

THE UWI MONA CAMPUS

4. TOWARDS THE ACADEMY'

As we have previously reported, support from West Indian Governments has remained flat over the past several years. In this kind of environment, it is critical to the financial viability and sustainability of the Mona Campus that we diversify our income streams as we grow. In addition to streamlining our operational processes for efficiency and introducing cost cutting measures, we continued on our aggressive drive to diversify and grow our income streams.

The Campus established partnerships to support students, academic programmes and infrastructural development. Of note is the effort on the part of the relatively newly created School of Engineering (MSE) whose director met with financial companies with the aim of soliciting their participation in special student-loan programmes for engineering students. The School secured more than \$25M in engineering bursaries for its students. The School also continues to generate income from tuition collected for its four BSc programmes.

MSE operationalised Mona-Tech Engineering Services in 2015. Mona-Tech operates as the School's commercial arm, and facilitated savings of J\$20M for the Mona Campus, consequent on

its award of a contract for the management and operation of the Air Condition Service Park on January 1, 2016. Mona-Tech also provides technical oversight to the Office of the Principal for determining a viable energy solution for the Mona Campus. This could lead to independence from the JPS Grid, and a potential revenue stream of US\$3.9M per year.

Mona-Tech has proposed a contract for services for preventative maintenance for all AC units on the Mona campus, expected to start in September 2016. This is projected to save the Campus a minimum of J\$20M per year.

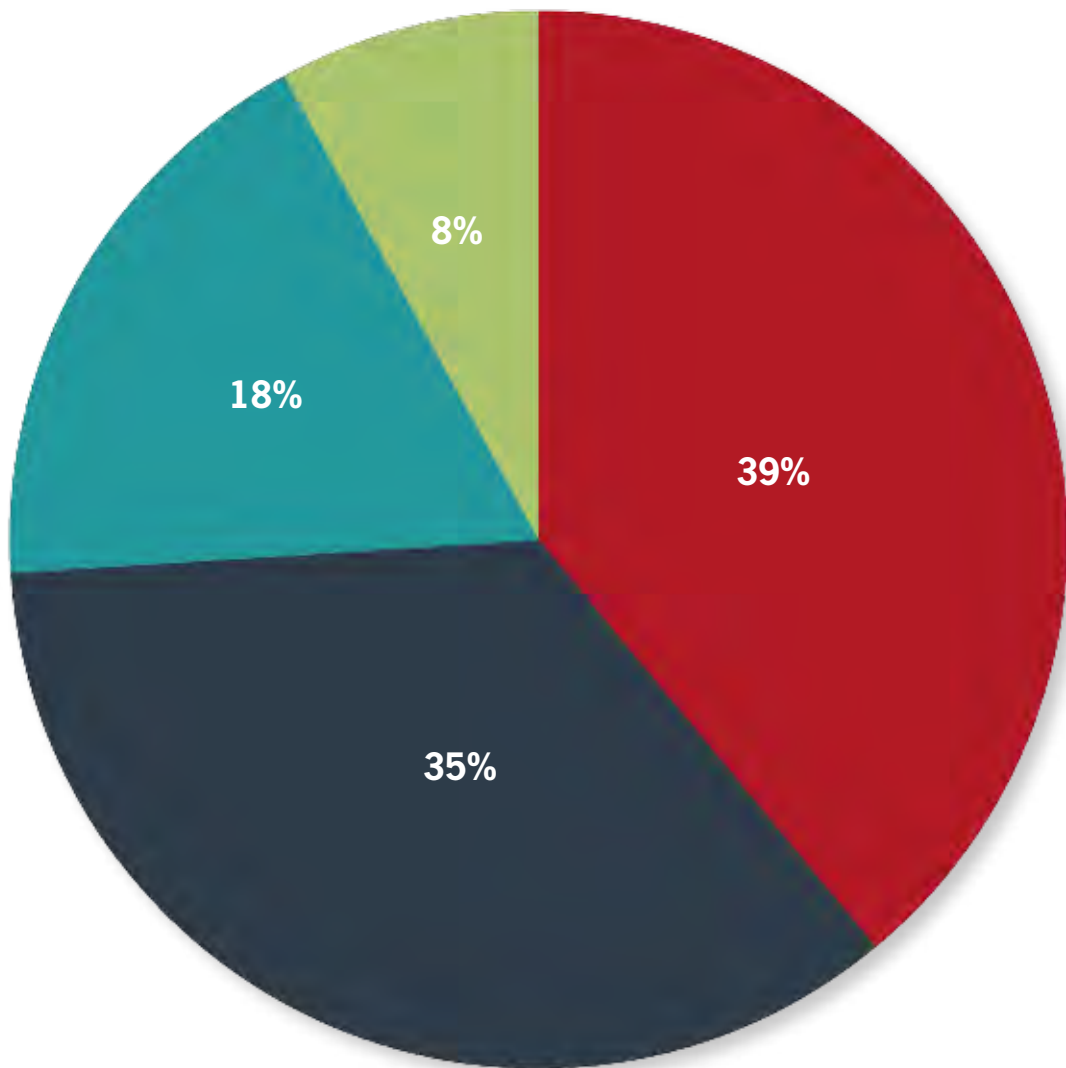
TARGETING INTERNATIONAL STUDENTS

The International Students Office focussed closely on developing a recruitment strategy geared specifically towards students from the USA. This was important for supporting the Campus's application to the US Department of Education to participate in its Federal Loan Scheme which would open up access to more US students wishing to study full time at the Mona Campus.

Four main programmes attract international students to the Mona Campus, not including



S SUSTAINABILITY



- Tuition fees
- Commercial and other sources
- West Indian Governments' contribution
- Donor funds and special projects



students pursuing regular full-time degree programmes. These are the Medical Electives / Clerkships, Special International Group Programmes, Caribbean Pacific Island Mobility Scheme (CARPIMS) and the Study Abroad Programme.

For the 2015–2016 academic year, the total earnings for Medical Electives/Clerkships amounted to US\$ 386,534.36 or

JA\$ 48,577,329.36 (Exchange rate used 1:126). The income realised from each programme is shown in the table below.

Students from ten countries pursued Medical Electives or attended Mona on Study Abroad and Exchange programmes. Seven of these countries were outside the Caribbean region and included Australia, Germany, Sweden and Finland.



Earnings from most popular programmes attracting international students, 2015–2016

Programme	Earnings
Medical Elective/ Clerkship	US\$ 238,805.91 (converted from JA\$ 30,089,545.32)
Special International Group Programme	US\$ 23,859.00
CARPIMS	US\$ 78,869.45 (converted from JA\$9,937,550.71)
Study-Abroad Programmes	US\$ 45,000.00
Total	US\$ 386,534.36 OR JA\$ 48,577,329.36



OTHER INCOME SOURCES

For more than 25 years, The UWI Development and Endowment Fund (UWIDEF) has contributed over \$800M to UWI Mona to support its research development, scholarships, and health by way of donations of equipment and supplies to the UWI hospital. In 2016, UWIDEF provided scholarship assistance totalling over \$4M. This support went to students in many fields of study, as well as towards book and food grant assistance. Many students who receive scholarships from UWIDEF provide volunteer hours to help others to pursue their academic careers. This year, the volunteer students participated in a fund-raising initiative which provided over \$100,000 in food-grant assistance to needy students.


Departments in the Faculty of Science and Technology continue to generate income mainly through self-financing programmes. Fund-raising activities across the Faculty continued, as shown by grants acquired amounting to over J\$18,414,876. The Faculty's Resource Mobilisation Unit (RMU) obtained funding regionally from the FAO and the Government of the Republic of Colombia to support a study tour. This represents a new approach for Science funding, and the Faculty intends to use similar approaches in the future.

The RMU has been supporting departments within FST to create connections with the Government of Jamaica in order to leverage its faculty, technology and resources to support the national agenda in the areas of health and agriculture. There was constant feedback from stakeholders for a programmed approach to provide a clear picture of the Faculty's financial needs and a better understanding of the projects and activities for which funding was being sought. This led to the development of a new comprehensive funding strategy in which the priority areas have been identified.

Greater focus was placed on engaging the private sector to support the events of the FST. Several private sector entities came on board to support

activities in the Faculty's Mona Symposium, as well as its participation in Research Days 2016.

At the Mona School of Business and Management (MSBM) 1,021 students enrolled for 21 self-financing courses in the June–July 2016 (Summer



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School) offering. The School established the Joan Duncan/JMMB Endowment Fund of US\$1M to be disbursed to MSBM as follows: An annual contribution by JMMB for seven years through the Joan Duncan Foundation will be equivalent to the interest that would have been earned had JMMB invested the US\$1M on behalf of UWI. Sixty-five percent of the interest will be allocated to scholarships and bursaries for MSBM undergraduate programmes, 30% to scholarships and bursaries for MSBM graduate programmes, 2% towards student training and development in investment and financing (facilitated through virtual simulator licence, Bloomberg licence, trainers, prize for the best investor and the like) and for MSBM academic staff development and case writing.

The Campus introduced more self-financing professional and continuing education programmes in many academic departments, and expanded the use of ICT in administrative *cum* academic functions, with a view to increasing efficiency while reducing economic cost.

Funding initiatives were evident well outside of the Campus and Faculty initiatives. Student clubs and societies made small contributions throughout the year to the operating costs of units, like the Phillip Sherlock Centre for the Creative Arts (PSCCA), that operate on shoe-string budgets. Some units, like the WJC, rented their facilities and classrooms as venues for events staged by external entities.

The WJC, with its mandate to establish and strengthen partnerships for the development of the Campus, nurtured existing, and pursued new partnerships which have provided financial aid for students. These include:

- The establishment of the Emile Martin Scholarship through negotiations with the Board of Directors of the Doctor's Cave Beach Club. The Scholarship provided a sponsorship for two WJC students pursuing a minor in Cultural Studies in the amount of US\$1,500 to each student.
- The MoBay City Run Scholarship through collaboration with the MoBay City Run Committee for the third staging of the 5K/10K/Run/Walk event. The year's event afforded approximately 30 WJC students to benefit from approximately JA\$1.2M in grants.

- The MAICAN Impact Foundation scholarship of CA\$5,000.00 for students enrolled in the BSc Nursing programme at WJC also continued.

The Mona Campus's Business Development Office, whose core function is to manage and generate income to supplement Mona's other income sources, played its part in sourcing some \$3.5M dollars for the Principal's Scholarship Fund from commercial 'partners' operating on the campus.

In the Estate Management Division (EMD) Motor City and Repairs began operations in August 2015. The facility services and repairs University-owned vehicles and does assessments and diagnostic scanning for staff and students. For the period under review, Motor City carried out mechanical repairs valuing \$4,500,000, which would normally have been spent outside the University.

The EMD also developed a horticultural shade house. Although now only 90% complete, during the 2015-16 academic year, the Shade House was able to provide over two hundred plants for the Campus's 2015 Graduation ceremonies and 2016 Research Days Programme, resulting in savings of approximately \$100,000. EMD's external customers see the division as the place of choice for rental of ornamental plants. For the period under review, just under \$500,000 was earned from plant rental.

COST CONTAINMENT AND RESOURCE RATIONALISATION

In tandem with its efforts to diversify and increase its income streams, the Campus made concerted efforts to contain its costs, develop more efficient and effective utilisation of resources, as well as to improve on the existing administrative processes. The initiatives introduced in the Estate Management Division (EMD) serve to illustrate the point. The Division converted the processing of utilities for staff residences from a fully paper-based system to a paperless system. Under the



Emile Martin Scholarship Award Ceremony: Ms Reneica Fowler (recipient), Mr Emile Martin, Ms Monique Smith (recipient) and Mr Patrick Prendergast WJC Acting Director

SOME FUNDING PARTNERSHIPS DURING THE YEAR



new arrangements, customers are charged in a timely manner and receive bill statements via e-mail. This process results in fewer errors, and queries are addressed within one week of receipt. Further development of this process is planned to include procurement and utilisation of electronic readers for the water and electricity meters.

The Library undertook an intensive process of rationalising its journal subscriptions towards reducing overall costs. The process which involves cancellation of print journal titles that were either not used for an extended period or were otherwise available in a database, is conducted based on the relatively low usage of print journals. In 2015–16,

74% of individual Science print journal subscriptions and 23% of Humanities and Social Sciences titles were cancelled, resulting in a potential saving of \$113,503 to the Campus.

The Energy Management Unit in the Department of Engineering gave oversight to several projects, which resulted in the more efficient consumption of electricity. This includes the roll out of occupancy sensors. This was aimed at eliminating wasteful energy consumption owing to lights, fans and air conditioning equipment being left on in unoccupied spaces. This project played a key role in maintaining a sustainable reduction in the energy consumption across the campus, and saved us an estimated \$26M in electricity costs in FY2016. In the 2017 financial year we will benefit from a significant reduction in the costs of our water bills, as we will be switching our supply source from the National Water Commission to production from our own wells (two) to satisfy our more than 500,000-gallon per day water consumption needs.


In addition, the Campus's energy bill is expected to be slashed by as much as 30 per cent within a year. This reduction comes as a result of an agreement signed between the green energy company, SEEBURY, through their partner, SERS, and the Campus to replace all existing light fixtures and lamps on the Mona Campus with LED fixtures and lamps, reducing the university's energy bill by as much as 30 percent in the first phase. This represents millions of dollars in savings annually.

HIGHLIGHTS OF FINANCIAL PERFORMANCE

The Campus's financial performance during the year speaks to the success of its efforts to address dwindling government contributions and institutional inefficiencies. For the period, gross revenue increased by 13% over the 2015 financial year, or \$2.2B, moving from \$16.26B to \$18.44B. Government contributions was responsible for \$1.2B of this growth. Most of the increase from the government was due to the settlement of

retroactive salary claims from previous years. The approximate value of these claims was \$540M. Tuition fees increased by \$461M or 7%. With student registration increasing by just under 4% year over year, this indicates that the Campus's promotion of enrolments in the self-financing programmes is reaping rewards. It is noteworthy that the effort to increase tuition-fee income has now placed that revenue stream as the largest part of our income stream. This surpassed government contributions in importance, and currently accounts for 39% of our revenue. Government contributions constitute 35% of gross revenue.

Our efforts into commercial ventures are also yielding some positive results. The 14% increase in revenue from commercial operations was driven primarily from our Call Centre operations.



... THE EFFORT TO INCREASE TUITION-FEE INCOME HAS NOW PLACED THAT REVENUE STREAM AS THE LARGEST PART OF OUR INCOME STREAM. THIS SURPASSED GOVERNMENT CONTRIBUTIONS IN IMPORTANCE, AND CURRENTLY ACCOUNTS FOR 39% OF OUR REVENUE. GOVERNMENT CONTRIBUTIONS CONSTITUTE 35% OF GROSS REVENUE.

This business has also provided the Campus with a reliable source of foreign exchange inflows.

The result of the combined efforts to contain costs, improve operational efficiency and increase and diversify income was a healthy operating surplus of \$2.15B. This represents an increase of 58% over earnings in 2015, which was \$1.36B. However, after exchange differences, finance costs, depreciation and post-employment benefits,

we earned a small surplus of \$79.2M, which is a slight reduction from the surplus of \$82.2M that was earned in 2015.

STATEMENT OF FINANCIAL POSITION

Cash generation is paramount. For 2016, the outturn was a net cash outflow of \$21.5M. We generated a \$23M surplus in 2015. Since Financial Year 2012, the average net cash flow remains close to nil. This, therefore, highlights the very challenging environment in which we currently operate, as it leaves us with little room to manoeuvre to deal with unexpected expenses.

An analysis of the student balances shows that the amount past due for more than 365 days makes up a third of all outstanding tuition fees. The corresponding measure in 2015 was 27%. New initiatives are being pursued that should significantly improve this unfavourable position.

It was also important to consolidate our long-term debt. Consequently, early in 2016, we successfully negotiated with National Commercial Bank the conversion of a large overdraft facility to a long term instalment loan. This reduced our interest expense.

Academic Year 2016–17 will be the final year of the current Strategic Plan (2012–17). What can we expect for the 2017 financial year? Based on the



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work that has been done already, the Mona Campus has the opportunity to deliver on its goals to continue to further diversify our income streams, use our current resources more efficiently, and seek to recapitalise our operations as we continue to provide world-class education and research to the nation and the region.

Income (J\$'000) – Five Year Summary

Sources	2015–2016	2014–2015	2013–2014	2012–2013	2011–2012
West Indian Government Contributions	6,500,530	5,269,419	5,323,810	5,626,112	5,290,249
Tuition Fees	7,157,552	6,696,223	6,561,365	5,131,564	4,342,734
Donor Funds & Special Projects	1,447,529	1,353,178	1,475,031	1,019,998	1,604,283
Commercial & Other Sources	3,336,171	2,936,667	2,279,755	1,462,877	1,182,172
Total Income	16,255,487	15,639,961	13,240,551	12,419,438	18,441,782

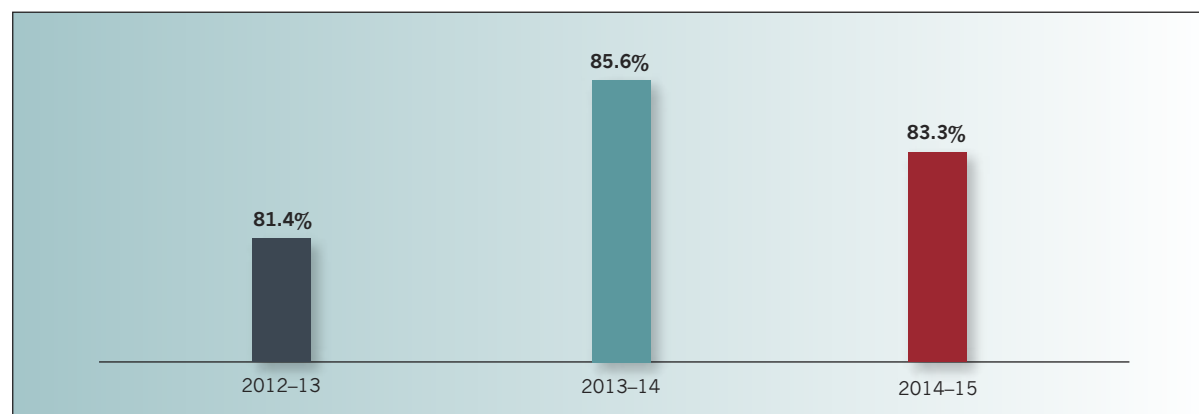
APPENDICES

I. FACTS AND STATS

First-Year Students (AY 2015–16)

Male	Female	Total
100	288	388
41	146	187
138	432	570
479	726	1,205
556	1,398	1,954
11	27	38
1,325	3,017	4,342

Retention rates of first degree entrants



Total Enrolment by Faculty

Faculty	2013-14	2014-15	2015-16
Humanities & Education	2,986	2,657	2,424
Law	531	514	550
Medical Sciences	4,009	4,417	4,510
Science & Technology	3,128	3,235	3,476
Social Sciences	5,934	6,200	6,759
Institute for Gender & Development Studies	213	177	163
Total	16,801	17,200	17,882

II. SENIOR MANAGEMENT TEAM

Professor Archibald McDonald
Principal

Professor Ishenkumba Kahwa
Deputy Principal

Dr Camille Bell-Hutchinson
Campus Registrar

Mr Howard Pearce
Deputy Bursar

Dr Paulette Kerr
Campus Librarian

Mr Jeremy Whyte
Chief Information Officer

Mr Jason McKenzie
Director Office of Student Services and
Development

Professor Eldemire-Shearer
Coordinator Graduate Studies & Research

Mrs Kathleen Sambo
Director Estate Management Division

Mr Devon Smith
Director Projects Office

DEANS

Professor Horace Fletcher
Dean, Faculty of Medical Sciences

Professor Paul Reese
Dean, Faculty of Science and Technology

Professor Ian Boxill
Dean, Faculty of Social Sciences

Professor Waibinte Wariboko
Dean, Faculty of Humanities and Education

Dr Leighton Jackson
Dean, Faculty of Law

III. GOVERNANCE – MEMBERS OF CAMPUS COUNCIL

The Hon. Dr Marshall Hall
Chairman

Professor Sir Hilary Beckles
Vice-Chancellor

Professor Archibald McDonald
Pro Vice-Chancellor and Principal

Professor Ishenkumba Kahwa
Deputy Principal

Dr Camille Bell-Hutchinson
Campus Registrar

Mrs Elaine Robinson
Campus Bursar

Dr Paulette Kerr
Campus Librarian

Mr Jeremy Whyte
Acting Chief Information Officer

Hon. Dr Peter Phillips
Representative, Government of Jamaica

Rev. The Hon. Ronald Thwaites
Representative, Government of Jamaica

(to be named)
Representative, Government of Antigua &
Barbuda

(to be named)
Representative, Government of St. Lucia

Mrs Audrey Anderson
Chancellor's Nominee

Mr Jeffrey Cobham
Chancellor's Nominee

Mr Earl Jarrett
Chancellor's Nominee

Mr Noel Levy
Chancellor's Nominee

Mr Parris Lyew-Ayee
Chancellor's Nominee

[Professor Waibinte Wariboko](#)
Dean, Faculty of Humanities & Education

[Dr Derrick McKoy](#)
Dean, Faculty of Law

[Professor Horace Fletcher](#)
Dean, Faculty of Medical Sciences

[Professor Paul Reese](#)
Dean, Faculty of Science & Technology

[Professor Evan Duggan](#)
Dean, Faculty of Social Sciences

[Dr Thaon Jones](#)
Non-Professorial Representative,
Academic Board, Mona

n/a
Representative, Academic Board, Mona

[Dr Angela Alleyne](#)
Representative, Academic Board, Cave Hill

[Professor Clement Sankat](#)
Representative, Academic Board, St Augustine

[Mr Lincoln Williams](#)
Representative, Academic Board,
Open Campus

[Mr Garth Anderson](#)
Representative, Tertiary Level Institutions

[Dr Elaine Wallace](#)
Representative, Tertiary Level Institutions

[Ms Cecile Clayton](#)
Representative, UWI (Mona) Alumni
Association

[Ms Davianne Tucker](#)
President, Guild of Students

[Ms Eleanor Terrelonge](#)
Representative, Postgraduate Students

[Ms Kayann Henry](#)
Representative, Senior Administrative &
Professional Staff

[Ms Tamara Matthews](#)
Representative, Administrative, Technical
and Service (ATS) Staff

IN ATTENDANCE

[Professor Dale Webber](#)
Pro Vice-Chancellor and Chair, BGS&R

[Mr Clement Iton](#)
University Registrar/Director of Administration

[Mr Archibald Campbell](#)
University Bursar/Director of Finance

[Mr Howard Pearce](#)
Deputy Bursar/Director of Finance

[Professor Denise Eldemire-Shearer](#)
Campus Coordinator, Graduate Studies &
Research

[Mr Jason McKenzie](#)
Acting Director, Office of Student Services &
Development

[Ms Kay Brown](#)
Director, Business Development Office

[Dr Carroll Edwards](#)
Director, Marketing, Recruitment and
Communications

[Mrs Michelle Ashwood Stewart](#)
Assistant Registrar, Secretariat
(Recording Secretary)

[Ms Anthia Muirhead](#)
Assistant Registrar, Secretariat

IV. OBITUARY

Dr Hyacinth Ellis

Retired Letterer in the Department of Social Science

Mrs Vernita Kelly

Administrative Assistant, Centre for Hospitality and Tourism Management

Dr Edna McLaren

Retired member from the Department of Psychiatry

Dr Barry Wade

Retired Senior Lecturer in the Department of Zoology

Mr O'Shane Reid

MA, Communication Studies student CARIMAC

Ms Shanice Simmonds

Final year BA History student

Mrs Karen Spence

Archeology Technologist in the Department of History and Archaeology

Dr Dharmaratne Amarakoon

Retired Senior Lecturer in the Department of Physics

Mr Patrick Thwaites

Timekeeping Supervisor of the Estate Management Department

Mr Legree Scott

Duplicating Clerk, Office of the Campus Registrar

Ms Kirby Campbell

First year BSc Economics student

Dr Laughton Richardson

Retired Lecturer and former Head of the Department of Anaesthetics

Professor Raymond T. Smith

Professor of Anthropology in the Department of Sociology, (Professor Emeritus) Psychology and Social Work

Ms Donett Marie Muir

Management Studies (General) student in the

Faculty of Social Sciences – Mona-Western Jamaica Campus (WJC)

Dr Nicola Lee-Platt

Adjunct Lecturer in the School of Education

Mr Garth Brown

Psychology Student in the Faculty of Social Sciences, WJC

Mr Ainsworth O'Reilly

Retired Senior Lecturer and former Director from the Centre for Hotel & Tourism Management

Mr Louis Lindsay

Retired Lecturer from the Department of Government

Mr Elvis Reid

Final year student, Faculty of Science and Technology – BSc Animal Biology

Mr Dexter Dacres

Final year student, Faculty of Humanities & Education – MEd Literacy Studies degree

Dr Hope Anderson

Associate Lecturer in the Department of Community Health and Psychiatry

Dr Julio Ariza-Gonzalez

Retired Lecturer from the Department of Modern Languages and Literatures

Mrs Olwen Gloria Francis

Bursary – Purchasing Section

Ms Hilma Schloss

Office Attendant, Human Resource Management Division

Mr O'Neil Smith

Final year MA in Communication for Social and Behaviour Change student

Mrs Enid Brown

Retired Senior Librarian II

Professor Bishnodat Vishnu Persaud

Founding Director of the ISD, formerly UWICED

Ms Sheryll Lopez

Lecturer, FMS – UWI School of Nursing



**... ITS VISION IS THAT BY 2017, THE UNIVERSITY
WILL BE GLOBALLY RECOGNISED AS A REGIONALLY
INTEGRATED, INNOVATIVE, INTERNATIONALLY
COMPETITIVE UNIVERSITY, DEEPLY ROOTED IN ALL
ASPECTS OF CARIBBEAN DEVELOPMENT, AND
COMMITTED TO SERVING THE DIVERSE PEOPLE OF
THE REGION AND BEYOND.**



UWI

MONA CAMPUS
JAMAICA, WEST INDIES