



# 1 Introduction



**Professor the Hon. Kenneth O. Hall, O.J.**  
Pro Vice Chancellor & Principal,  
UWI, Mona Campus

During the 2003/2004 academic year, the Campus continued its focus on implementing the 2002-07 UWI Strategic Plan, as well as the recommendations of the task force appointed by Academic Board in the previous academic year to:

- identify the strategic challenges faced by the UWI, Mona Campus;
- identify appropriate responses to these challenges based upon best practices;
- make recommendations on specific areas of response, including programme development, cost efficiency, and redeployment of resources; and
- identify the appropriate criteria for making adjustments.

The task force, named *the Strategic Challenges Task Force* (comprising distinguished professors), having analysed data on the current competitive challenges, position and performance of the Campus in relation to both its history and to comparative and competing local and international institutions, concluded that the University should re-position itself as the premier research university in the region. The task force made a number of recommendations for effecting this re-positioning, which were categorised under five headings – *Change Leadership and Resource Management, Curriculum Changes and Programme Development, Expansion through New Relationships and Novel Developments, Staff Evaluation, Reward Systems and Gender Issues and Improvement of Scholastic Output, Institutional Research and Student Experiences*. Working groups led by each of the members of the task force were appointed to develop implementable proposals to give effect to the recommendations.

The Campus energized faculty, administrative and service staff around the recommendations through distribution of printed outputs from the task force and working groups, and meetings with all members of staff for discussion, feedback



# 1 Introduction

and buy-in. This process of engaging the entire Campus in the change process led to the transformation of the governance structures of the Campus as the monthly meetings of committees such as Academic Board and the Finance and General Purposes Committee (F&GPC) became engaged in reviewing the work of the working groups and making strategic decisions about the Campus' future.

However, by March 2004 the Campus was forced into a contracting mode when the 2004/05 budget suffered a massive 16.5% cut. Much of the administrative energies were centred on formulating proposals for addressing the cut, without adversely affecting the quality of the Campus' output, or sidelining the strategic repositioning on which the Campus had embarked during the academic year. With the approval of F&GPC a Budget Adjustment Committee, under the leadership of the Deputy Principal, was established to examine the budgets of each of the departments/units of the Campus so as to determine areas for reduction, and to identify income generating proposals for supplementing the respective budgets.

The Strategic Challenges Task Force recommended, and this was endorsed by Academic Board, that while the strategic priorities (*Enhancing Quality, Student Centredness, Access, Development of Graduate Studies and Research, Restructuring Distance Education and Deepening the Impact of Outreach Programmes in the Non-Contributing Countries, Capacity Building through Information and Communication Technologies, Strengthening the University's Finances, and Capacity Building through Human Resource Management*) for the University, identified in the 2002-07 Strategic Plan remain critical, they should be seen to serve the global objective of repositioning the UWI, Mona as a research-driven institution. The following report highlights some of the major activities undertaken over the last academic year in furtherance of this objective.