



# Strategic Plan

## 2019-2024

**UNIVERSITY COLLEGE OF THE CAYMAN ISLANDS**

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## A CORNERSTONE FOR PROSPERITY IN THE CAYMAN ISLANDS

### Student-centered education

*A UCCI education builds social and cultural capital, advances subject matter expertise and cognitive development, and nurtures agency and civic responsibility providing school leavers and adults with a lifetime of personal and professional successes.*

- World-class teaching and assessment of student learning outcomes
- Curated curricular and co-curricular experiences that fortify holistic student development  
Differentiated education to maximize accessibility and relevance for diverse learners
- Clear pathways to employment within the full spectrum of Cayman's core workforce sectors
- Workforce-ready graduates actively recruited by employers who have been active partners in shaping education that includes mentorships, work-based cooperative learning (internships), and integrative career support
- Alumni as lifelong learners who acquire further education and training ensuring their relevance in a rapidly changing workforce

### Suitably resourced

*Through the strategic engagement of the UCCI campus community with external stakeholders, the institution has secured the resources and relationships needed to fulfill its mission and purpose.*

- Diverse and expanded revenue streams including tuition, bursaries, scholarships, philanthropy, and in-kind donations
- Strategic partnerships with employers, government, tertiary and secondary institutions, faith and nonprofit organizations, and professional associations
- Infrastructure (facilities, information systems and technologies) fortifies campus-based learning and facilitates remote access to ubiquitous learning opportunities
- Engaged and philanthropic alumni network
- Generous donors who publicly express affiliation with and support for UCCI
- University culture that expects and rewards continuous learning, innovation and entrepreneurship and fosters experimentation and active learning
- Education policy and financial support that prioritize fulfillment of the vision for tertiary education as a top cabinet priority.
- Transformative support from the Ministries and other governmental bodies

## Engine for economic development, innovation and social change

*UCCI's teaching and scholarly activities regularly adapt to address the educational, research and innovation needs of Cayman's main economic sectors providing essential knowledge and support to the economy while undertaking activities aimed at solving societal challenges.*

- At UCCI, acquisition, discovery, and application of knowledge supports new and emerging national economic and social priorities.
- Increasingly, UCCI is the primary educational partner in private public partnership agreements in various manners, such as joint projects, collaborative research, and workforce development and training.
- UCCI strategically co-locates with core industries to enhance collaboration and shared learning leading to the creation of new enterprises (incubation), retention of existing businesses (business development), evolution of economic clusters (knowledge transfer), job creation, and attraction and retention of high caliber human talent and investments.
- UCCI undertakes activities aimed at solving societal challenges with varied external stakeholders through active political, civic and community engagements.

## MISSION STATEMENT

**The University College of the Cayman Islands' mission is to provide higher learning that contributes to the Cayman Islands and global societies by advancing knowledge and developing innovative graduates through its educational, cultural and social activities.**

## VISION STATEMENT

- Across stakeholder groups, UCCI is celebrated as the nation's public university system—a core institution that shapes and enables inclusive economic development and innovation and is instrumental in solving the most pressing economic and social problems.
- By providing a student-focused, dynamic, affordable and accessible education, UCCI is the foremost contributor to delivering on the nation's commitment to providing economic and social mobility for all.
- Across established and emerging industry sectors, UCCI is known for delivering cutting-edge education and training that empowers employees and builds the capacity and productivity of organizations enhancing the nation's ability to attract and retain business and capital while ensuring a favorable quality of life.
- Student achievement has soared at every level in the Cayman Islands as aspiring students vie for admission into UCCI's foremost programs and articulated pathways into the local and global workforce.

## CORE VALUES

- UCCI believes that equal educational opportunities should be provided for all persons residing in the Cayman Islands;
- UCCI believes in enhancing employability through quality training in academic and vocational pursuits;
- UCCI believes in advancing social, cultural and political awareness and in encouraging personal involvement in the wider Cayman society;
- UCCI believes in providing opportunities for holistic education and for meaningful interactions;
- UCCI believes in establishing a clear pathway to success and self-realization for persons residing in the Cayman Islands;
- UCCI believes that character building among its students is of fundamental importance;
- UCCI believes in inspiring and enriching the lives of its faculty, staff and students;
- UCCI believes in open, accountable decision making, communication and teamwork and the constant pursuit of good governance.
- UCCI believes in the provision of an environment that fosters diversity and inclusivity.

## Priority #1: STUDENT-CENTRED EDUCATION

*A UCCI education builds social and cultural capital, advances subject matter expertise and cognitive development, and nurtures agency and civic responsibility providing school leavers and adults with a lifetime of personal and professional successes. (Educational Excellence and Student Development)*

### Goals:

- **UCCI will develop and sustain an innovative and engaging programme of education characterized by high quality teaching and learning, building on the strengths of the institution and meeting the needs of the society and relevant stakeholders. In doing so, emphasis will be placed on the encouragement of diversity, staff development and quality assurance.**
- **UCCI will become a government-funded, independent, student and employer needs-driven education organization, accredited by regional and international accrediting bodies and collaborating with reputable strategic partners to become an engine for capacity building and economic growth.**
- **UCCI will become a student-focused centre of excellence that through a holistic approach, will enrich and contribute to nation building by developing productive, socially conscious critical thinkers.**

### Objectives and strategies:

- 1.1 Encourage intellectual and cultural diversity in line with the multicultural nature of the Cayman society.
- 1.2 Place quality assurance as a critical part of the achievement of academic excellence.
- 1.3 Obtain and maintain institutional and programmatic accreditation regionally and internationally.
- 1.4 Strengthen academic programs, by ensuring relevance of all academic programs through ongoing curriculum development and program review by focusing on student needs and the Cayman Islands' core and developing industries.
- 1.5 Provide student-centred remedial education, prior learning assessment and other support to assist students in their transition to tertiary education.
- 1.6 Create an environment that is conducive to the highest and deepest level of learning possible; allowing students to capitalize on a seamless developmental encounter, both inside and outside the classroom.
- 1.7 Expand the concept of career development to encompass the entire academic experience as well as engaging with community members who wish to be contributors to our students' career development.
- 1.8 Empower students to create and cultivate a campus culture of experience, diversity and inclusiveness; provide for feedback and suggestions on programs and services.

- 1.9** Create opportunities for students to contribute to the development of a diverse and inclusive campus culture and to provide feedback and leadership that influences their educational experiences.
- 1.10** Increase UCCI's focus on the social and physical well-being of our students and increase the extracurricular and physical activities available to students on the campus.
- 1.11** Position UCCI as a centre for technical and vocational advancement.
- 1.12** Partner to create clear career pathways for students from high school to the workplace.
- 1.13** Engage in the continuous development of UCCI's faculty and staff in its effort to ensure academic excellence balancing the goals of teaching and scholarship.
- 1.14** Enrich the overall STEM experience relevant to local and international industry needs, with emphasis on problem-solving projects.
- 1.15** Implement a system of measurement and control to reflect academic effectiveness and promote excellence to ensure programme effectiveness and academic efficiency.
- 1.16** Explore new modes of delivery - including online - coordinated with other institutions to accommodate different students' preferences, lifestyles, and technical skills.

## Priority #2: SUITABLY RESOURCED TO FULFILL MISSION AND PURPOSE

*Through the strategic engagement of the UCCI campus community with external stakeholders, the institution has secured the resources and relationships needed to fulfill its mission and purpose.  
(Resources, Finance and IT)*

### Goals:

- **UCCI will strengthen support and development of all staff; enhancing their effectiveness and contribution to the University goals; in addition to becoming more self-sufficient pursuing alternative revenue streams, allowing increased efficiency and a strong equity base, thus ensuring long-term financial stability and independence.**
- **UCCI will continue to improve its physical and intellectual facilities and use our existing resources to meet the current needs of our stakeholders while simultaneously embarking on a capital development programme to design, fund and build new resources that will be financially and environmentally sustainable; be physically and intellectually acceptable; meet the needs of growth and development in the community; and contribute to an inspiring learning environment.**
- **UCCI will be governed by a Board of Governors and an Administrative and Academic Committee (the Academic Senate), a shared self-governance model comprising key stakeholders that will operate with increasing autonomy, good governance, accountability and compliance with all relevant laws, ethics, policies, and the guiding mission of the University College.**

### Objectives and strategies:

- 2.1** Develop a human resource management infrastructure and support system for the success of the institution allowing for evolving, immediate, medium and long-term operational concerns to be addressed.
- 2.2** Establish comprehensive HR Policies that will address recruiting, onboarding and succession planning, while allowing for professional development and growth, aligned with emerging technologies and overall University strategy.
- 2.3** Increase scholarship and bursary funding with a specific focus on building needs-based financial aid.
- 2.4** Develop a strategic approach for setting fees for unregulated programs, a growing part of the academic program offering.
- 2.5** Establish a sustainable approach for regulated program funding that ensures financial sustainability and full cost recovery.
- 2.6** Diversify and grow revenue sources for the university each year reducing the reliance on any one source of revenue.
- 2.7** Establish a portfolio of programs that attract international students as an alternative source of funding and for enhancing learning and scholarship.
- 2.8** Encourage the creation of an independent foundation and robust Endowment Fund to support Cayman Islands' tertiary education needs."

- 2.9** Develop and execute a Capital Plan with annual Maintenance Facilities Goals and Objectives to support the strategic goals and expected growth of the institution.
- 2.10** Maximise the physical and intellectual accessibility of UCCI's resources by introducing new technologies and improving structural design processes that support the strategic and academic plans.
- 2.11** Develop and implement an Information Technology Plan and process to address immediate and long-term IT infrastructural needs of the institution.
- 2.12** Ensure UCCI's governance structure, policies and processes meet accreditation standards, seeking any required amendments/clarifications to the University College Law (UCL) to resolve inconsistencies with Public Authorities Law (PAL) and Public Management and Finance Law (PMFL).
- 2.13** Ensure UCCI's bicameral governance processes are policy-based, with clear lines between each of lawful government directions, governance policies and management, to meet international best practices.
- 2.14** Restructure UCCI's organization structure and resources to, increasingly focus on student needs and external stakeholder relationships.
- 2.15** Increase management leadership and decision-making productivity by improving UCCI's culture and processes to be collaborative and consultative.
- 2.16** Institute space utilization analyses and reporting to improve utilization of current space and determine future space needs for an increasing number of adults and school leavers attending UCCI.

*UCCI's teaching and scholarly activities regularly adapt to address the educational, research and innovation needs of Cayman's main economic sectors providing essential knowledge and support to the economy while undertaking activities aimed at solving societal challenges.  
(Nation Building, Communication, Branding, Marketing and Inspiration)*

## Goals:

- **UCCI will collaborate with key stakeholders to provide courses and programmes integrating on-the-job training, motivation, and continuing education to foster socially conscious individuals that possess creativity, productivity, cultural identity and competencies, cohesion and self-esteem, as central aspects of nation building.**
- **UCCI will develop a multi-faceted communication strategy that clearly defines the University College as an institution that meets the needs of its internal and external clients and stakeholders. This strategy will create a lasting and positive image that will assist UCCI in increasing its student population and financial resources to sustain and grow them over time.**
- **UCCI will engage in scholarly activities for discovery, to integrate and apply knowledge to society's needs, and to promote learning, development and economic growth.**

## Objectives and strategies:

- 3.1 Offer diverse programmes relevant to existing and future needs in business and industry.
- 3.2 Create and maintain a nurturing and inclusive environment that promotes academic integrity while empowering individuals to have a sense of agency in their own lives.
- 3.3 Increasingly encourage the pursuit of and involvement in sponsored research in collaboration with others to meet industry and society's needs.
- 3.4 Collaborate with other tertiary institutions to facilitate exchange of students and faculty and promotion of scholarly activities.
- 3.5 Through conferences, lectures, and various community initiatives, UCCI becomes a convener and trusted resource for public discourse, professional development, cultural awareness, workplace ethics and related values.
- 3.6 Develop an internal communication management infrastructure and support system that promotes camaraderie, allegiance, and open communication which will inspire members of the UCCI Community to strive for the success of the institution.
- 3.7 Adopt a communications model that encompasses the interests of the institution and all stakeholders.
- 3.8 Cultivate an environment that enriches the UCCI experience and fosters pride amongst students and alumni.

- 3.9** Develop a marketing communications programme that firmly establishes UCCI as a cornerstone in the educational, socio- political and cultural landscape of the Cayman Islands.
- 3.10** Promote an environment of excellence.
- 3.11** Create a culture that encourages inclusiveness, diversity, equality and participation among members of the UCCI Community especially its faculty, staff, students, and alumni.

## IMPLEMENTATION

Executing our bold strategy will be a collective responsibility requiring robust leadership and governance, a steadfast commitment to our aspirations, a collaborative culture focused on learning and development, and continued engagement across the university and externally.

Our ability to successfully implement our strategic plan will be accomplished through a long-range financial plan, an academic plan, a talent development plan, enhanced government funding, a capital plan, and a fundraising campaign plan. The development of these and other operational plans will entail comprehensive and integrative planning, project management, responsibility centered budget management and tracking and reporting of key performance indicators.

Development of these comprehensive plans will be early priorities as will tracking of enterprise and student data, improvements to campus infrastructure, and strategic establishment of human and operational resources commensurate with standards for quality tertiary education, and increased revenues. Following these early priorities, the university will prioritize attainment of institutional accreditation, assessment of teaching and learning outcomes, improvement of shared governance, and expansion of research, industry and tertiary partnerships.

To ensure clear accountability and ownership at all levels of the strategic plan aligned with pillars, objectives and strategies, we will name and assign leaders from across the university with the responsibility, personnel and support necessary to implement our three pillars of focus.

Measuring progress will be crucial to achieving our aspirations and building consensus for the important role that we plan to play in economic development, workforce development, innovation, and social change. Increasingly, we will hold ourselves accountable through strong performance management, comprehensive project management, and regular tracking and reporting of our progress against pre-defined goals. Close engagement with diverse stakeholders will be critical to building and maintaining momentum as we celebrate accomplishments.

Achieving this strategic plan will require a culture that is enterprising, collaborative, and welcoming of change. This ambition of this strategic plan reflects the hopes, dreams and aspirations of what quality public tertiary education can mean to a nation. Together, students, faculty, staff, board, alumni, community, industry and government leaders must collectively commit to the change that is necessary to achieve our bold aspirations for University College of the Cayman Islands and our nation.