



THE UNIVERSITY
OF THE
WEST INDIES



ACCESS

ALIGNMENT

AGILITY

Triple A Strategy
2022-2027

Phase II: Revenue Revolution

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The UWI Triple A Strategic Plan **2022-2027** *Phase II: The Revenue Revolution*

Prepared by: The University Office of Planning
for Approval at the Annual Business Meeting of University Council April 29, 2022

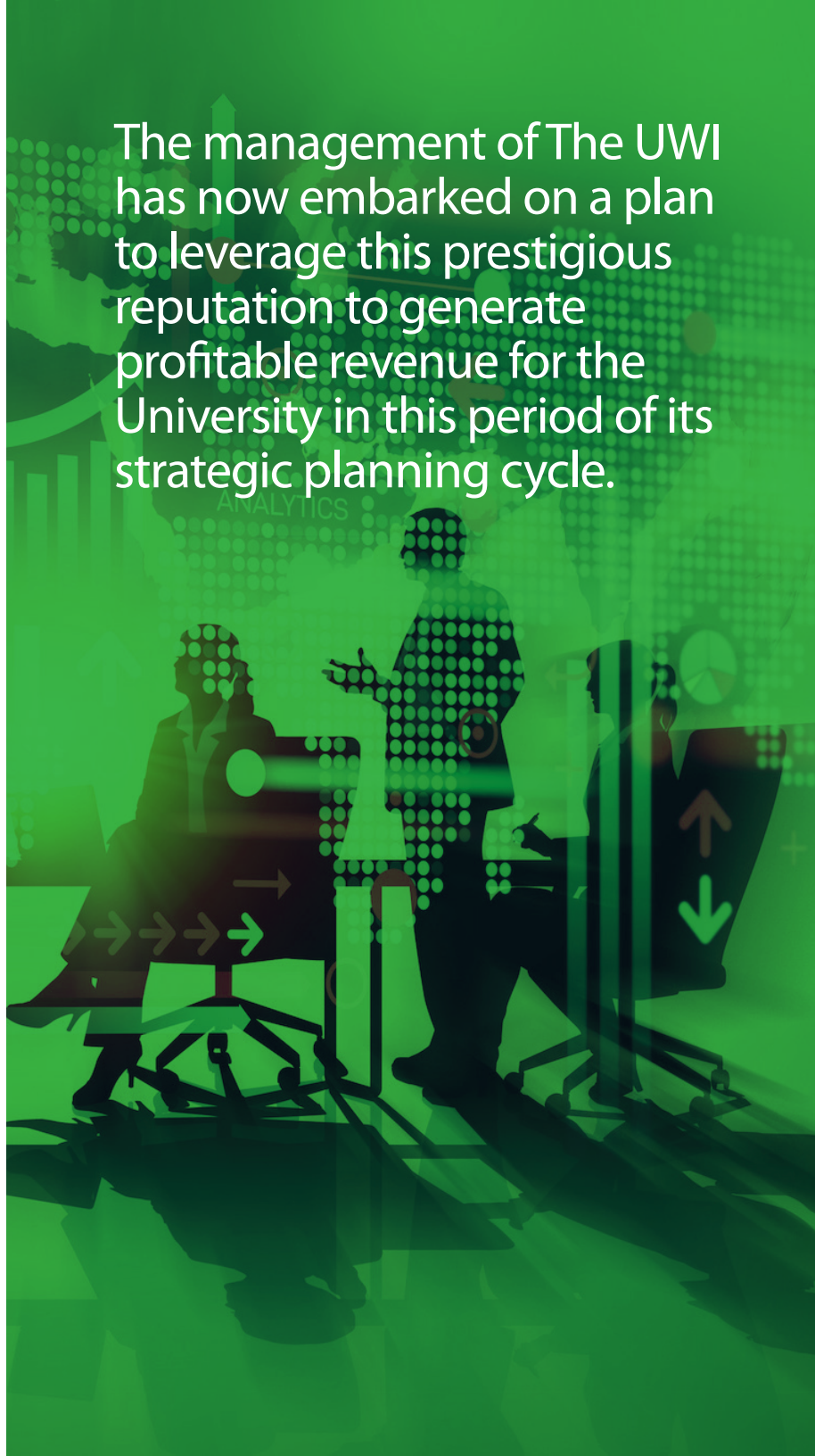
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Executive Summary

This phase of the UWI Triple A Strategy, dubbed the *Revenue Revolution*, aims to utilize the resources and capabilities of the institution to focus on raising a net of US\$250million over the next 5 years. This, in order to rebuild the equity base of the enterprise to ensure sustained and long-term growth. Due to various external and internal factors, The UWI's equity base over the years, has been eroded due to a build-up of deficits on its annual income statement. Despite these financial challenges, The UWI has performed exceptionally well as indicated by its most recent international ranking being in the top 1.5% of the world's best universities as judged by Times Higher Education (THE) the most prestigious ranking scheme for universities, globally. The management of The UWI has now embarked on a plan to leverage this prestigious reputation to generate profitable revenue for the University in this period of its strategic planning cycle.

Over the last 12 months, The UWI engaged in a series of consultations with internal and external stakeholders, carried out in-depth research on the global trends in higher educational institution and, conducted analyses of the global market for higher educational services in order to design this new phase of its strategic plan.

After numerous retreats, workshops and presentations, the University settled on 10 major objectives, 15 key performance indicators, to assess the performance of these objectives, and 15 high level macro initiatives across its Campuses and its Regional Headquarters. This is aimed at generating US\$250million over the life of the plan in order to rebuild the equity base of the institution and ensure its long-terms growth and survival. The details of these outcomes are laid out in the body of this report. When this report gains approval from the University's highest decision making body, the University Council, the implementation shall become effective during the academic year, 2022-2023.



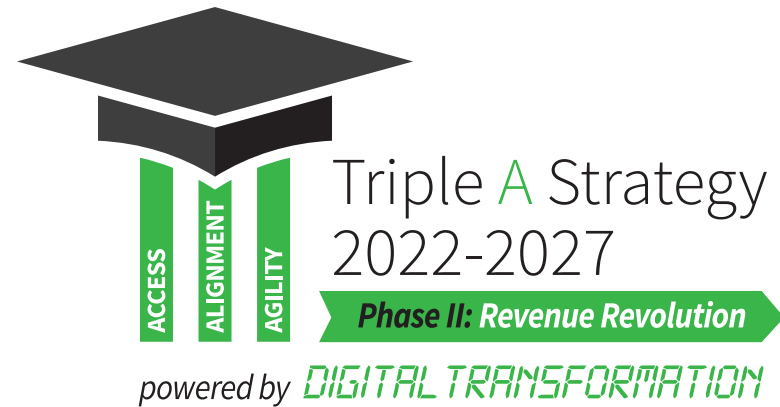
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1.0 Introduction

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The UWI Triple A Strategy that was conceptualized in 2016 had at its core, a 10 year vision for The UWI to be transformed into a highly respected global higher educational institution that is financially sustainable and contributing to the revitalization of the development and growth of Caribbean economies. The Plan was designed to be implemented in two phases over the 10 year period. Phase I was focused on using the existing resources and capabilities to advance the global reputation of the University in order to assist in the revitalization of Caribbean development. This phase was launched in August 2017 and ran for a five year window. The major highlight is the significantly improved global ranking of the University as measured by the outputs from the Times Higher Education (THE) ranking agency. After 3 years of participation in the rankings, The UWI rose from among the top 600 universities in the league table to be among the top 500 which places it in the top 1.5% of globally respected, higher educational institutions.

Buoyed by this tremendous feat in relation to its reputation, Phase II of the Triple A Strategy, which intends to run from August 2022 – July 2027 will be focused on monetizing the strong reputation to generate revenue to turnaround the financial position of the institution. Indeed, in Phase I of the Plan, while the institution performed exceedingly well on all its academic and pedagogical metrics, the weakest area of performance was in the financial outcomes. The leadership of the university has therefore taken a decisive decision to use this strategic planning period 2022-2027 to focus exclusively on the financial affairs of the institution. Phase II of the Triple A Strategy is therefore dubbed, the Revenue Revolution, which indicates that The UWI intends to have a strong revenue performance and focus beyond its 75th Anniversary in 2023.



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UWI

THE WORLD UNIVERSITY RANKINGS



1.0 Introduction

1.1 Context to The Revenue Revolution

The UWI has had a perennial problem of running deficits on its Profit and Loss Accounts and building huge accumulated deficits on its balance sheet. This is mainly due to a mismatch between its committed and actual revenues and its expenditure. The data reveals that the major source of revenue for The UWI as a single block of fund is derived from regional governments who made a commitment to fund the education of their citizens who attend The UWI. In most cases, it was agreed in principle that Governments would fund 80% of the cost of educating their citizens at The UWI while the citizens are to fund the remaining 20%. However, historically, this model has not worked evenly across the funding Governments who send their citizens to be educated at The UWI. In some cases, Governments provide as little as 38% of the cost to educate their citizens, the citizens having found the 20%, leaves The UWI to then find the remaining 42% in order to remain financially sustainable. This capricious approach to funding the institution coupled with a heavy cost structure, has led to significant rise in the deficit which the institution faces annually.

An analysis of The UWI's financial performance shows that, in order to rebuild equity in the system and to be financially sustainable, the institution needs to generate circa US\$50million per year over the next 5 years. This target has therefore, formed the broad macro target which the Revenue Revolution is built around. The target is both aspirational and practical as it will require this amount to turn around the deficit position but while it may be difficult to be achieved in the short-term, it is the intent for management to aspire towards it and where there are gaps, necessary corrective measures will be put into place to correct same. The macro target is distributed across the various macro units of the system namely, the campuses and the Vice Chancellery, with each making a substantial contribution to the aspirational goal.

The next section of the document outlines the process that was used to derive Phase II of the Triple A Strategic Plan. Following this, the document highlights The UWI's strategic response to the financial challenges despite its strong and globally respected reputation. The subsequent section provides a discussion on moving from strategy to action. The document ends with an identification of the risks towards the effective execution of the Revenue Revolution and some concluding thoughts.

1.2 The Planning Process

The planning process for this phase of the Triple A Strategy followed similar path to the first phase of the Plan where executives brainstormed the critical strategic issues facing the enterprise, then there was a visioning exercise involving a wide cross section of the university population to get their inputs and feedback, then, the planning office actioned those outputs into a working document to deliver to the various governance committees for approval and, finally, the Plan launched after approval. The process is captured under the rubric of a Brainstorming, Visioning, Action, Result (BVAR) Model.

It should be noted that, in ensuring the Plan reflects the developments in both the internal and external environments within which The UWI operates, the University Office of Planning (UOP) carried out an extensive amount of preparatory work focusing on, the critical trends in higher education, the headwinds that The UWI has to bear in mind in the planning process and also, SWOT and TOWS analyses of The UWI operations derived from a survey of University staff and faculty across the region.

During the October to December 2021 period post the brain-storming sessions, the UOP organized a wider consultation with all campuses and the University Centre to derive the collective thoughts from all staff and faculty of the institution, on the output which emanated from the first brainstorming session in September, 2021. The Campus planning teams, led by senior academics and planning officers, engaged their campuses in discussion, planning and deliberations in order to derive consensus on the Revenue Revolution.

The Campus/Centre teams were asked to host campus-wide consultations with all levels of staff and faculty to interrogate the output from the executive brainstorming and agree on:

- **Objectives**
- **Targets**
- **Key Performance Indicators**
- **Key Projects to deliver on objectives**

The process of consultation between October and December 2021 culminated with an all-inclusive retreat on December 1&2, 2021 hosted virtually with over 70 participants from all levels within The UWI system, participating in two full days of discussions and deliberations on the way forward for the University.

Subsequent to the December retreat, the UOP conducted a Work Activity Room (WAR) session to analyze the volume of information gathered from the retreats and the various submissions from the Campuses/Centre. This led to an abridged version of the Plan that will be presented to the various University meetings for feedback and comments before it goes to the University Council for approval. This wide consultation with all stakeholders, their collective thinking and feedback are reflected in this document, which embodies Phase II of the The UWI Triple A Strategy that is now seeking the approval of The UWI Council for implementation in August 2022.

1.3 The Strategic Plan

This Strategic Plan embodies the choices that The UWI has decided on for the next 5 years in order to fulfill its mission and vision as agreed on by all stakeholders. It shows how the University will utilize its resources and capabilities in order to achieve maximum outcome in the quest to; generate a net of US\$50million per year in revenue to turnaround the financial position of the institution. Indeed, despite the vagaries of the COVID-19 pandemic, The UWI believes that given its strong focus on digital transformation and the development of a global online campus, the post COVID-19 environment will yield tremendous opportunities in online education which the institution can tap into and generate significant revenues. In light of its reading of the post COVID-19 environment, The UWI's strategic response is captured in what is dubbed; **The UWI Triple A Strategy: The Revenue Revolution.**

1.3.1 The Triple A Strategy: The Revenue Revolution

This phase of the Plan is grounded in the vision that, while The UWI needs to facilitate an **A**ccess revolution in higher education in the Caribbean region given the low level of enrollment at the Tertiary level, regionally and also among members of the Caribbean diaspora, deepen the **A**lignment of its resources and capabilities with industry to provide path breaking solutions to challenges which hinder firm and industry competitiveness, become more **A**gile to take advantage of opportunities in the local, regional and global marketplace; it is these three strategic goals that will drive the Revenue Revolution strategy. **Appendix 1** provides a more comprehensive definition of these Triple A strategic goals.

1.0 Introduction

1.3.2 Our Vision

In order to effectively execute its Triple A Strategy, The UWI has settled on the vision as follows:

An Excellent Global University Rooted in the Caribbean.

1.3.3 Our Mission

Similarly, The UWI also settled on a strong mission linked to its overall vision of excellence. This mission is captured as follows:

To Advance Learning, Create Knowledge and Foster Innovation for the Positive Transformation of the Caribbean and the Wider World.

1.3.4 Our Core Values

To achieve The UWI's Vision and Mission, there are some critical values that the University must adhere to. These are captured in what is dubbed Core Values. The University has agreed on the following Core Values:

- **Integrity**
- **Excellence**
- **Diversity**
- **Gender Justice**
- **Student-Centredness**
- **Financial Sustainability**

The detailed definition of these Core Values can be found in **Appendix 2**.

It is the Vision, Mission and Core Values that have to be lived in order for the University to achieve its targets and outcomes over the five-year planning cycle. The Vision, Mission and Core Values have provided the lens through which the University will make its strategic choices as reflected in the strategic objectives, over the medium-term.

1.3.5 Strategic Objectives

The Triple A strategic goals of **A**ccess, **A**lignment and **A**gility provide the guiding framework for organizing the institution's priorities over the next 5 years. Included in each strategic goal is a myriad of possibilities that the institution can pursue over the planning period. However, given the University's limited resources and capabilities, it has to make choices about what it will pursue and what it will not pursue over the 2022-2027 planning period.

1.3.6 Key Performance Indicators and Expected Outcomes

An important part of strategic planning is the need to have measurable outcomes at the end of the planning cycle. As such, attached to each strategic objective at the University level, are Key Performance Indicators (KPIs) that will be used to measure the progress that the University is making towards the achievement of its Mission and Vision. Overall, the Plan aims to pursue initiatives over the planning cycle that will be geared towards generating circa US\$50million in net revenue per year in order to off-set the build-up of accumulated deficits on the institution's balance sheet, and also, to generate surplus resources for future growth opportunities.

1.0 Introduction

1.3.7 Summary of the Plan

Below is a representation of the mission, vision, core values, strategic goals and objectives along with the key outcomes captured in the One-Page Strategy Framework along with the relevant Strategy Map which highlights the interrelationships among the strategic objectives and the principal outcomes.

Figure 1: The One-Page Strategy Framework

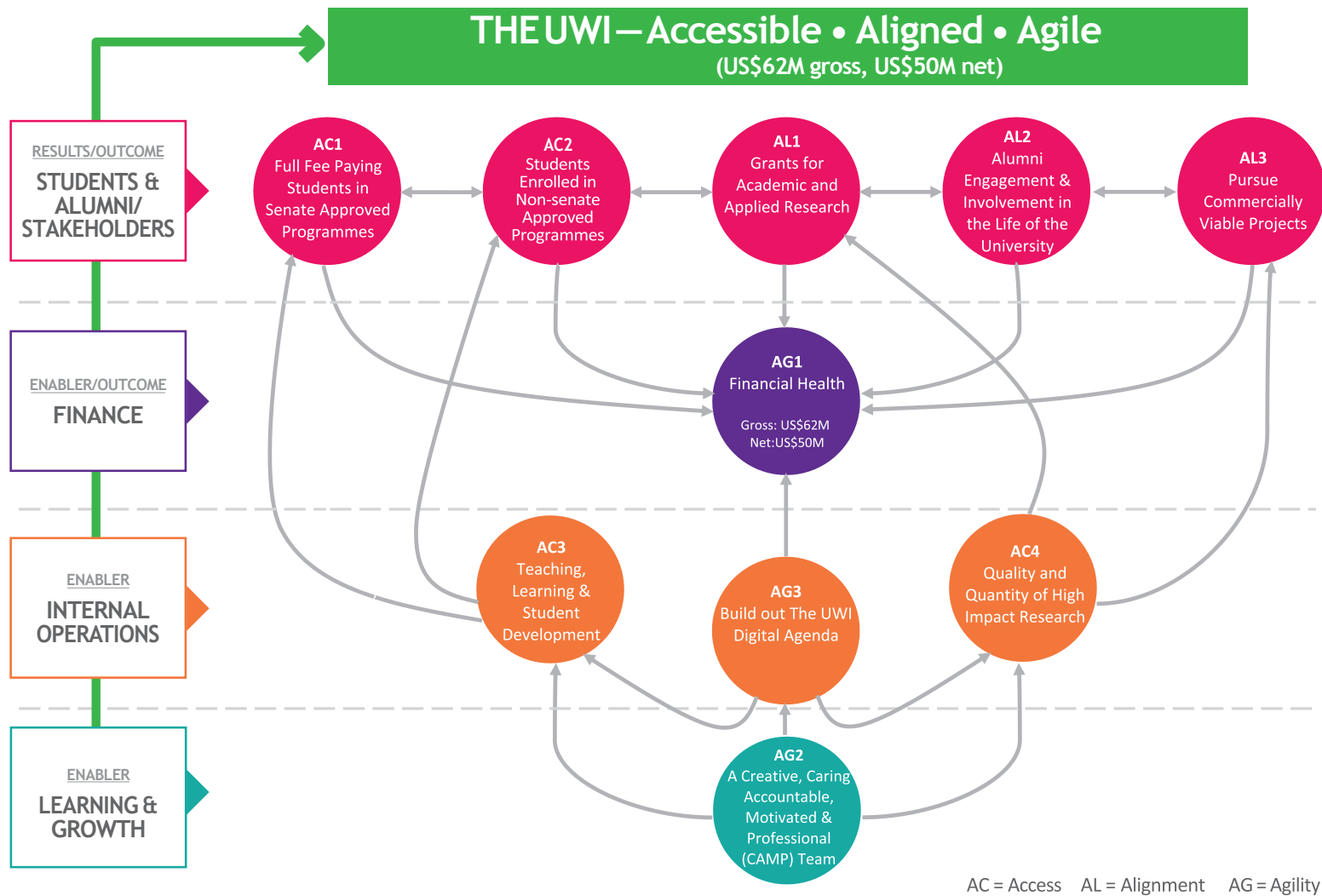


The UWI Triple A Strategy Framework

THEME	The UWI Triple A Strategy 2022-2027: The Revenue Revolution		
VISION	An excellent global university rooted in the Caribbean		
MISSION	To advance learning, create knowledge and foster innovation for the positive transformation of the Caribbean and the wider world		
CORE VALUES	Integrity • Excellence • Diversity • Gender Justice • Student Centredness • Financial Sustainability		
STRATEGIC GOALS	Access (US\$28 million annually)	Alignment (US\$34 million annually)	Agility
STRATEGIC OBJECTIVES	<p>AC1 Increase number of full fee paying students in senate-approved programmes both in online and face to face modalities, at the: (a) national and regional, and (b) international levels.</p> <p>AC2 Increase enrolment of students in non-senate approved programmes such as professional development short courses both in online and face to face modalities.</p> <p>AC3 Enhance the quality of teaching, learning and student development as reflected through the voice of the student surveys.</p> <p>AC4 Increase the quality and quantity of high impact research.</p>	<p>AL1 Increase grants for academic and applied research to contribute to the bottom-line of the University.</p> <p>AL2 Increase and improve Alumni engagement and involvement in the life of the University.</p> <p>AL3 Pursue commercially viable projects to increase revenues from commercial operations.</p>	<p>AG1 Restore Financial Health to The UWI.</p> <p>AG2 Continue the development of a Creative, Caring, Accountable, Motivated, Professional (CAMP) Team.</p> <p>AG3 Build out The UWI Digital Agenda to foster greater efficiency in operational processes and innovation in the delivery of its services.</p>
PRINCIPAL OUTCOMES	<p>1. (a) Number of full fee paying national and regional students Target: 1000 annually of which at least 30% online (US\$12 million annually) (b) Number of full fee paying international students Target: 1000 annually of which at least 30% online (US\$15 million annually)</p> <p>2. Number of learners enrolled in professional development and short courses Target: 2000 annually of which at least 30% online (US\$1 million annually)</p> <p>3. Student satisfaction score Target: 60% annually</p> <p>4. (a) Number of research publication per faculty Target: 2 annually (b) Percentage increase in citation score Target: 20% annually</p>	<p>1 (a) Percentage increase in the value of grants received Target: 10% annually (b) Increase in grants administrative fee Target: US\$3 million annually</p> <p>2 (a) Alumni financial contribution to The UWI Target: US\$1 million annually (b) Alumni on committees, boards, and participation in university activities such as teaching and learning Target: 50 new engagements annually</p> <p>3 Revenue received from commercial operations Target: US\$30 million annually</p>	<p>1 Operating Margin Target: 1% annually</p> <p>2 Employee Engagement score Target: 60% annually</p> <p>3 (a) Percentage of technological systems that are integrated seamlessly across The UWI Target: 100% by 2027 (b) Percentage savings in travel costs for UWI Target: 20% annually</p>

Figure 2: The UWI Strategy Map

The UWI Triple A Strategy Map



2.0 Strategy to Action - The Implementation Framework

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To effect the targets and meet the vision, mission and core values established by The UWI over the planning cycle, all strategic business units within the institution will have to execute on projects and programmes in order to make the Revenue Revolution a reality. Emanating from the wider cross section consultation at both the campus and the university level, a plethora of initiatives have been put forward from the various execution arms in order to drive the Revenue Revolution.

In addition to critical transformational initiatives from the operational business units that will be used to drive the Revenue Revolution, the Vice Chancellery, the key administrative support arm of The UWI system will also be pursuing a number of operational initiatives to support the Revenue Revolution.

2.1 The Implementation Plan

Each initiative will have a number of critical tasks and activities that will have to be achieved in order to realize the outcomes for The UWI. The UOP developed an electronic version of the balanced scorecard that will be used as the management tool to monitor, evaluate and report on the Plan. The various scorecards are built at both the level of the Campuses and the wider University to monitor progress on initiatives, key performance indicators, risks and outcomes. The Planning Officers on each campus will be responsible for uploading data into the integrated information system which will then be used to monitor and report on performance on a quarterly basis. These reports will be presented using the dashboard system in the scorecard. The results and outcomes on the 10 objectives, 15 KPIs and 15 initiatives will be presented at each University Finance and General Purposes Meeting and the wider UWI Council each academic year. Campuses will also show their own scorecard at their respective governance meetings as well.

2.2 Accountability in the Implementation of the Strategic Plan

The scorecards are built with an accountability framework in place. At the Campus level, although the Campus Principal is responsible for the overall scorecard, Deans will have direct responsibility for faculty scorecards and heads of Departments will have responsibility for Departmental scorecards, which will all be aggregated to produce the Campus scorecard. Similarly, administrators such as Registrars, Bursars, Pro Vice-Chancellors, etc., will have scorecards that feed into the Campus and the Vice Chancellery, designed along the lines of their executive reporting relationships. This overall accountability and ownership will be key to the effective execution of the Revenue Revolution strategy.

2.3 Risk Analysis of the Strategic Plan

The UWI operates a byzantine governance structure that is both regional and national. Without a laser focused approach to strategic planning, there is great danger of the institution not being able to execute on the various initiatives in order to achieve its target of US\$50million in net revenue per year over the planning cycle. The UWI Risk Management Department was asked to provide a risk analysis of the draft plan. The outcome from this exercise is attached to this document as an addendum. In addition, the following high level risks were identified from the consultation process used to design this phase of the strategic plan. There are listed below and must be corrected in order for the Plan to be effective.

A) Multiple Strategic Plans

Having multiple strategic plans in a single organization will divert attention from the central planning operations and will make the process of strategic planning cumbersome and untidy. Therefore, The UWI must have one strategic plan owned by its senior management while operational planning is being done at the various business unit levels (Campus/Vice Chancellery). The cascading of the balanced scorecard and having it linked to performance reviews will help to overcome this risk.

2.0 Strategy to Action - The Implementation Framework

B) Lack of role clarity and ownership

For the strategic plan to be effective, operational management has to be strong. Owners of strategic initiatives need to be clear about their roles and responsibilities and must be able to sell the plan to all of their stakeholders. The senior management teams at the level of the University and Campuses must provide the oversight to the operational management of the plan and also, assign roles and responsibilities based on availability of resources and capabilities. Dedicated governance, for example; strict meeting dates, time and clear agenda for strategic oversight, timely reporting and monitoring by senior management will help to mitigate this risk.

C) Appropriate Management Hierarchy to Execute

For a strategic plan to have efficacy, it has to be implemented. Implementation requires discipline to purpose and also, having the persons with the relevant skill-set and ability to execute on multiple projects within a complex organizational system. The sharp focus on this phase of the Triple A Strategy on Revenue Revolution will therefore require persons with strong corporate managerial acumen to deliver on the targets as outlined in the plan. If The UWI does not possess these internally, it will have to be willing to source some externally in order to ensure it delivers on the plan.

D) Lack of funding

The list of initiatives to be pursued over this planning cycle will require strong financial support. New funds will have to be mobilized in order to execute some of the initiatives, including the acquisition of new human capital resources as some initiatives will require human capital that does not currently exist in The UWI. Public/ private partnership is one of the avenues that can be used to pursue new funding strategy for The UWI.

The identified risks with their mitigating factors are outlined in Table of the risk log.

Risk Log

RISKS	MITIGANTS
Multiple strategic plans	One UWI Strategic Plan operationalized at the Campus/Centre levels
Lack of role clarity and ownership from senior management	Dedicated senior management meetings to focus on strategic issues
Appropriate Managerial Team for Execution of Initiatives	Source managerial talent externally if it cannot be found internally
Lack of Funding	De-listing of some existing activities and divert resources to strategic initiatives

3.0 Summary and Concluding Thoughts

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Phase II of the Triple A Strategic Plan, dubbed the Revenue Revolution, will provide the road-map for The UWI over the next five years of this planning cycle. This phase comprises 10 objectives, 15 key performance indicators at the macro level and 15 macro level initiatives with an overall aim to generate a net of US\$50million per year over the planning cycle. While the target is ambitious, it is both necessary and sufficient in order to rebuild the equity base of the institution and also, to generate sufficient reserves to ensure the continued financial sustainability of the institution.

The various elements of the Plan are captured in the University and Campus balanced scorecards, a management tool that will be used to monitor and evaluate progress of the plan over the planning cycle. The Plan will be reviewed annually but monitored quarterly. At the annual reviews, modification can be made to targets and indicators, where appropriate.

For effective implementation, the scorecard will be linked to the annual performance review of the initiative owners. The University and Campus senior management teams will provide operational governance over the strategic plan to ensure its effectiveness. They will be supported by the various committees and working groups that will be established to execute on various initiatives. At the end of the planning cycle, *ceteris paribus*, The UWI should be more **A**ccessible, **A**ligned and **A**gile in order to enhance the process of producing the ideal UWI graduates who will make a positive contribution to our society, while being a financially sustainable institution. The attributes of the ideal UWI graduates can be found in **Appendix 3** to this document.



Appendix 1

Definition of Strategic Goals

ACCESS (AC)

This strategic goal refers to increasing participation in tertiary and higher education for all with the capacity and desire to learn. This will involve, among other things, ensuring that The UWI offerings (e.g. teaching and learning, student development, consulting, research and public advocacy programmes) reach the underserved and diaspora Caribbean populations and all others with an interest in higher education on all continents.

ALIGNMENT (AL)

This strategic goal refers to building relevant and value-added relationships with alumni and the producers of wealth and promoting government and non-government sectors and international partners by ensuring that The UWI offerings are fulfilling the needs of the society it serves.

AGILITY (AG)

This strategic goal refers to The UWI using its resources (human and physical) and capabilities to respond to the needs of customers, including alumni, in a changing environment, creating an entrepreneurial university with a diversified revenue base, improving the global presence of the University ensuring economic sustainability through global expansion, operational efficiencies and financial profitability.

Appendix 2

Definition of Core Values

Integrity: The UWI will perform in an honest, caring, ethical and trustworthy manner, and will create a culture of accountability in our management practices to ensure that these values are sustained.

Excellence: The UWI will serve our internal and external stakeholders by delivering consistently high-quality and relevant service, benchmarked against international standards and operational best practices.

Diversity: The UWI will foster a culture and work/study environment that is open and welcoming to different ideas and perspectives, acknowledges and values diversity, is inclusive of and affirms the dignity of all persons regardless of: race, socio-economic status, age, sex, gender identity and expression, physical and mental ability, sexual orientation, family or marital status, national origin, language, political or religious persuasion, health status, and other characteristics that make our constituents unique.

Gender Justice: The UWI will actively create and sustain, as a core value, a social, academic and administrative culture that supports and promotes gender equality and justice within its environment. This policy will require systematic research into its effectiveness with a view to taking appropriate actions of a corrective nature.

Student Centredness: The UWI will ensure that its policies, governance and daily operations are geared towards the delivery of an exceptional teaching and learning experience for all students.

Financial Sustainability: The UWI will seek to fulfil its financial obligation to all its internal and external stakeholders, without compromising its ability to meet future operational and strategic obligations.

Appendix 3

Seven (7) 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*

1. **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.

2. **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.

3. **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. IT-skilled graduate is competent in the use of computers and software to manage information. Information literacy is the ability to recognize 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.

4. **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.

5. **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.

6. **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 recognize social justice issues with particular reference, but not limited, to his/her discipline and professional area.

7. **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.