



Professor Densil Williams

PRO VICE-CHANCELLOR, OFFICE OF PLANNING AND DEVELOPMENT

On October 1, 2016, Professor Densil A. Williams assumed the role of Pro Vice-Chancellor, Planning in the University Office of Planning and Development. The Office was renamed the University Office of Planning (UOP) as the “Development” function was relocated to the Office of the Vice-Chancellor in October 2016.

The new Pro Vice-Chancellor re-organised the work of the office under four non-mutually exclusive portfolios: Strategic Planning; Business Intelligence and Institutional Research; Academic/Industry Partnership and Business Process Reengineering and Project Management.

Unit Heads were appointed for the different portfolios in order to better assist the Pro Vice-Chancellor in managing the workload of the office. Dr. John Gedeon, who had transferred to the International Office returned to the University Office of Planning. Further, Mr. Leighton Duncan was seconded from Mona School of Business and Management to the UOP team to assist with Information systems and project management needs in the office.

In the period under review, development of the 2017–2022 Strategic Plan was a significant activity for the UOP. Following the Vice-Chancellor’s extensive engagement with internal and external stakeholders, the formal planning began in September 2016. This entailed a number of retreats at the executive level, engagements with staff and faculty from all campuses and units within The UWI, and culminated with a presentation of the draft strategic plan to the Annual Business Session of the University Council on April 27, 2017.

The Strategic Plan was unanimously approved at Council, after which there was a roll-out of training sessions to prepare key strategy officers on each campus on navigating the Balanced Scorecard system designed and built organically in the UOP to monitor and evaluate the Strategic Plan. The UOP also established a Strategy Steering Committee to review fortnightly the progress and status of each campus and the Vice-Chancellery in the execution of their initiatives to fulfil the mission and vision of the plan.

Despite the heavy focus on developing the Strategic Plan over the reporting period, UOP also made significant progress in the other areas of responsibility. The list below indicates concept papers, research notes, proposals and other activities undertaken by the UOP team.

INSTITUTIONAL RESEARCH

- Demand for The UWI Education and Implications for Future Growth: An Exploratory Study
- Assessment of The UWI's Participation in World University Rankings
- The impact of a revised GATE funding model on The UWI
- Value and benefits of the Sports industry
- Global Trends in Higher Education – Relevance to The UWI (submitted in June and reconfigured for submission to UF&GPC)
- Towards a One UWI Business Intelligence and Analytics System
- A methodology for the development of a Business Process Re-Engineering Unit at The University of the West Indies

Initiative Dashboard - University



The Balanced Scorecard system designed and built organically in the UOP to monitor and evaluate the Strategic Plan.

Planning and Development

General Concept Papers and Business Development Issues

UOP participated in or developed the following proposals:

- Concept paper for the establishment of the Faculty of Sport
- Research paper on the value of the sport industry, globally
- Research paper on the development of University Science Parks

UOP also engaged in other routine activities which include but are not limited to the co-ordination and submission of data to the following ranking agencies:

- U-Multirank
- UI GreenMetric World University Ranking

This information was used to assess the international competitiveness of the University.

CAPACITY DEVELOPMENT

Several staff members undertook training programmes over the period. Some of these were:

- “Getting Started with SAS – University Edition.” Offered by ANSA McAL Psychological Research Centre, Faculty of Social Sciences, St. Augustine Campus, February 2, 2017.—Ms. Tiffany Best
- “Applied Analytics Using SAS University Edition.” April 24-28, 2017, St. Augustine Campus—Ms. Tiffany Best
- “Research for Industry Symposium.” Department of Chemical Engineering. June 8, 2017, Faculty of Engineering, St. Augustine Campus —Dr. Indrani Bachan-Persad

A number of employees received new assignments and new contractual working relationships with The UWI. These include:

1. Ms. Kamlini Dalipsingh, Research Technician: promoted to Administrative Assistant.
2. Ms. Greer McKenzie, who completed an MSc in Management, relocated to the role of Research Technician from her post of Secretary.
3. Mr. Tony Narine, the driver who had shared contractual obligations between UOP and COPIR, has now been given a full-time contract to work exclusively for the University Office of Planning in the capacity of driver and receptionist.
4. Ms. Lystra Downes, who worked as a temporary ancillary worker for over five years, received a permanent contract and also serves as receptionist when Mr. Narine is on driving duties.

These staff movements resulted in a cost saving to The UWI from the termination of the position of Secretary in the UOP.

Over the review period, the UOP held six staff meetings which were both operational and developmental. Staff members who worked on special reports and concept papers presented their findings and received valuable feedback to revise and improve the papers. The meetings serve as a networking session among staff where they have lunch together and build camaraderie in the office.

UOP staff engaged in a number of professional development activities to advance their professional

careers. These achievements are highlighted in individual activity reports.

PROJECTED ACTIVITIES FOR 2017/2018

For the coming academic year, UOP will engage in activities that will contribute to the “Triple A” Strategic Plan, 2017–2022. Specifically, this relates to policy formulation through research and data collection for the Alignment and Access themes. Some of the expected outcomes from the office for the 2017/2018 period will be:

- Private Sector Engagement Consultation
- Position Paper on Assessment of Global University Rankings
- Policy Paper on UWI Engagement with the Private Sector
- A Study on Student Attrition at The UWI
- A Position Paper on Entrepreneurship and Spin-Off Companies at The UWI
- Dissemination of newsletter on Trends and Developments in Higher Education

Further, the office will also be engaged in work to further the Agility theme. This will include:

- Continuous process of monitoring and evaluating the Strategic Plan
- A Position Paper on Workload at The UWI
- Preparation of the Statistical Digest
- Collaboration with other areas of The University to establish a Business Intelligence System for The UWI

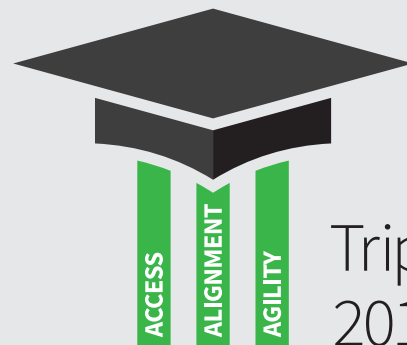
REVITALISING CARIBBEAN DEVELOPMENT

With the new Strategic Plan 2017–2022 coming into effect,

The UWI looks forward to refocusing and reiterating its intention to be an invaluable contributor to Caribbean development. The new Plan is centred around a Triple A Strategy for The UWI, namely:

- Widening **Access** to quality tertiary education;
- Greater **Alignment** of The UWI as one university with academic-industry partnerships relevant to the region's needs;
- **Agility** and alertness in engaging global connections and possibilities.

The new Plan is a result of a year of activity, principally conducted by the University Office of Planning (UOP) and involving the engagement of all stakeholders, both internal and external, through the Office of the Vice-Chancellor. It entailed several retreats by executive members of staff, and conversations with staff and faculty from all campuses and units. The draft Strategic Plan was presented at the Annual Business Session of The University Council in April 2017 and was unanimously approved. This approval was immediately followed by a series of training sessions to inform and familiarise strategy officers in all locations, including the use of the Balanced Scorecard system that will be used to monitor and evaluate the effective implementation of the plan. The UOP also established a strategy steering committee that will meet fortnightly to review the progress and status of each campus and the Vice-Chancellery in the execution of their initiatives to fulfil the Mission and Vision of the plan.



Triple A Strategy 2017-2022

The Triple A Strategy will provide the roadmap for The UWI over the next five years. It comprises 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 medium-term of the next two years. These are all captured in the University's and campuses' balanced scorecards, which will be reviewed annually but monitored quarterly. For effective implementation, the scorecard will be linked to the annual performance review of the initiative owners. The University and campus senior management teams will provide operational governance over the strategic plan to ensure its effectiveness. They will be supported by the committees and work groups that will be established to execute various initiatives. At the end of the planning cycle, The UWI should be more accessible, aligned and agile than it is today and will be able to deliver greater value to its students, alumni and stakeholders and support the revitalisation of Caribbean development.