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This report has sought to highlight some of the developments in the year under review in the wider context of the strategic transformation mission of the Mona Campus. It has also sought to capture the essence of the Campus' responsiveness to the budgetary crisis, which was used as an opportunity to reflect on our modus operandi and to achieve greater efficiency in our activities without at the same time diminishing the quality of service and high standards provided our students. Despite a very challenging year caused by the severe budget reduction and the fact that staff were unable to benefit from the previously negotiated 3% salary increase because of the salary freeze arising from the national public sector MOU, the staff continued to demonstrate their unwavering commitment to the institution.

When in March 2005, it was clear the budget for the coming academic year had been restored to the 2003-04 level, F&GPC Mona directed that budget units should operate at the 2004-05 levels, with modifications to take account only of inflation and annual staff increments. The amount remaining in the budget, approximately \$200M, together with a \$53M increased allocation for fixed asset replacement, would be used in a novel initiative budgeting exercise for strategic transformation. At the invitation of F&GPC, between May and August 2005, the Strategic Transformation Team (STT) assessed projects from across the Campus and made budget allocation recommendations to F&GPC for implementation in the current academic year.

It must be borne in mind, however, that transformation is a process and not an event. It has short, medium and long term goals, all of which are dependent on having in place the necessary physical, technological, as well as

administrative infrastructural supports to facilitate the process. These are the real costs contingent on strategic transformation and if the costs cannot be met the process runs the risk of being stymied, as well as engendering cynicism among Campus leaders who are charged with the responsibility to effect the transformation. The \$200M or 5% of the budget allocated in 2004-05 for initiative budgeting must be seen as only a guide towards a process of reorienting the budgeting process so that it becomes reflective of the Campus' strategic repositioning thrust.

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to including in our mission, the forging of strategic partnerships with our community with a view to finding solutions to local problems. Private funding thus generated will assure the best faculty, students and the most creative research projects. In other words, a solid and stable private funding base can transform an adequate university into a superior one, ensuring that it remains relevant and competitive.

In this regard, the UWI, Mona since the 1990s has focused on nurturing wide-ranging partnerships for the future. Some of these have been reported on in the report. These partnerships have led to the establishment of funded chairs, special academic programmes, such as the Vincent HoSang Entrepreneurships Programme in the Mona School of Business, scholarships and the like. These initiatives have spawned the creation of innovative training and research programmes that will directly impact local

industry and society. Our programme *Executive in Residence*, for example, ensures that the business programmes developed at the Mona School of Business are relevant to local businesses. Going forward, this University through private partnerships, will undertake more inter-disciplinary research on issues such as Crime and Criminality, economic Development in Small States and Disaster Prevention and Management. With support from these strategic partnerships the University will also incorporate in-service training in our undergraduate academic programmes to ensure that our graduates acquire the skills and attitudes required in dynamic private and public enterprise.

The Campus expects to double its efforts in establishing strategic partnerships and to strengthen its relationship with its alumni as it continues on the transformational path.

