

MINISTRY OF EDUCATION, YOUTH AND INFORMATION

TO BE READ IN TANDEM WITH:

**PREVIOUSLY TABLED REPORT OF THE UNIVERSITY OF THE WEST INDIES
CHANCELLOR'S COMMISSION ON GOVERNANCE OF THE UWI (JULY 2020) &
THE FINAL PROJECT REPORT – DIAGNOSTIC OF THE UNIVERSITY
OPERATING MODEL (MARCH 2016)**

1.0 INTRODUCTION

- 1.1 Members are asked to note the Report of the University of the West Indies Chancellor's Commission on Governance of the UWI (July 2020) and the Final Project Report – Diagnostic of the University Operating Model (March 2016), which brings issues that merits Parliament's attention into sharp focus.

2.0 BACKGROUND

- 2.1 Members are advised that the Report of the University of the West Indies Chancellor's Commission on Governance of the UWI (July 2020) and the Final Project Report – Diagnostic of the University Operating Model (March 2016) were presented to Cabinet in January 2021 via *Cabinet Note N-27/21-MEYI* and were acknowledged accordingly.
- 2.2 Further to bringing said reports to the attention of Cabinet, the Minister of Education, Youth & Information hereby brings the reports to the attention of Parliament. Whereas the University of the West Indies (UWI) may be described as being at a crossroads and a critical juncture in its development, it is envisaged that Parliamentary examination of the reports and ensuing debate will focus attention on critical issues confronting the university at this time. Among the concerns and issues to be ventilated via Parliamentary debate are: governance at the UWI, leadership, strategic planning, the state of the institution's finances and impact on students, staff and other stakeholders.
- 2.3 Members should note that the University of the West Indies, Mona, part of a regional institution, operates in Jamaica under the purview of the Ministry of Education, Youth & Information (MoEYI); receiving significant financial support, from the Government of Jamaica (GoJ).
- 2.4 Members may recall that having been established in 1948, the UWI has evolved from a fledgling college in Jamaica in "special relationship" with the University of London to a full-fledged, autonomous regional university with five (5) campuses and an impressive network of Alumni, including a Nobel Laureate and more than 20 current and former Caribbean Prime Ministers, Heads of State and innumerable professionals at all levels in the public and private sectors of the region.

- 2.5 On 5th December 2018, Mr. Robert Bermudez, Chancellor of the University of the West Indies, established a Commission to focus attention on governance at the institution. The Commission's Terms of Reference are as follows:

"The Commission shall examine the performance of The UWI in relation to its objects as stated in clause 2(a) and 2(b) of the 1972 Charter, including its management practices and its features of transparency and accountability within the University system and to make recommendations and report to the Chancellor."

Please see at **Appendix I** – Report of the UWI Chancellor's Commission on Governance of the UWI (July 2020).

- 2.6 Throughout the years since its establishment, the UWI's governance structure has undergone several phases of evolution and development with concomitant demands to grow human capital for advancement in Caribbean development. The current governing instrument of the UWI is the 1972 Charter with its supporting Statutes, Ordinances and Regulations, as modified from time to time. Section 5 of the Report provides a synopsis of the University's legal framework in Section 5.
- 2.7 Re-examination of the governance and management practices of the UWI has been following an approximate 10-year review cycle, except for this current review which has come almost 15 years after its predecessor. The restructuring exercise in 1982-1984, was engendered by the political and other tensions between the preservation of the regional character of the University and the impetus for greater autonomy on the campuses and their response to national needs. In 1994, the Chancellor's Commission Report resulted in reducing the strategic and planning authority of the campus, transferring it to a regional University administration under the direction of the Vice-Chancellor. The Chancellor's Task Force of 2006 provided detailed recommendations aimed at strengthening the regional nature of the UWI and navigating the growing autonomy of the campuses.
- 2.8 Since then, the University engaged various internal task forces, and external consulting firms to address challenges encountered and to improve its governance arrangements. The Commission was impressed by the ATTAIN (2016) report which reviewed and made recommendations to improve the UWI business model and cost structure. Equally impressive were the ProCare (2016 and 2018) reports, which provided detailed high-level plans for digital transformation and collaboration across the UWI's structures and community.
- 2.9 Members should note that per Final Project Report (March 2016), – Diagnostic of the University Operating Model, the UWI has also focused attention in recent times on issues concerning the structure of its operations. In that regard, the UWI retained consulting firm *Aitain, LLC* to assess its overall operating model as well as selected organizational areas.

Please see at **Appendix II – Final Project Report: Diagnostic of the University Operating Model** (March 2016).

- 2.10 The three overriding themes that impacted the consultant’s point of view were:
- How UWI can excel in its mission, not just how to cut costs.
 - Ensuring that costs are allocated in the most efficient manner to achieve mission.
 - The critical importance of operating the UWI, though not a business per se, in a business like fashion if the achievement of mission is to be optimized.
- 2.11 The results of consultants’ engagement to review the UWI business model are manifested in recommendations for significant change in organization and cost structure. To be sustainable, the changes must be made in the context of the broader UWI vision, and result in a consistent application across the University.
- 2.12 For purposes of this Ministry Paper, the broader issues that can culminate in substantive and sustainable change for the UWI if they are resolved, are summarized at section 4.0 of this document and further detailed in the Report. The consultants postulated that the issues in question represented critical first steps underpinning its detailed report, and are required to ensure a thriving UWI.
- 2.13 According to *Attain LLC*, the financial condition of the University would indicate the existence of a persistent structural deficit that needs to be cured mostly by a reallocation of resources and improved operating efficiency. They contend that the minimum adjustment in annual operations to effect sustainable change is Barbadian Dollars \$75 million. Such adjustment would result in an operating margin each year of about 5%. That margin level is required to ensure: (a) availability of amounts needed to restore depleted equity, (b) financial ability to withstand economic downturns, and (c) resource availability for investment in strategic initiatives.

3.0 HIGHLIGHTS OF REPORT OF THE UWI CHANCELLORS COMMISSION ON GOVERNANCE

3.1 Historical strengths of The UWI

- 3.1.1 The UWI is our most successful endeavour as a region and has been a major force in regional integration. It has widened access to tertiary education in the Caribbean and more than 248,342 persons have graduated from the institution. At present, nearly 50,000 Caribbean citizens are enrolled in the system, and many of its alumni are currently leaders in virtually every sector in the English-speaking Caribbean.

- 3.1.2 The University has consistently been ranked in the first 600 universities in the world by the Times Higher Education Supplement and is usually ranked #1 or #2 in the entire Caribbean (which includes the Dominican Republic, Cuba, Puerto Rico, Haiti, the Dutch and French speaking Caribbean). The Commission was gratified to note that in The Times Higher Education World University Rankings 2020, The UWI retained its #1 position as the only ranked Caribbean university. Additionally, it significantly improved its former ranking, having broken into the rank of the top 1% of universities in the Latin America and Caribbean region. It also placed in the top 1% of Golden Age universities - that is, universities globally that are between 50 and 80 years old. The leadership and entire University community should be commended for these achievements.
- 3.1.3 The UWI is recognized globally as a significant tertiary education institution and is therefore able to forge partnerships with major universities worldwide. The UWI degree is acceptable for postgraduate entry into universities throughout the world, including leading institutions such as Oxford, Cambridge, Harvard, and Yale, amongst others. The General Accreditation Assessments of the campuses (Mona, Cave Hill, St Augustine, Open) have been favourable. The Quality Assurance system developed at the UWI has generally been commended by independent assessors both regionally and internationally. Having established a robust quality assurance framework throughout the University, the institution has attracted a cadre of academics some of whom have earned international acclaim in their respective disciplines.
- 3.1.4 The institution's Centres of Excellence in Teaching and Learning and the requirement for new academic staff to complete a Postgraduate Certificate in Teaching and Learning (CUTL) have been regarded as best practices within and outside the region. There has been ongoing development of online teaching programmes over the years through the campuses, and the Open Campus in particular. The Covid-19 pandemic has brought an abrupt transition to emergency online teaching. The Commission was informed that the University's Executive Management has quickly responded to mitigate disruption and to facilitate continuity of teaching, learning and assessments, and with quick collaborative turnaround of a new policy to treat with these new developments. The Commission was also told that, despite the challenges faced, the University's Executive has been committed to ensuring a smooth transition to support its students, as well as academic and administrative staff during this period.
- 3.1.5 A significant proportion of research is directed at regional issues. The UWI researchers in sustainability (particularly with respect to small island states) have been acclaimed internationally. For example, three UWI researchers were on the Intergovernmental Panel on Climate Change, which won the Nobel Peace Prize, along with former US Vice President Al Gore, in 2007.

- 3.1.6 Geopolitics in the post COVID-19 world are likely to be changed and will be driven by circumstances that will dictate collaboration among institutions for mere survival. The Chancellor's remarks at the inaugural meeting of The UWI Chancellor's Commission on Governance (2018) are noteworthy:

“There is no doubt a year and a half into my chancellorship and having spoken to people of every walk of life that the university holds a special place in these societies and in the hearts of so many people who have derived opportunity in life by having attended this university. The university is blessed with talented and committed academics and staff who need to be encouraged and motivated by modern dynamic practices that create a work environment that leads to excellence.”

- 3.1.7 The comments and recommendations of the Commission are aimed solely at supporting the University in its efforts to consolidate and build on its strengths. It is the Commission's earnest desire that the issues and challenges discussed in this Report be addressed so that the strengths and achievements of the University will not be undermined nor its development inhibited.

3.2 **The current state of The UWI**

- 3.2.1 The UWI is at a critical crossroad characterised by both great opportunity as a premier shaper of Caribbean human capacity and the risk of becoming irrelevant to the development of the region. The macro-environmental challenges include the political tension between the regional character of The UWI and its national remit, competition from foreign education providers, underdeveloped funding mechanisms for tertiary education throughout the region, a disturbing demographic shift in the tertiary education landscape in favour of foreign universities, a high rate of migration of persons with higher education qualifications, and structural anomalies in the education system – including insufficient attention to early childhood development.
- 3.2.2 There is an under-optimised but immense scope of opportunity to apply new ICT technologies. The environmental challenge caused by climate change has affected every aspect of life in the Caribbean while, at the same time, Caribbean scientists, with the UWI in the lead as a centre of innovation, have been playing an important role in climate change studies.
- 3.2.3 The proud history of The UWI as one of the longest standing tertiary education providers in the English-speaking Caribbean, having grown into a complex federated system with campuses, and regional and global structures, has the corollary that aspects of its legal framework and systems have become outdated and need revision. The inspirational vision of the University to “internationalize” itself is tempered by some disquiet about the business soundness of its implementation.

3.3 The Corporate and Academic Governance

Corporate Governance:

- 3.3.1 The review of the University's corporate governance system revealed serious challenges. The University's own documentation shows that many of these challenges have been discussed over the years and that recommendations have been made to address them. However, such recommendations, even when accepted and approved, are not always implemented. The Commission found itself significantly aligned to views expressed in the University Management Audit Department Report, 2019 (UMAD Report) which identified weaknesses in the University's corporate governance system including: (a) potential conflict of interest arising from the chairmanship by the Vice-Chancellor at the regional level and Campus Principals at the campus level, of many layers of committees which report ultimately to decision-making committees also chaired by the Vice-Chancellor and Campus Principals; (b) a weak and under-resourced risk management system; (c) the absence of a whistle-blower policy; and (d) chronic absenteeism at the meetings of key governance bodies such as the Finance and General Purposes Committees (F&GPC) at both the regional and campus levels.
- 3.3.2 Additional concerns raised before the Commission during consultations with the broader university and external community, included:
- (a) Ill-structured meeting agendas and inadequate scrutiny and discussion of issues by key decision-making bodies
 - (b) No or insufficient assessment of financial impact and risk in decision-making
 - (c) Approval of a Strategic Plan without adequate financial and other resources allocated for the accomplishment of initiatives in the Plan, even on the basis of priorities
 - (d) Absence of performance metrics against which the achievement of strategic goals can be measured
 - (e) Lack of accountability by managers who often take no action with respect to poor performance, adverse decisions against, or improper behaviour of, those supervised
 - (f) Failure to consistently observe or enforce ethical guidelines (as contained, for example, in the Statement of Principles and Code of Ethics)
 - (g) Inadequate safeguards against expenditure by administrators over limits of expenditure approved by or on behalf of the Council
 - (h) Lack of clarity as to the procedures for authorising the engagement by University entities and personnel in businesses and business arrangements
 - (i) Gaps in the management of human resources that are of deep concern to staff – ranging from administrative missteps and inefficiencies to deep trust issues regarding the consistency and transparency in the decision-making processes relating to staff matters

- (j) Weaknesses in student services that do not exemplify the commitment to student success expected of a regional university whose elemental remit is the cultivation of the Ideal Caribbean Person
- (k) Other fault points in communication and marketing and in IT that point directly to lapses in governance oversight in the institution.

3.3.3 Against that background, the Commission selected certain key issues on which to make recommendations focussing on: (a) structural and organisational arrangements that would allow for serious debate and interrogation of proposals to support the decision-making process; (b) the need to identify and implement new ways of financing the University enterprise; (c) the institution of a culture of accountability in the exercise of authority; (d) better management of risks; and (e) the development, implementation and monitoring of strategic plans that, while taking account of the priorities of each campus, maintain a coherent regional agenda for the University.

3.3.4 The Commission recommends the restructuring of the University's governance system based on the following:

- (i) The retention of the Council and (with minor adjustments) the Campus Councils in their current form as stakeholder assemblies. The Councils at the regional and campus levels would delegate to standing Executive Committees authority to act on their behalf between meetings, subject to such powers as the Council should reserve to itself, including the power to: (a) appoint the Vice-Chancellor; (b) amend or revoke the Charter and Statutes; (c) approve the University's annual audited accounts; (d) appoint the University auditors; (e) approve the annual budget; and (f) exercise control over the custody and disposition of the University's real property. The Commission strongly advocates the adoption by the University Council of a Statement of Primary Responsibilities.
- (ii) The establishment of an Executive Committee of the Council and an Executive Committee of each Campus Council (ECCs) with delegated authority as determined by the Councils. A critical function of the Executive Committee would be to ensure that the (University) Council's decisions on the strategic direction and goals of the institution are implemented by measuring performance and the achievement of these goals against key performance indicators and metrics approved by the Council. The ECC at the regional level would oversee the functioning of the proposed Advisory Committees of Council, and have a strong monitoring function, with an emphasis on accountability throughout The UWI system.
- (iii) The abolition of the (University) F&GPC, the Campus F&GPC and the University Strategy and Planning Committee as the functions currently

performed by them would be assigned to other entities in the restructured arrangement.

(iv) The creation of Advisory Committees of the Council and the Campus Councils.

At the regional level, there would be six Committees responsible, respectively, for: Governance; Finance and Capital Allocation; Audit and Risk; Human Resources; Student Success and Digital Transformation. Similar Committees would be established at the campus level except the Governance and Digital Transformation Committees. They would all be Standing Committees of their respective Councils except the Digital Transformation Committee, which would be an ad hoc Committee of the (University) Council as it is expected to have a finite life. Apart from the Audit and Risk Committee, which would have only external members, the Committees would have a mix of internal and external members with all Chairs of Committees being drawn from external members of the Council or Campus Council, as the case may be. They would have close working relationships with, and support the work of, the ECCs.

(v) The formalization by Ordinance of the Council of the Executive Management Teams- ad hoc advisory groups, which, at the regional level, provide management support to the Vice-Chancellor and, where they exist at the campus level, similar support to the Campus Principal. It is recommended that these Teams should be renamed the University Senior Management Committee and the Campus Senior Management Committee, respectively, to avoid confusion with the Executive Committees of the Councils.

3.3.5 In the proposed restructured arrangement, the statutory roles of the Vice-Chancellor and Campus Principal, respectively, would remain the same. However, if the Finance and General Purposes Committees at the regional and campus levels are not abolished as proposed by the Commission, the Commission recommends that the chairmanship of these Committees should vest, in each case, in an external member of the Council or Campus Council, as the case may be, and not in the Vice-Chancellor or Campus Principal as is currently the case.

Academic Governance:

3.3.6 The Commission noted that academic governance at The UWI appeared to be in keeping with reputable accreditation standards, although there were some challenges to be managed. These include: (a) unwieldy Academic Boards with a high degree of absenteeism; (b) a perception by some academic leaders that there was no forum in which issues common to both the undergraduate and postgraduate experiences could be discussed; (c) criticism of the promotion system for academic staff, in particular, the concern that not enough recognition or weight is given to teaching and community service in the assessment process; and (d) inadequate linkage between programming and financing.

3.3.7 The Commission's recommendations for the improvement of academic governance revolve primarily on the revitalisation of the Senate to provide a forum for collaboration, coordination, rationalising and monitoring of the University's academic governance system as a whole, given that academic authority is dispersed among BUS and BGSR at the regional level and five Academic Boards at the campus level. A review of the Academic Boards is also recommended especially with respect to the size of the membership and the high level of absenteeism.

3.4 **People Management and Organisational Culture**

- 3.4.1 Herb Kelleher, former CEO of Southwest Airlines, famously said "the business of business is the people." But the feedback that the Commissioners received suggests that the University is not intentionally focussing on the people in the organisation and that the employee experience is not being managed efficiently. The Commission identified areas where appropriate attention and focus are needed and action taken to enhance the overall employee experience and improve engagement, morale and productivity. It felt that there was a need for exposure to ongoing leadership development programmes and recommends simplified performance management processes legitimised through international benchmarking that could resonate with and motivate staff. The Commission was particularly impressed with aspects of the *ATTAIN Report (2016)* relating to this area and highly recommends implementation of its findings and recommendations. The Commission took note that the digital transformation programme has an HR stream that would support the implementation of those recommendations.
- 3.4.2 In the Commission's view, the University should incentivise performance and ensure that, on a consistent basis, appropriate action is taken for misconduct. The Commission is aware that Ordinance 8 is currently under review. It encourages the completion of this exercise, which addresses these issues and suggests that the review committee be asked to include in its deliberations the recommendations of the Commission with respect to the amendment of Ordinance 8. The Commission further recommends that all opportunities for promotions be advertised and that feedback be given to staff whose applications are not successful.
- 3.4.3 An important concern was the absence of a framework to ensure accountability and performance of staff members who are Officers of the University under the statutes. The Commission took the view that it would be desirable to have some statutory coverage for the Executive Management Team, including confirmation of its status as an advisory body, (given that the executive function is vested by statute in the Vice-Chancellor and Campus Principals, respectively) as well as the prescription of the Committee's membership, and has made a recommendation to this effect.
- 3.4.4 It was recognised that implementation of the changes recommended in this Report would require strong change management capacity, involving cultural issues. The Commission is, however, convinced of the need to positively and urgently work towards building trust and leadership credibility.

3.5 **Financial Sustainability**

3.5.1 The Commission noted that the current funding model of the UWI is a cost-sharing model in which the economic costs of teaching are shared: students (20%) and regional governments (80%). This model is not sustainable, primarily due to ongoing fiscal challenges being faced by the governments coupled with rising operating expenses, resulting in increasing operating deficits. A key financial metric to assess the financial health of the University, the Composite Financial Index (CFI), reflects deteriorating trends to the point where The UWI appears to be heading towards financial exigency, which calls for rigorous restructuring in all segments of the institution to reduce operating costs, while pursuing feasible means of increasing revenues. These trends suggest that institutional reengineering, substantive programmatic adjustments, and a structured cash conservation programme, in combination, are now probably all due.

3.5.2 While the observed deficits are directly related to challenges with the current funding model (how the UWI gets its income), it is also related to the effectiveness of the operations and financial management of the University (how the UWI spends its money). These two critical components need to be addressed holistically to ensure that the UWI can survive to deliver on its mandate of providing tertiary education to the people of the region for the foreseeable future.

3.6 **Governance – Financial Management**

3.6.1 With respect to financial management, the Commission identified specific governance gaps, which exacerbate the weak financial health of the UWI. These include:

- (a) the inability under the existing governance structure to effectively oversee and ensure accountability for execution of a sustainable strategic plan;
- (b) delay in responding to deteriorating financial metrics;
- (c) inadequate supervision of Campus Bursars;
- (d) lack of clarity and transparency in the billing process;
- (e) weaknesses in the review of strategic initiatives prior to implementation;
- (f) gaps in the review process for commercial projects, and gaps in the process for executing, monitoring and reporting these arrangements;
- (g) lack of adherence to documented processes, and noncompliance with rules governing private consulting arrangements by the UWI staff.

3.7 **Recommendations – Financial Management**

3.7.1 The Commission recommends the following to improve governance in financial management:

- (a) With the proposed new Governance structure outlined in Section 6, the Council, through its various Committees, should review and approve the Strategic Plan, establish frequent reporting and continuous performance assessment of the Executive Leadership in meeting established objectives, and make interventions as needed.

- (b) The Council must ensure that it has the appropriate data for decision-making, and should direct any gaps to be addressed promptly.
- (c) Resource allocation, cost and revenues need to be made visible and transparent across the defined segments within the University in order to monitor and evaluate financial performance and sustainability.
- (d) Greater effort must be made to address the financial challenges through implementation of aggressive cost-reduction and efficiency initiatives. These pro-active efforts are important not only to ensure survival of the institution, but also to instil greater confidence among key contributors that the UWI leadership is executing an effective plan that will put the UWI on a more sustainable path for the future.
- (e) Implement improved governance processes to ensure greater prudence and fiduciary responsibility with focus on
 - (i) Clear definition of authority levels and approval limits
 - (ii) Improved oversight by the University Bursar of the exercise of functions by the Campus Bursars.
 - (iii) Approval processes for capital expenditure and borrowing
 - (iv) Process for undertaking strategic initiatives and commercial projects
 - (v) Accountability for meeting financial metrics
 - (vi) Compliance framework with appropriate sanctions for breaches, along with incentives for compliance
 - (vii) Monitoring mechanisms and reporting, including whistle-blower mechanisms
 - (viii) Improved independent oversight – Audit function.
- (f) Once these processes are developed and documented, a robust programme of communication and training will be required to ensure that there is full awareness of the procedures and of the expected role that all persons involved must play to ensure compliance.
- (g) A team should be established with key stakeholders to review and agree on a methodology to calculate the economic costs and to allocate those costs through an agreed billing process. Teaching and learning costs and revenues should be visible and transparent across the board.
- (h) A specialized team should be created at The UWI Centre level to be accountable for the commercial activities across all campuses.
- (i) For private consulting arrangements, a requirement be instituted for the submission, by staff members to whom the consultancy rules apply, of quarterly reports on the consultancies undertaken by them during the previous quarter with confirmation that the prescribed percentage of the fees received in respect of such consultancies have been paid over to The UWI. Appropriate sanctions are to be applied if false or incomplete declarations are submitted.

3.8 **New Funding Model**

- 3.8.1 The Commission took note of initiatives undertaken from time to time by the University to address these challenges, including the establishment of a UGC task force to review the funding model, and noted its December 2017 report which recommended a new, sustainable funding model.
- 3.8.2 The Governments' commitment to offer affordable tertiary education to citizens, is circumscribed by the harsh realities of the fiscal challenges which they face. The Commission supports in principle the idea favoured by the UGC of establishing a trust fund to which the various governments would contribute. However, it felt that current fiscal realities (especially in a post COVID-19 world) would adversely affect the governments' ability to seed the fund.
- 3.8.3 The Commission also supports the Augmented Income Contingency Loan Model – the funding model recommended by the UGC task force. It regards as sound the principle that the students, being the primary beneficiaries of tertiary education, should contribute a greater portion of the economic cost of such education, supported by up-front funding with manageable repayment terms tied to their income levels. Such a revision must be carefully crafted to minimise disruption, disenfranchisement of financially challenged students and reduced enrolment. The Commission recommends aiming for a base scenario for cost-sharing of 60% by governments and 40% by the student, recognising that other scenarios would need to be assessed before a final one is agreed with the relevant stakeholders. Such a change in model should be accompanied by adequate student funding arrangements and a variety of risk-mitigating elements.
- 3.8.4 The Commission recommends that there be a more rigorous examination and modelling of this cost-sharing proposal, in order to determine, with more confidence, the most optimal cost-sharing ratios and most viable characteristics that would make the model as affordable as possible to governments and students.
- 3.8.5 The funding should be supplemented by enhanced private sector contributions and alumni contributions. On the basis of further research, the University must make a decision on the most effective models for obtaining financial support from these sources. In addition, the University needs to make greater investment in increased administrative capacity to bring alumni engagement in line with best practice norms.

3.9 **Digital Transformation**

- 3.9.1 Based on information examined by the Commission, achieving a more integrated, ICT-enabled and digitally transformed 'One UWI' eco-system is a top priority and is crucial if the University is to survive its financial and other challenges. In order to achieve this, numerous changes must be made to enable greater integration and cohesion of the distributed operational and technological systems and assets of the University. The change

process must involve the academic bodies, librarians, archivists, record managers, registrars, bursars and information officers across the University and must be led by a genuinely committed and involved executive leadership team.

3.9.2 The work being done towards the achievement of a digitally transformed 'One UWI' ecosystem offers a keystone for remodelling the University Governance. The digital transformation process must be independently monitored and overseen to assure University stakeholders that meaningful progress is being made.

3.9.3 The Commission calls for an unambiguous executive commitment to driving the digital transformation, based on a number of key recommendations, including (i) establishing an ICT and Digital Transformation Committee of the University Council; (ii) according more prominence, visibility and authority to the post of University Chief Information Officer (CIO); (iii) securing adequate funding and technical support; (iv) supporting and incentivising the human resources to undertake programme roles; (v) developing a nomenclature compendium as a critical governance tool; and (vi) incorporating a number of other functional transformation recommendations listed in Section 9 of the Report and further elaborated in Appendix N of said Report – Governance Challenges/Recommendations from the ICT Cross-Campus Team and the Digital Transformation Advisor, ProCare Services.

3.10 **Implementation of Recommendations**

3.10.1 The Commission noted that many sound recommendations made in previous reports for improving the University's governance and management systems have not been implemented, and hopes that the recommendations made in this Report that are accepted by the Council will not suffer a similar fate. The Commission recommends that Council set up an Implementation Team tasked with ensuring the operationalisation of such recommendations of the Commission as Council accepts, and that the proposed Executive Committee of the Council monitor the implementation process.

3.11 **The Findings and Recommendations**

3.11.1 The Findings and Recommendations of the Commission are set out in tabular form in Section 13 of the Report.

4.0 **SUMMARY OF FINAL PROJECT REPORT – DIAGNOSTIC OF THE UNIVERSITY OPERATING MODEL**

4.1 In order to ensure a thriving and efficient University, consistent with the current strategic vision, the development and implementation of One UWI is a requirement. This requires, among other matters:

- Consolidation of academic programming to ensure affordability and quality
- A single and effective student experience

- Adoption of a single operating platform using technology more efficiently
- Improved standardization in operations, from technology practices, to purchasing standards,
- to facilities management
- Adoption of a philosophy of centralization of resources for better leverage.

4.2 A critical element of creating a One UWI is the integration of Open Campus as part of, not aside from, the delivery of academic programs across the University. The consultants believe online education is a key delivery channel that must be leveraged to the advantage of all constituents. However, on-line delivery as a standalone program appears to increase costs unnecessarily.

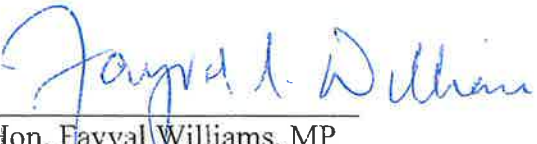
4.3 The consultancy prepared a schedule of potential financial sustainability targets based on the findings in its diagnostic work and our experience working with a broad range of institutions.

4.4 The consultants recognize that many of the observations and recommendations in its report, if adopted, will cause disruption to traditional operating procedures and will require changes in the variety of cultures that currently exist at the UWI. They observed differences in the approaches to operations in each of the physical locations, which suggests a move to One UWI will require changes that vary depending on location.

4.5 The move to a more singular operating culture with agreement on one vision for UWI is critical to the University if it is to thrive programmatically and survive fiscally.

4.6 The consultants' engagement required examination of a substantial volume of information. In many areas there are challenges related to data production, availability, quality, reliability, and consistency. The data requests made by the consultants represent information routinely available to managers and believe the UWI should undertake a process to determine the ongoing information needs and formulate a plan to produce that information.

Members are advised that the reports are attached hereto as appendices and provide details pertaining to the issues, findings and recommendations highlighted per the foregoing.


 Hon. Fayval Williams, MP
 Minister

May 18, 2021