



THE UNIVERSITY
OF THE
WEST INDIES ST AUGUSTINE

IMPLEMENTATION OF THE TRIPLE
A STRATEGY (2022-2027)

A MID-TERM REVIEW
2022-2024

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Background

The UWI Triple A Strategy- Strategic Plan 2022-2027[1] states that, 'The UWI Triple A Strategy was conceptualized in 2016 and had at its core, a 10 year vision for The UWI to be transformed into a highly respected global higher educational institution that is financially sustainable and contributing to the revitalization of the development and growth of Caribbean economies.

The Plan was designed to be implemented in two phases over a 10-year period. Phase I the period 2017-2022, focused on using the existing resources and capabilities to advance the global reputation of the University to assist in the revitalization of Caribbean development. Phase II of the Triple A Strategy, August 2022 – July 2027 focuses on the generation of revenue to support the financial sustainability of the institution. The Strategy Framework below captures the strategic goals, objectives and accompanying key performance indicators to guide implementation by campuses.

The UWI Triple A Strategy Framework



THEME	The UWI Triple A Strategy 2022-2027: The Revenue Revolution		
VISION	An excellent global university rooted in the Caribbean		
MISSION	To advance learning, create knowledge and foster innovation for the positive transformation of the Caribbean and the wider world		
STRATEGIC GOALS	Integrity • Excellence • Diversity • Gender Justice • Student Centredness • Financial Sustainability		
STRATEGIC OBJECTIVES	Access (US\$28 million annually)	Alignment (US\$34 million annually)	Agility
1. INCREASE STUDENT ENROLMENT	<p>AC1 Increase number of full fee paying students in senate-approved programmes both in online and face to face modalities, at the: (a) national and regional, and (b) international levels.</p> <p>AC2 Increase enrolment of students in non-senate approved programmes such as professional development short courses both in online and face to face modalities.</p> <p>AC3 Enhance the quality of teaching, learning and student development as reflected through the voice of the student surveys.</p> <p>AC4 Increase the quality and quantity of high impact research.</p> <p>1. (a) Number of full fee paying national and regional students Target: 2000 annually of which at least 30% online (US\$12 million annually) (b) Number of full fee paying international students Target: 2000 annually of which at least 30% online (US\$15 million annually)</p> <p>2. Number of learners enrolled in professional development and short courses Target: 2000 annually of which at least 30% online (US\$1 million annually)</p> <p>3. Student satisfaction score Target: 80% annually</p> <p>4. (a) Number of research publications per faculty Target: 2 annually (b) Percentage increase in citation score Target: 20% annually</p>	<p>AL1 Increase grants for academic and applied research to contribute to the bottom-line of the University.</p> <p>AL2 Increase and Improve Alumni engagement and Involvement in the life of the University.</p> <p>AL3 Pursue commercially viable projects to increase revenues from commercial operations.</p>	<p>AG1 Restore Financial Health to The UWI.</p> <p>AG2 Continue the development of a Creative, Caring, Accountable, Motivated, Professional (CAMP) Team.</p> <p>AG3 Build out the UWI Digital Agenda to foster greater efficiency in operational processes and innovation in the delivery of its services.</p>
2. INCREASE REVENUE	<p>1 Percentage Increase in the value of grants received Target: 10% annually</p> <p>2 Increase in grants administrative fee Target: US\$3 million annually</p> <p>3 (a) Alumni financial contribution to The UWI Target: US\$1 million annually (b) Alumni on committees, boards, and participation in university activities such as teaching and learning Target: 50 new engagements annually</p> <p>4. Revenue received from commercial operations Target: US\$30 million annually</p>	<p>1 Operating Margin Target: 1% annually</p> <p>2 Employee Engagement score Target: 60% annually</p> <p>3 (a) Percentage of technological systems that are integrated seamlessly across the UWI Target: 100% by 2027 (b) Percentage savings in travel costs for UWI Target: 20% annually</p>	

[1] <https://www.uwi.edu/uop/strategic-plan-about-plan>

The Planning Process at The St. Augustine Campus

Upon the approval of the Strategic Plan 2022-2027, the St. Augustine Campus undertook to engage its major stakeholders - staff and students, alumni, and business leaders. It did so through focus groups where it was possible to obtain their views and perspectives on the priorities articulated in Phase 11 of the Triple A Strategy. The St. Augustine Campus also held a two-day senior management retreat in November 2022, to obtain their feedback and perceptions on the key strategic priority areas specifically required to improve the campus's financial health. The Campus Executive Team, Faculty Leaders, Heads of academic departments, as well as and Heads of administrative departments gathered and reflected on the goals -Access, Alignment and Agility as laid out in the Triple A Strategy and considered the initiatives which could be applied to strengthen the institution's financial health and processes, advance its efficiency and improve the staff and student experiences. Importantly, a commitment was made to identify projects which would harness the intellectual and innovative capacity of faculties to generate revenue through services and products which could be commercialized. The table below highlights some of the strategic areas which were proposed for consideration.

Triple A Phase 11 2022-2027 St. Augustine Campus Priority Areas

Goal	Campus Priority Area	Goal	Campus Priority Area	Goal	Campus Priority Area
	ACCESS		ALIGNMENT		AGILITY
AC1	Student Recruitment gender balance, disability, and areas of national need	AL1	Model for sharing Grant Funding Resolve issues of risks of cepay obligations from grant funding agencies, donor stipulations	AG 1	Financial sustainability Review of revenue streams
AC2	Review Self-Financing Taught Masters programmes, regulations, pricing, sharing mechanism, costing, campus policy	AL2	Alumni Giving Project	AG2	Recommendations for improving staff satisfaction, Continuous professional Training & development, Communication and Responsiveness
AC3	Student 24/7 service enhancement project, Review pain points of Student life cycle, Multi /Interdisciplinary programmes, Market driven programmes, internship placement	AL3	Spin off companies, Fine Cocoa Project, Global Medical School	AG3	Campus Digital Transformation
AC4	Best practices Identifying impactful research, alignment to areas of peer interest, utilization of UWI Scholar profiles , Invest in tools to track Citation scores, assessment of publication impact				

The St. Augustine Campus -Strategic Areas of Priority

The Campus considered the feedback received from key stakeholders as well as the outcomes of the management retreat and set about to chart a campus operational plan in alignment with the Triple A strategy. It was agreed that UWISTA Operationalization of the Strategic Plan would be executed under the dual focus of Revenue Revolution and Institutional Strengthening. Subsumed within this dual focus were several approved projects, which, when effectively implemented, would positively influence the longevity, sustainability, and impact of The UWI St. Augustine.

ST. Augustine Campus Implementation Framework

Further to the campus management retreat, the senior leadership of the Campus endorsed an implementation framework in January 2023 where it was agreed that a review committee would be established to receive and consider project proposals from faculties and administrative project leaders as key stakeholders in the process. The Campus Office of Planning and Institutional Research (COPIR) is tasked as the Key Strategy Office with the responsibilities for monitoring, evaluating and reporting on the implementation of the University Strategic Plan 2022-2027. The Department is also responsible for reporting on the progress of its initiatives into the University Balanced Scorecard System which would be done on a quarterly basis. The system records the progress of key performance indicators against university targets set for each of the goals identified in the Triple A Strategy .

Monitoring & Evaluation

The Campus Implementation Committee (CIC) is charged with receiving, examining and evaluating project proposals targeted for implementation. The role of the CIC having exercised the evaluation function, approves and allocates funding for campus initiatives and projects, to support the implementation of the Triple A Strategy. It is also responsible for monitoring the progress of each initiative, project and directing corrective action when required.

Campus Implementation Committee Membership:

Campus Principal
Campus Deputy Principal
Campus Registrar
Campus Bursar
Campus Librarian
Faculty Deans
Campus Office of Planning and Institutional Research
(representative)
Campus Marketing & Communications Office (representative)

Co-opted members:

Mr. Julian Henry: Head, Entrepreneurship Unit
Dr. Graham King: Director STaCIE
Director Graduate Studies and Research
In attendance -other officers as required

Internal Strategy Review Team

The Internal Strategy Review Team was established as a sub-committee of the CIC. The primary function of the team is to critically evaluate projects in order to determine their feasibility and to make recommendations to the CIC for support or otherwise.

Internal Strategy Team Membership

Mr. Julian Henry, Head, Entrepreneurship Unit
Dr. Graham King, Director, STaCIE
Ms. Michelle Newallo, Deputy Bursar
Ms. Reanti Singh, Head, Campus Office of Planning and Institutional Research
Ms. Wynell Gregorio, Director, Campus Marketing & Communications Office
Ms. Keren Wilson, Planning Officer, Campus Office of Planning and Institutional Research

The assessment process considers the phase of the project. Phase 1 is regarded as the initial or most market-ready and implementable phase of the Faculty Project. Typically, this phase of the Faculty Project can be implemented with minimal resources and can form the basis for the faculties' market testing of their respective products/services. The team outlined key success criteria as part of an assessment rubric for the viability of each Faculty's phase-one project in the evaluation exercise. The criteria include the following as identified in Appendix 2;

- Excitement / Attractiveness
- Alignment to Triple-A Strategy
- Capacity to Implement Immediately
- Market Development Strategy
- Financial Viability
- Socio-Economic Impact
- Risk Factor

Based on these criteria, the team applies scores to each criterion which are weighted and used to obtain the overall project viability assessment score. The CIC reviews the recommendations of the Internal Review Team and gives approval for which projects receive funding support. It also indicates those projects which require further details and information, and those which they believe are not in a state of readiness.

ST. Augustine Campus - Strategic Priority Projects

In keeping with the theme of the Triple A Strategy, Revenue Revolution, the campus selected the projects listed below as having significant revenue generating possibilities leveraging on the commercial potential its research and its brand and reputation to attract new students and sustain loyalty of the alumni

Faculty of Food and Agriculture: Diary & Pig Production

Faculty of Humanities and Education: Humankind Multimedia Studio & Services

Faculty of Law: Access Project

Faculty of Medical Sciences: UWI Optitical Centre

Faculty of Social Sciences: Business Development Unit

Faculty of Science & Technology: Bespoke Training & Workshops

Faculty of Engineering:

- South Oropouche River Basin (SORB) Flood Mitigation Programme
- UWI-Methanex Collaborative Venture
- OJECT- Transaction Studio Upgrade - Ministry of Agriculture, Land & Fisheries Consultancy Project
- NAMDEVCO Geospatial Data Collection and Analysis Consultancy Project
- Carbon Capture Utilization and Storage Collaborate
- Heritage Petroleum Company Limited
- Refinery Training Initiatives -UWI Proposal

1.Campus Revenue Earning Projects

The UWI Chocolate Factory



COMMERCIALISING THE CHOCOLATE FACTORY

Path Umaharan
Director, Cocoa Research Centre

Project Lead – Professor Path Umaharan- Director Cocoa Research Centre

Goal: To facilitate the operationalizing of the UWI chocolate factory as a commercially successful business

The project was proposed to establish the UWI chocolate factory as a commercially successful business as a spin-off of the Coca Research Centre (CRC) and to leverage the CRC's Pilot Chocolate Incubator given the increased demand for the factory's intermediary products viz Liquor, Couverture, Nibs, Cocoa Butter, and Cocoa solids.

Based on the needs of the project, it is recommended that delivery be executed in Phases:

- **Phase 1:** Building the factory and commissioning of equipment, development of a business model, and setting up a board of governance and negotiating team.
- **Phase 2:** Building pre-commercialization systems for success – Fully operationalize the pilot, develop business opportunities for back-end investment into the supply chain, obtain quality certification and develop traceability service.
- **Phase 3:** Identify a private sector partner and commercialize chocolates.

Objectives:

1. To build the chocolate factory, install & commission the chocolate making equipment, and recruit and train operational staff. (CPO office with CRC)
2. To develop a robust business plan for the chocolate factory to gradually operationalize the factory to full capacity (Entrepreneurship Unit with CRC)
3. To develop and communicate an RFP for the factory and short list suitable companies (CPO office, CRC, STACIE).
4. Identify a UWI negotiating team to negotiate with potential private sector partners with complementary capacities to operate and market the products of the chocolate factory (Principal's office, STACIE, CRC, Campus Legal)
5. To establish a board of governance for the private company (Principal's Office; Campus Legal)
6. To develop an operational plan and bring the pilot facility at IFCIC to full capacity as a precursor project to the chocolate factory with budget (CRC & Entrepreneurship Unit)
7. Expand the market of UWI chocolates into the Caribbean while growing the distribution of local chocolate products (CRC, Marketing and Communication, bursary)
8. Conduct a market study and marketing plan for commercialization of high value premium chocolates. (CRC, Marketing and Communications; private company if identified)
9. Establish a system of quality management, certification and traceability and storage for cocoa beans coming into the factory. (CRC)
10. Establish business opportunities with business plans for upstream investments into farms by the private sector to ensure a consistent supply of raw material to the factory (CRC-George Washington University)
11. Establish win-win partnership contracts with existing cocoa farms. (Private sector-CRC)
12. Develop a training program for the operational staff of the chocolate factory. (CRC)

Desired Impact: Successful commercialization of the Chocolate Factory

- Completed factory with equipment installed and commissioned
- Fully operationalized pilot capable of graduating companies to the chocolate factory
- Business plan for the factory developed
- A suitable equity sharing partner identified
- A fully traceable and certified supply chain
- Profits reported by the factory per year.

Progress to date

- **Completion of the Chocolate Factory** :- To date, the construction of the chocolate factory has been completed. The commissioning of the equipment is due with support from a Dutch company. The Cocoa Research Centre is also collaborating with the Faculty of Engineering on a Preventative Maintenance Schedule for the factory.
- **Operationalization, Marketing and Distribution** : - The commissioning of the factory requires the recruitment of both a production manager and a marketing manager to manage marketing and distribution. This is to increase production and sales given that there is significant market interest in chocolates, wrapped bars, and particularly liqueur, with demand for 3 tons of liqueur sales. Two companies have expressed interest in wrapped bars, and three companies in Washington D.C., including Chocolate House and an online store. At present the pilot facility has produced over one thousand chocolate bars and is ready to supply external markets. Discussions already underway with potential buyers including the US, St. Lucia, Antigua, the UWI Barbados campus and local companies. The scope of work for the recruitment of a marketing manager was prepared and an offer is to be made to fill the position.
- **The CIC agreed to support the loan of \$TT1.9M to the project towards the operationalization of the factory.** The Bursary is committed to working out a formalized loan schedule.

Alumni Giving Project

Former Project Lead – Mrs. Carol Ayoung Senior Manager - Fund Raising and Alumni Affairs

Present Project Lead – Mr. Julian Henry -Director (ag.) Office of Institutional Advancement and Internationalization (OIAI)

The objective of the UWI STA Alumni Giving Project focuses on raising funds from alumni giving to support student-centered projects. It proposes to identify strategies, and mechanisms, that would encourage philanthropy and gift-giving from STA's various alumni segments and donors with a target of \$8 million in 6 years (2023-2029).

The project is spearheading several components including the Alumni Giving Marketing and Communications Plan; the Alumni Giving Platform; the Fundraising and Alumni Affairs Website; UWI Connect and building relationships with potential donors.

Progress to date

Progress on the project includes:

- Finalization of a Marketing and Communications plan, aiming to leverage communication channels, targeted campaigns, and event engagement.
- Testing on the Alumni Giving Platform was completed with an MOU for maintenance work drafted and shared for approval.
- Significant progress made with the completion of the Touch Net storefront was completed and the service is now active and ready for use.
- Donor engagement follow-up with public and private sector donors is ongoing, and UWI Connect is also a work in progress.
- The official Alumni Giving broad campaign launch is set to roll out in August 2024 during the Alumni Giving Month.
- The CIC agreed to fund TT\$100,000 to support funding a graphic artist, communication specialist, Marketing costs (alumni engagement, social media and general marketing) and payment to DCIT for the communications platform development.

Global School of Medicine

Project Lead - Campus Bursar, Dean Faculty of Medical Sciences

Objective: The establishment of an offshore Medical School, catering specifically to international students and offering an MD programme. The Global Medical School will be located at the South campus in Penal Debe.

Progress to date

- A new post-COVID feasibility report was prepared by Times Higher Education for review which was very encouraging.
- The Campus continues discussion with potential investors and partners. The Office of the Campus Principal is currently engaged with the GoRTT for support.
- Preparations for accreditation to CAAMP-HP have started, as have applications for ACTT accreditation as needed.
- A Director of the GMS has been appointed and support administrative staff identified.

UWI Seal-it Limited

Project Lead -Dr. Lebert Grierson

UWI Seal-it is an incorporated company and subsidiary of The UWI St. Augustine which specializes in the production of sealants and lubricants and offers a range of unique, innovative and climate-resilient primers and roofing compounds. Currently, the company manufactures, markets and distributes the product with a minimal staff complement and has been intensifying its efforts to refine its operational and marketing strategies to boost revenue including a near-complete rebranding initiative and a new company website under development.

Progress to date

- Currently, UWI Seal-it has received multiple purchase order and service requests both from within The UWI and from businesses and government organisations within the national environment.
- The current value of orders and/or expressed interest in Seal-it's products and services are in excess of TT\$3M. Most notably, Seal-it has product and service requests from:
 - i.The Government of Antigua and Barbuda (Ministry of Housing)
 - ii.The Government of Trinidad and Tobago (Ministry of Education)
 - iii.Several Projects within UWISTA including the Library and the Faculty of Engineering.
- Seal-it Products are considered to be of significantly higher quality than similar products existing in the market. Seal-it uses a two-step process as part of its system for repairing and protecting concrete surfaces against cracks and weathering. Its flagship products used in this process include:
 - Primer 1 – A penetrative Primer
 - Primer 2 – A protective layer Primer
 - Roofing Compound – A heavy-duty plastic cement

Whilst Seal-it's product development, quality and technical expertise is very high its operational and managerial capacity require significant strengthening in order to effectively respond to the high demand that it has been getting. This includes:

- Strengthening its management systems, processes and structure in order to efficiently and accurately process and deliver on order requests and well as manage its financial reporting, inventory accounting and operating risks. Currently there is limited operating structure.
- Strengthening its production capacity in order to meet the rapidly growing demand for its products and services.
- Improving its security mechanisms for protecting its trade secrets and unique technology and production methodologies.

Led by the Campus Principal as Chair, and the UWI Seal-it Board of Directors the high priority initiatives for the Seal-it Board have been:

- 1.the establishment of market interest for Seal-it's products and services and securing early relationships with key business partners / customers.
- 2.Examining the HR resources and capacity of Seal-it and exploring strategies to strengthen productive capacity.
- 3.Working within the UWI ecosystem to allocate support systems, including support from the Entrepreneurship Unit to support Seal-its, strategic, operational and financial planning.

In relation to its marketing activity Seal-it is currently in the process of developing an Attractive Product Label for its flagship products with the support of the UWI Marketing Department. Seal-it participated in the recent Trade and Investment Conference where it attracted several noteworthy inquiries and was recently invited by the Government of Antigua and Barbuda to inspect several housing development projects in Antigua and is in the process of drafting a Sales and Service Agreement for one of the Housing Projects as Pilot. Seal-it, through the Office of the Campus Principal has engaged strategically with several key stakeholders within Trinidad and Tobago for which multiple inquiries and requests for Sales and Service have been emerging.

From a financial perspective, Seal-it has the potential to generate between \$5M to \$10M annually within the short to medium term subject to the establishment of stronger operational and managerial capacity. Financial Management and Reporting require improvement while Stock and Inventory Management may also require improvement.

The current value of orders and/or expressed interest in Seal-it's products and services are over TT\$3M. Whilst Seal-it's product development, quality and technical expertise is very high its operational and managerial capacity require significant strengthening to effectively respond to the high demand that it has been getting. This includes strengthening its management systems and processes, strengthening its production capacity and improving its security mechanisms for protecting its unique IP.

Organic Pesticides and Sustainable Agriculture

Project Lead - Professor Duraisamy Saravanakumar

This initiative involves two UWI St Augustine manufactured products: Biophyte 1.0 and BioStimulant OJA001s. Biophyt 1.0 is a biopesticide designed for tropical vegetable production systems designed as a safe, ecofriendly alternative to synthetic pesticides while BioStimulant OJA001s is a seaweed-based agricultural extract, derived from sargassum that is designed to be non-toxic, environmentally friendly and 100% organic and aims to improve plant growth and resistance. These products originated from the faculties of Food & Agriculture and Science and Technology respectively and there are currently active calls publicized seeking investors.

2. Faculty Commercial Initiatives

The following represents initial submissions from faculties as potential revenue-earning projects. The Faculty Dean serves as the lead in all Faculty Projects but project operationalization may be spearheaded or supported by other key Faculty personnel.

FACULTY OF ENGINEERING

The Engineering Institute within the Faculty of Engineering has listed the following as its current projects from which earnings are received through administration fees charged.

Civil Engineering Project- 2022, South Oropouche River Basin (SORB) Flood Mitigation Programme- UWI signed an agreement with the Latin American Development Bank (CAF) which identified the UWI Engineering Institute as the Administrator of a US\$9M 4yr Project for Flood Mitigation.

Mechanical Engineering Project- UWI-Methanex Collaborative Venture –Feasibility Assessment of Methanol Use as a fuel for Trinidad & Tobago Consultancy Project - UWI EI has been contracted to do Analysis of Blending Methanol in conventional Fuels, and assess performance.

Geomatics Engineering PR UWI- EI is partnering with the Ministry of Agriculture to support a project in managing land-related data for land administration institutions. OJECT- Transaction Studio Upgrade - Ministry of Agriculture, Land & Fisheries Consultancy Project.

Geomatics Engineering Project- NAMDEVCO Geospatial Data Collection and Analysis Consultancy Project UWI is executing a project titled “Developing a Methodology and Prototype for using Satellite Imagery, Unmanned Aerial Vehicle (Drones) and Remote Sensing Technology for collecting geospatial data to estimate and forecast crop production levels in Trinidad and Tobago.”

UWI Research Projects- Carbon Capture Utilization and Storage Collaborate (CCUS-C) estimated at \$340,000.00. UWI/UTT is advancing a project “Towards the Development of a National Carbon Dioxide Storage Atlas for Trinidad and Tobago”. This project is being expanded holistically to deal with Carbon Capture and Storage (CCS). The Faculty Board of Engineering has approved the establishment of a self-financing UWI/UTT CCUS Centre of Excellence.

UWI Research Projects- Heritage Petroleum Company Limited (HPCL). The project has 3 phases , i.Development of PIPESIM Model of Heritage Land and Offshore Production System, ii. Rationalization of onshore gathering stations and iii. Study of renewable options for Heritage ESD infrastructure challenges.

Refinery Training Initiatives -UWI Proposal – The UWI Engineering Institute was solicited by a bidder for the refinery to support its human resources development programme for the restart of the refining assets.

- Jointly develop a Refinery Engineering & Management Training Programme
- Establish an articulated Skills-based Apprenticeship Programme with MIC
- Jointly develop a novel “Refinery Research Collaborative”, using academic staff and student resources
- Support the development of a bursary/scholarships programmes for high-achieving students in fence-line communities
- Opportunities for joint branding of micro-credentialed courses and academic programmes – for in-plant and community-based training activities.

FACULTY OF FOOD AND AGRICULTURE

The FFA Market Place and Eatery Project- This project was originally proposed to provide the Campus community with high-quality milk and meats, which appeared to have a high potential for revenue generation. The primary objectives of the Eatery and Market Place were to provide more healthful food options, mindful of the rising incidence of NCDs and lifestyle diseases, a space for students and staff, as well as an opportunity for improved practical learning social interaction

The project was however aborted as it was noted that there was the need for a clear and focused plan to support the proposed entity.

Diary and Pig Production

Dairy and Pig Production- The Faculty of Food and Agriculture is proposing to revitalize dairy and pig production at the University Field Station. The Internal Review Team on reviewing the proposal to determine its feasibility against the investment ask of \$ 3.75m, suggests that the faculty focus on the renovation, rehabilitation of pasture and upgrade of equipment for dairy production as a first phase. A revised business plan is expected for further consideration. A consistently growing demand and benefit of the UWI brand along with favourable prices for dairy products allow for a projection of an increase in average monthly milk production by approximately 65 % and an increase in revenue by approximately 30 – 55 %.

Faculty Of Humanities and Education

Humankind Multimedia Studio & Services



Project Lead - Dean Professor Elizabeth Walcott-Hackshaw

The Faculty of Humanities and Education is spearheading the Humankind Studio (HKS) Project as a commercial arm of FHE offering core services of a multimedia studio to provide Small Event Recording, Basic Creative Services, Advance Creative Services, Basic Live Streaming Services and Advanced Live Streaming Services targeting local and regional clients.

It is envisioned that HKS will leverage its multimedia and creative expertise, including staff and graduate students, to provide high quality and unique multimedia services targeting public, private and tertiary institutions with the local and regional business ecosystem.

Progress to date

The HKS is commercially operational and has engaged market opportunities both within The UWI as well as externally within the national environment. These include:

- Arrive Alive (External Entity)
- UWISTA Health Services
- UWISTA Faculty of Engineering
- UWISTA History Department
- UWI Marketing and Communication

HKS presented its proposal for the formalisation and funding of HKS, to the Campus Implementation Committee (CIC). The proposal was accepted and approved at CIC including approval to allocate funding to HKS of \$750K in the form of a UWI Loan. As an income earning entity, the loan facility of \$777,000 is to fund the cost of equipment, staffing for an operations manager, and marketing etc. The project would operate as a pilot project for 2 years subject to review.

FACULTY OF LAW

Faculty of Law Access Project

Project Lead -The Dean FOL

The Faculty of Law launched the Access Project to expand access to legal products, services and improve the visibility profile of the faculty through expanded teaching to students, industry and members of society and also providing legal services to members of the public. The products and services include the Legal Services Caravan, Industry-Specific WS Series, LLM Taster Sessions, and Summer School. The projections indicate that the project is feasible and the CIC agreed that the faculty be allowed to use its own funds to support the project.

Faculty OF Medical Sciences

The UWI Optometry Centre



Project Lead - Dr. Kingsley Ekemiri

The UWI Optometry Centre is proposed as a commercial initiative of the Faculty of Medical Sciences (FMS) of The UWI St. Augustine. It was established to provide a full range of eye care services including:

1. Eye testing
2. Lens prescriptions
3. Production and Sale of affordably priced glasses.

This project would be in alignment with the School of Optometry's degree programme and learning experience, as the intention is to integrate student learning with prescriptions and managing the operations. Supported by the Entrepreneurship unit and the Office of the Dean, the Faculty of Medical Sciences (FMS) presented its proposal for the establishment of a UWI Optometry Centre to the Campus Implementation Committee. The proposal included a request for funding of \$550K to support the start-up of the Optometry Centre. The CIC agreed to support the loan of \$TT550K to the project based on the earned revenues of the faculty. A formalized loan schedule is to be established and drawn from the faculty's earned revenues.

Progress to date

- The School of Optometry School is operational and already provides eye tests as part of its practical teaching and learning programme. These eye tests are provided commercially but on a small scale.
- The Glasses production and sale component of the Optometry Centre is not yet commercially operational.
- The Optometry Centre is currently in the process of finalising a Job Description for its Business Manager.
- Advertising for the position and Subsequent Interviews are expected to take place within September 2024.
- Site visits to the Couva Hospital were conducted in order to identify the most suitable location within the hospital for the Lens Cutting Station as well as the Stock & Inventory Storage Unit.

FACULTY OF SOCIAL SCIENCES

Project Lead - The Dean FSS

The Faculty's Business Development Unit (BDU) is fully established as a key revenue earning entity in the Faculty. The BDU is currently engaged in the following:

1. Public and private sector consultancy projects
2. In-company training by request
3. Paid seminars and workshops available to the general public
4. Coordinating of the Microcredential Accelerator Programme for the Campus

Between September 2021 and October 2023, the BDU generated TT\$1.2 million dollars which surpassed the projected target of TT\$500,000 per year.

FACULTY OF SCIENCE AND TECHNOLOGY

Faculty of Science &Technology Bespoke Training and Workshops

Project Lead - The Dean FST

The FST's five Departments (Life Sciences, Mathematics & Statistics, Computing & Information Technology, Physics and Chemistry) propose to deliver training services to underserved industries, private and public sector organizations, and working professionals desirous of improving their job skills (upskilling) to meet changing demands and needs. The FST proposes two categories of customized training, courses & workshops

The projected cost is at \$213,500 in the first year to fund staffing, marketing, one-off equipment and external services. The CIC agreed to support the faculty's request to access its funding from the income earned from their self-financing programmes. This project will be supported under the new Continuing Professional Education Framework (CPE).

FACULTY OF SPORT

Project Lead - Dr Anand Rampersad

The Faculty of Sport is seeking to expand the rental of its Sporting Facilities to Schools, Corporate Bodies, Ministries, NGOs for Sport Days and other activities. It has projected an increase the rental of outdoor facilities to support 195 events with a projected increase in revenue of TT \$5.6Mn over five years. This however requires significant investment for upgrade at a cost of TT\$700 thousand. The faculty has indicated that its focus however in the current period is to utilize the existing resources of the cricket field to maximize its income-earning potential.

2. Institutional Strengthening

PROJECT AREAS FOR INSTITUTIONAL STRENGTHENING

A Campus Strategy for Self-Financing Programmes

Project Lead – Professor Hariharan Seetharaman (former Project Leader), Professor Duraisamy Saravanakumar, Ms. Tenille Fanovich

Strategic objective alignment: To assess the self-financing programme landscape with the intention of creating a sustained enabling environment for increased programme development and enrolment.

University Indicator (s): 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.

Target

Increase enrolment of students in non-senate approved programmes such as professional development short courses both in online and face-to-face modalities.

- Number of full-fee paying national and regional students
- Number of full-fee paying international students
- Number of learners enrolled in professional development and short courses

Issues Landscape:

- Pricing and sharing mechanism
- Regulations and Policy Framework
- Competition from both within and outside the institution including the emergence of new (for-profit) tertiary institutions
- Changes in demographic trends affecting enrolment
- Academic staff concerns

Key Strategies for consideration:

- A comprehensive market analysis that reviews and outlines trends in competition, programme development and demographic changes.
- A Review of programmes (new or existing) that lend themselves to be self-financing and attract more students. Consider High demand programmes in faculties like Law and Engineering to convert to self-financing. Consider the expansion of short courses, professional development programmes.
- Complete a costing analysis to determine pricing ceiling.
- Develop guiding policy for profitability and profit allocation of self-financing courses.

Progress to date

1. Regulatory and policy frameworks for self-financing programmes
 - a.Approval for implementation of a Per Credit Fee for Self-Financing graduate programmes to facilitate the seamless offering of Micro-credential Accelerator pathway (MAP) and single courses by the faculties.
 - b.Recommendations were submitted to and approved by the Board of Graduate Studies and Research
 - to allow specially admitted students to carry forward 12 credits to UWI certification instead of 9 credits only as given in the current regulation (Reg 1.10)
 - to remove the 50% cap for certifications that are proposed as postgraduate certificates and postgraduate diplomas within the structure of a master's programme (Manual of Procedures 2016, Clause 32).
2. A Profit-Sharing Policy Document was approved to reflect profit-sharing allocations between the faculties and administration of income earned on self-financing programmes.
A dedicated in-house Facilitator was recruited on a part-time basis by the OCP to assist faculties with Continuing Professional Education (CPE) development and assist in formulating appropriate regulatory frameworks for CPEs. The working group drove the process in collaboration with Faculties, Graduate Studies and relevant departments.

Activities still in progress

- 1.In an effort to expand short courses and professional development course offerings, several activities were accomplished to operationalise the CPE framework and CPE Unit framework, including the quality assurance system process - to propose, review and approve CPE courses and the CPE website. The marketing of CPE courses will be a shared responsibility between the M&C team and the CPE Unit lead (FSS BDU). The two teams will coordinate on all marketing activities and an interim arrangement is in place to support the student management system. Discussions are ongoing on accounting, budgets and fees and the financial policies re fees and costing.
- 2.The establishment of clear costs and fee strategies for self-financing programmes utilising the Revised/Expanded Activity Based costing model is still to be addressed.

Human Resource Strengthening and Employee Engagement:

Project Lead- Mrs. Coreen Copland- Director Human Resources

Strategic Objective Alignment: To determine and address the issues affecting staff satisfaction and engagement utilizing a solutions-oriented approach.

University Indicator (s): Continue the development of a Creative, Caring, Accountable, Motivated, Professional (CAMP) Team.

Increase the quality and quantity of high impact research (indirect)

- Employee Engagement Score
- Number of Research Publications per faculty (indirect)

Issues Landscape:

- Multiple significant issues affecting staff satisfaction
 - 1. Staff feels neglected and un-motivated
 - 2. Lack of transparency and agility in recruitment
 - 3. Perceived low investment in staff professional development
- Evidence of a dissatisfied and de-motivated staff complement
-

Key Strategies for consideration:

- Determine the root causes and key issues that negatively impact the HR Value Chain
- Establish a formalized and transparent system to manage the development of job definitions ad descriptions for all posts
- Review and re-engineer the Performance Appraisal System
- Establish a system to define and encourage Career and Succession Planning
- Assess and document the expected organizational culture to inform the calibre of staff required for sustainable success of The UWI
- Formalize a programme for Continuous Professional Training & Development that can benefit all staff

Considering the concerns of staff dissatisfaction, a framework of a series of initiatives were proposed including a Succession Planning Framework, The Staff Onboarding Programme and The Leadership Development Training Programme. Action toward the retention of a Talent Development Officer who would spearhead proposed leadership development initiatives is in progress.

Progress to date

1. IWork is ongoing in relation to the ATSS Positions Minimum Qualifications Matrix and a flexible Working Arrangements/Policy Draft policy.
2. The Leadership Development Training Programme was conceptualized and led by the Office of the Principal, with support from the HR Department, to meet the needs of managers who must respond to a wide array of administrative issues, with no coherent tools to do so, leading increasingly to litigation. Wide-ranging subjects, including dispute resolution, procurement training, finance, university procedures etc. were addressed in the corresponding seminars under the Programme. Several UWI departments, including Legal, Procurement, etc. served as resources for the training. Heads of Department and Deans also attended a special leadership and management Retreat in 2024 organised by the OCP.
3. An initiative to regularise 'permanently/ temporary' longstanding temporary ATS staff was launched by the Principal in 2022. HR was tasked with developing a proposal to execute this objective, which received approval for implementation by CEMT in June 2024. The Principal and HR Director met with the union in July 2024 and obtained endorsement of the proposal. A related OCP initiative is the regularization of long-serving staff performing jobs which they do not have the stated qualifications for, but which they are performing satisfactorily. This would be Phase 2 of the Staff Regularisation project.
4. The Principal also launched Open Hours for staff to provide opportunities to air unresolved concerns and provide accountability with a view to mitigation.
5. Management has also prioritized customer service initiatives, including increased responsiveness, transparency and accountability.
6. Deliberate opportunities for social engagement and recognition have also increased on the Campus, including the return of the End of Year Social, award of long-serving staff, Principal Research Awards, Art prize, the beautification of the JFK Quadrangle as a social space and the return of the Senior Common Room to staff.
7. Despite the low staff engagement as evidenced by the University staff Engagement surveys, there has been an increase in the satisfaction scores from 51.8% in 2023 to 53.2% in 2024 at the St. Augustine Campus.

Student Matters: Improving the Student Experience

Project Lead- Professor Indar Ramnarine, former Deputy Principal

Strategic Objective: To determine and address the issues addressing student satisfaction with their enrolled experience utilizing a solutions-oriented approach.

University Indicator (s): Enhance the quality of teaching, learning, and student development as reflected through the voice of the student surveys.

Increase and improve alumni engagement and involvement in the life of the University (indirect)

- Student satisfaction score
- Alumni and friends' financial contribution to The UWI (indirect)

Issues Landscape:

- Need for the continuous improvement of student-related processes
- Student-staff disconnect
- Communication- students felt unapproachable and were not held accountable for communication stalls
- Course relevance and industry alignment
- Equipment and services not up-to-date
- Need for more agility and adaptability policies and procedures

Key strategies for consideration:

- Detail assessment of the student life cycle to determine and address the various issues negatively affecting the student experience
- Discuss and determine the various avenues to target new students
- Assess the interdisciplinary issues affecting curriculum alignment and responsiveness
- Develop and implement a holistic approach to wellness and mental health on the campus
- Consider broadening the inter-disciplinary approach to degrees

Progress to date

The working group on Student Matters identified several key strategic areas for review including Recruitment and Admissions, Academic Advising and Registration, Bursarial Matters, Examination Issues, Safety and Security, Health and Wellness, Student Services and Engagement, and Curriculum Reform and Relevance.

1. The working group proposed a revised focused implementation plan with priority initiatives to support Recruitment, Examinations, Safety & Security and Health and Wellness. The total resource requirement was identified as TT\$187,000 to fund costs in support of Student Recruitment (\$15,000), Safety & Security (\$50,000), Health and Wellness (\$92,000 – most of the cost is attributed to the development of a Peer Counselling Programme) and Academic Advising (\$30,000). It was agreed that the funding of the initiatives is to be sourced from CGC funding.
2. Additional work is being undertaken in the areas of Registration and Bursarial matters, however these have no resource needs. Additionally, career advising is being added as an element of the Academic Advising process.
3. Phase 1 of the Peer-Counsellors training programme area was completed
4. Progress was made towards the launch of a "Thesis Tracker" which is an initiative in response to a concern of PG students regarding the need for improved communication and administrative response regarding thesis feedback. The Tracker however, faced security issues and is on hold. Improvements in campus student satisfaction were recorded with marked improvements as result of interventions, specifically Health and Wellness, Safety and Security and academic-related support services.

Research Grant Funding

Project Lead - Dr. Graham King

Strategic objective alignment: To determine the various avenues to sustainably diversify and increase grant revenue earning.

University Indicator (s): Increase grants for academic and applied research to contribute to the bottom-line of the University

Restore Financial Health to The UWI (indirect)

Increase the quality and quantity of high impact research (indirect)

- Percentage increase in the value of grants received
- Increase in grants administrative fee
- Number of research publications per faculty (indirect)

Issues Landscape:

- Need to diversify the source and utility (pure research vs institutional development) of grants received
- Need for grants management and application training

Key strategies for consideration:

- Consider models for sharing grant funding
- Resolve issues of risks of co-pay obligations and donor stipulations
- Formalize the grants management training programme at STaCIE
- Increase efforts to align research to industry needs

The Project leader proposed several initiatives to address the issues highlighted and to support the impact on the key performance indicators.

These include:

1. Enhanced Grant Call Coordination - Ensuring that the Grant call portal is constantly updated with the latest funding opportunities
2. Grant Funding Training & Support – Certification programme in project management a Concept note writing workshop
3. Enhanced University-Industry Collaboration to generate Industry Research Funding - Mapping of existing agreements with private sector partners across UWISTA (faculties, departments, and centers) and establishing improved channels of consistent communication with private sector partners, among other proposed activities.
4. Grant Co-Pay Fund(s)
5. Value stream mapping and optimisation of Special Projects financial procedures with a view to digitisation

Progress to date

Grant Funding

Progress was made on an enhanced grant call coordination. Additionally, a portal on the StaCIE site has been added and regularly distributes information on grant funding opportunities. StaCIE continues to support proposal writing through workshops and on a case-by-case basis. However, expansion of work in this area is limited by the small staff complement. Support for Grant Funding Training was led through a 2-day concept note writing training workshop held in May 2024, with 50% of the target set for persons trained being reached.

Research



Significant effort is being made to increase the quantity and quality of research in faculties in alignment to one of the objectives of the Strategic Plan. The Office of Campus Principal in collaboration with the Office of Graduate Studies and Research has spearheaded a number of initiatives to increase research capacity and to improve its impact and reach. These include;

1. UWI's 75th Anniversary Research Festival. This was held in 2023 as a Two-Day Exploration of Research, Innovation, and Collaboration- offering an exhibit of faculty booths and displays showcasing cutting edge research and technical presentations from experts in specific disciplines.
2. Research incentives. The campus is recognizing and awarding researchers through the Principal's Award for Most Impactful Community Research- research that demonstrated significant impact on the community to improve their quality of life and environment Preference is given to the community research work in areas viz., Food Security, Health, Justice, Crime and Social Work, Indigenous People, Green Energy and Sustainability.
3. Special awards -The Principal's Special Innovation Award is open to all full-time staff members of the St Augustine Campus including ATSS. The Hurricane and Earthquake Alleviation Research (HEAR) Award is open to ALL Staff, Students of The UWI as well as PUBLIC, other Tertiary Institutions and Secondary Schools Teachers and Students.
4. Support to postgraduate students- The School for Graduate Studies and Research, offers Graduate Sensitization Sessions which are a series of virtual workshops aimed at providing valuable insights and information to enhance the knowledge and experience of graduate research students and supervisors.

UWI Digital Agenda

Project Leader- Dr. Dawn-Marie deFour-Gill Campus Registrar

Strategic objective alignment: To create an enabling environment that fosters greater efficiency in operational processes and innovation in service delivery

University Indicator (s): Build out the UWI Digital Agenda to foster greater efficiency in operational processes and innovation in the delivery of its services

- Percentage of technological systems that are integrated seamlessly across The UWI

Issues Landscape:

- The campus needs to be more agile and responsive in delivery of our services
- Both student and staff identified a need for investing in technology
- Technology has the potential to increase reach, improve processes and increase competitiveness
- Issues surrounding communication, access to information, campus responsiveness

Key strategies for consideration:

1. Campus Digital Transformation

The Project Leader proposed several areas of focus in addressing campus digital transformation

Student Services

Implement digital tools and platforms to enhance student services and support. This may include the following:

- Developing a self-service portal for students to access information and services
- Implementing chatbots to provide 24/7 support for student inquiries
- Providing online registration and enrollment tools
- Developing digital tools to support career services and job placement
-

Administrative services

- Implement digital tools and platforms to enhance administrative services and support. This may include the following:
- Developing digital tools to support financial management and accounting
- Implementing digital document management and workflow tools to improve administrative processes
- Developing digital tools to support human resources and employee management

Change management

Implement a change management strategy to ensure that the digital transformation initiative is effectively communicated and implemented throughout the university. This may include the following:

- Establishing a change management team to oversee communication and training initiatives

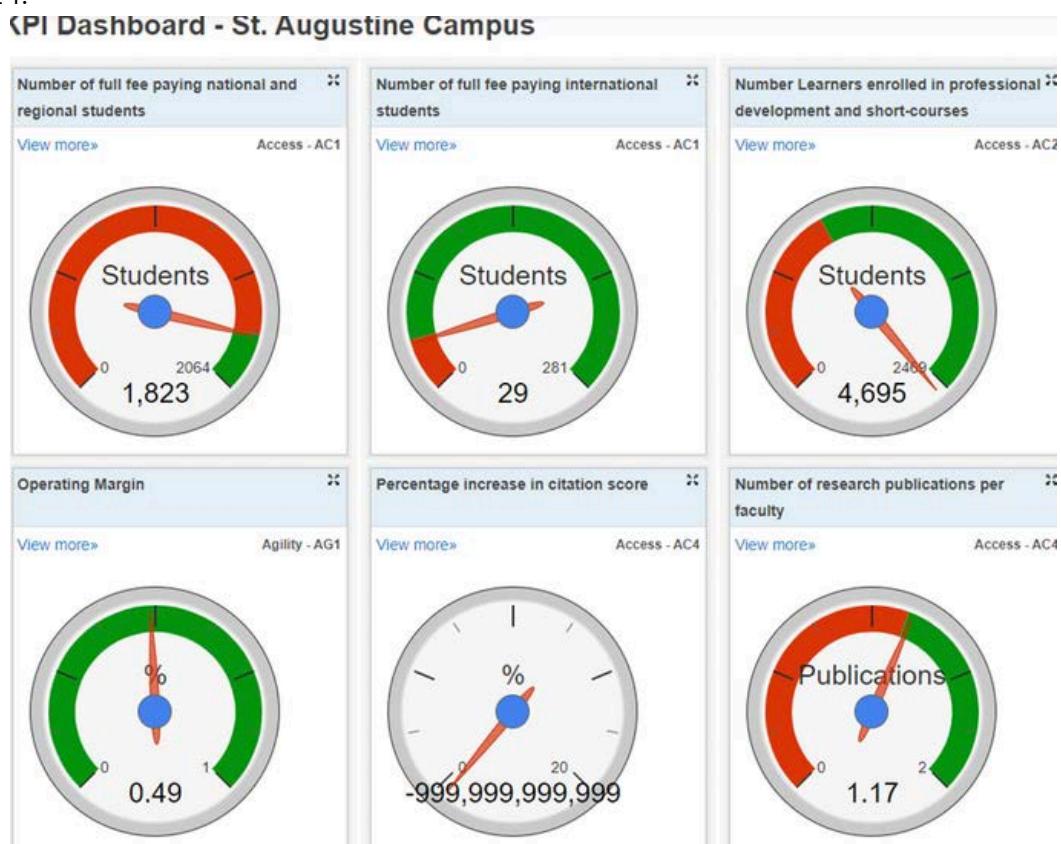
- Developing communication strategies to ensure that stakeholders are informed and engaged
- Developing training programs to ensure that stakeholders have the necessary skills to effectively use new digital tools and platforms
- Focus of activities
- Upgrade from Banner De-Mod to Banner SS9
- Student and Staff Enriched ICT Engagement -Improved and dependable service with AI-infused contact management
- Reporting - Data Analytics and Visualisation - Argos Analytics – already upgraded but a training of system required

Progress to date

Progress was made including an upgrade of Banner Services, the creation of a digitalized Student Help Desk and the creation of a customer service-oriented redesign of the Student Administration physical location.

Measuring Progress

Key Performance Indicators(KPIs) have been established to measure progress for each strategic goal against the set target. These are measured against baselines captured in 2022 and actuals measured quarterly. The progress of KPIs is updated and recorded in the Balanced Scorecard Electronic System, The diagram below is a dashboard of the performance of the University KPIs at the St. Augustine campus at end academic year 2023/24.





Observations and Recommendations

The projects (both institutional strengthening and commercial) are at differing stages of implementation as can be observed and are confronted with various challenges. In the case of the faculty commercial entities, the main challenges are:

1. The issue that these projects are led by faculty staff who maintain their day to day functions and responsibilities in the university and often cannot provide the dedicated effort required to effectively support project implementation.
2. Inadequacy of staffing and/or limited Project Management and Business Planning & Management skills can further compound the above stated issue..
3. The accessibility of funding (even when approved at the level of Campus Implementation Committee) appears to also be an issue. The underlying cause seems to be:
 - Unclear Funding approval process and inadequate (or lack of) documentation that should be provided to the Project Implementer (i.e., the respective Budget Holder) that confirms the funding approval and informs him/her how it is accessed and managed (including steps for incurring expenses against the fund and for adding earned revenue to the fund. This should be clear and transparent including stepped processes, sample documents, templates, forms, etc. as well required signing authorities to make transactions against the fund)

4. Many projects also require specific expertise in respect of marketing and advertising support, financial and budgeting guidance, knowledge of management of operations and business development. Clearer arrangements for Project Management / Strategic Management Services should be made and managed through a specialised (and adequately resourced, including dedicated project officer/s) commercial project management office or Committee (This needs a separate discussion as stakeholders now include BDU, EU, UVL, STACIE, COPIR, OIAI, Faculty I&E Reps)
5. The campus entities such as the Bursary and the department of Marketing and Communications, The Entrepreneurship Unit and the Office of Campus Principal as well as the Campus Legal office have lent their initial support but there must be dedicated resources within commercial entities. The requirements of proper regulatory procedures and adherence to principles of governance is equally important for accountability and transparency.

Given the above considerations and after careful examination of the proposals that came forward in the planning process, the Internal Strategy team recommends the following as measures to enhance the operationalization of the faculty driven commercial entities.

01

UWI Ventures

UWI ventures was established as a wholly owned UWI holding company that includes a for-profit company, formed to support and accelerate innovation and entrepreneurship. UWI ventures can provide the critical guidance needed for managing the companies' processes including P&L, staffing, and audit among others.

02

Oversight committee

Each commercial entity to establish an oversight committee to include representatives of the faculty/Dean, the Bursary, the Campus Legal Office, the Operations / Business Manager, and a member of the Internal Review Team. The committee should function to ensure that there is efficiency, effectiveness and accountability in operations in keeping within budget, and in compliance with policies and regulations .

03

Operations Manual

The commercial entities must operate in accordance with the appropriate legal, financial and human resource regulations that conform to statutes of The UWI . These in addition to established protocols and procedures as prescribed by the Department of Marketing and Communications to reflect The UWI's brand architecture is equally important. Reference to OSHE guidelines and risk assessment procedures must also be included. The Review team has initiated the development of an Operations Manual for commercial entities of The UWI, and recommends training support sessions to project owners, and business managers and others as needed as a further step in the process. This manual is under development and is expected to be presented by the end of October 2024.