



5

CONCLUSION





## 5 CONCLUSION

The Mona Campus prepares with renewed energy to face the challenges posed by a highly competitive global tertiary education market. Recognizing that there can be no respite in the efforts to seek improved ways of doing things to ensure the survival of the institution and its ranking as a first rate world university, the Campus endorsed in academic year 2002/2003, fifteen recommendations from a task force of Academic Board, aimed at repositioning the Campus for sustainable competitiveness, as follows:

*Establish a clear process for leading the vital process of strategic change* on the Campus that is inclusive and consultative, that includes an interface with the entire Campus Community, but that is driven by the top leadership of the Campus.

*Implement a process of strategic repositioning.* The proposed position should reflect the institution's strengths, be cognisant of its weaknesses and the environmental threats, and be appreciative of the opportunities that beckon in a globalizing world. This position would include a clear focus as a research-driven university, operating at global standards of excellence in research, graduate and undergraduate teaching, providing leadership within the Jamaican tertiary education system and across the globe in key areas related to Jamaica, the Caribbean, small states, people of colour and tropical conditions, while diversifying away from the current extremely significant reliance on governmental funding.

*Diversify its funding sources* by: lobbying for an income-contingent loan programme, processed through the Students' Loan Bureau, to support increased tuition fees; providing a nurturing environment and incentives for the development of revenue enhancement programmes; and developing a more proactive approach to endowment funding.

### Public Service of Staff, 2002/2003 cont'd

International Council for Health, Physical Education and Recreation, Sports and Dance(ICHPER.SD)  
 Mental Health Response and Training Team, Jamaica  
 Red Cross Society  
 Mico Foundation  
 Ministry of Agriculture  
 Ministry of Health  
 Ministry of Land and Environment  
 Ministry of Local Government  
 Missionaries of the Poor in Jamaica  
 MOEYC Enhancing Basic Schools Project  
 MOEYC Overseas Examination Board  
 Multicare Foundation  
 Museo de Arte Moderno, Santo Domingo, Dominican Republic for the writing of catalogue text on Cuban artist, Rene Pena  
 Museum for the Development of Popular Jamaican Music, Institute of Jamaica  
 National AIDS Programme  
 National Archives Committee  
 National Bio-safety Framework Project – UNEP-Global Environmental Framework (GEF)  
 National Book Development Council of Jamaica  
 National Commission for Science and Technology (NCST), Office of the Prime Minister  
 National Commission on Science and Technology, Office of the Prime Minister  
 National Committee for Orphans and Children Made Vulnerable by HIV/AIDS  
 National Committee on Selection and Appointment of Master Teachers, MOEYC  
 National Committee, RAMSAR International Convention on Wetlands  
 National Council for Drug Abuse  
 National Council for Indian Culture  
 National Council for Ocean and Coastal Zone Management  
 National Council for Senior Citizens  
 National Council on Education  
 National Environment and Planning Agency  
 National Environment Societies Trust  
 National Environmental Education Committee,  
 National Environment and Planning Agency  
 National Family Planning of Jamaica



## CONCLUSION

*Encourage each department, centre, institute and faculty to identify the unmet service, research and training needs in its area of work, and establish entrepreneurial institutes or programmes to capitalise on these unmet needs, whether these unmet needs are located in Jamaica, the region or within the Caribbean Diaspora.*

*Convincingly support new initiative development and boldly take the risk to establish novel institutions that break away from conventional moulds, while allowing UWI, Mona to control the associated intellectual activity.*

*Adopt systems for selecting, monitoring, evaluating and rewarding the performance of academic and administrative leaders and staff members that are consensus-based, transparent and equitable, while requiring each staff member to define his or her role in the repositioned institution. The monitoring, evaluation and reward should occur, at a minimum, on an annual basis, with clear consequences, and a union-agreed sanctions policy, associated with the failure to perform at acceptable levels, while leading to clear incentives and rewards for superior performance. The monitoring and evaluation should apply at the level of the unit, and its leadership, and the staff member. The management of the institution and the unions on the Campus need to work together, as a matter of urgency, to implement best-practice systems in this area and to develop clear strategies to deal with accountability and responsibility of all staff. All academic leaders should be appropriately compensated in this new dispensation. Further, the systems developed should ensure no gender-based discrimination in the selection of leaders.*

*Develop a plan to deal with the relatively low scholastic output of UWI, Mona, which is informed by an analysis of the mechanisms other universities have used to improve considerably their performance on global scholastic radars.*

### Public Service of Staff, 2002/2003 cont'd

- National Food and Nutrition Co-coordinating Committee of Jamaica
- National Gallery of Jamaica
- National Ozone Commission
- National Pink Mealy Bug Task Force, Ministry of Agriculture
- National Planning Council
- National Radiation Safety Council, Ministry of Health
- National Resuscitation Council of Jamaica
- National Steering Committee for the UNCTAD/WIPO Music Industry Project, Ministry
- National Steering Committee on Biodiversity
- National Steering Committee on Solid Waste Management
- National Watershed Committee
- National Youth in Agriculture/RADA Schools' Agricultural Programme
- Natural History Division, Institute of Jamaica
- Natural Resources Conservation Authority
- Network of Legislative Leaders of the Americas
- North American Economics and Finance Association
- NRCA Game Bird Committee
- Nurses Association of Jamaica
- Nursing Council of Jamaica
- Ocho Rios Environmental Advisory Group of Commerce & Technology
- Office of Disaster Preparedness and Emergency Management
- Office of the Prime Minister
- Organization of American States (OAS) Projects in Jamaica
- Outreach Renal Service in Manchester and St. Elizabeth
- Paediatric Association of Jamaica
- Pan American Health Organization (PAHO)
- PAHO Advisory Group on building capacity in health promotion in Barbados and the OECS countries
- Papaya Growers' Association
- Parenting Partners
- Parliament of Jamaica
- Pensions Reform Committee
- People, Land, Management and Environmental Change Project in the Rio
- Peoples National Party
- Permanent Salaries Review Board, Ministry of Finance



## CONCLUSION

*Shift, in consultation with the Unions on the Campus, to an approach in which performance assessments play a role in staff remuneration and perquisites.* Some component of pay needs to be merit-linked, within existing pay categories, while perquisites such as sabbatical leave and study and travel grants need to incorporate a performance dimension.

*Improve the efficiencies of its processes.* There needs to be more effective central monitoring of strategically important processes, while the balance in the institution's systems of checks and balances should be such as to ensure that resources are not unnecessarily wasted on issues of minor importance. Efforts should be made to utilise the scarce talent and time of staff members as efficiently as possible.

*Monitor student-staff ratios carefully* to ensure that resources are used effectively, while ensuring that the environment for high quality education is not compromised. Deployment and redeployment of resources should be managed strategically, rather than through blunt instruments of across-the-board cuts or freezes. It may, for example, be necessary to fill professorial and other vacancies in some areas, while reducing establishment numbers in others.

*Rationalise programme offerings across the Campus* based upon the following criteria: staff-student ratios, staff productivity, internal and external demand for programme offerings and income generating activity and prospects.

*Enforce appropriate entry policies for students,* improve the institution's interface with top-performing student prospects, while continuing to focus on enhancing the educational experience of students through a broad and rigorous education, and various co-curricular initiatives currently being implemented, and other innovative approaches, in particular service-learning, designed to improve the educational experience and nurture long-lived loyalty to the institution by its students.

### Public Service of Staff, 2002/2003 cont'd

- Planning Institute of Jamaica (PIOJ)
- Poison Information Network Management Committee, UTECH
- Population Association of America
- Private Sector Organization of Jamaica
- PROCICARIBE-CAPGERNet Working Group (Plant Genetic Resources)
- Professional Development and Equity Committee, Paediatric Infectious Diseases Society
- Public Services Commission
- Radiation Protection Advisory Committee of Jamaica
- Red Cross Association
- Research and Publications Working Party, LIAJA
- Rural Agricultural Development Authority (RADA)
- Sam Sharpe Teachers' College
- Science and Technology Advisory Committee, National Commission for UNESCO
- Scientific Advisory Committee, Blue and John Crow Mountains National Park
- Scientific Authority
- Scientific Research Council of Jamaica
- Sea Turtle Recovery Network, Hope Zoo
- Senate of Jamaica
- Shortwood Teachers' College,
- Sigma Theta Tau International Nursing Honor Society
- Sir John Golding Institution
- Social Policy Evaluation Project (JASPEV), Office of the Prime Minister
- Social Security Policy Group, European Union, Amsterdam, The Netherlands
- Social Solutions – Social Psychology, Participatory Research and Action Group
- Society for Developmental and Behavioural Paediatrics, USA
- Society for Research in Infant and Child Development, UK
- Society for the Conservation and Study of Caribbean Birds
- South East Regional Health Authority
- Specialty Board of Obstetrics, Gynaecology and Child Health
- St. Ann's Bay Chamber of Commerce
- International Federation of Library Associations and Institutions (IFLA)





## CONCLUSION

*Create a work environment that encourages staff loyalty and productivity.*

*Ensure that appropriate measures are taken to encourage a better gender balance in our student and staff population, and that a full-scale examination is undertaken to ascertain why the top management and senior academic structure of the Campus is so male-dominated.*

*Build on its existing institutional research capability to ensure that data are collected in a systematic and comprehensive manner about the competitive position of the organisation, organisational productivity and activities and structures in comparator institutions around the world to inform on-going strategic analysis at campus, faculty and departmental levels.*

The process of operationalizing the recommendations at the faculty and unit levels has already begun and will continue and be monitored for effectiveness in academic year 2003/2004 by Academic Board and the Finance and General Purposes Committee of Council. By so doing, the Campus will seek to convince its relevant constituencies of the value provided by its services relative to those offered by competing institutions in the nation, the region, and indeed, the world.

### Public Service of Staff, 2002/2003 cont'd

- Statistical Institute of Jamaica (STATIN)
- Technical Working Group on Jamaican Beach Policy
- Telecommunications Appeals Tribunal
- The Michael Manley Foundation
- The Possibility Programme
- Third World Academy of Sciences (TWAS)
- Tokyo, Japan
- Trade Policy Committee, PSOJ
- Tripartite Advisory Committee on Labour Market
- Information Systems, Ministry of Labour
- Tri-partite, Labour Advisory Council
- UHWI Graduate Nurses' League
- UN Expert Group on Crime Prevention and Criminal
- UNCTAD
- UNESCO National Commission for Jamaica
- UNFPA
- UNICEF
- United Nations Development Fund for Women (UNIFEM)
- United Nations Economic and Social Commission (ECOSOC)
- United Way of Jamaica
- University Council of Jamaica
- University of Guyana
- University of Oslo
- University of Technology (UTECH)
- West Indian Association of Commonwealth Literature and Language Studies (WIACLAS)
- West Indian Section, American College of Obstetricians and Gynaecologists
- Whole Person Resource Centre
- Women in Film and Television – Jamaica
- Women's Crises Centre
- Women's Media Watch
- Women's Resource and Outreach Centre
- Yorkshire Geological Society
- Young Men Christian Association (YMCA)
- Young Women's Christian Association (YWCA)
- Youth Opportunity Limited
- Youth Policy Steering Committee, National Youth Development Centre/National Youth Service