



UWI

MONA CAMPUS
JAMAICA, WEST INDIES



THE UWI MONA CAMPUS
Annual Report
2016–2017

HARNESSING RESOURCES FOR SOCIAL AND ECONOMIC GROWTH



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JAMAICA, WEST INDIES

ANNUAL REPORT 2016–2017

HARNESSING RESOURCES FOR SOCIAL AND ECONOMIC GROWTH



FAST FACTS

AT A GLANCE

TOTAL ENROLMENT: **18,469**

UNDERGRADUATE: **14,948**

GRADUATE: **3,350**



HIGHER DEGREE ENROLMENT: **3,248**

WJC ENROLMENT: **842**

STUDENTS WITH DISABILITIES: **201**

STUDENTS UNDER AGE 25: **70%**

NUMBER OF FACULTY: **662**

RATIO OF FACULTY TO STUDENTS: **1 TO 26**

NUMBER OF GRADUATES 2017: **3,398**

TOTAL ENROLMENT – MALE/FEMALE

31%
MALE



69%
FEMALE



UWI
MONA CAMPUS
JAMAICA, WEST INDIES

Our Mission

TO ADVANCE LEARNING, CREATE KNOWLEDGE AND FOSTER INNOVATION FOR THE POSITIVE TRANSFORMATION OF THE CARIBBEAN AND THE WIDER WORLD

Our Vision

AN EXCELLENT GLOBAL UNIVERSITY ROOTED IN THE CARIBBEAN

Our Core Values

INTEGRITY | EXCELLENCE | DIVERSITY | STUDENT CENTREDNESS

Strategic Goals

ACCESS | ALIGNMENT | AGILITY

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Chairman's STATEMENT



The assertion by the chairman of the prime minister's Economic Growth Council, that research and innovation are the foundation of a country's economic development is encouraging, as it implies a renewed interest in supporting the work of The University of the West Indies as the leading research entity in the country and, indeed, the English-speaking Caribbean.

We acknowledge, too, that the traditional formula, whereby governments' commitment to fund 80% of the economic cost of The University of the West Indies has been, given the sustained economic decline in the region, neither possible nor practicable over the last decade or so. So, I am pleased to be assuming the role as Campus Council Chairman of an institution where Principal McDonald has shown that it is possible to harness Jamaica's and regional and international resources to support the Campus's mission, despite harsh economic circumstances.

I congratulate the principal and staff on the many achievements over the reporting year, not least of which is their reporting of a modest surplus. The UWI rolled out its new five-year 2017-2022 Strategic Plan in the current academic year. I look forward to working with Principal McDonald and his committed faculty and staff as, together, we strive with our sister Campuses towards augmenting the reputation of The UWI as the vanguard higher education institution in the region.

Earl Jarret, CD
Chairman

A portrait of Professor Archibald McDonald, OJ, an older man with grey hair and glasses, wearing a dark brown suit, a light-colored shirt, and a patterned tie. He is sitting with his hands clasped in his lap. The background is dark and out of focus.

Principal's OVERVIEW

THE MONA CAMPUS'S DEDICATED FACULTY, STAFF AND ADMINISTRATION WILL CONTINUE TO ENSURE THAT WE ARE FULLY EQUIPPED WITH THE TOOLS AND AMMUNITION TO EFFECTIVELY SHAPE AND SUPPORT THE REGION'S FUTURE THROUGH INCREASED PUBLIC AND PRIVATE SECTOR PARTNERSHIPS TO ENHANCE THE UWI'S REPUTATION AS THE REGION'S HIGHER EDUCATION VANGUARD INSTITUTION.

Professor Archibald McDonald, OJ

**STUDENT INTAKE
INCREASED BY
12%
OVER THE STRATEGIC PLAN
PERIOD, 2012–2017**



The theme of the reporting year’s annual report, Harnessing Resources for Economic and Social Growth, while succinctly capturing this university’s raison d’être, also encapsulates the Mona Campus’s mission over the UWI 2012–2017 Strategic Plan, as well as the Campus’s accomplishments over the reporting 2016/17 academic year, the final year of the Plan period.

The Plan focussed on six perspectives: financial, employee engagement and development, internal operational processes, teaching, learning and student development, research and innovation, and outreach. The Mona Campus assigned “owners” to each, and monitored achievements against the objectives set out under the perspectives.

FINANCIAL

Against the background of static Government contributions to our budget, we revisited our funding model and resolutely sought to harness expanded and strengthened relationships with private- and public-sector partners to provide basic amenities such as a reliable water supply, improved teaching facilities and increased student housing.

EMPLOYEE ENGAGEMENT AND DEVELOPMENT

A number of initiatives, deployed through the Office of the Campus Registrar and each Faculty and Campus Unit, including professional training opportunities and development of a performance management system that has as one of its foci, staff rewards and recognition, have set the stage for strengthened staff empowerment and ownership of the academy.

INTERNAL OPERATIONAL PROCESSES

We harnessed our IT services to expand their enterprise computer-based information systems in support of improved academic and administrative process efficiency.



This initiative broadly targeted areas such as student academic performance, workforce development, financial transactions and facilities management.

TEACHING, LEARNING AND STUDENT DEVELOPMENT

We increased student intake by some 12% over the Strategic Plan period, introduced new, and modified existing programmes at the undergraduate and postgraduate levels to align them to student and sector demands and, with our private sector partners, grew financial support to students, all with a view to developing the Region's human capital.

RESEARCH AND INNOVATION

Section 2 highlights the Campus's success at harnessing its faculty's research and innovation capacity to find solutions to the myriad social and economic challenges facing our country and region. The impact that these efforts make will depend on our policy-makers uptake of the researchers' recommendations, and we implore their engagement and financial support in the interest of our region's growth.

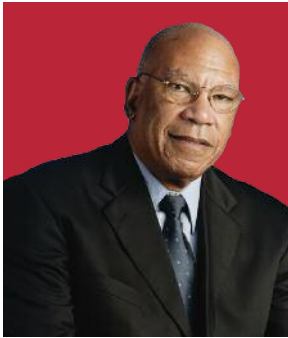
OUTREACH

Understanding that economic development rests with the empowerment of a nation's people, the Mona Campus focussed on developing the human capital of our neighbouring and underserved communities. Our work in the Greater August Town and Mona Common communities serves as a template for community development in Jamaica and throughout the Caribbean.

As we move into the new 2017–2022 Strategic Plan period, with its goals towards greater **access**, **alignment** and **agility**, the Mona Campus's dedicated faculty, staff and administration will continue to ensure that we

AN IMPRESSIVE
57%
INCREASE IN THE
NUMBER OF STUDENTS
RESIDING IN HALLS
(2012–2017)





Dr the Hon. Marshall Hall

are fully equipped with the tools and ammunition to effectively shape and support the region's future through increased public and private sector partnerships to enhance The UWI's reputation as the region's higher education vanguard institution.

I am pleased to welcome Mr Earl Jarrett as the Campus's new Council Chairman. He assumed duties in the current academic year, succeeding Dr the Honourable Marshall Hall who did yeoman service to the Campus for some nine years. Mr Jarrett's commitment to Mona is well known, and we look forward to his contribution as, together, we grow our capacity to harness the region's resources towards development and sustainability.





1

Harnessing our Human Capital

Development of human capital is one of the key drivers of economic growth. Increased access to a university education is, therefore, a development priority

GROWING STUDENT NUMBERS

Registration numbers

In academic year 2016/17, the Mona Campus offered places to some 72% of all applicants to the institution. Actual registration numbers indicate a 3% increase over the previous year to reach an impressive 12% cumulative increase over the 2012–2017 Strategic Plan period. Disabled students account for 1% of the 2016/17 student registration but, notably, a 56% increase since the start of the 2012–2017 Strategic Plan period.

It is noteworthy also that, in an institution where the male/female student ratio is currently 31:69, male registration in the Faculty of Science and Technology is 45%. The Faculty attributes the growth in male undergraduate registration not only to the variety of courses that are offered, but also the quality of the academic counselling, information and the general assistance that academic and administrative staff members provide incoming students and their parents or guardians.

In the Faculty of Humanities and Education which saw steady decline in registration over the Strategic Plan period, the modest growth in registration over the 2016/17 academic year was as a direct result of the introduction of programmes that are aligned to growth industries in Jamaica, such as Animation and Film, and which have a large appeal among male students.

Not to be overlooked among the general registration numbers are those specially admitted students, some 201 in the reporting year, who are

THE LARGEST AREAS OF
GROWTH WERE IN THE
MEDICAL SCIENCES

23%

FACULTY OF SCIENCE &
TECHNOLOGY

16%

AND LAW

14%



Enrolment at Mona Western Jamaica Campus, 2014–2017

Faculty	2014/15	2015/16	2016/17
Humanities & Education	116	110	120
Law	29	17	27
Medical Sciences	90	98	92
Science & Technology	14	9	12
Social Sciences	519	550	591
Total	768	784	842

pursuing academic programmes required for their professional advancement. In the current academic year, some 1,000 police recruits will join the 2017/18 registrants, as orchestrated through a MOU between The UWI and the Ministry of National Security facilitating the training of 3,000 police recruits over three years to strengthen the capacity of the nation's police force that is currently operating at 70% of its strength.

IT IS NOTEWORTHY ALSO THAT, IN AN INSTITUTION WHERE THE MALE/FEMALE STUDENT RATIO IS CURRENTLY 31:69, **MALE REGISTRATION** IN THE FACULTY OF SCIENCE AND TECHNOLOGY IS

45%



Graduate student registration

Not near the numbers of graduate students required to satisfy the country's growth agenda, graduate student registration remained static (3350) in the reporting year. The Office of Graduate Studies and Research (OGSR) continued to review, revise and introduce new programmes to attract larger numbers of students, while pursuing other initiatives to strengthen the graduate studies experience. The heightened recruitment initiatives realised a 25% increase in the number of offers made and a 133% increase in the number of students who accepted their offers by the early bird deadline of March 31. At the end of the 2015/16 academic year, there was a 13% increase in the number of offers dispatched and a 28% increase in the number of candidates who accepted the offer of entry when compared to the same period in the previous year.

THE HEIGHTENED RECRUITMENT INITIATIVES REALISED A 25% INCREASE IN THE NUMBER OF OFFERS MADE AND A 133% INCREASE IN THE NUMBER OF STUDENTS WHO ACCEPTED THEIR OFFERS

The Graduate Students Special Envoy (GSSE), a special initiative introduced in the preceding year, that engages graduate students' participation as active members of the OGSR's outreach team, seeks to create a rich and supportive community for current and prospective graduate students, with a view to stimulating a marked increase in graduate student enrolment and retention.



Four of the 20 members of the Graduate Students Special Envoy being pinned during the Evening of Excellence hosted by the OGSR

Enrolment in research degrees increased marginally. The Faculty of Science and Technology dominates the other Faculties in the number of research graduate students, with a 52% enrolment.

Supporting students financially

Some 40% of students who are offered places at the Mona Campus do not take up these places. What accounts for this? Certainly, the competition from overseas and other local universities is a major determining factor; the other is prospective students' inability to pay for their tuition. The Campus, in collaboration with its private sector and other funding partners, provided some \$1.6 billion in financial aid through scholarships, bursaries, book and meal grants to students during the year.

The Office of Student Financing (OSF) used the Campus's internal electronic communications platforms, including multi-media boards in all Faculties and most student areas, to market the various opportunities for financial aid. As a result, the number of applications for scholarships, bursaries and general financial assistance increased significantly in the reporting year. Some \$903m was administered for scholarships and bursaries. Of this amount, \$680m was funded by the university, and the rest, local, regional and international donors.

**THE CAMPUS, IN
COLLABORATION WITH ITS
PRIVATE SECTOR AND OTHER
FUNDING PARTNERS,
PROVIDED SOME**

\$1.6B

**IN FINANCIAL AID THROUGH
SCHOLARSHIPS, BURSARIES,
BOOK AND MEAL GRANTS TO
STUDENTS DURING THE YEAR**



During the year, the OSF inaugurated its Financing Day on which donors set up booths to share information about the availability of scholarships, bursaries and other financial aid programmes, thereby heightening donors' visibility and strengthening the Campus's relationship with them. The University Centre increased the amount for scholarships by 37%, enabling 42 research scholarships to high-performing postgraduate students, two-thirds of whom were in the Faculty of Science and Technology. Taught masters students are supported by scholarships from JMMB, Caribbean Catastrophe Risk Insurance Facility, Arthur Brown Memorial, Thomas De La Rue, and UWI 12 + 2.

Notably, through the instrumentality of The Caribbean School of Mass Communications (CARIMAC), The UWI signed a MOU with Cricket West Indies to provide student scholarships to be named in honour of five stalwarts: Tony Becca, Joseph 'Reds' Pereira, Headley 'Delmar' Samuels, the late Tony Cozier, and the late Roy Lawrence who have made significant contributions to the sport of cricket through journalism, commentary, broadcast media and photography. The University of the West Indies Development Fund (UWIDEF) provided over \$5m in support of scholarships and bursaries for study in the areas of business and management, journalism, governance, law, entrepreneurship, political science, nursing, dentistry, medicine, surgery, foreign languages, accounting, civil engineering, computer science and information technology. They also donated \$450,000 to the UWI Food Grant Programme for students in need.

Individual Faculties and other departments provided financial assistance to students in their respective units. The Faculty of Humanities and Education, for example, organised a number of fundraising activities to boost its "Benefit Fund" for students, established in September 2015. The Business Development Office (BDO) sourced scholarships and other contributions to student development, amounting to \$1.3m.

Students visiting the UWIDEF booth at the OSF Financing Day, established to heighten students' awareness of financial aid availability



**ACADEMIC YEAR 2016/17
SAW THE CARIBBEAN
BROILERS/UWI 5K
RUN/WALK, ESTABLISHED
SINCE 2008, ALLOCATING
\$10M TOWARDS
SCHOLARSHIPS**



63%

**OF STUDENTS ON AWARDS
GRADUATED AT THE TOP
OF THEIR CLASS**

The Faculty of Law sanctioned the award of the Mona Law Bursaries valued at approximately \$29m. Approximately 81 students benefitted from this initiative. The Faculty continued to work closely with the executive body of the Mona Law Society (Law Faculty students' association) to effect changes in the best interest of the students and to ensure the best opportunity is created to produce well-rounded graduates. From this partnership, a breakfast programme was implemented; funds were raised for a needy student fund through various initiatives such as an OpenEar Concert, the hosting of a drama production by Mr and Ms Law 2016, and other activities.

To encourage registration in the relatively new Mona School of Engineering, very needy students who meet the minimum eligibility requirements are offered an engineering bursary in the range of J\$200,000 to J\$400,000 annually. The recipients can be at any level in the programme but must maintain a minimum GPA of 3.0 to continue the bursary. The first cohort of Jamaican students entering the preliminary engineering programme (introduced in the 2016/17 academic year) were each awarded a US\$5,000 bursary (50% of total cost) toward tuition fees.

An analysis of the 2016/17 academic results for undergraduate students on awards (scholarships, bursaries, etc.) indicates that over 63% of these students graduated at the top of their class.

ORIENTING STUDENTS TO THE UNIVERSITY EXPERIENCE

Orientation

Satisfying matriculation requirements is only one of the critical criteria that assure students' successful traversing of their university experience. Their preparation through a comprehensive and well-structured orientation process is another. This allows them to not only manoeuvre their journey through the many academic and co-curricula activities, but also serves to engender long-term commitment to the academy. The 2016 orientation exercises were planned and executed with these ends in mind, taking place at the Campus, Faculty and individual unit levels for local and international students and their parents or guardians.





The general orientation activities familiarised new undergraduate and postgraduate students with the physical campus, the development programmes and co-curricula activities that are available, and the faculty and staff of the Campus. Students participated in sessions focussing on learning, the registration process, health, staying focused while at university, security and safety, planning for career success, stress management, personal development, managing finances, and sports in the academy. During campus tours, they were introduced to the Faculties, Health Centre, the Philip Sherlock Centre for the Creative Arts, the Students' Union, the Main Library, the Chapel, and the University Bookshop.

“Connected families: Cultivating relationships for continued student support” was the theme of the special session hosted for parents, guardians and spouses, where matters relating to student transition to university life, academics, financing, and opportunities for financing were discussed.





The “Orientation Village” saw some 4,000 students over the two-day period browsing displays to learn about student services and to interact with the staff who deliver these services. Approximately 85 internal and external entities occupied booth spaces within the village. Forty-four percent (44%) represented student clubs and societies, and another 42%, departments on Campus that provide key services and resources for students. The external entities comprised sponsors and other enterprises that provide critical services to the student population.

Apart from the general orientation exercises, individual units also conducted sessions to introduce students to their many services. Notably, the Library, in partnership with the Foundation course, FOUN1014: Critical

Reading and Writing in the Sciences, hosted the UWlinC training sessions in September 2016 and January 2017, attracting more than 1,000 students, and the library significantly increased the number of Information Literacy training sessions.

The First Year Experience programme

The First Year Experience Programme (FYE) for 2016/17 was delivered under the theme, A Hero’s Journey. It involved the first-year students in a series of intentional experiences which encourage them to grow, change and then impact their space. The hero’s journey acknowledges the influence of a mentor (facilitator) and the encountering of challenges/tests which the students, by building their capacity, will overcome.

The objectives guiding the 2016/17 programme were to:

- build relations between students and members of the academic and non-academic staff
- encourage students to think critically and analytically
- guide students in taking responsibility for their learning
- assist students in clarifying their academic and career goals
- assist students in having a better understanding of The University and how they are expected to function in it
- increase awareness among students about available resources and services so that they can better navigate the campus
- help students to build friendships; and
- aid students in developing as responsible citizens.

FYE participants took part in cultural, social, service and personal development experiences which took them beyond the classroom.



PROVIDING WORLD CLASS TEACHING AND LEARNING

Academic programme renewal and strengthening

Committed to harnessing our human capital for economic development, the Campus focussed its continuous curriculum review and reform in support of the developing sectors within the economy. Not least among these developing sectors is that of Sports. In recent years, the Campus has been expanding its sports academic programmes which, in the current academic year, are coordinated within the newly designated Faculty of Sport.

Dr Akshai Mansingh was appointed Dean of the newly created Faculty – a University Faculty comprising four academies of Sport, one on each of the four campuses. The Faculty will offer certificate, bachelor and master’s degrees in Sports Business, Sports Management, Sports Science and the Art and Science of Coaching. Through this Faculty, The UWI expects to enhance the sporting excellence which characterises the Caribbean nations, and to build upon its reputation to become an internationally recognised teaching, research and training centre in sport and sports-related disciplines.

Acknowledging that a critical mass of engineers is required to grow any economy, and the government’s expressed interest in increasing the number of engineers in the country, the Campus renewed its focus on engineering. There were some 1,200 applications for engineering programmes for the 2017/18 academic year. The Mona School of



Dr Akshai Mansingh



Engineering (MSE) was granted approval to offer the BSc Biomedical Engineering Programme and the MPhil and PhD degrees in Electronics and Computer Systems Engineering, Electrical Power Engineering, and Civil Engineering. To enable more students to access engineering programmes, MSE rolled out its preliminary engineering programme which will serve as a qualifying year for students seeking to access the BSc programmes in Civil, Computer Systems, Software, Electrical Power, Electronic Systems and Biomedical Engineering. Much like enrolment into any engineering programme at Mona, each student registering for the preliminary programme will receive a new Kindle Fire tablet, fully loaded with all the required textbooks.

MSE intends to launch its first shared engineering project design with Binghamton University where four Mona final-year electronics and computer systems engineering students will work with four of their final-year electronics and computer engineering students on two capstone projects. Discussions are also ongoing regarding the University of Pennsylvania (UPenn) proposal for partnership with MSE for teaching, research and student and staff exchanges. In the current academic year ABET, a leading global engineering accrediting body with direct oversight of the Washington Accord, will be making a site visit to assess MSE's BSc Electronics Engineering programme.

MSE INTENDS TO LAUNCH ITS FIRST SHARED ENGINEERING PROJECT DESIGN WITH BINGHAMTON UNIVERSITY WHERE FOUR MONA FINAL YEAR ELECTRONICS AND COMPUTER SYSTEMS ENGINEERING STUDENTS WILL WORK WITH FOUR OF THEIR FINAL YEAR ELECTRONICS AND COMPUTER ENGINEERING STUDENTS ON TWO CAPSTONE PROJECTS



To supply demand for other growth industries, four new undergraduate programmes were rolled out in the Faculty of Humanities and Education (FHE) - the Bachelor of Fine Arts Degree (BFA) in Animation, BA in Information Studies, BA in Librarianship, and the BA in Cultural and Creative Industries. Mona School of Business and Management (MSBM) rolled out five new Masters programmes: MSc in Services and Retail Management, MSc in Corporate Finance, MSc in Procurement Management, and MSc in Marketing and Data Analytics and Logistics and Supply Chain Management, thereby increasing its suite of relevant and solution-oriented business education in the Caribbean. Logistics and Supply Chain Management is in direct response to Jamaica's positioning of itself as the premier logistics node within the Americas.

RE-DESIGNATION OF CARIMAC

A ceremony to mark the re-designation of CARIMAC as the **Caribbean School of Media and Communication** took place on Thursday, June 22, 2017. UWI leaders, local and regional partners, former CARIMAC students, part- and full-time lecturers, current students and parents, media and communication industry leaders and members of the general public participated.



Sonia Gill, (at podium) secretary general of the Caribbean Broadcasting Union (CBU), delivered the main address

The School's MSc Accounting, MSc Computer Based Management Information Systems (CBMIS), MSc Enterprise Risk Management, Master in Business Management (MBM) and the Master in Business Administration (MBA) (full time) attracted international recognition during the academic year, receiving significant ratings under the 2016/17 Eduniversal Ranking for 1000 Best Masters and MBAs fields of study worldwide.

With its development of an extensive Strategic Plan and its focus on institutional reform, CARIMAC was officially designated a School by the UWI's Finance and General Purposes Committee (F&GPC) with effect from August 1, 2017. Its designation as a School will enable CARIMAC to pursue institutional and programmatic accreditation.

Undergraduate programmes receiving or extending their regional accreditation status included the Faculty of Medical Sciences' MBBS and undergraduate dental programmes, and UWISON was named Jamaica's Nursing School of the year.

The Office of Graduate Studies & Research (OGSR) undertook a successful review of Taught Masters requirements over the 2012-17 Strategic Plan Period, and approved the implementation of the MA in Archives and Records Management, and the LLM, MPhil and PhD degrees in the Faculty of Law. The Faculty of Social Sciences introduced the PhD in Economics. OGSR further revised and modified several programmes, including the MSc Computer Science, MSc in Development Studies, MSc Computer Based Management Information System, MA Literatures in English and MEd in Curriculum Development.

AS HIGHER EDUCATION'S VANGUARD INSTITUTION IN THE REGION, THE UWI GRADUATES MUST BE ABLE TO STAND ABOVE THE SHOULDERS OF THEIR PEERS BY DEMONSTRATING THE ABILITY TO TURN THE KNOWLEDGE AND SKILLS THEY HAVE INTO UNIQUE GAINS FOR THEIR EMPLOYERS AND THE INDUSTRY

Co-curricula programming for development of “soft skills”

As higher education's vanguard institution in the region, The UWI graduates must be able to stand above the shoulders of their peers by demonstrating the ability to turn the knowledge and skills they have into unique gains for their employers and the industry. Our Faculties and the Office of Student Services and Development (OSSD) oversee a plethora of co-curricula programmes and opportunities for students' affective learning and development in various areas, including leadership, mentorship, cultural and foreign language immersion exchanges and sports. In addition, the OSSD through its departments and the halls of residence gives oversight to more than 60 clubs and societies that facilitate co-curricula participation.

The Office also continued to manage the programme that offers credits for structured co-curricula activities with measurable learning outcomes. In this programme, students may elect to register for a co-curricula course in netball, cricket, track and field, leadership, debating, steel orchestra, or photography (camera club) where they may acquire three (3) credits towards the 90 credits required to graduate.



Sports development

The Sports department of the OSSD continued to facilitate the development of our student athletes and to deliver student recreational activities. The department provided a higher education experience for over 128 student athletes who were awarded sports scholarships to pursue their academic careers.



The scholarship programme has helped the department to maintain its focus on participating with excellence at the national and international levels. In the reporting year, many of our student athletes achieved milestones in international and national competitions. Fedrick Dacres, one of our sports scholarship awardees, kept our torch ablaze by becoming the first Jamaica thrower to win at an IAAF Diamond league when he won the IAAF Diamond League (Discus) in Stockholm with a throw of 68.36m. In addition, the Mona Campus won a shield and several medals at the Penn Relays. Our athletes also performed creditably in national sporting competitions, and won the 2017 UWI Games held in Barbados, making it Mona's third consecutive win since academic year 2014/15.



Fedrick Dacres

Preparing students

The Office of Placement and Career Services, a department of the OSSD, prepares students to market their skills on the local and global job markets. Its Career Awareness Month, with its Career Exposition and Job Fair, provides opportunities for students to showcase their skills to prospective public- and private-sector employers, while exhibiting and honing the professional and social skills required in the world of work. Through this medium, students gain useful perspectives on professional self-presentation for today's marketplace, and practise soft skills considered valuable in corporate circles. As in former years, activities included portfolio preparation and presentation, curriculum vitae and resume writing, formal dining, and occasion-appropriate attire.

In association with Placement and Career Services, CARIMAC, during its annual Open Week, also hosted a seminar and job fair for its final year undergraduate students, and exhibited their productions. The speaker line-up showcased professional excellence from a range of sectors relevant to CARIMAC's graduating students.

Faculties also continued to provide students with internship opportunities to better prepare them to adapt to new physical and technical environments upon graduation. In the reporting year, the Department of Physics received approval to introduce the course Physics, in Practice Internship (PHYS3400) at the start of the 2017/18 academic year. This internship course, comprising workshop sessions and placement with a company over a six-week period during the summer semester, will enable the students to become involved in the operations of companies whose core functions relate to the students' field of study.

THROUGH THIS MEDIUM, STUDENTS GAIN USEFUL PERSPECTIVES ON PROFESSIONAL SELF-PRESENTATION FOR TODAY'S MARKETPLACE, AND PRACTISE SOFT SKILLS CONSIDERED VALUABLE IN CORPORATE CIRCLES



for the world of work



World class academic and support staff

The UWI's reputation as the leading tertiary education institution in the English-speaking Caribbean is, in part, built on the quality of its teaching delivery. Committed to providing a world-class education for the region's future leaders, the Mona Campus engages highly qualified academic staff, supported by competent professional administrative and support personnel.

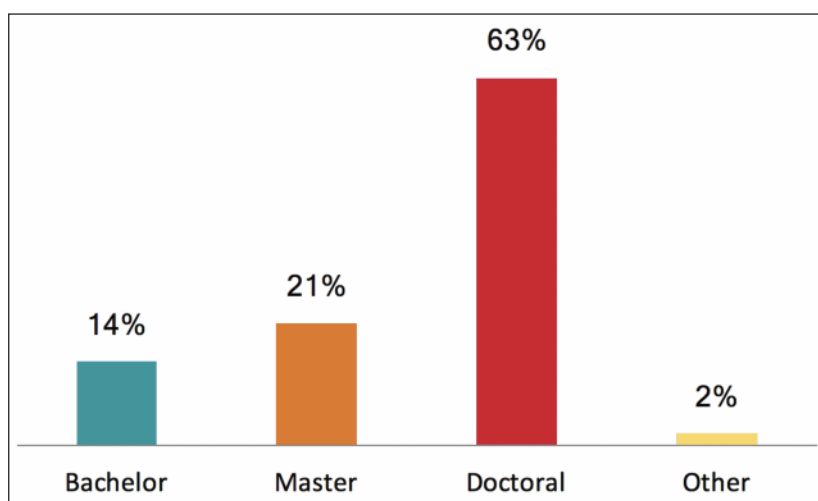
With a faculty/student ratio of 1 to 26, and faculty trained at the highest levels, the Campus prioritises continuous professional upgrading of its employees. Lecturers are encouraged to update their teaching delivery capabilities through the periodic workshops organised by the Centre of Excellence in Teaching and Learning (CETL) and, during the reporting year, some faculty members successfully completed its postgraduate certificate in University Teaching and Learning.

At the individual Faculty levels, training seminars were held for tutors and lecturers and, at the start of the year, the Human Resources Management Division organised training sessions for incoming heads of department. These sessions were designed to acquaint heads with some of the basic administrative procedures and processes, including their prescribed roles, duties and responsibilities within the university.



Total Staff Complement, 2016/17

Category of Staff	UGC	NON-UGC	TOTAL
Academic	513	470	983
Sr. Administrative & Professional	171	141	312
Administrative & Technical	754	368	1,122
Services	342	110	452
Contract Services	7	23	30
Consultant	3	7	10
Student Assistant	14	4	18
Total	1,804	1,123	2,927



Qualifications of Full-Time Academic Staff, 2016/17

All levels of staff – faculty, administrative and service – attended various specialist conferences and development workshops. Over the 2012–2017 Strategic Plan period, the Campus completed a series of development programmes to improve leadership across the Campus. We made significant advances in the process of overhauling the Performance Management System, and put forward comprehensive proposals for four major components of a Total Rewards Strategy for staff (including a proposal for Child Day Care).

The rigour with which the Campus selects and grooms its faculty and staff not only ensures quality education for our students, but also unparalleled contribution to the many local and international organisations and boards where our staff serve as chairs or members, and recognition by international academic/professional bodies of the highest standards.

WITH A FACULTY/STUDENT RATIO OF 1 TO 26, AND FACULTY TRAINED AT THE HIGHEST LEVELS, THE CAMPUS PRIORITISES CONTINUOUS PROFESSIONAL UPGRADING OF ITS EMPLOYEES. LECTURERS ARE ENCOURAGED TO UPDATE THEIR TEACHING DELIVERY CAPABILITIES THROUGH THE PERIODIC WORKSHOPS ORGANISED BY THE CENTRE OF EXCELLENCE IN TEACHING AND LEARNING (CETL) . . .

Student Achievements

Mona's students continue to excel in all their enterprises on the local and global stage, be it in academics, entrepreneurship, sports or the creative industries. A few of them are highlighted here.



Shakeba Foster, a MSc Economics student was the 2017 Jamaica Rhodes Scholar.



Joy Odusanya, BScN student was named Student Nurse of the Year, 2017.

UWI Mona Robotics Team Excels in International Competition



Team members: Yekini Wallen-Bryan – team captain; Paulo Williams, Richard Harris, Aisha Robinson, Khalid Sharpe, Sean McBean, Jason Brown, Locksley Murray, Kriston Kong and Dane Miller. Mr Lindon Falconer was the lecturer/team advisor.

Members of the Institute of Electrical and Electronics Engineers (IEEE) UWI Student Branch made UWI and Jamaica proud in the IEEE Southeastern Conference 2017 hosted in Charlotte, North Carolina from March 31st to April 2nd, 2017. Jason Brown won the coveted Best Paper award from a pool of 1000 applicants (placed first in the Technical Paper Competition – a first for a Jamaican university) and the Robotics Team placed 13th out of 41 universities in the hardware contest. The participants included about 50 universities from the southeastern states in the USA, with UWI and UTech from Jamaica as the only foreign universities.



Aisha Robinson, a final year electronics engineering student, was selected as one of four finalists for the Society of Light and Lighting's (SLL) Young lighter of the year award. Her paper, titled "A Visible Light Communication Scheme for Use as Accent Lighting" was presented at the Lux Live exhibition held at the London ExCel Centre, UK on 23-24 November 2016. The paper explored the potential for using the visible light from accent lighting fixtures, instead of radio frequency, to deliver information to visitors' mobile phones. It emphasised the design constraints for the lighting fixtures to be used.

Student Innovations/ Entrepreneurship

Scores of Mona students take entrepreneurship courses, run successful start-ups and market their products. The UWI has also been tailoring courses to meet the changing needs of society, and implementing various initiatives to help students and staff on the road to entrepreneurship.



Dexter Mears



Ejay Charles (left)



Keno Thomas



Khadije Swaby



Kristofferson Nunes



Laika Blake



Yekini Wallen-Bryan (left)



Julian Johnson

Twenty year-old **Dexter Mears**, pursuing a law degree, operates Mears Media, a marketing and communications company that offers trendy marketing and business solutions.

Twenty-three year-old medical student, **Ejay Charles** “Dr Breadman”, learnt to bake, fry and roast bread from an early age. To help pay his university fees he put his skill to work. Upon graduation from Med School he plans to practise medicine and also “accomplish some of the bigger entrepreneurial ventures” he has written down in his “Ideas for Life” diary.

A second-year political science major who plans to pursue law, **Khadije Swaby** started her lash fusion business to allow her more financial independence as a student. In the future, she plans to provide employment through expansion of her business, and to establish her own law firm.

Yekini Wallen-Bryan, CEO and MD of Preelabs Ltd, produced a technological device called Power Pree which allows users to control and monitor their electrical appliances from

anywhere in the world from their smart phones or computers. Product officially launched on the local market in mid 2017.

Laika Blake, owner of Laconic Cultural Work and Travel Limited, provides “expert, dynamic and satisfactory cultural, travel and work solutions” for students at the tertiary level.

Julian Johnson, first year student in BSc Marketing programme, owns an online apparel business, Trublu Clothing.

Keno Thomas, founder of the Entrepreneur Builder Club. The club encourages students to explore options outside of the traditional job market in order to become economically independent. Keno hopes to launch his Caribbean Digital Restaurant in 2017/18.

Kristofferson Nunes started University and College Ambassadors Youth Marketing (UCA) to bridge the gap between companies offering internships in volunteering and ambassadorial opportunities and students needing valuable work experience and personal development.

Graduates (2017) of the



UWI, Mona Campus



THREE THOUSAND, THREE HUNDRED AND NINETY-EIGHT (3,398) STUDENTS MARCHED PROUDLY AT ONE OF THE FOUR CEREMONIES IN THE GRADUATION TENT ON NOVEMBER 3 AND 4, 2017 TO JOIN THE REGION'S ENTREPRENEURS, ENGINEERS, MEDIA PROFESSIONALS, SCIENTISTS, LAWYERS AND OTHER TRAINED PROFESSIONALS. SOME 67% OF DISABLED STUDENTS RECEIVED HONOURS DEGREES, AND SENATOR FLOYD MORRIS, BECAME THE FIRST DISABLED PHD GRADUATE.

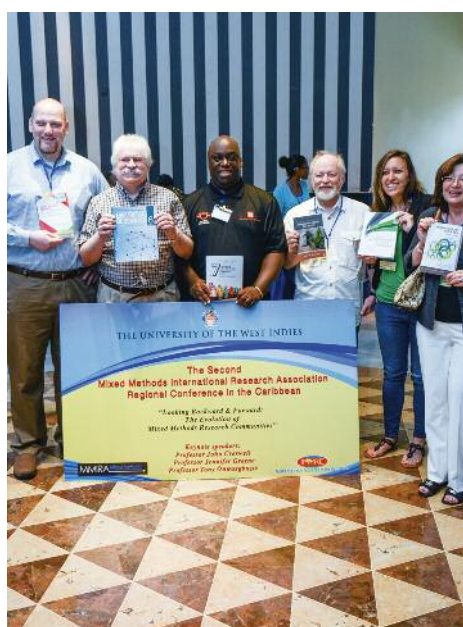
2

Harnessing Intellectual Capital for Research

Research is the foundation for social, cultural, economic and environmental innovations that drive society forward. The UWI Mona Campus, in keeping with tradition as the premier research institution in the English-speaking Caribbean, continued to strengthen its research capabilities.

STRENGTHENING THE CAMPUS'S RESEARCH CAPABILITY

In academic year 2016/17, we executed a number of strategies to strengthen our research capability. The Campus hosted the Second Mixed Methods International Conference where Caribbean researchers were encouraged to adopt a new approach in investigating facts to arrive at more accurate conclusions. While the tools for quantitative research are well known and available, those tools for qualitative are more unfamiliar. Mona's Mixed Methods group, led by Dr Loraine Cook, collaborating with the Office of Graduate Studies and Research Campus Coordinator Professor Denise Eldemire-Shearer, worked towards advancing knowledge of this approach to research. Fifty (50) staff and students attended a workshop where the mixed methods programme was introduced, and the Campus institutionalised the programme, becoming a Chapter of the International Association of Mixed Methods. Data is currently being analysed to quantify the noticeable impact on our researchers' use of qualitative research methods.



Scenes from the Regional Mixed Method Conference



In order to increase research output and build private sector research partnerships, we updated the Mona Online Research Database (MORD) to enhance computing support to researchers, grouping researchers around sustainable development goals and Jamaica's economic agenda, while ensuring academic freedom and inclusion of all research – applied and pure.

Mona Information Technology Services (MITS) enabled all staff and students to access another analytical tool, QDA Minor – a statistical package – that was funded by the Office of the Pro Vice-Chancellor,

Graduate Studies and Research. Further, MITS extended and enhanced computing support for researchers, research and innovation management, and support for work-group collaboration among researchers. Specifically, a High-Performance Computer Cluster (HPCC) platform, a deliverable of the IDB funded Pilot Programme for Climate Resilience, was installed. The HPCC will primarily be used to produce the 'Big Data' Caribbean small island states (SIDS) need to accurately forecast and mitigate the effects of climate change on the region. In general, the HPCC will be used broadly for scientific modelling, visualisation and data analytics. It has been designated the acronym SPARKS: Scientific Platform for Applied Research and Knowledge Sharing.

Research impacting development challenges

The Centre for Advanced Research in Renewable Energy (CARRE) located on the campus, is the result of a research project called the 'Low Greenhouse Gas Emissions: Promoting Energy Efficiency & Renewable Energy Building in Jamaica (LGGE) Project'. This research project was devised by Professors Anthony Clayton, CD and Tara Dasgupta, CD, and funded by the Global Environmental Facility (GEF). Technical assistance was provided by the United Nations Environment Programme (UNEP). With assistance from the Mona School of Engineering Energy Management Unit (EMU), the project resulted in the design, procurement and construction of the Caribbean region's first Net-Zero Energy Building (NZEB).

The long-term benefits of the NZEB are: reduced environmental impacts, lower operating and maintenance costs, better resilience to power outages and natural disasters and improved energy security. The building will save approximately 50,000 kilowatts of

THE CONSTRUCTION OF THE CARIBBEAN REGION'S FIRST NET-ZERO ENERGY BUILDING (NZEB) WITH ASSISTANCE FROM THE MONA SCHOOL OF ENGINEERING ENERGY MANAGEMENT UNIT (EMU).



Official Opening of the Net-Zero Energy Building, October 2017

energy annually, which translates to a reduction in carbon dioxide emission of 34.5 metric tonnes per year. The building also serves as a prototype for zero energy building principles and strategies that respond to climatic conditions, and will serve as an emergency shelter.

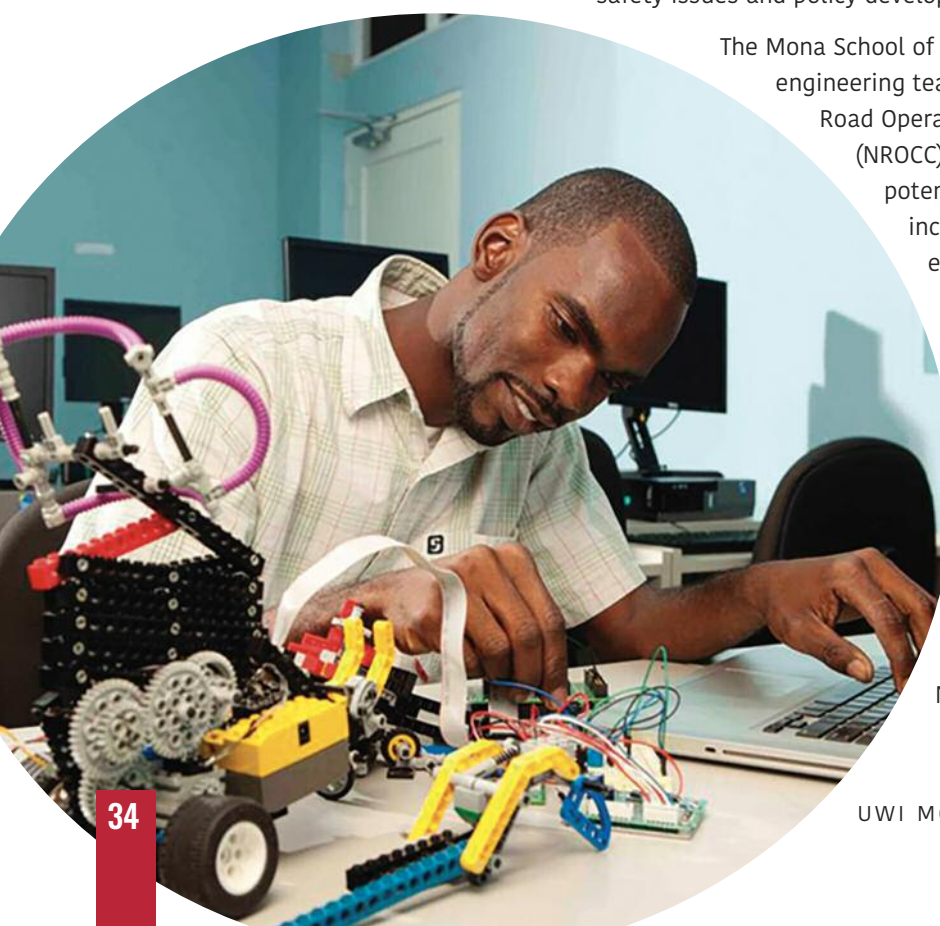
The EMU also implemented a Campus Energy Awareness Programme (EAP) that seeks to: achieve improvement in all areas of energy efficiency and conservation; manage energy as a controllable expense; improve Campus energy productivity by requiring less, or a constant amount of energy to produce more graduates, and realise increased revenues; and galvanise the involvement of the Campus community towards heightened energy consciousness, conservation and efficiency practices in the workplace.

As part of the research project, the EMU conducted an energy audit which led to the retrofitting of the National Housing Trust (NHT) headquarters in Kingston, the adjoining car park and the Emancipation Park for improved energy efficiency. A Memorandum of Understanding was signed between the NHT and The UWI in 2016 to cover the assessment of the most advanced retrofit solutions to increase energy efficiency and performance of existing buildings. The NHT headquarters complex is now a demonstration project under the LGGE programme. It is designed to show how energy-efficient building technology can be used as a model in both retrofit and new construction for the region's contractors and builders.

Also in the Faculty of Science and Technology, the Earthquake Unit acquired funds to implement a seismic resilience project in Font Hill, Westmoreland. This will increase the number of seismic stations to 13, putting Jamaica in a safer position against the ravages of earthquakes.

The Physics Department launched The Mona Fire Research Group (MFRG), a multi-disciplinary group engaged in studying the science of fires. MFRG fills a void in the Caribbean in terms of fire research and fire protection engineering, and will ensure that our region play its part in terms of fire safety issues and policy development.

The Mona School of Engineering's (MSE's) civil and electronics engineering teams have been working with the National Road Operating and Constructing Company Limited (NROCC) to resolve environmental issues that potentially resulted from roadway construction, including the design and deployment of equipment to remotely sense environmental conditions. With its geology partners, MSE is ready for engagement with NROCC to identify critical areas for research and start the process of effecting tangible solutions. In cases where short-term solutions are required with high levels of technical competences via projects-driven Request for Proposals (RFPs) or otherwise, the Mona-Tech Engineering Services Ltd – the commercial arm of the MSE – stands ready to partner with NROCC.



Research Projects at the Mona Geoinformatics



The research work undertaken in the Mona Geolnformatics Ltd continues to provide public service in the national interest. MGI was at the forefront of the national preparations for the possible impact of Hurricane Matthew in October 2016, advising the prime minister on activities.

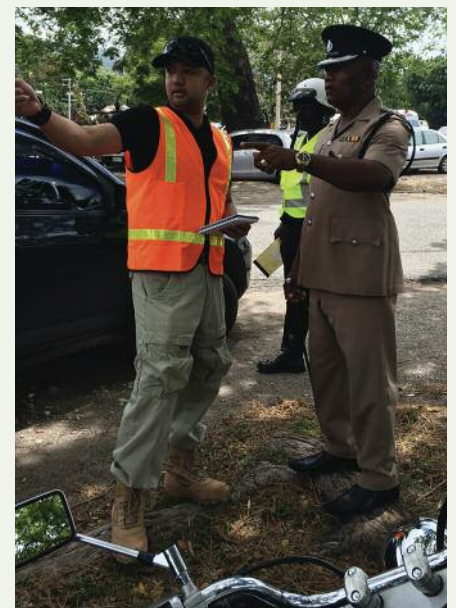
MGI's road safety activity extended into enforcement work with the Jamaica Constabulary Force's Traffic Division, guiding enforcement strategy and deployment, including targeted action against certain vulnerable groups. In the reporting period, MGI closely worked with the JCF in targeting motorcycle fatalities in Westmoreland, among other locations.

MGI developed a full virtual New Kingston for the Jamaica Public Service and its Smart City concept, which will look at the widespread deployment of public wi-fi and smart sensors that can aid in traffic management, energy consumption, public security and transport, among other improvements.

MGI's reputation of innovation continued in the 2016/17 period. This included the incorporation of virtual reality models, in addition to the usual 3D model developments.



Dr Parris Lyew-Ayee, Jr showing Prime Minister Andrew Holness the latest information on Hurricane Matthew and likely impact areas in Jamaica.



Working with SSP Calvin Allen, Commanding Officer of the JCF Traffic Division

Parris Lyew-Ayee Jr., Director of Mona Geolnformatics with CEO of the National Works Agency, E.G. Hunter, in the emergency operations room at the NWA.

Professor Helen Asemota of the UWI Biotechnology Centre, and the State University of New York (SUNY) Binghamton have been collaborating to identify the different forms of pathogens that exist in Jamaica. The hope is that the team will be able to revolutionise yam production through development of low-cost biosensors and molecular genetic tools that can detect diseases and allow for early intervention. The National Science Foundation (NSF) recently granted funding to the UWI and SUNY to carry out this project. Also collaborating are the Northern Caribbean University (NCU), The Southern Trelawny Environmental Agency (STEa) and yam farmers in Manchester and Southern Trelawny. This synergy will facilitate the sharing of ideas among the universities and support the transfer of technology.

WITH MORE THAN 30 PHD AND MPHILL THESES THAT HAVE BEEN PRODUCED, MANY MORE CAMPUS RESEARCHERS ARE STILL STUDYING THE USE OF YAMS IN TREATMENT OF ILLNESSES, AND AS INDUSTRIAL RAW MATERIALS



The biosensors will be able to detect the presence of anthracnose disease caused by the fungus *Collectotrichum Gloeosporioides*. While the pathogen may be controlled by chemical fungicides, these may lead to environmental damage and fungicide resistance. The fungus has had a devastating effect on the production of yam crops in Jamaica since 2004, especially sweet yam, a yam in great demand in the international market, but for which Jamaica is unable to meet the demand because of the anthracnose disease.





Asemota, who heads the multi-disciplinary UWI Yam Biotechnology Research Group, has been leading the UWI's efforts in yam research for over two decades. With her guidance, the team has produced more than 100 refereed international journal publications, four patents and more than 200 conference abstracts. Some of their current research areas include finding ways to mitigate waste of yam crops, and the use of specific biomolecular properties in yams as possible sports medical foods /nutraceuticals.

In recent years, the studies have progressed under the theme, "Yams – from farm to finished products", with the aim of promoting Jamaican yams as food, medicine and an industrial raw materials source. The research has contributed in no small way to drawing attention locally and internationally to Jamaican yams, and to the improved quality of yams grown locally. The research has also uncovered the medicinal value of Jamaican yams in the treatment of ailments such as cancer, hypercholesterolemia, diabetes and acquired or genetic disorders such as hyperlipidemia. With more than 30 PhD and MPhil theses that have been produced, many more Campus researchers are still studying the use of yams in treatment of illnesses, and as industrial raw materials. The patents resulting from the research set the stage for the development of marketable products.

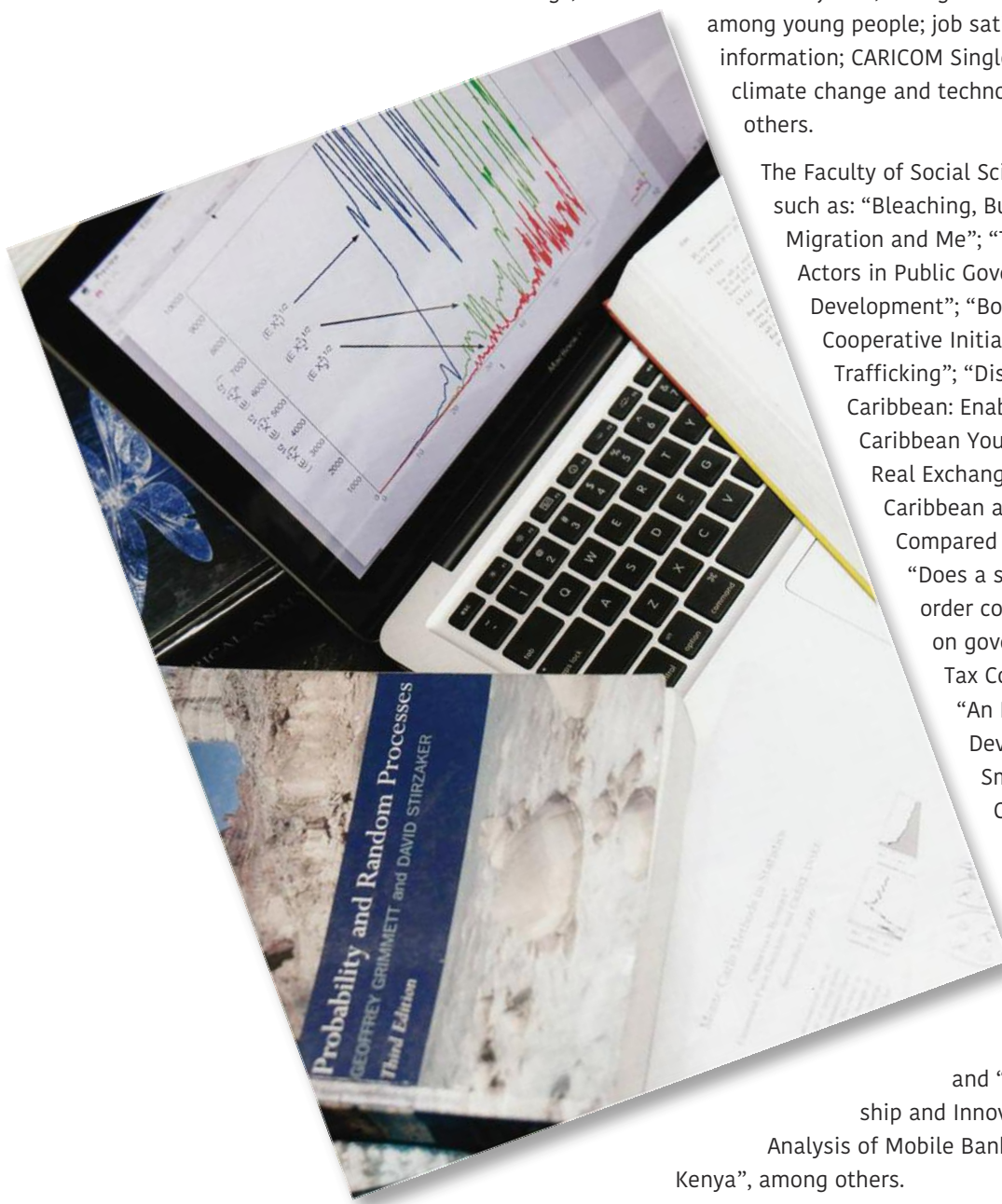
IN RECENT YEARS, THE STUDIES HAVE PROGRESSED UNDER THE THEME, "YAMS – FROM FARM TO FINISHED PRODUCTS", WITH THE AIM OF PROMOTING JAMAICAN YAMS AS FOOD, MEDICINE AND AN INDUSTRIAL RAW MATERIALS SOURCE



Research papers, presentations and conferences

The outcome of our robust research culture in the academy was demonstrated through the quality and quantity of peer-reviewed journal articles, book chapters, and books published during the year. The publications covered a wide range of issues: cultural differences; racist and ethnic differences in family profiles; early childhood education; child poverty and child rights; self-esteem; body dysmorphic disorder; disordered eating attitudes; depression; negritude and blackness and the demand for authenticity; gender equality in Jamaica; violence and poverty; intergenerational profiles and individual outcomes; re-integration of prisoners; migrant health and ICT's; intergenerational living arrangements and well-being in comparative prospective; multigenerational families; multigenerational issues in an aging society; domestic violence; parenting and academic achievement; body image and depressive symptoms; biracial and multiracial identity; demographic and social factors in the use of licit drugs; issues around marijuana, its legalisation and trade; violence among young people; job satisfaction; housing and information; CARICOM Single Market; gender and age; climate change and technology, among numerous others.

The Faculty of Social Sciences researched topics such as: "Bleaching, Bullying and Me"; "Barrels Migration and Me"; "The Case For Subnational Actors in Public Governance and Development"; "Border Security and Cooperative Initiatives to Counter Illicit Drug Trafficking"; "Disability and ICTs in the Caribbean: Enabling Visually Impaired Caribbean Youth"; "Current Account and Real Exchange Rate Dynamics in the Caribbean and Latin America Compared to the G7 Countries"; "Does a stronger system of law and order constrain the effects of FDI on government size?"; "Improving Tax Compliance in Jamaica"; "An Evaluation of Software Development Practices Among Small Firms in Developing Countries"; "Mainstreaming Disaster Risk Management into Management Education"; "Re-inventing, Revolutionising and Transforming Caribbean Tourism"; and "Barriers to Entrepreneurship and Innovation: An Institutional Analysis of Mobile Banking in Jamaica and Kenya", among others.



The Department of Economics (DoE) staged its inaugural West Indies Economic Conference (WECON) under the theme, “Small Economies, Unlimited Possibilities”. Over the one-and-a-half days, twenty-five papers were presented by academics from 10 countries. The topics explored included labour market discrimination, income inequality, tax compliance, the impact of hurricanes, finance, and trade. Some 120 persons attended, including representatives from the public and private sectors, and students and colleagues from The UWI and other tertiary institutions. The conference provided an opportunity for academics from around the world to discuss important issues affecting small economies, and to share ideas about future research and research methodologies.

The conference has helped to re-ignite an atmosphere of research and scholarly exchange within the DoE.



A section of the audience



Above: Professor David Tennant, Head of DoE chairing the conference, “Small Economies, Unlimited Possibilities”
Below: Professor Arye Hillman delivering his keynote speech

DoE also launched a policy discussion series in an effort to guide and impact economic policy-making and thought in Jamaica and the Caribbean. The series explored solutions to current problems that directly impact economic policies. Themes included: “Critical Considerations that will determine the Extent and Nature of Jamaica’s Future Involvement with CARICOM”; “Private Sector Perspective on the Prospects and Pitfalls of Jamaica’s Future Involvement with CARICOM”, and “An Economic Outlook for the Caribbean – 2017”.

In partnership with the Ministry of Economic Growth and Job Creation, The UWI hosted a Caribbean Outreach event, the visit of the Inter-Governmental Panel on Climate Change (IPCC) Caribbean. Other partners were The Caribbean Development Bank, the Caribbean Community Climate Change Centre, the Inter-American Development Bank and Panos. This regional outreach event was aimed at raising awareness, especially among policymakers and the scientific community from the region about the IPCC, its role, and activities.



The Mona ICT (MICT) Policy Centre's research into the area of cybercrimes led to CARIMAC's hosting of the 4th National Cyber Security Conference under the theme, "Mobile Money, Online Banking and Citizen Awareness".



CARIMAC's Director, Professor Hopeton Dunn, addressing the audience at the 4th National Conference on Cyber Security

Nurturing research students

One of the primary aims of The Office of Graduate Studies and Research (OGSR) is to enhance and increase the research output of our research students. With this in mind, in 2016/17 the Office implemented and institutionalised training programmes to enhance research supervision which was determined to be a critical factor in the time taken to complete research degrees. OGSR also continued to encourage students along their research journey through its Evening of Excellence where students are celebrated for outstanding achievements. In the reporting year, two students received the Most Outstanding Thesis Award: Dr Stacy Stephenson (PhD Molecular Biology) and Dr Sharon Gardner (PhD Language Education). In addition, the departments of Community Health and Psychiatry and Language, Linguistics and Philosophy were recognised for graduating the most research degrees in 2015/16.



Scenes from the Evening of Excellence – Awardees with supervisors, PVC and Campus Coordinator



New research partnerships/collaborations

In its continuing effort to broaden and solidify its research value, the Campus continued in its tradition of maintaining and establishing both local and international research partners. Of particular note are those which the Faculty of Medical Sciences formalised in the reporting year:

- Research collaboration with Colgate (Dentistry).
- Formalisation of research collaboration with the University of Pennsylvania, School of Dental Medicine.
- Initiation of research collaboration with the Zahnmedizinische Fakultät of the Freie Universität Berlin, Germany (Dentistry).
- Establishment of a MOU between the Harvard/MGH Center on Genomics, Vulnerable Populations and Health Disparities and the University of West Indies Medical School, to develop cancer genomics research and other areas of cancer research. This partnership will provide opportunities for collaboration on international research projects.



CEO, Private Sector Organisation of Jamaica (PSOJ), Dennis Chung (second left) and Vice-Chancellor, The University of the West Indies (UWI), Sir Hilary Beckles (second right) present the signed document following the signing of a memorandum of understanding establishing the joint innovation committee to drive research and innovation, at the PSOJ head office on May 17, 2017. They are flanked by PSOJ member Twain Richardson (left) and UWI Pro Vice-Chancellor, Planning, Professor Densil Williams.

Making research accessible to the public

To address national concerns that the UWI research output is often not visible in the public domain, the Faculty of Social Sciences formalised its “Shaping the Public Discourse” special initiative. This initiative sought to provide public access to the research work of the Faculty. Consequently, during the period under review, there was a significant increase in the number of articles published in Jamaica’s two leading newspapers, focussing on findings from research undertaken by academic staff in the Faculty.



TO ADDRESS NATIONAL CONCERNS THAT THE UWI RESEARCH OUTPUT IS OFTEN NOT VISIBLE IN THE PUBLIC DOMAIN, THE FACULTY OF SOCIAL SCIENCES FORMALISED ITS “SHAPING THE PUBLIC DISCOURSE” SPECIAL INITIATIVE. THIS INITIATIVE SOUGHT TO PROVIDE PUBLIC ACCESS TO THE RESEARCH WORK OF THE FACULTY

UWI Mona

RESEARCH DAYS 2017

The 18th staging of the Campus's annual Research Days, under the theme "Driving Development through Research and Innovation", was aimed at making the public aware of the academy's research skills honed over these 69 years and positively impacting Jamaica's economic development. The media, including social media, was integrally engaged in the three-day exhibit which showcased recent research. Crime, Human Rights and Justice emerged as an underlying theme, especially in the Faculties of Law, Social Sciences and Medical Sciences. More than 4,500 persons, including students, visited the main exhibition. In all, there were 60 major exhibits, 127 posters and 50 interactive displays.

There were also other signature events, including forums, public lectures, panel discussions, book launches and tours of heritage sites, that contributed to visitors' appreciation of the depth and breadth of The UWI expertise and acquired institutional knowledge.

The work of 23 researchers and their teams was highlighted in the Research for Development booklet. Their research covered a wide range of topics, many of which are linked to the economic agenda. The work of six students was also highlighted.



“Driving Development through Research and Innovation”



Principal's Research Awards: Twenty-nine (29) awards for outstanding research were made during the Principal's awards ceremony in the categories 'best research publication, most outstanding research activity, project with greatest economic potential' and 'most outstanding researcher'.

3

Harnessing Physical and Technological Resources

There is no gainsaying that to harness The UWI's human capital – students, faculty and staff – towards the region's social and economic development, investment in the physical and tech-nological infrastructure of The UWI's plant must be one of our priorities.

THE WELL WAS CONSTRUCTED,
AND IS BEING OPERATED BY
NORTH STAR DEVELOPMENT,
AND HAS SAVED THE
CAMPUS SOME

**\$16M OR
40%**

MONTHLY ON WATER BILLS

UTILITIES INFRASTRUCTURE

The Caribbean's "brightest and best" students and faculty have limitless opportunities for education and employment in the global, competitive market. The efficiency and attractiveness of a university's infrastructure are integral in the delivery of first-world teaching and learning, and are selling points to prospective students and staff. For these reasons, one of the priorities of the 2012-2017 Strategic Plan was the development and upgrading of our physical and technological Infrastructure.

The current administration is particularly pleased about its radical action in addressing the Campus's inadequate and unreliable water supply. In December 2016, the Campus switched its source of potable water supply from the National Water Commission to the Campus's own well. The well was constructed, and is being operated by North Star Development, and has saved the Campus some \$16m, or 40% monthly on water bills.



The Mona School of Engineering's (MSE's) Energy Management Unit (EMU) assumed all the roles of the now disbanded Energy Conservation Project Office (ECPO). Its aims are to ensure that all campus buildings and spaces function at high energy performance. Hence, the EMU assumes the responsibility for leading the development of findings and recommendations regarding campus buildings and facilities. During the reporting academic year, the EMU worked with the Office of the Campus Principal in the development of a Campus-wide light emitting diode (LED) lighting upgrade project.

The Mona Technology Unit (Mona-Tech), the commercial arm of the Mona School of Engineering, redeveloped a proposal to complete the development of the Combined Heat and Power (CHP) plant (Co-Gen plant). Seven Megawatts (7 MW) of electrical generators will be installed to provide for all the Campus's electrical energy needs. The exhaust and hot water from these engines will be used to power the absorption and hot water chillers to provide 2200 tons refrigeration of cooling. Expected cost saving to the Campus is in excess of J\$300m per year. Mona-Tech introduced New Fortress Energy to the campus and successfully negotiated very competitive LNG prices.



**EXPECTED COST SAVING
TO THE CAMPUS IS IN
EXCESS OF
\$300M
PER YEAR.**

**MONA-TECH INTRODUCED
NEW FORTRESS ENERGY
TO THE CAMPUS AND
SUCCESSFULLY NEGOTIATED
VERY COMPETITIVE LNG
PRICES**

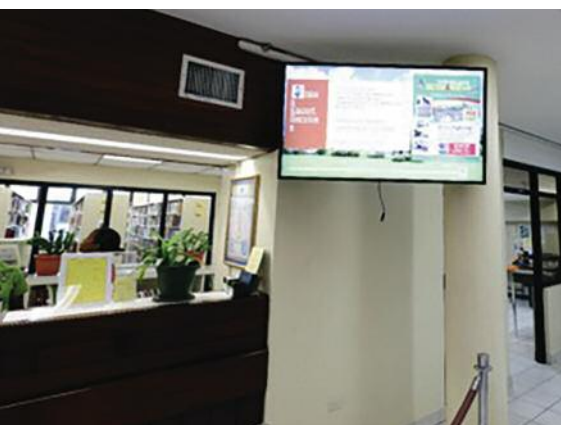
MONA ALSO DEPLOYED AND INTEGRATED NEW WEB TECHNOLOGIES WITH THE CAMPUS'S LEARNING MANAGEMENT SYSTEM (OURVLE), ENABLING STUDENTS TO BENEFIT FROM ONLINE COLLABORATION, WEB CONFERENCING AND VIRTUAL CLASSROOM CAPABILITIES FOR ALL COURSES OFFERED IN AN ONLINE OR BLENDED MODALITY

INFORMATION TECHNOLOGY INFRASTRUCTURE

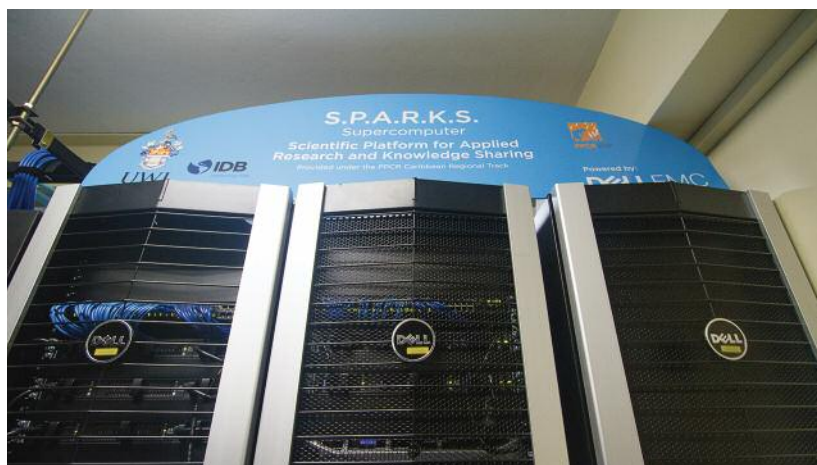
The Mona Information Technology Services (MITS) Division continued to enable teaching spaces throughout the Campus. In the reporting year, MITS quadrupled the Internet bandwidth capacity serving the Campus, and upgraded the coverage and capacity of the Campus's wireless local area network in multiple locations. The unit installed additional multimedia and videoconferencing facilities in the Faculties of Medical Sciences and Humanities and Education (FHE), and the Western Jamaica Campus to improve the efficacy of teaching and learning and online modalities between the Mona and Western Jamaica campuses. As examples, a seminar room and computer laboratory in the Department of Library and Information Studies were retrofitted with videoconferencing codecs to facilitate online delivery of courses, and two more classrooms were outfitted with multimedia facilities in the FHE. Videoconferencing facilities were also installed in the School of Education to enhance the teaching and research endeavours of the newly established Caribbean Centre for Educational Planning (CCEP), as well as the Dudley Grant Early Childhood Resource Centre.

MITS also deployed and integrated new web technologies with the Campus's learning management system (OurVLE), enabling students to benefit from online collaboration, web conferencing and virtual classroom capabilities for all courses offered in an online or blended modality.

The Campus expanded its enterprise computer-based information systems to assist in improving academic and administrative process efficiency. Notably, MonaView, a gift from the UWI Development Fund (UWIDEF), operates a digital signage indoor screen system located across the Mona and Western campuses of the UWI. Two screens are also located at the University Hospital. The system allows for immediate communication and thereby provides a service to all departments of the University. It is also extremely useful in times of emergency to communicate vital information effectively. Signage has a maintenance cost of some \$2m per annum, which the UWI Development Fund (UWIDEF) donates to the Campus.



One of the Digital Screens located at the UWI



A team comprising staff members from the Library, the Projects Office and Howard University developed and submitted a project proposal to ASHA/USAID for funding of a state-of-the-art digitisation lab, the Caribbean Digital Centre of Excellence (CDCE). As part of transforming the physical facilities of the Library, the CDEC will be built at Mona. The main objective of having this digitisation centre at Mona is to help improve access to the rich resources of the Caribbean.

CAMPUS BUILDINGS / PHYSICAL INFRASTRUCTURE

The Campus continued with the ongoing efforts to refurbish and renovate its ageing physical structures to enhance the attractiveness of the learning environment. Plans were far advanced during the reporting year to renovate the “New Humanities Building” with a view to making it more user-friendly for both staff and students.

The Caribbean Institute of Media and Communication (CARIMAC), to be known from August 2017 as the Caribbean School of Media and Communication, also upgraded aspects of its physical structure. This upgrading activity to enhance the aesthetic appeal of the physical learning environment happened against the background of innovative developments in the areas of new academic programme offerings and increased student enrolment.

Renovations, sponsored by Mona School of Engineering, for the Department of Physics Materials Science Lab and the Science Library were completed. The Science Library was rebranded as the Science and Engineering Branch Library and was officially opened in mid-2017 by the Minister of Science, Energy and Technology, Dr the Hon. Andrew Wheatley.

MSE’s own electronics lab facilities benefited from the addition of a soldering room and an assembly room, enhancing facilities for students completing their projects.

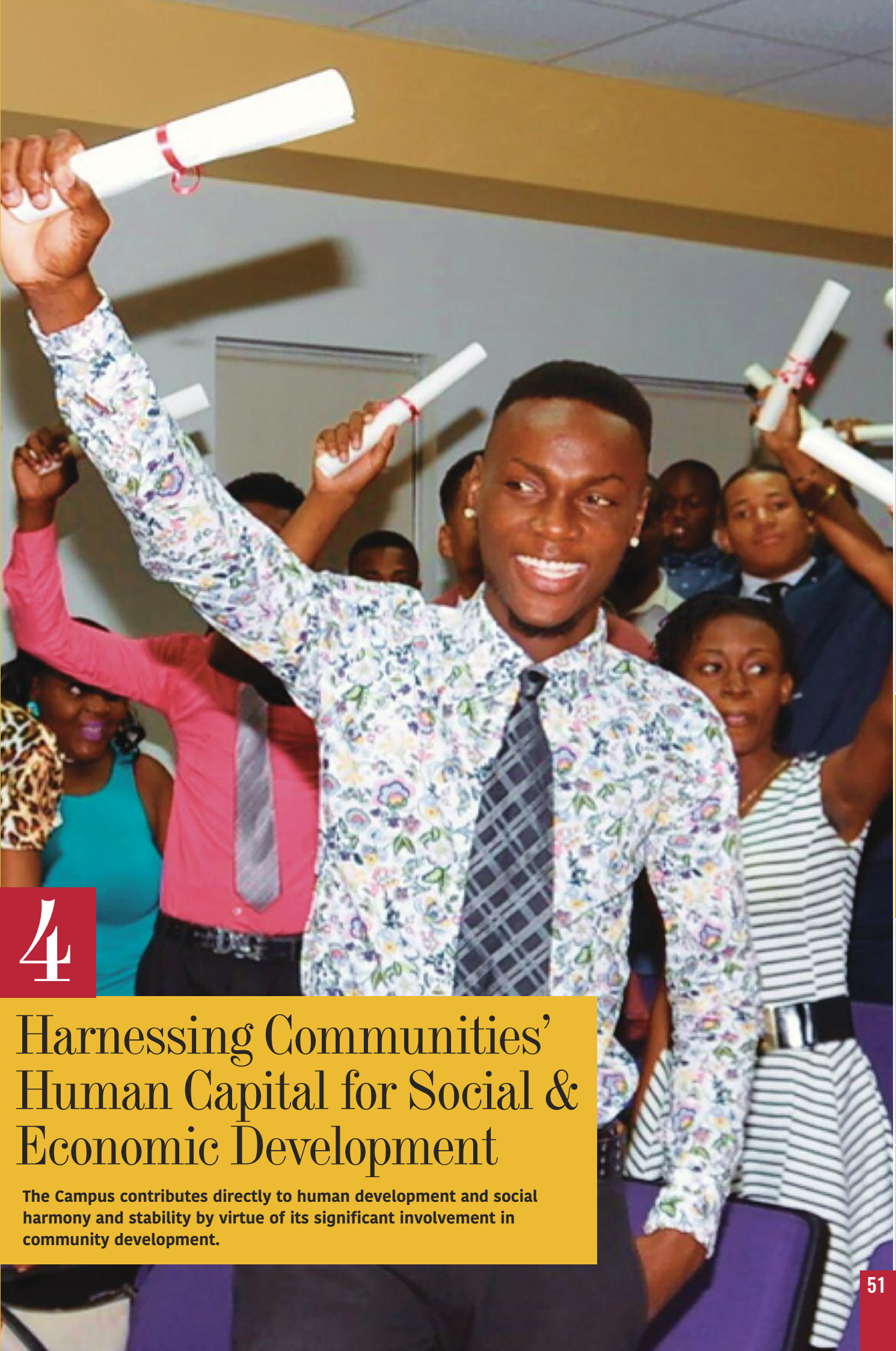
↑ 57%
INCREASE IN THE
NUMBER OF STUDENTS
RESIDING ON THE
CAMPUS AS A RESULT OF
THE AGGRESSIVE EFFORT
MADE TO CONSTRUCT
AND REDESIGN HALLS OF
RESIDENCE



The 2012-17 Strategic Plan period saw an impressive 57% increase in the number of students residing on the Campus as a result of the aggressive effort made to construct and redesign halls of residence. During the reporting year, some 432 beds were added with the commissioning of the reconstructed Irvine Hall.



Official ceremony to mark the re-branding and dedication of the SBL as the Science & Engineering Branch Library (SEBL), at which the Minister of Science, Energy & Technology, Dr the Honourable Andrew Wheatley brought remarks



4

Harnessing Communities' Human Capital for Social & Economic Development

The Campus contributes directly to human development and social harmony and stability by virtue of its significant involvement in community development.

TO DATE, SOME 224 PARTICIPANTS, RECRUITED FROM THE COMMUNITIES OF GREATER AUGUST TOWN, MONA COMMON, TRENCH TOWN, JONES TOWN, NANNYVILLE/MOUNTAIN VIEW, WHITEHALL, MAXFIELD PARK, DENHAM TOWN, HANNAH TOWN, TIVOLI, VINEYARD TOWN, GRANVILLE, PITFOUR, ANCHOVY, CANTERBURY, NORWOOD, SALT SPRING, FLANKERS, CATADUPA AND PORTLAND COTTAGE, HAVE GRADUATED FROM THE FILM PROJECT

COMMUNITY OUTREACH

The University's dynamic engagement in community outreach and development is evidenced in the numerous symposia it mounts to engage its various constituencies and, indeed, the region in the dialogue resulting from its research activity around social and economic issues. On another level, the Campus contributes directly to human development and social harmony and stability by virtue of its significant involvement in community development.

UWI film project

Formerly, the Greater August Town Film Festival (GATT), the UWI Community Film Project, an initiative of the Centre for Tourism and Policy Research under the direction of Professor Ian Boxill, has been encouraging young people from underserved communities to get directly involved with innovation, storytelling and filmmaking around important community and national issues. Since its inception, the project has been providing new opportunities and experiences for these youths, while simultaneously contributing to the education, social development and economic empowerment of the community members through filmmaking. The primary objective is to showcase the talent and culture of the community, changing the negative perceptions of the community and, through tourism, attract people to the community to experience this transformation for themselves.



Officially launched in October 2012, the film project has been recognised as an inspiring model of excellence. Its impact has motivated numerous groups and leaders to request implementation of the project in communities across Jamaica. It is currently the biggest community film festival in the Caribbean, involving not only local communities, but also other Caribbean creative minds, as well as international filmmakers who participate to tell their stories and be recognised for their talent and creativity.

In the reporting academic year, the UWI Film Project graduated 44 participants. To date, some 224 participants,



recruited from the communities of Greater August Town, Mona Common, Trench Town, Jones Town, Nannyville/Mountain View, Whitehall, Maxfield Park, Denham Town, Hannah Town, Tivoli, Vineyard Town, Granville, Pitfour, Anchovy, Canterbury, Norwood, Salt Spring, Flankers, Catadupa and Portland Cottage, have graduated from the project.

Community Development

The UWI One Life Programme, administered through the Office of Student Services and Development (OSSD) is a community engagement programme that seeks to enhance the lives of our student membership and that of individuals in the surrounding communities. The programme aims to foster a forum for positive interaction between the communities and students, and to encourage community empowerment. It is the mission of the programme to serve as a conduit for facilitating students' involvement in

THE PROGRAMME AIMS TO FOSTER A FORUM FOR POSITIVE INTERACTION BETWEEN THE COMMUNITIES AND STUDENTS, AND TO ENCOURAGE COMMUNITY EMPOWERMENT. IT IS THE MISSION OF THE PROGRAMME TO SERVE AS A CONDUIT FOR FACILITATING STUDENTS' INVOLVEMENT IN PUBLIC SERVICE AND OUTREACH ACTIVITIES



public service and outreach activities. The participants in the programme play their part in increasing access to educational opportunities and to bring awareness to cultural and social inequalities, and also to inspire transformational change that will empower individuals at all levels.

The programme targets vulnerable groups in Jamaica and the region, including, but not limited to children, the elderly, orphans, and the homeless. The theme of the outreach group is “Helping one life . . . starts with you”. Through partnerships with organisations in the private sector, government, NGOs, development agencies and civil society, the group strives to implement social enterprises that will increase support for the future and present generations in the Jamaican society, thereby improving the standard of living of our citizens. Acts of philanthropy are used to promote values, goals and ideals of The University and the wider society.



Outreach to Haiti

On October 4, 2016, Hurricane Matthew did devastating damage to Haiti. Over 800 lives were lost. UWI One Life launched a project, titled “Haiti Relief Effort”, similar to the “Dominica Relief Effort” that was held in the previous year. Non-perishable food items, water, medical supplies and any other items that could prove useful to the Haitians in their time of need were collected. The project was very successful as the programme was able to donate approximately \$1,600,000.00 in kind.



The work of Mona Social Services

In academic year 2016/17, the Mona Social Services (MSS), a non-governmental organisation, continued its programme of community transformation through its socio-educational and other initiatives. Relying on voluntary services and private- and public-sector partnerships, it works in six communities within the Mona Valley – African Gardens, August Town, Bedward Gardens, Hermitage, Goldsmith Villa and Mona Common. The MSS collaborated with the Child Development Agency, Lions Club of Mona, UWISERT, Guild of Students, Greater August Town community-based organisations, Mona Common Steering Community, the Citizen Security and Justice Programme, as well as other private partners and the general UWI community departments and units to facilitate community engagement activities and to assist with various social intervention programmes. The MSS's portfolio of activities include literacy training, community beautification, summer youth programmes, recycling projects, healthcare, youth motivation and empowerment projects.

During the year, the Environmental Foundation of Jamaica granted \$5m to MSS for an environmental project aimed at installing a water management system in three basic schools in African Gardens, August Town and Hermitage to increase resilience to climate change and contribute to food security.



UWI Township Scholarship

MSS hosted its eighth annual UWI Township Scholarship Welcome Ceremony at the beginning of the reporting academic year, where nine first-year students matriculating to the university received scholarships valued at approximately \$2m. The scholarships are given to students residing in Greater August and Mona Common who are committed to developing their communities and Jamaica. Twenty scholars, including the nine awardees, were enrolled in the programme for the 2016/17 academic year, at a total cost of \$5,288,254 for the year. The annual UWI Township Scholarship awards, is a reflection of the UWI-Mona's commitment and dedication to the transformation of the underserved communities through education. Fifty-seven (57) recipients from the six communities surrounding the university have benefitted from the UWI Township Scholarships.



The awardees pose with their certificates along with Dr Olivene Burke (left), Executive Director, MSS and Professor Archibald McDonald, Principal & Pro Vice-Chancellor. The recipients are enrolled in the Faculties of Social and Medical Sciences, Humanities & Education and Science and Technology.

Internship Programme

In the reporting year, the MSS's Internship Programme provided meaningful work experience for final year students who satisfy the requirement to complete the practicum component of their undergraduate degree programmes. The students were placed in the neighbouring communities through partnerships with the departments of Sociology, Psychology and Social Work and Community Health and Psychiatry. The MSS also continued to provide six-months' internship opportunities for UWI graduates through the National Youth Services (NYS) Graduate Work Experience Programme.

Beautification projects

The MSS is used as a conduit through which the Office of Student Services and Development (OSSD) engages students in giving back to communities through volunteerism. In 2016/17, various halls engaged in outreach projects in the community. Mary Seacole Hall and the MSS carried out a beautification project at the African Gardens Sports Complex in Greater August Town, and visiting students from the Florida State University partnered with the MSS and the Mona Lions Club to establish a kitchen garden at the August Town Seventh Day Adventist Basic School to provide vegetables for its school-feeding programme.



Through widespread social intervention initiatives, MSS continues to engage peace builders and at-risk youth within The UWI Township and the wider community to promote peace across borders. The unit's research work on transference and football as an intervention tool in community development aims at assisting related national policy formulation.

Of special note is MSS's steady progress on the Mona Common Redevelopment Project. An architectural team was engaged to provide technical reports on the settlement of some 10 acres of UWI lands captured by squatters decades ago. They set up houses, businesses and created an informal community that threatened the teaching status of

Above: MSS in August Town on Labour Day

Below: Principal with PM at the MSS August Town Peace Initiative



the UHWI. The project will allow the 1000 squatters to remain on the lands which will be redeveloped. Roads, sewerage and electricity, a new basic school and a community centre are aspects of the planned infrastructure development. The redevelopment work was informed by research done in the Faculty of Social Sciences (Department of Sociology, Psychology and Social Work) and the Campus.

Outreach efforts of other Campus units

Various other units and departments of the Campus also advanced their community outreach and development activities during the 2016/17 academic year, participating in social interventions in inner-city communities, treating patients with free dental care, assisting students in acquiring problem-solving skills, and the like. The Department of Child and Adolescent Health provided medical evaluation of all children and adolescents with cerebral palsy resident in the homes of Missionaries of the Poor.

The departments of Physics, Mathematics, Literatures in English, History and Archaeology, and the Caribbean Institute of Media and Communication, conducted workshops to assist high school students in acquiring subject-specific skills for the Caribbean Advanced Proficiency Examinations (CAPE). “Modern Languages and Literatures Day,” an initiative designed to promote the study of modern languages among secondary school students, was organised by the Department of Modern Languages and Literatures.

In addition to these activities, individual lecturers advised a number of public institutions, among them: Caribbean Examination Council; Jamaica National Commission for UNESCO; Entertainment Advisory Board, Ministry of Culture, Gender, Entertainment and Sport; and the National Council on Education in Jamaica.

Through these various mediums, The UWI Mona Campus continues to deliver on its mandate to harness the society’s human capital, including that of our underserved communities, towards participation in nation building and economic activity.

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5

Harnessing Financial Resources

The University is the pillar on which social and economic development rests, and there is need for a new financing model for this pillar, in which private and public sector partnerships play a key role.

TOWARDS FINANCIAL SUSTAINABILITY

Financial Standing

Gross revenue for the Mona Campus declined by 3% from its 2016 financial year peak of \$18.76b, to \$18.21b. A review of our revenue sources shows mixed results. There was a 1% increase (\$56m) in Government subventions, and tuition income increased by \$123m or 4.9%. This was as a result of the increase in student registration, coupled with a modest increase in tuition fees. Over the last several years, we directly operated the Sutherland Call Centre under a business model that provided a robust and reliable income stream. However, those arrangements ended in September 2016, resulting in \$1.1b less in revenue.

Operating expenses (excluding finance charge, depreciation and exchange losses) also decreased by 5% or \$735m. The bulk of the operating expense reduction arose from our giving up direct management of the Call Centre.

There was an operating surplus of \$2.31b, an increase of 7% over that earned in the 2016 financial year. After exchange differences, finance costs, depreciation and post-employment benefits the surplus was \$371m, much larger than the previous year's surplus of \$79m. Changes to actuarial assumptions for pension and post-employment medical benefits resulted in the recognition of additional costs of \$641m. The comparative costs recognised in 2016 was \$219m.

For 2017, we generated a net cash surplus of \$267m. Since the financial year 2012, the average net cash flow has remained close to nil. This speaks to the very challenging environment in which we currently operate, as it leaves us with little room to manoeuvre to deal with unexpected expenses.

How have we been dealing with this challenge?

The Campus maintains good relationships with its vendors and seeks the most favourable credit terms when doing business.

Concurrently, we worked at reducing the age of student receivables. To this end, we engaged the services of a debt collector and have been sharing information with a credit bureau.

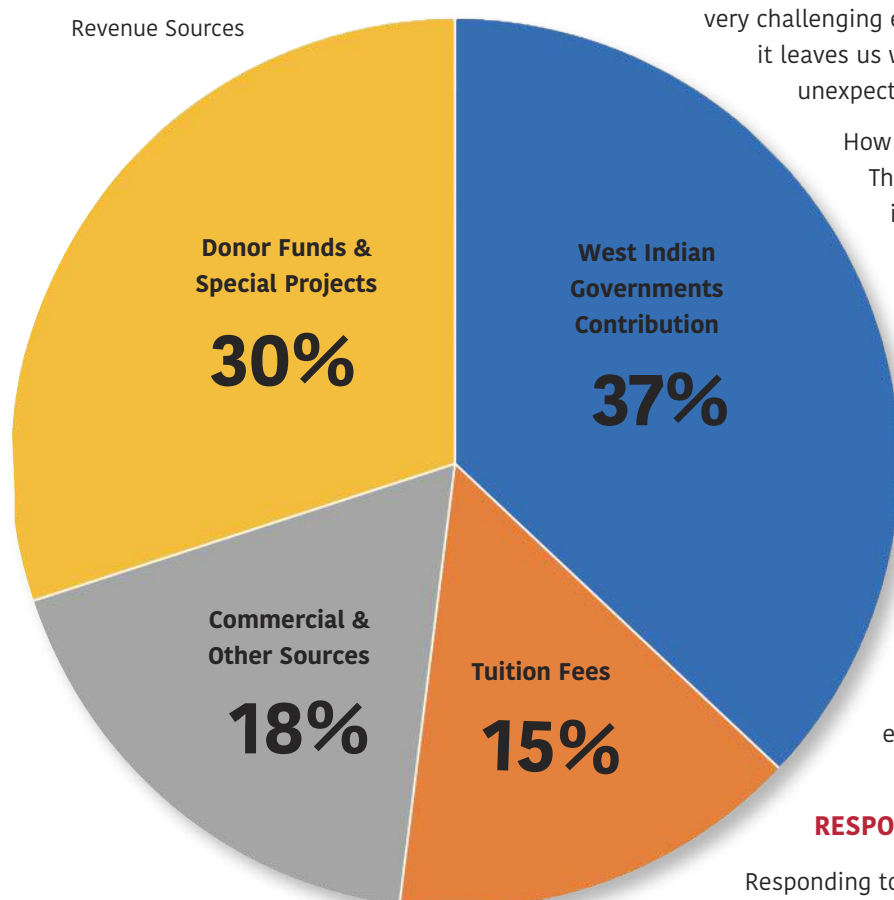
In the 2018 financial year, our financial position will be negatively affected by the results of a dispute between The UWI and the unions over rates used to determine the pension supplementation obligations. This will challenge us further to find more innovative ways to run the enterprise.

RESPONDING TO OUR FINANCIAL CHALLENGES

Responding to, and indeed anticipating the financial challenges in operating the Campus in the reporting year, we

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Revenue Sources



Income (JMD '000) – Five Year Summary					
Sources	2016/17	2015/16	2014/15	2013/14	2012/13
West Indian Governments Contribution	6,607,022	6,500,530	5,269,419	5,323,810	5,626,110
Tuition Fees	2,624,341	2,501,361	2,738,467	2,455,477	2,427,826
Donor Funds & Special Projects	5,478,257	5,078,322	4,804,945	4,790,109	3,128,161
Commercial & Other Sources	3,161,632	4,361,570	3,442,656	3,070,463	2,058,454
Total	17,871,252	18,441,783	16,255,487	15,639,859	13,240,551

employed a five-pronged approach: We leveraged the benefits of information communication technology in the administrative processes to reduce costs, grew our commercial operations, increased the number of self-financing programmes and pursued more collaborations/partnerships with public and private partners and international organisations to ensure delivery of our world-class academic programming.

Reducing costs

Through the use of Private Public Partnerships (PPPs) we aimed to make our cost profile more sustainable. Our partnership with North Star Development to switch our source of potable water supply from the National Water Commission to our own well resulted in a savings of approximately \$16m, or 40%, monthly on our water bills. Projects like these will continue during the 2018 financial year when construction will begin on a co-generation plant that will be fuelled by LNG. That will also be a PPP-led project and the expected outcome will be a significant reduction in electricity costs.

Growing commercial operations

Individual Faculties and units made sizable contributions to our income through their commercial operations. A case in point is the Human Resource Development Graduate Programmes Unit in the Faculty of Social Sciences which successfully staged their Assessment Centre by practically demonstrating a battery of psychometric tests, one-to-one career counselling and polygraph testing. As a result of this activity, the unit secured four commercial clients who have requested psychometric testing services as part of their recruitment process for senior staff. Earnings from this initiative will be used towards the building of a permanent assessment facility on the Mona Campus.

The newly established “Caribbean Centre for Educational Planning” in the School of Education, is now poised to bid for projects in the areas of educational planning and policy formulation. The year under review saw the relocated Reprographic Services Unit (RESU) of the Library generating \$7,542,743, an increase of 83% over the period last year.

One of the mandates of Mona-Tech, the commercial arm of the Mona School of Engineering, is to provide expert engineering support services to the

THROUGH THE USE OF PRIVATE PUBLIC PARTNERSHIPS (PPPS) WE AIMED TO MAKE OUR COST PROFILE MORE SUSTAINABLE. OUR PARTNERSHIP WITH NORTH STAR DEVELOPMENT TO SWITCH OUR SOURCE OF POTABLE WATER SUPPLY FROM THE NATIONAL WATER COMMISSION TO OUR OWN WELL RESULTED IN A SAVINGS OF APPROXIMATELY \$16M, OR 40%, MONTHLY ON OUR WATER BILLS

Mona Campus, Jamaica and the Caribbean region. The implementation of its proposal to complete the development of the Combined Heat and Power (CHP) Co-Generation plant (mentioned above) will generate cost savings to the Campus is in excess of \$258m per year. The MSE realised income from commercial operations in excess of \$68m.

At the Estate Management Department (EMD) two financial initiatives were implemented in 2015 to build in-house capacity to provide services normally sourced externally. In academic year 2016/17, one of these, Motor City and Repairs, generated an operating income of over \$4.8m, resulting in a cumulative surplus of \$439,890.66.

Also, during the year, the EMD completed the construction of the horticultural shade house, and currently provides approximately 200 potted ornamental plants for daily rental to offices and plants. An additional 500 plants are in stock which are used for Graduation, Research Days and other events within the university, eliminating the need to rent plants externally. The existing market with external customers will be the focus for growth during the current academic year.

The Mona Geoinformatics Ltd (MGI) developed the GK General Insurance Online Insurance Platform, deployed both locally and regionally. It was the largest product release in the period for the company. This is a complete e-commerce solution developed for the client, including abilities to register and validate prospective clients and vehicles, but also provides quotes and makes payments, while ensuring compliance with local regulatory requirements in multiple territories.

Increasing self-financing programmes and targeting international students

As a result of our efforts to align new full-fee paying programmes to industry and global demands, income generated from these programmes has risen to \$3.6b. In the reporting year, we added a number of full-fee paying programmes, including the Bachelor of Arts in Librarianship; Bachelor of Arts in Information Studies; and Master of Arts in Archives and Record Management. The first-degree programme in Education, having been revised for multimodal delivery, was also added and is set to benefit from a scholarship scheme recently put in place by the government of Jamaica for practising teachers who have been required by the Ministry of Education to upgrade their professional qualifications.



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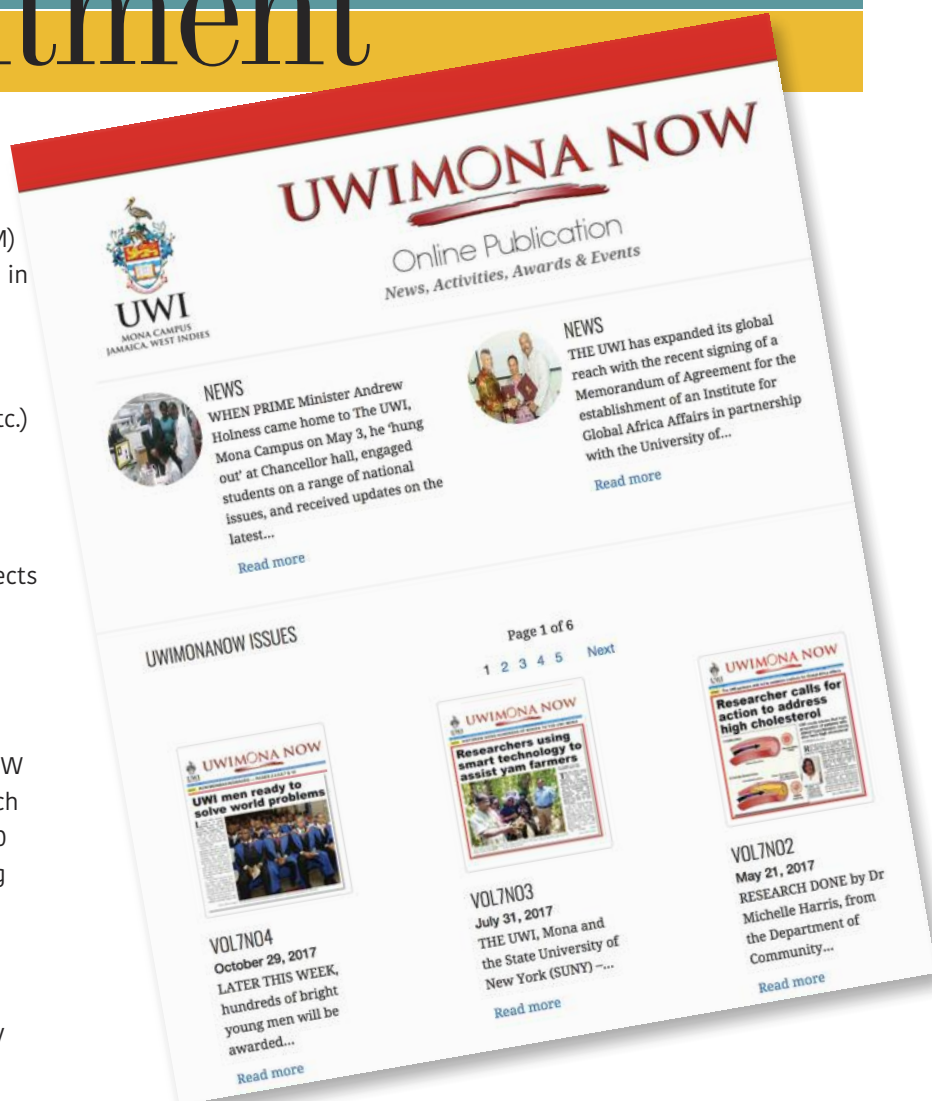
International Recruitment

The Marketing and Communications Department (MaRComm) executed a Google Search Engine Marketing (SEM) AdWords campaign in December 2016 in response to the need to attract more international students into specific programmes within the Faculty of Medical Sciences (MBBS, Dentistry, etc.) The campaign aimed to:

- Increase the brand awareness of The UWI, Mona Campus
- Generate an interest from prospects primarily from USA and Canada

The department produced general institutional ads promoting The University, and six issues of the bi-monthly newsletter, UWIMONA NOW as inserts in the Sunday Gleaner which reaches between 508,000 and 800,000 readers, highlighting ground-breaking research and Campus and student achievements.

The online version of the newspaper continued to gain traction among key target audiences. For the 2016/17 academic year the average was approximately 22,000 hits per month. This is a vast improvement over the average 3,600 hits recorded monthly in 2012 when the newspaper was first placed online.



The Top 10 visitors from outside the region for the 2016/17 academic year were from China, the United States of America, France, Canada, Ukraine, India, Russian Federation, Great Britain, Brazil and Poland.

Unique visitors (persons who had never visited the website before)	50,772
Number of visits (total number of browsing sessions by all persons)	97,637
Page views (total number of pages viewed by all persons)	161, 899
Hits (number of files e.g. photos, articles, etc.) downloaded	284,672

Growing Strong PARTNERSHIPS



While upholding and nourishing existing local and international partnerships and collaborations, the Campus also sought new relationships. Similar to our agreement with North Star Development for the construction and management of our well, saving us some 40% monthly on water bills, we entered into another PPP arrangement for our co-generation plant which will realise annual savings of some \$258m when completed.

Our academic programming was boosted by a number of successful collaborations during the 2016/17 academic year, among them:

- The MOU signed with Valdosta State University, Georgia, USA will allow both institutions to collaborate on matters such as joint teaching, research, exchange of faculty and students, and staff development.
- University of Lagos (UNILAG) in Nigeria signed a MOA with the UWI for collaboration in the joint establishment of an Institute of African and Diaspora Studies.
- Private sector sponsorships for Orientation 2016 with a total \$5.7m in cash and value, the highest sum attracted in recent history.
- The PSOJ and The UWI signed a MOU establishing an innovation committee of PSOJ and UWI members to collaborate on research to drive innovation within the private sector.
- The Grace Kennedy Foundation renewed funding for the Carlton S. Alexander Chair in Management Studies and the James Moss-Solomon Senior Chair in Environmental Management. Each chair is funded at a value of \$5.5m per annum.
- Phase 1 of The Faculty of Social Sciences' partnership with the National Commercial Bank (NCB) enabled under the project, "Applied Research in Corporate Transformation", valuing US\$503,000.

The UWI Development Fund's sustained support

The University of the West Indies Development & Endowment Fund (UWIDEF) is located on the campus. A non-profit, approved charitable organisation, it is committed to supporting the advancement of The University and has been in operation for 27 years. Chaired by the Hon. Denis Lalor, the Fund acts as a “bridge” between The University and the wider community. The Fund provides monetary and other support for the university’s programmes to facilitate the unlocking of West Indian potential and ensure continued growth and development within Jamaica.

Over the past 27 years, UWIDEF has provided almost \$1b worth of assistance to the UWI, Mona. Support by UWIDEF to the UWI provides assistance for research, funding for scholarships and much needed equipment and capital improvement. In the reporting year, the Spanish-Jamaica Foundation renewed their gift of \$250,000 to UWIDEF for bursaries to assist students studying Spanish, making this the third gift of this kind since 2015, bringing the total received to date to \$750,000 over three years. In addition, United Way of Jamaica provided a grant of \$350,000.

In 2016, UWIDEF provided over \$30m in support to the Mona Campus to support a diverse range of projects summarised as under:

Mona View (digital signage)	2,396,388
Research	19,823,811
Scholarships & Bursaries	5,076,680
Food Grants	451,000
UWI Hospital	2,600,000
Equipment (Office of Student Financing)	135, 132
Total	\$30,483,011

In 2017, UWIDEF provided \$19m in support of research, specifically for the work being undertaken by the Solutions for Developing Countries (SODECO) project. In academic year 2016, a handing over ceremony was held at UWIDEF to present \$15m in support of SODECO’s work. Dr Terrence Forrester, Professor of Experimental Medicine, who accepted the grant on behalf of the UWI noted that, “UWI Solutions for Developing Countries (UWI SODECO) is a UWI Research Charity which engages in medical research and uses latest findings and technologies to improve treatments principally for people who have high risk of recurrent or incident cardiovascular disease. The research activities are currently housed temporarily on the Mona Campus, but refurbishing of dedicated space at the UHWI will allow better facilities to accomplish the unit’s tasks. The generous contributions towards this refurbishing made by UWIDEF are not only welcome but vital”.



Left to Right: Mr Karl Wright, Board Director and Finance Chairman, Dr Terrence Forrester, UWI Professor of Experimental Medicine, Mrs Carla Seaga, Executive Director, UWIDEF, the Hon. Marshall Hall, OJ, UWIDEF Director, at the UWIDEF office.

THE WAY FORWARD

In accordance with its “Tripple A” strategy for “access, alignment and accountability” as conceived in The UWI 2017–2022 Strategic Plan, the Mona Campus will continue to aggressively seek ways to: increase enrolment to satisfy the national enrolment goal of 33% of the targeted population; generate income and reduce its costs; through innovations that align to the region’s development needs, widen its income base through private/public sector partnerships and commercial enterprises; and increase its self-financing programmes for the local, regional and international markets.

In addition to plans for significantly improving the IT infrastructure of the Campus, including commissioning new wireless network infrastructure that will increase the wireless network capacity of the Campus, there are extensive plans, through the tried and tested PPPs, to upgrade the physical facilities to dramatically improve the teaching and learning environment.

Not least among the needed facility improvements are a Health Centre that holistically addresses the health and wellness needs of the campus community. Similarly, in an academy where a large percentage of our faculty are recruited outside of Jamaica, the Campus’s residential

Architect's impressions of the proposed buildings: (L–R) Faculty housing, Post Office entry way and Campus Centre



accommodation requires attention. Therefore, plans are afoot to redevelop the **College Commons** to afford our faculty and senior administrative staff modern accommodation.

The growing demand for nurses in the region also requires expansion of the existing **School of Nursing facility** to accommodate additional teaching and staff spaces such as classrooms, offices, bathrooms, lounges and conference rooms.

In keeping with the university's initiative to upgrade existing buildings and infrastructure to match global standards and maintain regional dominance, plans are afoot to construct a new seven-storey building to ease the chronic shortage of classrooms and offices for academic staff in the **Faculty of Social Sciences**.

The Campus Master Plan proposes that campus boundaries and edges be strengthened. Plans are afoot to reconfigure the **'Post Office' entryway** to handle the present and anticipated pedestrian/traffic volume and pattern as the main point of entry for visitors to the campus, and to enhance its attractiveness to users.

The Students Union has long outlived its usefulness to students of this 70 year-old institution. The Campus plans to develop a **Student Centre** that will cater to all student needs, with a strong focus on student



Architect's impression of the proposed Social Sciences building





Architect's impressions of the proposed buildings: (L-R) Student Centre, Confucius Institute, Hartmont property (Western Jamaica) and UWI Mona Athletics Stadium

centeredness, including unhindered access for the physically challenged, internationalisation and cultural diversity within the student population. The facility will integrate and encourage educational, social, recreational and cultural interactions. The development will include eateries and a supermarket, meeting rooms, access to internet, commuting student lounge, general student lounge, administrative offices, a multi-purpose amphitheatre, satellite location for essential student services, parking, and circulation for buses.

For some years, we have been proposing the development of a Campus Centre. Currently we are in discussions with private sector partners to develop this critically needed centre. The **Campus Centre** will be centrally located and is geared towards providing approximately 10,000 square metres of centralised, flexible common spaces, offering a mix of cultural, recreational and civic experiences to students, faculty, staff and visitors. The major features of this project are: Grand Foyer / Hall; Administrative Offices; Multipurpose Centre for Convocation/Graduation/Conventions /Conferences/ Sporting Events; Concession Spaces; Multipurpose Rooms; Changing/Dressing Rooms for Teams/ Entertainment Events; VIP Rooms; Venue Operating Centre; General amenities – restrooms, parking, landscaping, security post.

With the fallout in the partnership arrangement to construct state-of-the-art Campus sites at the **Barnett estate** and **Hartmont property** in Montego Bay to revolutionise tertiary education service delivery in the Western region, The UWI Mona Campus continues to aggressively negotiate with prospective investors to ensure commencement of this initiative in the current academic year.



In keeping with our plans to serve the region’s dynamic Sports sector, the Campus plans to develop the **Mona Bowl** into a first-class sporting facility that will be renamed “The Mona Bowl for Sporting Excellence”. It will cater to high-performance and student athletes, and external clients. It is envisioned that this centre will incorporate a multipurpose stadium to support the running track, along with other developments which would include the construction of an Indoor Sports Arena, Sports Medicine Unit and the complete refurbishment of the Sir Frank Worrell Cricket Ground to include a new pavilion and seating, and the swimming pool.

The Campus is the beneficiary of an agreement between the Government of Jamaica and People’s Republic of China whereby our existing **Confucius Institute** will be relocated and expanded to facilitate increased demand for learning Chinese language and culture.

Private- and public-sector partnerships

As the prime minister of Jamaica and other members of Government have advocated, the university is the pillar on which social and economic development rests, and there is need for a new financing model for this pillar in which private- and public-sector partnerships play a key role. The UWI, Mona Campus demonstrated over the last four years how this developmental model redounds to the benefit of all partners and stakeholders. In the immediate years ahead, we shall be working towards cultivating more of these partnerships towards harnessing the region’s capital for social and economic growth.

AS THE PRIME MINISTER OF JAMAICA AND OTHER MEMBERS OF GOVERNMENT HAVE ADVOCATED, THE UNIVERSITY IS THE PILLAR ON WHICH SOCIAL AND ECONOMIC DEVELOPMENT RESTS, AND THERE IS NEED FOR A NEW FINANCING MODEL FOR THIS PILLAR IN WHICH PRIVATE- AND PUBLIC-SECTOR PARTNERSHIPS PLAY A KEY ROLE

6

... Other Notable Events



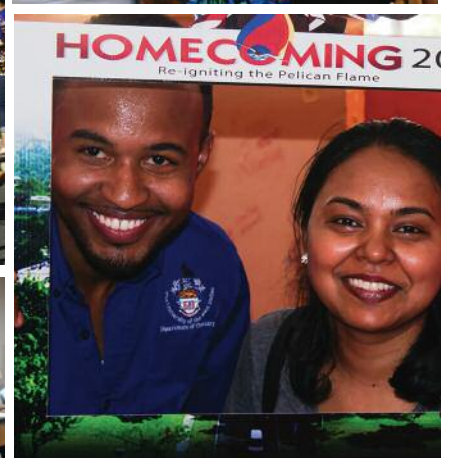
HOMECOMING 2017

Celebrated annually, the Homecoming celebrations not only provide an opportunity to commemorate the founding of The University and recognise its regional nature, but, equally important, assist in engendering a greater sense of belonging and developing a feeling of camaraderie among students, staff and graduates.

The 2016/17 celebrations were held in honour of UWI graduate Donald Robotham, former Pro Vice-Chancellor at The UWI, and Professor of Anthropology and Director, Advanced Research Collaborative at The Graduate Centre, City University of New York. His Homecoming Lecture, entitled “Getting to the root of our crime problem: University research and public policy”, attracted a large audience.

An estimated 4000+ students participated in the Homecoming Parade and Flag Raising ceremony. The attendance for the Caribbean Day Festival of Food & Culture was even better than that for 2016, which had been a record year. There was also active participation in the various competitions.





Honouring the Prime Minister

Jamaican Prime Minister Andrew Holness was inducted on May 3, 2017 in the park established to honour UWI graduates who are or have been Heads of Government. As is the custom, the PM's name was inscribed on the monument in the park. There are now some 22 graduates who have become Heads of State.



Our 2017 Honorary Graduates

Chancellor Robert Bermudez conferred honorary degrees on distinguished writer Ms Olive Senior, businessmen Mr Anthony Hart, CD, JP and Mr Wesley J. Hall, ICD.D, and Professor Emeritus John Edward Green at the 2017 Graduation Ceremonies. Ms Senior was awarded the Doctor of Letters (DLitt), and the others, the Doctor of Laws (LLD).



Top L-R: Hon. Anthony Hart and Wesley Hall. Bottom L-R: Olive Senior and Professor Emeritus John Edward Green

Chancellor's Medal

Professor Emerita and former Principal and Pro Vice-Chancellor of The UWI, Mona Campus, Elsa Leo-Rhynie CD, OJ, received the Chancellor's Medal on June 23, 2017. The medal is a special award of distinction to a person who has made a substantial and likely lasting contribution to the welfare and development of the university.



National Recognition of UWI FACULTY



On Heroes Day 2016, National Honours were conferred on the following members of the UWI family:

Dr Donovan Calder – The Order of Distinction in the Rank of Commander (CD), for Outstanding Service in the fields of Ophthalmology and Research

Professor Renn Holness – The Order of Jamaica, for Outstanding Contribution in the field of Medicine, in particular, Neurosurgery

Dr Lilieth Nelson – The Order of Distinction in the Rank of Commander (CD), for Outstanding Contribution in the fields of Education, Literature and Jamaican Folk Culture

Dr Derrick McKoy – The Order of Distinction in the Rank of Commander (CD), for Outstanding Contribution to the Legal Profession and for Public Service in Jamaica

Professor Ishenkumba Kahwa – The Order of Distinction in the Rank of Commander (CD), for Outstanding Service to Academia

Professor Denise Eldemire-Shearer, CD – The Order of Jamaica, for Outstanding and Distinguished Advocacy for Senior Citizens in the fields of Health and Welfare

Professor Michael McFarlane – The Order of Distinction in the Rank of Commander (CD), for Outstanding Contribution in the field of Medicine

The University community congratulates them on their tremendous achievement which acknowledges their years of outstanding and dedicated service, in keeping with the institution's mission, as stated in the 2012-2017 Strategic Plan, to propel the economic, social, political and cultural development of the society through teaching, research, innovation, community service and intellectual leadership.

UWI 5K Run/Walk

Now in its fifth year, the CB/UWI 5K Walk/Run was successfully staged in November 2016. The event raised some \$10m for the development of students in the areas of sports and academics.



THE EVENT RAISED SOME \$10M FOR THE DEVELOPMENT OF STUDENTS IN THE AREAS OF SPORTS AND ACADEMICS

Appendices

I. SENIOR MANAGEMENT TEAM 2016/17

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 Denise 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

II. GOVERNANCE – MEMBERS OF CAMPUS COUNCIL 2016/17

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

Mr Howard Pearce

vice, Campus Bursar & Deputy Bursar

Dr Paulette Kerr

Campus Librarian

Mr Jeremy Whyte

Acting Chief Information Officer

Senator the Hon. Ruel Reid

Representative, Government of Jamaica

Mrs Audrey V. Sewell, JP

Representative, Government of Jamaica

Dr Marcia Potter

Representative, Government of British Virgin Islands

Mr Osbert De Suza

Representative, Government of St Kitts & Nevis

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 Leighton Jackson

Dean, Faculty of Law

Professor Horace Fletcher

Dean, Faculty of Medical Sciences

Professor Paul Reese

Dean, Faculty of Science & Technology

Professor Ian Boxill

Dean, Faculty of Social Sciences

Dr Roxanne Melbourne-Chambers

Non-Professorial Representative,
Academic Board, Mona

n/a

Representative, Academic Board, Mona

Dr Angela Alleyne

Representative, Academic Board, Cave Hill

Professor Brian Copeland

Representative, Academic Board, St Augustine

Mrs Ceceile Minott

Representative, Academic Board,
Open Campus

Dr Elaine Wallace

Representative, Tertiary Level Institutions

Dr Karl Dawson

Representative, Tertiary Level Institutions

Ms Cecile Clayton

Representative, UWI (Mona) Alumni
Association

Ms Mikiela Gonzales

President, Guild of Students

Mr Coswayne Samms

Representative, Postgraduate Students

Mrs Myrna Douglas

Representative, Senior Administrative &
Professional Staff

Mr Kurt Vaz

Representative, Administrative, Technical
and Service (ATS) Staff

IN ATTENDANCE**Professor Dale Webber**

Pro Vice-Chancellor and Chair, BGS&R

Professor Densil Williams

Pro Vice-Chancellor, Planning

Ambassador Richard Bernal

Pro Vice-Chancellor, Global Affairs

Mr Clement Iton

University Registrar/Director of Administration

Ms Andrea McNish

Acting University Bursar/Director of Finance

Professor Denise Eldemire-Shearer

Campus Coordinator, Graduate Studies &
Research

Mr Jason McKenzie

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

III. OBITUARIES

Ms Ingrid Brown

Norman Manley law student,
Faculty of Law

Dr Harold Chan

Retired Senior Lecturer and Chemical Pathologist
in the Department of Pathology

Dr Joseph St. Elmo Hall

Retired Senior Lecturer in the
Department of Obstetrics and Gynaecology

Mr Selvin Goldson

Retired Divisional Manager,
Treasury and Investment Management and Internal
Services in the Campus Bursary

Mrs Kathryn Mitchell-Fearon

Lecturer in the Department of
Community Health and Psychiatry

Professor Emeritus Mervyn Alleyne

Retired Professor of Sociolinguistics,
Department of Language, Linguistics and
Philosophy

Mr Anthony Walden

Library Attendant in West Indies
Special Collections Section, The Library

Ms Gloria Edwards

Retired Caretaker for UWI Cardiff Hall

Mrs Yvonne Brown Price

Retired Office Manager in the Department of
Anaesthesia, Surgery, Radiology and Intensive Care

Dr Winston Noel Chen

Retired Senior Lecturer in the
Department of Microbiology

Ms Maisie Evelyn Prince

Retired Assistant Manager at the
University Bookshop

Ms Cynthia McDonald

Retired Receptionist in the
International Centre for Environmental and
Nuclear Sciences (ICENS)

Dr Garth Officer

PhD student at the United Theological
College of the West Indies

Mr Caulton Willoughby

Retired Driver in the Examination Section,
The Registry

Ms Toni Leslie-Anne Haughton

First year student in the Faculty
of Science and Technology

Ms Antonette Harriott

Librarian in the West Indies and
Special Collections Section of the Library

Professor Emeritus Peter Raymond Fletcher

Retired Professor of Surgery, Department of Surgery,
Radiology, Anaesthesia and Intensive Care

Ms Yvonne Davis

Part-time Lecturer in Nutrition and Diet Therapy
at UWI Mona-Western Jamaica Campus

Colonel Collin L.G. Harris

Honorary Graduate of the UWI Mona Campus

For copies of the Annual Report please contact us via e-mail at: office.principal@uwimona.edu.jm or write us at Office of The Principal, The University of the West Indies, Mona, Kingston 7, Jamaica.

The Report is also available at the university website: www.mona.uwi.edu/principal

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The UWI
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— 1948-2018 —

