreditation compliance and strategic planning for non-profit organizations or higher education institutions.
2. A comprehensive proposed methodology for achieving each of the elements of the scope as outlined above, technical approach, and timelines.

3. A budget, including narrative and line items that provide the proposed cost of services and fee schedule for each phase of the project, including potential incidentals or travel fees.

Firms with a demonstrated record of collaborating with large, non-profit organizations to craft innovative strategic plans and experience with academic accreditation (SACSCOC) are preferred.

SELECTION PROCESS

Proposals will be evaluated based on:

1. Documented experience with leading strategic planning for established, non-profit organizations and/or higher education institutions based on specific samples.
2. Documented experience with accreditation standards and compliance.
3. Documented skills in leading change based on specific samples and/or cases.
4. Documented skills in visual facilitation based on specific samples.
5. Presentation of a logical timeline for completion, including clearly identified meetings.
6. A communications plan including reporting materials while the project is in process, and approximate timelines for such materials.

DEADLINES

The deadline for all proposal submissions is: **13th February 2026 at 4:00 p.m. EST.**

Proposals received after this deadline will not be considered.

All questions should be submitted to Dr. Robert Blaine, President via email: robert.blaine@ub.edu.bs. Vendor selection will be completed and announced **before 20th February 2026**. Shortlisted candidates will be invited to present their proposal in-person or virtually to the Board during **February 2026**.

This project will commence in **March 2026** and be completed by **15th May 2026**.

Proposals must be submitted via email to **rfp@ub.edu.bs** entitled: “RFP for Visioning and Strategic Planning” **or** hand-delivered in a sealed envelope from Monday to Friday 9:00 a.m. to 5:00 p.m. to the:

Office of The President

Harry C. Moore Library

University of The Bahamas Oakes Field Campus

University Drive

Nassau, The Bahamas

Attention: Ms. Felicity Humblestone, Chief of Staff, Office of the President, University of The Bahamas