



STRATEGIC
TRANSFORMATION
FOR **R**ELEVANCE,
IMPACT,
DISTINCTIVENESS
AND **E**XCELLENCE

THE UNIVERSITY OF THE WEST INDIES | STRATEGIC PLAN [2007-2012]





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CONTEXT

>
Both The University of the West Indies and the world in which it operates have undergone great changes during the six decades since the University's founding. Over that period, UWI has evolved from a small, mainly residential academy in an elitist higher education setting into a relatively large publicly-funded institution with a combined enrolment of almost 40,000 students and an annual output of some 6,600 graduates who have earned first degrees, higher degrees and advanced diplomas. That transformation, essentially a response to complex forces of change of a social, political and economic nature, enabled the institution to remain relevant and to sustain an unrivalled contribution to social mobility and national and regional development.

>
In order to be well equipped to deal with the challenges and take full advantage of the opportunities presented by the changing external environment, the University must accelerate and deepen its own transformation over the next five years.

Of particular importance to The UWI in going forward to 2012 are:

- » **The dynamics of the knowledge-based economy and society**
- » **The multiple impacts of globalization, including implications of the General Agreement on Trade in Services (GATS)**
- » **The public policy commitment of contributing countries to the expansion of participation in tertiary education**
- » **The continuing revolution in information, computer and telecommunication technologies**
- » **The three-pronged challenge of matching higher education transformation globally, keeping pace with the knowledge revolution especially in Science and Technology and responding effectively to regional challenges including providing solutions to pressing problems and democratizing higher education**

The Transformation Challenge

The main elements of the required transformation are:

- » **Enhancing responsiveness to legitimate stakeholder needs and expectations**
- » **Infusing systems and processes with the flexibility required of a responsive and agile organization**
- » **Managing culture change to foster efficiency, effectiveness, excellence and accountability at every level**



IN MEMORY OF
WILLIAM H. MERRILL
Civil Engineer, University of California
L.S. August 22, 1887 - 1987
Distinguished Member and Captain of the Order of the Golden Eagle, Order
of the Sons of the American Revolution
Member of
Phi Kappa Phi Honor Society
and
Member Phi Kappa Phi Honor Society
Member of American Society of Civil Engineers
1914
MAY 20, 1917
Public Works Director
and City Engineer, Los Angeles, 1917
and later engineer
and architect
1917, July 1917 - 1987, February 1987
Rest in Peace

OUR MISSION

>

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.

This mission requires UWI to:

- » **Provide the population of the region with access to high quality academic programmes that are effectively delivered and that help to build strong individual, national and regional capacities in response to changing human resource needs**
- » **Provide complementary opportunities for higher education that foster intellectual development, creative activity and self-actualization, enhance social and interpersonal relations, and enable students and alumni to have a broader frame of reference for specialized knowledge**
- » **Conduct rigorous basic and applied research that serves to:**
 - » **Explore solutions to priority national and regional problems and challenges**
 - » **Create significant new knowledge**
 - » **Exploit developmental potential and comparative advantages**
 - » **Elucidate important contemporary social issues**
 - » **Situate self and society in a changing world order**
 - » **Provide a sound basis for public policy formulation and decision making**
- » **Maintain a capacity to supply a wide range of expert technical, professional and advisory services to meet the needs of regional governments and the private sector and to involve its alumni in this process**
- » **Assist its students and the population at large to achieve informed self-awareness through a deep understanding of the main economic, social, political and cultural currents that have combined to define West Indian society**



- » **Help the region to comprehend the nature and significance of contemporary issues and emerging global influences**
- » **Strive to be a significant contributor to global intellectual growth and human development by active scholarship that harnesses the creative energies, cultural diversity, social experiences, biodiversity and other assets of the region**
- » **Assist generally in strengthening education and training systems, at all levels, throughout the region, and aid the development of the tertiary level education system in particular**
- » **Assist the region to evaluate, assimilate, adapt and harness major new technologies in order to optimize potential benefits or limit negative impacts**
- » **Develop strategic alliances with other institutions to expand access to tertiary education, as well as the scope of teaching and research**
- » **Foster an intellectually stimulating environment that can attract academic staff and students of high quality and in which ideas contend vigorously**

OUR CORE VALUES

>
The University of the West Indies cherishes and is determined to preserve its core value system, which has been molded by generations of staff and students for over sixty years.

This value system is characterized by the following strongly-held ideals:

- » **Maintaining a commitment to the pursuit of excellence**
- » **Assisting 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 and involving alumni in this process as experts/guest speakers**
- » **Preserving a climate of intellectual freedom**
- » **Engendering in students a commitment to personal growth**
- » **Fostering ethical values, attitudes and approaches**
- » **Encouraging community service and involvement and dedication to development of the region**



OUR VISION

> By 2012, The UWI will be an innovative, internationally competitive, contemporary university deeply rooted in the Caribbean, committed to creating the best possible future for all our stakeholders. It will be the university of first choice for the region's students and talented academics. It will provide a truly supportive environment that rewards excellence and it will be agile enough to thrive in a dynamic global environment.

> In order to achieve this vision for the UWI, over the next five years we will concentrate on building excellence in four areas that, taken together, represent the core activities of the University:

- » teaching and learning
- » graduate studies
- » research and innovation
- » outreach

In furtherance of this vision, The UWI will become:

- » **A learning institution that meets global performance standards in research, graduate and undergraduate teaching and learning**
- » **A university whose graduates are career-ready, exceptionally well-grounded in their disciplines, articulate and possess superior problem solving and critical thinking skills**
- » **A university noted for developing graduates who are socially conscious, regionally responsive, well-rounded, committed to ethical behaviour, globally attuned and able to work effectively, both independently and in teams**
- » **A university that is responsive to national needs while retaining a strong Caribbean identity and operating as a well-integrated institution in continuous dialogue with all its stakeholders**
- » **A university whose alumni feel committed and engaged and are recognized as an important part of the UWI family, willing to give back expertise and financial resources**
- » **A more effective agent for regional social, cultural and economic development**
- » **A sought after partner, enjoying beneficial relationships with international scholars, other universities, regional institutions, international agencies, and public, private and non-governmental sectors**
- » **The leading advocate for an expanded and articulated tertiary education system of high standards**



The UWI will have:

- » **Enhanced its position as the premier institution of higher education in the region**
- » **Ensured that its degree continues to be the recognized standard of excellence**
- » **Affirmed its status as the primary source for research and expert advice in dealing with the complex issues and challenges facing the region**

Getting There

We recognize that success will be critically dependent on getting things right in the following areas:

- » **Transforming the administrative culture and processes**
- » **Effective marketing and branding**
- » **Strengthening regionality**
- » **Strengthening the national engagement processes**
- » **Establishing and maintaining the commitment and involvement of alumni**
- » **Leveraging international partnerships**
- » **Funding the institution**

These additional themes represent important enablers without which it is unlikely that the University could rise to contemporary developmental and societal challenges.





CORE STRATEGIC FOCUS

- > TEACHING AND LEARNING
- GRADUATE STUDIES
- RESEARCH AND INNOVATION
- SERVICE TO UWI-12 COUNTRIES AND OTHER UNDERSERVED COMMUNITIES

TEACHING AND LEARNING

>
CORE
STRATEGIC
FOCUS

Strategic Aim 1

- » **To prepare a distinctive UWI graduate for the 21st century—one who has a regional frame of reference and exemplifies the following attributes:**
 - » **a critical and creative thinker**
 - » **a problem solver**
 - » **an effective communicator**
 - » **knowledgeable and informed**
 - » **competent**
 - » **a leader**
 - » **a team player**
 - » **IT skilled and information literate**
 - » **socially and culturally responsive**
 - » **ethical**
 - » **innovative and entrepreneurial**
 - » **a lifelong, self-motivated learner**

Strategies

- » Emphasize and carry out curriculum renewal as a reflective and dynamic process
- » Enhance teaching quality
- » Ensure that all new lecturers are trained and certified to deliver higher education programmes
- » Promote the use of ICTs to enhance teaching
- » Establish a teaching track
- » Enhance learning effectiveness by providing students with a more diverse and flexible learning experience
- » Develop the learning environment to support the desired educational transformation
- » Strengthen quality assurance and enhance academic standards



Anticipated Impact

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

- » A high proportion of students graduating from UWI with the desirable and distinctive attributes of the ideal graduate
- » More competitive students making UWI their first choice
- » Improved throughput and completion rates
- » Outstanding student achievements and recognition
- » High levels of student satisfaction with the education experience at UWI
- » High levels of employer satisfaction with the UWI graduate and greater job search success of graduates
- » Mobility and career satisfaction for UWI graduates in the world of work
- » Sustained improvement in teaching quality and staff recognition for teaching and learning
- » Maintenance of UWI's position as the industry standard in the face of competition
- » Innovative contributions to pedagogy and growth in journal publications, books, conference papers, etc. on teaching and learning scholarship
- » Graduates having a stronger desire for continuous learning, graduate studies, professional development and research
- » Growth in the enrolment of non-Caribbean/West Indian students

GRADUATE STUDIES

>
CORE
STRATEGIC
FOCUS

Strategic Aim 2

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

Strategies

- » Build a reputation of excellence in the University's higher degree programmes
- » Build capacity for excellence in higher degree programmes
 - » Employ differential teaching loads to deploy dedicated teaching resources for taught graduate programmes of high quality
 - » Strengthen administrative support for the delivery of graduate programmes
 - » Enhance institutional support and improve access to library and information resources and quality laboratories
- » Strengthen and improve the standard of academic supervision and improve the throughput rate particularly of research students
- » Widen access and financial support for postgraduate research degree students from UWI contributing countries, the wider Caribbean and beyond
- » Strengthen quality assurance and enhance academic standards
- » Build national, regional and international partnerships to support research training and supervision



- » Improve the flexibility of our postgraduate programme delivery and significantly expand the number of postgraduate programmes delivered by distance or blended education

Anticipated Impact

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

- » Enhanced contribution by the UWI to human resource development and competitiveness in the region by making graduate education more widely available
- » Growth of innovative, multidisciplinary programmes in response to regional needs and convergence of disciplines
- » Building critical national and regional capacity for research and innovation as well as, development of sustainable research clusters of relevance
- » Improvements in students' performance and progression
- » Enhancement effect of the strengthening of graduate education and research on the quality of undergraduate programmes
- » Assisting TLIs in the region to build needed undergraduate teaching capacity
- » Higher levels of graduate student satisfaction with their education experience at UWI
- » Widening the reach and impact of the UWI in postgraduate programming
- » Building a reputation for excellence at the graduate level

RESEARCH AND INNOVATION

>
CORE
STRATEGIC
FOCUS

Strategic Aim 3

- » **To become internationally recognized as a centre of excellence in research, knowledge creation and innovation on matters related to the Caribbean and small-island developing states**

Strategies

- » Build research capacity and create an enabling environment for research and innovation at UWI
- » Strengthen and expand research activity of international quality that is relevant to regional and national needs
 - » Develop faculty and departmental research agendas around research clusters to address priority areas aligned to specific developmental needs
 - » Make fuller use of international collaboration including movement of faculty and graduate students to increase research output and quality
- » Develop and sustain an innovation and enterprise culture through supportive policies on contract research, Intellectual Property Rights (IPR), licensing agreements and the creation of mechanisms for commercialization of research outputs
- » Strengthening our capacity to access competitive research grants from international sources
- » Attempt to convert more of our research successes into secured intellectual property rights



Anticipated Impact

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

- » Increases in research publications and citations
- » Growth of UWI Press and UWI journals which are critical to the dissemination of research findings
- » 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
- » Growth in business alliances for the purpose of innovation
- » Enhancing UWI's prestige as an expert centre for things Caribbean

Strategic Aim 4

- » **To create an Open Campus to enable the University to expand the scope, enhance the appeal and improve the efficiency of its service to the individuals, communities and countries which it serves**

Strategies

- » Build required structures and institutional capacity for an open and flexible learning environment
 - » Implement appropriate arrangements for governance and the development of organizational and administrative structures
 - » Develop ICT and other infrastructural support for the delivery of programmes
- » Enhance service to communities
 - » Commission new programmes to respond to priority national and regional needs
 - » Expand opportunities for multi-mode delivery of a suite of continuing education and professional needs
- » Establish a viable and sustainable financing mechanism for the UWI Open Campus
- » Create a student-centred environment to foster a high level of student satisfaction
 - » Efficiency in student administration
 - » Flexible education choices
 - » Adequate access to library and information sources
 - » Effective delivery systems



Anticipated Impact

The Open Campus initiatives should result in:

- » Greatly increased opportunities for access to higher education, including postgraduate programmes, in the UWI-12 countries
- » Increases in enrolment of students from the UWI-12 countries facilitated by the Open Campus arrangements
- » Easier access to higher education for persons from other underserved communities
- » More flexible and convenient access for persons from all contributing countries wishing to pursue continuing professional education
- » Improved retention and completion rates for students enrolled in the UWI-12 countries
- » Higher satisfaction levels among students
- » Raising of the education and skill levels in the UWI-12 countries
- » Increases in the number of projects and the scope of research activity in UWI-12 countries, with implications for public policy enhancements impact





MAJOR ENABLERS

>
TRANSFORMING THE LEADERSHIP & ADMINISTRATIVE CULTURE AND PROCESSES
MARKETING AND BRANDING
FUNDING THE ENTERPRISE

Strategic Aim 5

- » **To develop and establish a people-centred, culture-change process**
- » **To institute a quality assurance mechanism to set people-centred standards for the functioning of the University and the service output**
- » **To reform the administrative structures and systems towards implementing and supporting the vision and aspirations of UWI for the planning period**
- » **To strengthen the structure and processes for University-wide planning**

Strategies

- » Utilize fully the potential capabilities of the enterprise system
 - » Conduct operational audits in PeopleSoft HR, Banner Financial and Banner Students enterprise systems
 - » Redefine job and work processes
 - » Conduct process mapping of all core processes and re-engineer as required
- » Reform the administrative structures to support achievement of the vision and aspirations of UWI for the planning period
- » Strengthen the interface between Campus-based governance structures with the University's central governance entities
- » Develop an ideology to be embraced as the University's way on work performance and productivity
- » Develop a service quality assurance mechanism to establish people-centred standards for the functioning of the University and the service output
- » Create a framework to strengthen accountability of staff

ADMINISTRATIVE CULTURE AND PROCESSES



- » Build and renew institutional capacity on a sustainable basis
 - » Provide staff training and development opportunities to assist in building needed capacity
 - » Develop and implement an effective system for succession planning
- » Strengthen the structure and processes for University-wide planning

Anticipated Impact

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

- » Utilization of the full potential of the enterprise systems
- » Significant changes in the way UWI does business with beneficial impact on efficiency, effectiveness and stakeholder satisfaction
- » Achievement of high standards of service in keeping with the benchmarks established
- » Increases in student, staff and public satisfaction
- » Greater willingness by alumni to support the University
- » Increased ability to attract and keep qualified staff
- » Increased ability to attract the brightest and the best students
- » Reduction in the occurrence of student protest and industrial action
- » Improvement in productivity
- » Propagation of best practices across the University system

MARKETING AND BRANDING

>
MAJOR
ENABLERS

Strategic Aim 6

- » **To develop and implement a University-wide marketing and communications strategy that is focused on establishing the brand promise of UWI regionally and internationally, as the premier higher education institution in the region**
- » **To enhance UWI's standing as an internationally recognized centre of excellence for Caribbean Studies broadly defined to include history, culture, literature, economic, social and political dimensions and the natural environment**

Strategies

- » Develop a University-wide marketing and communications strategy that is focused on establishing the brand promise of UWI, regionally and internationally, as the premier higher education institution in the region
 - » Develop a marketing and communications plan aligned to and fully supportive of UWI's strategic priorities
 - » Develop an information strategy to promote UWI in the mass media
 - » Formulate a web-based strategy to project UWI effectively in terms of its different dimensions
 - » Develop an internal communications strategy to enhance awareness of the strategic priorities of the University
 - » Support and project UWI locally and regionally in relation to its achievements and capacities and developmental goals
- » Build capacity for effective marketing and communications



Anticipated Impact

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

- » Increased visibility, as well as regional and international recognition for the UWI and its contribution to human capacity building, scholarship and social and economic development in the region
- » Enhanced ability to compete for talented students, faculty and funding
- » Increased opportunities to pursue strategic partnerships with other institutions worldwide
- » Increased media coverage and visibility in the UWI-12 countries and heightened interest among students there to choose to study at this University
- » Opportunities to market Caribbean Studies programmes and access to West Indiana resources to a global market
- » Positive changes in perception towards UWI resulting in greater collaboration and University funding from key stakeholders
- » Enhancement of brand and reputation building in the market place through better dissemination of the University's contributions to knowledge creation and education
- » Timely feedback from national/regional communities in response to image projection and brand promise
 - measured by surveys

FUNDING THE ENTERPRISE

>
MAJOR
ENABLERS

Strategic Aim 7

- » 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 costs

Strategies

- » Seek firm assurances from contributing governments to honour consistently, and in a timely manner, their agreed financial commitments to the University
- » Obtain the agreement of contributing governments to allocate funding to the University on the basis of a (rolling) multi-year period
- » Utilize, where acceptable, the mechanism of payment of contributions through the issue of serial bonds



- » Make and adhere to a reciprocal commitment to provide contributing governments with greater opportunities for dialogue on the utilization of funding and the associated outcomes
- » Draw on the work of the Capital Development Task Force regarding the financing of capital requirements to finalize a list of capital projects and to mount a strategy for financing
- » Reach agreement with governments on selected elements of the University's medium term capital requirements for which direct public funding will be assured
- » Explore the scope for meeting a proportion of the capital requirements by utilizing the instrument of development bonds that are to be repaid from University income, with special efforts targeted at philanthropic contributions from the private sector
- » Develop a mechanism and associated procedures for early identification, assessment and response to the emerging capital needs of the Campuses and the Centre in a dynamic environment
- » Lobby and obtain the agreement of governments for the establishment of a Caribbean Research and Competitiveness Funding Agency and allocation of necessary funding in a phased manner
- » Allocate funds in the recurrent budget to strengthen the research base and facilitate development of proposal writing skills among academics to allow them to compete more successfully for research grants from international funding agencies
- » Allocate funds in the recurrent budget to support pure or fundamental research activity that will allow more UWI researchers to make significant contributions to knowledge creation in their fields and to enhance the quality of graduate education
- » Improve the alignment of applied research with stakeholder needs and mobilize direct financial support from private sector and governmental agencies

FUNDING THE ENTERPRISE

> MAJOR ENABLERS

- » Exploit opportunities for growing earned income through engagement in commercial activities and investments
- » Leverage real property and other assets to mobilize access to private sector funding sources
- » Establish a University Consultancy Company
- » Restructure and strengthen the existing Business Development Offices after redefining their roles
- » Develop funding from philanthropic sources through (i) a comprehensive planned giving strategy, (ii) establishment of units devoted exclusively to fund raising, and (iii) provision of dedicated funding mechanisms for alumni development
- » Lobby for the harmonization of government policy across the region to create a policy framework for fiscal incentives attached to gifts to the University
- » Establish a Regional UWI Endowment Fund and pursue relationship building and structured fund-raising activities in order to tap into all potential sources of contributions effectively
- » Advocate student financing support schemes with the following features (i) well-structured contingent loan arrangements, (ii) loan-approval by programme rather than year to year decisions, (iii) flexible loan guarantees, (iv) extension of coverage to include elements of the living expenses of students
- » Encourage governments to enhance the capacity of the Loan Agencies
- » Assist as far as possible in facilitating the sourcing of funds for student loan schemes from government and international organizations
- » Establish a viable and sustainable financing mechanism for the UWI Open Campus
- » Obtain firm commitments for capital grants from the UWI-12 governments for the capital needs of the Open Campus in their respective countries



- » Identify the scope for further rationalization of academic programmes and institutional arrangements and implement desirable changes expeditiously
- » Continue to make improvements in procurement management and the oversight of providers of outsourced services
- » Utilize the potential of advances in telecommunications technology to reduce travelling costs
- » Improve facilities management
- » Provide support through matching grants to departments for research work that is closely related to UWI's mission
- » To link financial support for departments to progress in building capacity and efficiency in resource use

Anticipated Impact

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

- » Greater predictability in the flow of funding from contributing governments allowing the University to plan and programme its development more efficiently
- » Elimination of arrears signaling a high level of commitment of stakeholder governments to the University
- » Enhanced ability of the University to make regular investments in the renewal and expansion of capital infrastructure, plant and facilities
- » Funding to permit the University to expand and enhance research and innovation as part of the required structural shift
- » Broadening of the funding base and reduction in overdependence on any one source
- » Maintenance of a consistent policy of equitable burden-sharing through tuition fees
- » Mobilization of adequate funding for successful implementation of the Open Campus initiative
- » Increased efficiency in the use of resources



Sir Frank Worrell

Arms

*Arthur Edwards
Frances Ross*



OTHER AREAS OF STRATEGIC IMPORTANCE

- > STRENGTHENING REGIONALITY
- STRENGTHENING NATIONAL ENGAGEMENT PROCESSES
- INTERNATIONAL PARTNERSHIPS

STRENGTHENING REGIONALITY

>
OTHER
AREAS OF
STRATEGIC
IMPORTANCE

Strategic Aim 8

- » **To enhance effectiveness through better internal integration of the institution**
- » **To enhance responsiveness and the impact of the University on regional development through effective dissemination activity and expanded communication links and dialogue with external stakeholders**
- » **To continue to develop links with both tertiary level institutions and the private sectors in order to build human capacity and foster development in the region**

Strategies

- » Promote and facilitate the adoption of best practices across the institution
- » Harmonize and strengthen the degree of integration of information and communication systems and other key management systems
- » Encourage dialogue and collaboration across the University in relation to (a) curriculum development, (b) joint-delivery of programmes, (c) co-supervision of research students, (d) research work, staff visits, conferences and workshops
- » Mobilize expertise from across the University system to enhance the ability of any campus to address specific national needs
- » Continue to develop mechanisms to bring University-wide expertise and intellectual leadership to bear on shared regional problems and challenges of an economic, social, educational, health or environmental nature
- » Facilitate increased movement of students and staff across the University through exchange programmes, guest lecture series, structured study arrangements, student transfers, etc
- » Make fuller use of existing channels and develop new modes of disseminating information on potentially beneficial output from UWI



- » Increase the frequency and enhance the quality of ongoing consultation and interface with regional governments
- » Use the newly established Consulting Company to monitor and address specific needs of the public and private sectors throughout the region
- » Encourage government agencies to source expertise from the University on an institutional rather than individual basis
- » Partner with private sector entities to develop and customize higher education programmes to address identified skill gaps
- » Assist regional TLLs in curriculum development, quality assurance and the building of teaching staff capacity
- » Continue to forge articulation agreements with regional TLLs to facilitate the seamless advancement of students seeking to realize their educational goals
- » Expand and deepen links with TLLs
- » Develop relations with the private sectors for a range of benefits

Anticipated Impact

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

- » Enhancement of the quality of teaching and academic programmes University-wide
- » Quality improvements in graduate supervision and higher degree completions
- » Higher service quality and effectiveness in all major areas of administrative services
- » Enhancement of the quality and speed of decision making
- » Expanded education choices for students
- » Expansion of collaborative research work and enhancement of research quality
- » Positive impact on UWI's contribution to national development

STRENGTHENING REGIONALITY

>
OTHER
AREAS OF
STRATEGIC
IMPORTANCE

- » Greater responsiveness to both national and regional needs
- » Transfer of knowledge from University research and innovation
- » Deepening of the impact of knowledge transfer on public policy and programme design and the competitiveness of business and industry in the region through partnerships in research and innovation
- » Higher levels of external stakeholder satisfaction
- » Harmonization and strategic deployment of resources across faculties
- » Evidence of pooling University resources to respond to national or regional needs and demand
- » Increase in student and staff exchanges across the system
- » Growth in research activity mounted in and of relevance to UWI-12 and other underserved communities



STRENGTHENING NATIONAL ENGAGEMENT

>
OTHER
AREAS OF
STRATEGIC
IMPORTANCE

Strategic Aim 9

- » **To increase the University's impact on national policy making, analysis and evaluation, and enhance support for UWI within the national communities**
- » **To identify and address underserved educational and research needs in each contributing country**
- » **Heighten awareness of UWI's contributions to national development and the dynamic relationship with regional character**

Strategies

- » Document and effectively publicize the contribution of the University and its staff to the policy formulation process in member countries. Highlight cases that link UWI to major national milestone achievements
- » Improve dissemination mechanisms to allow a broader national audience to become aware of the output of scholarship and research work at the University and the actual or potential beneficial impact of that work on nation states and communities
- » Recognize and support the contribution of UWI's staff to national engagement. Likewise, encourage and publicize outreach activities at different levels of the society
- » Provide staff and students with opportunities for structured community engagement as an instrument of service learning and the fostering of ethical sensibilities
- » Actively seek out opportunities for the University to be represented formally in all regional forums where its participation could assist in enhancing the quality of decision making

T PROCESSES



- » Establish structures for identifying and analyzing UWI's outreach activities at different levels of the society on an on-going basis and conduct periodic surveys to assist in addressing unmet needs
- » Prioritize needs and develop initiatives to assist in addressing the identified gaps in partnership with national governments, private sector entities, and civil society organizations (e.g. NGOs and CBOs)
- » Mount research initiatives with appropriate support to analyze selected economic, social and environmental issues and provide decision makers with a sound basis for public policy or community responses

Anticipated Impact

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

- » Greater recognition by stakeholders of the value of the University's contributions to national and community development through research, expert advice and outreach activities, and a more favourable view of the UWI at all levels of society
- » Improvement of national policy and programme design
- » Improvement of the quality of life of targeted communities
- » Higher levels of staff satisfaction and morale
- » Enhanced access to resources from principal stakeholders
- » A positive contribution to development of the ideal UWI graduate

INTERNATIONAL PARTNERSHIPS

>
OTHER
AREAS OF
STRATEGIC
IMPORTANCE

Strategic Aim 10

- » **To strengthen and expand inter-institutional relationships to support regional development priorities through resource acquisition, capacity building and enhancement of the knowledge-infrastructure**

Strategies

- » Generally utilize more collaborative strategies in relation to the following objectives:
 - » Knowledge creation
 - » Knowledge transfer
 - » Capacity building
 - » Access to sources of finance
 - » Enrichment of educational experience for UWI students
 - » Leadership of the tertiary sector in the region
 - » Marketing the potential of UWI as an international partner
- » Build new alliances and deepen existing ones with strategic partners to advance UWI's goals and increase the number of customized working relationships designed strategically to deliver specific benefits
- » Intensify collaborative research work with faculty from other universities in focal areas
- » Expand staff and student exchanges
- » Increase education enrichment opportunities for UWI students
- » Make greater use of visiting fellowships and professorships
- » Strengthen and expand academic programme offerings at the graduate level in priority areas through partnerships
- » Enhance the capacity for academic supervision linked to co-supervision arrangements with faculty from other universities



- » Expand collaboration with international partners efficiently with the support of the International Offices
- » Develop short seminars focused on best practice involving international partners
- » Link websites of international partners for mutual support
- » Expand enrolment of competitive international students in undergraduate programmes
- » Develop strategic customized programmes for undergraduates in study abroad options. Increase the number of UWI students involved in international exchanges
- » Sensitize national communities to international opportunities at UWI
- » Engage in collaborative bidding for international projects
- » Provide graduate students with opportunities to participate in short seminars abroad
- » Mount short seminars at UWI for international graduate students
- » Strengthen campus international offices to assist with the collaborative strategies

Anticipated Impact

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

- » Enhancement of research output and productivity
- » Increase in enrolment of international students
- » Increase in M.Phil and Ph.D completions
- » Knowledge acquisition from partnering in research and innovation
- » International visibility
- » Increased opportunities for accessing research funding and generating earned income through sponsored research work, grant of patents and innovation
- » Number of staff exchanges and attachments and visiting professorships



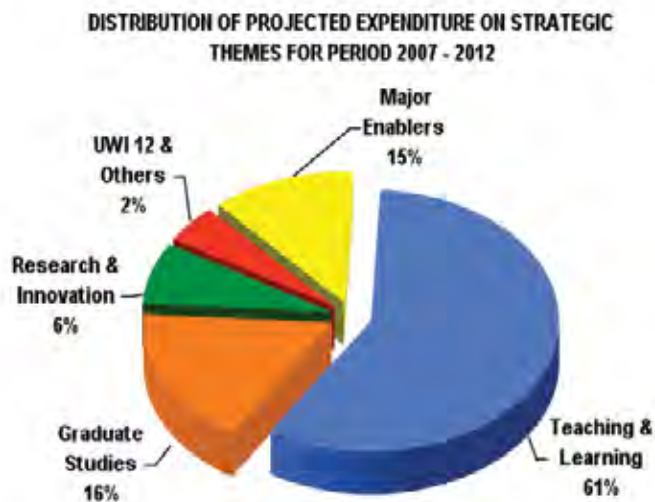


IMPLEMENTATION STRATEGY

>
RESOURCE REQUIREMENTS AND FINANCING
IMPLEMENTATION STRATEGY
MAJOR ACHIEVEMENTS OF THE PLAN TO DATE

RESOURCE REQUIREMENTS AND FINANCIAL

Successful implementation of the proposals set out in this strategic plan will require adequate access to new financial resources. For the University as a whole, it is estimated that the total recurrent expenditure will amount cumulatively to BD\$309.2 million for the five-year period to support implementation of the core strategic focus and major enablers. The first of the two charts below illustrates the yearly outlay projected. The second chart indicates the relative allocations needed to support University-wide implementation of the key proposals in the strategic plan.



The chart above clearly shows that Teaching and Learning will require the major share of funding – 61 percent. Implementation of initiatives related to Graduate Studies and Research and Innovation, taken together, will account for 22 percent of expenditure. Allocations for the Open Campus will represent only 2 percent of total expenditure.

By comparison, the six major enablers will require roughly 15 percent of total spending on plan implementation.



ANNUAL RECURRENT EXPENDITURE ON STRATEGIC THEMES OVER THE PLAN PERIOD - 2007/08 - 2011/12



Capital Development Expenditure

The University's capital development programme is projected through to 2013-2014. It is assumed that implementation of all of the projects identified will commence no later than 2011-2012, the final year of the new plan, subject to mobilization of funding. Completion is likely, however, to extend for one or two years beyond the plan horizon.

The total capital development programme is estimated to cost US\$368.1 million over the period 2007-2012. It is envisaged that the funding sources will be a mix of government grants and government guaranteed loans, non-governmental debt financing, internally generated funds, and donors. Funding for some projects has already been secured but, in general, exploration of funding options is ongoing at this stage.

IMPLEMENTATION STRATEGY

We fully recognize that however well-conceived this plan may be, the major challenge will be successful implementation of the proposals and strategies for achieving our transformational goals. This requires an explicit implementation strategy which relies on a cluster of approaches including:

- » Fostering continued buy-in of internal and external stakeholders for the vision and related strategic transformation of the University that is at the core of the strategic plan
- » Refining performance indicators and using them to evaluate implementation progress and the effectiveness of selected strategies
- » Requiring that all departments develop and implement operational plans that contribute appropriately to implementation of the strategic plan
- » Appropriately distributing responsibility for leading and supporting implementation of major initiatives and areas of strategic focus so as to ensure University-wide synchronization and Campus specific achievements
- » Institutionalizing the preparation of sound operational plans that are linked to budgets
- » Ensuring that strategic initiatives are taken to address cultural transformation; change management and resource management
- » Institutionalizing a system of formal annual reporting on progress (with appropriate instruments) and measuring and evaluating outcomes in relation to the established goals and value for money accountability propositions
- » Infusing a degree of flexibility to respond to changing circumstances into the plan. Where appropriate, executive management will sanction changes to goals, targets, strategies and the reordering of priorities as may be required
- » Pursuing a resource mobilization and multi-pronged financing strategy

MAJOR ACHIEVEMENTS OF THE PLAN TO DATE



» Graduate Studies

- » Administrative, academic, infrastructural, financial support to achieve objectives under conditions of well-managed, high quality being established

» Teaching and Learning – Curriculum Reform

- » Curriculum reform and renewal aligned to expectations of the ideal UWI graduate, including de-listing of courses that are no longer relevant

» Research and Innovation – Clusters and Partnerships

- » Focus on national and regional development priorities for research, leveraging this to build and support research clusters which in turn can be leveraged to forge international partnerships to enhance research, strengthen supervision and facilitate the movement of research graduate students

» Making the strategic plan central to thinking and execution

- » Regime to support plan implementation, review and monitoring at Faculty and Campus level, including:
 - » Systematic reporting to Faculty Boards by Departments and Units
 - » Systematic reporting to Academic Boards by Faculties
 - » Leadership, management and infrastructure at Faculty level to drive execution of the plan and meet relevant objectives and deadlines

» Transforming Leadership and Managerial Culture

- » Intense action going forward on transforming leadership and managerial culture including a Faculty point-person in each Faculty to link with Registry and Bursary and setting in motion an incentive system to reward performance, promote change and achieve objectives of the Strategic Plan

MAJOR ACHIEVEMENTS OF THE PLAN TO DATE

» Improving Student Support

- » Strengthening of infrastructure and resources in support of:
 - » Academic advising
 - » Student counseling
 - » Quick resolution of student matters
 - » Rethinking and improving approach to assessment
 - » Addressing accommodation challenges

» Other

- » Better link between plan and budget and an identified management process leading up to TAC for 2008-2009 budget
- » A system of formal annual reporting with appropriate instruments has been put in place to ensure that outcomes are measured and evaluated in relation to established goals and to ensure value for money
- » Expansion of the School of Clinical Medicine Cave Hill, to a full faculty offering medical training to students in the OECS and the wider international market. It is responding to the Open Campus through Phase 1 of the MBBS programme and postgraduate offerings in Public Health and Family Medicine
- » Proposal for the establishment of a School of Interdisciplinary Arts, from the Faculty of Humanities and Education, Cave Hill
- » Cross campus harmonization of Level 1 in the Faculty of Science and Agriculture and Pure and Applied Sciences
- » Cross campus harmonization of MBBS curriculum
- » Expansive e-learning thrust across UWI
- » Establishment of the Open Campus



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SUPPORT UWI

Supporting UWI is supporting the Caribbean and enriching our world

Our University is poised to transform itself into one that will truly be competitive with some of the best of its kind in the world today. Achievement of that goal will require resources to attract first-rate faculty and students who will ensure that the education we provide and the environment in which students learn will be extraordinary, that our research meets global standards and benefits Caribbean development and that our facilities are modern and comparable to some of the best learning centres anywhere.

Your support will bring us closer to our goal of being the best institution in the world for our region!

Contact us today to find out how you can be part of the transformation process.

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