



The University of the West Indies,
Mona Campus

PRINCIPAL'S

Report 2004

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DIVERSIFYING FUNDING





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The Mona Campus continued to explore ways of strengthening its internal finances to ensure that the University's teaching and research activity remains relevant, responsive, productive and sustainable.

Revenue Generation

Attention was paid during the 2002/2003 period to generating income to support programme development and enhancement. Innovative approaches to structuring fees to satisfy the varying student markets were implemented. Under consideration were proposals for developing programmes in nursing, medicine, information technology and media and entertainment, among others, that have international appeal; developing collaborative arrangements with universities internationally where faculty requirements and other intellectual resources in the Region are insufficient; developing a programme of tracking the networks of graduates, thus expanding the opportunities in consulting and contract research; leveraging the University's network of graduates and associates in the major multilateral institutions, in the multinational organizations and in the leading universities internationally, for expansion of the Campus' participation in consultancy services; and participating in the Cotonou Agreement as a first step in building capacity. Action has already been taken with respect to implementing these proposals.

Strengthening Summer School / Evening / Weekend Programmes

A task force was established to consider strengthening self-financing Summer School/Evening and Weekend Programmes. It discussed issues such as the parameters within which the new programmes should be developed, the resources to support the programmes, possible offerings, and marketing and advertising strategies. A formal survey of private and public sec-

Public Service of Staff, 2002/2003

Staff members give public service as advisers, chairmen and members of national and international boards and committees, among them:

- Advanced Trauma Life Support (ATLS) activities in Jamaica
- Advisory Council, Constabulary Force Staff College
- African Finance and Economics Association
- Agricultural Support Fund, GOJ
- Agricultural Support Service Committee
- Agro-Processing Resource Network
- Air and Water Quality Sub-Committee, NRCA
- Alien Species Working Group
- Alliance of Counsellors and Therapists (ACT)
- American Educational Research Association
- American Geophysical Union
- American Political Science Association (APSA)
- American Studies Association of Jamaica
- Appliance Testing and Labelling Committee, Jamaica Bureau of Standards
- Archaeological Society of Jamaica
- Association for Supervision and Curriculum Development
- Association of American Geographers
- Association of Caribbean Electoral Organizations
- Association of Caribbean Historians
- Association of Caribbean Music Educators for Jamaica
- Association of Caribbean Social Work Educators
- Association of Electoral Organizations of Central America and the Caribbean
- Association of Geoscientists for International Development
- Association of Mental Health Professionals for the African Diaspora
- Association of Science Teachers of Jamaica
- Association of Surgeons in Jamaica
- Association of Tropical Lepidoptera
- Attorney General's Office (Jamaica)
- Banana Board
- Bank of Jamaica
- Bank of Nova Scotia Jamaica Limited
- Bellevue Hospital
- Bellevue Hospital Foundation of Friends
- Biological Control of Coffee Berry Borer, Caribbean



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tor training needs was commissioned to inform the task force's proposal. This resulted in the identification of a number of opportunities that will be exploited in the coming academic year 2003/2004.

Income-Generating Business Concerns

The 2002/2003 period saw additional initiatives of the Business Development Office to introduce and evaluate the potential for introducing new income-generating concerns. It completed the commercial centre, and identified suitable tenants to operate the mix of businesses required, such as a mini mart, food outlet, unisex beauty salon and travel agency. During the year leases were signed with Hi-Lo Foods Ltd. to establish and operate the Mini Mart and with VIHOPE Ltd for the food outlet. The terms and conditions for the lease



1. Students shopping at the new mini mart facility, which opened at the Students' Union complex.

2. The Students' Union complex housing the new mini mart

Public Service of Staff, 2002/2003 cont'd

Agriculture Research Development Institute
 Birdlife Committee
 Board of Teacher Education
 Book Industry Association of Jamaica
 British Society for Research into Higher Education
 Bureau of Standards
 Bustamante Hospital for Children
 Butterfly Conservation Board, NEPA
 Citizens' Action for Free and Fair Elections (CAFFE)
 Canada/Caribbean Equality Fund (CCGEF)
 CAREC, Trinidad
 Caribbean Academy of Sciences
 Caribbean Climate Forum
 Caribbean Coastal Area Management Foundation
 Caribbean Congress of Labour (CCL) to Regional
 Inter-American Workers Association (COMUT Titular)
 Caribbean Development Bank
 Caribbean Environmental Health Institute, St. Lucia
 Caribbean Examination Council (CXC)
 Caribbean Graduate School of Theology
 Caribbean Maritime Institute
 Caribbean Public Health Association
 Caribbean Regional Network of Teacher Educators,
 sub-network of UNESCO International Network for
 Reorienting Teacher Education to Address
 Sustainability
 Caribbean Studies Association
 Caribbean Support Initiative Project (Bernard Van Leer
 supported, based in Barbados)
 CARICOM Caribbean Task Force on Crime
 CARICOM Drug Test Laboratory
 Central Health Committee
 Centre for HIV/AIDS Research Education and Services
 (CHARES) at UHWI
 Centre for Labour Research and Studies, Florida
 International University, Miami, Florida
 CFNI/PAHO Development of a Caribbean Food
 Composition Programme
 Child Development Centre
 Coffee Industry Board, Jamaica
 Commission on Education and Communication, North
 America and the Caribbean Region, the World
 Conservation Union (IUCN)



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es pertaining to the travel agency and the beauty salon were negotiated and should be completed early in Academic Year 2003/2004. Negotiations were also completed near the end of the year on the establishment of a food outlet by Juici Beef Ltd. in the area of the Pure and Applied Sciences.

Under consideration also were a new petrol company, expansion of the bookshop and divestment of some current services such as the pharmacy, printery and Estate Management Division of the Campus.

Diversification of its markets, products and services was high on the agenda of Mona Informatix Ltd., a company that supplies CATIA (computer aided three dimensional interactive application) services. This has led the identification of a number of new clients and all indications are that the new thrust will ensure the company's sustainability.

Strengthened Alumni Support

It is well recognized worldwide that alumni support is critical to a university's long-term sustainability. Concerted effort was made during the academic period to strengthen alumni support. The UWI Alumni Association (UWIAA) set about updating alumni contact information; and establishing and making available through the UWIAA "Great Things for UWI" programme, an e-mail directory of alumni.



The Medical Alumni Association donates stethoscopes to medical students

Public Service of Staff, 2002/2003 cont'd

- Commission on Jamaican Lithostratigraphy
- Commission on Science and Technology for Sustainable Development in the South (COMATS)
- Commonwealth Human Ecology Council
- Commonwealth Institute, University of London
- Commonwealth Library Association
- Commonwealth Telecommunication Council
- Community Group Homes
- Complimentary Medicine, Ministry of Health
- Contractor General's Office
- Council for the Community Colleges of Jamaica.
- Council for Voluntary Social Services
- Council of Community Colleges in Jamaica
- Council of the Jamaican Society of Scientists and Technologists
- Critical Care Special Nursing Education
- Dental Council of Jamaica
- Dermatology Association of Jamaica
- Diabetes Association of Jamaica
- Early Childhood Commission
- Early Childhood Education Fund
- Early Childhood Lead Group, NCTVET
- Economic Council of Britain in Europe
- Editorial Board, Jamaica Institute of Environmental Professionals -National Scientific Conference on the Environment
- Electoral Advisory Committee
- Enrolled Assistant Nurses Programme, Ministry of Health
- Environmental Change Programme of the United Nations University
- Environmental Foundation of Jamaica
- Environmental Health Foundation (Blue Cross of Jamaica)
- Epidemiology Committee, Kingston and St. Andrew Authority
- Equestrian Federation of Jamaica
- Equine Drug Testing Committee
- EU/JSIF Poverty Reduction Programme
- Excelsior Community College
- Family Court
- Family Life Ministries
- Financial Services Commission (FINSAC)



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It is expected that the improvement in the quality of the academic programmes, infrastructural and administrative facilities, together with the integration of the Human Resource function into Campus operations, will lead ultimately to strengthened alumni support. Indeed, a significant indicator of this is the response of the graduating class of 2003 to the introduction of a *one-stop graduation centre*, the initiative of a group from the Human Resource Master degree programme, that was embraced by the Registry and Bursary and implemented. The project which brought together all of the administrative services facilitating a student's graduation – from the payment of fees to the distribution of gowns and sale of memorabilia – received positive response and resulted in a significant number of the graduating class committing to membership of the Alumni Association during the one-stop exercise.

Marketing the Campus

In the year under review, the Mona Campus placed much emphasis on marketing of the Campus' programmes and services, reflecting its commitment to collaboration and exchange in pursuit of its long-term goals. The Principal hosted monthly breakfast meetings with the media to advise them of academic programme and research developments. Thousands of visitors from the school population, and private and public sectors were also hosted at the annual *Research Day* and a morning radio programme on the Campus' Radio Station, *Radio Mona*, aimed at informing the public about the activities of the Campus was introduced. The Campus also participated in the *Denbigh Agricultural Show* where it set up booths under the banners *The University of the West Indies* and *Science and Technology in Agriculture*.

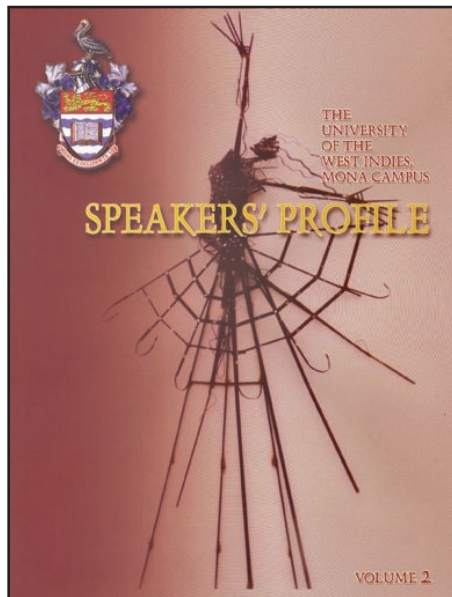
The Campus continues to forge linkages with Ministries, embassies, the private sector, multi-lateral and multinational organizations, and to produce the executive speakers series, public education pro-

Public Service of Staff, 2002/2003 cont'd

- Fisheries Division, Ministry of Agriculture
- Foundation of International Training (FIT)
- G.C. Foster College of Physical Education and Sport
- "Geography Teacher" Association of Jamaica
- Geological Society of Jamaica
- Geological Society of Trinidad and Tobago
- GOJ/DFid All Age School Project
- Golden Age Home, Kingston
- Grande Valley, Portland, Jamaica
- Grenada Employers' Federation
- Haitian Studies Association
- Harbour Branch Oceanographic Institute
- Heart Foundation of Jamaica
- HIV Medicine Association of America
- Hope Estate Educational Partners (HEEP)
- Hope Valley Experimental School - Formulation of Policy for the Education of the Mentally Handicapped
- IADB/GOJ Agricultural Support Services Project
- ICAJ
- ICFTU Women's Committee
- Institute for Excellence in Environmental Education
- Institute of Caribbean and International Studies, St. George's University, Grenada
- Institute of Chartered Accountants of Jamaica (ICAJ)
- Institute of Jamaica
- Institute of Law and Economics
- Institute of Medicine, National Academy of Sciences of the USA
- Instructional Technology Institute
- Inter-American Institute for Global Change Research
- International Academic Nursing Alliance,
- International Association of Business Communication (IABC)
- International Association of Mass Communication Research (IAMCR)
- International Association of the Schools of Social Work (IASSW)
- International Consortium on Landslides
- International Development Project, Organization of Eastern Caribbean States
- International Diabetes Federation, Brussels Belgium
- International Federation of Library Associations - Round Table for the Management of Library Associations (now the IFLA Management of Library Associations)



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grammes through the electronic media and *Speakers' Profile* which highlights the credentials of the Campus' faculty and senior administrative staff and their areas of speciality.

Financial Management and Cost Control

Prudent financial management during the year was crucial given the budgetary constraints which the Campus faced. The Technical Advisory Committee (TAC) agreed that savings from staff costs could be used for non-staff expenditure and that vacancies on the campus could be pooled and priorities determined by Finance & General Purposes Committee (F&GPC), Mona, in accordance with the requirement of the Strategic Plan, and that there could be significant reallocation of funds across programmes. In light of this, and in keeping with its commitment to improving its services, the Campus made concerted efforts to identify savings of \$200M from faculties and administration to ensure a satisfactory level of operations, maintenance of quality and programme enhancement over the 2003/2004 period. Savings were arrived at through rationalization of faculty and administrative staff and overtime costs.

Public Service of Staff, 2002/2003 cont'd

- International Geographical Union Commission on Health and the Environment
- International Labour Organization
- International Landslide Research Group
- International Proxy Parents
- International Scientific Advisory Team of the People, Land, Management and
- International Society for Intercommunication of New Ideas
- International Society for the Development of Natural Products
- International Society on Early Prevention
- International Task Force on Community Care of the Elderly: Global Health through Education, Training and Service (GHETS)
- IUCN West Indian Iguana Specialist Group
- Jamaica Agricultural Development Foundation
- Jamaica AIDS Support
- Jamaica Anaesthetists Association
- Jamaica Archive
- Jamaica Association for Health Education and Promotion
- Jamaica Association for Training and Development (JATAD)
- Jamaica Association of French Teachers (JAFT)
- Jamaica Association of Health Service Executives
- Jamaica Association of Mentally Handicapped Children
- Jamaica Association of Open and Distance Learning
- Jamaica Association of Social Workers (JASW)
- Jamaica Cadet Corps
- Jamaica Cancer Society
- Jamaica Computer Society Education Foundation
- Jamaica Confederation of Trade Unions (JCTU)
- Jamaica Constabulary Force's (JCF) "Reform and Modernization Programme
- Jamaica Cultural Development Commission (JCDC)
- Literary Competition (2003)
- Jamaica Drugs for the Elderly Programme
- Jamaica Engineers Foundation
- Jamaica Environmental Trust
- Jamaica Food and Nutrition Society
- Jamaica Historical Society
- Jamaica Hotel and Tourist Association
- Jamaica Institute for Excellence in Education (JIEE)



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The cost cutting process was discussed with the unions and implemented on August 1, 2003. The Campus Bursary was charged with the responsibility for monitoring the exercise, tracking the results against projections and reporting on the results to the relevant committees during the 2003/2004 academic year.

There was agreement that operational costs, including electricity, telephone and procurement, should also be examined to see where savings could be made and proposals presented for implementation in the 2003/2004 academic year for reducing these expenses.

Of significance also, is the fact that the profit centres on the Campus, including the Mona Visitors' Lodge and Conference Centre, the halls of residence, the bookstore, the chapel and Summer School made surpluses during the year, which surpluses, after re-investment into the centres, were earmarked for research and graduate scholarships.

Public Service of Staff, 2002/2003 *cont'd*

- Jamaica National Heritage Trust
- Jamaica Observer* Literary Awards, 2002
- Jamaica Police Staff College
- Jamaica Psychiatric Association
- Jamaica Psychological Society
- Jamaica Red Cross
- Jamaica Social Development Network
- Jamaica Social Investment Fund (JSIF)
- Jamaica Social Policy Evaluation
- Jamaica Society for Agricultural Sciences
- Jamaica Society for Scientists and Technologists
- Jamaica Teachers Association
- Jamaica Telecommunication Advisory Council
- Jamaica Urological Society
- Jamaican Association of Geomorphologists
- Jamaican Association of Obstetricians and Gynaecologists
- Jamaican Coalition on Disability
- Jamaican Iguana Research and Conservation Group
- JAMCOPY, the Jamaican Copyright Licensing Agency
- JCF Staff College
- ICFTU/ORIT Continental Congress, Washington D.C.
- Joint Board for Teacher Education
- Juvenile Advisory Council
- Kidney Foundation of Jamaica
- Kingston Harbour Mangrove Replanting Group
- Labour Studies Programme, Cipriani Labour College, Trinidad and Tobago
- Lady Mico Charity, London
- Land Information Council of Jamaica
- Latin American Studies Association (LASA)
- Liaison Group on Gold Mineralization
- Library and Information Association of Jamaica (LIAJA)
- Literacy Improvement Initiative, MOEYC
- Luis Fred Kennedy Environmental Foundation
- Management Institute for National Development (MIND)
- Managing Learning Difficulties Programme (MLDP)
- Mandeville Hospital
- Mathematics Policy Research, Washington D.C.
- McCam Child Care and Development Centre
- Medical Outreach Services, Food for the Poor