

STRATEGIC PLAN: 2007-2012

DRAFT ACTION PLANS

TEACHING AND LEARNING

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
<p>To prepare a distinctive UWI graduate for the 21st century – one who has a regional frame of reference and exemplifies the following attributes:-</p> <p>(i) a critical and creative thinker, (ii) a problem solver, (iii) an effective communicator, (iv) knowledgeable and informed, (v) competent, (vi) a leader (vii) a team player, (viii) IT skilled and literate, (ix) socially and culturally responsive, (x) ethical, (xi) innovative and entrepreneurial, (xii) a lifelong, self-motivated learner.</p>	<ul style="list-style-type: none"> • Emphasize and carry out Curriculum Renewal as a reflective and dynamic process. - Review academic programmes every 3 to 5 years. - Upgrade or modify existing courses to ensure that they reflect developments in the discipline and professional practice. - Eliminate courses that are poorly subscribed or that have lost their relevance to country and region. - Introduce cutting edge courses that address current or emerging market needs. - Introduce new academic programmes to fill identified gaps or respond to emerging market needs. - Ensure that students have access to and are proficient in the use of software appropriate to the discipline - Establish mechanisms for stakeholder feedback. 	<p>Completion of curriculum renewal plan for departments by 15/01/08</p> <p>Completion of implementation of agreed changes in curriculum 18 months thereafter (31/07/09)</p> <p>Programme of new courses to be introduced over the five-year period due July 31, 2008. Plan subject to annual review and modification as required</p> <p>Determination of software to be introduced in September 2008 – by July 31, 2008. Followed by annual reviews.</p>	<ul style="list-style-type: none"> • Quality of student intake • Quality of Teaching – proportion of staff certified, proportion of staff participating in training • Improvements in students’ performance as measured by better graduates, degree quality and throughput rates • Outstanding student achievements and recognition • Extent to which curriculum renewal offers flexibility in education choices • Student evaluation of education experience • Job search success of graduates • Employer feedback on work performance of graduates • Staff recognition for teaching and learning • Publications output of faculty related to teaching and learning • Action steps actually taken to advance implementation of strategies

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
TEACHING AND LEARNING (Continued)	<ul style="list-style-type: none"> • Enhance teaching quality. <ul style="list-style-type: none"> - Ensure that all new lecturers are trained and certified to deliver higher education programmes. - Foster participation of all teaching staff in IDU-driven initiatives. - Leverage incentives for teaching skill enhancement and innovation. - Promote the use of ICTs to enhance teaching. - Ensure that student/staff ratios are maintained at levels consistent with education quality. 	<p>Training Programme leading to HE teacher certification to be approved by January 2008</p> <p>Each faculty to develop plan for phased teacher training 2008-2010 by July 31, 2008, for 2010-2013 by November 1, 2008 in collaboration with IDUs</p> <p>Departments to report annually on progress in this area by July 31</p> <p>Deans to work with Heads and HR to ensure that ratios for 60% of their offerings are achieved by September 2009; 100% by January 2012</p>	<ul style="list-style-type: none"> • Quality of student intake • Quality of Teaching – proportion of staff certified, proportion of staff participating in training • Improvements in students' performance as measured by better graduates, degree quality and throughput rates • Outstanding student achievements and recognition • Extent to which curriculum renewal offers flexibility in education choices • Student evaluation of education experience • Job search success of graduates • Employer feedback on work performance of graduates • Staff recognition for teaching and learning • Publications output of faculty related to teaching and learning • Action steps actually taken to advance implementation of strategies
	<ul style="list-style-type: none"> • Enhance learning effectiveness by providing students with a more diverse and flexible learning experience. <ul style="list-style-type: none"> - Place students at the centre of the teaching/learning experience. - Use greater variety of teaching/learning strategies. - Include strategies that develop critical thinking and problem solving. - Provide able students with opportunities for experiential learning. - Use a wider and more appropriate range of assessment strategies. - Expand student access to blended- and computer-mediated learning. 	<p>All departments to determine courses/programmes where experiential learning will be most beneficial by July 31, 2008. Execution plan by November 1, 2008.</p> <p>All departments/faculties to report on increases in courses of this nature annually July 31.</p> <p>All departments/faculties to determine lists of courses/programmes to be supported by internships by July 31, 2008. Execution plan to be completed by May 2009.</p>	

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
TEACHING AND LEARNING (Continued)	<ul style="list-style-type: none"> - Increase access of students to internship and similar opportunities for developing job skills. - Increase access of students to study abroad and student exchange opportunities. - Increase student involvement in social and community programmes. - Improve student assessment methods and expand options to develop the wider range of competences and attributes valued in the ideal UWI graduate. - Enhance student access to academic advisory services - Ensure adequacy of student access to laboratories, workshops, studios, etc. - Make policy changes to accommodate transformation of the learning context. 	<p>Targets to be set by Campus International Office in consultations with Deans and Principals</p> <p>Establish Campus infrastructure to facilitate this process by November 30, 2008.</p> <p>Review of assessment methods and introduction of improved methodology on a semester by semester basis</p> <p>Comprehensive Faculty Academic Advisory Services to be established by July 31, 2009</p> <p>Library to report on improvements on annual basis, September 1</p> <p>Timetable synchronization on annual basis perfected by July 31, 2009</p>	<ul style="list-style-type: none"> • Quality of student intake • Quality of Teaching – proportion of staff certified, proportion of staff participating in training • Improvements in students' performance as measured by better graduates, degree quality and throughput rates • Outstanding student achievements and recognition • Extent to which curriculum renewal offers flexibility in education choices • Student evaluation of education experience • Job search success of graduates • Employer feedback on work performance of graduates • Staff recognition for teaching and learning • Publications output of faculty related to teaching and learning • Action steps actually taken to advance implementation of strategies
	<ul style="list-style-type: none"> • Strengthen quality assurance and enhance academic standards. <ul style="list-style-type: none"> - Implement recommendations of Examiners in a timely manner. - Implement recommendations of Quality Assurance reviews in a timely manner. - Ensure that all departmental responsibilities for the Examinations Process are carried out efficiently. - Ensure the alignment of Assessment Methods with changes in Pedagogy. - Ensure Compliance with the Quality Manual. 	<p>All examiners recommendations to be reviewed and implemented by February 2009</p> <p>Quality Assurance Review recommendations to be implemented by March 2010</p> <p>Compliance regime to be established by Registry with sanctions for non-compliance - July 31, 2008</p> <p>Review assessment methods regime</p> <p>Compliance regime to be established by OBUS with sanctions for non-compliance, July 2009</p>	

GRADUATE STUDIES

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
<p>To make the University of the West Indies an internationally recognized centre of excellence for graduate education, especially respected and sought after for:- (i) the delivery of first rate graduate programmes, (ii) its pre-eminence in Caribbean scholarship, and (iii) its output of higher degree graduates who are at the cutting edge of contemporary scholarship and expertise.</p>	<ul style="list-style-type: none"> • Build Quality in Taught Programmes. <ul style="list-style-type: none"> - Review curricula of existing programmes to ensure that they are in step with developments in the discipline and current professional practice. - Strengthen the system for the selection, admission, induction and monitoring of progression of students. - Expand offerings to respond to market needs, particularly in areas that are linked to regional development. - Provide potential students with access to attractive university-wide taught programmes that are flexible in delivery and meet stakeholder needs. - Support the development of a QA system for evaluation and enhancement of graduate programmes. 	<p>All departments to complete review and renewal by March 30, 2009</p> <p>PVC Graduate Studies to establish clear regime by November 1, 2008</p> <p>Action Plan over five years (with annual review) to be completed November 1, 2008</p> <p>Faculties/Open Campus to complete action plan November 1, 2008</p> <p>System to be fully established by July 31, 2009</p>	<p><u>TEACHING & LEARNING AT GRADUATE LEVEL</u></p> <ul style="list-style-type: none"> • Compliance with defined Threshold Enrolment Levels • Compliance with all the normal requirements of undergraduate courses (e.g. QA processes) • Improvements in students' performance and progression (e.g. Throughput rates) • Extent to which research components have been incorporated in taught graduate programmes • Student evaluation of graduate education experience • Employer assessment of value of programmes (program specific) • Growth of innovative, multidisciplinary programmes in response to regional needs and convergence of disciplines (curricula renewal) • Recognition of quality Teaching & Learning accomplishment of staff • Action steps actually taken to advance implementation of strategies
	<ul style="list-style-type: none"> • Build Capacity for excellence in higher degree programmes. <ul style="list-style-type: none"> - Use differential teaching loads to deploy dedicated teaching resources for taught graduate programmes of high quality. - Strengthen administrative support for the delivery of quality graduate programmes, including the appointment of Programme Leaders, deployment of Deputy Deans to lead vibrant Faculty Committees on Graduate Programmes and assignment of dedicated Administrative Assistants to provide Support & Student Centredness in Faculties. 	<p>Work differentiation models for Academics and Academic track options to be finalized by January 2009</p> <p>Support systems to be installed and functional by July 31, 2009</p>	

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
GRADUATE STUDIES (Continued)	<ul style="list-style-type: none"> • Strengthen academic supervision and overall programme quality in research training at the M.Phil and Ph.D levels. <ul style="list-style-type: none"> - Provide for the training and retraining of staff to raise the quality of academic supervision. - Monitor the supervisory process. - Better manage and increase staff resources to facilitate phasing-in of planned expansion of graduate enrolment. - Make increased use of inter-campus and inter-institutional collaboration as well as high quality, retired staff in research, supervision and examination. - Improve the turnaround time for assessment of theses. - Strengthen examinations for research degrees. - Take steps to improve academic progression and throughput rates. - Enhance institutional support research training – advanced research methods, access to electronic databases, high quality laboratories, etc. 	<p>All Academic staff involved in MPhil and PhD supervision to be exposed to first training session before June 2009</p> <p>Transparent, effective regime to be established by October 2008</p> <p>Rationalize existing supervision by November 2008 so that it is synchronized with Research/Innovation Development Strategy</p> <p>Strict regime for high standards and acceptable throughput to be established November 30, 2008</p> <p>Clear regime to be established November 30, 2008</p> <p>Plan for institutional support for research to be completed November 2008. Execution over 5 years.</p>	<p><u>RESEARCH AT GRADUATE LEVEL</u></p> <ul style="list-style-type: none"> • Established, compulsory programmes of training for research students in research methodology and related areas • Established framework for all PH.D/M.Phil supervisors to undergo training and upgrades every 3 years • Ratio of graduate students per supervisor (norms to be established) • Extent of funding support for full-time research students • Established norms for funding support to full-time research students across the university • % of research students enrolled on full-time basis • Student satisfaction with graduate education experience • Development of sustainable research clusters of relevance • Number and quantum of external grants won • Relationship between intake, throughput, publications output by Faculty and students (research and research training productivity) • Effective Supervisory Committees drawing on university-wide and international expertise • Number of collaborating institutions in identifiable research fields
	<ul style="list-style-type: none"> • Expand enrolment of full-time research students and compete for high quality students globally. <ul style="list-style-type: none"> - Utilise expanded funding support for full-time research students in relation to scholarships, research and teaching assistantships, research grants, etc. 	<p>University wide regime to be established by July 31, 2009 at US\$10,000 per student annually. (Limited to a period of 3 years).</p>	

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
GRADUATE STUDIES (Continued)	<ul style="list-style-type: none"> - Promote full-time research training as attractive and affordable through tuition fee waivers. - Enhance student access to academic advisory services. - Promote the UWI's research programmes and its research active staff across the Caribbean and beyond. 	<p>Policy decision to be brought to Executive Management by PVC Research</p> <p>Regime for enhanced academic advisory services to be established November 2008</p> <p>Marketing agenda to include promotional strategy for research each year</p>	<p><u>RESEARCH AT GRADUATE LEVEL</u></p> <ul style="list-style-type: none"> • Established, compulsory programmes of training for research students in research methodology and related areas • Established framework for all PH.D/M.Phil supervisors to undergo training and upgrades every 3 years • Ratio of graduate students per supervisor (norms to be established) • Extent of funding support for full-time research students • Established norms for funding support to full-time research students across the university • % of research students enrolled on full-time basis • Student satisfaction with graduate education experience • Development of sustainable research clusters of relevance • Number and quantum of external grants won • Relationship between intake, throughput, publications output by Faculty and students (research and research training productivity) • Effective Supervisory Committees drawing on university-wide and international expertise • Number of collaborating institutions in identifiable research fields
	<ul style="list-style-type: none"> • Strengthen Quality Assurance & Enhance Academic Standards. <ul style="list-style-type: none"> - Implement whenever possible the 27 precepts for "Continuous Quality Enhancement of UWI Postgraduate Programmes" re Report of VC's Committee to Review Graduate Programme - Implement External Examiners' recommendations in a timely manner - Implement the recommendations of Internal Quality Reviews of Departments as soon as possible - Prepare for and whenever possible, seek National/Regional/International accreditation of our Graduate Professional 	<p>November 30, 2008</p> <p>November 30, 2008</p> <p>July 31, 2009</p> <p>Faculties to identify list and action plan over 5 years by November 2008</p>	

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
GRADUATE STUDIES (Continued)	<ul style="list-style-type: none"> • Build national, regional, and international partnerships to support research training and supervision. - Build international and cross-campus supervisory/examination capacity aligned to work with the International Office. - Seek regional/international funding support for Graduate Studies and Research with designated internal partners. - Seek international support for delivery of Supervisory Workshops, graduate student Transferable Skills Workshops for Research Theses, Best Practices in Graduate Education, etc. 	<p>Rationalisation of research supervision November 30, 2008</p> <p>On-going with annual reports</p> <p>5-year plan due November 30, 2008</p> <p>On-going with annual reports</p>	<p><u>RESEARCH AT GRADUATE LEVEL</u></p> <ul style="list-style-type: none"> • Established, compulsory programmes of training for research students in research methodology and related areas • Established framework for all PH.D/M.Phil supervisors to undergo training and upgrades every 3 years • Ratio of graduate students per supervisor (norms to be established) • Extent of funding support for full-time research students • Established norms for funding support to full-time research students across the university • % of research students enrolled on full-time basis • Student satisfaction with graduate education experience • Development of sustainable research clusters of relevance • Number and quantum of external grants won • Relationship between intake, throughput, publications output by Faculty and students (research and research training productivity) • Effective Supervisory Committees drawing on university-wide and international expertise • Number of collaborating institutions in identifiable research fields

RESEARCH AND INNOVATION

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
<p>To become an international centre of excellence in research and innovation, recognized as the major source of knowledge creation and expertise for dealing with issues relating to the Caribbean and a leader in addressing challenges facing small, developing countries.</p>	<ul style="list-style-type: none"> • Build research capacity and create an enabling environment for the growth of research activity. - Ensure that staff have adequate time to conduct research and supervise research students. - Recruit new talented staff to help drive research in priority areas. - Provide additional incentives for high quality research and supervision. - Develop post-doctoral programmes. - Increase scholarships for research students. - Make changes in policy on tuition fees and economic costs for research students. - Mount workshops to enhance researcher capacity and supervisory skills, targeted at young faculty. - Support research reviews of departments. - Engage in more inter-campus collaboration in research and supervision. - Upgrade the infrastructural platform for research – including laboratories, libraries, and electronic databases. 	<p>Rationalization of Academic workloads and academic tracks by January 2009</p> <p>HR to draw up recruitment plan for 5 years by November 30, 2008</p> <p>Regime for research and research-related matters to be established by 30/11/ 2008</p> <p>PVC Research in collaboration with stakeholders to establish Regime for research and research related matters by November 2008</p>	<ul style="list-style-type: none"> • Number of action steps actually taken • Number and quantity of external research grants won • Output of research-based publications • Number of patents generated – (a) filed for; (b) granted • Number of research projects involving intercampus and international collaboration • Number of active student exchanges at postgraduate level • Number of post-docs and postdoctoral placements • Number of active business alliances for the purpose of innovation • Evaluation of extent to which research agenda is establishing UWI as expert centre for things Caribbean • Number of research projects involving intercampus and international collaboration

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
RESEARCH AND INNOVATION (Continued)	<ul style="list-style-type: none"> • Strengthen and expand relevant research of international quality. <ul style="list-style-type: none"> - Develop Faculty and Departmental Research Agendas around research clusters to address priority areas aligned to specific developmental needs. - Support the University's thrust towards the development and strengthening of communication mechanisms with Governments and Private Sectors. - Make fuller use of international collaboration including movement of faculty and graduate students to increase research output and quality. - Increase research active staff in selected research clusters. - Attract high quality regional and international students and postdoctoral fellows to research programmes. 	<p>Strategic Agenda to be completed November 30, 2008</p> <p>5-year strategy on-going to be lead by Campus Principals with annual reports</p> <p>PVC Planning/PVC Research/ PVC Graduate Studies to work with Deans , Research Supervisors and International Offices to facilitate annual reporting</p> <p>Campus Principals, Deans on-going Plan due November 2008</p> <p>On-going with annual targets monitored</p>	<ul style="list-style-type: none"> • Number of action steps actually taken • Number and quantity of external research grants won • Output of research-based publications • Number of patents generated – (a) filed for; (b) granted • Number of research projects involving intercampus and international collaboration • Number of active student exchanges at postgraduate level • Number of post-docs and postdoctoral placements • Number of active business alliances for the purpose of innovation • Evaluation of extent to which research agenda is establishing UWI as expert centre for things Caribbean • Number of research projects involving intercampus and international collaboration
	<ul style="list-style-type: none"> • Foster an Innovation and Enterprise Culture. <ul style="list-style-type: none"> - Provide incentives to encourage faculty involvement in innovation. - Recommend projects and ideas in theses for consideration by the Centre for Entrepreneurship, Innovation and Wealth Creation. - Assist in developing modalities for moving research outputs from publication to innovation and commercialization. - Facilitate the development of student and staff exchange programmes with business and industry. 	<p>Research and Innovation regime to be established 30, 2009</p> <p>First list of ideas to be introduced January 2009 by Centre</p> <p>Policy to be developed by January 2009</p> <p>Faculty plans due November 2008</p>	

UWI OPEN CAMPUS

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
<p>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.</p>	<ul style="list-style-type: none"> • Build required structures and institutional capacity. <ul style="list-style-type: none"> - Implement approved arrangements for Governance. - Complete development of organizational and administrative structures – finance, human resource management, student services, etc. - Complete preparation of Business and Operational Plans. - Put in place policy framework for managing, developing and implementing open and flexible learning. - Secure budgetary support for Open Campus, including reallocation of outreach budget. - Develop needed infrastructural support for Open Campus, including enabling ICT platform. 	<ul style="list-style-type: none"> July 31, 2008 July 31, 2008 July 31, 2008 July 31, 2008 April, 2008 July 31, 2009 	<ul style="list-style-type: none"> • Number of students enrolled in degree programmes against target • Range of programmes in relation to target (including science programmes) • Number of programmes in relation to target • Percentage of courses meeting deadlines for examination turnaround • Number of student complaints about quality of programme • Number of students being served in each territory in relation to target • Number of new research projects (including regional projects) mounted in UWI-12 and other underserved communities • Number of graduate students from UWI-12 involved in research projects of relevance to the target countries • Increase in recruitment of UWI-12 students to Campuses
	<ul style="list-style-type: none"> • Enhance service to communities. <ul style="list-style-type: none"> - Expand the range of academic programme offerings by tapping into the pool of programmes already developed for online delivery by Faculties and Departments. - Commission new programmes, where appropriate, to respond to priority national and regional needs. - Expand opportunities for multimode 	<ul style="list-style-type: none"> Plan for 5-year period due July 31, 2008 To be included in plan and reviewed annually Included in plan 	

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
OPEN CAMPUS (Continued)	delivery of a suite of continuing education & professional development programmes linked to market needs.		
	- Expand the number and scope of research activity in UWI-12 countries under the aegis of the Open Campus.	Included in plan	<ul style="list-style-type: none"> • Number of students enrolled in degree programmes against target
	- Review all current SCS programmes and select a sub-set of them to be developed for delivery to communities in the wider region.	Included in plan	<ul style="list-style-type: none"> • Range of programmes in relation to target (including science programmes) • Number of programmes in relation to target
	- Make more credit and non-credit courses available to persons in the UWI-12 seeking personal and vocational development.	Included in plan	<ul style="list-style-type: none"> • Percentage of courses meeting deadlines for examination turnaround • Number of student complaints about quality of programme
	- Address the urgent need for interventions in the UWI-12 countries and elsewhere to strengthen education at the primary and secondary levels, particularly in relation to Mathematics and Science Education and Language Learning.	Included in plan	<ul style="list-style-type: none"> • Number of student complaints about quality of service • Number of students being served in each territory in relation to target
	- Enhance the generation, management and dissemination of information related to social development	Included in plan	<ul style="list-style-type: none"> • Number of new research projects (including regional projects) mounted in UWI-12 and other underserved communities
	<ul style="list-style-type: none"> • Create a student-centred environment. - Achieve and sustain a high level of student satisfaction through efficiency in student administration, access to library and information resources, the functioning of the examination system, etc. - Develop a support structure for ICT delivery of programmes and services. - Implement an accessible student 	<p>Work with registry to achieve by January 2009</p> <p>January 2009</p> <p>July 2009</p>	<ul style="list-style-type: none"> • Number of graduate students from UWI-12 involved in research projects of relevance to the target countries • Increase in recruitment of UWI-12 students to Campuses

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
OPEN CAMPUS (Continued)	information system that covers academic and financial policies and procedures clearly and comprehensively.		
	<ul style="list-style-type: none"> - Establish a 24/7 Help Desk Centre. - Set up mechanisms for remediation. - Enhance student experiences by facilitating student (and staff) interaction through virtual and geophysical communities. 	<p>July 31, 2008</p> <p>Included in plan</p> <p>Work out action plan for existing programmes by November 2008 and build strategy into new programmes.</p>	

TRANSFORMING THE LEADERSHIP & ADMINISTRATIVE CULTURE AND PROCESSES

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
<p>To transform the leadership and administrative culture and processes to enable the University to be agile, efficient and effective in the 21st century context.</p>	<ul style="list-style-type: none"> • Utilize fully the potential capabilities of the Enterprise Systems. <ul style="list-style-type: none"> - Conduct operational audits in PeopleSoft HR, Banner Financial, and Banner Students Enterprise Systems. - Conduct process mapping of all core processes and re-engineer as required. - Redefine jobs and work processes. - Ensure linking of Registry and Bursary operations with Faculties to form a mutually supportive system aligned to the University's strategic priorities. 	<p>Completion of operational audits by July 31, 2008</p> <p>Complete December 2008</p> <p>Complete July 31, 2009</p> <p>July 31, 2009</p>	<ul style="list-style-type: none"> • Full potential of three enterprise systems (Banner Students, Banner Financial, and PeopleSoft) being utilized • Number of administrative processes redesigned to change the way in which UWI does business and to leverage potential of enterprise systems • Number of jobs redefined in line with changes in processes • Number of employees trained to build needed competences for the re-engineered environment • Achievement of standards established by benchmarks • Attainment of targeted improvement in productivity (10%) by 2009 • Reduction in administrative cost by targeted percentage (10%) by 2010 • Feedback on internal and external stakeholder satisfaction as measured by surveys • Propagation of best practices across the university system
	<ul style="list-style-type: none"> • Reform the administrative structures to support achievement of the vision and aspirations of UWI for the planning period. <ul style="list-style-type: none"> - Complete implementation of the recommendations of the Chancellor's Task Force on Governance. - Implement the recommendations of the Management Review Consultancy that have been approved. - Implement recommendations of the reviews of Examinations and Admissions procedures. - Ensure appropriate linking of the budget processes to operational plans. 	<p>July 2009</p> <p>January 2009</p> <p>On-going annual budgets to be completed annually by November 30</p>	

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
TRANSFORMATION OF UWI'S LEADERSHIP & ADMINISTRATIVE CULTURE AND PROCESSES (Continued)	<ul style="list-style-type: none"> • Develop an ideology to be embraced as the University's Way on work performance and people relations in and out of campus. <ul style="list-style-type: none"> - Design and obtain buy-in for an inspiring institutional philosophy that will motivate staff to strive for excellence in performance. 	January 2009	<ul style="list-style-type: none"> • Full potential of three enterprise systems (Banner Students, Banner Financial, and PeopleSoft) being utilized • Number of administrative processes redesigned to change the way in which UWI does business and to leverage potential of enterprise systems • Number of jobs redefined in line with changes in processes • Number of employees trained to build needed competences for the re-engineered environment • Achievement of standards established by benchmarks • Attainment of targeted improvement in productivity (10%) by 2009 • Reduction in administrative cost by targeted percentage (10%) by 2010 • Feedback on internal and external stakeholder satisfaction as measured by surveys • Propagation of best practices across the university system
	<ul style="list-style-type: none"> • Develop a Service Quality Assurance mechanism to establish people-centred standards for the functioning of the University and the service output. <ul style="list-style-type: none"> - Explore the possibilities of adopting Six Sigma methodology. - Produce Quality Manuals setting out standards, processes and procedures. - Establish effective monitoring and review mechanisms. 	Begin September 2008; Complete by July 2009 July 31, 2009 Identify mechanisms and functions, November 2008	
	<ul style="list-style-type: none"> • Create a framework to strengthen accountability of staff. <ul style="list-style-type: none"> - Establish a framework to rationalize academic staff and their functions. - Institute performance management based on clear criteria in each of the following categories: Teacher dominant group; Research dominant group; Instructors; Professional group, and All-rounders. - Establish an ABC System for all categories of staff. - Review the relationship between WIGUT and the University. 	July 31, 2008 November 2008 September 2008 July 2009	

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
TRANSFORMATION OF UWI'S LEADERSHIP & ADMINISTRATIVE CULTURE AND PROCESSES (Continued)	<ul style="list-style-type: none"> - Restructure compensation arrangements to facilitate flexibility for recruitment, while taking location into account – One University System philosophically rationalized. - Provide a system of rewards, incentives and disincentives to encourage alignment of staff effort and performance with desired outcomes. 	Policy and recommendations – January 2009 January 2009	<ul style="list-style-type: none"> • Full potential of three enterprise systems (Banner Students, Banner Financial, and PeopleSoft) being utilized • Number of administrative processes redesigned to change the way in which UWI does business and to leverage potential of enterprise systems • Number of jobs redefined in line with changes in processes • Number of employees trained to build needed competences for the re-engineered environment • Achievement of standards established by benchmarks • Attainment of targeted improvement in productivity (10%) by 2009 • Reduction in administrative cost by targeted percentage (10%) by 2010 • Feedback on internal and external stakeholder satisfaction as measured by surveys • Propagation of best practices across the university system
	<ul style="list-style-type: none"> • 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. - Acquire and install a “Hiring the Best” Software to assist in the selection of people. - Develop a Registry Score Card. 	Plan due November 2008 November 2008 July 31, 2008 November 1, 2008	
	<ul style="list-style-type: none"> • Strengthen the structure and processes for University-wide planning. - Appoint a Pro Vice Chancellor for Planning and Development. - Ensure that plans adequately address associated resource requirements. - Orchestrate the tactical planning required for the implementation of the strategic plans. - Institutionalize the preparation of sound operational/action plans that are linked to budgets. 	Done Complete by December 2008 Complete in September 2008 for 2008/09 academic year; Annually thereafter Complete in September 2008 for 2008/09 academic year; Annually thereafter	

MARKETING AND BRANDING

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
MARKETING AND BRANDING	<ul style="list-style-type: none"> • Develop a University wide Marketing & Communications Strategy that is focused on establishing the brand promise of UWI, regionally and internationally, as the premier higher education institution in the region. - Prepare a Marketing & Communications Plan aligned to and fully supportive of UWI's strategic priorities. - Develop an information strategy to promote UWI in the mass media as being first in education, research and the provision of expert services. - Formulate a Web-based strategy to project UWI effectively in terms of the breadth and richness of its different dimensions. - Develop an internal communication strategy to enhance awareness of the strategic priorities of the University and to foster support for plan implementation. - Support and project UWI locally, regionally and internationally in relation to its achievements and existing capacities and its development goals. 	<p>July 31, 2008</p> <p>July 31, 2008</p> <p>July 31, 2008</p> <p>Action Plan for period September 2008 – June 2009 due July 2008</p> <p>On-going 2007-2012</p>	<ul style="list-style-type: none"> • Return on Investment (ROI) in relation to coverage in print media – in campus country • Return on Investment (ROI) in relation to (a) radio related material, and (b) television-related expenditure – in campus country • Return on Investment (ROI) in relation to marketing and communication expenditure in UWI-12 countries • Feedback from Internal stakeholders in relation to marketing and communication support for (a) four key imperative and (b) six enablers – measured by surveys • Evidence of high-impact or special interventions • Reach and impact of marketing documents produced as institutional material (e.g. Stan, UWI Today, Pelican) • Feedback from national/regional communities in response to image projection and brand promise – measured by surveys • Extent to which the contribution of UWI to knowledge creation and education are leveraged for brand and reputation building in the market place

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
MARKETING AND BRANDING (Continued)	<ul style="list-style-type: none"> • Build capacity for effective Marketing and Communications. - Review, restructure and resource the Marketing and Communications function to ensure that there is adequate capacity to develop and implement initiatives in support of the plan. 	July 2009	

FUNDING THE ENTERPRISE

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
FUNDING THE ENTERPRISE	<ul style="list-style-type: none"> • Alter the modalities of funding from contributing governments. <ul style="list-style-type: none"> - Obtain firm commitment from governments for financing the Plan. - Secure disbursement of funding on the basis of a multiyear period. - Explore scope for Serial Bond issues. - Establish mechanisms for dialogue and accountability. 	Five-Year Plan for financing to be presented to Council in 2009	<ul style="list-style-type: none"> • Elimination of arrears of contributions • Target of US\$60 million in funds sourced annually from the private sector for priority capital development projects • Three (3) percentage points annual increase in the gap between non-government funding and subventions over the plan period • Two (2) percent reduction in operational cost in each cost centre • One (1) percent reduction in administrative cost overall for each of the 5 years of the plan period • Target increase of 100 in the number of bursaries awarded to deserving students each year • Increase in proportion of economic cost recovered through tuition fees
	<ul style="list-style-type: none"> • Ensuring adequate financing for capital requirements. <ul style="list-style-type: none"> - Develop new sources and innovative methods of capital funding. - Secure agreements on the allocation of government funding for specific capital requirements. - Design and issue sub-sovereign bond instruments. - Put mechanisms in place for early identification and assessment of emerging capital needs. 	Five-Year Plan for financing to be presented to Council in 2009	

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
FUNDING THE ENTERPRISE (Continued)	<ul style="list-style-type: none"> • Design and advance new approaches for the funding of expansion and strengthening of research activity on a sustainable basis. <ul style="list-style-type: none"> - Promote the establishment and funding of a Caribbean Research & Competitiveness Funding Agency. - Establish targets for contracted/sponsored research. - Allocate funds in the recurrent budget to support the strengthening of research capacity and the development of staff in proposal writing for research grant funding. - Allocate funds in the recurrent budget to support research and knowledge creation in selected areas of high priority. - Mobilize direct financial support from both private sector and governmental agencies to address stakeholder needs through research in priority areas. 	Five-Year Plan for financing to be presented to Council in 2009	<ul style="list-style-type: none"> • Elimination of arrears of contributions • Target of US\$60 million in funds sourced annually from the private sector for priority capital development projects • Three (3) percentage points annual increase in the gap between non-government funding and subventions over the plan period • Two (2) percent reduction in operational cost in each cost centre • One (1) percent reduction in administrative cost overall for each of the 5 years of the plan period • Target increase of 100 in the number of bursaries awarded to deserving students each year • Increase in proportion of economic cost recovered through tuition fees
	<ul style="list-style-type: none"> • Broaden the funding base and reduce overdependence on any one source. <ul style="list-style-type: none"> - Exploit opportunities for growing earned income through engagement in commercial activities and investments. - Leverage real property and other assets to facilitate access to private sector funding. - Establish a University Consultancy Company. 	Five-Year Plan for financing to be presented to Council in 2009	

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
FUNDING THE ENTERPRISE (Continued)	<ul style="list-style-type: none"> - 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. 	Five-Year Plan for financing to be presented to Council in 2009	<ul style="list-style-type: none"> • Elimination of arrears of contributions • Target of US\$60 million in funds sourced annually from the private sector for priority capital development projects • Three (3) percentage points annual increase in the gap between non-government funding and subventions over the plan period • Two (2) percent reduction in operational cost in each cost centre
	<ul style="list-style-type: none"> - 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 efficiently. 	Five-Year Plan for financing to be presented to Council in 2009	<ul style="list-style-type: none"> • One (1) percent reduction in administrative cost overall for each of the 5 years of the plan period • Target increase of 100 in the number of bursaries awarded to deserving students each year • Increase in proportion of economic cost recovered through tuition fees
	<ul style="list-style-type: none"> • 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. - Advocate student financing support schemes with the following features:- (a) well-structured contingent loan arrangements, (b) loan-approval by programme rather than year to year decisions, (c) flexible loan guarantees, (d) support for living expenses of students. - Encourage governments to enhance the capacity of the Loan Agencies. 	Five-Year Plan for financing to be presented to Council in 2009	

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
FUNDING THE ENTERPRISE (Continued)	<ul style="list-style-type: none"> - Assist as far as possible in facilitating the sourcing of funds for student loan schemes from government and international organizations. 		<ul style="list-style-type: none"> • Elimination of arrears of contributions
	<ul style="list-style-type: none"> • Secure adequate funding for the successful implementation of the Open Campus initiative. - 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. 	Five-Year Plan for financing to be presented to Council in 2009	<ul style="list-style-type: none"> • Target of US\$60 million in funds sourced annually from the private sector for priority capital development projects • Three (3) percentage points annual increase in the gap between non-government funding and subventions over the plan period • Two (2) percent reduction in operational cost in each cost centre • One (1) percent reduction in administrative cost overall for each of the 5 years of the plan period • Target increase of 100 in the number of bursaries awarded to deserving students each year
	<ul style="list-style-type: none"> • Minimize the need for new resources. - Identify the scope for further rationalization of academic programmes and institutional arrangements. 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. 	Five-Year Plan for financing to be presented to Council in 2009	<ul style="list-style-type: none"> • Increase in proportion of economic cost recovered through tuition fees

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
FUNDING THE ENTERPRISE (Continued)	<ul style="list-style-type: none"> • Link financial support to progress in building capacity. <ul style="list-style-type: none"> - Provide support through matching grants to Departments for research work that is closely related to UWI's mission and which has won external sources of grant funding. - Provide support through matching grants to Departments for research work and graduate training closely related to Mission, where restructuring and rationalization have led to financial gains from more efficient use of resources. 	Five-Year Plan for financing to be presented to Council in 2009	<ul style="list-style-type: none"> • Elimination of arrears of contributions • Target of US\$60 million in funds sourced annually from the private sector for priority capital development projects • Three (3) percentage points annual increase in the gap between non-government funding and subventions over the plan period • Two (2) percent reduction in operational cost in each cost centre • One (1) percent reduction in administrative cost overall for each of the 5 years of the plan period • Target increase of 100 in the number of bursaries awarded to deserving students each year • Increase in proportion of economic cost recovered through tuition fees
	<ul style="list-style-type: none"> • 		

STRENGTHENING REGIONALITY

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
<p>STRENGTHENING REGIONALITY - To enhance effectiveness through better internal integration of the institution.</p>	<ul style="list-style-type: none"> • Enhance effectiveness through better internal integration and rationalization within UWI. - Assist in the propagation of identified best practices across the university system. - Contribute to cross-department rationalization and mutual enhancement to support strategic objectives of the University. - Develop and use case studies and other teaching material from across the University to enhance students' knowledge of other Caribbean countries. - Support student participation in the Caribbean Integration Project. - Facilitate staff exchange initiatives across the University system. 	<p>Best practices lists to be shared, rationalized and approved for adoption by November 2008</p> <p>To be included in Departmental Plans</p> <p>Each course to develop at least one new Caribbean case study annually</p> <p>Plan for one project on each Campus each year for five years due November 2008</p> <p>University Registrar to establish regime by January 2009</p>	<ul style="list-style-type: none"> • Number of students opting for other campus experience through integration projects and other opportunities • Number of multi-campus on-line undergraduate courses • Number of on-line multi-campus Taught Masters courses • Number of regional students in relation to target on each campus • Number of funded regional research students at postgraduate level • Number of departments agreeing to harmonize curriculum and rationalize resources with an explicit agenda • Number of new programmes of direct relevance to the region • Demonstrated regional relevance of Ph.D/M.Phil graduates and research interest of new research graduates • Evidence of pooling of university resources to respond to national or regional needs and demand • Harmonization and strategic deployment of resources across faculties

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
STRENGTHENING REGIONALITY (Continued)	<ul style="list-style-type: none"> • Enhance responsiveness and the impact of UWI on regional development. <ul style="list-style-type: none"> - Re-prioritize the research agenda of the Departments and Faculties to heighten responsiveness to and impact on regional stakeholder needs. - Support initiatives of the University to assist in strengthening primary and secondary school systems in the region. 	Faculty driven – included in Action Plans	<ul style="list-style-type: none"> • Number of students opting for other campus experience through integration projects and other opportunities • Number of multi-campus on-line undergraduate courses • Number of on-line multi-campus Taught Masters courses • Number of regional students in relation to target on each campus • Number of funded regional research students at postgraduate level • Number of departments agreeing to harmonize curriculum and rationalize resources with an explicit agenda • Number of new programmes of direct relevance to the region • Demonstrated regional relevance of Ph.D/M.Phil graduates and research interest of new research graduates • Evidence of pooling of university resources to respond to national or regional needs and demand • Harmonization and strategic deployment of resources across faculties
	<ul style="list-style-type: none"> • Expand and deepen links with TLIs. <ul style="list-style-type: none"> - Strengthen links in relation to articulation agreements, quality assurance, curriculum development initiatives, training of TLI teaching staff, etc. 	Rationalize framework for collaboration with TLIs by 2008. Strengthening of links on-going 2007-2012.	
	<ul style="list-style-type: none"> • Develop relations with the Private Sectors for a range of benefits. <ul style="list-style-type: none"> - Participate in the expansion and deepening of relations with the private sectors in relation to sponsored research, strengthening of curricula, development of new education and training programmes, student internships, etc. 	Executive Management to develop an agenda of action initiatives over the 5 year period by December 2008.	

STRENGTHENING NATIONAL ENGAGEMENT PROCESSES

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
<p>STRENGTHENING NATIONAL ENGAGEMENT PROCESSES - To increase UWI's impact/influence on national policy making.</p>	<ul style="list-style-type: none"> • Increase UWI's impact/ influence on national policy making and programme formulation. <ul style="list-style-type: none"> - Expand the University's involvement in sector research and analysis relevant to national stakeholder needs. - Develop well-founded recommendations for policy reform. - Review social, economic and environmental issues affecting citizens and provide appropriate recommendations. - Encourage and facilitate student involvement in community and service learning initiatives. 	<p>Faculties to work with Principal to develop National Engagement Agenda, November 2008</p>	<ul style="list-style-type: none"> • Number of national scholars recruited to Campus • Level of satisfaction of students with their education after graduation • Feedback from surveys of national stakeholders on University's strengths and weaknesses • Value of contributions from alumni • Value of financial support from business and industry • Number of programmes responding directly to national development needs • Number of policy related engagements
	<ul style="list-style-type: none"> • Address underserved educational and research needs in each contributing country. <ul style="list-style-type: none"> - Ensure that Departmental and Faculty initiatives are more responsive to underserved needs of national stakeholders. 	<p>Faculties to work with Principal to develop a structured programme to address specific country needs - ? By January 2009, each Campus to develop specific country focused agenda to address those pressing problems.</p>	
	<ul style="list-style-type: none"> • Heighten awareness of UWI's contributions to national development and the dynamic relationship with regional character. 	<p>To be addressed in Marketing & Communication Plan drawn up in collaboration with Faculties and Departments.</p>	

INTERNATIONAL PARTNERSHIPS

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
INTERNATIONAL PARTNERSHIPS (INTERNATIONALISATION)	<ul style="list-style-type: none"> • Strengthen and expand inter-institutional relationships to support regional development priorities through resource acquisition, capacity building and enhancement of the knowledge infrastructure. - Increase the number of customized working relationships designed strategically to deliver specific benefits to UWI. - 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 	<p>Five Year Action Plan to be completed by November 30, 2008 - Implementation on-going 2008-2012.</p> <ul style="list-style-type: none"> • Policy on internationalization to be completed by May 2008 • Five Year Action Plan to be completed by November 30, 2008 • Structure to ensure implementation of Action Plan to be established by July 2008 	<ul style="list-style-type: none"> • Number of international undergraduates in relation to target • Number of graduate students in relation to target • Number of international postdocs • Number of UWI graduate students placed in partner institutions • Number of international examiners involved in Ph.D/M.Phil supervision • Number of UWI faculty involved in supervisory teams in partner institutions • Active student exchanges of a reciprocal nature customized with partner institutions • Number of UWI study abroad programmes • Number of active collaborations and number of staff participating in arrangements • Number of staff exchanges and attachments and visiting professorships • Number of UWI Ph.D graduates placed in international postdoctoral programmes

AIM	STRATEGIES	TIME FRAME	PERFORMANCE INDICATORS
INTERNATIONAL PARTNERSHIPS (INTERNATIONALISATION) Continued	<p>mutual support.</p> <ul style="list-style-type: none"> - Expand enrolment of competitive international students in undergraduate programmes. - Develop strategic customized programmes for undergraduates in study abroad. 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. 	<p>Five Year Action Plan to be completed by November 30, 2008 - Implementation on-going 2008-2012.</p> <ul style="list-style-type: none"> • Policy on internationalization to be completed by May 2008 • Five Year Action Plan to be completed by November 30, 2008 • Structure to ensure implementation of Action Plan to be established by July 2008 	<ul style="list-style-type: none"> • Number of international undergraduates in relation to target • Number of graduate students in relation to target • Number of international postdocs • Number of UWI graduate students placed in partner institutions • Number of international examiners involved in Ph.D/M.Phil supervision • Number of UWI faculty involved in supervisory teams in partner institutions • Active student exchanges of a reciprocal nature customized with partner institutions • Number of UWI study abroad programmes • Number of active collaborations and number of staff participating in arrangements • Number of staff exchanges and attachments and visiting professorships • Number of UWI Ph.D graduates placed in international postdoctoral programmes

APPENDIX I
FINANCIAL PROJECTIONS

APPENDIX I(a) - CAVE HILL CAMPUS

FINANCIAL PROJECTIONS

(BD\$ Million)

EXPENDITURE AND INCOME ELEMENTS	Approved	Approved	Approved	Projections		
	Budget	Budget	Budget	2009/10	2010/11	2011/12
	2006/07	2007/08	2008/09			
CURRENT OPERATIONS						
RECURRENT EXPENDITURE						
For Operations Level	94.6	136.9	136.5	141.5	145.0	149.3
Repayment of Long-Term Loans	6.2	6.2	6.2	13.3	13.3	13.3
Sub-Total	100.8	143.1	142.7	154.8	158.3	162.6
Expenditure Related to Strategic Themes and Enablers	-	-	21.2	21.5	22.0	23.1
Special Projects Expenditure	30.8	32.5	34.3	36.2	38.2	40.3
TOTAL EXPENDITURE	131.6	175.6	198.2	212.5	218.5	226.0
INCOME						
Contribution of Governments for Operating Costs	72.4	109.3	115.7	128.4	131.5	136.1
Contribution of Governments for Servicing L-T Loans	6.2	6.2	6.2	13.3	13.3	13.3
Total Government Contributions	78.6	115.5	121.9	141.8	144.8	149.4
Tuition Fees	19.3	24.6	28.0	30.6	31.6	32.2
Income	2.9	3.0	14.1	4.0	3.9	4.1
Sub-Total	100.8	143.1	163.9	176.3	180.3	185.7
Special Projects	30.8	32.5	34.3	36.2	38.2	40.3
TOTAL INCOME	131.6	175.6	198.2	212.5	218.5	226.0
RESOURCES FOR STRATEGIC THEMES						
RECURRENT EXPENDITURE						
The Core Strategic Focus						
Teaching and Learning	-	-	16.9	15.0	14.3	14.0
Graduate Studies	-	-	1.6	1.9	2.1	2.1
Research and Innovation	-	-	-	1.0	1.0	1.0
Service to UWI-12 & Other Underserved Communities	-	-	-	-	-	-
Priority Enablers						
Transforming the Administrative Culture and Processes	-	-	2.2	2.3	2.3	2.5
Marketing and Branding	-	-	0.5	0.5	0.5	0.8
Funding the Enterprise	-	-	-	-	0.5	0.8
Strengthening Regionality	-	-	-	0.3	0.3	0.5
Strengthening National Engagement Processes	-	-	-	-	0.3	0.5
International Partnerships	-	-	-	0.5	0.7	1.0
Total Projected Expenditure - All Themes	-	-	21.2	21.5	22.0	23.2

APPENDIX I(b) - MONA CAMPUS

FINANCIAL PROJECTIONS

(JA\$ Million)

EXPENDITURE AND INCOME ELEMENTS	Approved	Approved	Approved	Projections		
	Budget	Budget	Budget	2009/10	2010/11	2011/12
	2006/07	2007/08	2008/09			
CURRENT OPERATIONS						
RECURRENT EXPENDITURE						
For Operations at the Current Level	5,944.1	6,492.3	6,622.9	7,455.3	7,723.0	8,072.0
Repayment of Long-Term Loans	191.4	206.7	223.1	240.7	240.7	240.7
Sub-Total	6,135.5	6,699.0	6,846.0	7,696.0	7,963.7	8,312.7
Expenditure Related to Strategic Themes and Enablers	-	-	215.0	626.3	648.8	678.2
Special Projects Expenditure	2,767.8	2,961.5	3,168.8	3,390.6	3,628.0	3,881.9
TOTAL EXPENDITURE	8,903.3	9,660.5	10,229.8	11,712.9	12,240.5	12,872.8
INCOME						
Contribution of Governments for Operating Costs	4,704.0	4,854.5	4,984.4	6,158.2	6,367.9	6,651.0
Contribution of Governments for Servicing L-T Loans	191.4	206.7	223.1	240.7	240.7	240.7
Total Government Contributions	4,895.4	5,061.3	5,207.4	6,398.9	6,608.5	6,891.6
Tuition Fees	1,040.1	1,415.4	1,613.6	1,664.5	1,722.5	1,798.2
Income	200.0	222.4	239.9	258.9	281.5	301.2
Sub-Total	6,135.5	6,699.0	7,061.0	8,322.3	8,612.5	8,990.9
Special Projects	2,767.8	2,961.5	3,168.8	3,390.6	3,628.0	3,881.9
TOTAL INCOME	8,903.3	9,660.5	10,229.8	11,712.9	12,240.5	12,872.8
RESOURCES FOR STRATEGIC THEMES						
RECURRENT EXPENDITURE						
The Core Strategic Focus						
Teaching and Learning	-	-	115.0	156.5	162.1	170.3
Graduate Studies	-	-	50.0	299.3	310.1	324.1
Research and Innovation	-	-	-	42.5	44.0	45.6
Service to UWI-12 & Other Underserved Communities	-	-	-	64.5	66.8	69.8
Priority Enablers						
Transforming the Administrative Culture and Processes	-	-	-	27.5	28.5	29.8
Marketing and Branding	-	-	50.0	15.0	15.5	16.2
Funding the Enterprise	-	-	-	-	-	-
Strengthening Regionality	-	-	-	5.0	5.2	5.4
Strengthening National Engagement Processes	-	-	-	6.0	6.2	6.5
International Partnerships	-	-	-	10.0	10.4	10.4
Total Projected Expenditure - All Themes	-	-	215.0	626.3	648.8	678.1

APPENDIX I(c) - ST. AUGUSTINE CAMPUS**FINANCIAL PROJECTIONS**

(TT\$ Million)

EXPENDITURE AND INCOME ELEMENTS	Approved	Approved	Approved	Projections		
	Budget	Budget	Budget	2009/10	2010/11	2011/12
	2006/07	2007/08	2008/09			
CURRENT OPERATIONS						
RECURRENT EXPENDITURE						
For Operations Level	400.3	451.2	517.9	538.4	574.8	612.5
Repayment of Long-Term Loans	12.1	12.3	12.3	12.3	12.3	12.3
Sub-Total	412.4	463.4	530.2	550.7	587.1	624.7
Expenditure Related to Core Themes and Enablers	-	33.2	29.0	33.2	36.2	38.8
Special Projects Expenditure	229.5	246.1	263.8	282.8	303.1	325.0
TOTAL EXPENDITURE	642.0	742.7	823.1	866.7	926.4	988.5
INCOME						
Contribution of Governments for Operating Costs	300.3	369.4	432.0	456.7	491.0	526.3
Contribution of Governments for Servicing L-T Loans	12.1	12.3	12.3	12.3	12.3	12.3
Total Government Contributions	312.4	381.6	444.3	468.9	503.3	538.5
Tuition Fees	75.0	85.0	85.0	85.0	90.0	95.0
Income	25.0	30.0	30.0	30.0	30.0	30.0
Sub-Total	412.4	496.6	559.3	583.9	623.3	663.6
Special Projects	229.5	246.1	263.8	282.8	303.1	325.0
TOTAL INCOME	642.0	742.7	823.1	866.7	926.4	988.5
RESOURCES FOR STRATEGIC THEMES						
RECURRENT EXPENDITURE						
The Core Strategic Focus						
Teaching and Learning	-	25.8	23.3	24.5	27.4	28.5
Graduate Studies	-	1.5	2.3	3.2	4.1	4.9
Research and Innovation	-	1.7	1.0	2.0	2.0	2.3
Service to UWI-12 & Other Underserved Communities	-	0.5	0.5	0.5	0.5	0.5
Priority Enablers						
Transforming the Administrative Culture and Processes	-	2.7	1.2	1.0	-	-
Marketing and Branding	-	-	-	-	-	-
Funding the Enterprise	-	0.3	0.5	0.7	1.0	1.2
Strengthening Regionality	-	-	-	-	-	-
Strengthening National Engagement Processes	-	0.3	-	0.1	-	0.1
International Partnerships	-	0.4	0.2	1.2	1.2	1.3
Total Projected Expenditure - All Themes	-	33.2	29.0	33.2	36.2	38.8

APPENDIX I(d) - OPEN CAMPUS**FINANCIAL PROJECTIONS**

(BD\$ Million)

EXPENDITURE AND INCOME ELEMENTS	Approved	Approved	Approved	Projections		
	Budget	Budget	Budget	2009/10	2010/11	2011/12
	2006/07	2007/08	2008/09			
CURRENT OPERATIONS						
RECURRENT EXPENDITURE						
For Operations Level	29.7	32.5	34.5	36.8	38.2	39.7
Repayment of Long-Term Loans	-	-	-	-	-	-
Sub-Total	29.7	32.5	34.5	36.8	38.2	39.7
Expenditure Related to Strategic Themes and Enablers	-	-	11.7	15.2	18.7	20.8
Special Projects Expenditure	-	-	-	-	-	-
TOTAL EXPENDITURE	29.7	32.5	46.3	52.0	56.9	60.5
INCOME						
Contribution of Governments for Operating Costs	19.7	23.2	28.5	25.7	28.9	29.8
Contribution of Governments for Servicing L-T Loans	-	-	-	-	-	-
Total Government Contributions	19.7	23.2	28.5	25.7	28.9	29.8
Tuition Fees	10.0	8.8	17.1	25.7	27.2	30.0
Income	-	0.5	0.6	0.7	0.7	0.7
Sub-Total	29.7	32.5	46.3	52.0	56.9	60.5
Special Projects	-	-	-	-	-	-
TOTAL INCOME	29.7	32.5	46.3	52.0	56.9	60.5
RESOURCES FOR STRATEGIC THEMES						
RECURRENT EXPENDITURE						
The Core Strategic Focus						
Teaching and Learning	-	-	-	-	-	-
Graduate Studies	-	-	-	-	-	-
Research and Innovation	-	-	-	-	-	-
Service to UWI-12 & Other Underserved Communities	-	-	-	-	-	-
Priority Enablers						
Transforming the Administrative Culture and Processes	-	-	-	-	-	-
Marketing and Branding	-	-	-	-	-	-
Funding the Enterprise	-	-	-	-	-	-
Strengthening Regionality	-	-	-	-	-	-
Strengthening National Engagement Processes	-	-	-	-	-	-
International Partnerships	-	-	-	-	-	-
Total Projected Expenditure - All Themes	-	-	11.7	15.2	18.7	20.8

APPENDIX I(e) -TOTAL CENTRE - CONSOLIDATED

FINANCIAL PROJECTIONS

(BD\$ Million)

EXPENDITURE AND INCOME ELEMENTS	Approved	Approved	Approved	Projections		
	Budget	Budget	Budget	2009/10	2010/11	2011/12
	2006/07	2007/08	2008/09			
CURRENT OPERATIONS						
RECURRENT EXPENDITURE						
For Operations Level	54.0	60.8	65.3	70.8	74.1	76.5
Repayment of Long-Term Loans	1.1	1.1	1.1	1.1	1.1	1.1
Sub-Total	55.1	61.9	66.4	71.9	75.2	77.5
Expenditure Related to Strategic Themes and Enablers	-	1.9	5.1	8.5	10.6	10.9
Special Projects Expenditure	22.5	24.1	25.7	27.5	29.5	31.5
TOTAL EXPENDITURE	77.5	87.9	97.2	107.8	115.2	119.9
INCOME						
Contribution of Governments for Operating Costs	38.6	44.4	51.7	57.6	61.7	63.6
Contribution of Governments for Servicing L-T Loans	1.1	1.1	1.1	1.1	1.1	1.1
Total Government Contributions	39.7	45.4	52.8	58.8	62.8	64.6
Tuition Fees	13.6	15.4	14.7	16.0	17.0	17.7
Income	1.8	3.1	4.0	5.5	5.8	6.1
Sub-Total	55.1	63.9	71.5	80.4	85.7	88.4
Special Projects	22.5	24.1	25.7	27.5	29.5	31.5
TOTAL INCOME	77.5	87.9	97.2	107.9	115.2	119.9
RESOURCES FOR STRATEGIC THEMES						
RECURRENT EXPENDITURE						
The Core Strategic Focus						
Teaching and Learning	-	0.3	0.5	0.5	0.9	0.9
Graduate Studies	-	0.1	0.5	1.7	2.0	1.9
Research and Innovation	-	0.7	1.0	2.2	2.7	3.0
Service to UWI-12 & Other Underserved Communities	-	-	-	-	-	-
Priority Enablers						
Transforming the Administrative Culture and Processes	-	0.2	1.7	1.7	2.4	2.4
Marketing and Branding	-	-	-	-	-	-
Funding the Enterprise	-	-	-	-	0.2	0.2
Strengthening Regionality	-	0.6	1.4	1.4	1.4	1.5
Strengthening National Engagement Processes	-	-	-	-	-	-
International Partnerships	-	-	-	1.0	1.0	1.0
RECURRENT EXPENDITURE - ALL THEMES	-	1.9	5.1	8.5	10.6	10.9

APPENDIX I(f) - THE UNIVERSITY OF THE WEST INDIES CONSOLIDATED
FINANCIAL PROJECTIONS
(BD\$ Million)

EXPENDITURE AND INCOME ELEMENTS	Approved	Budget	Budget	Projections		
	Budget	Estimates	Estimates	2009/10	2010/11	2011/12
	2006/07	2007/08	2008/09			
CURRENT OPERATIONS						
RECURRENT EXPENDITURE						
For Operations at the Current Level	480.6	564.9	596.2	639.9	667.5	698.0
Repayment of Long-Term Loans	16.8	17.3	17.8	25.4	25.4	25.4
Sub-Total	497.4	582.2	613.9	665.4	692.9	723.4
Expenditure Related to Strategic Themes and Enablers	-	12.6	53.6	74.2	81.8	87.0
Special Projects Expenditure	207.9	222.1	237.3	253.6	271.0	289.6
TOTAL EXPENDITURE	705.2	816.8	904.9	993.2	1,045.8	1,100.1
INCOME						
Contribution of Governments for Operating Costs	364.7	437.4	480.2	538.5	565.9	592.8
Contribution of Governments for Servicing L-T Loans	16.8	17.3	17.8	25.4	25.4	25.4
Total Government Contributions	381.5	454.7	498.0	563.9	591.3	618.2
Tuition Fees	97.4	117.4	134.3	148.4	155.3	163.0
Income	18.5	22.7	35.3	27.3	28.2	29.3
Sub-Total	497.4	594.8	667.6	739.6	774.9	810.5
Special Projects	207.9	222.1	237.3	253.6	271.0	289.6
TOTAL INCOME	705.2	816.8	904.9	993.2	1,045.8	1,100.1
RESOURCES FOR STRATEGIC THEMES						
RECURRENT EXPENDITURE						
The Core Strategic Focus						
Teaching and Learning	-	8.5	39.9	43.2	47.4	49.8
Graduate Studies	-	0.6	4.3	13.4	14.5	15.1
Research and Innovation	-	1.3	1.3	5.1	5.6	6.1
Service to UWI-12 & Other Underserved Communities	-	0.1	0.2	2.1	2.1	2.2
Priority Enablers						
Transforming the Administrative Culture and Processes	-	1.2	4.3	5.1	5.5	5.8
Marketing and Branding	-	-	1.9	0.9	1.0	1.2
Funding the Enterprise	-	0.1	0.2	0.2	1.0	1.3
Strengthening Regionality	-	0.6	1.4	1.8	1.8	2.1
Strengthening National Engagement Processes	-	0.1	-	0.2	0.5	0.7
International Partnerships	-	0.1	0.1	2.2	2.4	2.7
RECURRENT EXPENDITURE - ALL THEMES	-	12.6	53.6	74.2	81.8	87.0

APPENDIX II
OVERVIEW OF PROJECTED CAPITAL DEVELOPMENT PROGRAMME – 2007-2012

CAMPUS PROJECT	Cost Estimate (US\$Mn)	Income Generating	Funding Source Targeted	Projected Timelines for Implementation of Capital Projects						
				2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
CAVE HILL										
Development of Black Rock Lands	8.0	N	Gov't							
Undergraduate Student Accommodation	12.5	Y	IFC							
Graduate Student Accommodation	20.0	Y	IFC							
New Library Building	7.0	N	IFC							
Phase 2 – Upgrade of SCMR (Medicine)	5.0	Y	IFC							
Development of CERMES	5.0	N	IFC							
Science Laboratories	4.5	N	Gov't grant							
Multipurpose Gymnasium	8.0	N	CDB/Govt							
Law Library/Law Faculty	3.0	N	Gov't grant							
Central Administration Bldg	4.0	N	Internal							
Multi-Storey Car Park (at Black Rock)	10.0	Y	Gov't/CDB							
Teaching Complex for General Use	5.0	N	Gov't grant							
Undergraduate Seminar Rooms and Labs	4.5	N	Debt/GG							
Graduate Studies Lecture Building	3.5	N	Debt/GG							
Retrofitting of Teaching Space for IT Use	2.0	N	Gov't grant							
Expansion of Computer Laboratories	2.5	N	Gov't grant							
CARICOM Research Park	2.0	N	Gov't grant							
Cultural Studies	5.0	N	Gov't grant							
Office Space Expansion – All Faculties	2.5	N	Gov't grant							
Total – Cave Hill	114.0									
MONA CAMPUS										
Development of Western Jamaica Campus ¹	10.0	N	IFC							
Basic Med. Sciences Complex, Undergraduate	30.0	N	IFC							
Mona Bowl Sporting Complex	38.0	Y	IFC							
Multifunctional Campus Centre Building	50.0	Y	China/Gov't							
Expansion of Library Space	3.3	N	Debt-n.							
Expansion of Student Accommodation (450)	9.0	Y	NHT/NPP							
New Lecture Theatre Buildings – Social Sciences	0.5	N	Internal Funds							
Student Services Centre Building – Social Sciences	1.0	N	Internal Funds							
Expansion of Lecture Theatre-Medical Sciences	5.0	Y	Internal Funds							
Carimac Building – Humanities & Education	2.0	Y	Internal/NPP							
Multi-Storey Car Park	5.0	N	China/Gov't							
MTS – Office Space	2.0	N	Govt/Donor							
Fine Arts Building	2.0	N	Debt – n.i.							
Information Technology Park	2.2	Y	Internal Funds							
Expansion of Sievwright Building for Nursing	1.4	Y	Internal Funds							
MTS – Alternative Back-Up system	1.7	N	Internal Funds							
University Hospital – Feasibility Study	1.0	N	Internal Funds							
Total - Mona	164.1									

¹Development of Western Jamaica Campus – Hospitality and Tourism School and Nursing School

AREAS OF STRATEGIC FOCUS & KEY STRATEGIES	Vice Chancellor	Principal & Deputy Principal	PVC OBUS & QA Units	PVC Graduate Studies	PVC Research	PVC (Open Campus)	PVC Planning & Development	University Registrar/ Campus Registrars	University Bursar & Campus Bursars	University Librarian & Campus Librarians	Faculty Deans & Dept. Heads	Heads of Research Institutes/Centres	IDUs	IT Directors	Estate Managers	Marketing & Communications Offices	Business Offices	Campus Coordinators	Other Owners
Examination process for research students					C						X								
Advanced IT and Laboratory resources and access to databases for graduate students and faculty				X	X				X	X	C			X					
Quality Assurance System for postgraduate programmes		X		C	X						X							X	
Throughput rates of research students		X			C		X				X							X	
Expand enrolment of full-time research students					C						X								
Cost of postgraduate research degrees		X			C				X		X								
Support of the postgraduate student population		X		C					X		X								
RESEARCH AND INNOVATION																			
Create an enabling environment for research and innovation – protected time, differential teaching loads		X			C						X								
Inter-campus and international collaboration in research and supervision				X	X						C	C							
Conduct research that is relevant to regional and national needs and drivers regional development	C	C			C	C					X	X					X		X
Conduct research of international repute and benchmark research performance against international norms	C	C			C						X	X							
Develop and sustain an innovation and enterprise culture		C			C						X						X		X
UWI-12 & OTHER UNDERSERVED COMMUNITIES																			
Establishment of policies for the management, development and implementation of open and flexible learning	X	X				C					X								X
Establishment of a viable and sustainable financing mechanism for the Open Campus	X	X				C			X										X
Establish and operationalise university-wide policies for the development and management of inter-institutional relationships						C													X
Establish and operationalise the UWI Open Campus	C					C		X	X		X					X			X

AREAS OF STRATEGIC FOCUS & KEY STRATEGIES	Vice Chancellor	Principal & Deputy Principal	PVC OBUS & QA Units	PVC Graduate Studies	PVC Research	PVC (Open Campus)	PVC Planning & Development	University Registrar/ Campus Registrars	University Bursar & Campus Bursars	University Librarian & Campus Librarians	Faculty Deans & Dept. Heads	Heads of Research Institutes/Centres	IDUs	IT Directors	Estate Managers	Marketing & Communications Offices	Business Offices	Campus Coordinators	Other Owners
Create a student centred learning environment for a diverse student body						C		X											X
Expand the range, reach and access to university programmes and services by students from the relevant target groups	C	X				C					X					X			X
Expand the number and scope of research activity in UWI 12					X	C					X	X							
Address the need for interventions in the UWI 12 to strengthen education at the primary and secondary levels particularly in Science, Mathematics and Languages						C					X								X
TRANSFORMING THE LEADERSHIP, MANAGERIAL AND ADMINISTRATIVE CULTURE & PROCESSES																			
Utilize the Enterprise Systems to full potential		X						C	X					X					
Conduct operational audits in PeopleSoft HR, Banner Financial, and Banner Students Enterprise Systems								C	X					X					
Link Registry and Bursary operations with Faculties to form a mutually supportive system aligned to the strategic priorities								C	X		X			X					
Set up Service Quality Assurance Units to set standards and monitor the quality of service outputs		X					X	C	X										X
Budgets to be aligned with operational plans	X	X					C		C		X								X
Implementation of relevant recommendations of the Chancellor's Task Force	C	X						X											
Strengthening of the interface between campus-based governance structures with UWI's central governance entities	C	X	X	X	X	X	X	X											
Implement recommendations of the Review of Management Structures currently underway	C	X						X	X										
Integration of administrative systems and services across the entire University	C	X						C	X					X					
Establishment of a single web portal to allow students and staff access to the enterprise system		X						X						C					
Re-engineer, standardize and integrate all administrative systems		X						C	X	X				X					
Determine appropriate management standards for each process in each system		X						C											
Ensure structures are in place to support recommended re-engineered processes		X						C						X					

AREAS OF STRATEGIC FOCUS & KEY STRATEGIES	Vice Chancellor	Principal & Deputy Principal	PVC OBUS & QA Units	PVC Graduate Studies	PVC Research	PVC (Open Campus)	PVC Planning & Development	University Registrar/ Campus Registrars	University Bursar & Campus Bursars	University Librarian & Campus Librarians	Faculty Deans & Dept. Heads	Heads of Research Institutes/Centres	IDUs	IT Directors	Estate Managers	Marketing & Communications Offices	Business Offices	Campus Coordinators	Other Owners
Audit offices of the Campus Registrars and Bursars as well as Faculty and Department Office to enhance administrative efficiency		X						C	X		X			X					
Strengthen the Faculties and Offices of the Deputy Principals		X						C	X		X			X					
Implement the competencies management module of PeopleSoft HRMS								X						C					
Develop and implement more responsive internal communication processes using appropriate ICT		X						X						C		C			
Develop an ideology to be embraced as the University's way on work performance and productivity and people relations.	X	X					X	C	X		X								
Create a framework to strengthen accountability on the part of staff		X						C			X								
Institute performance management based on clear criteria for all categories of staff		X						C											
Provide staff training and development opportunities to assist in building capacity		X	X					C	X		X								
Develop and implement an effective system for succession planning		X						C			X								
Plan Implementation Management																			
Appointment of a Pro Vice Chancellor for Planning and Development	C							X											
Institutionalize the preparation of sound operational plans linked to budgets		X					C	X	X										
Orchestrate the tactical planning required for the implementation of the strategic plan		X					C	X	X										
Ensure efficient monitoring and assessment of the implementation of programmes		X	X	X	X	X	C	X	X		X								
MARKETING AND BRANDING																			
Prepare a Marketing & Communications Plan aligned to and fully supportive of UWI's strategic priorities	X	X					C									C			
Review and revise the structure of the Marketing and Communication offices to ensure that the function is appropriately resourced.		X						X								C			
Develop an information strategy to promote UWI in the mass media as being first in education, research and the provision of expert services		X														C			

AREAS OF STRATEGIC FOCUS & KEY STRATEGIES	Vice Chancellor	Principal & Deputy Principal	PVC OBUS & QA Units	PVC Graduate Studies	PVC Research	PVC (Open Campus)	PVC Planning & Development	University Registrar/ Campus Registrars	University Bursar & Campus Bursars	University Librarian & Campus Librarians	Faculty Deans & Dept. Heads	Heads of Research Institutes/Centres	IDUs	IT Directors	Estate Managers	Marketing & Communications Offices	Business Offices	Campus Coordinators	Other Owners
Assist regional TLIs in curriculum development, quality assurance and the building of teaching staff capacity.			X			C					X								X
Continue to forge articulation agreements with regional TLIs to facilitate the seamless advancement of students seeking to realize their educational goals.						C					X								X
STRENGTHENING NATIONAL ENGAGEMENT																			
Document and effectively publicize the contribution of the University and its staff to the policy formulation and evaluation processes in member countries.		C									X	X				X			
Improve dissemination mechanisms to allow a broader national audience to become aware of the scholarship, research work and other outputs of the University.		C			X	X			X	X	X	X				X			
Recognize and support the contribution of UWI's staff to national planning and policy making processes, national engagement and outreach activities.	C	C			X	C					X	X							X
Provide students and staff with opportunities for structured community engagement.		C									X								X
Actively seek out opportunities for the University to be represented formally in all regional forums.		C									X	X							
Establish structures for identifying and analyzing UWI's outreach activities at different levels of society on an on-going basis.		C				C					X					X			
Prioritize needs and develop initiatives to assist in addressing the identified gaps.		C			X	C					X							X	X
Mount research initiatives with appropriate support to analyze selected economic, social and environmental issues.		C			C	C					X	X							
INTERNATIONAL PARTNERSHIPS																			
Utilize more collaborative strategies in relation to knowledge creation and transfer, access to sources of finance, enrichment of educational experience for UWI students, etc.		X					C		X		X					X			X
Strengthen campus international offices		C					C	X	X										
Build new alliances and deepen existing ones with strategic partners to advance UWI's strategic goals.		C			C		C				X	X							

