

From the desk of
The President

President's New Year's Message



Winston I. Adams

To:

All Staff, Faculty & Students

January 4, 2012

A New Purpose & Vision

Once again, let me use this opportunity on behalf of the UCC Directorate to wish you all a truly fulfilling 2012! The New Year is the time to unfold new horizons and realize our dreams, to rediscover the strength and faith within us, to rejoice in simple pleasures, celebrate achievements, and gear for the challenges ahead.

Indeed, UCC is again bracing for these new challenges and intends to consolidate its market leadership while developing new growth businesses. In fact, **innovation, quality, growth, building core capabilities and human resources** will continue to be our key hallmarks and objectives, as we seek to adopt new strategies to overcome national and regional uncertainties, and tougher challenges from local and international competitors. As one of the leading private entrepreneurial universities, we are also committing ourselves to closer cooperation with national, regional and international partners. This is essential especially in the context of a new and dynamic business environment in which effective networks and customer recognition are emerging as being integral to competitiveness.

Furthermore, we intend to also continue expanding our existing operations in Jamaica and within the region and maximize the impact of new growth strategies. As such, we will seek to secure and develop the appropriate human resource and organizational structure to be fully equipped to function in these national and regional markets.

In keeping with the newly expanded leadership of the university, including the addition of the offices of a **Chancellor** and **Pro-Chancellor**, we will continue to emphasize the importance of establishing a systematic strategy and clear direction for the institution to consolidate its position as one of the leading higher education institutions in Jamaica and within the region. Despite the institution's achievements to date, UCC will also continue to strengthen and fortify its technological capabilities with the recent and relatively successful implementation of our new and **integrated online student management system (SMS)** which is expected to significantly improve our services to all our stakeholders. In addition, two major technological partnerships/alliances, to be officially announced shortly, have also been established, and are soon to be implemented/operationalized. These mission-critical initiatives, undoubtedly will further underpin the introduction of a more efficient corporate culture, to better prepare ourselves for the intensifying competition and continuing uncertainties that still face us today.

Additionally, it is our desire to continue empowering our staff, and build a stronger corporate culture and business model as pivotal pillars for the institution in 2012 and beyond. In this way, we will focus our resources on preparing for the future while significantly increasing value for all our stakeholders, including staff, students and other customers. Building on the momentum which has already begun, and seeking new growth engines from change, will continue therefore, to be high on the agenda for this year; and indeed, at least the next five years, as we seek now to collectively embark on the development of our next 5-year strategic planning exercise. In fact, we will focus on a handful of broad key strategic objectives, including securing **technological leadership, innovation, and strategic cost reduction** in all areas and importantly, finally establishing an appropriate risk management system.

Marketing & Recruitment

A new strategic marketing vision for UCC was developed in 2011, but will now be significantly updated, so as to engage our core students and expand our current operations overseas to maintain long term enrolment growth. In order for UCC to continue repositioning and rebranding itself, it must therefore also make a strategic change within its enrolment practice and strengthen its core standard of educational enrichment. Not only must our university change its value-added component to compensate for technological and educational requirements, but also, it must understand the environmental factors in the region that will affect its success.

As competition increases within this higher education arena, a comprehensive marketing strategic plan for UCC and specifically UCC's Online Regional Enrolment (including Jamaica) is already being developed and is a work in progress. This includes a revision of our current enrolment model as well as the establishment of our long term goals, which is being systematically re-examined. Undoubtedly, the majority of UCC's growth within the next three to five years will come from its hybrid or blended degree programmes, specifically targeting working adults who want to obtain their degrees at least partially online. This sector is already growing extensively over the past few years and is still expected to be one of the highest growing demographics for UCC. Overall, the University is projected therefore, to grow significantly, initially within the next three years, in the Caribbean. In this regard, it will grow and expand its online and blended learning business, substantially through strategic partnerships, which are still being established, within the respective islands.

Faculty

As we are all keenly aware, the reputation and further success of our university will rest on the strength of our faculty. In general, the faculty's goal is to unite the curriculum with the student and faculty members. They will therefore, be further encouraged to do this in a way that stimulates discovery, discussion, inquiry, knowledge sharing, and critical thinking skills.

Faculty members, whether in the brick and mortar classroom or the online classroom, will be expected to ensure that learning becomes even more student-centered. To assist faculty in this collaborative enterprise and to ensure fairly applied expectations, we will raise the standards for faculty appointments. This will require all potential faculty members, regardless of their previous lecturing/teaching experience, to undergo a rigorous application, certification, and continuous-training process.

Conclusion

Undoubtedly, we will need the continued full support and cooperation of all our valued staff and other stakeholders in order for us to achieve these mission critical goals this year! Furthermore, as an expanding and innovative university, it is clear that we must now continue to **build on our strengths, correct any weaknesses, exploit opportunities, and mitigate the threats.**

Importantly though, in everything we do, I must strongly implore you all, as partners on this journey, to continue to be guided by, and live by our core values and principles of **Respect; Integrity; Excellence; Innovativeness; Team Spirit; and Accountability.** Finally, in the words of the old Japanese Proverb:

Vision without Action is a Daydream

Action without Vision is a Nightmare

Vision + Action = Success

Let's all have the resolve to do it this Year!!!
Thank You!



UNIVERSITY COLLEGE OF THE CARIBBEAN