



UWI

STRATEGIC PLAN 2012-2017

.....
Be Heard. Be Informed. Be Empowered.



[SUMMARY]

APPROVED BY

University Council, 27 April 2012

PREPARED BY

The University Office of Planning and Development

CAPTIONS

Inside front cover: This Mural on the Assembly Hall building, at the Mona Campus in Jamaica was a gift to the University by Belgian artist, Claude Rahr. It depicts the activities of the faculties of The University of the West Indies, as well as children at work and play commemorating the International Year of the Child, 1979, the year in which it was created.

Page 8: The statue of our University's Founding Father, Sir Philip Sherlock on the grounds of the Mona Campus. He was a member of the Irvine Commission which conceived the University College of the West Indies. According to this committee, "The problems of the West Indies will never be fully solved unless they are understood and investigated, to a far greater extent at present, in the West Indies by West Indians."

Page 10: A cross-section of the national flags of UWI's 16 member-countries flying at full staff at the St. Augustine Campus, Trinidad & Tobago.

Page 12: The historic Clock Tower overlooking the Cave Hill Campus in Barbados, erected in the 1960s.

Page 27: A monument at the Cave Hill Campus in memory of Barbadian Sir Frank Worrell, renowned West Indian Cricketer and former UWI Administrator.

Page 28: The Gibraltar Monument at Mona. During World War II, the Gibraltar Camp housed refugees from Gibraltar and Malta as well as German and Italian prisoners of war. In 1948 the University's first Campus was officially opened on the former refugee camp site, with 10 females and 23 males from across the region entering the University in the Faculty of Medicine.

Page 36: A view from within the School of Education building at the St. Augustine Campus in Trinidad & Tobago.

Page 38: A thought-provoking sculpture on the grounds of the Mona School of Business in Jamaica.

Inside back cover: The UWI is one of only two regional universities in the world, and the map shows its spread across 16 nations, stretching from Belize in Central America to Trinidad and Tobago in the southern Caribbean.

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A PIVOTAL MOMENT

The University of the West Indies (UWI) is at a pivotal point of its history. While in the last five to ten years, we have made significant advances in increasing student numbers, growth of a competitive academic staff, number of undergraduate, professional and graduate programmes offered, capital development projects on all our campuses set in aesthetically pleasing landscapes, advanced and more integrated information and library systems, more robust relationships with our governments, and expanded outreach to UWI-12+1 countries, there is still much ground to cover in achieving our collective vision of being a globally recognised, regionally integrated, innovative, and internationally competitive university, deeply rooted in all aspects of Caribbean development. A recent marker of our progress is evidenced in the accreditation reports of the Mona and the St. Augustine Campuses, which indicated that the University is on the right track with respect to the management of its affairs. Perhaps our greatest challenge is in garnering the financial resources necessary to sustain the gains we have made, so that we may drive regional development more effectively and receive the global recognition that an institution of our size and composition can attain.

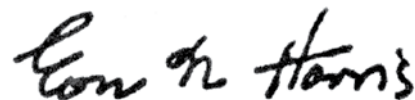
The global economic crisis and its dire effects on the Caribbean have meant that government contributions have been flat or have declined in the last three years, and arrears in payment have ballooned to worrisome proportions. Questions abound about how the Caribbean will cope in an increasingly competitive and dynamic world. As if the financial challenges were not enough, we must contend with increasing competition for students and resources from emerging national universities and international institutions of all types. A perception still exists, posited in some reality, that the University is too bureaucratic, inefficient and slow to contend with the competitive challenges that face us, as well as to respond to the development needs of the Caribbean. There is concern also that the University is disintegrating into increasingly national entities pursuing singularly local goals—a formulation that, if it were to become true, would mean loss of a considerable regional enterprise. While some of these fears are exaggerated and by no means new, it would be unacceptable that our institution should be allowed to “drift” because decisive steps are not taken to address the challenges we face. Contending

with these challenges, even as we celebrate signal gains, is what makes this moment “pivotal.” Realisation of our collective vision will rely on capitalising on our relatively rich intellectual and infrastructural resources (resources not shared in magnitude by any other tertiary institution in the English-speaking Caribbean), and linking these more effectively with the private sector, government and other sectors, as well as with multilateral development agencies in the region.

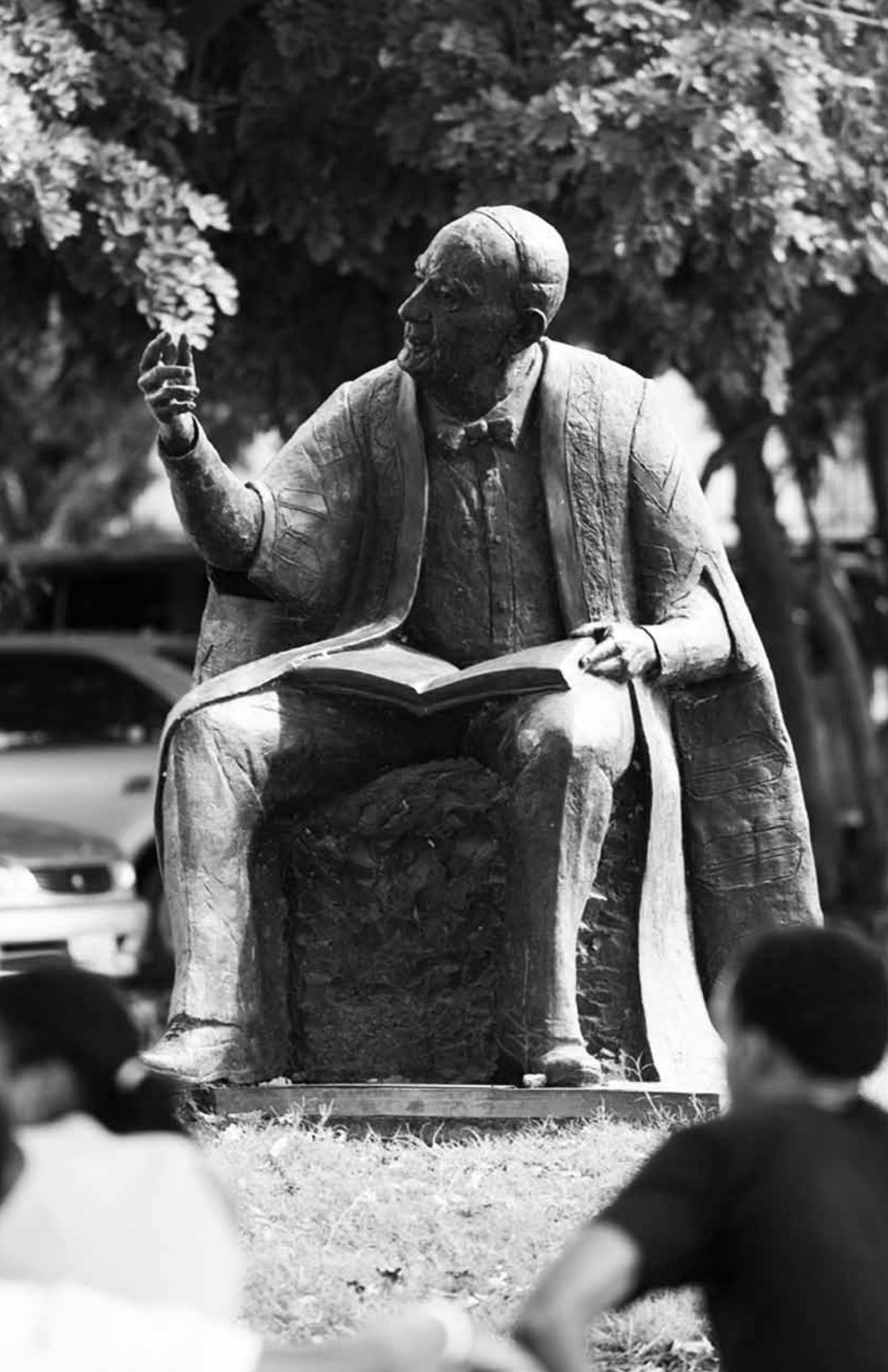
It is in these circumstances that we embark on the 2012-2017 Strategic Plan, which seeks to transform the institution into a “global player,” while serving as a driving force for Caribbean development. Important goals of the Plan include financial self-reliance; a more engaged and able staff; improved operational efficiency; enhanced teaching, learning, research and innovation; expanded regional and national engagement; and international outreach. Critical to our success will be our ability to better mobilise our collective regional strength, even when serving national agendas.

If we are to attain the heights to which we aspire, more involvement of our total university community—academic and non-academic—is an imperative. While our 2007-2012 Plan was constructed through a process of university-wide input, it is evident that one of the factors that impeded full implementation was that large sectors of our staff were not engaged. In the 2012-2017 Plan, we have not only mobilised our campus communities to prepare the Plan, but have also utilised face-to-face engagements with all sectors of the University—academic and faculty boards, ATS staff and students—to present and discuss the Plan. A university web portal was created, which invited and enabled input from persons in the community who wished to offer comments and suggestions. Going forward, we are utilising the Balanced Scorecard framework, accompanied by leadership enrichment exercises and other initiatives to ensure that all units can prepare action plans for implementation. We shall ensure that our progress can be objectively monitored at regular intervals.

Our moment is “pivotal.” Success will require individual commitment, creative thinking and execution. It is a moment when every one of us must become a leader – each of us, an instrument of change.



PROFESSOR E NIGEL HARRIS | *Vice Chancellor*



UWI AT A GLANCE

- Established in Jamaica in 1948 as a University College of the University of London becoming an independent university in 1962
- Four Campuses: Mona (Jamaica), St. Augustine (Trinidad & Tobago), Cave Hill (Barbados) and Open Campus
- Supported financially by 16 countries in the Caribbean
- Provides a range of certificates, diplomas, undergraduate and postgraduate degrees in seven faculties
- Enrolment of over 47,000 students in 2011/12
- Total staff of 5,800 (full time staff) of which 1,800 are academic
- Graduates up to 9,000 per annum



A “NEW NORMAL”

The UWI's Strategic Plan 2012-2017 has been prepared in an environment characterised by regional economic volatility and uncertainty, increasing competition in the provision of higher education services, changes in information and communications technology, growth in the demand for higher education and the desire to find solutions to pressing national and regional issues. These factors have created a “new normal” for the University.

As the leading tertiary level institution in the English-speaking Caribbean, UWI is charged with meeting the region's “high level” human resource needs and also assisting with the resolution of the development issues facing the region. It must also compete in the international higher education market and demonstrate global impact in the areas of teaching, research and advisory services.

In a highly competitive environment, The UWI has to leverage its resources or core competencies in order to achieve competitive advantage in three key areas:

1. the delivery of accredited quality programmes at reasonable costs
2. the generation of impactful cutting-edge research and innovation
3. the achievement of operational excellence (involving talent management, efficient processes, information technology and customer service) to provide quick responses to stakeholders.



THE FOUNDATION ELEMENTS OF THE STRATEGIC PLAN

OUR MISSION

OUR VISION

OUR CORE VALUES

KEY ATTRIBUTES OF THE UWI GRADUATE

KEY ATTRIBUTES OF THE UWI EMPLOYEE

THE SIX STRATEGIC PERSPECTIVES

OUR MISSION

To advance education and create knowledge through excellence in teaching, research, innovation, public service, intellectual leadership and outreach in order to support the inclusive (social, economic, political, cultural, environmental) development of the Caribbean region and beyond.

Our Mission Statement reflects the primary purpose of our University, that is, the reason for its existence.



WHAT DOES IT MEAN?

To advance education:

Provide opportunities to the population of the region and beyond for higher education that fosters creative activity and notions of shared community, enhanced social and interpersonal relations, and critical and creative thinking skills;

To create knowledge:

Engage in research that serves to:

- (i) create significant new insights,
- (ii) explore and apply solutions to priority national and regional problems and challenges
- (iii) exploit developmental potential and competitive advantages
- (iv) position self and society in a changing world order
- (v) provide a sound basis for public policy formulation and decision making;

To support inclusive development of the Caribbean region and beyond:

Maintain a capacity to supply and support a wide range of expert technical, professional and advisory services to meet the needs of national governments, public and private sectors, and regional and international institutions, and to involve all stakeholders in the process; and be a significant contributor to global intellectual

growth and human development by producing scholarship that harnesses the creative energies, cultural diversity, social experiences, biodiversity and other assets of the region and beyond.

OUR VISION

By 2017, the University will be globally recognised as a regionally integrated, innovative, internationally competitive university, deeply rooted in all aspects of Caribbean development and committed to serving the diverse people of the region and beyond.

Our strategy begins with a statement of strategic intent or vision. Our Vision Statement encapsulates a process of transformation and continuous improvement over time, while embracing change in the external dynamic environment.



WHAT DOES IT MEAN?

Globally recognised:

A university acknowledged by its peers in the global higher education community as a leading contributor in research, teaching and learning, and knowledge creation on Caribbean, small state and developing country issues. Its global reach ensures partnerships and mutually beneficial relationships with international scholars; other universities, governments and institutions; international agencies; and public and private sectors worldwide.

Regionally integrated:

The UWI is one of two regional universities in the world, with campuses and centres in sixteen English-speaking Caribbean countries. The University is dedicated to providing the highest possible quality of education and research while addressing the changing circumstances and needs of the Caribbean region. The UWI is recognised as a fully integrated regional university offering and promoting student mobility, credit transfer and the recognition of qualifications to all regional and international students. It sees the whole University as being more effective than the sum of the parts (campuses).

Innovative:

Creation of new knowledge and the ability to adapt the University's mission to changing environmental conditions

and to be prepared to reinvent curricula to better prepare students to succeed in a global economy, as well as keeping pace with rapidly evolving technologies to ensure sustainability. Innovation also includes the products of research for commercialisation and market readiness while at the same time assisting in the resolution of the development challenges of the region.

Internationally competitive:

A university that is aligned with international benchmarking and higher education industry standards in research and undergraduate and postgraduate teaching and learning, with an increased focus on educational outcomes in a knowledge-based economy to attract high-quality students and faculty.

Deeply rooted in all aspects of Caribbean development:

A university that is responsive to regional and international needs while retaining a strong Caribbean identity and operating as a well-integrated institution working productively with all its stakeholders to be an effective agent for political, social, cultural, environmental and economic development.

Committed to serving the diverse people of the region and beyond:

A university whose graduates are sought by national, regional and global employers for their knowledge, verbal and superior problem-solving and critical/creative thinking skills.

OUR CORE VALUES

1. Integrity
2. Intellectual freedom
3. Excellence
4. Civic responsibility
5. Accessibility
6. Diversity
7. Equity

Core values guide policy and decision making and provide the foundation for directing the University's mandate, efforts, resources and conduct. Seven core values serve as the philosophical underpinning for the UWI's operations and provide the foundation for moulding and integrating activities of staff, students and alumni.



WHAT DOES IT MEAN?

Integrity:

The UWI will perform in an honest, reasonable and ethical manner; which will create a culture of trust evident in all university activities and decision making

Intellectual Freedom:

The UWI will be a strong defender of independent thought, freedom to explore ideas and freedom of expression.

Excellence:

The UWI will serve our internal stakeholders and public, private and business communities by delivering consistently high-quality programmes, teaching, service, outreach and scholarship.

Civic Responsibility:

The UWI will stimulate personal and social awareness that will promote commitment to service the needs of all our stakeholders in the region while upholding democratic principles, Caribbean sovereignty, environmental security and rule of law.

Accessibility:

The UWI will continue to serve Caribbean and other deserving students who merit entrance. Educational access will continue to be expanded to reach underserved populations in the region, through expanded outreach and distance learning activities.

Diversity:

The UWI will build a community that fosters a climate which is open and welcoming to diverse people, ideas and perspectives; that promotes constructive discourse on the nature of diversity; and that engages faculty, staff and students in activities that promote the University's core values.

Equity:

The UWI will be an equal opportunity employer and partner ensuring that social justice, respect and equity issues are resolved as they relate to processes and challenges associated with employment, religion, age, ability, gender, sexuality, race, ethnicity, the work environment, class and any other bases of inequality and inequity among employees and students.

KEY ATTRIBUTES OF THE UWI GRADUATE

1. A critical and creative thinker
2. An effective communicator with good interpersonal skills
3. IT-skilled and information literate
4. Innovative and entrepreneurial
5. Globally aware and well-grounded in his/her regional identity
6. Socially, culturally and environmentally responsible
7. Guided by strong ethical values

The key attributes of the UWI graduate refer to those academic abilities, transferable skills, personal and professional qualities that should be acquired by students during their time at the University, regardless of their discipline of study.



WHAT DOES IT MEAN?

Critical and creative thinker:

Graduates must be able to apply analytic thought and logical reasoning to a body of knowledge and to clarify the assumptions, reasoning and evidence of a specific issue and apply scientific principles. Key functions include generating alternative ideas, practices and solutions that are unique and effective, and exploring ways to confront complex and ambiguous problems and provide solutions.

Effective communicator with good interpersonal skills:

Graduates must be able to make constructive contributions, communicate persuasively and appropriately, and have excellent interpersonal and decision-making skills.

IT-skilled and information literate:

Graduates should acquire both IT and information literacy skills, which are essential parts of a wider concept of knowledge creation. An IT-skilled graduate is competent in the use of computers and software to manage information. Information literacy is the ability to recognise when there is a need for information, and to be able to identify, locate, evaluate and effectively use that information to resolve an issue or problem in a range of media.

Innovative and entrepreneurial:

Graduates should possess a strong drive and leaning towards the creation and/or adaptation of new ideas and products, with the intention of creating new and sustained economic value.

Globally aware and well-grounded in his/her regional identity:

Graduates must be aware of their environment so that they are prepared for any eventuality that may affect their future or the environment of which they are part. They must be aware of global events and be knowledgeable and open-minded and willing to contribute to political, social, economic, environmental and cultural issues; nationally, regionally and globally.

Socially, culturally and environmentally responsible:

Graduates must be able to acknowledge the social, cultural and environmental implications of their actions and be guided accordingly. He/she should recognise social justice issues with particular reference, but not limited, to his/her discipline and professional area.

Guided by strong ethical values:

Graduates should champion respect, and understand and apply ethical practices and values personally and professionally in all aspects of life.

KEY ATTRIBUTES OF THE UWI EMPLOYEE

Employees, both academic and non-academic, should possess specific attributes to efficiently and effectively carry out their duties:

1. Job-related knowledge and skills
2. Critical and creative thinking skills
3. Responsible attitude to work-life balance
4. Institutional loyalty and engagement
5. Positive customer service
6. Respectful and ethical behaviour

The performance of all employees is critical to the realisation of our mission and vision. Our employees must adapt quickly to change and must see themselves as strategic stakeholders and agents of change within the University.



WHAT DOES IT MEAN?

Job-related knowledge and skills:

Employees should demonstrate a systematic or coherent understanding of an academic/administrative/service field of study.

Critical and creative thinking skills:

Employees should be able to apply analytic thought and logical reasoning to a body of knowledge and to clarify the assumptions, reasoning and evidence of a specific issue and apply scientific principles. Key functions include generating alternative ideas, practices and solutions that are unique and effective, and exploring ways to confront complex and ambiguous problems and provide solutions.

Responsible attitude to work-life balance:

This entails proper prioritising between career and ambition on the one hand, and health, pleasure, leisure, family and spirituality on the other. Applying this balance allows for a productive, committed and loyal employee and ensures an employee with a healthy lifestyle.

Institutional loyalty and engagement:

Employees should understand and value their contribution to the strategic mission of the University,

which will be accomplished through fair and honest interaction with the assurance of mutual benefits.

Positive customer service:

Employees should possess exemplary interpersonal and communication skills and demonstrate a positive, motivated attitude to ensure that efficient quality services and products are delivered to students and other internal and external stakeholders in an environment conducive to university life. The University also promotes teamwork to ensure that ideas and talents are shared to solve complex problems that require creative and critical thinking.

Respectful and ethical behaviour:

Employees should demonstrate courtesy and professional behaviour and embrace sound values in performing their duties, uphold the Code of Ethics of the University and promote the use of professional ethics in all work activities.

THE SIX CORE STRATEGIC PERSPECTIVES

The strategic goals and associated high-order objectives are derived from six perspectives or dimensions of the UWI's operations:

1. Financial
2. Employee Engagement and Development
3. Internal Operational Processes
4. Teaching, Learning and Student Development
5. Research and Innovation
6. Outreach (National and Regional Development; Internationalisation; Marketing and Communication; and Alumni Engagement).

Our Strategic Plan 2012-2017 utilises the Balanced Scorecard (BSC) framework for linking UWI's vision to its strategic goals and associated objectives.



These six perspectives and their corresponding themes, goals and objectives are viewed as linked together in an integrated strategic framework, and each element is integral to the process of achieving the mission and vision of the UWI.

This integrated strategic framework, shown in Figure 1 below, will shape operational planning, the biennial budget process and overall university activities and operations.



Figure 1. Integrated Strategic Framework

THE UWI STRATEGIC FRAMEWORK 2012-17

MISSION	→	To advance education and create knowledge through excellence in teaching, research, innovation, public service, intellectual leadership and outreach in order to support the inclusive (social, economic, political, cultural, environmental) development of the Caribbean region and beyond.
VISION	→	By 2017, the University will be globally recognised as a regionally integrated, innovative, internationally competitive university, deeply rooted in all aspects of Caribbean development and committed to serving the diverse people of the region and beyond.
CORE VALUES	→	INTEGRITY · INTELLECTUAL FREEDOM · EXCELLENCE · CIVIC RESPONSIBILITY · ACCESSIBILITY · DIVERSITY · EQUITY
STAKEHOLDERS & PARTNERS	→	STUDENTS · STAFF · GOVERNMENTS · ALUMNI · INTERNATIONAL PARTNERS / DONORS · PRIVATE SECTORS

STRATEGIC PERSPECTIVES	FINANCIAL	EMPLOYEE ENGAGEMENT & DEVELOPMENT	INTERNAL OPERATIONAL PROCESSES	TEACHING, LEARNING & STUDENT DEVELOPMENT	RESEARCH & INNOVATION	OUTREACH
STRATEGIC THEMES & GOALS	A. Income Source Diversification Reduce the reliance on government financial assistance and increase the contribution from other sources B. Recapitalisation of UWI Restructure the UWI's capital base toward operational independence, renewal and expansion C. Efficient Resource Utilisation Introduce systems to promote a culture of greater efficiency and accountability in resource use	A. Competency-based Development Improve leadership and management capabilities and job competencies of all employees so that they can effectively fulfil their roles B. Culture of Employee Engagement Create an organisational environment that promotes personal growth and development for employees and positive cognitive, emotional and behavioural states directed toward optimum organisational outcomes C. Strengthening Performance Management Systems Improve and upgrade all HR systems	A. Efficient & Effective Academic & Administrative Processes Re-engineer academic and administrative operational processes and procedures to make them simpler, more transparent, efficient, and effective to achieve optimal stakeholder satisfaction within and across campuses B. Governance Arrangements Integrate improved governance systems into the UWI's operations C. Management Structures Improve the effectiveness of executive and senior management structures at campus and university levels	A. Academic Quality Ensure excellence of academic processes B. Student Engagement & Experience To provide a high quality student experience as a platform for enhanced regional and international student success and long-term commitment to the UWI C. Open & Distance Education Provide multiple, flexible paths for all constituencies to pursue tertiary education over their lifetime	A. Faculty-led Research & Innovation Create an enabling environment to support, foster and increase the output of high quality research and innovation with an emphasis on the Caribbean B. Graduate Studies & Student Research Enhance graduate studies and increase postgraduate research output C. Funding & Partnerships Increase funding and strengthen research partnerships	A. National & Regional Development Become the driving force for economic, social, educational, and other critical developmental needs of the region B. Internationalisation Enhance the global reach and impact of the UWI C. Marketing & Communication Present a unified brand image for UWI aligned with its strategic vision and initiatives D. Alumni Engagement Facilitate the UWI's development through alumni advocacy and structured involvement in UWI and campus life

Figure 2: The UWI Strategic Framework 2012-17





STRATEGIC PERSPECTIVES, THEMES, GOALS AND ASSOCIATED OBJECTIVES

FINANCIAL PERSPECTIVE

EMPLOYEE ENGAGEMENT & DEVELOPMENT
PERSPECTIVE

INTERNAL OPERATIONAL PROCESSES
PERSPECTIVE

TEACHING, LEARNING & STUDENT
DEVELOPMENT PERSPECTIVE

RESEARCH & INNOVATION PERSPECTIVE

OUTREACH PERSPECTIVE

FINANCIAL PERSPECTIVE

THEME & GOAL	STRATEGIC OBJECTIVES
A. Income Source Diversification <i>Reduce the reliance on government financial assistance and increase the contribution from other sources.</i>	A1. Increase the number of fee-paying programmes. A2. Increase income from increased enrolment of international students. A3. Enhance the commercialisation of the UWI's intellectual capital and the physical plant. A4. Increase philanthropic giving, external grant funding and sponsored research.
B. Recapitalisation of The UWI <i>Restructure The UWI's capital base toward operational independence, renewal and expansion.</i>	B1. Increase strategic partnerships that will produce investments in the UWI. B2. Create opportunities for equity injections into the University. B3. Articulate and adopt a new business model for increased competitiveness, innovation and institutional sustainability.
C. Efficient Resource Utilisation <i>Introduce systems to promote a culture of greater efficiency and accountability in resource use.</i>	C1. Develop and implement a green university policy. C2. Rationalise procurement practices to achieve cost savings. C3. Increase the use of outsourcing for selected activities. C4. Match human resource deployment with workloads. C5. Leverage ICT to generate financial efficiencies over time.

EMPLOYEE ENGAGEMENT & DEVELOPMENT PERSPECTIVE

THEME & GOAL	STRATEGIC OBJECTIVES
A. Competency-Based Development <i>Improve leadership and management capabilities and job competencies of all employees so that they can effectively fulfil their roles.</i>	A1. Develop an employee competency framework to inform recruitment and talent management, training, promotion, compensation and succession planning for staff development and to support the attributes of the UWI employee. A2. Introduce training in leadership and management for all levels of staff as part of talent management and career development planning.
B. Culture of Employee Engagement <i>Create an organisational environment that promotes personal growth and development for employees and positive cognitive, emotional and behavioural states directed toward optimum organisational outcomes.</i>	B1. Improve the quality of working conditions to enhance employee confidence and engagement and promote work/life balance. B2. Promote occupational, environmental health and safety and security in the workplace. B3. Realign/introduce incentive systems to reward high performance and innovation. B4. Develop a gender policy for the UWI to create a supportive environment for both men and women in all aspects of university life. B5. Assess the degree of employee engagement and development.
C. Strengthening Performance Management Systems <i>Improve, upgrade and align all HR Systems.</i>	C1. Establish service level agreements, measurements and reporting systems for all administrative, professional and technical services. C2. Upgrade the human resource function to a strategic level within the University. C3. Align and upgrade the University's "organisational capital" systems.

INTERNAL OPERATIONAL PROCESSES PERSPECTIVE

THEME & GOAL	STRATEGIC OBJECTIVES
A. Efficient & Effective Academic & Administrative Processes <i>Re-engineer academic and administrative operational processes and procedures to make them simpler, more transparent, efficient, and effective to achieve optimal stakeholder satisfaction within and across campuses.</i>	A1. Map current processes and develop a master plan for re-engineering and integrating all processes/procedures across the University via benchmarking. A2. Enable cutting-edge technology to drive the re-engineering of all relevant administrative and academic processes across all campuses using university-wide systems. A3. Implement the SVUS plan and further enhance the Single Virtual Library Space (UWLInC). A4. Align administrative systems to be more customer-friendly and, in particular, to address the needs of all staff and students.
B. Governance Arrangements <i>Integrate improved governance systems into the UWI's operations.</i>	B1. Refine the UWI's governance mechanisms to allow for more effective and efficient decision making, greater responsiveness, transparency and accountability. B2. Develop systems for receiving and incorporating stakeholder input/voice. B3. Develop university strategies and initiatives for information, communication and marketing that are technology driven and achievable.
C. Management Structures <i>Improve the effectiveness of executive and senior management structures at campus and University levels.</i>	C1. Streamline management committees and structures with specific terms of reference, timelines and authority. C2. Establish and maintain an online repository of all major approved regulations, major policies and key decisions for improved internal communication. C3. Develop and implement a Business Continuity and Disaster Recovery Plan across the University.

TEACHING, LEARNING & STUDENT DEVELOPMENT PERSPECTIVE

THEME & GOAL	STRATEGIC OBJECTIVES
A. Academic Quality <i>Ensure excellence of academic processes.</i>	A1. Improve and harmonise quality assurance practices and processes across campuses. A2. Increase accredited undergraduate and postgraduate programmes across all campuses. A3. Promote continuous curriculum renewal aligned to the attributes of the UWI graduate in order to develop the skill set necessary for success in the modern workplace. A4. Promote competency-based activities linked to the attributes of the UWI graduate to the needs of the workplace and society. A5. Increase our ability to recruit and retain high-quality staff and students. A6. Deepen the integration of faculties through curriculum development, joint research projects and cross-campus mobility of staff and students, and provide access to courses via the use of ICT.
B. Student Engagement and Experience <i>To provide a high-quality student experience as a platform for enhanced regional and international student success and long-term commitment to the UWI.</i>	B1. Strengthen academic, administrative, financial and other student support services. B2. Enhance learning effectiveness by providing students with a more diverse, flexible and multidisciplinary teaching/learning experience. B3. Strengthen co-curricular engagement and programmes.
C. Open & Distance Education <i>Provide multiple, flexible paths for all constituencies to pursue tertiary education over their lifetime.</i>	C1. Expand enrolment and opportunities for international, professional, non-degree and disadvantaged populations through the blended learning educational initiative. C2. Increase enrolment in online fee-paying programmes. C3. Enable technology solutions for teaching, learning and research. C4. Integrate Open Campus and residential campus online offerings through the implementation of the SVUS. C5. Implement the appropriate governance arrangements to support collaborative working relationships between the Open Campus and the residential campuses. C6. Strengthen and expand the scope, services and offerings of the Open Campus to the communities it serves.

RESEARCH & INNOVATION PERSPECTIVE

THEME & GOAL	STRATEGIC OBJECTIVES
A. Faculty-led Research & Innovation <i>Create an enabling environment to support, foster and increase the output of high quality research and innovation with an emphasis on the Caribbean.</i>	A1. Develop and implement supportive policies, processes and incentives for research. A2. Promote research accomplishments locally and internationally. A3. Increase the number of peer-reviewed publications and citations. A4. Develop market products based upon cutting-edge research.
B. Graduate Studies & Research <i>Enhance graduate studies and increase postgraduate research output.</i>	B1. Increase enrolment of full-time graduate research students. B2. Improve throughput of research students. B3. Strengthen supervision and other support systems and policies. B4. Establish and implement mechanisms for measuring output and disseminating student research.
C. Funding & Partnerships <i>Increase funding and strengthen research partnerships.</i>	C1. Rationalise and enhance support for the development of research proposals, implementation and management of research grants. C2. Explore and increase donor funding for research and innovation. C3. Expand the range of strategic private and public sector partnerships, locally, regionally and internationally.

OUTREACH PERSPECTIVE

THEME & GOAL	STRATEGIC OBJECTIVES
A. National & Regional Development <i>Become the driving force in assisting with the fulfilment of the economic, social, educational and other critical developmental needs of the region.</i>	A1. Develop a plan to link UWI's expertise in research, services and programmes to better serve the needs of the UWI-served nations, in particular the UWI-12+1. A2. Execute identifiable priority projects using staff and students from the UWI region-wide for community engagement. A3. Enhance the knowledge-base capacity of major governmental agencies, regional private sector organisations, boards of regional organisations and governing bodies of TLIs with the UWI expertise. A4. Establish the Office of Regional and International Affairs within the Vice Chancellery to develop a comprehensive and cohesive approach and a governance structure to optimise internationalisation and regionality.
B. Internationalisation <i>Enhance the global reach and impact of the UWI.</i>	B1. Attract quality international students and faculty. B2. Establish a physical UWI presence in selected countries outside of the region to strengthen the ability of the UWI to advocate effectively with external agencies and other stakeholders, including the Diaspora. B3. Improve the ranking of the UWI within the top world ranking systems, with specific reference to niche and size.
C. Marketing & Communication <i>Present a unified brand image for the UWI aligned with its strategic vision and initiatives.</i>	C1. Define the UWI brand and create a marketing plan that will drive internal and external communications and marketing programmes. C2. Develop a common university-wide approach to M&C operations. C3. Enhance the UWI presence in social media network. C4. Cooperate with internal stakeholders to enhance the UWI's global presence. C5. Market the UWI Brand internationally and within the region.
D. Alumni Engagement <i>Facilitate the UWI development through alumni advocacy and structured involvement in the UWI and campus life.</i>	D1. Facilitate alumni involvement in teaching, research, programme development, internships/employment and mentorship. D2. Build a culture of giving back to the alma mater through the development of programmes implemented during the student's life on campus, e.g., UWI STAT (The University of the West Indies Students Today, Alumni Tomorrow). D3. Improve the alumni database for more effective alignment and communications. D4. Strengthen and adequately fund all alumni offices, regionally and internationally.



IMPLEMENTATION FRAMEWORK

In order to successfully achieve our transformational goals, the University will use an explicit implementation strategy, which will rely on a cluster of approaches and initiatives including the following:

1. Each Campus and the Vice Chancellery will develop and implement biennial Operational Plans (reviewed annually), with objectives and initiatives that stem from the Strategic Plan.
2. The University Office of Planning and Development (UOPD), in consultation with key stakeholders, will develop a suggested list of performance measurements that can be used in the development of these Operational Plans.
3. Each department will be required to chart their progress against the Operational Plan targets and generate annual reports on their performance.
4. The Strategic Plan will be reviewed biennially, so that adjustments can be made in response to changing circumstances and priorities.

The Executive Management Team (EMT) will have primary oversight of the Strategic Plan and be responsible for ensuring Plan buy-in by internal and external stakeholders. Additionally, Campus and Vice Chancellery Planning Groups will be appointed to assist campuses with the successful implementation of the Strategic Plan.

The UOPD will be responsible for the overall facilitation, monitoring and evaluation of the Strategic Plan and together with Campus Planning teams, will provide advisory services on any aspect of Strategic Plan implementation.



BENEFITS OF THE STRATEGIC PLAN

With this comprehensive implementation strategy in place, University stakeholders can expect to see benefits as the goals of each of the Plan's six perspectives are realised.

1. **Financial Perspective:** Stakeholders will benefit from diversification of the University's funding base which will bring financial stability to the university, thus enabling it to more effectively implement its mission in an increasingly competitive higher education marketplace.
2. **Employee Engagement and Development Perspective:** Employees will derive a greater sense of satisfaction with their jobs because of the Strategic Plan's focus on building competencies, changing the culture to enhance employee engagement and strengthening the human resource (HR) function. Improved employee confidence and motivation will ultimately translate to more satisfied students and stakeholders.
3. **Internal Operational Processes Perspective:** Staff and students in particular will see improvements in the quality of services offered by the University such as simpler, more transparent, efficient, and effective processes and procedures. Likewise, governance and management structures will be restructured to enable optimal stakeholder satisfaction within and across campuses.
4. **Teaching, Learning and Student Development Perspective:** Students will find that their entire experience at UWI, whether at a physical or virtual campus, has not only improved but is outstanding. They will benefit from enhanced academic quality assurance, teaching quality and learning effectiveness; strengthened student support services; more diverse, flexible, and multidisciplinary teaching/learning experiences; strengthened co-curricular engagement and programmes; and access to a greater number of online programmes. As alumni, UWI past students will find a greater number of flexible paths to pursue tertiary education over their lifetime.

5. **Research and Innovation Perspective:** All stakeholders will benefit as the University continues to distinguish itself from competitors and enhances its international reputation through cutting-edge research and innovative outputs from both faculty and postgraduate students. Faculty will find a more enabling environment to support, foster, fund and disseminate their research and innovation output; and postgraduate students will gain from more effective supervision and support systems.
6. **Outreach Perspective:** Stakeholders across the region, especially in the UWI-12+1 countries, will benefit from a greater focus on policy making and addressing underserved educational and research needs as it continues to serve the developmental needs of the region. Likewise, as the University enhances its global presence it will develop and strengthen its collaborative linkages with international stakeholders.

CONCLUSION

The UWI Strategic Plan 2012-2017 consolidates and refines the accomplishments of the last five years of the previous Plan in order to accelerate institutional improvement. The six perspectives integrate the operations of the UWI in order to enhance its contributions to the region and beyond. The six perspectives of the Plan should be seen as inter-related and are important to the aspirational and transformative goals of the University. The Strategic Plan which will guide the University for the next five years, seeks to define how the teaching, research and public service functions will be employed for the benefit of its stakeholders.

Realising each of the Perspectives detailed in the Strategic Plan will be dependent upon effective execution at all levels of the University. This calls for the development of clear metrics to monitor the implementation of the Plan using the BSC framework. The importance of robust data and developing a culture of compliance with respect to reporting on performance cannot be overemphasised for the successful evaluation of the Plan. Moreover, a culture of mutual accountability at all levels and effective communication will serve as the framework for achieving our strategic goals. The implementation of the Strategic Plan must become an integral part of the fabric of the institution, from the highest organisational levels to each individual employee.

By 2017, then, the UWI will be closer to realising its vision of a university that is globally recognised as a regionally integrated, innovative, internationally competitive university that is deeply rooted in all aspects of Caribbean development and committed to serving the diverse people of the region and beyond.



UWI COUNTRIES

Anguilla
Antigua & Barbuda
The Bahamas
Barbados
Belize
Bermuda
British Virgin Islands
Cayman Islands
Dominica
Grenada
Jamaica
Montserrat
St Christopher (St Kitts) & Nevis
St Lucia
St Vincent & the Grenadines
Trinidad & Tobago

■ Main Campuses
- Mona Campus, Jamaica
- Cave Hill Campus, Barbados
- St Augustine Campus, Trinidad & Tobago

■ Open Campus Centers



UWI