



UWI



Triple A Strategy  
2017-2022

ACCESS

ALIGNMENT

AGILITY



# Revitalizing Caribbean Development

Fine universities are not established and funded to serve themselves but to commit to engage the challenges facing their host communities. In this regard the primary mandate of The University of the West Indies (The UWI) is to serve in the advancement of the Caribbean community and sustain its development.

The UWI's strategic plan for the period 2017-2022, emerges from such an understanding of the role of the University within its national, regional and global environments. But the quality of its survival as the premiere regional academy is a prerequisite to its effective service. Keeping its house in good operational order is necessary to empower the community and the world beyond. The plan, therefore, captures the multilayered meaning of the University's mission.

Academic and entrepreneurial empowerment through teaching and learning, and rekindling the agenda of applied research and professional training are critical to building the region's resilience and promoting the praxis of relentlessly pursuing sustainable development. The urgency of this is evident from a clear reading of the regional context which shows the slow and sluggish economic recovery from the global financial recession.

Deemed the **Triple A Strategy**, this plan rests upon three primary pillars: **Access**, **Alignment**, and **Agility**. Wealth creation and reduction of social inequality through greater and more affordable **access**, efficient and effective **alignment** with society and economy, and enhanced **agility** in pursuit of opportunities are the strategic goals residing at the plan's core. The greater

relevance and persistent pedagogical dignity of the University depend upon the strengthening of these pillars of service and survival.

No plan can stand without a culture of accountability that holds each in an effective orbit to all. Mentoring, monitoring and measuring are the frames that hold each pillar upright. Community engagement for development therefore results from the practice of personal passion and performance progress. The collective outcome will rekindle the activist academy that addresses the regional agenda in the context of each national community that constitutes the Caribbean world.

This **Triple A Strategy**, then, is a plan perfectly suited to the period imagined and engaged. It is conceived within the continuing context of sustained public service and persistent institutional excellence and endurance. To propel the people of the region along a progressive and prosperous path is both the University's intention and its salvation.

**Professor Sir Hilary Beckles**

Vice-Chancellor

The University of the West Indies



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# About The Triple A Strategy Identity

The black mortarboard represents strength, seriousness and authority, illustrating that at the helm of the **Triple A Strategy** is a powerful, regional, academic institution with a rich legacy that has impacted the world for 70 years.

In the game of cricket—known to unite Caribbean people and the world—grounded stumps support the bails of a wicket. So too the three pillars which represent **Access, Alignment** and **Agility** provide The UWI's foundation through its next strategic phase and are critical to the survival of the institution and by extension the Caribbean. The green colour represents the institution-wide positioning of the **Triple A Strategy**. It also represents life, growth and hope and symbolizes the confidence that a more **accessible, aligned** and **agile** UWI can indeed lead the revitalization of Caribbean development.

# The UWI at a Glance

Established in Jamaica in

# 1948

as a University College of the University of London becoming an independent university in 1962.

Provides a range of certificates, diplomas, undergraduate and postgraduate degrees

across

# 8 Faculties

Engineering, Food & Agriculture, Humanities & Education, Law, Medical Sciences, Science & Technology, Social Sciences and Sport.

# 4 Campuses

Mona (Jamaica)

St. Augustine  
(Trinidad & Tobago)

Cave Hill (Barbados)

Open Campus

and a growing international presence

Serving

**17**

countries in  
the Caribbean

Delivering teaching and  
learning services to

**49,000**

students

\*2015/2016 enrolment statistics

**5,800**

full-time staff, of which  
1,800 are academic

Producing an average of

**9,000**

graduates per annum

# An Interdependent Relationship

This is the fifth iteration of the institution's formal involvement in strategic planning exercises, with its first strategic plan authored in 1997. Since then, the external environment within which The UWI operates has changed drastically, especially with the implementation of the General Agreement on Trade in Services (GATS) by the World Trade Organization (WTO). Using Porterian analysis (Five Forces Model of Industry Competition) as the lens through which to view the operating environment in which The UWI now conducts its affairs, the model shows that the barriers to entry into the higher education sector have reduced significantly, mainly due to liberalization of the sector. Students, the main buyers of The UWI's services, now have more tertiary education choices. Similarly, faculty and staff, the main suppliers of The UWI's core business offerings—Teaching, Learning and Research—have also become more mobile. Further, the level of substitutes as proxied by the modalities students use to participate in higher education, has grown exponentially (e.g. an increase in online versus face to face offerings). With all these forces working together, the logical conclusion is that the environment for higher education has become hyper-competitive at the national, regional and international level.

An environmental scan of the number of players in the higher education industry across the Caribbean shows that there are over 50 institutions offering tertiary educational opportunities to the population. Coupled with this intense competition in the market is the increasing number of national institutions that are also competing with The UWI for funding from their national

governments. All these changes are happening at a time when the fiscal situation in almost all the countries of the region make for uncomfortable reading. The twin problem of high debt and anaemic growth in national output (Gross Domestic Product (GDP)) narrows the fiscal space from which national governments can fund higher educational institutions.

The UWI has formulated a strategic plan for the period 2017-2022 that not only seeks to ensure its own survival but one geared towards assisting Caribbean nations to move to higher levels of economic growth and development. This plan is based on the fundamental assumption that without strong Caribbean economies, The UWI will not be strong and similarly, without a strong UWI, Caribbean economies will find it more challenging to achieve significantly higher levels of economic growth and transformation. Put differently, this plan recognizes the symbiotic relationship between The UWI and Caribbean economies, and the need for both to work closely together to strengthen the competitive position of regional economies.



# The UWI Triple A Strategy

**The UWI Triple A Strategy: Revitalizing Caribbean Development** captures The UWI's strategic response to its current operational environment. It embodies the institution's choices decided upon in order to fulfill its mission and vision. It shows how the University will utilize its resources and capabilities over the next five years in order to achieve maximum outcome in the quest to *revitalize Caribbean development* while ensuring its own long-term survival.

The **Triple A Strategy** is grounded upon three primary pillars or strategic goals:

## 1. ACCESS

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.

## 2. ALIGNMENT

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.

## 3. AGILITY

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.

These strategic goals serve as the guiding framework for organizing The UWI's priorities over the next five years. While each strategic goal includes a myriad of possibilities that the institution can pursue, given its limited resources and capabilities, it has to make choices about which will be pursued over the planning period. As such, 12 high-level objectives are identified over the period 2017-2022.

Measurable outcomes are an important part of strategic planning. 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. There are 18 high-level KPIs set for the period 2017-2022.

# The UWI Triple A Strategy – Strategic Framework

THEME

The UWI Triple A Strategy 2017-2022: Revitalizing Caribbean Development

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 • Gender Justice • Diversity • Student Centredness

STRATEGIC GOALS

## Access

## Alignment

## Agility

STRATEGIC OBJECTIVES

AC1 To be a university for all

AC2 To be the university of first choice for alumni and non-student customers seeking products and services for all things Caribbean

AC3 Improving the quality of teaching, learning and student development

AC4 Improving the quality, quantity and impact of research, innovation and publication

AL1 Promote greater activism and public advocacy

AL2 Increase and improve academic/industry research partnerships

AL3 Promote a cohesive single UWI brand consciousness

AG1 Establish a physical presence of The UWI on all continents

AG2 Restore financial health to The UWI

AG3 Generate economies of scale and scope for The UWI

AG4 Foster a creative, caring, accountable, motivated, professional (CAMP) team

AG5 Foster the digital transformation of The UWI

TOP 3 PRINCIPAL OUTCOMES

1 Number of students enrolled in senate-approved undergraduate and postgraduate programmes  
Target: 65,000 students enrolled by 2022

2 Number of paid-up users of University products and services  
Target: 50% increase in paid-up users

3 Number of research publications in ranked refereed journals per full time (FT) academic staff  
Target: 2 research publications per staff per year

1 Number of spin-off companies  
Target: 8 spin-off companies

2 Number of patents commercialized by industry  
Target: 4 patents commercialized

3 External stakeholders perception score  
Target: 80% perception score

1 Number of physical satellite locations outside of the Caribbean  
Target: 5 physical satellite locations

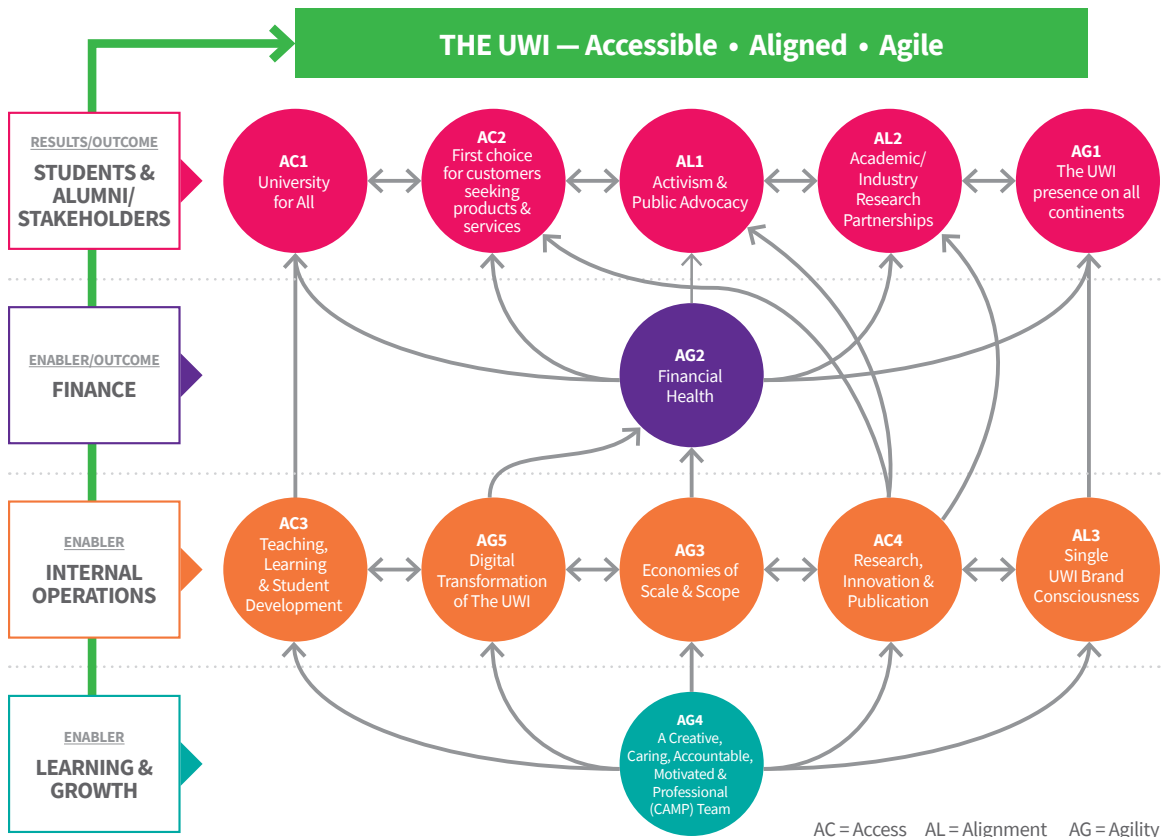
2 Margin  
Target: 2%

3 Internal and external stakeholders satisfaction score  
Target: 80% satisfaction score

# The UWI Triple A Strategy – Strategic Map

The **Strategic Framework** is translated into a University-wide balanced scorecard using the Kaplan and Norton traditional balanced scorecard framework. The **Strategy Map** shows how the various strategic

objectives are inter-linked to help the University achieve its overall vision and mission and how it will become more **accessible, aligned** and **agile** by the end of the strategic planning cycle.



# The Vision, Mission and Core Values

Altogether, our vision, mission and core values must be lived in order for us to achieve the targets and outcomes we have set for ourselves over the five-year planning cycle. Our vision, mission and core values provide the lens through which the University will make its strategic choices.

## Our Vision

To be an excellent global university rooted in the Caribbean.

## Our Mission

To advance learning, create knowledge and foster innovation for the positive transformation of the Caribbean and the wider world.

## Our Core Values

Integrity  
Excellence  
Gender Justice  
Diversity  
Student Centredness

## What does it mean?

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

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

**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 environments. This policy will require systematic research into its effectiveness with a view to taking appropriate actions of a corrective nature.

**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 its constituents unique.

**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.





**PROUD**  
**UWI GRAD**

The implementation of the **Triple A Strategy** is geared towards producing ideal UWI graduates who will use their skills to help in the revitalization of Caribbean development.

## Key Attributes of the Ideal 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

### 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 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.

**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 recognize 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.

# Implementation Framework

Although the planning cycle covers a five-year period, The UWI will implement the **Triple A Strategy** on a yearly basis, as it tries to effectively use its scarce resources and capabilities over the next five years. There are 38 high-level initiatives identified for implementation in year one of the five-year plan.

Each initiative has a number of critical tasks and activities that must be achieved in order to realize the outcomes for The UWI. An electronic balanced scorecard will be used as the management tool to monitor, evaluate and report on the plan. These scorecards will be built at both the campus-level and the wider University-level to monitor progress on initiatives, risks and outcomes. Planning Officers on each campus will be responsible for uploading data into an integrated information system which will be used to monitor performance on a quarterly basis.

## Accountability and Ownership

Each Campus Principal will be the overall owner of the campus-level scorecard while at the University-level, the Vice-Chancellor and the Executive Management Team will own the scorecard. The Vice-Chancellor will also be the overall owner of the Regional Headquarters (RHQ) scorecard.

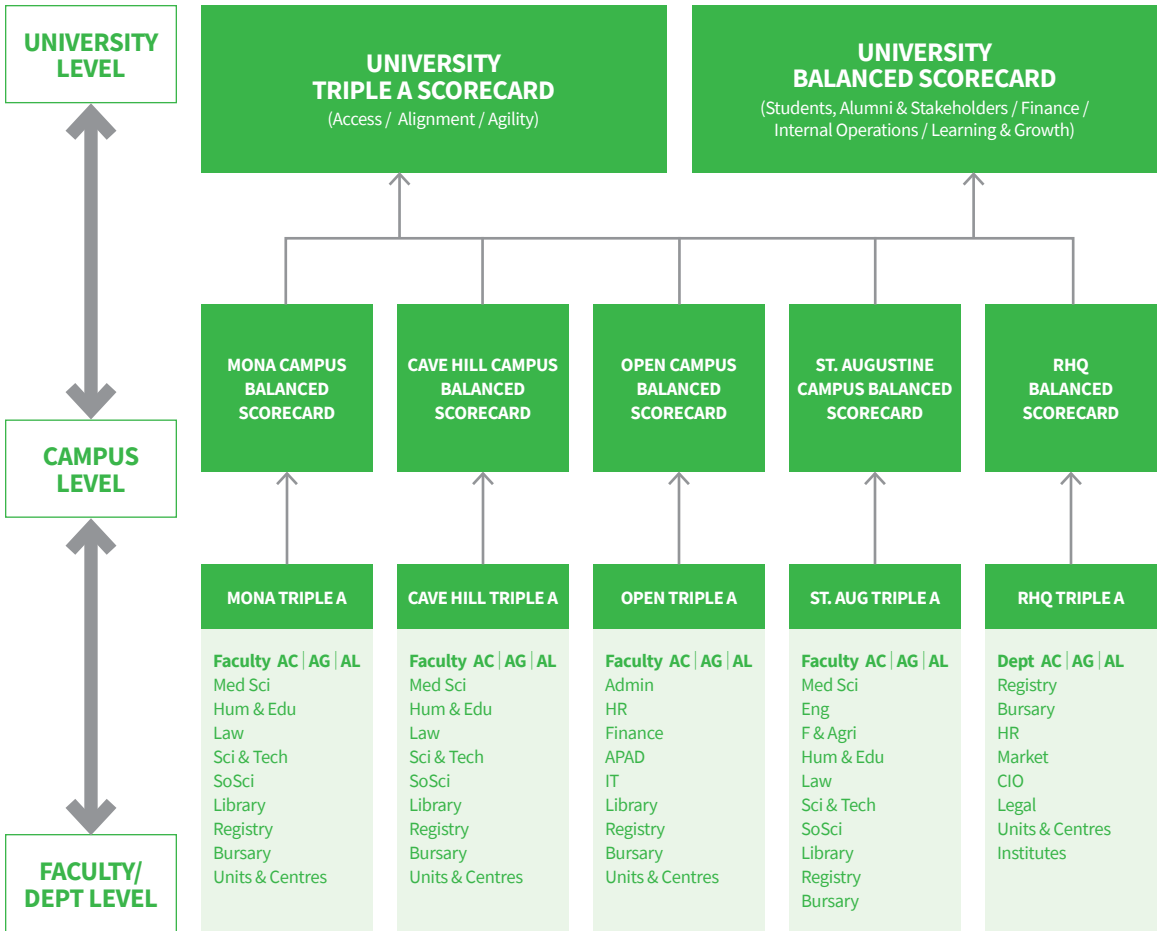
The scorecards are built with an accountability framework in place. At the campus level, although the Campus Principal is ultimately responsible for the scorecard, Deans will have direct responsibility for faculty scorecards and heads of departments will have

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, designed along the lines of their executive reporting relationships, which feed into campus-level and University-level scorecards. This overall accountability and ownership will be key to the effective implementation of the **Triple A Strategy**.

University and campus balanced scorecards 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 scorecards will be linked to the annual performance reviews 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 work groups that will be established to execute various initiatives.








*Integrated Information System for the Balanced Scorecard Reporting and Monitoring Tool*

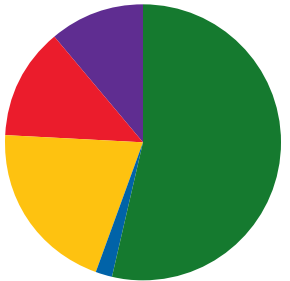
# Sample Scorecards and Dashboards

## Scorecard - University

Strategic Goal	Strategic Objective	Key Initiatives	Target
Access - AC1	To be a University for All	Colleges of The UWI	
		Faculty of Sport	
		The UWI TV	

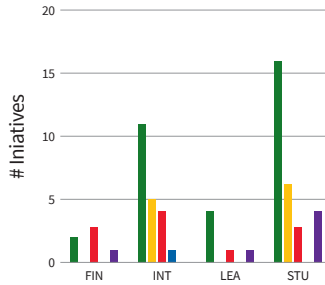
# Initiative Dashboard - University

All Initiatives by Status



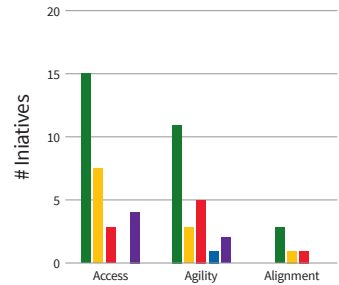
● On Target 
 ● Completed 
 ● Caution 
 ● Below Target 
 ● Abandoned

Progress of Initiatives - Balanced Scorecard View



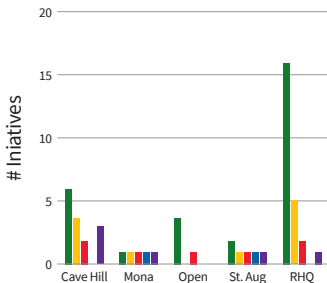
BSC Perspectives

Progress of Initiatives - "Triple A" View



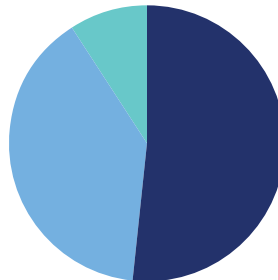
Strategic Goals

Progress of Initiatives by Campus/RHQ



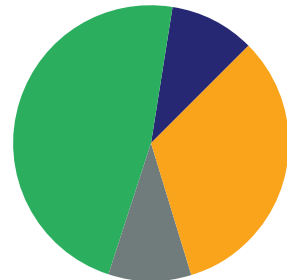
Campus

All Initiatives by "Triple A" Strategic Goals



● Access 
 ● Agility 
 ● Alignment

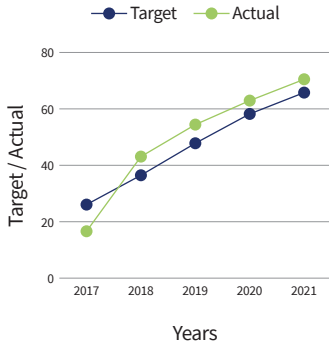
All Initiatives by Balanced Scorecard Perspective



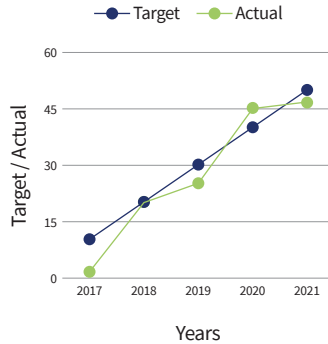
● Finance 
 ● Internal Operations 
 ● Learning & Growth 
 ● Students & Alumni/Stakeholders

# KPI Dashboard - University

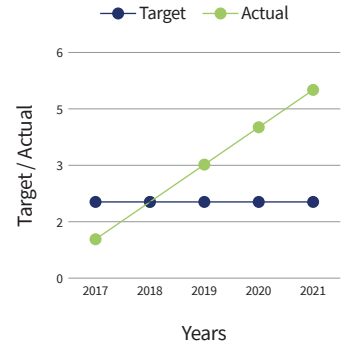
### First-Year Retention Rate



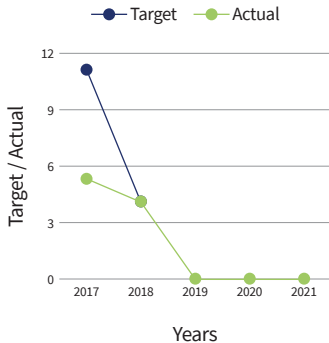
### # Paid-up Users of UWI Products and Services



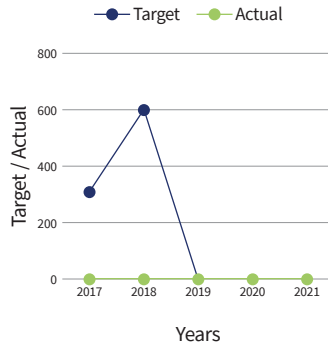
### # Research Publication in Ranked Refereed Journals Per FT Academic Staff



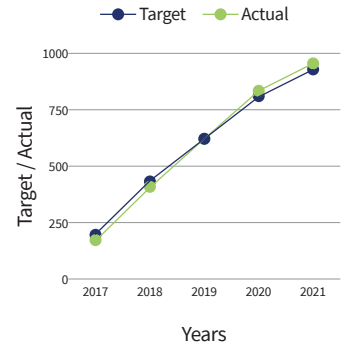
### On-Time Graduation Rate



### # Caribbean Students Enrolled in Senate-Approved Programmes



### # International Students Enrolled in Senate-Approved Programmes





# Conclusion

The **Triple A Strategy** will provide the road-map for The UWI over the next five years, comprising 12 high-level strategic objectives, 18 high-level key performance indicators with their respective targets and 38 high-level initiatives to be executed over the next two years.

At the end of the planning cycle, ceteris paribus, The UWI should be more **accessible**, **aligned** and **agile** than it is today and able to deliver greater value to its students, alumni and stakeholders, all aimed towards the revitalization of Caribbean development.







THE UNIVERSITY  
OF THE  
WEST INDIES