



## DIVERSIFYING OUR INCOME STREAMS

# Diversifying Our Income Streams

**In the 2008–09 year, Governments’ contribution to the Campus’s total budget stood at 55%. The remaining 45% (derived from tuition fees, investment income, full fee-paying programmes, commercial property, administrative services and donor fees) amounted to \$206M more than that earned in the previous year.**

The consistent reduction in the Jamaican Government’s contributions in both real and nominal terms in recent years makes it more urgent for the Mona Campus to accelerate its programme to further reduce dependence on government income. To this end, the Campus engaged itself in academic year 2008–09 in a series of activities, some of which are highlighted below.

- Reviewed costing and pricing of existing self-financing programmes to ensure viability and enhance revenues, where possible.
- Increased the number of full fee-paying medical students.
- Developed plans to launch the full fee-paying Law degree in the current academic year.
- Developed plans to add, beginning in the current year, 1,000 rooms to student accommodation to be financed through rental income.
- Incorporated a holding company for a Technology Park intended to generate revenues from e-commerce services to the public.
- Reviewed the operations of the Business Development Office with a view to strategically repositioning it for development of significant income generation initiatives.
- Collaborated with external partners in developing programmes and physical infrastructure that will attract more local and international students. Of note are a Confucius Centre funded from sources in China, and collaboration with the International Association of Athletics Federation and Jamaica Football Federation to convert Mona Bowl into a Regional Center of Excellence for Sports, inclusive of a football training academy and professional track and field facilities.
- Launched through the Mona Geoinformatics Institute (MonaGIS), of JAMNAV, a road navigation product that is attracting both local and international business interests. This product has helped to position the UWI as an innovative and technology driven institution and has been attracting significant contracts from both the public and private sectors.
- Expanded the suite of services that CARIGEN, the innovative DNA-testing facility, offers in Jamaica and the wider Caribbean. The company will be offering two new tests: DNA-based pre-natal screening, to test for genetic disorders in the unborn child, and DNA-based testing for three of the most common sexually transmitted diseases, the Human Papilloma Virus (HPV), Chlamydia and Gonorrhoea. CARIGEN also plans to offer soon additional diagnostic tests for sexually transmitted diseases.
- Increased income from consultancies offered by institutes such as Mona Institute of Medical Sciences (MIMS) and Mona Institute of Applied Sciences (MIAS). MIMS was expanded and a new consultancy unit introduced at Mona School of Business (MSB).
- Redoubled efforts towards greater cost efficiency – staff containment, teaching load review and adjustment to improve efficiency in

staff allocation, restrictions on sale of leave and overseas travel; improving enterprise systems that will lead to rationalised administrative staff allocation, and monitoring recurrent costs for utilities, and the like.

- As previously mentioned, developed weekend programmes in the Faculty of Social Science (FSS). Offered on Saturdays and Sundays, the
- Established an International Students Office which, among other things, participates in student recruitment missions.

degrees and short courses are intended to enhance professional skills. This project is being carried out on a self-funded basis and complements the various other self-funded programmes already operating on the Campus.

Going forward, the Campus intends to aggressively seek to further diversify its income streams, as well as to continue on its path **towards building this world class 21st century university.**

## The International Students Office



In the context of reduced financial support from the Jamaica Government, the Mona Campus is looking to increasing its intake of international students as one means of attracting funds. To this end, we established an International Student Office (ISO) during the 2008–09 academic year.

Since its inception, the Office has launched a website, translated its content into Spanish and French and has been working towards increasing enrolment of study-abroad and full-time international students. The ISO has been helping also to build international partnerships. At the end of its first operating year, the Office reported an increase of more than 160% in enrolment of international students, with medical elective students accounting for the larger part of this increase.

With the Campus Registrar, the ISO visited five universities in the United States in 2008–09 and established a formal agreement for student exchanges with the University of Massachusetts-Boston, elicited interest from the University of Pennsylvania in sending students for specially packaged programmes, and from Harvard University in study-abroad opportunities for their students.

A significant milestone for the ISO is the agreement reached with Cottey College in Missouri to establish a reciprocal student exchange arrangement whereby students from both institutions would complete two years at the visiting institution. Colgate University also visited the Mona Campus to discuss the hosting of a group of 30 students and one professor in Semester 1 of 2010–11 academic year.

