



THE UNIVERSITY OF TRINIDAD AND TOBAGO



STRATEGIC PLAN

2017 to 2022

E D U C A T I O N W I T H A G L O B A L V I S I O N

UTT GRADUATES

Our graduates are work-ready, innovative and entrepreneurial-minded, socially and environmentally conscious, global citizens, demonstrating leadership in their fields of endeavour and in the communities in which they live and work.

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Professor DYER NARINESINGH
President, UTT

President's Introduction

A strategic vision for the educational landscape of Trinidad and Tobago became reality on November 4th 2004, with the establishment of UTT – The University of Trinidad and Tobago. Today UTT is an amalgam of the ideas of several progressive thinkers in our country and is driven by an enduring vision more relevant to a world flattened by the rapid advances in technology, communication, and global mobility. After ten years of rapid growth and expansion, our university is now an integral part of tertiary education in Trinidad and Tobago.

Our Strategic Plan 2017–2022 will guide us over the next five years to refine our work and give greater focus to our entrepreneurial purpose. It will help us to improve how we prioritise our projects and programmes, and manage our resources. It will also hold us all more accountable for our stewardship in fulfilling the mandate of our university. I am excited to lead this university as we embark on this journey. Let me take this opportunity to thank all the students, faculty and staff that have participated in the planning process and contributed to our plan. I look forward to working with all of you to achieve our goals in the coming years.



1 UTT's Planning Process

In the first quarter of 2014, our President, mandated by the Board of Governors, appointed a Strategic Planning Committee which included nine sub-committees. These sub-committees comprised a wide cross-section of faculty, staff, and student representatives from throughout the university. Members were asked to bring their experiences and expertise to discuss their ideas about the strategic direction for UTT. These discussions were clustered around broad themes which included teaching and learning, research, entrepreneurship, external relations and public outreach, governance, quality assurance, finance, human resources, and infrastructure.

In March 2015 this draft plan was communicated to all members of faculty and staff. Guided by our President, university leaders began a series of consultations throughout the campus community for dialogue, discussion and debate on the draft plan and the strategic direction the university would take. After several months of meetings, consultations, and written submissions, a revised plan was developed. The outcome is the draft Strategic Plan 2017 - 2022 which provides a blueprint for our university over the next five years.

UTT's Enduring Commitments

In developing the plan we have been guided by our founding mission, vision, values and quality policy which remind us of our enduring commitments. After extensive consultation with our university community there is a general consensus that our work should stay true to our founding motives with a sharpened focus on the future.

UTT's Vision and Mission

VISION STATEMENT

The vision of UTT is to be the National Institution of higher learning and research for socioeconomic and technological development that:

- Inculcates in the graduates a set of overarching skills – metaskills – that help them navigate the new and emerging technologies in the national and global contexts, and
- Through its R & D activities, brings and keeps Trinidad and Tobago in the vanguard of engineering and technology in niche areas of key importance, such as natural gas is to the nation.

MISSION STATEMENT

To be an entrepreneurial university designed to discover and develop entrepreneurs, commercialise research and development and spawn companies for wealth generation and sustainable job creation towards the equitable enhancement of the quality of life of all individuals, families and communities of the Republic of Trinidad and Tobago and the Caribbean.

UTT's Core Values

The acronym CORE has been coined to reflect the philosophical underpinning of UTT's approach to achieving its mandate.

- Within the University there must be a **Commitment** to building sustainability in all aspects of operations, and to facilitating national development that can be maintained for future generations. This translates into a leadership approach and institutional culture that facilitates change, supports innovation, and demands a level of individual responsibility in contributing to the organisation's growth and advancement.
- In so doing, there is the creation of **Opportunity** for all stakeholders. The University's external focus nurtures students who can grasp employment prospects or support an environment for entrepreneurial pursuit. Industrial and commercial sectors also have the ability to leverage the competencies developed by the University which are **Research-driven and Relevant**, not only in an economic context, but at the societal level, thus leading to enhanced outcomes for the wider national community.
- Finally, all aspects of the University's operations and all output produced therein must define **Excellence**, and an understanding that this ideal is not an end point, but a continuum of continuous improvement and evolution.

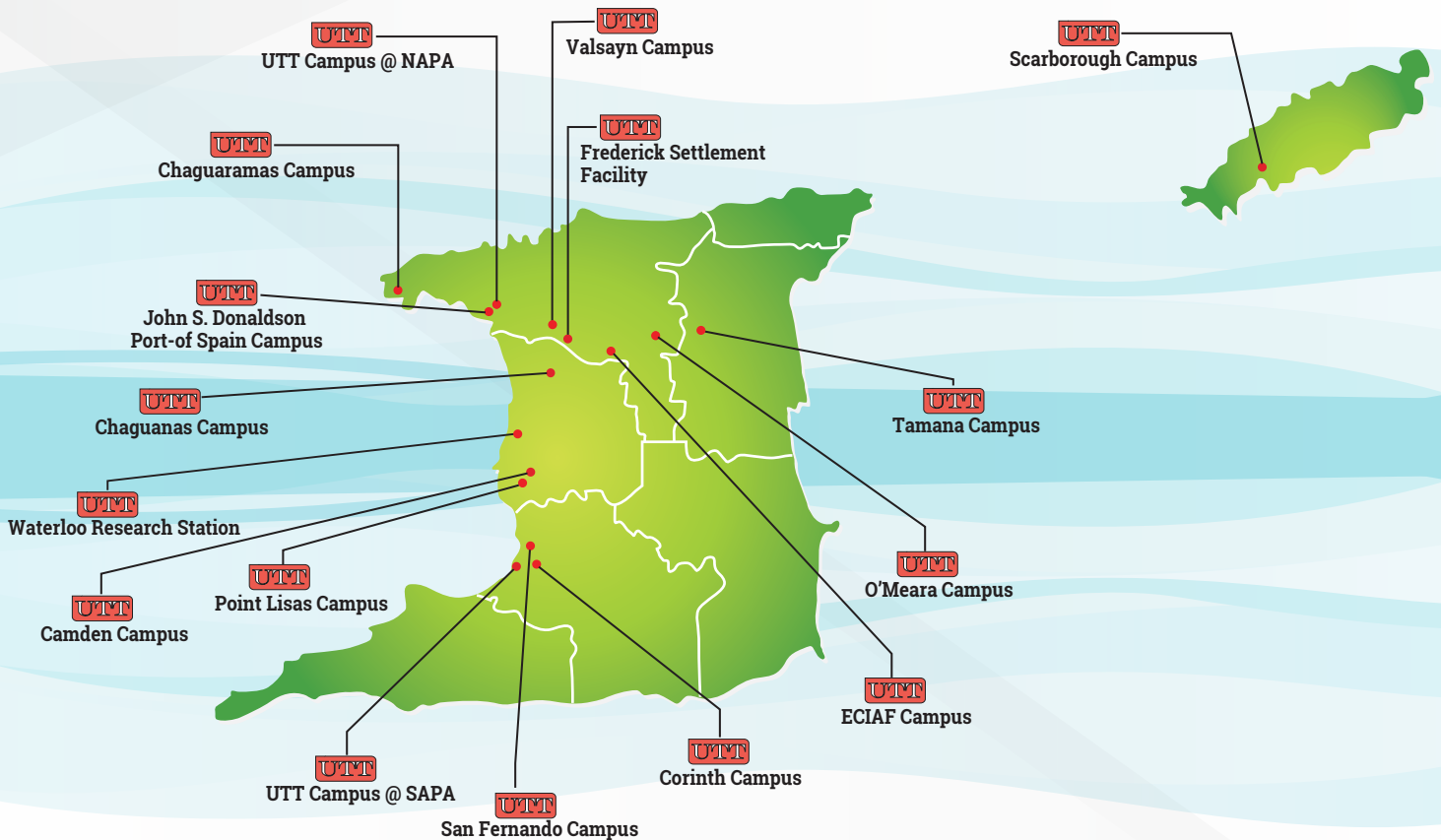
UTT's Core Values

UTT will position itself at the forefront of the national tertiary education thrust to create a productive and resilient workforce that is committed to innovation and entrepreneurship and meets the current and future challenges of a globalised economy. It is the policy of UTT to support the development of a transformative culture of lifelong learning that stimulates the intellectual capacity of students, faculty, staff and all stakeholders to create opportunities for personal and professional growth; success; and meaningful contribution to national development.

3 UTT at a glance

A Multi-Campus University

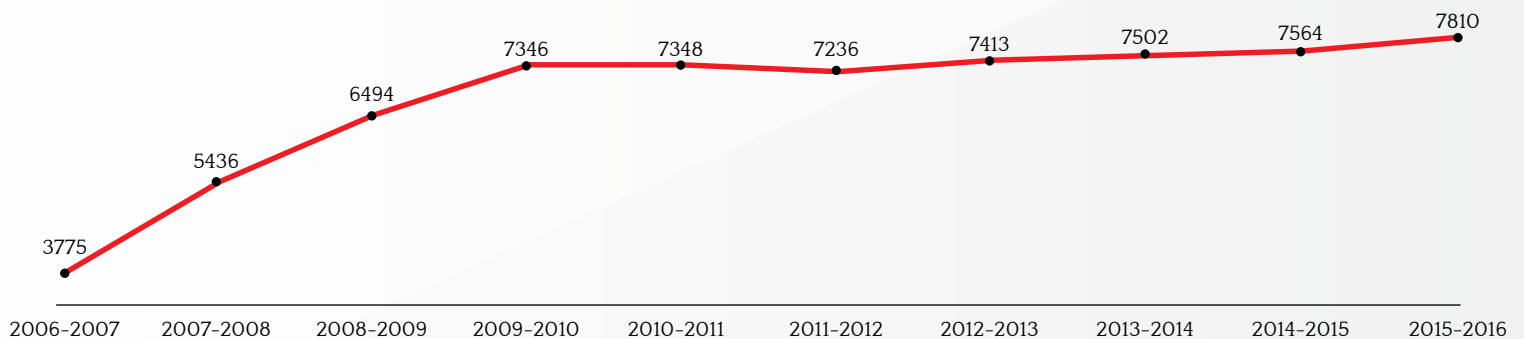
Our university was established in 2004 following the integration of several existing tertiary institutions including the Trinidad and Tobago Institute of Technology (TTIT), San Fernando Technical Institute, John Donaldson Technical Institute, Corinth and Valsayn Teachers' Colleges, and the Eastern Caribbean Institute for Agriculture and Forestry (ECIAF). Today we operate fifteen (15) campuses throughout the length and breadth of Trinidad and Tobago.



Enrolment

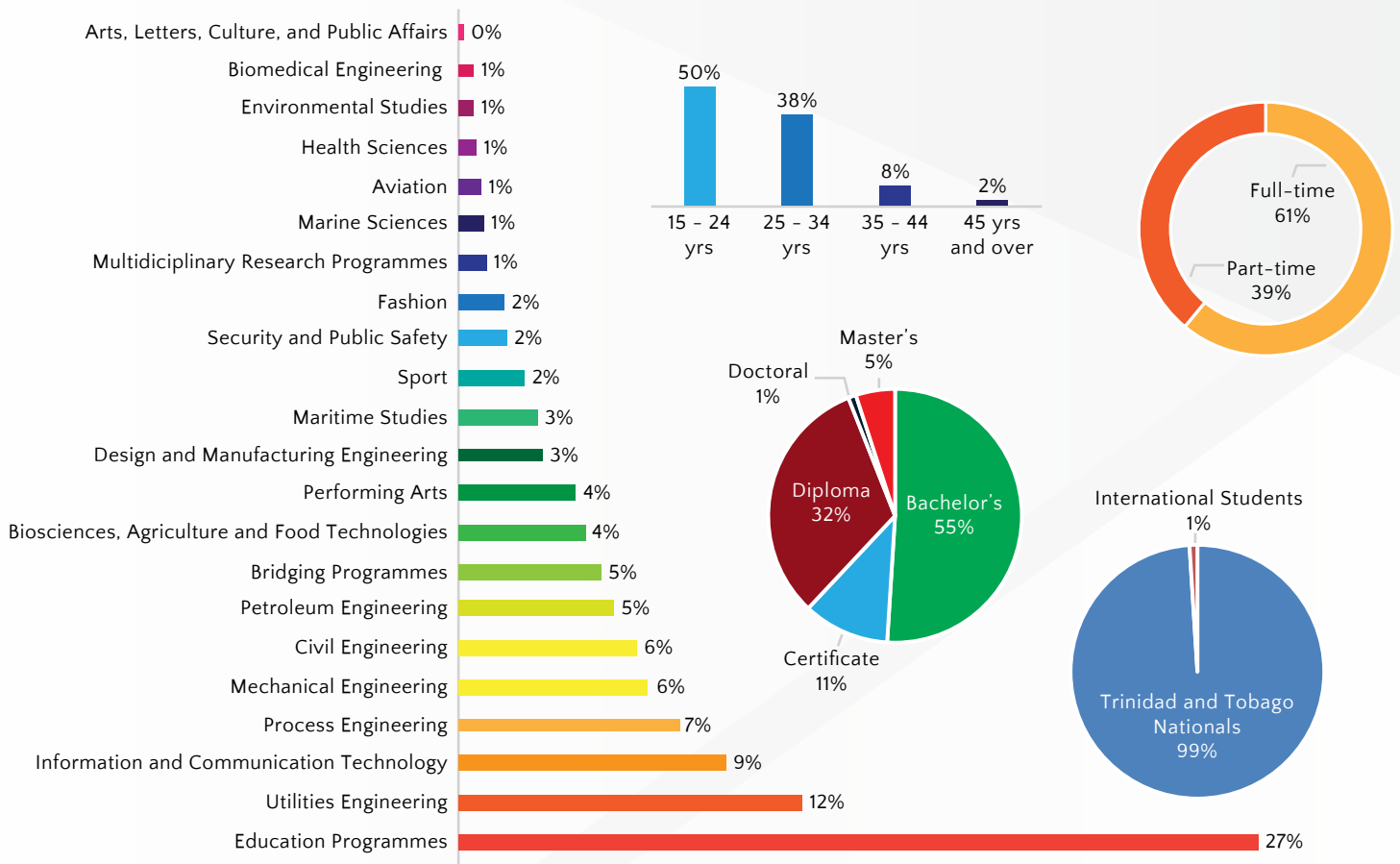
Over the past decade UTT's student enrolment has more than doubled from 3775 in 2006-2007 to a population of 7810 in 2015 -2016 pursuing academic programmes at the certificate, diploma, bachelor's, master's and doctoral levels.

ENROLMENT GROWTH 2007 - 2016



In the last academic year 7810 students enrolled in 67 programmes across 20 academic fields. Additionally, the university offered over 100 short term corporate education programmes to 2000 professionals in the public and private sectors.

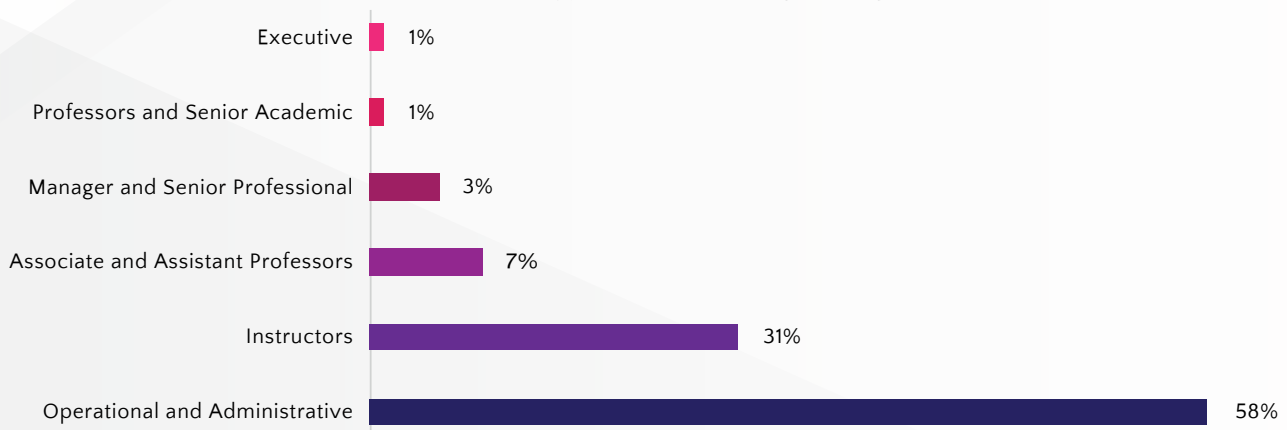
STUDENT POPULATION 2015 - 2016



Faculty and Staff

In 2015 -2016 UTT employed about 1450 employees across 15 campuses. Among all employees 38% are faculty members while 58% are administrative and support staff.

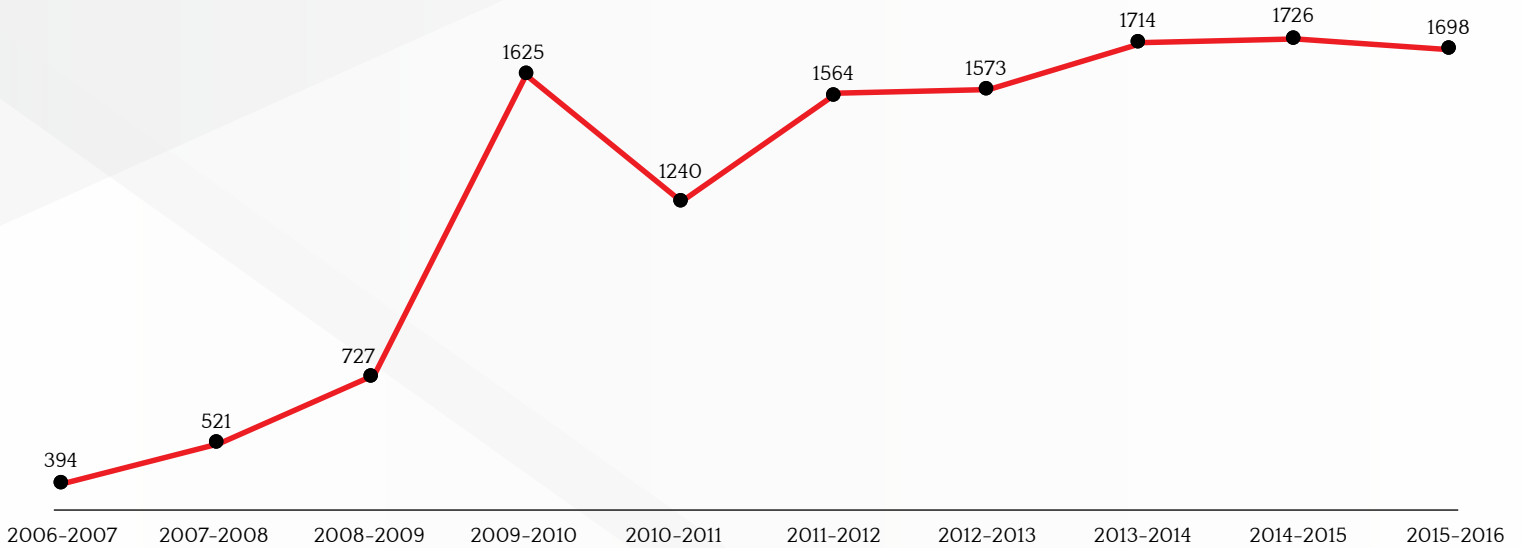
UTT FACULTY AND STAFF 2015 - 2016



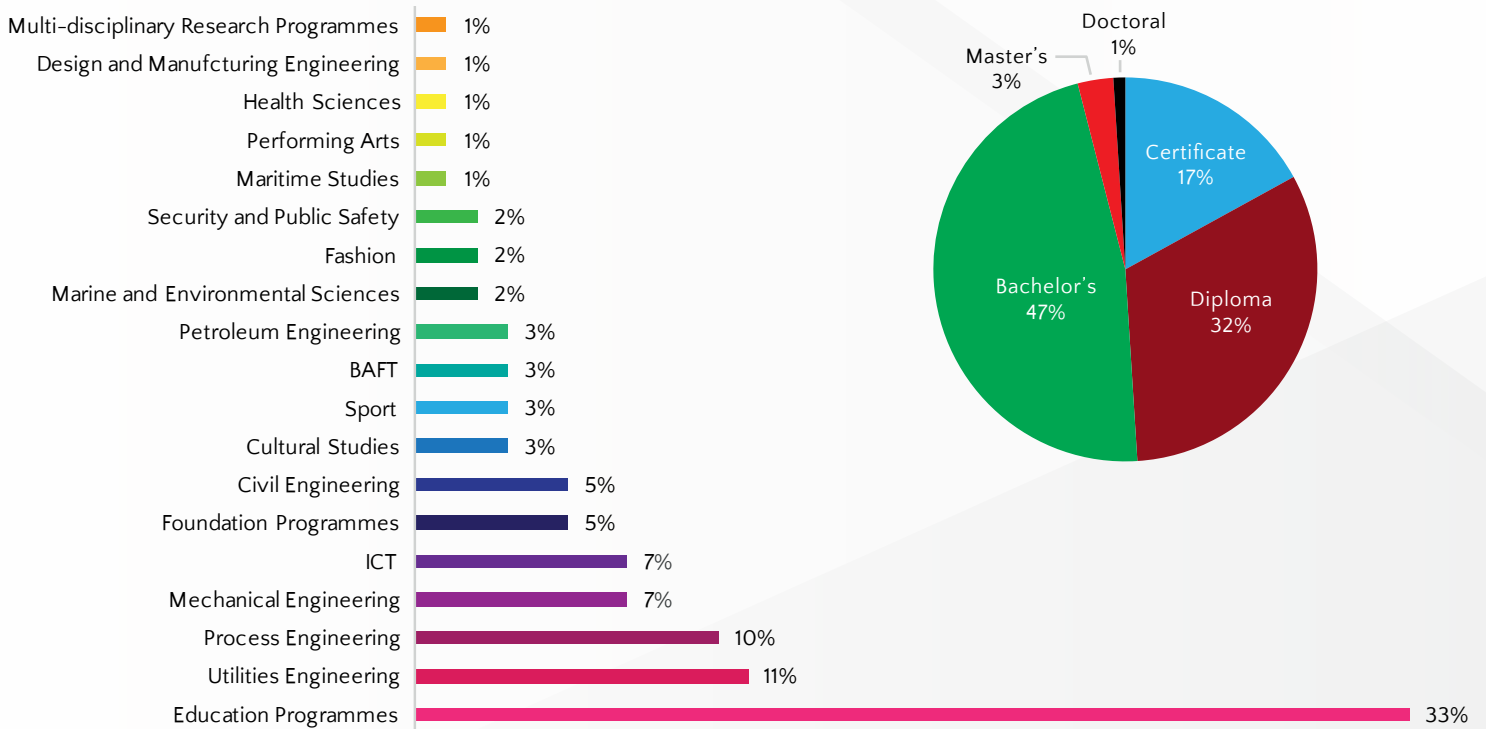
Graduates

In the past decade UTT has produced over 12000 graduates with the most recent class the largest in our history at 1698. In 2016 the bulk of our graduates were evenly divided between the bachelor's and sub-baccalaureate programmes with only 3% earning postgraduate degree. UTT has evolved into a hybrid university offering primarily bachelor's degrees and sub-baccalaureate qualifications which emphasize practical application to the needs of industry and society.

UTT GRADUATES 2007 - 2016



2015 - 2016 Graduating Class

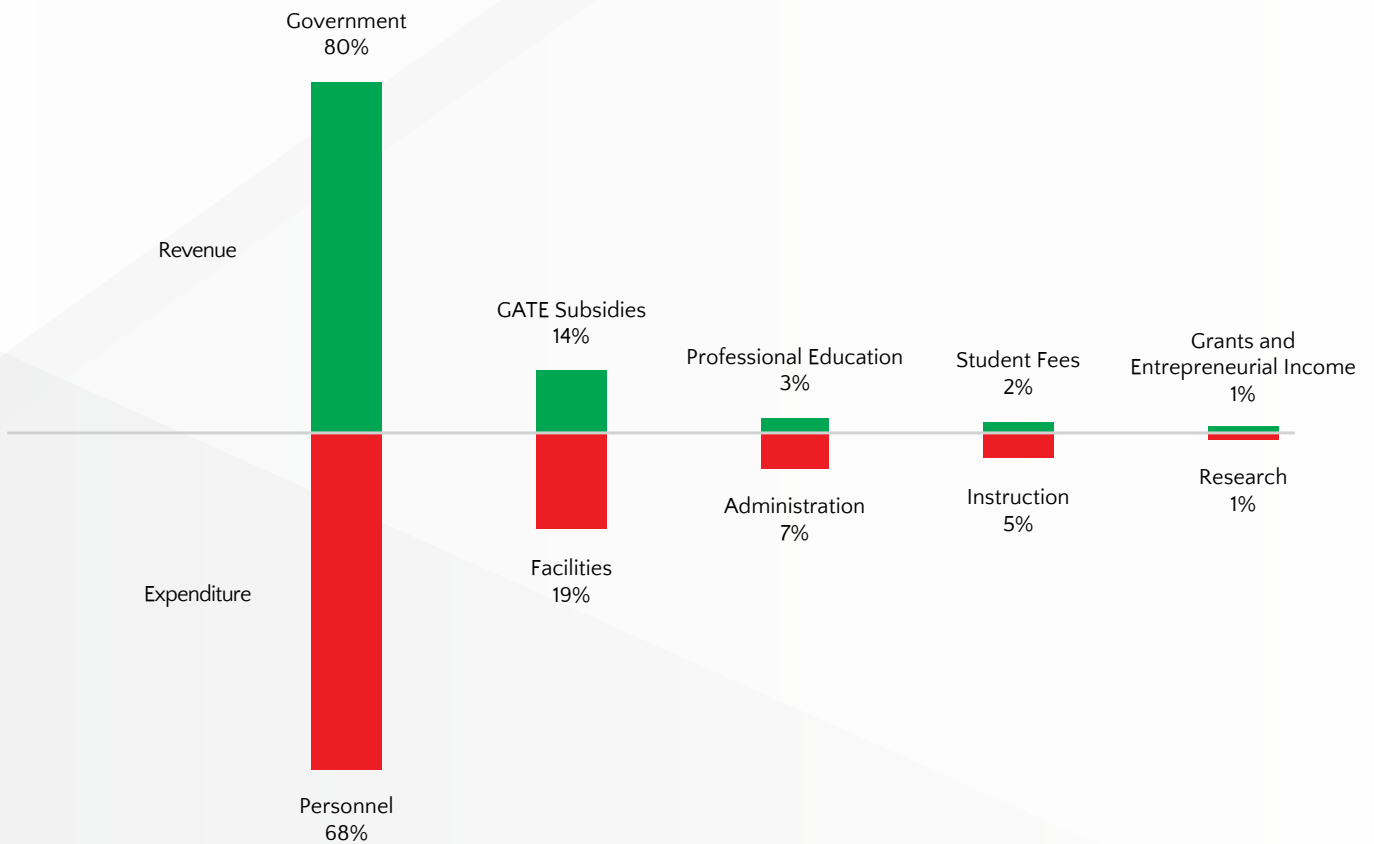




Funding

Government subventions and tuition subsidies account for 94% of the revenue earned by UTT while professional education, grants, and entrepreneurial contribute 4%. Personnel cost which includes salaries and benefits for faculty and staff account for 68% of UTT's expenditure while facilities account for 19% annually.

UTT INCOME AND EXPENDITURE 2015 - 2016





4 UTT's Role for Trinidad and Tobago

A National University - Catalyst for Economic Transformation and Social Development; Expanding Access, Employment Opportunities, and Entrepreneurship

The vision for UTT is to be the catalyst for economic transformation in Trinidad and Tobago and increased prosperity and social cohesion for our citizens and those of the wider region, by expanding access to higher education, facilitating entrepreneurship, and developing the skills and talents for industry and society. Following a merger of several longstanding tertiary institutions our national university was established to offer a range of programmes in areas aligned to Trinidad and Tobago's priorities for economic and social development. UTT quickly established a network of campuses throughout Trinidad and Tobago to take higher education programmes to several communities across the nation.

After a decade of operations, the role of UTT has become increasingly important as non-renewable hydrocarbon resources, which have been the primary driver of the Trinidad and Tobago economy, appear to be in decline creating an uncertain economic future. Our society has also been faced with new challenges related to poverty, communicable and lifestyle diseases, crime and violence, and a lack of social cohesion. UTT is now at a crossroad. We have offered a wide range of programmes which were demanded by the society over the previous decade but as the imperatives for economic diversification and greater social cohesion become more urgent, we must adjust to meet these challenges. The task for our university is to produce outcomes that promote continued national prosperity and social development.

NATIONAL ALIGNMENT

The agenda for UTT will include programmes and services which support the growth and transformation of national the economy while promoting the social development and cohesion of our people. It will involve training, research, service and entrepreneurship in niche areas related to sectors in Energy, Environmental Protection, Manufacturing, Transport and Infrastructure, Tourism, Food Production, Creative Industries, Information and Communication Technology (ICT), Maritime, Education, Health and Public Safety.

In a relatively short period of existence we have built a solid reputation for engineering and technology in sectors related to Energy, Utilities, Processing, Manufacturing and Civil Infrastructure. We must strengthen these through greater collaboration with industry on practical training and applied research. Our Maritime programmes have also made steady progress in developing the pool of human resources needed to support a globally competitive maritime hub within Trinidad and Tobago, driven by increases in foreign trade and tourism. Strengthening our partnerships with regional and international maritime bodies, universities, and industry, can propel our university to become the centre of excellence for maritime training in the Caribbean. Further, our university has distinguished itself in teacher training by providing a cadre of trained teachers for primary and secondary schools across Trinidad and Tobago. We can build on this by refocusing our attention to specialised areas such as teachers in Science, Technology, Engineering & Mathematics (STEM) and teacher training for the tertiary level. We have also made notable strides in areas related to Public Safety, and Environmental Studies while expanding our offerings in Agriculture and Food Technology, Performing Arts, and ICT. Additionally, our Fashion and Design programme is now quickly staking its claim for global recognition in this burgeoning industry. There is certainly much for us to be proud about after just over a decade. However, to better achieve our mission we must consolidate our offerings in niche areas which we have a competitive advantage.

ENTREPRENEURSHIP

From inception there has been much expectation about the role UTT would play in driving entrepreneurship nationally. At the heart of our entrepreneurial mission is the mandate to facilitate an ecosystem that enables our people to develop products and services with market relevance and economic value, developing businesses and creating jobs. However, there is general consensus within the university community that our entrepreneurial potential is still not fully utilised and we must refocus our efforts to better perform our entrepreneurial role. This will include giving greater attention to entrepreneurial education for our learners by developing in them a set of skills that can be applied across different business environments and by providing practical experiences which stimulate their entrepreneurial drive. It will also require that we develop hubs within our community where students, researchers, innovators, investors, and entrepreneurs can connect with each other.

Globally, many of the cutting-edge innovations which create commercial value are driven by research from faculty and postgraduate students. The challenge to compete with well-funded globally powerful universities and research bodies appears overwhelming, especially in circumstances where our research output has lagged behind expectations. However, we can better meet this challenge by investing more resources in research and developing enabling policies to encourage international collaboration. Naturally, our emphasis must be in areas which focus on solving the most pressing national and regional challenges in areas such as Energy and Food Production. These are also the areas in which we are likely to have the greatest opportunity to enhance the global competitiveness and credibility of our university. As we do this we must improve our mechanisms to facilitate knowledge and technology transfer by providing our ideas and expertise to companies and public sector bodies throughout the region and in other small developing states similar to Trinidad and Tobago. An important part of our entrepreneurial thrust will also require that we leverage Trinidad and Tobago's unique talents in culture and the arts to create commercial value. We recognise the inherent entrepreneurial value in areas such as Fashion and Design, Cultural Studies, and the Performing Arts which are linked to business opportunities in Tourism and the Creative sectors. These areas of endeavour emphasize the multifaceted nature of the entrepreneurial role for a national university in which much is expected.

UTT and its Environment

An internal Perspective: Increasing Efficiency and Quality, and Managing Change

As a university born from the amalgamation of several previously existing tertiary institutions we inherited a large asset base and a mix of different business structures and practices. Our university has made significant strides in rationalising these diverse elements but we recognise that there are further opportunities to streamline our operations and asset base for greater efficiency. We must also strengthen our internal systems for improvement in student retention and graduation rates across the university. As we improve our efficiency academic excellence and quality should not be undermined. Our work will require a delicate balance between the need for leaner and faster operations, and the importance of providing a high quality enriching learning experience for our students. These demands are not mutually exclusive but to achieve them we must improve some of our core processes, redirect key resources to enhance the learning environment and student support services, while also eliminating wastage and unnecessary duplication. We can find ways to lower operating costs through greater innovation, rationalizing common campus services, and collaborating with peer institutions and other partners for shared services. This business model will involve major changes across the university. We must manage this change in a way that is people-centred and achieves higher levels of organisational performance and effectiveness.

A local Perspective: Funding Constraints, Competition for Market Share, and the need for greater Industry Alignment of University Outputs

Most of our revenues come from public funding either through direct subventions or student subsidies in the Government Assistance for Tuition Expenses (GATE) programme. As the national university, we believe that our public funding will continue in the future but we expect significant curtailment as government revenues from hydrocarbon resources decline. Additionally, there is growing competition for public funding from other tertiary institutions as they seek to expand. In this environment UTT will have to justify every dollar of public funding it receives and will need to explore other non-government revenue sources.

The competition for students among institutions in the local tertiary education sector is intense. In the past five years UTT's annual enrolment increased only moderately while enrolment at its peer institutions in some cases has more than doubled. Our university is still among one of the largest institutions nationally and in the region but some of our programmes are undersubscribed. Although our offerings have changed over the past decade, over a third of students are enrolled in our teacher training programmes for which some fields have now become saturated in the local education sector. We will need to make further changes and improvements to our offerings and channels to market, to remain sustainable and increase our market share nationally.

Our task will be to develop offerings that produce the outputs needed for a more diversified economy. This requires greater alignment and integration with emerging industry and planned national development priorities for Trinidad and Tobago. Industry is the major customer for the outputs of our university but is also a key partner in terms of our research and practical training. We recognise that the industry-based learning provided to our students is a source of competitive advantage and we must strengthen our industry partnerships to further differentiate ourselves from other tertiary institutions. Our research and entrepreneurial efforts also require industry partnership to ensure that they have market relevance and to inject funding.

A Regional Perspective: Strengthening CARICOM Human Resource Development for Integration and Economic Prosperity; and Establishing a the UTT Brand in the Caribbean

Trinidad and Tobago's economic fortunes are closely linked to those of the other nation states within the Caribbean Community (CARICOM). They are our major trading partners and share similar socio-economic challenges shaped by common geopolitical experiences. Economic growth within CARICOM over the past decade has been consistently low with several territories experiencing extended periods of recession. As regional nation states have tried to grapple with their economic challenges, implementation of the CARICOM Single Market and Economy (CSME), a strategy for increased global competitiveness, has suffered. Some of the major factors impeding the region's economic fortunes are its inadequate levels of labour productivity and lack of technological sophistication. These are directly linked to the outputs of regional tertiary educational institutions. Regional tertiary education is challenged by issues of inequality of access, inconsistent quality, limited industry alignment in education programmes, and low integration for articulation and student mobility.

Although tertiary education participation rates in the region have risen in the past decade, there remains some inequality of access among citizens in different member states. Territories such as Trinidad and Tobago, Barbados, and Jamaica have participation rates which are more than two or three times higher than those in smaller regional nation states. Further, the level of integration between educational institutions in the region is not sufficient to facilitate the seamless articulation and student mobility which allow learners to benefit from the higher capacity in some territories. Unemployment rates among young people in the region are notably higher than the older adult population. This suggests that regional tertiary education may not be sufficiently aligned to needs of industry creating a skills gap. Additionally, regional institutions have not been able to stimulate sufficient innovation and entrepreneurship to create new growth sectors and jobs to drive their economies.

UTT as one of the largest universities in CARICOM is ideally poised to satisfy the demand for access emanating from across the region. Strategically, as we strengthen and improve our offerings and channels to market, we will not only serve Trinidad and Tobago, but will strengthen human resource development across the region. This will better align tertiary education outputs to the needs of a new integrated regional economy driven by growth in services and knowledge-based industries. Through stronger partnership with feeder institutions we can increase our recruitment of regional students, and boost our non-GATE tuition revenue while building the UTT brand and extending our reach across the region.

A Global Perspective: Open Access, Increased Mobility, and Expansion of Digital Technologies

Globally, tertiary education is undergoing rapid changes driven by advances in digital technologies and online learning, and increasing global mobility of students, academics, and institutions. The expansion of digital technologies has disrupted traditional tertiary education and transformed the way it is delivered and supported. These technologies now enable specialisation along the tertiary education value chain and facilitate emerging tertiary education models involving partnerships with other sectors. This is evidenced by the fact that the global e-learning market is today a multi-billion dollar industry. High level educational content is now ubiquitous and no longer the domain of well-funded universities with impressive physical campuses and a handful of elite academics.

Global mobility of students, academics, and institutions has been characterised by increases in international students at universities around the world, greater competition for diverse academic talent, and increasing examples of globally prestigious universities establishing physical campuses abroad. There are an estimated five million international students studying at universities around the globe. In Trinidad and Tobago alone there are several foreign universities offering programmes either through franchise arrangements or at their own international site established here. As a relatively new university we must compete with a variety of higher education providers, many of them with established global brands, operating within an increasingly borderless environment, to attract and retain students and top academic talent. To succeed we must differentiate our offerings by providing a unique context and experience for our learners, leverage digital technologies, and develop partnerships that build our brand and create value.



6 UTT's Strategic Imperatives for the Future

Based on the role UTT is expected to play for Trinidad and Tobago and the region and the current internal and external environment we believe that the following priorities should guide our actions over the next five years. It is imperative that we:

- *consolidate our programme offerings and research in clusters related to Energy, Environmental Protection, Manufacturing, Transport and Infrastructure, Food Production, Creative Industries, ICT, Maritime, Education, Health, and Public Safety, emphasizing niche areas in which we have a competitive advantage*
- *streamline our physical asset base and campus network in alignment with the university's multidisciplinary clusters and completing our flagship Tamana campus as an innovation and entrepreneurship hub*
- *rationalise operating cost and develop a more efficient administration by streamlining common campus services and collaborating with peer institutions and other partners to benefit from economies of scale*
- *differentiate our recruitment strategies to target specific customer segments locally and within CARICOM including graduates of secondary school and feeder postsecondary institutions, working adults interested in flexible programmes, and professionals seeking corporate education and training*
- *leverage digital technologies to offer more online and blended programmes and improve the learning experience for all students*
- *enhance student learning environments and student support services for higher levels of student achievement and retention*
- *strengthen quality and credibility by improving corporate governance and accountability systems, administrative and academic processes, and mechanisms for accreditation and external review*
- *renew our entrepreneurial mission by strengthening the entrepreneurial ecosystem within UTT giving greater focus to innovation, commercialisation, entrepreneurship, and creating economic value for the society through our outputs*
- *attract top academic talent for a diverse mix of local, regional and international faculty, and develop and train both faculty and staff emphasising analytical and entrepreneurial skills*
- *build partnerships with other universities, research bodies, and industry solidifying the UTT brand and creating value in teaching, research and entrepreneurship*
- *increase financial and public support for UTT and its mission through institutional advancement, public education and outreach activities that support social and economic development.*

UTT's Strategic Goals for 2022

Guided by the strategic imperatives for the future we have developed a set of 24 goals to be achieved by the year 2022. These are organised under core six strategic themes including Teaching and Learning; Research, Innovation, and Entrepreneurship; Student Recruitment, Public Outreach, and Institutional Advancement; Talent Management; Governance, Quality Management and Institutional Effectiveness; and Stewardship of University Resources.

Teaching and Learning

Teaching and learning at UTT will focus on developing a cadre of graduates equipped with the knowledge and training required to successfully meet the challenges of a dynamic global environment. Our programmes will develop graduates that are work-ready, socially and environmentally conscious, innovative and entrepreneurial, and prepared to lead in their fields of endeavour and in the communities in which they live and work. Over the next five years we will:

- *rationalise programme offerings in viable niche areas related to the national development areas in Energy, Environmental Protection, Manufacturing, Transport and Infrastructure, Food Production, Creative Industries, ICT, Maritime, Education, Health, and Public Safety*
- *increase the number of programmes offered online and via blended delivery modes*
- *provide opportunities for entrepreneurship education and entrepreneurial learning experiences for students in all programmes across the curriculum*
- *enhance learning environments and strengthen student support services and co-curricular programmes for better student achievement and retention*
- *partner with industry to strengthen the curriculum and provide more practical learning experiences*

Research, Innovation and Entrepreneurship

Our vision is one of an ecosystem where entrepreneurship and innovation develops and flourishes from high quality research and new ideas. Our research priorities will be multidisciplinary and give emphasis to issues and challenges which are germane to the socioeconomic development of Trinidad and Tobago within a globalised environment. Strengthening our focus is critical as we direct our efforts to the major national developmental areas for which UTT has a competitive advantage. We will do so while we also leverage the benefits of external collaboration. UTT will demonstrate innovation in the way we do our work and we will support our researchers and innovators to create commercial value and generate wealth for our society. To this end we will:

- *rationalise our investment in applied research around a cluster of priority areas in Energy, Environmental Protection, Manufacturing, Transport and Infrastructure, Food Production, Creative Industries, ICT, Maritime, Education, Health, and Public Safety*
- *upgrade research and innovation spaces on our campuses and establish the signature Tamana campus as the main UTT hub for entrepreneurship and innovation.*
- *provide enabling policies and technical and administrative support systems assisting researchers and innovators to access funding and manage issues related to intellectual property*
- *build relationships with industry and other external research partners for technical and financial support on major research projects*

Student Recruitment, Public Outreach and Institutional Advancement

As we engage the external community we will support social and economic development while building understanding and recognition for our university and its important mission for Trinidad and Tobago and the region. Increasing support and enthusiasm for our programmes and services, we will recruit students from across Trinidad and Tobago, CARICOM and internationally. Through our public outreach and advancement activities we will develop lasting relationships with several stakeholders, including alumni, community members, donors, policymakers, the media, parents, friends, and those in the wider Caribbean diaspora, presenting a distinctive brand image as the premier national university in Trinidad and Tobago. To achieve this we will:

- *target student recruitment efforts on key customer segments locally, within CARICOM and the wider Caribbean diaspora increasing enrolment of secondary school graduates and those of feeder postsecondary institutions, working adults interested in flexible programmes, and professionals seeking corporate education and training.*
- *strengthen UTT's corporate communication programme and institutional advancement efforts building brand recognition and attracting financial support for the university*
- *educate and engage the national community supporting social development and increasing UTT's influence on national policies and decision-making*
- *increase exchanges and collaboration with foreign students and academics on research and scholarship facilitating cross fertilisation and diversity, and gaining international recognition for our work*

Talent Management

We will attract and retain high quality faculty and staff, invest in their development and build an organisational culture guided by our core values and mission-driven purpose. We recognise that change is inevitable in every organisation and we will manage that change in a way that is people-centred and demonstrates how much we care for and value our faculty and staff. To this end we will:

- *attract and retain top academic talent developing a diverse mix of faculty to lead in teaching, scholarship and research*
- *train, develop, and support our people, building an effective organisational culture, improving instructional effectiveness and pedagogy, and enhancing institutional capacity in important skills and competencies*
- *reward and recognise high achieving and dedicated faculty and staff*
- *realign the organisational structure ensuring that adequate and suitable people resources are available to meet the university's strategic imperatives*

Governance, Quality Management and Institutional Effectiveness

We will institutionalise a model of transparent and accountable governance which prioritises evidence-based decision-making, continuous quality improvement and institutional effectiveness. We will ensure that our systems and processes align with our goals making certain that the necessary resources and other assets are allocated and used to support the overall mission and vision. Over the next five years as a community we will:

- *strengthen our policies and democratise our decision-making processes and structures through appropriate legislation, a robust policy framework, and sound oversight, promoting greater accountability and transparency*
- *improve our internal quality management and systems for external review maintaining our institutional accreditation and securing specialised accreditation for all programmes which require it*
- *strengthen our institutional capacity for data collection, monitoring and planning; supporting evidence-based decision making and institutional effectiveness*

Stewardship of University Resources

We will optimize our resources demonstrating stewardship in our pursuit of excellence. We will practice prudent financial management seeking opportunities to improve our financial sustainability and self-sufficiency. Our buildings and infrastructure will be maintained and developed to provide an enabling environment for our community to learn and work, while we exercise responsibility for our natural environment and the communities within which we operate. Over the next five years we will:

- *strengthen our budgeting and financial management systems, streamline our annual budget process, improving the timeliness of financial reporting, and reorganising cost accounting processes*
- *increase and diversify revenue streams reviewing the tuition fee structure, supporting consultancies and other revenue generating activity, and increasing donation and grants received*
- *rationalise UTT's network of campus buildings, plant, and equipment for greater efficiency and strategic positioning of various programme offerings; establishing the Tamana Campus as the UTT hub for research, innovation and entrepreneurship*
- *rationalise operational cost, streamlining common campus services, and sharing services and resources with other tertiary education partners for economies of scale*

8 UTT's Strategy for Implementation and Performance Measurement Targets

Implementation of this Strategic Plan requires the commitment and involvement of all members of the University community. The goals outlined here will be developed into a series of two-year operational plans, which will include more specific actions, timelines, resources and performance indicators. It will also identify the functional areas or units responsible for implementing aspects of the plan related to their work. The operational plan will be reviewed and updated annually over the next five years.

Implementation Strategy

The Executive Management Team (EMT) will have the overall responsibility for implementation of the plan. In order to successfully achieve the goals in the plan, a clear implementation strategy is required. The implementation strategy will include the following steps.

- The Strategic Planning Committee supported by a technical team within the Office of Quality Assurance and Institutional Effectiveness will work with senior faculty and administrators to develop a two-year Operational Plan. In developing the operational plan, the Committee will collect data on the financial and other resources required, establish timelines for implementation, and develop additional performance measures and targets.
- Additionally, a member of the university's senior leadership will be appointed for each theme within the Strategic Plan. This person will work with key personnel throughout the university to ensure that the goals in the Strategic Plan are being implemented and provide periodic reports to the President and the EMT.
- The Strategic Plan will be reviewed every two years to respond to any changing circumstances and to make adjustments as required. The Executive Management Team subject to approval by the Board will make any necessary changes to strategies, as circumstances require.

Performance Measurement Targets

To measure the progress of the plan a few broad targets related to the strategic themes have been developed. These targets are not exhaustive as all units within the university will also be required to develop detailed indicators based on the detailed plans for their respective areas. The targets set within individual units together with these broader university-wide indicators will be reported and discussed in the Institutional Effectiveness Dashboard which will be updated biannually. Based on the goals articulated in this plan UTT will seek to meet or exceed the following performance targets by 2022:

TEACHING AND LEARNING

- *85% capacity subscribed for new student admissions annually*
- *75% of all non-research degrees with at least one core entrepreneurship course or project*
- *90% first year retention for all undergraduate programmes*
- *25% of all courses in non-research programmes offered through online distance mode*
- *50% of all undergraduate programmes to include a credit-bearing service learning or work attachment component*

RESEARCH, INNOVATION AND ENTREPRENEURSHIP

- *7% of total annual university expenditure allocated to research and development*
- *Tamana Signature Campus operational by September 2017*
- *25% of research expenditure earned from external grant funding*
- *100 business start-ups from UTT research and innovation projects by 2022*
- *15% of total student population enrolled in postgraduate and research degrees*

STUDENT RECRUITMENT, PUBLIC OUTREACH, AND INSTITUTIONAL ADVANCEMENT

- *35% increase in total enrolment*
- *15% of student population from among foreign and CARICOM nationals*
- *25% of total revenue earned from non-governmental sources*
- *35% of total revenue earned from tuition and student fees*

Talent Management

- *7% of total academic staff comprising international faculty*
- *35% of all academic involved in active research or public outreach project*

GOVERNANCE, QUALITY MANAGEMENT & INSTITUTIONAL EFFECTIVENESS

- *Institutional re-accreditation by December 2017*
- *All specialized programmes fully accredited*

STEWARDSHIP OF UNIVERSITY RESOURCES

- *15% reduction in unit cost per student*
- *Implementation of two (2) resource sharing agreements with external local tertiary institutions*

| STRATEGIC THEME | INDICATOR | TARGET BY 2018 | TARGET BY 2020 | TARGET BY 2022 |
|---------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|----------------|----------------|----------------|
| TEACHING AND LEARNING | Percentage of new student capacity subscribed following registration cycle | 75% | 85% | 90% |
| | Percentage of non-research degree programmes offered which include an entrepreneurship course or project | 20% | 40% | 75% |
| | Average first year retention rate | 80% | 85% | 90% |
| | Percentage of all UTT courses offered by online distance mode | 5% | 15% | 25% |
| | Percentage of undergraduate programmes which include a service learning or work attachment component | 30% | 45% | 50% |
| RESEARCH, INNOVATION AND ENTREPRENEURSHIP | Percentage of total annual expenditure allocated to research | 2% | 4% | 7% |
| | Percentage of research expenditure from external grant funding sources | | 15% | 25% |
| | UTT Tamana Campus operational by 2017 | | | |
| | Total number of business start-ups from UTT research and innovation projects | 40 | 70 | 100 |
| | Percentage of total student population enrolled in postgraduate and research degrees | 5% | 10% | 15% |
| STUDENT RECRUITMENT, PUBLIC OUTREACH, AND INSTITUTIONAL ADVANCEMENT | Percentage increase in total student enrolment (2016 /17 base year) | 15% | 25% | 35% |
| | Percentage of student population comprising foreign and CARICOM nationals | 5% | 10% | 15% |
| | Percentage of total revenue earned from student tuition and fees | 20% | 25% | 35% |
| | Percentage of total revenue earned from non-governmental sources | 8% | 15% | 25% |
| TALENT MANAGEMENT | Percentage of academic staff comprising international faculty | | 5% | 7% |
| | Percentage of all academic staff actively engaged in research or public outreach project | | 25% | 35% |
| GOVERNANCE, QUALITY MANAGEMENT & INSTITUTIONAL EFFECTIVENESS | Institutional re-accreditation by December 2017 | | | |
| | All specialized programmes accredited by 2020 | | | |
| | All major corporate divisions meet benchmark operating standards based on external review | | | |
| STEWARDSHIP OF UNIVERSITY RESOURCES | Reduction in average unit cost per student | | 10% | 15% |
| | Resource sharing agreement with external tertiary institution | | 1 | 2 |



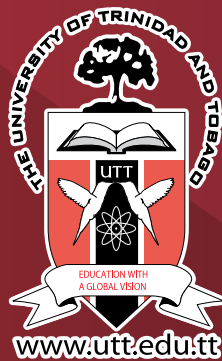
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Conclusion

The Strategic Plan 2017-2022 consolidates the rapid growth and expansion of UTT since its inception in 2004. The goals outlined in the plan will guide the University for the next five years to refine its work and give greater focus to its entrepreneurial mission in a competitive tertiary education sector. Although the broad goals in the Strategic Plan are expected to remain constant over the next five years, opportunities and unforeseen events may require that goals are added or modified.

To achieve the goals detailed in the Strategic Plan the university will require an enhanced level of execution at all levels and a commitment to evidence-based decision-making driven by effective systems for data collection and management, and information flow and communication. The university looks forward to the support of all its internal and external stakeholders to achieve its mission.





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