

# Overview *the past year*



The reporting academic year saw the start of the Campus's implementation of the University's 2007–12 Strategic Plan. Developed with input from all our stakeholders and against a background of the rapidly increasing rate of globalisation, technological advances, and trade liberalisation, including the trade in educational services, the Plan acknowledges the institution's imperatives to:

- increase access to a larger percentage of the nation's eligible tertiary level cohort
- expose our students and faculty to local and international challenges
- develop teaching programmes that respond to the country's and region's needs, and
- produce research that targets the development challenges of the country and the region.

A reliable funding base to underpin the rolling out of our Plan is crucial to addressing these imperatives. While it is generally accepted that higher

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*Above: Governor General displays Gleaner Award as Gordon Shirley and Gleaner Chairman Oliver Clarke look on*

*Below: Chancellor Sir George Alleyne plants one of the thirty-three pouis trees in honour of the first students of the Mona Campus*

education is critical to economic development, the national strategic imperatives in the face of persistent fiscal deficits are likely to place additional strain on the budget allocation to tertiary education, including university education. Consequently, Funding the Enterprise, one of the pillars of the UWI Strategic Plan, has assumed particular urgency on the Mona Campus.

The Campus has been challenged, therefore, to be dynamic and entrepreneurial in its approach to sustaining and improving the quality of and access to tertiary education for Jamaica's and the region's citizens. That in the current academic year we increased our pool of applicants by 19% over the previous year is testament to the aggressive marketing that we undertook during the year. We organized outreach to schools and colleges, increased our use of attractive publications and media engagements, as well as promoted our products and services during the Campus's sixtieth anniversary celebrations when we hosted numerous events, including a week-long convocation of UWI alumni from across the globe. These activities served to increase our visibility as the premier tertiary institution in Jamaica. No doubt, this heightened visibility influenced the Gleaner Company to award us the 2008 annual award for contribution to education in Jamaica.

We continued our efforts to generate income and contain costs. Our fee-paying programmes, particularly those in the Faculty of Medicine, were instrumental in helping to reduce the proportion of government funding to our total Campus budget.

Accountability at all levels was also high on the Campus's agenda. At the beginning of the reporting academic year, we implemented a project to examine the real costs associated with the operations of every department

and income generating programme with a view to rationalising teaching courses and staff allocation in the 2008–09 academic year.

In this current challenging economic climate, the Campus remains committed to implementing the Strategic Plan to ensure that the UWI's enduring mission to “propel the economic, social, political and cultural development of West Indian society through teaching, research, innovation, advisory and community services and intellectual leadership” remains focused. Not unexpectedly, the changed local and economic circumstances since the development of the Plan in 2006 dictated that we shift priorities as we rolled out our operational plans.

Accordingly, we accelerated our applied research activity so as to explore and find solutions to the myriad social and economic challenges confronting Jamaica and the Caribbean as we seek to generate higher levels of economic growth. We organised a number of conferences aimed at directing policy makers to the findings of the academy's comprehensive research on issues such as crime, sectoral development including health, tourism, agriculture, and appropriate fiscal and monetary models. Following on these, we made efforts to lobby for the adoption of our recommendations for policy directions that will aid national economic growth.

Greater emphasis was placed on teacher-education within the academy with the goal of improving the pedagogical skills of our faculty members, promoting faculty's greater use of technology in educational delivery, and the development of curricula that is infused with cutting-edge information emanating from our research activity and that is more learner centred; all of this with a view to producing the “distinctive UWI graduate for the 21st century” with the requisite skills and attitude that are required in the global economy.

Chart 1. Income

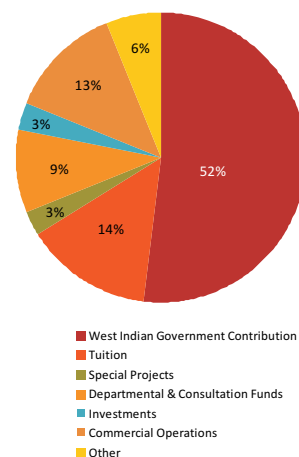
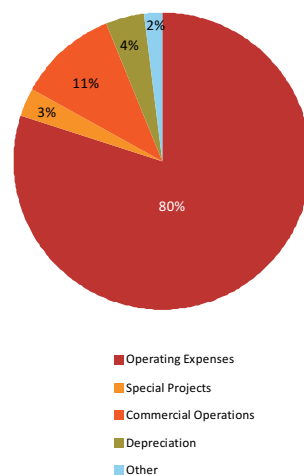


Chart 2. Expenditure



Faculty members engage in instruction delivery seminar

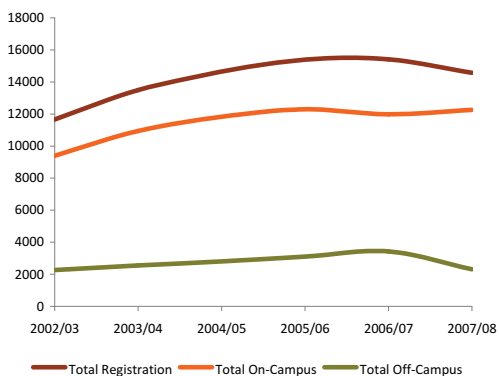




In keeping with the global trend to increase access to university education, the Campus sought to do its part in contributing to Jamaica's thrust towards ensuring that the number of persons with tertiary education qualifications increases significantly. Completing plans to open a satellite site of the Mona Campus in Montego Bay with programmes that are essential for the job market in Western Jamaica was a strategic priority; as was collaboration with the UWI Open Campus (UWIOC), officially launched during the reporting year, enabling transfer of as many of our programmes that will be more effectively and efficiently delivered online and by distance through UWIOC, so as to reach larger numbers of the country's and region's eligible tertiary level cohort. It is significant to note that the 5% overall reduction in our total student population from 15,412 to 14,573 is a direct result of the transfer of many of Mona's off-campus students to the UWIOC. So while we increased on-campus enrolment by almost 10% over the previous year, our off-campus enrolment decreased by a significant 33%. Mona's, along with the other Campuses' transfer of students to UWIOC, accounted in large part for the 4,000 students registered in UWIOC in 2007–08, the first year of its operations.

I am pleased to report that the Mona Campus continues to be the University of first choice in Jamaica, with our student population

Chart 3. Student Registration





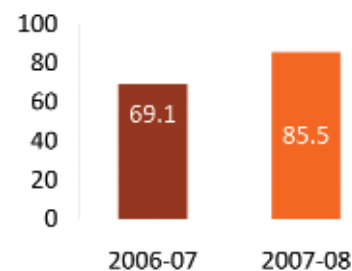
Left & right: Students participate in leadership and social etiquette seminars

increasingly becoming more representative of all income groups within the society. Concomitant with this broader social stratification of our student population is the requirement to teach the social skills required for successful integration into the world of work and the global marketplace. A strategic thrust during the year, therefore, was towards engaging a larger proportion of our students in the social and leadership development skills, through diverse programmes that are offered through the Faculties, halls of residence and the Office of Student Services and Development. Of special note is the continuation of an important initiative aimed at enhancing the experiences of our commuting students who comprise 83% of our 12,263 strong on-campus student body. We sought also to increase the number of scholarships, bursaries and other financial aid programmes that are available to students and we were active in the discussions with the government about ways to make student loans more accessible and affordable to Jamaica's tertiary education level students.

The continued trend towards significant under-representation of male students in the university population, while a worldwide tendency, continues to be one of Mona's major concerns. The Campus made concerted efforts to review our curriculum, to develop and enlarge our sports facilities and offerings with a view to attracting larger numbers of male students. In addition, studies were undertaken to examine the phenomenon of male under-representation in the academy, with the expectation that their findings will assist us in addressing the challenges that are unique to the male population within and outside the University.

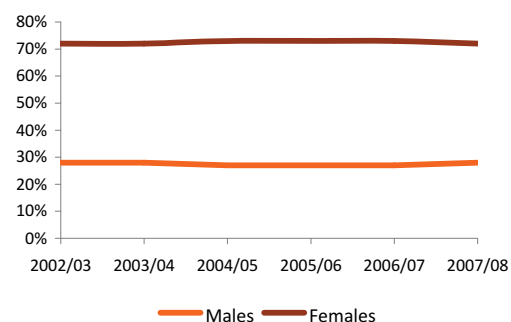
The country's unprecedented success at the Beijing Olympics triggered our interest in showcasing the Sports facilities, research and teaching

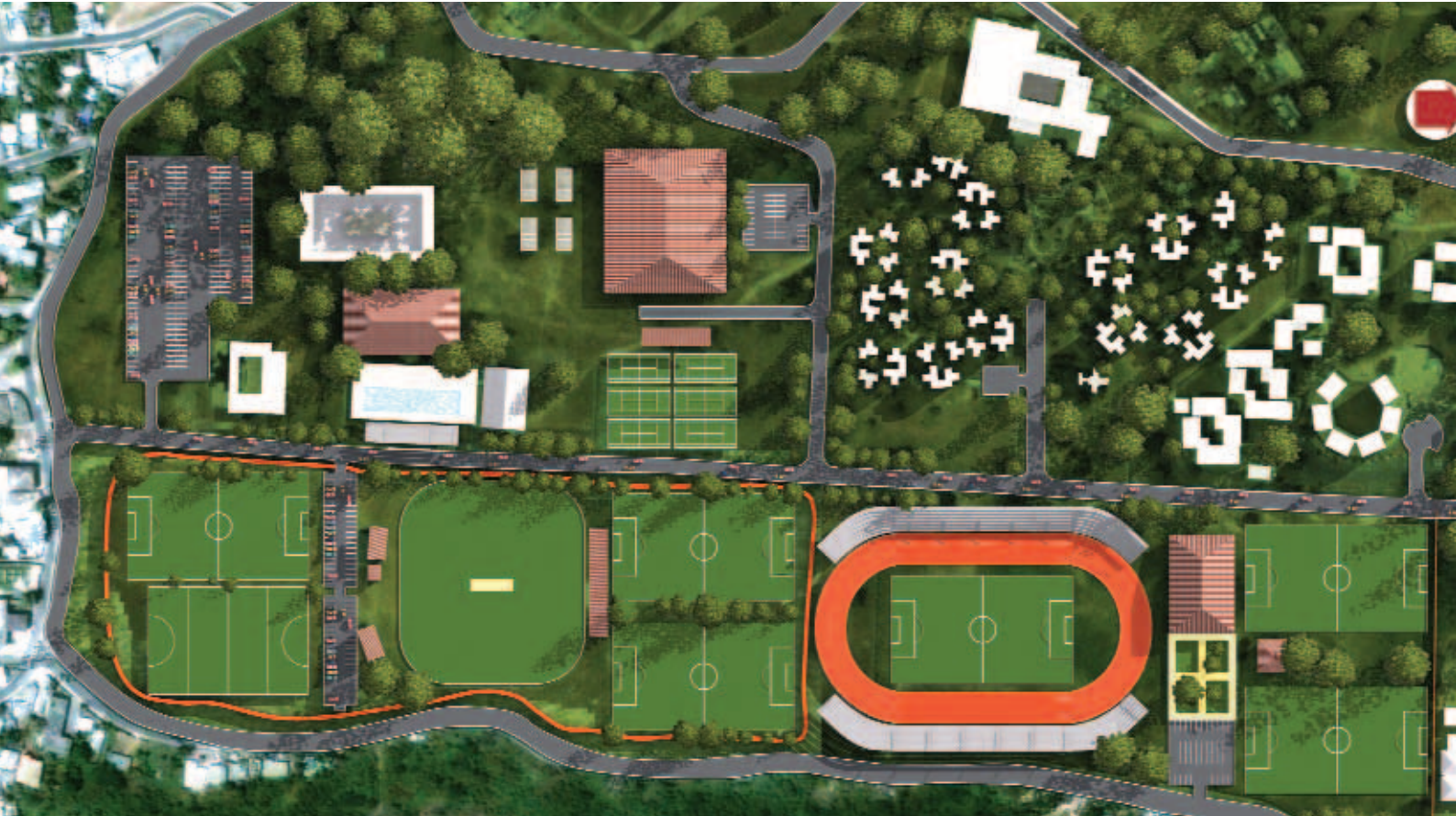
Chart 4. Financial Assistance to Students (J\$M)



Note: Includes loans, grants, books, meals, bursaries and scholarships

Chart 5. Registration by Sex





*Proposed sports complex for the Mona Bowl*

**The country's unprecedented success at the Beijing Olympics triggered our interest in showcasing the Sports facilities, research and teaching programmes that exist on this Campus with a view to generating support for our plans to dramatically improve on and increase these to support the nation's strategic development of Sports as an industry.**



programmes that exist on this Campus with a view to generating support for our plans to dramatically improve on and increase these to aid the nation's strategic development of Sports as an industry.

The attractiveness of the Campus facilities and surroundings is an important factor in influencing students' choice in universities. Mona boasts one of the most attractive campuses in the world and the work undertaken during the year to enhance and improve its appearance and facilities has been well rewarded. We have taken the numerous comments from our students, staff and visitors to heart and this past year decided to capitalise on our invaluable asset – our 653 acres of history and culture. The Mona Campus Culture and Heritage Tour was launched as an event of the 60th anniversary celebrations and offers students and visitors the opportunity to explore the collection of artifacts and structures of historical and cultural significance located on the campus. Our marketing plan for the coming year includes campus tours for high school visitors and tourists, further work to mark the Campus's historical legacy, as well as continued work on improving the ambience of the campus and making it more pedestrian friendly.



## THE WAY FORWARD

Transforming the University to meet the needs of the nation's development challenges requires urgent strengthening of the Campus's financial base. Simultaneously we must find novel ways to improve our facilities with a view to improving the quality of the services that we offer to our students and other stakeholders. I wish to highlight some major initiatives aimed at addressing these issues.

### Internationalisation

We opened an International Student's Office during the year to cater to students attending the Campus from as far away as Botswana. We hope through this unit to market the Campus to the global community so that our international student numbers will increase exponentially during this current Strategic Plan period. The Medical Sciences Faculty, in growing its income by charging the full economic cost of its programmes to international and other students, to the extent that it can support its infrastructural development, is a model that will be replicated throughout the Campus. Of course, the benefit to the academy to be gained from larger numbers of international students extends beyond the financial; their presence will serve to expose our students to cultures dissimilar to their own and open their minds to all manner of ideas. No doubt this will also impact positively the research that we undertake at Mona. I am encouraged by the trend in recent years of a modest growth in our international student population. Our efforts in this current Plan period will be to grow significantly both the Jamaican and the external student population.



*Above:* Students from St. Olaf College, Minnesota preparing to leave the Mona Campus after completing a successful specially-designed programme in January 2008

*Right:* Students from Spelman College, Atlanta, Georgia seen here with faculty members during a special programme delivered in March 2008 at the Department of Community Health and Psychiatry, Mona Campus





## Targeting Alumni Giving

The University has performed woefully over the years in building its funding base through alumni giving. In this academic year, we plan to work with the University of the West Indies Development and Endowment Fund (UWIDEV) to step up our efforts to target contributions from our alumni. During the 60th anniversary celebrations, six Mona alumni groups (Chemists, Physicists, Actuaries, Medical Doctors, Educators and Librarians) celebrated reunions. Thanks to our Council Chairman, plans are in place to systematically target fundraising from these and the wider Mona alumni body. The strategic utilisation of government's \$50M allocation for marketing is expected to have the effect of generating greater support from all our stakeholders, including Mona's alumni.

The Campus is committed to working with our external partners to increase the level of financial assistance that we provide our needy students. Our drive to increase the number of scholarships, bursaries and other kinds of support will continue, as will our involvement at the national level in discussions aimed at making student loan facilities more accessible and affordable.

## New Facilities

We continue to explore novel ways to fund development and expansion of the physical and infrastructural facilities on the campus. This academic year will see the opening of the new facilities for the Nursing School and the Management Informational Technology Services (MITS).

Construction of new facilities to house the Basic Medical Sciences should begin in the current academic year 2008–09. The dearth of student living accommodation and the hardships that this places on our commuting students is to be addressed in the current academic year. We have developed plans for a 600 room hall of residence and expect to break ground in 2009. These initiatives, together with the major expansion of our sports facilities, through partnership with the Jamaica Football Federation and the International Association of Athletics Federation, will serve to enhance considerably the quality of student life at the Campus.

Academic Year 2007–08 marked a watershed year for higher education in Jamaica. Shifts in national policies to strategically address economic development issues bring into focus the significant role that the UWI, Mona has to play in leading national debates on related challenges, conducting the required applied research to support development and preparing graduates who can function effectively in the global economy. The talent, enthusiasm, hard work and commitment to the University of faculty, staff and administration have bolstered my resolve to continue in the tradition of developing this Campus to respond to the changing environment.



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GORDON SHIRLEY  
Pro Vice Chancellor and Principal