

The UWI Triple A Strategy Framework

THEME

VISION

MISSION

CORE VALUES

STRATEGIC GOALS

STRATEGIC OBJECTIVES

PRINCIPAL OUTCOMES

The UWI Triple A Strategy 2022-2027: The Revenue Revolution

An excellent global university rooted in the Caribbean

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

Integrity • Excellence • Diversity • Gender Justice • Student Centredness • Financial Sustainability

Access (US\$28 million annually)

- AC1 Increase number of full fee paying students in senate-approved programmes both in online and face to face modalities, at the: (a) national and regional, and (b) international levels.
- AC2 Increase enrolment of students in non-senate approved programmes such as professional development short courses both in online and face to face modalities.
- AC3 Enhance the quality of teaching, learning and student development as reflected through the voice of the student surveys.
- AC4 Increase the quality and quantity of high impact research.

1. (a) Number of full fee paying national and regional students
Target: 1000 annually of which at least 30% online (US\$12 million annually)
(b) Number of full fee paying international students
Target: 1000 annually of which at least 30% online (US\$15 million annually)

2. Number of learners enrolled in professional development and short courses
Target: 2000 annually of which at least 30% online (US\$1 million annually)

3. Student satisfaction score
Target: 60% annually

4. (a) Number of research publication per faculty
Target: 2 annually
(b) Percentage increase in citation score
Target: 20% annually

Alignment (US\$34 million annually)

- AL1 Increase grants for academic and applied research to contribute to the bottom-line of the University.
- AL2 Increase and improve Alumni and friends engagement and involvement in University life.
- AL3 Pursue commercially viable projects to increase revenues from commercial operations.

1. (a) Percentage increase in the value of grants received
Target: 10% annually
(b) Increase in grants administrative fee
Target: US\$3 million annually

2. (a) Alumni and friends financial contribution to The UWI
Target: US\$1 million annually
(b) Alumni and friends on committees, boards, and participation in university activities such as teaching and learning
Target: 50 new engagements annually

3. Revenue received from commercial operations
Target: US\$30 million annually

Agility

- AG1 Restore Financial Health to The UWI.
- AG2 Continue the development of a Creative, Caring, Accountable, Motivated, Professional (CAMP) Team.
- AG3 Build out The UWI Digital Agenda to foster greater efficiency in operational processes and innovation in the delivery of its services.

1. Operating Margin
Target: 1% annually

2. Employee Engagement score
Target: 60% annually

3. (a) Percentage of technological systems that are integrated seamlessly across The UWI
Target: 100% by 2027
(b) Percentage savings in travel costs for UWI
Target: 20% annually