

5. INCOME DIVERSIFICATION AND BUDGET **CONTAINMENT**

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### INCOME GENERATION AND DIVERSIFICATION

Funding is a critical issue if the Mona Campus is to achieve its strategic objectives. That all Campus units are cognizant of the need to increase and diversify their income streams was evident in the increased internal income generated during the period.

Mandated by the Campus management to raise \$100 million at the start of the academic year, the Faculty of Medical Sciences surpassed that target by nearly 100%. Most of this income accrued from the full fee-paying schemes in the BSc Nursing and the MBBS programmes. These programmes have brought in approximately J\$250 million over two years.

The Mona Institute of Medical Sciences (MIMS), a private consultancy service in the Faculty, was expanded with the number of consultants increasing from 29 to over 50. Limited space prevents further expansion but there are plans for a new building. This is important to the Faculty's efforts to enhance quality as the geographic practice which

MIMS affords will ensure that its senior academic and clinical staff spend more time in the Faculty and the hospital and are therefore more available to students and patients. MIMS is now profitable and has the potential to earn significant income.

The Campus continues to attract significant research grants, with the Faculty of Medical Sciences alone obtaining US\$5.9 million during the year. That Faculty has taken a strategic decision to attract clinical trials, a major income earner in North American Institutions. A *Centre for Clinical Trials* was established in the Office of the Dean and currently there are five trials taking place. These and other research projects, not only generate income, but frequently provide equipment for the Faculty and University Hospital. In addition, publications from these activities will enhance the international reputation of the UWI.

The Summer School programme provided a significant source of income, as did the Mona Conference and Visitor's Lodge and the Campus Bookshop. The successful introduction of new self-funded programmes and the bringing of fees of others more in line with



THE DEPUTY PRINCIPAL'S OFFICE INITIATED A PROCESS OF DEVELOPING MORE OBJECTIVE CRITERIA FOR DETERMINING RESOURCE ALLOCATIONS ACROSS DEPARTMENTS AND SECTIONS IN THE FUTURE.

costs have both contributed to a diversification of funding. Examples of these, besides those already mentioned in the Medical Sciences Faculty are the *MSc in National Security and Strategic Studies* and the *MSc in Accounting*, both in the Department of Management Studies in the Faculty of Social Sciences.

At the Biotechnology Centre in the Faculty of Pure and Applied Sciences, two workshops on *Concepts in Biotechnology and Genetic Engineering* were conducted. The target group was high school teachers who were provided with basic training in this particular area. The Scientific Research Council, the Department of Basic Medical Sciences and the Ministry of Education participated. Another workshop on *Aspects of*

*Biotechnology and Genetic Engineering* targeting high school Science students netted \$50,000. In addition, 3 seminars involving 125 small farmers were convened to develop awareness in the cultivation and care of medicinal plants. Relevant state and private sector interests were involved.

In the Department of Physics a new certificate course in *Electronics Engineering* was developed in collaboration with the School of Continuing Studies. The target group for this is technicians with work experience but no formal certification. The summer programme in Robotics was given approval and will commence in July of this year.

Since assuming a new strategic direction in 2004 with the development of a Geographic

## *Caribbean Genetics (CARIGEN)*

The Department of Basic Medical Sciences commissioned a state-of-the-art Forensic DNA laboratory, Caribbean Genetics (CARIGEN) with an ABI 3130 DNA analyzer and the hiring of a Forensic DNA analyst. CARIGEN is an independent forensic DNA laboratory and has so far been involved in a landmark case by providing DNA evidence which freed a man who had been incarcerated for four years after being accused of rape. The facility is also playing a key role by providing laboratory courses in Forensic Genetics to undergraduate students in both the MBBS and the Faculty of Pure and Applied Sciences (FPAS) Molecular Biology courses. The laboratory is currently preparing to provide genomic sequencing services to researchers. CARIGEN has the potential to earn significant income as well as facilitate cutting edge DNA research.



Information Systems (GIS) division, Mona Geoinformatics (MonaGIS) has performed creditably, attracting new business, cementing alliances with other universities and posting an operational profit for the year. During 2005–06, MonaGIS began discussions in Beijing with Chins MinMetals; began work for the Electoral Office of Jamaica on a revolutionary new real-time system for tracking of election day information; assisted in the development of crime fighting strategies for the Ministry of Finance and the Jamaica Constabulary Force; initiated research partnerships with the University of Pennsylvania and Harvard University; and built on the working relationship with Oxford University.

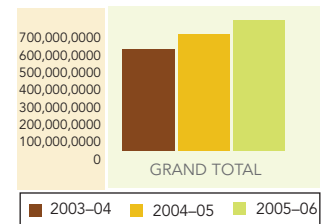
The Campus approved a potential customer and the use of campus land space, identified for this purpose in the Campus Master Plan, to kick-start the Mona Technology Park which will focus initially on the fast growing IT service areas of Business Process Outsourcing and Enterprise Content Management. An enterprise agreement to become a Microsoft business partner was also negotiated. This agreement will allow the University to resell Microsoft technologies and services across the Caribbean and has the potential to deliver significant revenues over time.

In August 2005, the Estate Management Department started to provide grounds maintenance services at the University Hospital of the West Indies. This has proved to be a reli-

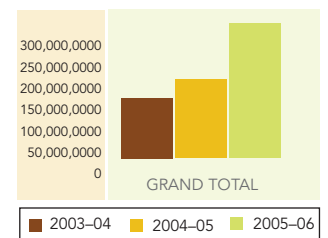
able source of income and the department intends to continue this activity.

Since, despite projections since its inception in 2002, the radio station *Radio Mona* (RM) was unable to achieve break-even position, the Campus took the decision to privatize the concern. The Business Development Office prepared the financial projections for the period November 2005–January 2007, in consultation with the officers of RM and members of the Campus negotiating team, for establishing a joint venture between the UWI and The Breakfast Club, a private radio talk show broadcast company whose programming is viewed to be compatible with that of RM. The new company, Universal Media Company Limited, with 51% ownership by the Campus, began operations in May 2006.

Funding from sources other than government contribution and subsidized tuition fees grew by 15% over the previous year to \$663M. Of this amount, \$91M was earned from commercial activities on the Campus. Externally funded projects netted \$285M, or an 81% increase over the previous academic year [Chart 6 & 7] (vide Appendix I).



**Chart 6:** Funding from Sources other than Government Contribution & Tuition Fees, 2003/04–2005/06



**Chart 7:** Growth in Contributions from Externally Funded Grants, 2003/04–2005/06

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## BUDGET CONTAINMENT

The Mona Campus is faced with the difficulty of maintaining quality despite limited financial resources. The approach adopted by the Campus was not only to increase income generation, but also to exercise strict financial discipline to remain within the budget allocated to it by the UWI. Though the core funding of the Campus's day-to-day operations provided by contributing governments increased over that provided in the 2004/05 period, close monitoring of spending remained a feature of the management of the Campus's financial resource. The various monitoring groups established in the 2004–05 period with membership drawn from across the Campus and mandated to oversee operations relating to vacancies, overtime, travel, income generation and departmental spending were, therefore, retained as part of the monitoring process. The work of the Budget Monitoring Committee led by the Deputy Principal was especially crucial in ensuring that budget holders stayed within their allocations. Some

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principal budget holders resorted to supplementing their budgets with income from their consultation funds, derived mainly from private consultancy practice, and other income-generating activities.

Containment of costs was also facilitated by the freeze on staff salaries resulting from the Memorandum of Understanding between the Government of Jamaica and the public sector trade unions and which remained in force until March 31, 2006.

The Deputy Principal's Office has initiated a process of developing more objective criteria for determining resource allocations across departments and sections in the future. The process requires full discussion given the many complexities of varying inputs and deliverables across departments and so continues into the current year.

While the Campus ended the year within budget, with some departments offsetting with their slight surpluses the deficits of other departments in their respective Faculties, the size of the budget relative to the expanding student numbers continues to have deleterious repercussions. Among these are the continued neglect in overhauling the technology infrastructure and maintaining the physical infrastructure, and the increasing overcrowding of classrooms and faculty offices. Faculty members have to double up in offices, a reality that has a negative impact on morale and productivity.

