

## 6. Institutional Strengthening

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Both the Budget Monitoring and Vacancies committees that respectively monitored Campus expenditure and post allocations continued to play a vital role in ensuring that the Campus stayed within the approved budget. The Deputy Principal, Joe Pereira, chaired a Resource Allocation Committee to determine resource re-allocation based on objective criteria established from data generated from his office. Eleven previously frozen academic posts were reallocated to departments determined as requiring additional staff. It will be necessary to refine the tools, including benchmarking, to more accurately allocate resources across the campus. This will be an area of priority in the current academic year.

Modest adjustments were made to non-salary budget allocations based on spending patterns and objective needs. A main area of concern continues to be the spending patterns of two medical teaching departments, Pathology and Microbiology, closely connected with the University of the West Indies Hospital (UHWI) service delivery. There is an effort to identify the cost of delivery of those services to facilitate the Hospital's appropriate contribution to those costs.

After some two years of effort the Deputy Principal's Office made significant progress towards completing a project to reconcile the official established posts on the campus with the database in the Human Resources Management Division

(HRMD) and in the Payroll Department. The challenge remains for HRMD to ensure maintenance of this reconciliation.

The Campus selected and contracted a new security provider following a tender process. Feedback for the first few months suggests an improved and more alert service. Increased electronic surveillance is a significant security advance expected in the current year.

The matter of the effective governance of the University was high on the agenda during the academic year and specific deferred matters were addressed with a view to immediate implementation

A significant milestone for the Mona Campus was its review by the University Council of Jamaica (UCJ) in preparation for registration with the Council. The UCJ report was very positive and the Mona Campus met the criteria for registration with this body. Registration is for a five-year period, following which another review will be required for registration renewal.

At the Faculty level, work continued towards improving and making more efficient their administrative processes. In the Faculty of Medical Sciences, for example, the reorganization of the Dean's office continues with strengthening of the Undergraduate Section and amalgamation with the Office of Curricula Affairs. The Deputy Dean for Student Affairs has



responsibility for this area and works closely with the Deputy Dean, Curricula Affairs. An International Student Affairs desk which also addresses personal and professional development will be established in this section during the current academic year.

Most of the FSS administrative processes are now automated, improving efficiency. Re-training of the administrative staff is necessary so as to allow academic staff and heads of departments to concentrate on teaching, research, mentoring of younger staff members and strategic planning. Dialogue will commence this year with the administrative staff to determine the most effective way to achieve this objective.

The FSS annual Faculty Day was introduced as a mechanism for enhancing the cohesion of the Faculty. During Faculty Day all categories of staff meet to address issues relating to the coming academic year. There was a plenary session with the Dean, as well as break out groups, in which specific issues were discussed. This has helped to build momentum for the engagement of staff in a wide range of committees and working groups, as well as to build consensus within the Faculty around the approaches to its many challenges.

For many years, the cadre of leadership in the FSS has been narrowly centred on the Dean and Deputy Dean. This year a significant change was made when portfolios for four Associate Deans were identified and developed. These Associate Deans will provide a broader cadre of leadership for the various sub-committees and working groups. During the year a project officer was also employed to assist in the development and implementation of Faculty initiatives.

The practice of student employment continues to serve as a

useful mechanism for providing academic staff with support in research, teaching or administrative activities.

In recognition of the need to more systematically benchmark its operations, the FSS also focussed on promoting Institutional Research activity. It is hoped that this will be seen as a best practice to be replicated throughout the Campus, particularly if it is to successfully measure its performance against the objectives of the 2007–2012 Strategic Plan.

In the Faculty of Medical Sciences, monthly meetings of heads of departments, the Senior Director Clinical Services and the Dean were institutionalized. These serve to improve communication in the Faculty and ensure implementation of management decisions.

A number of activities in the Faculty of Humanities and Education furthered the strategic objectives of the Faculty during the year, consonant with the overall strategic objectives of the University. The most important of these involved the continued integration of the School of Education (SOE) into the Faculty following the merger of the Faculties of Education and Arts and General Studies. A joint meeting of Heads of Teachers Colleges and the Faculty, hosted by the Dean of the Faculty and addressed by the Principal, was held to clarify the new relationship of the Mico University College and Shortwood Teachers' College with the University of the West Indies.

The meeting also reconfirmed the earlier strategic decision of the Faculty to divest undergraduate degree programmes over time to the Teachers' Colleges, in order to allow the Faculty to concentrate on postgraduate studies. The result is that the Mico University College now offers the undergraduate degree



in Special Education and Shortwood Teachers College, the degree in Early Childhood Education. Both are joint degrees but as of the 2007–2008 academic year the former will be fully relinquished to become a sole Mico degree.

The second related activity was the internal initiative to rationalize the structure of the SOE within the Faculty. There was consensus among all concerned that the structure was dysfunctional and ultimately wasteful of resources, and that if the SOE was to function optimally and lead the education transformation process in Jamaica in particular, its structure had to be changed. However, since internal consensus could not be reached between the parties most directly involved as to how best to achieve this, the Vice Chancellor mandated the Campus Principal to seek the assistance of external consultants to advise on the way forward. To this end, two senior members of the Temple University Department of Education were appointed as consultants.

Following extensive interviews and discussions with all parties concerned, together with an examination of copious documentation, the consultants submitted their report and recommendations to the Principal and Vice Chancellor at the end of April, 2007. The major recommendation, endorsed by both Principal and Vice Chancellor, is that the SOE be restructured and transformed into a Graduate School of Education with the Institute of Education fully integrated into the School, which should be headed by a Deputy Dean answering directly to the Dean. The new structure of the SOE is to be phased in at the beginning of the 2007–2008 academic year with the assistance of a local consultant.

The UWI Mona, through the Office of Student Services and

Development (OSS&D), is recognised throughout the Caribbean and among the USA higher educational institutions that constitute the 9,000-strong membership of the American College Personnel Association (ACPA), as an institution that delivers structured qualitative learning and development programmes. The Campus initiated the founding of the Caribbean Tertiary Level Personnel Association (CTLPA) – the first professional organization in the Caribbean for student services professionals, and the first International division of ACPA. The first Chapter of CTLPA was launched in Barbados in 2004 and during 2006–2007, the Trinidad Chapter was formed. Staff from the OSS&D have been in constant demand to conduct seminars and workshops on various aspects of qualitative learning, locally, regionally and internationally. A member of the OSS&D, Mona campus was nominated to the Governing Board of ACPA during the reporting year.

In terms of ICT capabilities, Mona Information Technology Services (MITS) delivered a number of services, including the upgrade of the Banner Finance / Student Hardware Platform, review of the CAN network security mechanisms and review of the system authentication mechanism, thereby facilitating capacity building in Campus administration, and improvement in administrative efficiencies. Planning was initiated towards upgrading the campus telephone system and infrastructure to a modern, efficient and cost effective one in which the use of voice-over internet protocol (VOIP) will be a prominent feature.

The Deputy Principal acted as a catalyst, collaborating with the Heritage Committee to effect implementation of an STT-approved programme of Heritage Markers on the campus. In the first phase, story-boards and four obelisks marking villages



of the enslaved and of Asian indentured workers as well as Gibraltar refugees were constructed. This latter obelisk was done in Gibraltar marble through the instrumentality of Anthony Lara, a Gibraltarian grandson of one of the refugees, in collaboration with Mrs Suzanne Francis-Brown. Further heritage markers and a museum are projected for subsequent phases of recording the rich heritage of the campus site and development of campus heritage tours.

### Outreach

The Campus's engagement with the larger community strengthens the academy in so far as it exposes the community to the Campus's output and builds goodwill. As is customary, faculty, staff and students engaged the community through various forums, among them:

- Four public lectures by visiting Professors associated with the newly inaugurated Occupational & Environmental Health & Safety (OESH) programme
- The Centre for Marine Sciences co-sponsored the biennial conference of the Jamaica Institute of Environmental Professionals
- The Physics Department hosted an International Workshop on Climate Scenarios & User Interaction in December with 35 scientists from 9 countries attending, and in collaboration with the Electronics Unit ran a CAPE Workshop on Operational Amplifiers for some 213 students and 8 teachers from 19 high schools
- In the Faculty of Humanities and Education two departments, independent of each other, mounted special activities to coincide with the Caribbean's hosting of World Cup Cricket in early 2007. Prior to the event, CARIMAC mounted a workshop for regional journalists on "Covering Cricket", and the Department of History and Archaeology through the Social History Project mounted a well received traveling exhibition on the "History of Cricket in Jamaica, 1870 to the Present" at four locations within the Corporate Area, including the National Library and Devon House
- To commemorate the Bicentenary of the abolition of the British slave trade the department of History and Archaeology was involved with several outreach activities at the national level in Jamaica, including teachers' workshops, and to great acclaim the department also successfully hosted the 39th Annual Conference of the Association of Caribbean Historians. The UWI contributed the services of History professor Verene Shepherd to spearhead the national celebration of the significant historical year
- The Library hosted twenty-five exhibitions which were mounted in the Main Library and commendations were received for some of these. Of note were the exhibitions on Professor Sir Roy Augier: 50 years of Dedicated Service to UWI and the Caribbean 1954-2004, and the 200th Anniversary of the Abolition of the Transatlantic Trade in Enslaved Africans, which was launched in the Library's Multifunctional Room. Students from Corporate Area schools were invited to view the latter exhibition in the Catalogue Hall
- The Library started outreach activities with its Summer Information Literacy Programme in 2006 and was subsequently asked by UNESCO to conduct a pilot training course in Guys Hill to encourage the formation of





Information Literacy Clubs in Jamaica as part of a broader regional initiative

- The Mona Campus made a national record with the highest blood donation from a single institution when 363 students and staff turned out to give a pint of blood each during a blood drive in May 2007. The Frank Worrell Commemorative Blood Drive was a collaborative effort involving the University Health Centre, the National Blood Transfusion Bank Service, and a group of final year Social Marketing students from the Caribbean Institute of Media and Communication (CARIMAC)
- Commuting students engaged the students of Kintyre Basic School in story telling and other learning activities.

The Campus staged several conferences throughout the year,

bringing together students, UWI faculty, overseas participants and guests from the private and public sectors. Among the many conferences held were:

- 39th Annual Conference of the Association of Caribbean Historians as a part of the activities held to commemorate the Bicentenary of the abolition of the British slave trade
- 15th Annual Medical Research Conference
- Caribbean Conference on Philanthropy II
- Mona Academic Conference – Writing Life: Reflections by West Indian Writers
- 3rd Caribbean Conference on Dispute Resolution
- World Telecommunications Day Symposium
- 2nd Annual Research Ethics Conference.



