

# Tools Of Transformation



## Administrative Processes

A key focus of the Mona Campus during 2010/2011 was the streamlining of academic and administrative processes started in the previous two academic years. We successfully completed efforts, using course data, to accurately quantify our academic staffing needs, define payroll, and provide detailed work schedule for academic staff. The result is the more efficient and effective utilisation of fixed staff capacity.

The Campus has also successfully automated the selection process for student applications by programming decision criteria, making it possible to respond to applicants within a week.

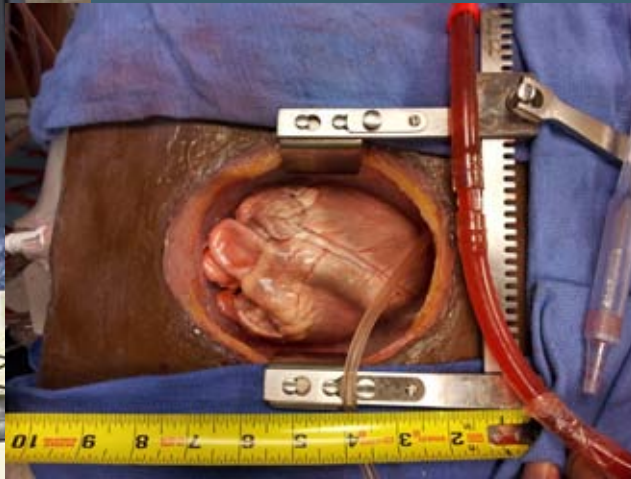
The strategy of earlier and continuous communication with selected applicants makes it possible to confirm financing arrangements before the start of the school year. This has resulted in a 15% increase in early registration for 2011/2012 and earlier receipt of funds, which positively impacts the Campus' cash-flow.

Upgrading of the Campus' TMA Computerised Maintenance Management System (CMMS) in 2009/2010 has resulted in significant improvement to the scope and accuracy of the information database. TMA records were used in campus-wide initiatives such as central timetabling and mapping of teaching areas.

## Sustainable Financing Initiatives

The Mona Campus has embraced a dual approach towards ensuring financial viability and sustainability. It involves reducing/containing costs across various cost centres and engaging in creative strategies for revenue generation.

Continuing initiatives commenced in previous years, the Mona Campus persisted with efforts to identify areas for cost reduction and recovery, including electricity, water and sewage charges for non-campus entities and residences.



### Business Development Office

The Business Development Office (BDO) continues to play a key role in developing/increasing the Campus' revenue streams. During the year various projects were successfully pursued in collaboration with Mona GIS, the Biotechnology Centre and other departments in the Faculty of Pure and Applied Sciences. The BDO earned US\$520,000 for leasehold arrangements during the 2010/2011 academic year and anticipates greater earnings from projects which are now being developed.

### US Patent Secured

The approval of a US Patent for the Cardiac Surgery Simulator has taken the Mona Campus a step closer to prominence in the field of medical innovation. This development strengthens the intellectual value of the innovation and represents a valuable asset for the Mona Campus. Among the institutions that are already using this innovation in heart surgery training, or have expressed interest in acquiring the technology are University of North Carolina, Johns Hopkins University, Massachusetts General Hospital, University of Rochester, Vanderbilt University, Mayo Clinic, University of Washington, Stanford University and University of Southern California.

### Microbiology/Pathology Lab

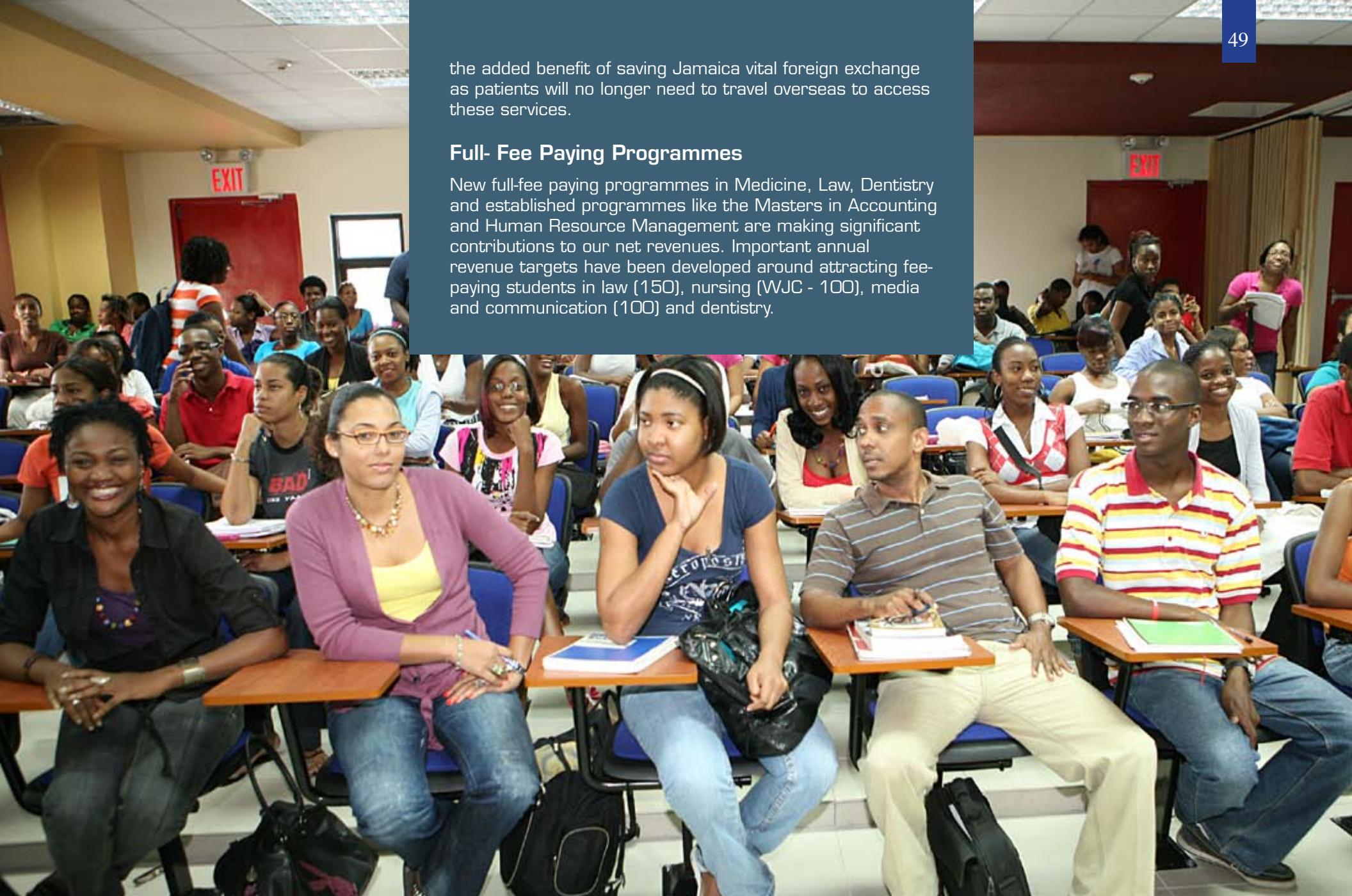
The Department of Pathology opened its new Cytogenetics laboratory in July 2011. Financed by the CHASE Fund to the tune of \$20 million, the laboratory is the only one of its kind in the English-speaking Caribbean. The facility will allow for the identification of disease-causing chromosomal abnormalities in a wide range of conditions, including but not limited to: children with developmental abnormalities, mental disorders, congenital anomalies (including congenital heart disease), some seizure disorders, adults with infertility and women with recurrent miscarriages. Chromosomal abnormalities are also responsible for various cancers, and characteristic recurrent abnormalities seen in some leukaemias, lymphomas and soft tissue sarcomas.

The laboratory is expected to be an important revenue stream for the Campus, and will have

the added benefit of saving Jamaica vital foreign exchange as patients will no longer need to travel overseas to access these services.

### Full- Fee Paying Programmes

New full-fee paying programmes in Medicine, Law, Dentistry and established programmes like the Masters in Accounting and Human Resource Management are making significant contributions to our net revenues. Important annual revenue targets have been developed around attracting fee-paying students in law (150), nursing (WJC - 100), media and communication (100) and dentistry.



## Establishment of E-Services Park

The soon to be completed 48,000 square feet E-Services facility has significant potential to positively impact efforts to create a sustainable economy in and around the campus. Equipped with more than 1,000 workstations and an expected 24-hours-a-day, round-the-clock operation, the E-Services Park will provide employment opportunities for a significant proportion of the Campus' student population, thereby allowing bankable fee payment arrangements to be made with financially challenged students. The facility will be configured to suit the needs of a wide cross section of clientele.

The Campus continues to pursue development of income streams in other areas by growing the international student population, exploring opportunities in sports, expanding student housing stock and commercialising various campus assets, professional expertise and services.

Efforts continue apace to advance development of the UWI, Mona Athletics Stadium around the UWI/Usain Bolt Track; partnering with the Government of Jamaica to develop the University Hospital of the West Indies into a private/public health service delivery model; and redeveloping the St. Elizabeth-based ELIM into a self-supporting school of Agriculture.

