



Principal's Overview

The challenges of the past 12 months have been formidable and even frustrating at times. Thankfully, the difficulties have been eclipsed by the creativity, dedication and commitment of the hardworking members of the UWI, Mona community.

Notwithstanding these challenges, however, this 2010/2011 Annual Report highlights another banner year for the UWI, Mona Campus, in which our students excelled and our Faculty continued to embrace the UWI's objective to provide unparalleled education to the next generation of Regional leaders.

We are extremely proud to share with you the new and exciting initiatives we have undertaken to reach several milestones along the path to achieving the vision enunciated in our 2007-2012 Strategic Plan.

The global financial downturn which began impacting us in 2009 persisted into 2011 and continues to negatively impact the UWI, Mona Campus. In fact the full effect of the over 30% cumulative cut in Government's

contributions took hold to a large extent during the 2010/2011 academic year.

Indeed, like many enterprises and educational institutions in Jamaica we have had to make various adjustments to ensure that we could fund the projects that are integral to our strategic agenda, in order to keep pace with local priorities.

It is clear to us that the era of public funding for universities is coming to an end and we face a future that will be demand-led. This means we must devise new ways to deliver on our objectives in a constantly changing and challenging funding environment.

You will read in this annual report about the creative ways in which the UWI, Mona has managed to achieve reduction without compromising our objectives and how we have funded essential capital improvement projects in the face of a contracting budget and shrinking resources. Some of the specific measures we took in plotting our way through this crisis included:

- Adopting an aggressive programme of expenditure reduction and evaluation of programmes to assess their relevance and viability;
- Substantially improving income generation from non-traditional sources;
- Strengthening our capacity to compete effectively for the best students and to respond to the potential need for students and their relatives to fund a much larger share of the cost of their education.

Other highlights of 2010/2011 include:

- Growing relations with external partners by building new alliances with agencies such as NEPA, JDBC and the IDB;
- Partnering with the Chinese and Japanese to augment our position as an institution of global importance; and
- Partnering with the NCB Foundation to focus on leadership development amongst our student population.

Another noteworthy development is the rekindling of the alumni flames of loyalty and kinship. Our Homecoming ceremony in February and Reunion Week celebrations in August were all about forming collaborations as the activities brought together a significant gathering of alumni who remain passionate about their university.

UWI, Mona embraces the fundamental value of research and innovative scholarship not only for the prestige that it brings to the university but more for the fact that we are engaging our intellectual assets to address the economic and social needs of our society. Our research strategy encompasses all academic disciplines and we are happy to report that we were able to secure research funding of J\$484 million for 2010/2011, which shows a significant increase over last year.

We are cautiously optimistic about the new academic year and we believe that some of the measures we have taken will place us in a good position to fend off further economic difficulties. What will continue to drive our efforts is our determination to improve and expand our academic programmes so we can empower our students and keep them on the highway to success.

We will confidently continue to produce the best graduates with the knowledge, skills and understanding required to support emerging industries that hold the potential for renewed growth in investment and employment opportunities for our country, the region and beyond. We will continue to facilitate a more creative, innovative and entrepreneurial graduate.

We hope this report will be a stimulus to further exploration of the multi-faceted work that is being done here at UWI Mona.

Gordon Shirley
Pro Vice Chancellor & Principal