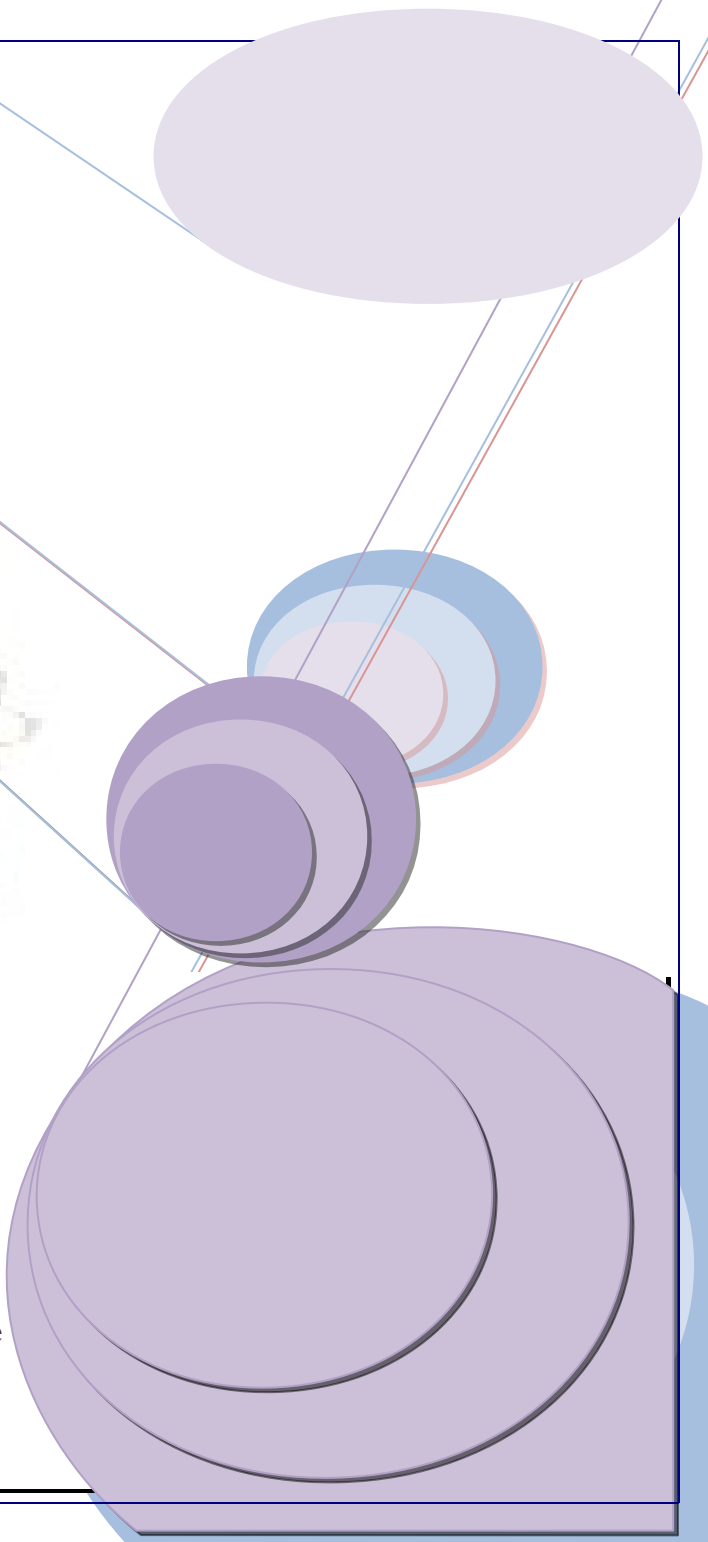




Faculty of Medical Sciences

University of the West Indies

Mona Campus

Strategic Plan 2008 – 2013

Page



Dean's Report 2007-2008

2013 Strategic Outcomes

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Foreword

Dr. Archibald McDonald
MB BS, D.M. (Surg) UWI

FRCS Ed., FACS
Professor of Surgery and
Emergency Medicine
Dean – Faculty of Medical Sciences

The Faculty of Medical Sciences, Mona Campus, is at a pivotal point in its existence. The UWI 2012 Vision places the institution and its graduates at the global level in terms of contribution to research and the quality of graduates produced – career-ready, exceptionally well-grounded in their disciplines, articulate, possessing superior problem solving and critical thinking skills. The achievement of this vision requires a critical examination of where we are today - the challenges we have overcome, and more importantly an understanding of what is required of us. A detailed plan is needed to guide our activities over the life of the current UWI strategic plan.

During 2007-2008, the Faculty made very important strides with respect to teaching and learning, in both undergraduate and graduate studies. Some of the achievements in undergraduate studies include a 15% reduction in didactic lectures, the introduction of seminars and problem based methods in two courses in the MB BS programme, the approval of uniform grading systems, the revision and upgrading of several courses in the BSc. Nursing, as well as the conversion of courses from face-to-face to online

delivery and developing plans for the introduction of new programmes – Occupational Therapy, Speech Therapy, Early Childhood Development and Forensic Science which are to commence by academic year 2010 / 2011. Within our graduate programmes achievements during 2007-2008 include the introduction of a research component in all but one clinical programme, accreditation of teaching sites, approval of four new programmes and the development of eight others.

As we look ahead, the possibilities for development of the Faculty continue to be both exciting and challenging. Our challenges include funding considerations, inadequate IT facilities, inappropriate pedagogic methods, inefficiencies in our administrative processes, a dilapidated physical plant and our adherence to outdated culture and practices.

We are cognizant of the fact that if we are to realize our vision of being listed among the world's top health care training institutions by 2013, we must continue our policy of increased enrolment and increased income generation and diversification. This will facilitate our philosophy of excellence in all our activities and will ensure that our commitment to quality is sustainable. Adequate resources in terms of personnel,

satisfactory physical infrastructure and modern informational facilities are all essential to maintenance of quality.

Our tradition of small group teaching will continue; multi-modal student assessments and an increase in the problem-based approaches to teaching will be central planks among our strategies to produce the ideal graduate described in the UWI strategic plan.

We are committed to expanding the clinical training sites and improving student facilities to cope with the increased enrolment in response to the demands of our region.

The welfare of our staff and the development and promotion of our faculty will be receiving heightened attention as we build a culture of quality, accountability and performance, within the faculty.

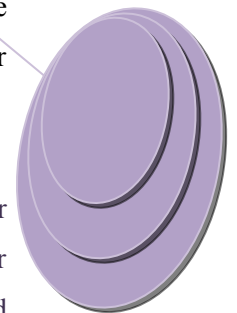
The Strategic Plan for the Faculty of Medical Sciences, Mona Campus as documented here, will guide our day to day activities. The Strategic Aims form the foundation from which all work, all job design, all departmental and individual goal-setting and performance evaluations flow.

The plan will be kept alive and nurtured, by being fed with thought in all our discussions at faculty meetings and committees. The plan will be reviewed annually to assess our achievements and our failures. New approaches to fill gaps and new strategies for the next year will be developed in order to update and keep the plan reflective of our 5-year outlook.

It is intended that the annual review will be conducted at the strategic level of leadership of the faculty, as well as at the team and departmental levels and the final stage of review will be with the Faculty as a whole, to whom we owe a great debt for any and all our achievements.

The Faculty of Medical Sciences, UWI is renowned for producing graduates of a high quality. This started with our doctors and now also includes our nurses, radiographers and physical therapists. As we expand our training of health care workers we intend to ensure a continuation of this tradition of excellence.

Our plans for 2008-2013 provide the blue print for a continuation of this tradition. Let these plans live in our minds



and in our actions each day, for our students, for our country and our region, and for ourselves.

Overview

In 2007, through the Office of Planning & Development, a specifically convened Strategic Planning Committee developed a 5-year strategic plan for the University of the West Indies. The plan laid out by the Planning Committee specified a series of strategic aims and objectives for the University, to be achieved over the years 2007-2012.

That report provided an outline for the deliberations of the April 2008 Faculty of Medical Sciences 2-Day Retreat, and was used as a guide in the preparation of a 5-year Operational Plan which is intended to guide the activities of the Faculty of Medical Sciences for the period 2008-2013. At the retreat, the Faculty carried out an analysis of five specified key areas and themes aimed at identifying the strengths, challenges and opportunities in each.

These five key areas and themes are:-

- **Teaching & Learning**
- **Infrastructural Development & Facilities**
- **Staff Development & Promotion**
- **Research & Innovation**
- **Income Generation & Diversification**

The small-group work at the April 2008 retreat provided information for the development of a first draft of the Strategic Plan. That first draft was presented at the 2009 Faculty Retreat; out of small-group discussions around each key area updating was carried out, and the Strategic Plan for 2008 – 2013 finalized.

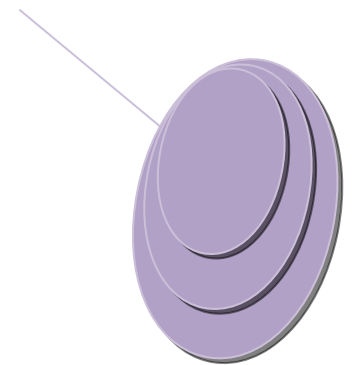
It is evident from the quality of discussions and contributions made at the Retreat, that ownership of the plan has been solidified at the senior levels of the faculty. Following through with the implementation and monitoring of the provisions of the strategic plan, is therefore the next step and this process has already started.

This 5-year Rolling Strategic Plan has placed the key areas and themes within the broad Strategic Aims of the UWI, and further within the Faculty of Medical Sciences' own Strategic Aims which when achieved over this plan period, and coalesce with the achievement of the Strategic Aims throughout each Faculty of the University, allow for the fulfillment of the UWI 2012 Vision.

The Strategic Aims identified and documented within here all support the fulfillment of the enduring mission of the University of the West Indies. The multiple impacts of globalization, the dynamics of the knowledge-based society and economy, the public policy commitment of participating countries to the expansion of participation in tertiary level education and the continuing evolution in information, computer and telecommunication technologies are of particular importance to the UWI going forward to 2012.

In response, the Faculty of Medical Sciences has reviewed our own modus operandi, vision and mission within this context, and has developed this 5-year Strategic Plan to reflect our response to the challenges and opportunities presented.

It is our intention that the Strategic Plan as presented will prove easy to read and understand, and will be the reference point for guidance and direction at every level within the Faculty during the next five years.



FACULTY OF MEDICAL SCIENCES, MONA CAMPUS

The Faculty of Medical Sciences, University of the West Indies, Mona Campus is a UWI centre of excellence whose *purpose* is to produce health care professionals and research of excellent quality such that the health of people regionally and internationally is positively impacted.

Our *mission* is to recruit and train capable and committed students producing technically competent health care professionals and research in selected areas.

We conduct ourselves within the following fundamental *values* that are at the heart of who we are as a Faculty:-

- Maintaining a commitment to the pursuit of excellence
- Assisting our students to develop a capacity for independent thought and critical analysis
- Stimulating self-awareness and social awareness

- Nurturing a keen sense of individual and social responsibility
- Building respect for cultural diversity and the rule of law
- Promoting Caribbean identity and sovereignty, together with the development and protection of nationhood
- Cultivating multidisciplinary and interdisciplinary collaboration
- Preserving a climate of intellectual freedom
- Engendering in students a commitment to personal growth
- Fostering ethical values, attitudes and approaches; and
- Encouraging community sense and involvement and dedication to development of the region



OUR VISION FOR SERVING AS A CENTRE OF

We intend to be true to our purpose, to accomplish our mission and to operate consistent with our values.

- **A FACULTY** of professors, lecturers, technical service and administrative professionals, committed to excellence in producing results with our students, colleagues and the international community of health care professionals.
- **STUDENTS** realizing excellence through self-awareness, social awareness, a capacity for independent thought and critical analysis; students who nurture a keen sense of individual and social responsibility and are being prepared to contribute to health care and wellness for humans around the world.
- **FACILITIES** that are clean, comfortable, well-equipped, state-of-the art, providing excellent physical spaces for teaching, learning, research, administration and management of the faculty.



- **FISCAL** health and sustainability ensuring continuous improvement in our physical facilities, appropriate teaching methods, undergraduate and graduate programmes and contribution to research literature.

Dean's 2007-2008 Annual Report
Presented at the Faculty of Medical Sciences Annual Retreat 2009

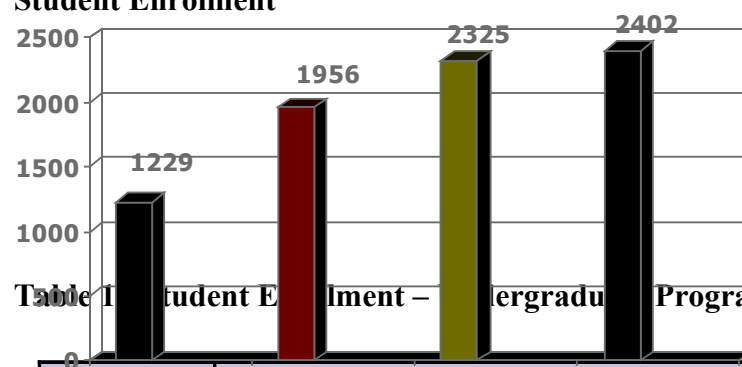
The transformation of the Faculty of Medical Sciences was a very important part of all deliberations and activities undertaken during academic year 2007/2008. Transformation continues to be more important for the Mona Campus than for the other campuses, and the Faculty of Medical Sciences is leading the way. The development of our Strategic Plan is a major step in the process of transformation. Much of the work toward development of the Plan was undertaken throughout the year, with input and involvement from the leadership of all Departments. The completion of the 2008/2009 – 2013 Strategic Plan is a significant achievement for the Faculty.

With the context of the strategic transformation of the UWI and in particular, our own faculty, we maintained our focus on those activities which would continue to allow for the institutional development.

❖ **Quality Assurance**

In order to ensure that the objectives of each programme are being met, the Curriculum Review Committee established a schedule for review of the curricula of all programmes. Curricular reform is therefore well underway for all our Undergraduate and Graduate Programmes. In addition, we expanded our clinical training sites and have now incorporated in our Strategic Plans, the aim to have our Clinical Training Sites accredited. Staff development as a key component of maintaining and raising the bar in terms of our Quality Standards, was also a key activity pursued during the period through training seminars conducted by the Medical Education Unit. The faculty increased recruitment of associate lecturers, as a key move for quality assurance.

❖ **Student Enrolment**



Student enrolment continued to increase within the Faculty. As the Graph shows, our student population in the Faculty during the 2007/2008 academic year was 2,402. This reflects a 100% increase over the 3-year period 2005-2008.

Table 1 Student Enrolment – Undergraduate Programmes

Programme	2006	2007	2008	2007/2008	2006/2007
BB Med Sci.	Anatomy			3	5
	Biochemistry			3	10
	Pharmacology			26	25
	Physiology			1	6
	Year 1			21	-
	Subtotal			54	46
Bsc.	Nursing (Post RN)			27	109
	Nursing (Generic)			676	640
	Online delivery			164	0
	Physical Therapy			75	52
	Subtotal			942	801
MB BS	Bachelor of Medicine & Surgery			733	702
	Total			1729	1503

Table 1 above further analyzes the total student population in the Faculty's Undergraduate Courses. A 15% increase was recorded for academic year 2007/2008, when compared with the previous academic year 2006/2007. Graduate Programmes recorded a 30% increase.

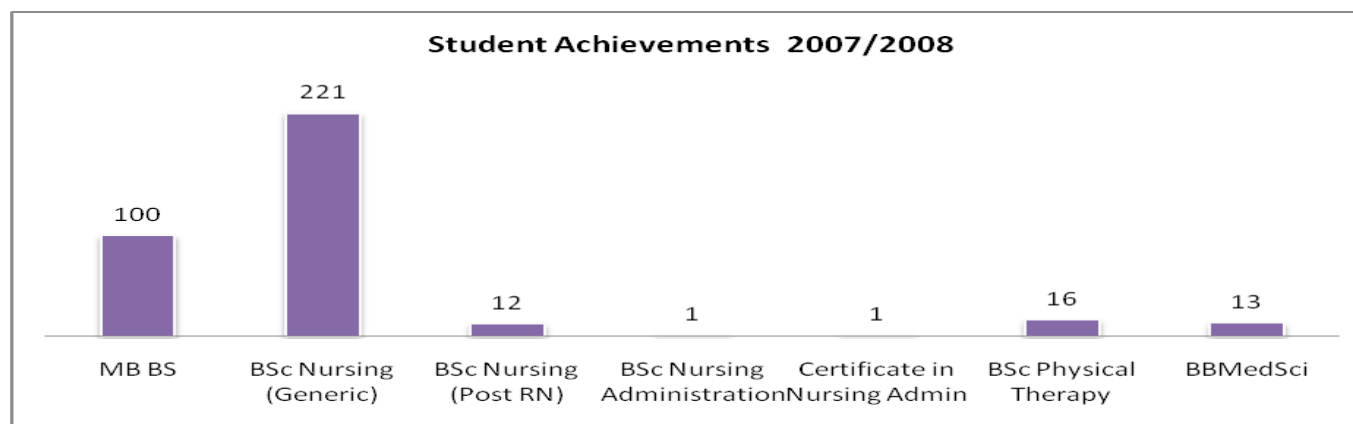
❖ **Infrastructure & Information Technology**

Several student facilities at the Basic Medical Sciences Building on the University Hospital of the West Indies compound were upgraded. Remodeling, refurbishing and expansion of the Mary Seivwright Building which houses the University of the West Indies School of Nursing (UWISON) is complete.

Advancements were made in respect of Information Technology within the Faculty. There is now wireless connectivity within 60% of the faculty, and the entire faculty is now wired for internet connectivity. Videoconferencing will be introduced during the next academic year. Online delivery of undergraduate programmes has been initiated at UWISON and progress is being made in other Programmes.

❖ **Student Achievements**

The Faculty graduated 364 undergraduate students in academic year 2007/2008. The MB BS and BSc. Nursing (Generic) Programmes graduated the largest numbers with 100 and 221 graduates respectively. The BSc. Physical Therapy, BBMedSci, and BSc. Nursing (Post RN) graduated 16, 13, and 12 students respectively. There was one graduate each from the BSc. Nursing Administration and Certificate in Nursing Administration Programmes.

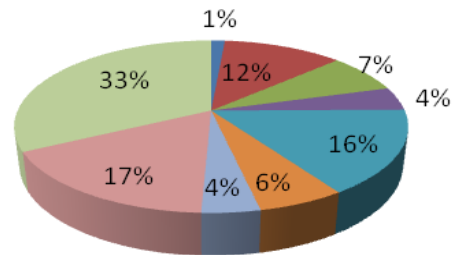


❖ **Research & Publications**

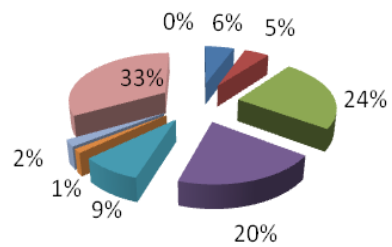
Publications increased to 298 up from 185 in 2006/2007 for a per capita publication rate of 1.5 versus 1.1 for the previous year. The 298 Publications were garnered from nine departments within the Faculty; a total of 214 Conference Presentations were also made. Table 2 below depicts the contribution of each department to Publications and Conference Presentations. Research grants totaled US\$1.3 million.

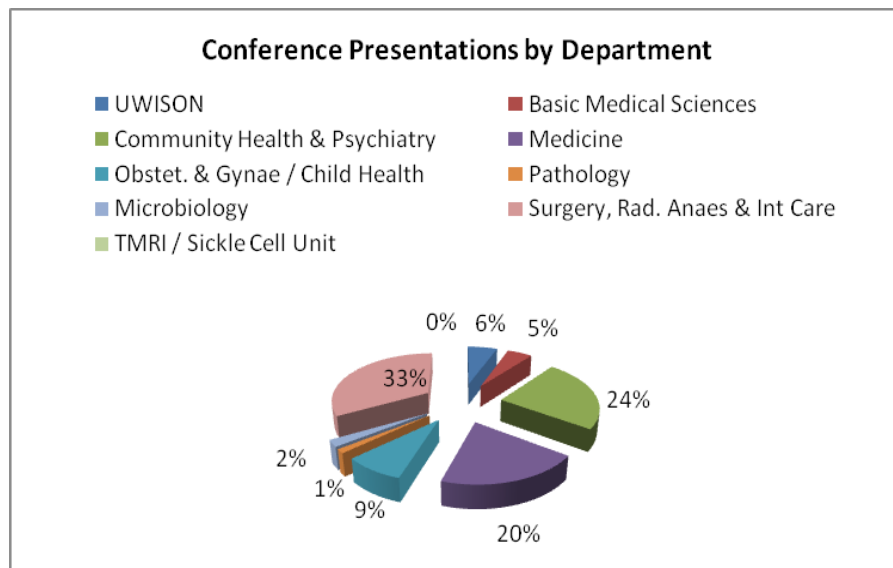
Table 2 – Publications / Conference Presentations by Department

Publications by Department



Conference Presentations by Department



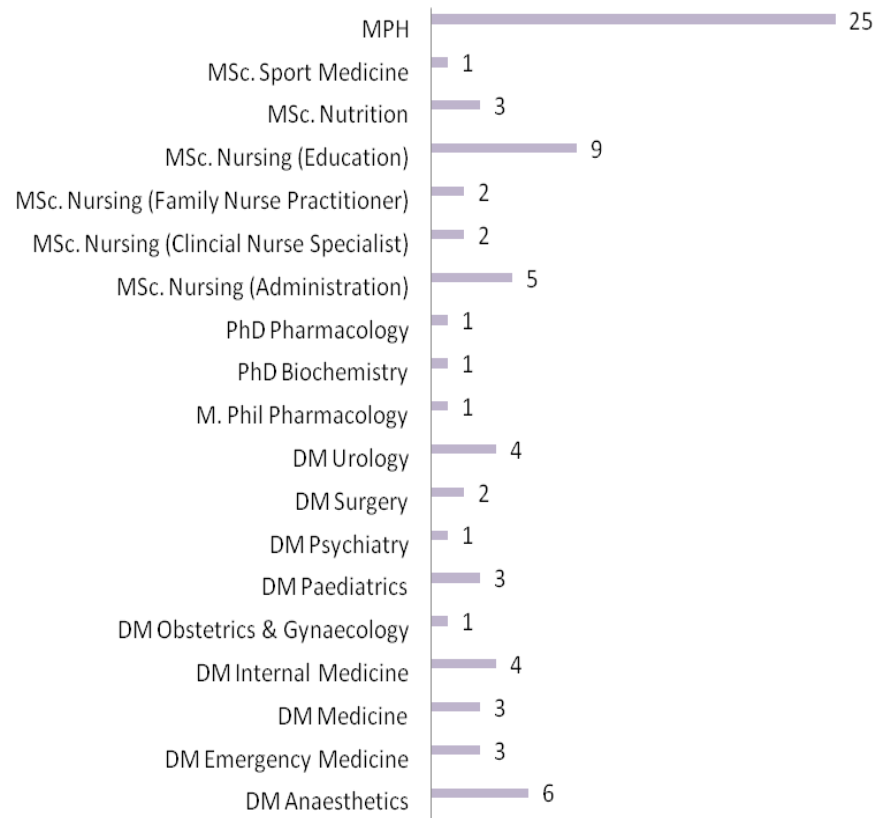


❖ Graduate Programmes

Regulations for all graduate programmes were completed, and research components introduced in most programmes. Seminars and workshops were held in order to provide exposure for students to international scholars. There were 596 students registered in postgraduate programmes and a total of 77 graduates from the DM, M.Phil, PhD, MSc., and the MPH.

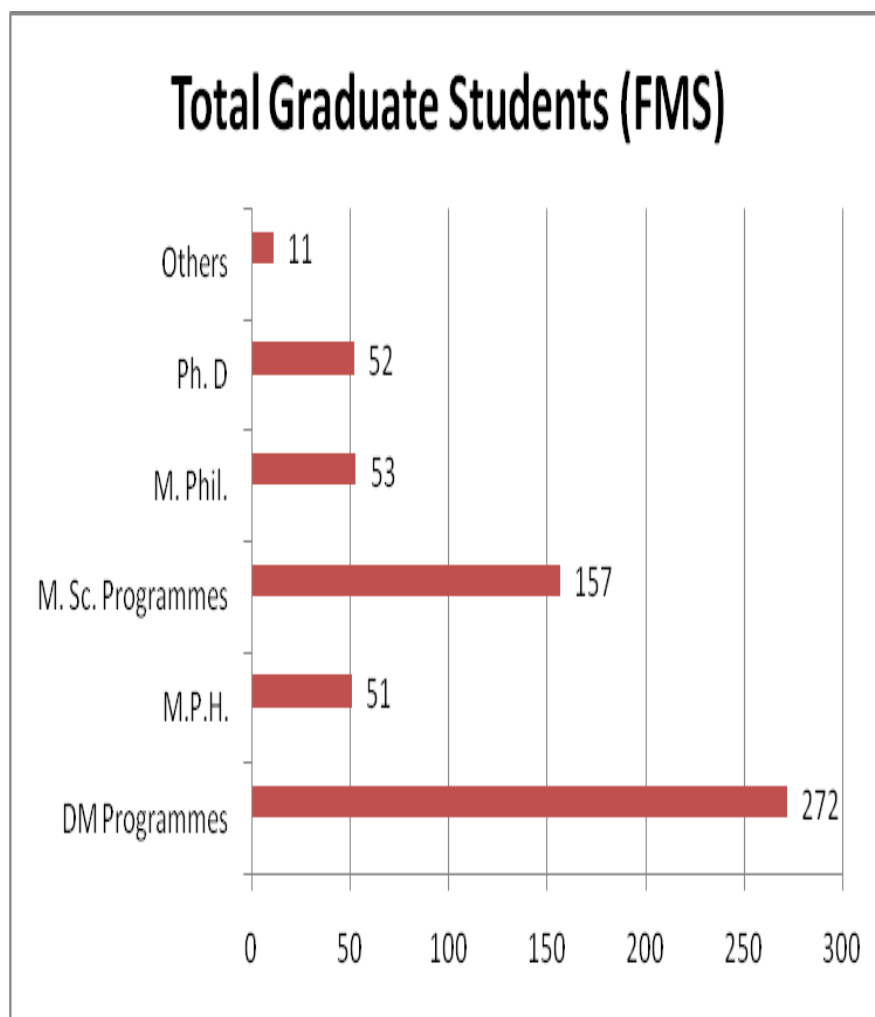
Table 3 – Graduate Studies

Postgraduate Degrees Awarded



Total Graduate Students (FMS)





❖ **Income Generation and Diversification**

The Faculty generated income of \$620 million from full fee paying programmes during academic year 2007/2008. An analysis of the Faculty's approved budget vs. actual expenditure is depicted below at Table 4. Included in our Strategic

Plan for 2008/2009 – 2013 are strategies for Income Generation and Diversification, as we continue to expand, upgrade and increase our student enrolment.

Table 4 - Budget vs. actual Expenditure 2007 – 2008			
		STAFF COSTS	
	Annual Approved Budget	Approved Budget Salaries	Expenditure
Dean's office	\$90,769,857.00	\$75,179,129.00	\$ 98,566,726.00
UWISON	\$50,550,816.00	\$46,524,047.00	\$50,658,680.00
Surgerv. Radiology. Anesthetics.& Intensive Care	\$168,328,780.00	\$166,067,628.00	\$173,924,391.00
Basic Medical Sciences	\$258,165,733.00	\$242,218,485.00	\$232,465,866.00
Community Health & Psychiatry	\$138,061,467.00	\$131,036,942.00	\$140,473,709.00
Medicine	\$89,462,964.00	\$87,301,312.00	\$85,991,215.00
Microbiology	\$160,994,427.00	\$127,951,773.00	\$143,702,803.00
Obstetrics Gynaecology & Child Health	\$100,826,015.00	\$98,402,365.00	\$115,858,155.00
Pathology	\$272,336,444.00	\$238,055,484.00	\$237,764,749.00
Molecular Biology	\$10,704,382.00	\$9,685,402.00	\$5,882,515.00
Physical Therapy	\$26,442,784.00	\$23,442,784.00	\$22,842,418.00
	\$1,366,643,669.00	\$1,245,865,351.00	\$1,308,131,227.00

The Faculty recorded another successful academic year. This is evidenced by the increased numbers in our undergraduate and graduate programmes, the developments in teaching and learning, our income generation, expansion in the use of technology and the enhancements/upgrades in our physical facilities.

The completion of our Strategic Plan now provides us with a roadmap for continuing our work, and for the fulfillment of the UWI 2012 vision.

During 2008/2009 and beyond, the transformation process will continue:

- We will build and nurture a culture of accountability through performance management, based on fulfillment of the strategic aims documented in our Strategic Plan
- We will continue to introduce new programmes to satisfy the needs of our country and our region
- We will continue with our curriculum revision in order to ensure that we produce the ideal UWI 2012 graduate
- We will continue with our infrastructural development and accreditation of our teaching sites
- We will focus on income generation and diversification activities, as we seek to broaden the funding base and reduce overdependence on any one source

Finally, the Faculty will evaluate its performance annually, against the plans which we have documented, and will develop on those strategic intents, for the fulfillment of our futures even beyond 2013.

FMS 2013 STRATEGIC OUTCOMES

DEAN'S OFFICE – FACULTY SUPPORT & DEVELOPMENT

FACULTY OF MEDICAL SCIENCES
STRATEGIC PLANS: 2008/2009 – 2013

DEAN'S OFFICE		DEVELOPMENT	
<i>EXTRACT FROM UWI' STRATEGIC PLAN</i> In order to achieve this vision for the University, we will concentrate on building excellence in four key areas: teaching, research and innovation and outreach. We will also recognize that success will be critically dependent on several other areas, including transforming the administrative culture, effective marketing and branding, strengthening regionality, strengthening the national engagement processes leveraging international partnerships and funding the institution.		 Completion Timeline / Milestones	
FMS STRATEGIC AIM	Strategies for Goal Attainment	Timelines	Responsible Officer/s
1. Reorganize funding arrangements within the Faculty to ensure that resources are available to implement the Strategic Plan	1. Supplementing budgets of departments and programmes	2009/2010 academic year	Dean
2. Review the management structure of the Faculty.	1. Review administrative support within the Dean's office. 2. Reengineer the reporting process to provide for formalized periodic reporting in respect of the Strategic Plans. 3. Review/reorganize administrative arrangements in all Programmes.	2009/2010 academic year	Dean

FACULTY OF MEDICAL SCIENCES

STRATEGIC PLANS: 2008/2009 – 2013

DEAN'S OFFICE		DEVELOPMENT	
EXTRACT FROM UWI' STRATEGIC PLAN In order to achieve this vision for the University, we will concentrate on building excellence in four key areas: teaching, research and innovation and outreach. The success of the core activities of the University: teaching, research and innovation and outreach. The success will be critically dependent on transforming the administrative culture, branding, strengthening regionality, streamlining processes leveraging international partnerships.		 Completion Timeline / Milestones	
FMS STRATEGIC AIM	Strategies for Goal Attainment	Timelines	Responsible Officer/s
3. Address physical challenges facing the Pathology and Microbiology Departments	1. Collaborate with the Principal, Mona Campus	Immediate attention	Dean / Principal, UWI
2. Strengthen the administrative support provided to the faculty	1. Compile list of all facilities to be 'shared' via scheduling. These include lecture theatres, space for diagnostic imaging etc. 2. Coordinate transportation arrangements for students.	Immediate attention	Dean's Office – Administrative Officer

STAFF

PROPMENT & INNOVATION

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Fulfillment of the UWI 2012 Vision is possible only through a full embracing of the strategic plan by the staff of the University. The enduring mission of The University of the West Indies is to **propel the economic, social, political and cultural development of West Indian society through teaching, research, innovation, advisory and community services and intellectual leadership.**

The UWI Strategic Plan, 2002-2012 states that **“Our institutional culture is defined by courageous, consensual and effective leadership, an orientation that is results and performance-based, rigorous accountability, and a deep sense of humanity. We value our staff and students by providing for them a truly supportive environment and by rewarding excellence. We are an innovative, modern, international university deeply rooted in the Caribbean, committed to creating the best possible future for all our stakeholders.**

Altogether, in 2012, the University of the West Indies enjoys an identity as a unique and well-integrated regional institution. It presents to its various publics, through its programmes and effective marketing, a strong image of a resourceful and innovative university, highly responsive to their needs, and agile enough to thrive in a dynamic environment.”

The FMS in alignment with the UWI 2012 Vision, has placed our staff development and recognition of their achievements at the forefront of our Strategic Plans. The Faculty Dean’s office will be integrally involved in ensuring that the strategic objectives in respect of staff development and promotion, as documented here, are assiduously pursued during this plan period. We will seek to provide for our staff, the excellence of service and development that will in turn allow for their continued excellence in performance and productivity.

FACULTY OF MEDICAL SCIENCES

STRATEGIC PLANS: 2008/2009 – 2013

		ACTION	
UWI'S STRATEGIC AIM: To develop and establish a people-centered culture change process.		Completion Timeline / Milestones	
FMS STRATEGIC AIM	Strategies for Goal Attainment	Timelines	Responsible Officer/s
1. Ensure differentiation of each academic staff member's focus and definition in their terms of engagement / contract.	1. Participate in the development of a differential workload policy which can be applied within the FMS and ensures that:- • All members of academic staff are engaged in all three accepted activities – research, teaching, and service • The time allocation of each academic staff member is clearly defined • Research and teaching tracks are defined • Mechanisms are put in place to determine and monitor selected tracks through the HOD • The minimum acceptable load in each category is clearly defined	Process commenced academic year 2008/ 2009.	Dean / Department Heads

FACULTY OF MEDICAL SCIENCES STRATEGIC PLANS: 2008/2009 – 2013

		ACTION	
UWI'S STRATEGIC AIM: To develop and establish a people-centered culture change process.		Completion Timeline / Milestones	
FMS STRATEGIC AIM	Strategies for Goal Attainment	Timelines	Responsible Officer/s
2. Develop policy standards that allow for assessment of academic staff where the workload is heavily weighted towards teaching in order to allow for promotion and/or rewards based on teaching.	1. Define "Teaching" and what is included [contact time, course development, curriculum administration, marking scripts, conducting practical, oral examinations and scholarship of teaching, etc.] guided by Ordinance 8.	In progress.	Dean / Department Heads
	2. Define a "minimum" and a "normal" teaching load for lecturers, programme administrators and heads.		
3. Ensure optimal staff complement within each department of the Faculty to support the institutional development required, in alignment with the UWI 2012 vision.	1. Conduct HR Audits of each Department	2009/2010 academic year	Dean / Department Heads
	2. Develop appropriate plans to ensure the advancement of technical staff.		

**FACULTY OF MEDICAL SCIENCES
STRATEGIC PLANS: 2008/2009 – 2013**

PROMOTION			
UWI'S STRATEGIC AIM: To develop and establish a people-centered culture change process.		Completion Timeline / Milestones	
FMS STRATEGIC AIM	Strategies for Goal Attainment	Timelines	Responsible Officer/s
4. Ensure that the process of promotion for research becomes transparent and acceptable	1. Define, quantify and weight the various measures of research activity and outputs in which FMS staff are expected to participate	Guidelines for promotion developed and tested during 2008/2009.	Evaluations and Promotions Committee
	2. Define a "minimum" and "normal" research output	In progress	
	3. Review the standards and measures for appointments and Promotions.	In progress	
5. Weight "Service"	1. Define and weight "service" to encompass both service to the University community and service to the public and categorize the activities which qualify.	In progress	FMS Evaluations and Promotions Committee
6. Ensure the promotion of academic staff is transparent, practical and acceptable.	1. Develop policy guidelines for scoring the following activities:- • Teaching • Research • Public Service • Service • Service to the University Community	Developed in 2008/2009	FMS Evaluations & Promotions Committee

FACULTY OF MEDICAL SCIENCES
STRATEGIC PLANS: 2008/2009 – 2013

PROMOTION			
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UWI'S STRATEGIC AIM: To develop and establish a people-centered culture change process.		Completion Timeline / Milestones	
FMS STRATEGIC AIM	Strategies for Goal Attainment	Timelines	Responsible Officer/s
6. cont'd Ensure the promotion of academic staff is transparent, practical and acceptable.	2. Ensure that policy guidelines for staff assessment for promotion recognizes the following:- • Qualifications • Research & Publications • Teaching • Scholarly activities (e.g. supervision of graduate research and professional activities) • Service (to the University – Academic leadership and Public Service)	Developed in 2008/2009	FMS Evaluations & Promotions Committee
7. Facilitate capacity building of staff members	1. Increase research opportunities through the establishment of Research Fellowships within the TMRI and by exploring other options outside of the TMRI, for example with other research agencies and universities abroad, National Institutes of Health (NIH) etc.	Two fellowships have been granted by the FMS to date and possible training available at NIH	Dean
	2. Establish arrangements for staff to access exposure in specific clinical areas at overseas institutions	2009 – 2013	Dean / Department Heads
	3. Develop succession plan or succession planning methods in order to support the taking of sabbaticals etc.	2009 – 2013	Dean / Department Heads



Extract from UWI Strategic Plan 2007-2012:-

“The primary way in which the University has traditionally served the population of the region is through

undergraduate education. This is a major strength on which UWI has built a hard won reputation for high standards. It has taken in successive cohorts of the brightest and best from our secondary school systems and molded them into competent graduates in a broad range of academic disciplines. The achievements of those graduates and the leadership they have demonstrated within and outside the region, in Medicine, Engineering, Law, Literature, Politics, the Social Sciences and Education, among others, bear ample testimony to the University's success to date in unlocking human potential.

It is our ambition to continue to prepare graduates who are to be the future leaders of Caribbean societies and who can compete in the world. These graduates will need to be problem solvers, team players; open and receptive to new information; advanced, higher order, cognitive thinkers; creators of new forms of knowledge which can advance the development of the human race; effective communicators; and responsive to social needs.

In 2003, the Office of the Board for Undergraduate Studies sought to define the desirable attributes of UWI graduates. It was suggested that our graduates “must be capable of independent learning, of educating themselves and analyzing material which may not be

particularly familiar to them, and to be able to appreciate how this material may have value in different contexts, either as possible

solutions to seemingly unrelated problems or as stimuli in the generation of novel solutions to complex problems.”

Similar views have been echoed in the course of the engagement exercises with stakeholders, undertaken as part of the current planning process.

For the above reasons, the strategic agenda for Teaching and Learning is centered around the preparation of a distinctive UWI graduate who will leave the University better prepared to meet the expectations outlined above. This challenge will in turn require us to address four dimensions of undergraduate education at the University: **Curriculum, Teaching and Learning, the Learning Environment and Quality Assurance.”**

Against the background of this challenge and within the context of our own challenges as a Faculty and our vision for development, we set out our past achievements, goals attained during 2007/2008, those achieved during the year to date 2008/2009 and document our goals in the area of teaching and learning over the next five years.

In fulfillment of the FMS 2013 vision, in the area of Teaching &

Learning, we will:-

- Complete curriculum review of all undergraduate programmes to ensure that each Programme is aligned with the standards of quality of teaching and learning required by the UWI, to produce the distinctive UWI Graduate
- Ensure that the mode of delivery of information and assessment provides for development of graduates who meet the desired attributes of a UWI Graduate
- Introduce new undergraduate and graduate programmes in response to national and regional needs
- Ensure that the Faculty's staff is continuously developed through internal and external training and development opportunities which allow for the examination and revision of their own teaching methods, which in turn allows for the preparation of the distinctive UWI 21st century graduate
- Strengthen, diversify and introduce multiple methods of assessing students in order to assess readiness in relation to attributes of the distinctive UWI Graduate for the 21st century
- Develop courses common to the various disciplines to improve efficiency and quality standards
- Ensure that periodic Internal Quality Assurance Reviews are conducted as required in order to appropriately manage the educational standards and quality
- Facilitate External Quality Assurance/Accreditation Reviews
- Increase administrative support for Graduate Programmes
- Ensure documentation of all Regulations for Clinical Programmes in a printed form
- Strengthen and improve the standard of graduate supervision and improve the throughput rate of graduate students
- Develop and implement a Tracking and Retention system for Case Books and Research Projects
- Develop a system for Quality Assurance and Accreditation of all Graduate Programmes including teaching sites

- Improve Faculty Support provided to students in the interest of the quality of the student's experience at UWI

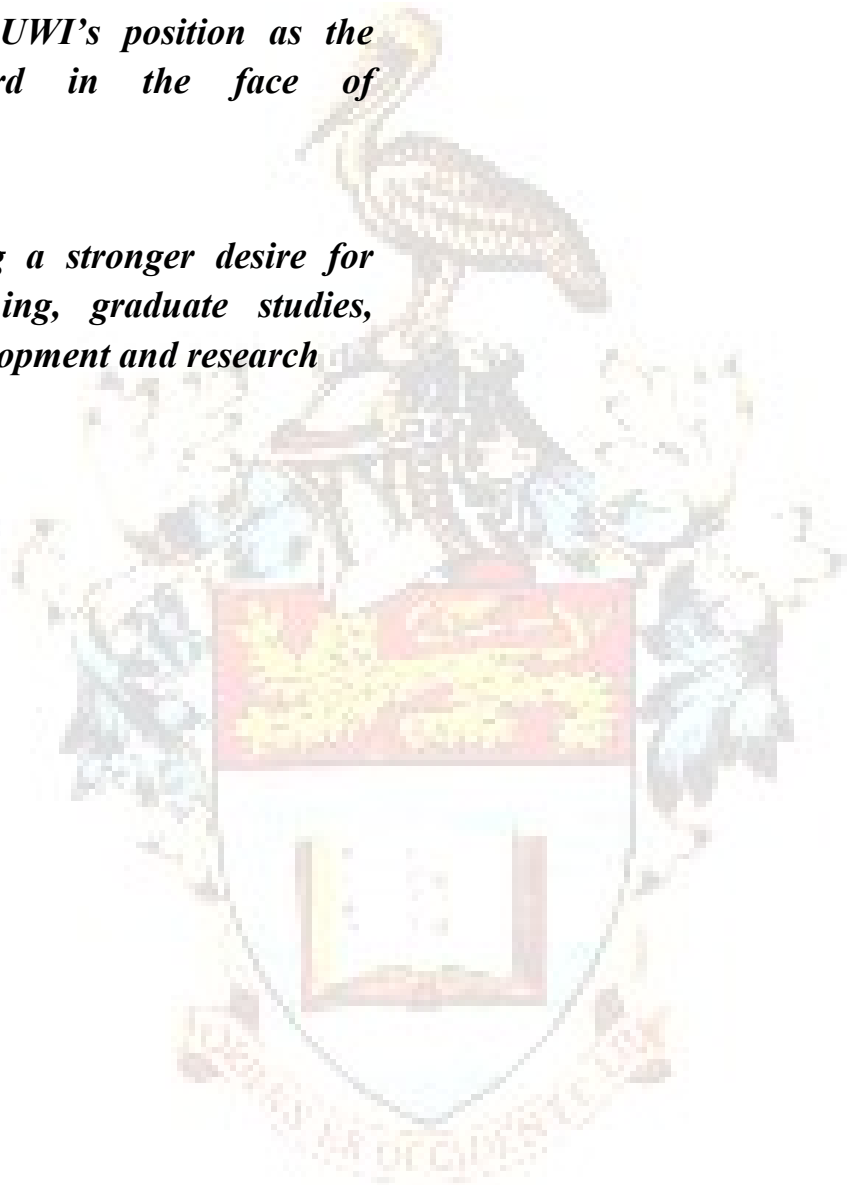
The attainment of our strategic goals in this area and thus the fulfillment of our Vision for Teaching & Learning, will allow for realization of the UWI's intended impact this area documented in the *UWI Strategic Plan 2007-2012 as follows,*

- *A high proportion of students graduating from UWI with the desirable and distinctive attributes of the ideal graduate*
- *Improved throughput and completion rates*
- *High levels of student satisfaction with the education experience at UWI*
- *High levels of employer satisfaction with the UWI graduate*

- Expand our teaching and learning facilities and ensure that student services align with the UWI's strategic aim concerning the quality of the student's experience at UWI

- *Mobility and career satisfaction for UWI graduates in the world of work*
- *Sustained improvement in teaching quality*
- *Innovative contributions to pedagogy and growth in journal publications, books, conference papers, etc. on teaching and learning scholarship*
- *Continued ability to compete for the best students in the region*

- *Maintenance of UWI's position as the industry standard in the face of competition*
- *Graduates having a stronger desire for continuous learning, graduate studies, professional development and research*



FACULTY OF MEDICAL SCIENCES
STRATEGIC PLANS: 2008/2009 – 2013

TEACHING & LEARNING : UNDERGRADUATE PROGRAMMES

UWI'S STRATEGIC AIM:

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Completion Timeline / Milestones

FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timeline	Responsible Officer/s
1. CURRICULUM REVIEW Complete Curriculum review of all Undergraduate Programmes to ensure that each Programme is aligned with the standards and quality of teaching and learning required by the UWI, in order to produce the distinctive UWI Graduate.	1. Establish a schedule for curricular review of all existing Undergraduate Programmes commencing with a review of the BBMedSci	By end of 2008/2009 academic year.	Dean through the Undergraduate Committee
	2. Ensure that all existing undergraduate programmes appoint Curriculum Committees and that these are tasked with the Curricular Review Process	By end of 2008/2009 academic year.	Dean's office
	3. Strengthen the management process for curriculum and programme reviews to ensure that Curriculum Committees report to the Dean through the Undergraduate Committee and Faculty Board	Initiate during 2008/2009 academic year.	Dean's office

FACULTY OF MEDICAL SCIENCES

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Completion Timeline / Milestones



FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timeline	Responsible Officer/s
Curriculum Review cont'd	4. Ensure that the Programme Review for the Bachelor of Medicine and Bachelor of Surgery (MB BS) is aligned with the aim that : (i) The kind of Physician being produced technically, ethically and intellectually is relevant in keeping with the dynamism of Medical Science (ii) The Philosophy of self-directed learning be articulated and emphasized (iii) Appropriate multimodal, on-going and student-centered assessment be included	Ongoing through internal / external QA Reviews and surveys of end-users	Curriculum Review Committee / Programme Head

FACULTY OF MEDICAL SCIENCES

STRATEGIC PLANS: 2008/2009 – 2013

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Completion Timeline / Milestones



FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timeline	Responsible Officer/s
Curriculum Review cont'd	5. Ensure that the Programme Review for the Bachelor of Basic Medical Sciences Degree with Majors in the Basic Medical Sciences (BB MedSci) is aligned with the aim that: (i) Graduates are provided with the technological foundation to undertake research in the basic medical science disciplines and to undertake further training in research, targeted at exploiting natural resources for the development of medicinal and nutritional products (ii) The appropriate level of knowledge and expertise is garnered to deliver services for medical and relevant industrial laboratory investigations, and to perform quality control services for health and food related industries	Review is in progress.	Programme Head / Dean

FACULTY OF MEDICAL SCIENCES

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Completion Timeline / Milestones



FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timeline	Responsible Officer/s
Curriculum Review cont'd	(iii) Graduates are functional as scientific officers in health and environmental regulatory agencies and in forensic laboratories of law enforcement agencies		
	(iv) Appropriate multimodal, on-going and student-centered assessment be included		
	6. Ensure that the Programme Review for the Bachelor of Science in Physical Therapy is aligned with the aim to produce Physical Therapists who can function in any health care setting, locally or internationally – Graduates that meet the distinctions of a UWI Graduate.	To be achieved through internal / external QA reviews.	Programme Head / Dean

FACULTY OF MEDICAL SCIENCES

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Completion Timeline / Milestones



FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timeline	Responsible Officer/s
Curriculum Review cont'd	7. Ensure that the BSc Diagnostic Imaging (Radiography) incorporates new technologies not previously included; is student-centered; contains a balanced blend of theory and practice and is aligned with the aim that graduates are trained to internationally accepted standards, are well rounded, able to function effectively under any circumstance, and have a broad-based understanding of health care.	To commence at the end of Cohort 1 – 2009.	Programme Head / Dean
	8. Ensure that the BSc Nursing Programme complies with recommendations from the 2007 QA Review and ensure its alignment with the aim to produce Graduates who are trained to satisfy global trends in Nursing, and the needs as identified by the Regional Nursing Body.	Regulations reviewed / submitted to Board. Programme name changed to BSc Nursing. Conversion from 3-year to 4-year course in progress. 2006 OBUS Format now used for Curriculum Revision.	UWISON Head / Dean

FACULTY OF MEDICAL SCIENCES

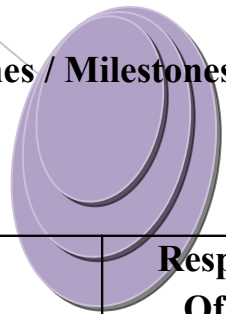
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Completion Timelines / Milestones



FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timelines	Responsible Officer/s
2. COURSE MODIFICATION Ensure that the mode of delivery of information and assessment provides for development of graduates who meet the desired attributes of a UWI Graduate.	1. Course Coordinators on the Mona Campus and non-UWI Campus Sites to undergo a series of workshops on Instruction and Delivery.	75% of all MB BS Course Leaders trained by end of 2 nd semester of academic year 2008/2009 All Teachers and coordinators on non-UWI Campuses to attend at least 1 workshop by end of Academic Year 2008-2009	Dean's office / Department Heads
	2. Provide for "industry-oriented" course content to allow students the experiential hands-on learning during the BB MedSci Course of study.		Programme Head

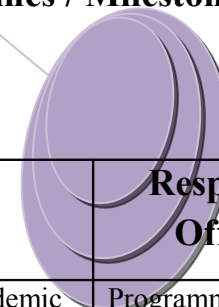
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Completion Timelines / Milestones

FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timelines	Responsible Officer/s
Course Modification cont'd	3. Course coordinators and teachers of the BSc Physical Therapy encouraged to develop their expertise in didactic as well as practical training and to utilize both methods as are appropriate for their course delivery	Commenced during 2008/2009 academic year.	Programme Head
	4. Introduction of new courses and replacement of courses in the BSc Nursing Programme	Two courses have been approved and introduced to replace older courses.	Programme Head
3. NEW PROGRAMMES Introduce new programmes in response to regional and national needs.	1. Expand available majors in the BBMedSci 2. Develop the BBMedSci as a gateway into the allied health specialties	Programme review is now in progress. Expanded programme to commence in the 2009/2010 academic year.	Programme Review Committee

FACULTY OF MEDICAL SCIENCES**STRATEGIC PLANS: 2008/2009 – 2013****TEACHING & LEARNING : UNDERGRADUATE PROGRAMMES****UWI'S STRATEGIC AIM:****Completion Timeline / Milestones**

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FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timelines	Responsible Officer/s
New Programmes cont'd	3. Develop new Undergraduate options in:- Child Development Speech Therapy Audiology Occupational Therapy Forensic Science (jointly with Faculty of Pure & Applied Sciences) Training Program in Dentistry	Child Development, Forensic Science, Speech Therapy and Occupational Therapy to be introduced in academic year 2010/2011 Training Programme in Dentistry to commence in January 2010	Professor Samms-Vaughn Head of Dept., BB MedSci
	4. Develop clinical training sites to accommodate increased student intake	Training sites expanded 2008/2009 to include CRH To expand to Mandeville in 2010/2011	Dean / Deputy Dean/ Department Heads

FACULTY OF MEDICAL SCIENCES

STRATEGIC PLANS: 2008/2009 – 2013

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FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timelines	Responsible Officer/s
4. STAFF DEVELOPMENT Ensure that the Faculty's staff is continuously developed through internal and external training and development opportunities, which allow for the examination and revision of their own teaching methods, which in turn allows for the preparation of the distinctive UWI 21st Century Graduate.	1. The Medical Education Unit (MEU) to work with the Instruction Development Unit (IDU) to facilitate the training of academic staff in teaching, assessment and course development and for all Undergraduate programmes.	Commenced in the 2008/2009 academic year. This exercise continues.	MEU Director / Dean / Department Heads / Programme Directors
	2. Ensure that proper contractual and financial arrangements exist for Part-Time or Associate staff supervising students at all Training sites.	To be initiated where this is not in place, and ongoing where this has commenced.	Department Heads / Dean

FACULTY OF MEDICAL SCIENCES

STRATEGIC PLANS: 2008/2009 – 2013

TEACHING & LEARNING : UNDERGRADUATE PROGRAMMES

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FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timelines	Responsible Officer/s
Staff Development cont'd	3. Create more opportunities for involvement of Associate staff (on and off site) in these training activities	This is in progress and continues.	Department Heads / Dean
	4. Reduce staff burnout by developing a teaching track and differential workload policy, giving due consideration to the peculiarities in the structure and delivery of teaching some areas [For example, labs in Anatomy, clinical ward rounds, practical demonstration and supervision of skills, course coordination and curriculum management]	This process commenced during the 2008/2009 academic year and is ongoing.	Dean

FACULTY OF MEDICAL SCIENCES

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(ix) socially and culturally responsive, (x) ethical, (xi) innovative and entrepreneurial, (xii) a lifelong, self-motivated learner.			
FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timelines	Responsible Officer/s
5. STUDENT ASSESSMENT Strengthen, diversify and introduce multiple methods of assessing students in order to assess readiness in relation to the attributes of the distinctive UWI Graduate for the 21st century.	1. Develop a uniform assessment policy for use across all programmes in the Faculty	Introduced in August 2008: All programmes now have similar scoring system. All examinations subjected to standard setting.	Dean / Deputy Dean / Programme Directors
	2. Expand the use of on-going formative assessment and in-course tests	Introduced in 2008/2009 academic year	Dean / Deputy Dean / Programme Directors
	3. Encourage a 'multi-modal' approach to student assessment	At academic year 2008/2009 there is wider use of multi-modal student assessment (less than 50% use)	Dean/Deputy Dean / Programme Directors
	4. Involve External Examiners in annual programme reviews rather than merely as observers of the examination process	Commenced with the BSc Nursing Programme. This process is to continue.	Dean / Deputy Dean / Programme Directors

FACULTY OF MEDICAL SCIENCES

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Completion Timeline / Milestones

FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timelines	Responsible Officer/s
6. HARMONIZATION OF PROGRAMMES Development of courses common to the various disciplines to improve efficiency and quality standards	1. Advance the process of harmonization of programmes through feedback and dialogue with the X-Campus Committee	[This exercise is managed at the Campus level]	Dean
	2. Collaborate within the Faculty to ensure efficiency and quality standards in the delivery of courses common to the various disciplines	Formalize arrangements within the faculty to increase the incidence of harmonization of courses during 2008/2009 and onward	Department Heads / Dean
7. QUALITY ASSURANCE & ACCREDITATION	1. Ensure Quality Audits are scheduled for all programmes/ Departments to detect, prevent and continuously improve the quality standards required	Audits in progress for all programmes. 5-year audits are scheduled	Department Heads / Dean

FACULTY OF MEDICAL SCIENCES**STRATEGIC PLANS: 2008/2009 – 2013****TEACHING & LEARNING : UNDERGRADUATE PROGRAMMES**

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FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timelines	Responsible Officer/s
Quality Assurance & Accreditation cont'd	2. Develop a system for Quality Assurance and Accreditation for all Undergraduate Programmes including teaching sites by the Faculty Accreditation Committee	Develop the schedule by end of academic year 2008/2009	Faculty Accreditation Committee
	3. Expand student dedicated out-of-class space (Including recreational space and bathrooms) where appropriate, in facilities including clinical areas.	Complete by end of academic year 2010/2011	Dean's office
8. INTERPROFESSIONAL EDUCATION	Harness opportunities for students across the various professional groups to learn with, from and about each other so as to promote subsequent collaborative practice	Commence in academic year 2009/2010	Dean / Department Deans
9. RECOGNITION OF OUTSTANDING TEACHING	Develop a recognition and reward scheme for all teachers across all programmes	Commence the programme development in academic year 2009/2010	

FACULTY OF MEDICAL SCIENCES**STRATEGIC PLANS: 2008/2009 – 2013****TEACHING & LEARNING : GRADUATE PROGRAMMES****UWI'S STRATEGIC AIM:****Completion Timeline / Milestones**

To make the University of the West Indies an internationally recognized centre of excellence for graduate education, especially respected and sought after for :- (i) the delivery of first rate graduate programmes, (ii) its pre-eminence in Caribbean scholarship, and (iii) its output of higher degree graduates who are at the cutting edge of contemporary scholarship, clinical skills, professional development and expertise.

FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timelines	Responsible Officer/s
1. Strengthen administrative support for graduate programmes in order to improve student database and tracking systems.	1. Develop a Budget and document the duties and responsibilities to be assigned to an additional administrative member of staff	To be completed during the 2009/2010 academic year.	Dean / Deputy Dean Graduate Studies
	2. Increase administrative support for graduate programmes in the Faculty	Completion during 2009/2010 academic year.	Dean
2. Ensure documentation of all Regulations for Clinical Programmes in a printed form and for all BMS taught programmes for which adequate documentation is needed.	1. Review and revision of regulations for all graduate programmes.	Regulations completed for all programmes.	Deputy Dean / Department Heads
	2. Production of handbooks and guidelines with required competencies	All to be completed by academic year 2010.	Deputy Dean Graduate Studies / Dean
	3. Formalize resident evaluations of programmes / lecturers	In place.	
	4. Ensure accreditation including new teaching sites	In progress – partially achieved.	

FACULTY OF MEDICAL SCIENCES

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FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timelines	Responsible Officer/s
3. GRADUATE SUPERVISION Strengthen and improve the standard of Graduate supervision and improve the throughput rate of Graduate Students.	1. Enforce the regulations for entry criteria to Graduate Programmes	Regulations and curriculum revised. Research project is now required for successful completion	Department Heads
	2. Review and strengthen the selection and responsibilities of supervisors	Completed.	Department Heads
	3. Review the report forms for evaluation of supervisors	Completed.	Department Heads
	4. Enforce the teaching responsibilities of Graduate Students	Initiated and ongoing	Deputy Dean / Department Heads
	5. Increase throughput rate of Graduate Students	This process is to commence immediately	Deputy Dean / Department Heads
	6. Training of graduate supervisors in Research Methodology and Supervision and appropriate matching of students with Supervisors	This process to commence during the 2008/2009 academic year	Deputy Dean / Department Heads

FACULTY OF MEDICAL SCIENCES

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FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timelines	Responsible Officer/s
Graduate Supervision cont'd	7. Establish clearly and enforce obligations of an Associate with regard to graduate teaching and supervision	To commence during academic year 2008/2009	Deputy Dean / Department Heads
4. CASE BOOKS & RESEARCH PROJECTS Develop and implement a system for tracking and retention of Case Books in the best interest of our Residents.	1. Develop and introduce a system for tracking of case books in keeping with regulation requirements	Completed and implemented	Deputy Dean / Department Heads

FACULTY OF MEDICAL SCIENCES

STRATEGIC PLANS: 2008/2009 – 2013

TEACHING & LEARNING : GRADUATE PROGRAMMES

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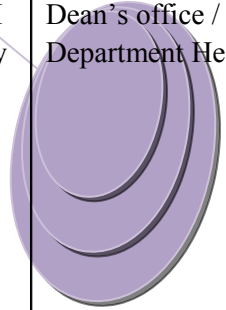
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FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timeline	Responsible Officer/s
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FACULTY OF MEDICAL SCIENCES

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FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timelines	Responsible Officer/s
6. COURSE MODIFICATIONS Ensure that the mode of delivery of information assessment provides for development of graduates who meet the desired attributes of a UWI Graduate.	1. Course Coordinators on the Mona Campus and non-UWI Campus Sites to undergo a series of workshops on Instruction and Delivery including use of the new Technologies, OURVL Training and staff needs to be provided with the technology and older staff to be trained. 2. Increase online offerings 3. Facilitate collaboration with other institutions (particularly overseas).	All Teachers and supervisors on non-UWI Campuses to attend at least 1 workshop by end of Academic Year 2008-2009	Dean's office / Department Heads 

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Completion Timeline / Milestones

FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timeline	Responsible Officer/s
7. INTRODUCTION OF NEW PROGRAMMES New Programmes introduced/ to be introduced in response to national and regional needs	1. MSc Cultural Therapy	Introduced academic year 2008/2009	Professor Hickling
	2. MSc Epidemiology	Introduced academic year 2007/2008	Professor Wilks
	3. MPhil/PhD Medicine	Introduced academic year 2008/2009	Department Head – Medicine
	4. DM Surgery - Thoracic, Plastic	To commence academic year 2009/2010	Department Head – Surgery
	5. Dr Public Health	To commence academic year 2009/2010	Department Head – Community Health
	6. MPhil/PhD Pathology	To commence academic year 2009/2010	Department Head – Pathology
	7. DM Subspecialties (Medicine, Child Health, Psychiatry)	To commence academic year 2009/2010	Department Head – Child Health

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Completion Timeline / Milestones

FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timeline	Responsible Officer/s
	8. MSc. Forensic Science	To commence academic year 2009/2010	Department Head – Basic Medical Sciences
	9. MSc. Pharmacology	To commence academic year 2010/2011	Department Head
	10. MPhil / PhD (Nursing)	To commence academic year 2010/2011	UWISON Director
	11. MSc. Sports Physiotherapy	To commence academic year 2009/2010	Dean / Dr. ManSingh
	12. MSc. Child Development	To commence academic year 2010/2011	Professor Samms-Vaughn
	13. MSc. Occupational Health	To commence academic year 2010/2011	Professor Samms-Vaughn
	14. MSc Speech Therapy	To commence academic year 2010/2011	Professor Samms-Vaughn

FACULTY OF MEDICAL SCIENCES

STRATEGIC PLANS: 2008/2009 – 2013

TEACHING & LEARNING : GRADUATE PROGRAMMES

UWI'S STRATEGIC AIM:

To make the University of the West Indies an internationally recognized centre of excellence for graduate education, especially respected and sought after for :- (i) the delivery of first rate graduate programmes, (ii) its pre-eminence in Caribbean scholarship, and (iii) its output of higher degree graduates who are at the cutting edge of contemporary scholarship, clinical skills, professional development and expertise.

Completion Timeline / Milestones

FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timelines	Responsible Officer/s
	15. Introduction of short courses / workshops for continuing education	The process to commence in academic year 2009/2010	Dean's office / Department Heads
8. QUALITY ASSURANCE AND ACCREDITATION Develop system for Quality Assurance and accreditation of all Programmes including teaching sites, by the Faculty Accreditation Committee	1. System developed and handed over to the accreditation committee	Complete all first time accreditations by 2010.	Accreditations Committee
	2. Complete all first time accreditations		
9. Harmonization of Programmes X-Campus	Ensure that DM Programmes are the same across campuses		Dean / Deputy Deans Heads of Depts / Programme Dirs /

FACULTY OF MEDICAL SCIENCES

STRATEGIC PLANS: 2008/2009 – 2013

TEACHING & LEARNING : THE LEARNING ENVIRONMENT

EXTRACT FROM UWI'S STRATEGIC PLAN:

Enhancement of the Learning Environment is an important component of the cluster of strategies that we propose to use to help our students develop into superior graduates. Teaching and Learning occurs most successfully in a healthy intellectual, educational and student-centered environment.

Action will be taken to streamline and make more effective all of the administrative processes – such as student recruitment, registration, tracking, advising and counseling systems that have a direct impact on the quality of the student's experience at UWI.

Completion Timeline / Milestones

FMS STRATEGIC AIMS:	Strategies for Goal Attainment	Timelines	Responsible Officer/s
1. Improve Faculty Support provided to students in the interest of the quality of the student's experience at UWI.	1. Appointment of a coordinator for the Personal Development Theme	Initiated. To be completed by May 2009	Dean
	2. Expansion of the Orientation Programme	Completed 2007.	Undergraduate Coordinator
	3. Set up award schemes for the formal recognition of student academic achievement and involvement in co-curricular activities	Award schemes have been set up. The first awards ceremony was held in October 2008.	Undergraduate Coordinator
	4. Improve academic and career guidance	This has started and is ongoing.	Personal Development Coordinator
	5. Establish an International Student 'Desk' in the Faculty	Completed 2008	

FACULTY OF MEDICAL SCIENCES

STRATEGIC PLANS: 2008/2009 – 2013

TEACHING & LEARNING : THE LEARNING ENVIRONMENT

EXTRACT FROM UWI'S STRATEGIC PLAN:

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Action will be taken to streamline and make more effective all of the administrative processes – such as student recruitment, registration, tracking, advising and counseling systems that have a direct impact on the quality of the student's experience at UWI.

Completion Timeline / Milestones

FMS STRATEGIC AIMS:	Strategies for Goal Attainment	Timelines	Responsible Officer/s
2. Expand teaching and learning facilities including other teaching sites.	1. Expand teaching space in the Basic Medical Sciences through construction of a multi-story teaching complex.	Plans approved. Contractor to be selected through tendering.	Dean
	2. Expand student 'out of class space' (including dedicated recreational space) in the new facility and in the clinical areas	Partially addressed; student lounge at UHWI refurbished. New building to address further space needs.	Dean
	3. Expand wireless connectivity and improve access to computers in all areas of the Faculty	Wireless access is 60% completed. 2 new labs built : Hopwood Centre and Basic Med Sci	Dean

FACULTY OF MEDICAL SCIENCES
STRATEGIC PLANS: 2008/2009 – 2013

TEACHING & LEARNING : THE LEARNING ENVIRONMENT

EXTRACT FROM UWI'S STRATEGIC PLAN:

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Action will be taken to streamline and make more effective all of the administrative processes – such as student recruitment, registration, tracking, advising and counseling systems that have a direct impact on the quality of the student's experience at UWI.

Completion Timeline / Milestones

FMS STRATEGIC AIMS:	Strategies for Goal Attainment	Timelines	Responsible Officer/s
3. Ensure student services are in alignment with the UWI's strategic aim concerning the quality of the student's experience.	1. Improve and refine registration and sign-up processes for undergraduate students through IT	Registration is done online however the process is not yet refined.	Student Administrative Services Section
	2. Provide additional staffing to permit establishment of a help desk in the Office of Undergraduate Affairs	To be in place by August 2009.	Dean
	3. Review policy as it relates to student health and counseling services	Started 2007/2008 – mental health policy developed. To be completed for Sept 2009	Dean
	4. Expand and refurbish facilities for accommodation of on-call students during clinical rotations	Completed for CRH and KPH. UHWI, BHC, VJH to be addressed. Mandeville and Spanish Town Hospitals to be addressed at the appropriate time.	Dean / CEO of respective Hospital

FACULTY OF MEDICAL SCIENCES

STRATEGIC PLANS: 2008/2009 – 2013

TEACHING & LEARNING : THE LEARNING ENVIRONMENT

EXTRACT FROM UWI'S STRATEGIC PLAN:

Enhancement of the Learning Environment is an important component of the cluster of strategies that we propose to use to help our students develop into superior graduates. Teaching and Learning occurs most successfully in a healthy intellectual, educational and student-centered environment.

Action will be taken to streamline and make more effective all of the administrative processes – such as student recruitment, registration, tracking, advising and counseling systems that have a direct impact on the quality of the student's experience at UWI.

Completion Timeline / Milestones

FMS STRATEGIC AIMS:	Strategies for Goal Attainment	Timelines	Responsible Officer/s
	5. Carry out a study of financial challenges and their effects on academic performance in order to make recommendations on improving financing opportunities	Study completed August 2008. Approx \$3m of bursaries awarded to students; financial assistance totaling over \$25M awarded to students in 2008/2009	Dean

FACULTY OF MEDICAL SCIENCES

STRATEGIC PLANS: 2008/2009 – 2013

TEACHING & LEARNING : QUALITY ASSURANCE & ACCREDITATION

EXTRACT FROM UWI'S STRATEGIC PLAN:

Quality assurance is the formal mechanism for managing educational standards and quality. The UWI has in place an integrated QA system upheld by University regulations.

In the professional Faculties, programme accreditation will be vigorously supported.

The mechanism of the IDUs has been playing a central role in the continuous enhancement of teaching quality through training and the dissemination of best practices to faculty. The Units will be strengthened.

Completion Timeline / Milestones

FMS STRATEGIC AIMS:	Strategies for Goal Attainment	Timelines	Responsible Officer/s
1. Conduct periodic Internal QA Reviews as required in order to appropriately manage the educational standards and quality.	• Mona Undergraduate Committee – Oversee all UG Programmes • Evaluation Committee – Set schedule of course evaluations • QA reviews through OBUS	Committee in place. First meeting held during first semester of 2008/2009. Ongoing – Basic Med Sci completed	Dean / Department Heads
2. Facilitate External QA / Accreditation Reviews	• CAAM-HP • Appointment of University Dean and University Cross Campus Curriculum Committee for MB BS • Accreditation of hospitals/sites for clinical training re Physical Therapy and Diagnostic Radiography	CAAM HP Review is scheduled for 2010 (Accreditation of FMS Medical Programmes)	Dean

INFRASTRUCTURE DEVELOPMENT & FACILITIES

Infrastructure Development & Facilities

Extract from UWI's Strategic Plan 2007-2012:-

“Enhancement of the learning environment is an important component of the cluster of strategies that we propose to use to help our students develop into superior graduates. Teaching and learning occurs most successfully in a healthy intellectual, educational and student-centered environment.

We propose to make full use of modern information and communication technology to create stimulating learning environments. By using the Internet, video-conferencing and other modalities a teaching-learning environment will be created in which lecturers, learners, graduate teaching/research assistants, tutors, librarians and learning resources can all be networked, thus allowing students to learn anywhere, anytime and teachers to teach anywhere, anytime. Such learning environments will facilitate blended learning and synchronous and asynchronous interactions between learners. Tutorials

comprising distributed groups of students, remote access to live lectures, access to digital libraries computer simulations and many other means of supporting the learning process will be facilitated.

Investments will be made in upgrading and expanding the physical environment, including the provision of adequate infrastructure to cater to the growth in the student numbers.

We will take advantage of new technology-enhanced learning modalities and support systems to provide student access to a range of services and facilities relevant to their classroom experiences and the broader socio-cultural experiences the UWI graduate should have.

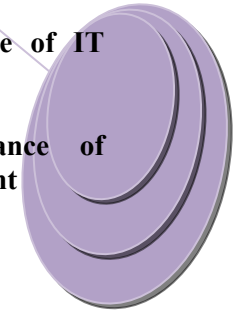
Action will also be taken to streamline and make more effective all of the administrative processes – such as student recruitment, registration, tracking, advising and counseling

systems that have a direct impact on the quality of the student's education experience at UWI.”

In fulfillment of the Faculty of Medical Science’s vision for serving as a centre of excellence through facilities that are clean, comfortable, well-equipped, state-of-the-art; providing excellent physical spaces for teaching, learning, research, administration and management of the faculty, we will pursue the following strategic aims during the plan period:

- Refurbish and/or develop new facilities in order to enhance the effectiveness of teaching and learning
- Convert existing buildings to allow for income generation and cost savings while providing a service to staff and faculty

- Maximize the use of Information Technology Resources in order to enhance the quality of teaching and learning
- Improve troubleshooting and maintenance of IT equipment
- Improve troubleshooting and maintenance of analytical, laboratory and medical equipment



FACULTY OF MEDICAL SCIENCES

STRATEGIC PLANS: 2008/2009 – 2013

INFRASTRUCTURAL DEVELOPMENT & FACILITIES

EXTRACT FROM UWI’S STRATEGIC PLAN:

Investments will be made in upgrading and expanding the physical environment, including the provision of adequate infrastructure to cater to the growth in student numbers. We will take advantage of new technology-enhanced learning modalities and support systems to provide student access to a range of services and facilities relevant to their classroom experiences and the broader socio-cultural experiences the UWI Graduate should have.

Completion Timeline / Milestones

FMS STRATEGIC AIMS:	Strategies for Goal Attainment	Timeline	Responsible Officer/s
1. Refurbish and/or develop new facilities in order to enhance the effectiveness of teaching and learning	1. Upgrade the physical plant and IT infrastructure providing new and/or expanded facilities through self-funded means:- - Reconfigured Pathology Teaching Lab - Refurbished teaching rooms adjacent to the wards - Classrooms for the Department of Community Health - New BMS Room for teaching and research - Increased lecture theatre capacity at the School of Nursing	- New building for UWISON completed - BMS Building to be completed by 2011 - Projects are due to commence during academic year 2008/2009	Dean

FACULTY OF MEDICAL SCIENCES

STRATEGIC PLANS: 2008/2009 – 2013

INFRASTRUCTURAL DEVELOPMENT & FACILITIES

EXTRACT FROM UWI'S STRATEGIC PLAN:

Investments will be made in upgrading and expanding the physical environment, including the provision of adequate infrastructure to cater to the growth in student numbers. We will take advantage of new technology-enhanced learning modalities and support systems to provide student access to a range of services and facilities relevant to their classroom experiences and the broader socio-cultural experiences the UWI Graduate should have.

Completion Timeline / Milestones

FMS STRATEGIC	Strategies for Goal Attainment		Responsible
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AIMS:		Timelines	Officer/s
2. Convert existing buildings to allow for income generation and cost savings while providing a service to staff/faculty	1. Convert existing building(s) to create a Centre for day care of children and the elderly, to allow for income generation as well as the provision of a training ground for doctors, nurses and other health professionals.	End of academic year 2009/2010	Dean
	2. Establish a Clinical Trials Unit	Established since 2008/2009	Dean
	3. Create a bonded warehouse-sit at Mona Bowl opposite Preston Hall	By academic year 2010	Dean / Deputy Dean BBMedSci
	4. Lease space at the former University Hospital School of Nursing to accommodate on a scheduled basis teaching of existing, new and emerging programmes e.g. Radiography, midwifery, ICU and others	Academic year 2009-2010	Dean / Department Heads
	5. Establish Surgical Teaching Laboratory	Academic year 2010	Dean / Surgical Head

FACULTY OF MEDICAL SCIENCES

STRATEGIC PLANS: 2008/2009 – 2013

INFRASTRUCTURAL DEVELOPMENT & FACILITIES

EXTRACT FROM UWI'S STRATEGIC PLAN:

Investments will be made in upgrading and expanding the physical environment, including the provision of adequate infrastructure to cater to the growth in student numbers. We will take advantage of new technology-enhanced learning modalities and support systems to provide student access to a range of services and facilities relevant to their classroom experiences and the broader socio-cultural experiences the UWI Graduate should have.

Completion Timeline / Milestones

FMS STRATEGIC AIMS:	Strategies for Goal Attainment	Timelines	Responsible Officer/s
3. Maximize the use of Information Technology Resources in order to enhance the quality of teaching and learning	1. Expand access to computers and wireless technology in all areas of the faculty	60% of the Faculty has wireless access; New labs have been established – one at the Hopwood Centre and another in BMS	Dean
	2. Provide internet access to Radiology / Anesthetics / Orthopedics / Child Health / ENT / Eyes		
	3. Use Information Technology to enhance teaching : Earmark and refurbish teaching areas at clinical sites (on and off-campus) with tele-videoconferencing	Ongoing	Dean / Department Heads
	4. Expand on-line and e-journal acquisitions	Work in Progress – being done by Medical Library	Medical Librarian / Department Heads
	5. Add e-reserve capabilities at the Medical Library		
	6. Establish an IT Unit specific for the FMS to augment/ support video / teleconferencing / online learning etc.		

FACULTY OF MEDICAL SCIENCES

STRATEGIC PLANS: 2008/2009 – 2013

INFRASTRUCTURAL DEVELOPMENT & FACILITIES

EXTRACT FROM UWI'S STRATEGIC PLAN:

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Completion Timeline / Milestones

FMS STRATEGIC AIMS:	Strategies for Goal Attainment	Timelines	Responsible Officer/s	
4. Improve troubleshooting and maintenance of IT equipment	1. Ensure adequately skilled staff in order to troubleshoot and/or maintain equipment	IT Staff appointed August 2008	Dean	
	2. Increase number of IT staff serving the FMS	IT Staff appointed August 2008	Dean	
5. Improve troubleshooting and maintenance of analytical, laboratory and medical equipment	1. Increase number of staff serving the FMS with relevant expertise to troubleshoot and/or maintain equipment	Complete during academic year 2009/2010	Dean	
6. CAAM-HP Accreditation of teaching sites	1. Develop system/schedule for Quality Assurance and Accreditation of all teaching sites	Develop the schedule by the start of academic year 2009/2010	Faculty Accreditation Committee	

RESEARCH & INNOVATION

Research & Innovation

The UWI has stated as Strategic Aim #3 in their Strategic Plan 2007 – 2012 “To become internationally recognized as a Centre of Excellence in Research, Knowledge Creation and Innovation on Caribbean matters, and on challenges facing small-island developing states”.

The strategies listed that will be employed to achieve the stated aim are:-

- Create an enabling environment for research and innovation at UWI

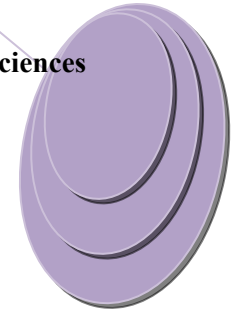
- Strengthen and expand research activity that is relevant to regional and national needs and drives regional development
- Develop more programmes of research of international repute, and benchmark research performance against international norms
- Develop and sustain an innovation and enterprise culture through supportive policies on contract research, IPR, licencing agreements and the creation of new "spin-off" companies
- Build partnerships for R&D funding and innovation with government, business, industry, other institutions and new entrepreneurs.

It is anticipated that attention to all these areas will result in,

- Increases in research publications and citations
- More graduate students attracted to M.Phil/Ph.D research with better throughput
- Enhanced impact of UWI's research and innovative outputs on policy, Caribbean economies and society
- International recognition and respect with implications for attracting/collaborating with outstanding researchers and access to research funding
- Greater competitiveness in recruiting high quality students from within the region and internationally
- New revenue streams from intellectual property (e.g. patents and copyrights) and the commercialization of research outputs
- Stronger support from our regional Stakeholders for R&D funding, innovation and entrepreneurship.

The Faculty of Medical Sciences has framed its strategic outcomes for the plan period 2008 – 2013 within this context. As a result, two main Strategic Aims have been identified, and there has been partial fulfillment of some of the key activities required in fulfillment of these aims. The strategic aims are:-

- Improve the quality and quantity of research output in order to increase the capacity of the Faculty of Medical Sciences to conduct innovative research in addressing the health challenges facing small developing countries
- Clinical Trials – Increase and regulate clinical trials conducted by the Faculty
- Increase capacity for multi-disciplinary research

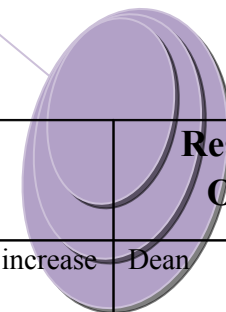


FACULTY OF MEDICAL SCIENCES
STRATEGIC PLANS: 2008/2009 – 2013

RESEARCH & INNOVATION

UWI'S STRATEGIC AIM:

To become internationally recognized as a Centre of Excellence in Research and Innovation, recognized as the major source of knowledge creation and expertise for dealing with issues relating to the Caribbean and as a leader in addressing challenges facing small, developing countries.

Completion Timeline / Milestones**FMS STRATEGIC AIMS****Strategies for Goal Attainment****Timelines****Responsible Officer/s**

1. Improve the quality and quantity of research output in order to increase the capacity of the Faculty of Medical Sciences to conduct innovative research in addressing the health challenges facing small developing countries.

1. Establish goals in respect of the quality and quantity of research output improvements to be achieved over the next 5 years and develop a method to assess the quality and quantity.

2007/2008 output shows a 60% increase over 2006/2007

Dean

2. Identification of present research projects / items:-

- Review of all research proposals presented to the Ethics Committee in the past 5 years (2003-2008)
- Develop a database to monitor research activity in the faculty

In progress.

Dean

FACULTY OF MEDICAL SCIENCES**STRATEGIC PLANS: 2008/2009 – 2013****RESEARCH & INNOVATION**

UWI'S STRATEGIC AIM: To become internationally recognized as a Centre of Excellence in Research and Innovation, recognized as the major source of knowledge creation and expertise for dealing with issues relating to the Caribbean and as a leader in addressing challenges facing small, developing countries.		Completion Timeline / Milestones 	
FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timelines	Officer/s Responsible
#1 cont'd Improve the quality and quantity of research output in order to increase the capacity of the Faculty of Medical Sciences to conduct innovative research in addressing the health challenges facing small developing countries.	- Interview Faculty Heads of Departments to identify a) what research is being done, b) progress that has been made, c) what factors are impacting progress of the research, d) what barriers are impacting improvements in research output	To commence academic year 2009/2010 Questionnaire has been circulated	Dean
	3. Determine present research capacity and capability by:- - Creating an inventory of research expertise - Creating an inventory of physical resources	2009 – 2011	Dean's office / Department Heads

FACULTY OF MEDICAL SCIENCES
STRATEGIC PLANS: 2008/2009 – 2013

RESEARCH & INNOVATION

UWI'S STRATEGIC AIM:

To become internationally recognized as a Centre of Excellence in Research and Innovation, recognized as the major source of knowledge creation and expertise for dealing with issues relating to the Caribbean and as a leader in addressing challenges facing small, developing countries.

Completion Timeline / Milestone

Timelines

Responsible
Officer/s

FMS STRATEGIC
AIMS

Strategies for Goal Attainment

4. Determine what is needed to facilitate research collaboration across disciplines and Departmental boundaries:-

- Create framework for engagement of inter-departmental/inter-faculty collaboration
- Establish and/or clarify ethical principles/guidelines and intellectual property rights and legislation, in order to set the stage for integrity within the collaborative process

2009 - 2013

Dean's office /
Department Heads

5. Develop and improve collaboration between public sector and UWI towards conducting research on policy development and programme implementation.

2009 – 2013

Dean's office /
Department Heads

FACULTY OF MEDICAL SCIENCES

STRATEGIC PLANS: 2008/2009 – 2013

RESEARCH & INNOVATION

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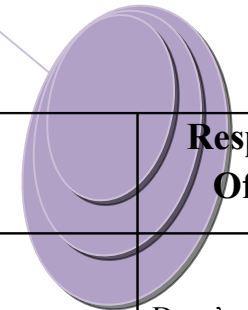
Completion Timeline / Milestones

FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timelines	Responsible Officer/s
	6. Integration of research into all graduate programmes of the faculty	2009 – 2013	Dean's office / Department Heads
	7. Utilize research opportunities by:- • Increasing research capability through training in research methods • Increasing research opportunities through the establishment of Research Fellowships within the TMRI and by exploring other options outside of the TMRI, for example with other research agencies and universities abroad, National Institutes of Health (NIH) and expand to other disciplines • Develop the network of FMS Alumni in order to strengthen research collaboration	At least 2 workshops to be held during each academic year 2 Fellowships have been granted by the FMS to date and possible training available at NIH (link in place)	Dean's office

FACULTY OF MEDICAL SCIENCES**STRATEGIC PLANS: 2008/2009 – 2013****RESEARCH & INNOVATION**

UWI'S STRATEGIC AIM:

To become internationally recognized as a Centre of Excellence in Research and Innovation, recognized as the major source of knowledge creation and expertise for dealing with issues relating to the Caribbean and as a leader in addressing challenges facing small, developing countries.

Completion Timeline / Milestones

FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timelines	Responsible Officer/s
	8. Foster innovation • Create and implement a programme to foster innovation and identify patentable ideas and intellectual property • Brainstorm with researchers to establish the method of identifying patentable projects	2009 – 2012	Dean's office
	9. Increase research output • Appoint Research Scientist in office of Dean to assist staff and graduate students with research projects and teach biostatistics • Appoint individual with special skills in Biostatistics to assist the Research Scientist • Provide research grants to researchers for initiating of projects based on established criteria	Research Scientist appointed. By end of academic year 2008/2009.	Dean

FACULTY OF MEDICAL SCIENCES**STRATEGIC PLANS: 2008/2009 – 2013****RESEARCH & INNOVATION**

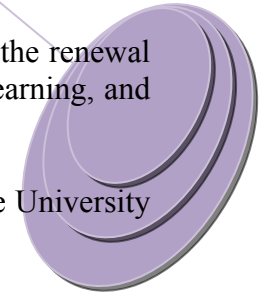
UWI'S STRATEGIC AIM: To become internationally recognized as a Centre of Excellence in Research and Innovation, recognized as the major source of knowledge creation and expertise for dealing with issues relating to the Caribbean and as a leader in addressing challenges facing small, developing countries.		Completion Timeline / Milestones	
FMS STRATEGIC AIMS	Strategies for Goal Attainment	Timelines	Responsible Officer/s
	9 cont'd – Increase Research Output • Improved management of hospital patient data by ensuring that the FMS is represented on the Records and Information Management Committee, with a view of implementing electronic capture of patient data. • Develop methods for supporting faculty and graduate students in acquiring research grants • Find funding for implementing electronic medical records system	2009 – 2013	Dean
3. Clinical Trials	1. Increase and regulate Clinical Trials conducted by the Faculty of Medical Sciences	Clinical Trials Centre established in 2008/2009.	Dean

INCOME GENERATION & DIVERSIFICATION

Income Generation & Diversification

UWI's STRATEGIC AIM 10, extracted from the UWI Strategic Plan, 2007 – 2012:

- To alter the modalities of funding from contributing governments to provide for greater predictability over the plan period, while allowing for flexibility of the University to respond to agreed changes
- To ensure that the University has access to adequate funding to allow it to make regular investments in the renewal and expansion of capital infrastructure, plant and facilities needed to sustain high-quality teaching and learning, and research at the cutting edge
- To establish mechanisms for funding the planned expansion and enhancement of research activity of the University on a sustainable basis.
- To broaden the funding base and reduce overdependence on any one source
- To create conditions that will allow the University to maintain a consistent policy of equitable burden-sharing through tuition fees, independent of the policy stance of contributing governments
- To secure adequate funding for the successful implementation of the Open Campus initiative
- To minimize the need for new resources by achieving productivity enhancement and efficiency gains through optimization of the use of existing resources and active management of cost



The Faculty's commitment to its own continuous development requires attention to income generation and diversification. The Faculty has identified six strategic aims to be pursued during the plan period 2008 – 2013 which, when fulfilled, contribute to the fulfillment of the Faculty's vision of fiscal health and sustainability. Through fiscal health and sustainability, there will be continuous improvement in our physical facilities, appropriate teaching methods, undergraduate programmes and contribution to research literature.

**FACULTY OF MEDICAL SCIENCES
STRATEGIC PLANS: 2008/2009 – 2013**

INCOME GENERATION & DIVERSIFICATION

UWI'S STRATEGIC AIM (EXTRACT):-

To broaden the funding base and reduce overdependence on any one source.

Completion Timeline / Milestones

FMS STRATEGIC AIM	Strategies for Goal Attainment	Timelines	Responsible Officer/s
1. Increase the recruitment and intake of international students	1. Expand clinical training sites to cope with the increased numbers	Increased from 110 to 190 for the MB BS Programme over the past 3 academic years Increase to 300 students in MB BS when new building is completed in 2011 Increase from 200 to 250 for the Nursing Programme by 2009/2010 2009/2010: Increase nursing students by additional 25 at Western Jamaica Campus	Dean / Department Heads Dean / Director of UWISON Dean / Director of UWISON
	2. Training of nurses/radiographers/physical therapists and others for the international market	To commence in Academic Year 2009/2010	Dean
3. Develop and introduce new initiatives to broaden the income earning capacity of the Faculty	1. Develop the facility to conduct the medical qualifying examinations on behalf of the Caribbean Association of Medical Councils	In place since 2007 – 4 Exams have been administered	Dean

FACULTY OF MEDICAL SCIENCES

STRATEGIC PLANS: 2008/2009 – 2013

INCOME GENERATION & DIVERSIFICATION

UWI'S STRATEGIC AIM (EXTRACT):-				
To broaden the funding base and reduce overdependence on any one source.		Completion Timeline / Milestones		
FMS STRATEGIC AIM	Strategies for Goal Attainment	Timelines	Responsible Officer/s	
	2. Introduce income earning Graduate programmes with international demand	To commence Academic Year 2010/2011	Dean / Deputy Dean	
3. Expand the outreach capabilities of the FMS through satellite schools internationally	1. Continue to offer undergraduate training of Botswana nationals at UWI	2009 – 2013	Dean's office	
	2. Assist with the establishment of training facilities for medicine, nursing and allied health professions at the University of Botswana			
	3. Establish joint-degree postgraduate training programmes at the University of Botswana based on those already developed at UWI			
	4. Establish a Consortium of Childhood and Adolescent Development Therapeutics at UWI, Mona			

FACULTY OF MEDICAL SCIENCES
STRATEGIC PLANS: 2008/2009 – 2013

INCOME GENERATION & DIVERSIFICATION

UWI'S STRATEGIC AIM (EXTRACT):-

To broaden the funding base and reduce overdependence on any one source.

Completion Timeline / Milestones

FMS STRATEGIC AIM	Strategies for Goal Attainment	Timelines	Responsible Officer/s
	5. Develop programmes and strategies in early childhood development and education (identify high risk groups and risk reduction strategies) as a potential income generating project	2010 – 2011	Dean
4. Review and redevelop the UHWI as a centre of excellence	1. Restructure the governance of the University Hospital of the West Indies under the UWI	In Progress	Dean
	2. Upgrade the UWHI plant as a centre of excellence based on state-of-the art clinical care and customer service	In Progress	Dean
	3. Begin with diagnostic and laboratory services which have high income earning potential	In Progress	Dean
	4. Establish a Technical Consultation Unit in the office of the Dean to offer technical consultation to industry, governments and other regional bodies	In Progress	Dean

FACULTY OF MEDICAL SCIENCES
STRATEGIC PLANS: 2008/2009 – 2013

INCOME GENERATION & DIVERSIFICATION

UWI'S STRATEGIC AIM (EXTRACT):-

To broaden the funding base and reduce overdependence on any one source.

Completion Timeline / Milestones

FMS STRATEGIC AIM	Strategies for Goal Attainment	Timelines	Responsible Officer/s
	Employ a short-term consultant to develop a comprehensive business plan for FMS/UHWI	In Progress.	Dean
5. Collaborate with the FMS Alumni Office to develop fund-raising strategies for income generation	1. The Alumni Office to develop fund-raising strategies that specifically and regularly target alumni through promotional materials, conferences, in-service training, endowment funds and will-bequest systems	In Progress	Dean's office / Alumni Association
6. Develop private facilities through the Mona Institute of Medical Sciences to generate income for the FMS and the UHWI	1. Commission design of new expanded facilities to house MIMS	Completed. Building being designed.	Dean/MIMS Board
	2. Engage Consultant to develop Business Plan	Consultant engaged. Business plan to be developed.	Dean/MIMS Board
	3. Secure approvals / funding for construction of new building	In Progress	Dean/MIMS Board
	4. Implement business plans		

FACULTY OF MEDICAL SCIENCES

STRATEGIC PLANS: 2008/2009 – 2013

INCOME GENERATION & DIVERSIFICATION

UWI'S STRATEGIC AIM (EXTRACT):- To broaden the funding base and reduce overdependence on any one source.		Completion Timeline / Milestones	
FMS STRATEGIC AIM	Strategies for Goal Attainment	Timelines	Responsible Officer/s
7. New Programmes	1. Fast track: Speech Therapy, Occupational Therapy, Audiology, Child Development etc. 2. Consider other Allied Health Programmes, Pharmacy, Medical Technology, Public Health Inspectors, Mental Health Professionals, EMT etc.		
8. New Markets / Undergraduate / Postgraduate / Allied Health Programmes	1. Continue, expand collaboration with Botswana 2. Explore and target new markets in developing countries: Africa, Asia, Middle East (conduct needs analysis, develop strategic response)		
9. Establish Dental Programme	Fast track the establishment of the Dental Programme in response to the established need	Introduce in academic year 2010/2011	Dean

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FMS STRATEGIC AIM	Strategies for Goal Attainment	Timelines	Responsible Officer/s
10. Introduce income earning graduate short courses, training programmes	1. Establish unit to facilitate the development of short courses/programmes and pursue an aggressive marketing program to attract foreigners 2. Develop short training courses for Certificate of Participation or CME: Tropical medicine, Sickle Cell disease, SLE, Hypertension, Diabetes, HIV/AIDS, Epidemiology, Community Mental Health Counseling, Nutrition		
11. Licensing Examinations	Develop infrastructure for the Licensing Exams:- 1. Develop UWI exam blueprint 2. Conduct Exams 3. Develop Item Bank 4. Copyright question bank 5. Train examiners 6. Develop the psychometrics – train personnel 7. Develop revision courses and books (copyright)		