

FACULTY OF SOCIAL SCIENCES

Mona

Year ending July 31, 2019



PROFESSOR DAVID TENNANT
B.Sc. UWI, MA, Ph.D. *Manchester*
DEAN

Dean's Overview

LEADERSHIP CHANGES

This academic year, 2018–19, the Faculty of Social Sciences welcomed Professor David Tennant as the new Dean, after saying farewell to Professor Ian Boxill who served as Dean for two years. Professor Tennant had previously served as Head of the Department of Economics for two years, and was succeeded temporarily in Semester 1 by Dr Marie Freckleton and more permanently, in Semester 2, by Dr Nadine McCloud Rose.

POSITIONING THE FACULTY IN 2018–19

The Faculty began the 2018–19 academic year with its Annual Faculty Day under the theme “Dive In”, with the main goal being to foster a singleness of purpose in all aspects of faculty operations and to build team spirit. The Dean presented an approach to the operations of the Faculty guided by: principled professionalism; practicing what we teach; and practical partnerships. He also committed to strategic medium and long-term planning guided by institutional research.

Consultations following Faculty Day led to the formulation and adoption of a three-year faculty-level strategic plan with the overarching goal to improve the student experience, research, advocacy and staff morale in the Faculty of Social Sciences. This plan aims at fulfilling AC3 by improving the student experience through improved physical facilities, increased responsiveness to students’ needs, and increasing the work and life-readiness of FSS graduates. It also addresses AG4 by improving the psychosocial and physical working conditions for staff, and by designing and implementing continuous improvement and strategic planning in the Faculty. Further, to fulfil AC4 and AL1, the plan addresses support for research and advocacy by supporting research aligned to the Triple A strategy, active engagement in public discourse on matters of national and regional importance to demonstrate the relevance of the FSS and to enhance its reputation as a premier producer of research, and providing case-specific guidance to the public and private sectors in areas related to the social sciences. As the year progressed, the plan led to the formulation of approximately 30 initiatives primarily addressing AC3, AC4, AL1 and AG4. The Faculty initiated its monitoring

and evaluation mechanism prototype in February 2019, and continued testing the methodology throughout the year.

Commencing in Semester 2, 2018–19, the Faculty of Social Sciences conceptualized its FSS-REACH Vision, and launched several additional initiatives. The acronym REACH represents the following: R – Realizing impact through research; E- Exceeding the expectations of our students and other stakeholders; A – Actively advocating for inclusive, sustainable development; C – Committed to being caring professionals; H – Harnessing our skills through continuous improvement and empowerment. On February 14, 2019, the Dean, in adopting a bottom up approach met with all FSS Administrative Technical and Service (ATS) Staff members with the aim to receive feedback and build momentum towards unity around an agreed set of ideals and processes for change. The vision was also presented to and accepted by academic staff members at a Faculty Board meeting in May 2019. While the strategic plan outlines the Faculty's plans and presents specific initiative drivers, the FSS-REACH Vision is intended to focus on the 'how', which is the renewed approach to be taken towards the work in the Social Sciences. The FSS-REACH Concept Note outlined the 4-Pronged Strategy to achieve FSS-REACH, hinging on initiatives for People, Performance, Processes and Planning, as well as 12 sub-goals and 37 initiatives. These initiatives were examined and supported at a Standing Committee Retreat, held in June 2019.

PROMOTIONS

The Faculty congratulated Dr Eris Schoburgh and Dr Lloyd Waller who were promoted to the rank of Professor.

ACCESS

STUDENTS

AC1: To be a university for all

Student intake and throughput

The FSS continues to attract numerous applicants annually. This year, the undergraduate student intake was just over 2,800 students. Due to the large demand for its programmes, and a physical plant that has not changed significantly over the past ten years, the FSS faced severe physical space constraints. This led to active consideration of capping the undergraduate student intake for 2019–20. The number of graduate students admitted into FSS programmes declined from 853 to 672, partially due to a few programmes not being offered this academic year. Overall, the FSS admitted 3,512 students into its programmes.

Throughput remains good, with 1,093 students graduating with BSc degrees and 391 students graduating with higher degrees. Six students successfully defended their doctoral theses during the academic year (four DBAs and two PhDs), with two being recommended for the award of high commendation. A significant number of our undergraduate students also achieved very high standards of performance, with 288 students being included on the Dean's list in semester 1, and 386 in semester 2.

International exchanges

The Faculty facilitates several opportunities for exchange, both for students and staff. These opportunities increase reciprocal exposure in the international marketplace for higher education.

Dr Hauwa Mahdi, a Nigerian-Swede scholar at the University of Gothenburg visited the Department of Sociology Psychology and Social Work (DSPSW) in semester 1, and made presentations at various classes. Her work focuses on gender, development and human rights. As part of the ongoing programme, Dr Jorgen Hellman, Swedish anthropologist at the University of Gothenburg, visited DSPSW in March, 2019.

The Mona School of Business and Management (MSBM) also hosted a group of 13 students from Clayton State University, as part of the Study Abroad component of their programme. The students were accompanied by Professor Alphonso Ogbuehi, and they participated in lectures, site visits and cultural experiences. Further dialogue will be had with Clayton State University with a view to extending this partnership. In a similar vein, a team of faculty members from the MSBM visited the Florida Atlantic University (FAU) College of Business to explore an opportunity to form a collaborative partnership in areas of faculty exchanges, research collaboration, and study abroad programmes.

One professor and 8 students from University College of Utrecht were hosted by the Psychology Unit in collaboration with the Department of Community Health on October 19–28, 2018. The unit is collaborating with the College to formalize the exchange in a course, and to possibly allow UWI students to visit Utrecht. Further, the Psychology Unit hosted Dr Darrell Hull of the University of North Texas, as the recipient of the International Faculty of J. William, Fulbright Foreign Scholarship. Dr Hull joined the department for one semester, and supported research productivity efforts through workshops and projects. He was accompanied by two of his final year PhD students, who, in addition to attending the workshops, offered statistical assistance to researchers in the Behavioural Sciences cluster.

Two undergraduate students in the Social Work Unit, Ms Nageorgeia Campbell and Ms Anna Kay McIntosh, had the opportunity to travel with Dr Claudette Crawford-Brown to the University of Applied Sciences, Utrecht, in the Netherlands to interact

with social work student leaders on a 'Netherlands Project' which examined Human Trafficking in Jamaica.

AC3: IMPROVING THE QUALITY OF TEACHING AND LEARNING AND STUDENT DEVELOPMENT

Orientation Innovations

Enhancements were made to the Dean's welcome ceremony for undergraduate students through live streaming technology, accommodating over 600 students. In addition, there was streaming on the YouTube platform and FSS Social Media platforms. There was also heightened attention on the departmental orientation sessions and on individual and small group academic advising sessions, which were well received by the students. The Faculty launched an essay competition on the topic "The UWI at 70: The Relevance of a University Education in the 21st Century Workplace". Ms. Maia Labastide, the competition winner, presented her paper at the Dean's welcome ceremony.

For research students, the Dean along with the Associate Dean and Heads/Directors, hosted a meet-and-greet session under the theme "Research challenges? Let's hear from you", aimed at engaging students in discussion about the research process and how it may be improved. This session was well-received and resulted in the development of a Research Refresher Seminar Series offered in 2018-19 to support students in their research process. The series consisted of six seminars namely: Designing the study; What it takes to do original research; Success Stories; Qualitative research: Can anything be data; Writing a successful ethics proposal; Structural Equation Modelling: the basics. Feedback also led the Faculty to share supervisory guidelines for doctoral candidates with all supervisors and students in research programmes. That meeting also resulted in a quiet space for working on theses called the "FSS Writing Room" being made available to all FSS research students on Tuesdays 9:00am to 4:00pm and on Saturdays from 9:00am to 4:00 pm. Communication with this student group significantly increased this year, with the use of an e-mailing list; students were kept abreast of faculty seminars and other campus-wide events. Further, some of these students benefited from OGSF sponsorship to attend an Item Response Theory Workshop offered by DSPSW.

Improved Physical facilities to enhance course and programme delivery

Efforts to improve the FSS student experience also saw the Faculty making significant strides in renovating some of its learning spaces, including Blocks F and G of the Alister McIntyre Complex (AMC), Aqueduct Flats A, installing a standby generator to prevent disruptions to work, purchasing 60 additional computers for FSS student

computer labs, roof repairs to SR4, and purchasing of multimedia equipment for lecture rooms. FSS has also completed an accessibility audit and initiated efforts to increase accessibility for persons with disabilities.

Note however, that while undergraduate enrollment in the FSS has increased by 45% over the past ten years, the physical plant of the Faculty has not increased over that period, and has actually declined, with the loss of some space due to the issues in the AMC. This has forced us to rely on the goodwill of other faculties and departments in utilizing spaces outside of the FSS, resulting in the offerings of the faculty being highly scattered. Even with these efforts, the physical capacity of the FSS is severely strained. It was previously agreed that the only viable solution to this problem is the construction of a new FSS building. In the previous academic year, plans for such a building were prepared. The estimated cost was, however, viewed as infeasible.

In this academic year, the FSS worked with the Campus Projects Office to have a space audit completed. This thorough audit considered current and projected student and staff numbers to accurately determine the space needs of the faculty. Based on the results of the audit, new, preliminary plans for an FSS building have been proposed. The rough estimates for construction of this building are significantly lower than those previously projected, with the design allowing for a phased approach to construction. This proposal will be presented to the Campus in 2019–20, with a view to seeking the necessary funding.

New and revised programmes and courses

To better serve our students with relevant products, a Diploma in Hospitality Management was newly offered in 2018–19 by the Center for Hotel and Tourism Management. The Master in Business Administration (MBA) Programme was revised and restructured with a view to maintain consistency with global best practices and to ensure the Mona School of Business and Management's (MSBM) continued accreditation from the Association of MBAs (AMBA). The revision process considered recommendations from the AMBA, as well as from a benchmarking exercise. Additionally, SALISES began the process of converting the MSc Development Studies to online delivery.

The MSBM signed an MOU with the Human Resource Management Association of Jamaica (HRMAJ). The purpose of the MOU is for the two entities to collaborate on certification of professional developmental courses, which are aligned to internationally recognized standards. It is also hoped that this collaboration will lead to further research in human resource management. The Faculty also supported the Mona School of Business and Management (MSBM) in their joint venture with the Department of Physics to propose and establish a minor in Renewable Energy Management. This minor will be available to students in Semester I, 2019–20. The

programme objectives are to explore areas of marketing, economics and business in relation to energy management. It is intended to equip students across a variety of disciplines with knowledge and skillsets to be able to evaluate renewable energy.

The Faculty, through the Department of Economics, approved the adoption of four Economics courses which were already on offer at the St Augustine Campus. The four courses are: Urban and Regional Economics; Energy Economics; Health Economics: Theory and Policy; and Labour Economics. These courses will be offered at Mona in the 2019–20 academic year. The rationale for including these courses in the Department of Economics' offering is to bring a wider and more practical application to the study of economics.

The Faculty also approved three courses which were developed by the Centre for Disability Studies. The courses are: DBST 1000 – Understanding Persons with Disabilities; DBST 2000- Disability, Law and Society; and DBST 3000 – Disability and Development. The courses were designed for students to be able to: explore fundamental issues faced by persons with disabilities; gain insights regarding the development of legislation and treaties and how they impact the lives of persons with disabilities; and, to explore the development and role of modern technology in the empowerment of persons with disabilities. These courses will be on offer in 2019–20.

Work-readiness of graduates

FSS has also launched initiatives to improve the work-readiness of its graduates, including a seminar entitled *Dollars and Cents – Rising above Financial Hardship* which was held on March 14, 2019. It aimed to equip students with the necessary financial information to make wise decisions while at the UWI and in their lives after university.

The Department of Government incorporated a number of guest lectures in three of their courses to increase exposure of students to industry players: GOVT 1008 – Introduction to International Relations; GOVT 3048 – Contemporary International Relations of the Caribbean and GOVT 3070 – Good Governance and Global Corruption. Notable among these were guest lectures by Mr Andrei Bennett, Attorney at Law, who lectured on “Public Procurement and Financial Management as an important anti-corruption mechanism”, and, Mr Dalton Myers, Sports Administrator, on “Corruption in Sports”. DGOV also launched its Society of Future Policy Leaders (SFPL) in March, 2019. Further, His Excellency Asif Ahmad, British High Commissioner to Jamaica, hosted 10 students of International Relations in March 2019 for a discussion on UK-Jamaica relations and British Foreign Policy. The students also learned about diplomacy and reported that this was an engaging activity and an immersive way of connecting theories studied in class with practical experience of foreign policy formulation and analysis.

Many students benefited from exposure to scholarly work through participating in conferences. For instance, eight psychology students accompanied by their lecturers, Dr Gillian Mason and Dr Tracy McFarlane, attended the Caribbean Alliance of Psychological Associations (CANPA) Conference held in Kingston, November 13–16, 2018 under the theme “Transforming Psychology: Embracing Caribbean Realities”. The students successfully presented papers which were well received.

The MSBM continues to lead teams in the UWI Vincent HoSang Venture Competition (UWIVC). Five teams represented UWI at the National Business Model Competition (NBMC) – Ja Bio Plastics, Pree Labs, Carib Voxx, Align and ReRoute – at the final round of the competition on March 22, 2019. The MSBM provides the teams with mentorship, training and support. These students competed against 13 other teams across four universities – UWI, Northern Caribbean University, University of Technology Jamaica and Edna Manley College of the Visual and Performing Arts. The UWI placed 1st and 3rd in the competition, with two of the five student-entrepreneur teams securing a combined cash prize of J\$2.5 million. The 1st place prize went to Team JA Bio Plastics. This is the 2nd consecutive year that UWI has won the Competition.

Student query process improvements

The Social Sciences Faculty Office engaged in numerous activities designed to improve responsiveness to student queries. This included the documentation and mapping of the processes adhered to when such queries are received. The plan is to re-engineer these processes to facilitate improved efficiency and to develop and enforce minimum acceptable standards of performance. Emanating from that exercise was the training of a significantly increased number of administrators to deal with student requests. This has led to more effective and timely processing of such requests.

In July 2019, administrators from the Social Sciences Faculty Office carried out a two-day training exercise at the Western Jamaica Campus (WJC) for WJC staff. The training was designed to address the need to improve the level of administrative efficiency at the WJC. The Training sought to cover the rudiments and practical applications of the Automated Student Request System (ASRS) which was set up to aid students who may need to apply for various requests. All WJC administrators were trained as Request Handlers. The training was in-depth and time was taken to go through and solve some actual cases. It is hoped that with this training, the efficiency of dealing with student concerns at the WJC will be improved. Similar training was conducted for a staff member from the Centre for Hotel and Tourism Management (CHTM), which is located in the Bahamas.

Marketing initiatives

In January 2019, the MSBM significantly enhanced its marketing efforts by launching an integrated, multi-channel advertising campaign. Several tools and strategies were employed, featuring several well-known industry leaders as well as alumni who are young and rising leaders. The MSBM also hosted a Webinar and two Information Sessions in Kingston and Montego Bay as part of the Campaign. These events saw more than 300 hundred young professionals in attendance, the main purpose being to promote the range of globally competitive post graduate degree programmes available at MSBM including the Internationally Accredited MBA.

RESEARCH AND CONSULTANCY SERVICES

AC4 – Improving the quality, quantity and impact of research, innovation and publication

Research Support and Clusters

The FSS has continued to emphasize the importance of high-quality impactful research by encouraging and supporting the work of its academics and research students. In addition to the financial support and teaching relief that would have been provided at the departmental level, the Social Sciences Faculty Office has provided approximately J\$1m in financial support to colleagues' research projects, and has assigned 47 student assistants to colleagues for research duties. Additionally, a proposal has been written for an institutional research project to examine the Factors affecting Research Productivity in the FSS and FST. The proposal has received Ethics approval and will commence in the 2019–20 academic year. The results of this project are expected to guide planning initiatives in the FSS as to the most effective means of increasing research output.

The faculty currently has seven active research clusters in the areas of: Crime Prevention and Offender Management; Migration and Development; Social Policy; Sustainable Rural Agricultural Development; Youth; Economic Development Policy; and Behavioural sciences.

Conferences

The MSBM hosted its fourth annual conference under the theme: “Delivering on the promise of entrepreneurship: critical perspectives on research, practice and thinking in the fourth economy”. The conference took place over three days and examined the transformative effect of entrepreneurship. There was noticeable participation from the business and financial sectors, small businesses, cultural and creative entities and youth groups.

The Department of Economics hosted another successful staging of the annual West Indies Economic Conference (WECON), March 21–22, 2019 at the UWI Regional Headquarters. Over the one and a half days, 30 papers were presented, and there were participants from 11 countries and 12 universities. Approximately 73 persons were in attendance, including representatives from the public and private sectors, students and colleagues from other tertiary institutions, our graduate and undergraduate students, and colleagues from across the UWI. Jeffrey Wooldridge, Distinguished Professor of Michigan State University gave the keynote address entitled, “Regression Adjustment in Experiments with Heterogeneous Treatment Effects.”

The SALISES’ 13th Annual Caribbean Child Rights Conference was held in St Augustine for the first time on November 15–16, 2018. Professor Aldrie Henry-Lee presented on the topic “Invisible Sufferers: Children and Female Incarceration”; Dr Dacia Leslie presented on “Children Left Behind Due to Parent Incarceration”, and Ms Nicole Thwaites presented on “Child Rights and Wellbeing in Trinidad and Tobago: A Critical Interpretation of Insights from Parents and Teachers”. A number of high schools in Jamaica responded to the call for papers for the Child Rights Research Paper Competition and Demoy Lindo from Denbigh High School was the winner. The SALISES also held its 20th Annual Conference in May 2019 under the theme “Rethinking Caribbean Futures; New Paradigms, Possibilities and Policies”. The Conference was held in Barbados.

The Department of Government collaborated with the Office of the Prime Minister and held a conference in Montego Bay entitled “Governance for Tomorrow: Connecting Innovation, Politics, Policy and Sustainable Development”. The conference brought together a large contingent of stakeholders from various sectors including academia, justice, business, tourism, media, NGOs, and youth and community groups.

Reaching an International Audience

To illustrate the extent to which the research output of the FSS is having an international impact, the following are provided as a very small sample:

- Professor Aldrie Henry-Lee presented her research on “Women in prison and the impact on their children” at the Vance Centre for International Justice Conference in Bogota, Colombia, held under the theme “Women in Prison: evidence, advocacy and reform”.
- Dr Natalie Dietrich Jones presented at the Coordinadora Regional de Investigaciones Economicas y Sociales (CRIES) Third Regional Workshop “Responses to the Venezuelan Crises” in Panama, September 2018. Her presentation was entitled “The impact of the Venezuelan Crisis on the Caribbean”.
- Dr Lisa Vasciannie, made a presentation in a Forum of reflection to mark the 70th Anniversary of the Organisation of American States (OAS).

- Dr Nadine McCloud Rose accepted an invitation to be a member of the editorial board of the *Journal of International Trade and Economic Development*.

Scholarly knowledge outlets

In celebration of the UWI's 70th Anniversary, the Psychology Unit of the SPSW in collaboration with the Office of Graduate Studies and Research and the Board for Graduate Studies and Research, published a special issue in its Caribbean Journal of Psychology (CJP). The CJP provides a forum for academic scholarship and discourse and addresses topics of interest in the contemporary Caribbean society. The journal focuses on using a multidisciplinary approach to examine human behaviour and as such, integrates sociology, psychology, social psychology, history and poetics to investigate the Caribbean human experience. CJP was first published in 2004, and is currently published by the UWI Press.

Research Days contributions

The FSS contributed heavily to Research Days 2019, as summarized below:

Research for Development booklet highlights, Research Days 2019

- The regional disability index, Center for Disability Studies.
- The Venezuelan migration crisis: Implications for small island developing states in the Caribbean, SALISES.
- Culture, change management and public sector transformation, DSPSW.
- Sustainable development goals in Jamaica: leaving no one behind, SALISES.
- Resilience-building intervention programme for GSAT students in August Town, DSPSW.
- Diaspora entrepreneurial ecosystems: opportunities for diaspora engagement in the Caribbean, MSBM.

Research Days 2019 sessions including FSS researchers:

- DGOV TEDx Talk
- FMS Cannabis Forum: Cultivating a New Industry
- FOL Strengthening Governance in Public Sector Companies: Beyond Petrojam

Research Days 2019 press interviews/coverage

- JIS Think Tank, NewsTalk 93, RJR FM – Dr Arlene Bailey
- JIS, The Gleaner – Dr Dacia Leslie
- Jamaica Observer – Dr Delroy Chevers

- NewsTalk 93 – Mr Orin Spence

The Campus has recognized and awarded the FSS for its contributions to research, including:

Best Research Publication

- Dr Alrick Campbell – Department of Economics
- Professor Edward Gharthey – Department of Economics
- Dr Lisa Vasciannie – Department of Government

Most Outstanding Researcher

- Dr Delroy Chevers – Mona School of Business and Management
- Dr Indianna Minto-Coy – Mona School of Business and Management

Research Project Attracting the Most Research Funds

- Dr Jimmy Tindigarukayo, Dr Arlene Bailey, Professor Aldrie Henry-Lee (and collaborators)
- Sir Arthur Lewis Institute of Social and Economic Studies (SALISES)

Research Project with the Greatest Business / Economic / Development Impact

- Sir Arthur Lewis Institute of Social and Economic Studies Project: “Government of Jamaica (GOJ)/United Nations Development Programme (UNDP) Study on the Sustainable Development Goals”

Principal's Award for Research to Public Policy

- Dr K’adamawe K’nife – Office of Social Entrepreneurship, Mona School of Business and Management

OUTREACH PROGRAMMES

The FSS was engaged in numerous outreach activities focused on surrounding communities and on more broad efforts at public engagement. SALISES adopted the Kintyre Basic School as one of its community outreach programmes and raised \$65,000 which is to be used to purchase printing material. The Dean’s office adopted the Sophie’s Place Children’s Home located in Gordon Town. Staff members visited with the children and presented gifts to the children and staff members.

In November 2018, Dr Gillian Mason (DSPSW) participated in a continuing educational training workshop for Medical Officers, where she presented on the topic, “Sexual Minorities and access to health care”.

Dr Jan Keil from the Department of Economics, wrote a series for the Financial

Gleaner. Dr. Andre Haughton from the Department of Economics wrote a weekly briefing series for the Gleaner, addressing a variety of economic and socio-economic issues. Similarly, Dr Orville Taylor from the DSPSW continued to produce four columns monthly on relevant issues for the Gleaner and remains host of the Radio Jamaica Hot line programme on Wednesdays.

Throughout the year, numerous outreach activities were carried out at our Western Jamaica Campus and in and around the Western Region. The DSPSW hosted a public lecture for the community entitled “Where is my tablet? Raising Children in a Technology Era”. Faculty members also presented at a forum on “Promoting Emotional Intelligence in Adolescents” to approximately ninety (90) secondary school teachers at the Irwing High School in Granville St James. The Psychology Unit at WJC also began a four-part public lecture series on parenting.

A Jamaica International Chapter of the International Association of Eating Disorders Professionals has been established in the DSPSW. The International Association of Eating Disorders Professionals is one of the leading bodies worldwide in providing training for eating disorder specialists. IAEDP has asked Dr Caryl James Bateman to chair the Jamaica Chapter.

ALIGNMENT

AL1: Promote greater activism and public advocacy

Disaster Risk Reduction and Resilience Research

The FSS in collaboration with the Jamaica Red Cross hosted a Symposium in September 2018 under the theme “Humanitarian Action through Partnership and Research in Support of Disaster Risk Reduction and Resilience”. Notable attendees from industry included: Major Errol Alliman, Former Chairman, Emergency Services, Jamaica Red Cross; Major Clive Davis, Director General, Office of Disaster Preparedness & Emergency Management (ODPEM); Dr Hossam Elsharkawi, Vice President, International Operations, Canadian Red Cross; Mrs Gloria Goffe, Executive Director, Combined Disabilities Association; Mrs Josephine Shields-Recass, Head, Country Cluster Support Team, IFRC; and Colonel Mahatma Williams, Colonel General Staff, Jamaica Defence Force. At this event, the FSS Disaster Risk Reduction and Resilience Research Initiative was launched. Dr Dennis Edwards was assigned as the Lead of FSS DRRRI.

Advocating for Persons with Disabilities

The Director of the UWI Centre for Disability Studies (UWICDS), Senator Dr Floyd Morris, made three major presentations to groups in Trinidad and Tobago, advocating on issues for persons with disabilities. Two seminars were conducted at the United

States Embassy in Port of Spain with leaders of non-governmental organisations catering to persons with disabilities and leading policy makers and civil servants in the Government of Trinidad and Tobago. At these two seminars, the Director, *inter alia*, appealed for a unified approach towards advocacy for the non-governmental organisations catering to persons with disabilities.

Aligned Graduate research

FSS graduate research students continue to produce industry-relevant theses, including:

- PhD Social policy dissertation: Non-Farm Rural Enterprise and Rural Development in Jamaica: An Evaluation of the Development Effectiveness of Selected Rural Enterprise Intervention.
- PhD Social policy dissertation: An Analysis of the Housing Market in High Growth Tourism areas of Jamaica.
- Doctorate in business administration dissertation: Perceived Quality of Management and Employee Innovative Work Output: The Serial Multiple Mediation of Employee Autonomous Motivations and Employee Innovative Work Behaviour.
- Doctorate in business administration dissertation: The Determinants of Early Stage Mergers and Acquisitions (M&A) Performance: A Case Study of Caribbean Practitioners.
- Doctorate in business administration dissertation: An Empirical Investigation of the Role and Impact of Public Debt on the Financial System and its Effect on Business Development and Growth in Small Open Economies.
- Doctorate in business administration dissertation: Entrepreneurial Inclinations, Factors and Barriers to Business Start-Ups.
- Doctorate in business administration dissertation: Navigating Uncertainty: Examining the Impact of Corporate Governance on Strategic Risk Taking and Firm Value.

Aligned Public forums and seminars

- FSS academics also provided critical research-driven analysis and recommendations on Caribbean issues at its many public forums and seminars. A small sample is highlighted below:
- SALISES: Migration and Development Cluster and Launch of SALISES/National Library of Jamaica Windrush Exhibition.
- MSBM: Reasoning with CEOs Series by MSBM: Yaneek Page, Managing Director, Future Services International.

- SALISES: Our youths are the future? The suicide challenge and realising SDG 3
- ECONOMICS: Do elite schools matter? Empirical evidence from Jamaica.
- SALISES and ECONOMICS: The 2019/2020 Budget – Prosperity or Progress? Panelists included: Mr Mark Golding, Opposition Spokesman on Finance and Planning; Mr Raul Pinnock, Finance Executive, Barita Investments; Dr Christine Clarke, Lecturer, Department of Economics and Dr Kevin Williams, Research Fellow, SALISES.
- MSBM: in association with Victoria Mutual Wealth Management (VMWM) – Post Budget Forum in March, 2019. Industry speakers included: Allison Peart, Country Managing Partner & Tax Partner, EY, Jamaica; and Rezworth Burchenson, Chief Executive Officer, Victoria Mutual Wealth Management.
- SALISES & FSS: Forty Years After – Reflections on and Implications of the Grenada Revolution.
- DGOV: in collaboration with the British High Commission – Panel discussion under the theme “The United Kingdom (UK) and Jamaica: Regional Implications for Policy Makers”. The panelists were: Mr Hugo Shorter, UK Foreign and Commonwealth Director for the Americas; His Excellency, Asif Ahmad, British High Commissioner to Jamaica and the Bahamas; Dr Lisa Vasciannie head of the International Relations Unit, Department of Government and Ambassador Richard Bernal, PVC Global Affairs, UWI.
- MSBM: in collaboration with the Centre for Entrepreneurship Thinking and Practice and the International Centre for Not-for-Profit Law – Workshop entitled: “Blurred Lines and Tough Choices – Jamaica’s Complex Legal Environment for Civil Society Organizations and Social Enterprises.”
- MSBM: in collaboration with the Ministry of Science Energy and Technology and the World Bank – Open Data Literacy Boot Camp.

Selected contributions to government legislation

Dr K’adamawe Knife provided technical and research support for the MSME policy committee which resulted in the tabling of a new policy in the Houses of Parliament in July 2018.

Dr Taylor was invited to present and make suggestions to the Joint Select Committee of the Jamaican Parliament to examine the Occupational Safety and Health Bill on March 28, 2019.

Student involvement

The FSS has made efforts to increase the level of our students’ involvement in topical

public matters. The first FSS Public Square Forum was held on February 28, 2019. Dr Peter Phillips, Leader of the Opposition was the main speaker for the event. This venture is designed to increase the FSS' efforts at advocacy and overall visibility to the broader society and to give students and staff an opportunity to be engaged in vigorous discourse on topical issues.

It is also noteworthy that the Mona Association of Post-graduate Students Debate team consisted of only postgraduate students from the Department of Government. They were the 2019 champions of the UWI Inter Campus Post Graduate Debate Competition. The debaters were accompanied by their coach, Ms. Kemesha Kelly, Lecturer in the Department of Government. Further, the Department of Government's Governance Society hosted a public conference entitled, 'Preparing Youths Conference', at the St Catherine High School. One of the notable invited speakers was the Hon. Floyd Green MP.

ACADEMIC/INDUSTRY RESEARCH PARTNERSHIPS

FSS collaborates with multiple partners in industry through its various DISCs. The Social Work Unit in DSPSW collaborated with the National Housing Trust (NHT) through student assignments in NHT communities to assist community research and project development.

Part of the MSBM's mission is to "foster innovation for the positive transformation of Caribbean enterprises through the development of world-class business professionals and research-based solutions". To this end, they partnered with approximately 20 companies in Kingston and Montego Bay to provide practical solutions to business problems, through the MSBM Graduate Programme Field Project. Approximately 120 students from both the Mona and Western Jamaica campuses recently completed their projects through a partnership with both public and private sector companies across a range of industries including finance, aviation, marketing and information technology.

A book co-authored by Dr Lawrence Nicholson (MSBM) was used in the ceremonial bell-ringing at the opening of the day's trading at the Jamaica Stock Exchange in February 2019. The book, *Understanding the Caribbean Enterprise: Insights from MSMEs and Family Owned Businesses*, represents part of the output of the research being done by Dr Nicholson on family-owned businesses in the Caribbean.

The 10th MSBM Roundtable breakfast forum was staged in June 2019. It is a forum where senior Caribbean public and private sector leaders meet to discuss and find solutions for their most pressing problems through the engagement of international experts and academia in meaningful dialogue. The theme was "Agile Leadership for Digital Transformation", with the aim being to identify strategies for seizing

opportunities arising from the Fourth Industrial Revolution. Minister of Science, Energy and Technology, Fayval Williams, spoke at the meeting.

AGILITY

AG4 CAMP

Improving Physical Working Conditions

The second sub-initiative in the FSS Strategic plan focuses on improving staff morale, in line with the Triple-A Strategy's CAMP objective (AG4). The FSS' plan targets, *inter alia*, improved physical working conditions. This is important, because although the FSS staff numbers increased by 11% over the past ten years, the faculty lost significant office space during that period because of issues in the AMC. Efforts during this academic year focused on improving the physical working conditions of those most significantly dislocated. The successes included the renovation of block A in Aqueduct Flats to house the Psychology Unit, improvements to the office spaces for the Social Work Unit, and repairs to the floor in the Management Audit Building. The long-term solution to this issue will, however, have to involve the creation of additional offices spaces in the aforementioned new FSS building.

Improving Psychosocial Working Conditions

The FSS Strategic plan also targets improved psychosocial working conditions as a means of enhancing staff morale. There has been significantly increased transparency at the faculty level in the evaluations and promotions process. For the academics, there is now a lecturer representative on the FSS Evaluations and Promotions Committee. There are clear and widely circulated guidelines for promotion at all levels, and the faculty has sought to tackle the troublesome issue of how to deal with journals that are suspected to be predatory, through a Faculty Board approved policy on this matter. All HODs have also agreed to utilize the UWI system of annual appraisals to ensure that staff members receive clarity on job objectives, feedback on performance, and mentoring and support required for job effectiveness.

The FSS has also provided improved opportunities for training and staff mobility. For the service staff, training has been provided in computer literacy and exposure has been given to administrative roles. The faculty has also organized regular training workshops for administrative staff, and has supported job rotation to give administrative staff exposure to other functions, and open additional opportunities for them.

Approximately 40 administrators, service staff and academics have been trained in the Design Thinking approach, with the intention of having this approach spread throughout the faculty. Design thinking equips persons to have an innovative mind-

set to problem solving, where we listen to and bear in mind the needs of the client or end user, and where we listen to each other, recognizing that the best solution can come from anywhere in the organization. It is an approach that equips and empowers each person in the faculty to be innovative problem solvers, and not to be crippled by the challenges that are faced. The Design Thinking approach has already produced results, leading to the conceptualization and piloting of an Amazing FSS Survey and Talent Inventory designed to better understand and respond to FSS staff needs, and to empower staff to utilize their talents in the faculty.

Recognition and Appreciation

The Faculty implemented the “FSS Recognition and Appreciation Initiative”. This is a system of merit and gratitude set out to acknowledge excellence in administration and customer service. The initiative was designed specifically for Administrative, Technical and Service (ATS) categories, to improve the psychosocial working conditions in the Faculty. The rationale is to engender an atmosphere in which employees are made more aware of their critical contribution to the strategic mission of the Faculty, Campus and University.

Professional standards

On April 29, 2019, the Faculty hosted its inaugural forum on Professional Standards entitled “Managing Unequal Power Relations: Keeping it Appropriate...Making it Safe!” The forum was designed to provide an opportunity for clarification of expectations and to remind staff members of the procedures guiding professional standards of behavior in the University. The first installment of this Forum focused mainly on the issue of sexual harassment as it relates to both staff and students on the Campus. The facilitators included: Dr Debbie-Ann Chambers, Counsellor, University Counselling Services; Mr Davion Vassell, Attorney at Law, and Dr Alister Hinds, Director, Human Resources Management Division. Approximately 280 persons attended the session.

AG2 Financial health

The Social Sciences Faculty Office Budget Monitoring and Finance Committee has been reconstituted to review all financial matters relating to the Faculty Office, to ensure strict adherence to the UWI Financial Code and to maintain financial propriety and prudence. The Committee meets monthly, reviews all expenditure of the Faculty below a certain threshold and approves expenditures above the threshold. Additionally, all staff applications for funding for research and conference attendance are processed through this Committee.

Approval for a new Associate Dean for Resource Mobilization and Partnerships was received for the 2019–20 academic year. Approval was also received for the hiring of

an Administrative Assistant to be responsible for marketing and resource mobilization to work in the SSFO. This position will also be filled in 2019–20. It is expected that these two positions will lead to greater revenue generation in the FSS through a variety of avenues, including grant writing, increased and more effective marketing of self-financed programmes, and partnerships with the private and public sectors.

This represents one tier of the FSS' plan for resource mobilization and utilization, developed in response to the Principal's challenge to do things differently in light of the financial constraints being faced by the UWI. This plan, called the Triple-C approach, focuses on Creating new revenue streams, Cutting unnecessary expenditures, and Conserving on the utilization of resources. The Triple-C plan was developed through a consultative approach in this academic year, with implementation to begin in 2019–20.

As part of an initiative by PVC Gift, the FSS Entrepreneurial Committee was also established with the aim of enhancing the ability of staff and students to take advantage of potential entrepreneurial opportunities. The committee is chaired by Dr David McBean, Executive Director, MSBM, and is comprised of representatives from all Departments in the Faculty and specially invited members from outside the University. The committee is intended to make the FSS more entrepreneurial in its outlook and to lead the Faculty's contributions to the wider University initiatives in this area.

The Faculty continues to explore ways in which it can enhance profitability. In this regard, the faculty continues to operate the revenue-generating Weekend School. Forty new students were registered in 2018–19, leading to a total of 116 students enrolled in the Weekend School. Efforts will be made in the 2019–20 academic year to increase the revenues earned from this programme through expanded offerings and enhanced marketing.

The HRD Unit of the DSPSW has developed a consultancy to market its courseware and psychometric testing services. Advice has been sought from the UWI's legal team regarding the best way forward.

The Faculty also sought and received approval from the Finance and General Purpose Committee (F&GPC) for an increase in the fees for graduate programmes offered at the MSBM. As such, all programme fees will now be denominated in US dollars in order to hedge against devaluation risk. Tuition fees for all MSc programmes as well as for the Master in Business Management (MBM) will be increased to US\$10,000 per annum, an average increase of US\$2,000 per annum. The MBA programme fees will be increased to US\$16,000, an average increase of US\$2,400. It is hoped that these increases, when combined with enhanced marketing of our programmes and efforts to reduce operational costs, will yield heightened profitability for the MSBM.

APPENDIX



FSS REACH logo and tagline.



PVC and Principal Dale Webber, FSS Dean David Tennant and members of the FSS participating in the REACH Tour Experience, August 2019