



# 8

## Financial Management and Income Diversification





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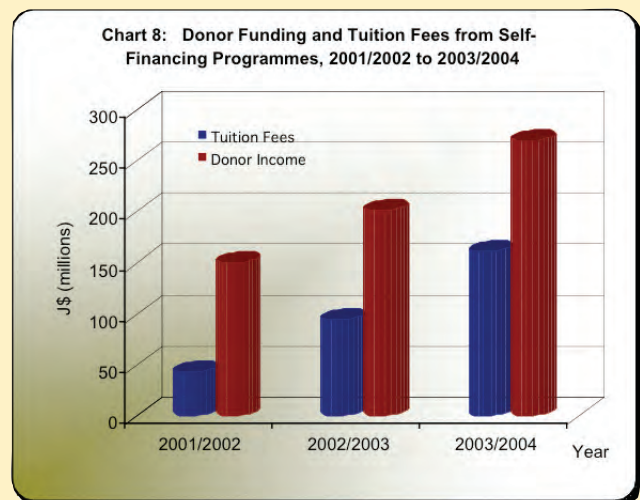
A look at the sources of funding over the past three years indicates that much has been taking place in an effort to diversify the sources of income to the Campus.

As outlined in Table 22, income from self-financing programmes grew by 120% and 71% in 2002/2003 and 2003/2004 respectively, moving from J\$42.8 million in 2001/2002 to J\$161.0 million in 2003/2004. Donor funding showed a 34% increase in both 2002/2003 and 2003/2004, moving from J\$150.3 million in 2001/2002 to J\$270.6 million in 2003/2004 (see *Charts 8 & 9*).

Revenue from summer school programmes grew steadily over the 3 year period ending July 31, 2004. In 2002, summer school generated revenue amounting to \$32.3 million. By 2004, the figure had risen to \$56.5 million, an increase of 75%. Revenue from summer school is used by faculties and departments to fund various academic and administrative activities after their UGC allocation for the year has been exhausted. Each year, approximately 45% of the expenditure associated with the summer school programme goes towards direct programme administration and the other 55% towards supplementing departmental budgets. The net income from summer school programmes for the period 2002 to 2003 is shown in Table 22.

Table 22: Funding from Sources other than Government Contribution and Tuition Fees, 2001/2002 to 2003/2004

SOURCE	2001/2002	2002/2003	2003/2004
Tuition Fees from Self Financing Programmes	42,771,624	94,110,919	161,023,400
Donor Income	150,281,376	201,987,722	270,606,647
<b>Sub-total (Special Projects)</b>	<b>193,053,000</b>	<b>296,098,641</b>	<b>431,630,047</b>
Summer School	8,603,014	4,918,132	15,657,670
<b>Sub-total (Summer School)</b>	<b>8,603,014</b>	<b>4,918,132</b>	<b>15,657,670</b>
Commercial Entities	-3,633,595	2,740,941	8,284,381
Halls of Residence	-255,010	24,991,695	1,288,758
Other Initiatives	18,764,095	16,602,355	27,475,844
<b>Sub-total (Commercial, etc.)</b>	<b>14,875,490</b>	<b>44,334,991</b>	<b>37,048,983</b>
<b>GRAND TOTAL</b>	<b>216,531,504</b>	<b>345,351,764</b>	<b>484,336,700</b>





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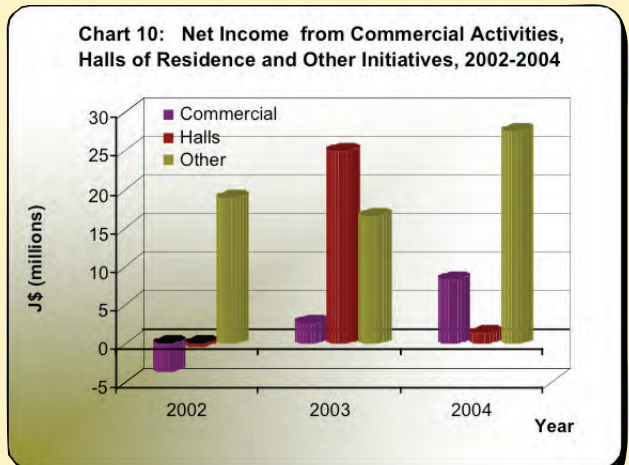
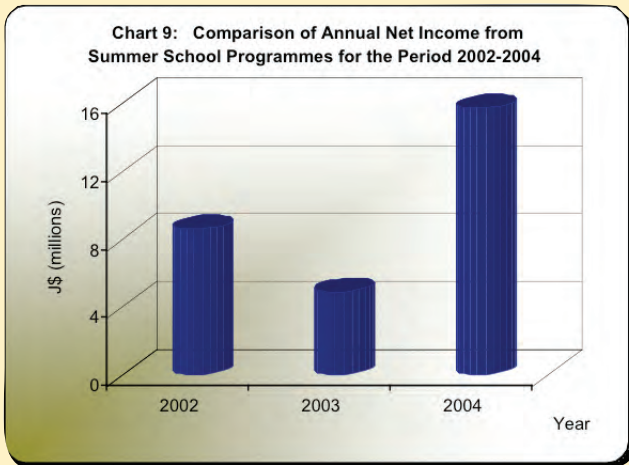


Table 22 also provides information on the net position of the halls of residence, and on income from commercial entities and other initiatives, such as staff houses. Except for 2002, the combined balances for halls of residence remained positive. Similarly, commercial entities moved from a position of -\$3.6 million in 2002 to \$8.3 million in 2004. The net combined balances for 'other initiatives' fluctuated over the 3 year period, but have remained positive (see Charts 10 & 11).

Overall, the ongoing efforts of the Campus to find alternative sources of funding for its operations, coupled with tighter fiscal management, resulted in a net surplus position in its accounts at the end of the 2003/2004 financial year. At the end of the 2003/2004 financial year the Campus' accounts showed a surplus of approximately J\$100 million, compared with a deficit of J\$346 million in the previous year.

