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 fulfill 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 fulfill its responsibility for revitalizing Caribbean development.”**

### 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.

### 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.
**The UWI Triple A Strategy Framework**

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

**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 • Gender Justice • Diversity • Student Centredness**

<table>
<thead>
<tr>
<th>Access</th>
<th>Alignment</th>
<th>Agility</th>
</tr>
</thead>
<tbody>
<tr>
<td>AC1 To be a university for all</td>
<td>AL1 Promote greater activism and public advocacy</td>
<td>AG1 Establish a physical presence of The UWI on all continents</td>
</tr>
<tr>
<td>AC2 To be the university of first choice for alumni and non-student customers seeking products and services for all things Caribbean</td>
<td>AL2 Increase and improve academic/industry research partnerships</td>
<td>AG2 Restore financial health to The UWI</td>
</tr>
<tr>
<td>AC3 Improving the quality of teaching, learning and student development</td>
<td>AL3 Promote a cohesive single UWI brand consciousness</td>
<td>AG3 Generate economies of scale and scope for The UWI</td>
</tr>
<tr>
<td>AC4 Improving the quality, quantity and impact of research, innovation and publication</td>
<td></td>
<td>AG4 Foster a creative, caring, accountable, motivated, professional (CAMP) team</td>
</tr>
</tbody>
</table>

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