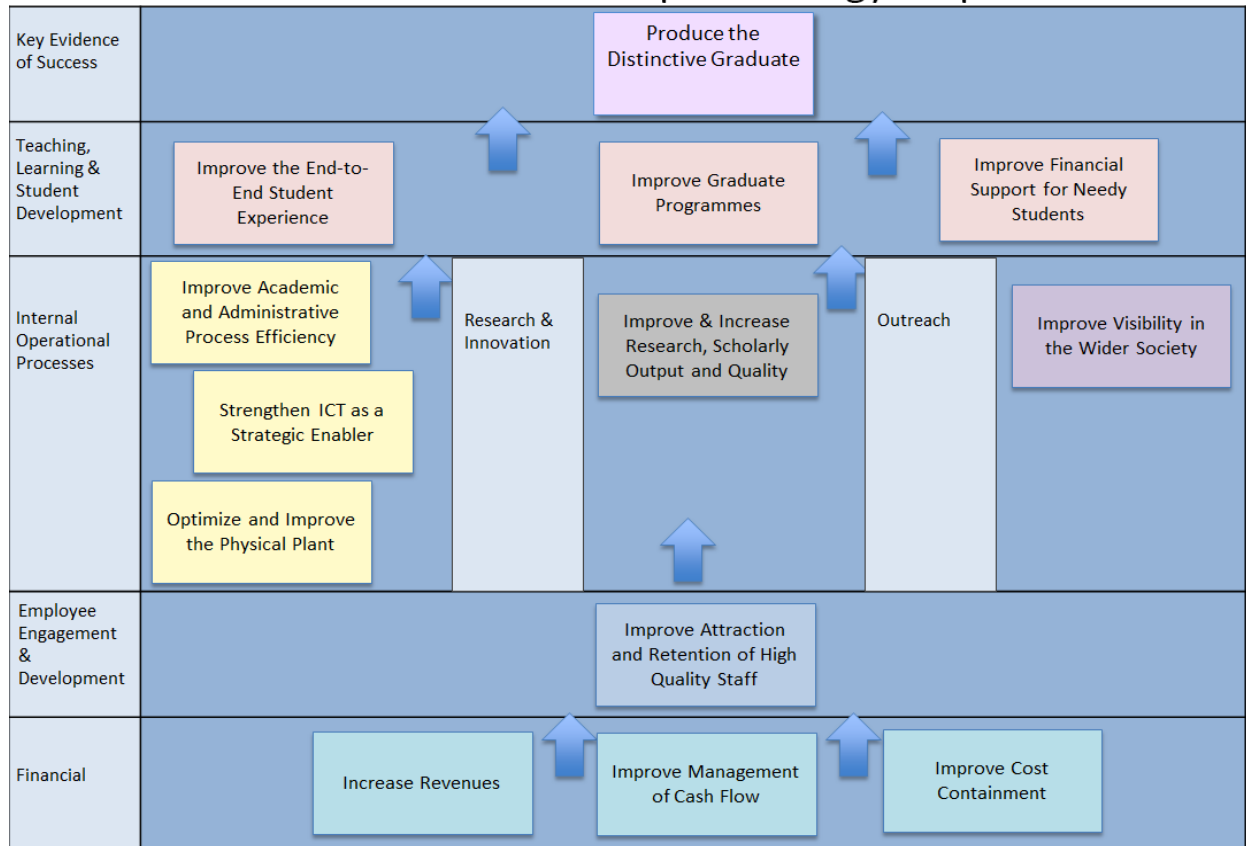


**Mona's Strategy for Developing, Implementing
and Monitoring a Campus Operational Plan for the Period 2014-2017
(February 2015)**

In January 2014, the UWI, Mona Campus Senior Management Team identified and agreed to 13 Strategic Objectives to focus the direction and priorities of the Campus for 2014-2017.

Aligned to the UWI Strategic Plan's Objectives, these 13 Objectives are illustrated in a Strategy Map, which demonstrates the relationship between them and the University's 6 Perspectives.

The UWI Mona Campus Strategy Map



Governance Framework

Following the development of the Campus Strategy Map, the Senior Management Team agreed to a governance framework, which would support and drive the development, implementation, monitoring and evaluation of a Campus Operational Plan, and ensure the achievement of the Campus Objectives.

As part of this governance framework, the Principal assigned an Owner – a member of the Senior Management Team – to each of the Perspectives:

Strategic Perspective	Perspective Owner
Financial	Mrs. Elaine Robinson Campus Bursar
Employee Engagement & Development	Dr. Camille Bell-Hutchinson Campus Registrar
Internal Operational Processes	Professor Evan Duggan, Dean, Faculty of Social Sciences
Teaching, Learning & Student Development	Professor Ishenkumba Kahwa Deputy Principal
Research & Innovation	Professor Denise Eldemire-Shearer, Campus Coordinator, School of Graduate Studies and Research
Outreach	Dr. Derrick McKoy, Dean of Law

- **Role of the Perspective Owner**

The Perspective Owner is responsible for determining the desired outcome for the strategic objectives that fall under his/her perspective; identifying key performance indicators (KPIs) for each objective and identifying strategic initiatives that will enable the Campus to meet the objectives. These initiatives are known as *Centrally-Managed Initiatives*, that is, they are major Campus-wide programmes of high priority.

Perspective owners are responsible for the performance of their perspectives, including the meeting of KPIs and targets, and the success of the identified initiatives. In order to ensure success, the Perspective Owners appointed Initiative Owners who are now leading the implementation of the Centrally-Managed Initiatives.

- **Centrally-Managed Operational Plan**

The Centrally-Managed Operational Plan contains the 13 Strategic Objectives, the Centrally-Managed Initiatives, and the KPIs identified by the Perspective Owners, who are currently finalizing baseline and target values for the KPIs. A survey programme has been developed to support the Mona Campus Strategy and to assist with obtaining baseline and target values for the period 2014-15 to 2016-2017.

The progress of the Campus Operational Plan is reviewed monthly at the Senior Management level, while the faculty and departmental operational plans will be reviewed at the Faculty level.

- **Departmental Operational Plans**

An operational plan template has been created for departments to align their strategies with any or all of the 13 Strategic Objectives. The Departmental Operational Plans will be reviewed annually by the Dean or Head of the Faculty/Administrative Unit.

- **Communications Strategy**

The Office of Marketing and Communications has created a promotional brochure on the implementation of the Mona Campus Strategic and Operational Plan which will be disseminated at a Town Hall meeting on February 23, 2015.

The Office of Marketing and Communications is also building a Strategic Plan website for the Mona Campus which will be launched in early 2015 as an information resource on the Mona Campus Strategy.

Staff will also be informed of the Mona Campus Strategic and Operational Plan by an official announcement and landing page on the UWI, Mona website. Training has been ongoing to sensitize staff to the Mona Campus Strategy and developing a departmental operational plan.