# The UWI Strategic Framework 2012-17

**Mission:**
To advance education and create knowledge through excellence in teaching, research, innovation, public service, intellectual leadership and outreach in order to support the inclusive (social, economic, political, cultural, environmental) development of the Caribbean region and beyond.

**Vision:**
By 2017, the University will be globally recognised as a regionally integrated, innovative, internationally competitive university, deeply rooted in all aspects of Caribbean development and committed to serving the diverse people of the region and beyond.

**Core Values:**
Integrity, Intellectual, Freedom, Excellence, Civic Responsibility, Accessibility, Diversity, Equity

**Stakeholders & Partners:**
Students, Staff, Governments, Alumni, International Partners/Donors, Private Sectors

## Strategic Perspectives

### Strategic Themes

**Financial**
- A. Income Source Diversification
  - Reduce the reliance on government financial assistance and increase the contribution from other sources.
- B. Recapitalisation of UWI
  - Restructure the UWI's capital base toward operational independence, renewal and expansion.
- C. Efficient Resource Utilisation
  - Introduce systems to promote a culture of greater efficiency and accountability in resource use.

**Employee Engagement & Development**
- A. Competency-Based Development
  - Improve leadership and management capabilities and job competencies of all employees so that they can effectively fulfill their roles.
- B. Culture of Employee Engagement
  - Create an organisational environment that promotes personal growth and development for employees and positive cognitive, emotional and behavioural states directed toward optimum organisational outcomes.
- C. Strengthening Performance Management Systems
  - Improve and upgrade all HR systems.

**Internal Operational Processes**
- A. Efficient & Effective Academic & Administrative Processes
  - Re-engineer academic and administrative operational processes and procedures to make them simpler, more transparent, efficient, and effective to achieve optimal stakeholder satisfaction within and across campuses.
- B. Governance Arrangements
  - Integrate improved governance systems into the UWI's operations.
- C. Management Structures
  - Improve the effectiveness of executive and senior management structures at campus and university levels.

**Teaching, Learning & Student Development**
- A. Academic Quality
  - Ensure excellence of academic processes.
- B. Student Engagement & Experience
  - To provide a high quality student experience as a platform for enhanced regional and international student success and long-term commitment to the UWI.
- C. Open & Distance Education
  - Provide multiple, flexible paths for all constituencies to pursue tertiary education over their lifetime.

**Research & Innovation**
- A. Faculty-led Research & Innovation
  - Create an enabling environment to support, foster and increase the output of high quality research and innovation with an emphasis on the Caribbean.
- B. Graduate Studies & Student Research
  - Enhance graduate studies and increase postgraduate research output.
- C. Funding & Partnerships
  - Increase funding and strengthen research partnerships.

**Outreach**
- A. National & Regional Development
  - Become the driving force for economic, social, educational, and other critical developmental needs of the region.
- B. Internationalisation
  - Enhance the global reach and impact of the UWI.
- C. Marketing & Communication
  - Present a unified brand image for UWI aligned with its strategic vision and initiatives.
- D. Alumni Engagement
  - Facilitate the UWI development through alumni advocacy and structured involvement in UWI and campus life.