



(Photos) Deeply rooted in the Caribbean: (1) Main Administrative Building, Cave Hill; (2) Main Administrative Building, St. Augustine; (3) The Open Campus, Anguilla (one of 42 Open Campus site locations across 17 countries in the English-speaking Caribbean); (4) Main Administration Building, Mona; (5) UWI Regional Headquarters Building, Mona.



Triple A Strategy  
2017-2022

## About The Triple A Strategy Identity

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

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

## The UWI Triple A Strategy

The University of the West Indies' (The UWI) **Triple A Strategy 2017-2022** is the strategic plan which will guide the institution in impacting the region over the next five years. It was developed by a strategic planning process which included campus-wide consultations. As its name reflects, the **Triple A Strategy** rests upon three primary pillars:

- **Access** - widening *access* to quality tertiary education
- **Alignment** - greater *alignment* of our single university with academia industry and international partnerships relevant to the region's needs
- **Agility** - in using The UWI's resources and capabilities to respond to the needs of its key stakeholders in a changing environment.

Through its **Triple A Strategy**, The UWI makes a bold commitment to own and fulfil its responsibility for *revitalizing Caribbean development*. It will see us rebuild our own economic competitiveness and operational effectiveness, while becoming more locally and globally engaged as well as re-energized to confront the challenges of the region; ultimately improving the quality of Caribbean life. This is the fundamental objective of The UWI's **Triple A Strategy**.

**“The UWI makes a bold commitment to own and fulfil its responsibility for revitalizing Caribbean development.”**



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To learn more about The UWI Triple A Strategy 2017-2022 visit [www.uwi.edu/strategicplan](http://www.uwi.edu/strategicplan)

## Implementing and Measuring the Triple A Strategy

The **Triple A Strategy** can only become an implemented reality with the long-term buy-in and commitment of each member of The UWI community. To stimulate this buy-in, attention has been paid to developing a strategy which facilitates flexible implementation. It calls for each campus and The UWI Regional Headquarters (RHQ) to develop and implement annual operational plans which prioritize key initiatives specific to their unique needs. This means that campuses are encouraged to focus on the **Triple A Strategy** theme(s) which best serve their distinctive challenges during the operational period. At the end of the planning period however it is anticipated that each campus and the RHQ would have made advancements in all three areas: **Access**, **Alignment** and **Agility**.

### Balanced Scorecard

An internationally recognized Balanced Scorecard (BSC) framework using a customized integrated information system will help the RHQ as well as each campus track and measure the 12 key objectives, 18 key performance indicators (KPIs) and 38 initiatives that have been set out toward achieving a single vision.

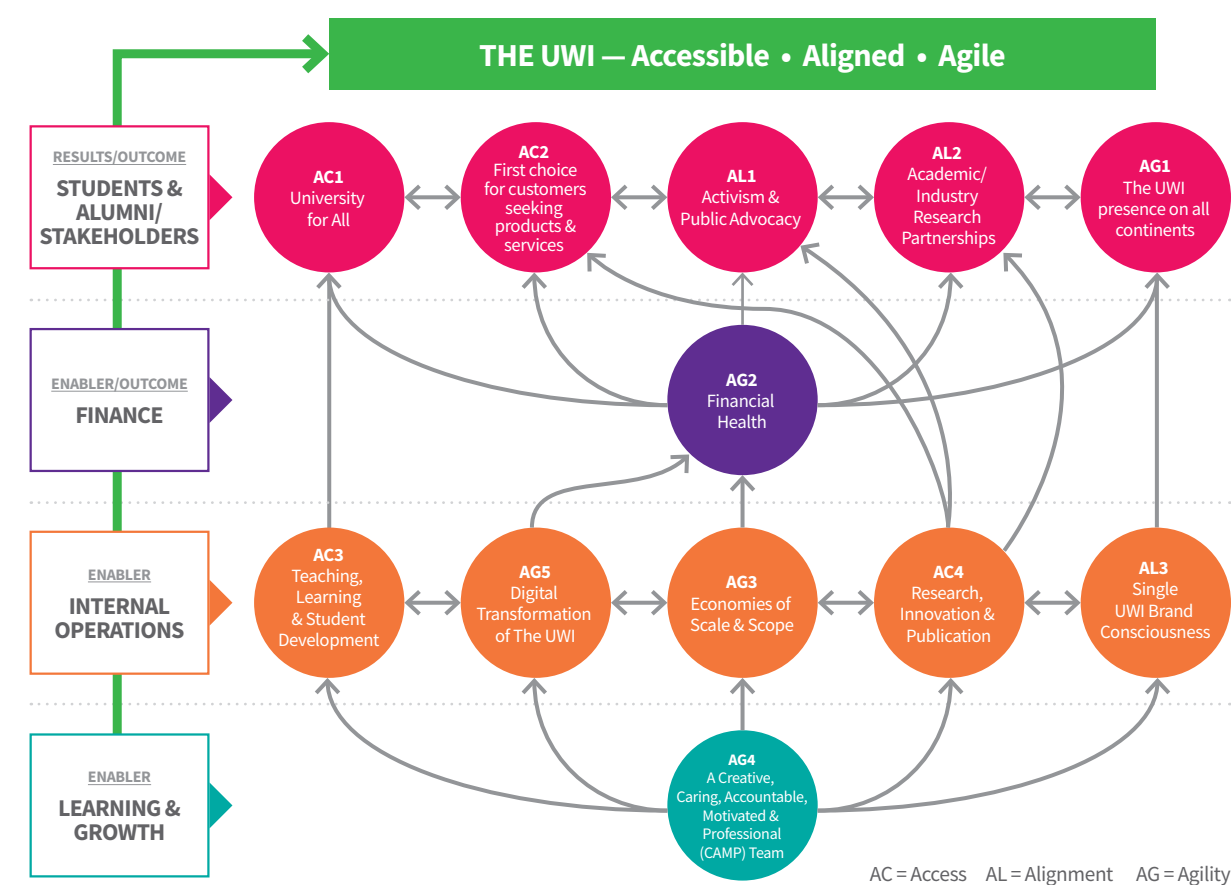
Quarterly monitoring using the BSC system will be key in building the culture of accountability and ownership necessary to make the **Triple A Strategy** a success. Aside from scorecards however, this culture requires each member of The UWI to consistently contribute their best performance toward achieving a single vision and mission. This will become the real proof that the institution has become more **accessible**, **aligned** and **agile** at the end of the five-year period.



Triple A Strategy  
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## The Strategy Map

The **Triple A Strategy** map outlines the inter-connectivity between twelve key strategic objectives which are related to the three pillars of **Access**, **Alignment** and **Agility** and will help The UWI achieve its overall vision and mission.



# The UWI Triple A Strategy Framework



THEME

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

VISION

An excellent global university rooted in the Caribbean

MISSION

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

CORE VALUES

Integrity • Excellence • Gender Justice • Diversity • Student Centredness

STRATEGIC GOALS

## Access

## Alignment

## Agility

STRATEGIC OBJECTIVES

- AC1 To be a university for all
- AC2 To be the university of first choice for alumni and non-student customers seeking products and services for all things Caribbean
- AC3 Improving the quality of teaching, learning and student development
- AC4 Improving the quality, quantity and impact of research, innovation and publication

- AL1 Promote greater activism and public advocacy
- AL2 Increase and improve academic/industry research partnerships
- AL3 Promote a cohesive single UWI brand consciousness

- AG1 Establish a physical presence of The UWI on all continents
- AG2 Restore financial health to The UWI
- AG3 Generate economies of scale and scope for The UWI
- AG4 Foster a creative, caring, accountable, motivated, professional (CAMP) team
- AG5 Foster the digital transformation of The UWI

TOP 3 PRINCIPAL OUTCOMES

- 1 Number of students enrolled in senate-approved undergraduate and postgraduate programmes  
Target: 65,000 students enrolled by 2022
- 2 Number of paid-up users of University products and services  
Target: 50% increase in paid-up users
- 3 Number of research publications in ranked refereed journals per full time (FT) academic staff  
Target: 2 research publications per staff per year

- 1 Number of spin-off companies  
Target: 8 spin-off companies
- 2 Number of patents commercialized by industry  
Target: 4 patents commercialized
- 3 External stakeholders perception score  
Target: 80% perception score

- 1 Number of physical satellite locations outside of the Caribbean  
Target: 5 physical satellite locations
- 2 Margin  
Target: 2%
- 3 Internal and external stakeholders satisfaction score  
Target: 80% satisfaction score