

THE UWI MONA CAMPUS

Annual Report 2015–2016

Impacting Communities Towards
DEVELOPMENT



UWI
MONA CAMPUS
JAMAICA, WEST INDIES

Impacting Communities Towards **DEVELOPMENT**

ANNUAL REPORT 2015–2016





OUR MISSION

THE MISSION OF THE UWI IS TO ADVANCE EDUCATION AND CREATE KNOWLEDGE THROUGH EXCELLENCE IN TEACHING, RESEARCH, INNOVATION, PUBLIC SERVICE, INTELLECTUAL LEADERSHIP AND OUTREACH IN ORDER TO SUPPORT THE INCLUSIVE (SOCIAL, ECONOMIC, POLITICAL, CULTURAL, ENVIRONMENTAL) DEVELOPMENT OF THE CARIBBEAN REGION AND BEYOND.

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



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Chairman's STATEMENT

... THE CAMPUS BOASTS STRENGTHENED
ACADEMIC PROGRAMMES, INCREASED
STUDENT RESIDENTIAL ACCOMMODATION,
AND ITS OWN WATER FACILITY THAT WILL
FINALLY PUT AN END TO THE UNRELIABLE
SUPPLY FROM THE NATIONAL WATER
COMMISSION.

With Governments' contributions to the University of the West Indies remaining virtually static, Academic Year 2015–16 presented the institution with as many funding challenges as it did in the previous year. To meet them, the Mona Campus sought financing from a wide variety of sources. It developed and, in some instances, strengthened relationships with universities overseas, NGOs, as well as local and foreign private sector partners to address infrastructural enhancement and expansion, academic programme development, and financial support for students.

Among its many accomplishments during the year, the Campus boasts strengthened academic programmes, increased student residential accommodation, and its own water facility that

will finally put an end to the unreliable supply from the National Water Commission.

I am pleased to have served as chairman of the Mona Campus Council over the period. Professor Archibald McDonald's visionary leadership has not only advanced the University's competitiveness in the global tertiary education landscape, but has also maintained the institution's financial viability in the face of overwhelming challenges. I congratulate him and his management team for charting the way towards sustainability of the UWI, Mona Campus in these difficult times.

Marshall Hall, PhD, OJ
Chairman

NONE OF OUR MANY ACHIEVEMENTS
OVER THE YEAR WOULD HAVE BEEN
POSSIBLE WITHOUT THE COMMITMENT
AND ENTHUSIASM OF OUR COMPETENT
FACULTY AND STAFF.

Principal's OVERVIEW

In Academic Year 2015–16 the UWI, Mona Campus continued to restructure and redevelop its programmes, operations and facilities to provide a world class education to current and potential students, and to undertake research and public service that redound to Jamaica and the region's economic, cultural and social development.

We pursued a number of initiatives to raise funds, foster employee engagement and development, achieve greater efficiency in the internal operational processes through application of information technology, enhance student learning and development, nourish the existing culture of routine curricula renewal, design scholastically current and market-responsive programmes aimed at growing student enrolment, and undertake research towards nation building and the advancement of scholarship.

Further, we pursued new institutional linkages, and consolidated existing ones for mutually rewarding research, teaching and learning opportunities. Our faculty and staff redoubled efforts to contribute to strengthening our communities and national institutions through public service and outreach activities.

All of these endeavours were designed to sustain and promote the competitiveness of the



University of the West Indies, Mona Campus in a globally dynamic tertiary education environment, and to also produce balanced work-ready graduates who will continue to impact the nation and region's development towards global competitiveness.

None of our many achievements over the year would have been possible without the commitment and enthusiasm of our competent faculty and staff. They have rallied to the call for transformation. I look forward to their continued support and direction as we continue to build our university's global reputation.

Archibald McDonald, MBBS, FRCS Ed,
DM (Surgery) CD
Pro Vice-Chancellor and Principal



THE UWI MONA CAMPUS

MARKERS OF THE ACADEMIC YEAR



- ORIENTATION OF UNDERGRADUATE STUDENTS
- ORIENTATION OF REGIONAL AND INTERNATIONAL UNDERGRADUATE STUDENTS
- ORIENTATION FOR PARENTS
- ORIENTATION FOR NEW ACADEMIC, SENIOR ADMINISTRATIVE AND PROFESSIONAL STAFF



- THE UNIVERSITY PLAYERS PRODUCTION
- THE UNIVERSITY SINGERS MINI SEASON



- WJC CAROL SERVICE
- EXAMINATIONS BEGIN
- CAROL SERVICE, MONA

2015–2016

AUGUST SEPTEMBER OCTOBER NOVEMBER DECEMBER

- MATRICULATION & WELCOME CEREMONY
- WELCOME SERVICE
- SMOKER – MEDICAL STUDENTS PRODUCTION



- GRADUATION CEREMONIES
- TALLAWAH – TERTIARY DRAMA COMPETITION
- LYMEIGHT – A PSCCA STUDENT CONCERT INCORPORATING ALL THE CLUBS AND SOCIETIES AT THE CENTRE



2015-2016



- RESEARCH DAYS
- HOMECOMING CELEBRATIONS
- CROSS CAMPUS MEETINGS AT MONA
- AFUWI GALA, NEW YORK
- THE PHILIP SHERLOCK INTERNATIONAL ARTS FESTIVAL
- ANNUAL SIR PHILIP SHERLOCK LECTURE
- UWI POP SOCIETY CONCERT SEASON
- NNEKA – A UNIVERSITY DRAMATIC ARTS SOCIETY'S BLACK HISTORY MONTH SPOKEN WORD EVENT
- JAMAICA DANCE UMBRELLA
- JAMAICA JUNIOR DANCE UMBRELLA

- TORONTO GALA
- UWI CLASSICAL AND JAZZ ENSEMBLE (UWI CAJE) – CONCERT SEASON
- THE PHILIP SHERLOCK CENTRE STUDENTS' AWARDS

- THE UNIVERSITY SINGERS CONCERT SEASON

DECEMBER JANUARY FEBRUARY MARCH APRIL MAY JUNE JULY

- SEMESTER 11 BEGINS
- TEACHING BEGINS
- TEACHING ENDS

- CAMPUS COUNCIL
- SPORTS DAY
- UNIVERSITY DRAMATIC ARTS SOCIETY – PRODUCTION
- UNIVERSITY DANCE SOCIETY – SEASON OF DANCE
- UWI PANORIDIM STEEL ORCHESTRA – CONCERT SEASON
- THE UNIVERSITY CHORALE CONCERT SEASON

- THE UNIVERSITY PLAYERS – PRODUCTION



THE UWI MONA CAMPUS

1. ACCESSING A WORLD-CLASS

PREPARING STUDENTS FOR ENTRY INTO THE UNIVERSITY

The University of the West Indies, Mona Campus admitted into its First Degree programmes four thousand, three hundred and forty-two (4,342) students in the reporting academic year 2015–16. This was 629, or 14%, more students than it did in the previous year (3,713). Interestingly, the clamour for entry into our institution rages higher each year, as the regional population becomes increasingly sensitised to the value of a world-recognised tertiary education in the global, knowledge economy.

Our statistics reveal that 78% of the first-year intake came to UWI directly from high schools. Of the total student intake, 70% indicated that The UWI Mona was their first choice for university education, the competition coming primarily from overseas universities. Ninety-one percent (91%) of these students are below the age of twenty-four, and roughly 70% are female. Interestingly, 66% of the first-year students in the Faculty of Science and Technology are male, underscoring that Faculty's success in its outreach programme aimed at attracting male students.





TERTIARY EDUCATION



It is universally recognised that the orientation process plays a crucial part in shaping the experiences of new students for the tenure of their study, and that the process is equally critical in its role in retaining them throughout their programme in the academy, and in building lifelong loyalty to the institution. In AY 2015–16, the Campus's orientation process, designed for local and international students and their families, was as engaging as it was comprehensive.

The Campus expanded the activities to include online interaction with students and their families. The International Students' Office, collaborating with the Billings and Receivables Section of the Bursary, continued its use of a webinar series, developed in the previous year, to assist non-Jamaican students with preparations for arriving in Jamaica and on the campus. Some 100 prospective undergraduate and postgraduate students attended the webinar series.

The Orientation for parents, guardians and spouses of new students was held on Sunday July 26, 2015 under the theme, *Support Networks: An Imperative for Student Success*. Families visited with the community financial institutions, as well



70% INDICATED THAT MONA WAS THEIR FIRST CHOICE FOR UNIVERSITY EDUCATION, THE COMPETITION COMING PRIMARILY FROM OVERSEAS UNIVERSITIES.



93% OF PARENTS/ GUARDIANS INDICATED THAT, BASED ON THE INFORMATION GIVEN, THEY WERE COMFORTABLE HAVING THEIR CHILD/WARD ATTEND THE UNIVERSITY.



as the Students' Loan Bureau that occupied booth spaces in the Orientation Tent, browsed their offerings, and sought information about financing opportunities best suited to them. Additionally, relatives benefitted from an interactive session with the Student Services and Development managers of the halls in which the relatives' children/wards/spouses would be living during the period of study, often having the opportunity to tour the halls. From a sampling of 141 attendees, 93% indicated that, based on the information given, they were comfortable having their child/ward attend the University. Eighty-seven percent (87%) thought that Family Orientation helped them to understand University policies related to financial matters and students' responsibility to adhere to these policies, and provided useful information about student housing and student development through co-curricular programmes, student resources and services.

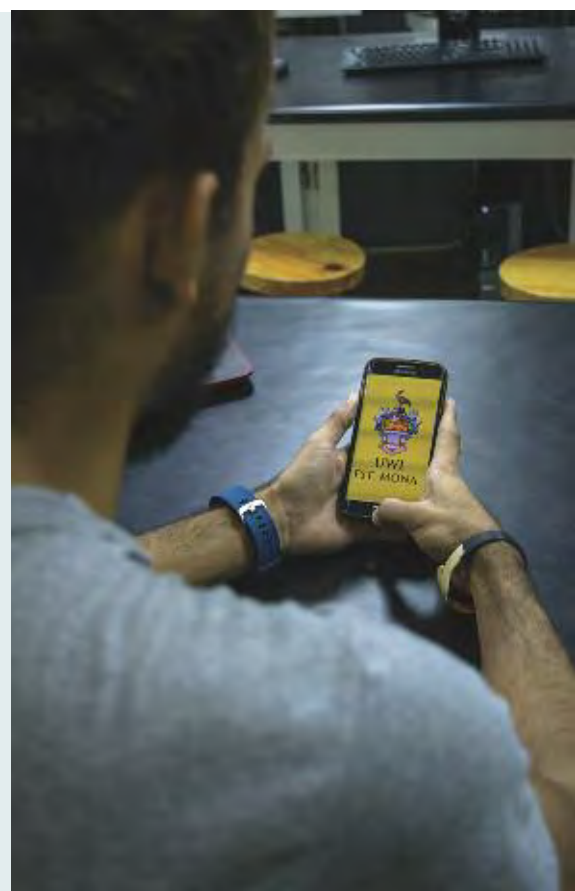
During Orientation's opening ceremony, held under the theme, *Informed. Prepared. Fully*

Engaged, students were introduced to the Campus Management Team and Students Guild Council, and benefitted, during the two-day period, from general sessions in the orientation tent, toured the campus, participating in discussions on topics such as, *Learning revisited*, *Registration 101*, *Health watch*, *Staying focused while at university*, *Security and safety*, *Up! Up! The steps of success in your first year*, *Planning for career success*, *Managing your finance* and *UWI Mona sports*.

66% OF THE FIRST-YEAR
STUDENTS IN THE FACULTY OF SCIENCE
AND TECHNOLOGY ARE MALE,
UNDERSCORING THAT FACULTY'S
SUCCESS IN ITS OUTREACH PROGRAMME
AIMED AT ATTRACTING MALE STUDENTS.

MOBILE APP PROVIDES NEW STUDENTS WITH USEFUL INFORMATION

An interesting innovation in the AY 2015–16 Orientation was the Faculty of Science and Technology staff's building of a mobile app aimed at improving the orientation process. The app provided new students with relevant and useful information at their fingertips. Featuring frequently asked questions (FAQs), information on scholarships and bursaries, videos showing the registration process, location of lecture rooms, among others, it is a useful addition to UWI's digital arsenal.



MATRICULATION CEREMONY



In September 2015, new students were matriculated in a formal ceremony, presided over by Vice-Chancellor Professor, Sir Hilary Beckles, and Pro Vice-Chancellor and Principal, Professor Archibald McDonald, during which the most accomplished matriculant signed the Student Register, thereby signifying the new students' induction as "pelicans" of UWI. They lighted candles in acknowledgment of the 17 governments of the region that support the institution, and were serenaded by the celebrated UWI Singers.

Above, Nile Anderson signs the matriculants' register.

A WORLD-CLASS CURRICULUM

Courses and programmes renewal and accreditation

The University of the West Indies offers its students a rounded, world-class curriculum to ensure that every graduate emerges from the University a “critical and creative thinker, an effective communicator with good interpersonal skills, IT-skilled and information literate, innovative and entrepreneurial, globally aware and well-grounded in his/her regional identity, socially, culturally and environmentally responsible, and guided by strong ethical values” (UWI Strategic Plan, 2012–17). The institution’s academic and affective learning programmes undergo continuous scrutiny and renewal to ensure adherence to global standards and relevance to national, regional and international demand. These programmes are delivered in a physical and technological environment that facilitates teaching and learning. Academic and administrative staff are held by global university standards.

Undergraduate degree programmes

During AY 2015–16, each Faculty’s Quality Assurance Committee reviewed several existing undergraduate courses, drawn across the various academic departments and disciplines for, among others, their bibliographical and thematic currencies, their teaching and assessment methodologies, and their measurable learning outcomes. Aside from these routine and mandatory reviews, each faculty sought to enrich and enhance its offerings by introducing new courses that are intellectually sound, market responsive, and culturally relevant.

Faculties’ Quality Assurance Committees also revised several existing undergraduate programmes. Two examples, drawn respectively from the Department of Language, Linguistics and Philosophy and the School of Education, are worth noting: the *BA Double Major in Linguistics*

and Language Education; and the *BED Computer Studies & Information Technology*. The former highlights inter-departmental collaboration, and the benefits and values of interdisciplinary scholarship that are being emphasised in order to enhance the employability and work-readiness of graduates. In addition to its interdisciplinary content and its associated benefits, the latter expresses a robust determination to demonstrate the relevance of the Faculty of Humanities and Education’s (FHE’s) offerings to the advancement of teaching and learning through the use of information communication technology in the classroom. Further, the FHE introduced two new programmes, the *BA in Librarianship*, and the *BA in Information Studies* and introduced a multidisciplinary programme, the *BA in Cultural and Creative Industries*.

The Faculty of Law underwent a quality assurance review to identify its strengths and weaknesses, having operated as a full Faculty for four academic years. The overall structure of some courses in the LLB programme was adjusted to allow smaller class sizes and greater interaction, and the Faculty received approval to deliver the *LLM/Diploma in Intellectual Property in Creative and Cultural Industries* with effect from September 2016.

The Mona School of Engineering submitted a self-study document to Accreditation Board for Engineering and Technology (ABET) as the initial stage of application for accreditation for its *BSc Electronics Engineering* programme and, in August 2015, enrolled the first cohort in the *BSc Electrical Power Engineering*.

In addition to the academic courses delivered through the Campus’s five Faculties, the Office of Student Services and Development continued to facilitate credits for structured co-curricular activities with measurable learning outcomes. Students were able to elect to register for any one of eight co-curricular courses: *Netball*; *Cricket*; *Football*; *Track and Field*; *Leadership*; *Debating*; *Steel Orchestra (Panoridim)*; and *Photography (Camera Club)*.



Mona Students in Sports

Integral to its comprehensive curriculum is Mona's dynamic Sports programme. Students' engagement is supported by special, established arrangements that safeguard the students' creditable academic performance. The Campus's Sports Scholarship programme aids in allowing access to the UWI of some of the most talented athletes in Jamaica. In AY2015-16, the high performance of our student sportsmen and women not only continued to augment the image of the Mona Campus, but also that of Jamaica in the international arena.

Student-athlete Katherine Wynter received the Inaugural UWI Vice-Chancellor Sports Woman of the Year Award. This is The UWI's highest honour for student-athletes for their outstanding performance in academics, athletics, service and leadership. Miss Wynter, a Social Science student and badminton player, represented Jamaica in her first international tournament at the age of 13. She then continued to participate in international matches at the secondary and tertiary level. Most recently she competed in the Jamaica International Badminton Tournament where she took home both the bronze and gold medals. Wynter also topped her category. She later received the award for badminton at the RJR Sports Woman and Sports Man of the Year 2016 Awards.

Katherine Wynter



Intercollegiate Competitions

The Campus dominated the Jamaica Intercollegiate Sports Association (INTERCOL) Cricket and Volleyball Competitions. The male and female volleyball teams claimed both titles, with the female team defeating the Mico University College.

In cricket, the team won the T20 INTERCOL Cricket Competition and the INTERCOL 50-over championship.

UWI A and B netball teams reached the INTERCOL, placing first and second respectively. The Campus also received the award for the institution with the Most Runner-Up Positions in the basketball, football, badminton and table tennis competitions. In addition, the Pelican Cheerleading Team placed 2nd in the Cheerleading competition, while the track and field team placed 3rd in the Track and Field competition.

We were the first college to compete in the national football league in Jamaica. During the year, the Campus participated in the Red Stripe Premier League and placed 5th. Out of the 33 matches played for the season, our premier league team won 13, lost 10 and drew 10.



Hockey Club Competitions

The Pelican male and female hockey teams participated in four local and international hockey club competitions, dominating in all four. The RJR Communications Group awarded Kemar Mitchell with the hockey award for 2016.

Cricket Club Competitions

The university participated in two major cricket club competitions, the Junior and Senior Cricket Cup Competitions, placing 2nd and 3rd respectively.

Netball Club Competitions

The Pelicans participated in two major netball club competitions, The Jamaica National Building Society Open League Title Championship and the Supreme Ventures Limited Major League Senior Netball Competition. The team dominated the former, claiming the 1st place title, with Pelican Carlalee Tingling named the Most Valuable Player. The team claimed the runners-up title in the Supreme Ventures Competition.

Mona Sports on the international scene

The Penn Relays

Nineteen athletes participated and won six medals

in the Penn Relays. Among them, Fedrick Dacres received a gold medal for his performance in College Men's Discus. Dacres also broke the meet record, throwing 65.04 metres. Pelican Basil Bingham placed 2nd in College Men Discus Throw, throwing 53.8 metres, while Rushell Clayton placed 3rd in the College Women 400 metres hurdles.

IAAF Diamond League

Fedrick Dacres and Shanieka Thomas participated in the IAAF Diamond League in Rome, Italy. Both athletes did exceptionally well and demonstrated dominance both on the track and in the field.

Hansle Parchment made great impact on the international scene, participating in the IAAF Diamond League in Doha, Qatar and placing 2nd in the Men's 110m hurdles, with a season's best time of 10.13.

Table Tennis

Pelican Mark Phillips was also selected by the Jamaica Table Tennis Association to represent the country in Kuala Lumpur, Malaysia. Phillips was a part of a team which placed 3rd in their division.



Graduate degree programmes

In academic year 2015–16, Graduate Studies added three new Masters programmes, namely, *MA Integrated Marketing Communication*, *MSc Renewable Energy and Management* and *MSc Biomedical Research*, while the Faculty of Humanities and Education added new courses to its MA Theology and MA English programmes to come in line with the 35-credit regulations.

The Mona School of Business and Management's (MSBM's) Curriculum Review Team held four breakfast meetings, engaging a total of 32 stakeholders (representatives from the financial, retail, services, manufacturing and logistics sectors, and the food industry), during the period November 9–13, 2015, to solicit their input in the design of a new slate of MSc offerings. Subsequently, the School designed five new MSc Programmes – *Corporate Finance*, *Services and Retail Management*, *Marketing and Business Intelligence*, *Logistics and Supply Chain Management*, and *Procurement Management*. All requisite approvals from the UWI were granted for these new offerings, and marketing efforts are underway to ensure timely and successful commencement in January 2017. The School also obtained the Board of Graduate Studies and Research's approval to deliver the MSc

IN AY 2015–16, MONA RECEIVED EXCELLENT RANKING IN THE RECENTLY PUBLISHED EDUNIVERSAL BEST MASTERS RANKING 2016, WHICH RANKED FIVE MASTERS PROGRAMMES OFFERED BY THE MSBM AMONG THE TOP 200 IN REGIONAL RANKINGS OF NINE GEOGRAPHICAL ZONES, AND TOP 10 FOR LATIN AMERICA.

Accounting and Taxation Programmes in Belize.

MSBM also revised its MBA programme during the academic year. Feedback from industry leaders and stakeholders informed the revisions relating to the School's aim towards developing forward-thinking and work-ready graduates. Changes in the programme include: a new start date of August; the addition of several new courses, such as Business Analytics; and a compulsory field project, whereby groups of students will be assigned to work on, or solve a real issue in an organisation, over a three-month period.

In AY 2015–16, Mona received excellent ranking

AWARDS CEREMONY FOR RECIPIENTS OF





Top: Jamaica News Network (JNN) signing MOU with MSBM aimed at, among other things, "producing employable graduates"



Right: Renewing of MOU with Spur Tree Spices Jamaica and MSBM

in the recently published Eduniversal Best Masters Ranking 2016, which ranked five Masters Programmes offered by the MSBM among the top 200 in regional rankings of nine geographical zones, and top 10 for Latin America. The programmes are as follows:

- *Master of Business Administration (Part Time)* – Top 200 Best Masters in Executive MBA and MBA part time Global Ranking- Ranked 19th
- *Master of Business Administration (Full Time)* – Top 200 Best Masters in MBA full time Global Ranking – Ranked 15th
- *Master of Science in Accounting* – Top 200

Masters in Accounting and Auditing Global Ranking – Ranked 10th

- *Computer Based Management Information System (CBMIS)* – Top 200 Best Masters in Information Systems Management Global Ranking – Ranked 11th
- *Master of Business Management* – Top 200 Best Masters in General Management Global Ranking – Ranked 16th


Eduniversal, with its headquarters in Paris, is a global ranking and rating agency with specialisation in higher education. It publishes its official ranking for the 4,000 best Masters and MBA programmes annually.

SCHOLARSHIPS FROM TOTAL COMPANY LTD.



Partnerships for academic programme delivery and development

Continuing with its initiatives to enhance the student experience, the University created partnerships with outside entities/universities aimed at strengthening its academic programme delivery. In this regard, the Faculty of Social Sciences hosted staff from the University of Gothenburg (UoG, Sweden), the purpose of which was to discuss a proposed Linnaeus-Palme application for the academic year 2015–16 for a partnership between the UWI and UOG through the Department of Sociology, Psychology and Social Work, Mona, the Institute International,



CONTINUING WITH ITS INITIATIVES TO ENHANCE THE STUDENT EXPERIENCE, THE UNIVERSITY CREATED PARTNERSHIPS WITH OUTSIDE ENTITIES/UNIVERSITIES AIMED AT STRENGTHENING ITS ACADEMIC PROGRAMME DELIVERY

St Augustine, and the UoG through the School of Global Studies. The application was approved for programme implementation in the academic year 2016–17. The partnership will include student and lecturer exchanges at the graduate level in *Anthropology, Sociology of Development and International Relations*.

The Faculty of Science and Technology indicated intent to partner with the Southern University, Baton Rouge (SUBR), LA, USA with an MOU that sets out the terms by which the SUBR and The UWI will develop collaborative initiatives to provide opportunities for students and faculty from both institutions to engage in training opportunities, development and implementation of academic programmes, and for collaborative research activities.

The UWI Mona School of Engineering (MSE) signalled its global competitiveness through the many initiatives undertaken during the 2015–16 academic year. It signed a Memorandum of Understanding (MOU) with the University of Florida (UOF) to support partnerships in teaching and research. The primary objective of this MOU is the development of cooperative efforts between Florida and UWI Mona, which will enhance the academic and research interchange between the two institutions. Recognising the importance of mutual collaboration, the parties desire to promote exchange between the faculty and students of the two institutions, as well as the exchange of academic and research information. Specific projects in an area of educational or research interest will be selected at the appropriate administrative level in each institution. The partnership has already fostered the implementation of UOF online course offerings to second year engineering students in the MSE.

At the start of the year, the University of Pennsylvania (UPenn) initiated discussions with MSE towards partnerships in teaching, research and student and staff exchanges. Discussions are ongoing.

Enhancing work-readiness (on-the-job training and internships)

Over the years, UWI Mona Campus has placed increasing emphasis on in-service training and internships so as to enhance the job-readiness of its students. In addition to the Faculties, the Campus's Business Development Office negotiates internships for our students with corporate 'partners'. Over the period 2012–13 to 2015–16, the number of students participating in internships and practicums increased from 1,116 to 2,022. Following are some notable related initiatives that marked the 2015–16 academic year:

MSBM, in collaboration with Ernst & Young (EY) and other private sector companies (BDO and Price Waterhouse Coopers (PWC)), continues to create job opportunities for its undergraduate

students through its Co-operative in Accounting Education Programme. The Accounting Co-operative Programme is a structured educational approach integrating classroom studies with work experiences in the audit and assurance, taxation and accounting field. It provides job experiences through the partnership with companies, for students to gain experience and earn as they study, while preparing them for the corporate world.

During the period, the programme successfully placed 51 students on internships; with 21 students engaged outside of their home country –

10 students went to EY, New York; eight students were placed at EY, Trinidad and Tobago; two students from UWI WJC and one Belizean student are currently sited at EY, Jamaica, and the remaining 30 students are working at EY Jamaica (27 students) and BDO Jamaica (three students). EY Jamaica underwrote accommodation costs for all students who were engaged overseas. There was also an Agreement aimed at incorporating more non-Jamaicans in the programme. The first such student, a St Lucian, was placed at EY St Lucia during the summer.

MSBM's Young Investors' Club focused on

SUNY/Binghamton University partnership advancing teaching, research, academic collaboration and cultural understanding

During the year, SUNY/Binghamton University submitted two draft Memoranda of Agreement (MOAs) for collaboration with MSE, starting academic year 2016–17. The first MOA speaks to The UWI Mona (and especially UWI Mona's School of Engineering) and Binghamton University (lead by the Thomas J. Watson School of Engineering and Applied Science) establishing a collaborative programme that provides qualified students from UWI Mona an accelerated path to obtain a Master's degree in *Electrical and Computer Engineering* from Binghamton University, through a combination of selected online courses and courses taken in residency on the Binghamton University campus.

The second MOA aims to foster advancements in teaching, research, academic collaboration and cultural understanding, and to create avenues for enhancing learner experience at both entities, as well as strengthen both entities by finding ways of

combining their complementary resources and strengths. As part of this collaboration, UWI Mona and Binghamton University will broadly explore the following avenues for cooperation:

- Short courses, seminars, workshops, and courses provided by Binghamton University to UWI Mona
- Discussions on industry/university collaboration
- Faculty and/or administrator visits
- Support of conferences and workshop; the mode of support will be determined depending on topic, timing, and other considerations
- Discussions and sharing of information on incubation of start-up companies
- Discussions regarding Binghamton University's Center for Learning and Teaching
- Collaborative academic programmes.



THE CARIBBEAN INTERNSHIP PROGRAMME

The Caribbean Internship Programme (CIP) continues to be an example of successful collaboration between the UWI Mona, St Augustine and Cave Hill Campuses, which have contributed to the programme's sustainability. The CIP emphasises service learning as a concept which recognises the ability to establish meaningful connection between the academic environment and engagement with communities. The resulting assignments of graduate and undergraduate students for periods of three to six months, to meet the demands expressed, are seen in the favourable outcomes reported by agencies and communities, which articulate improved service delivery and capacity building, and interns who record valuable experiential learning.

Internships normally take place over the summer months, June–August, and may also take place whenever a request is made by an agency. Agencies usually make requests for students involved in



specialised fields of study. Graduate students (some of whom may require accreditation) and recent graduates who need to gain practical experience are encouraged to apply for a placement on the CIP. Final year undergraduates may also be considered. Selected participants are required to attend an orientation. Graduate students return to the UWI following their internship experience, and social work students, in particular, make presentations at their integrated practicum seminars, planned as a requirement of their programme.

Some highlights of the CIP's achievements

- Government Ministries and four Non-Government Organisations in ten Caribbean countries have partnered with the UWI's CIP
- Opportunities provided for recent graduates and final year undergraduate and graduate students, who pursue internships as part of their degree programmes
- Coverage to 13 agencies in diverse settings in 11 countries through implementation of culturally relevant best practices
- Transfer of skills and the strengthening of agency services through capacity building
- Experiential learning for interns which included family and community interventions, research and advocacy
- Knowledge-building through research to aid intervention planning

Some distinctive innovations

- Assistance given to the Government of Belize in implementing its Employee Assistance Programme (EAP)
- Evaluation of Grenada's National Parenting Programme
- Timely response to Dominica's plea for assistance following Tropical Storm Erika
- Social welfare and clinical services provided to family, youth and child agencies in seven Caribbean countries
- Assistance given in the replication/implementation of Jamaica's Roving Caregivers Programme in five Caribbean countries.

THE MONA CAMPUS SEEKS TO CREATE AN ENVIRONMENT WHERE POSITIVE LEARNING TAKES PLACE ON A CONTINUOUS BASIS, AND WHERE LEARNING IS THE DEVELOPMENT OF A BLEND OF COGNITIVE AND AFFECTIVE SKILLS ACQUIRED INSIDE AND OUTSIDE OF THE CLASSROOM.

entrepreneurship and investment as its aim is to train billionaires. In training these billionaires, it strives to participate in activities that seek to assist in helping members to network, to give back, and create a platform for learning and simulation of the real world. During AY 2015–16, the young investors participated in activities that were exciting and, at the same time, served as a learning guide for the future. There are currently over 90 members in the Young Investors' Club.

The Faculty of Social Sciences' Banking League has its own in-house internship and mentorship programme which is expected to grow and evolve with each placement cycle. Launched in September 2015, the programme aims to provide academic support and mentorship to incoming 1st year students for the first semester of the year. Sixteen mentees were paired with 13 mentors in the areas of Banking and Finance, Accounting, Economics and Management Studies. Throughout the duration of the programme, participants were actively engaged in mentorship activities which included peer advice, tutoring and homework sessions. The programme realised approximately 31 hours of service, to the enrichment of students' on-campus experiences.

At the Mona School of Engineering, students were provided work-readiness experience through Mona-Tech, the commercial arm of the Mona School of Engineering.

The 2015–16 Job Shadowing Experience Programme for second and third year students, hosted by the Office of Placement and Career Services, succeeded in placing 301 students in 26 public and private sector organisations.

Promoting affective learning

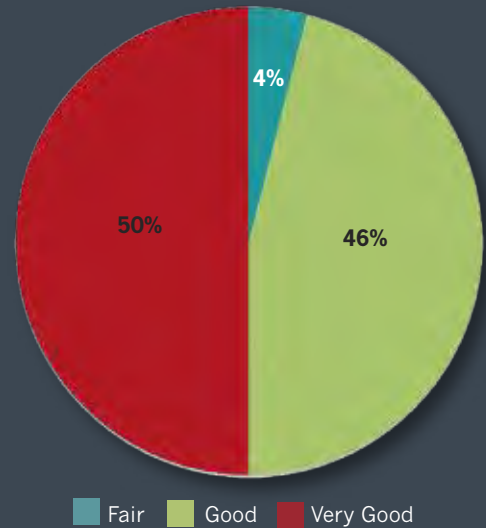
The Mona Campus seeks to create an environment where positive learning takes place on a continuous basis, and where learning is the development of a blend of cognitive and affective skills acquired inside and outside of the classroom. The Office of Student Services and Development (OSSD) plays an important role in facilitating learning by helping students to reach points of readiness and respond to timely and appropriate experiences that challenge their current capacity. In AY 2015–16, the Office sought to improve on its delivery of programmes developed for the diverse student population in support of their academic and social development.

Professionals mentoring our students

The Mentorship Programme continues to be one of OSSD's structured flagship programmes that facilitate students' affective learning and development. During the academic year, the programme was oversubscribed, as the number of students applying for entry into the programme far exceeds the number of suitable registered mentors supporting it.



FYE: DEVELOPING CRITICAL SKILLS IN THE FIRST YEAR OF STUDENTS' ACADEMIC CAREER



STUDENTS' RATING OF FYE PROGRAMME

Another overwhelmingly successful development programme administered by the OSSD is the First Year Experience Programme (FYE). Combining social and academic activities, it seeks to help first-year students to adjust responsibly to the challenges of University life, and to maximise their potential for academic success. Members of Faculty, OSSD administrative staff and resident advisors serve as facilitators of resident and commuting student FYE groups. The 1,400 first-year students who chose to participate in the programme in AY 2015–16 agreed, in an exit poll, that the FYE experience enhanced their time-management, leadership and social skills, their self-confidence, and their oral and written communication skills.



Short-term exchange programmes

The OSSD also manages the student exchange arrangements agreed formally between the Campus and Florida State University (FSU) and the University of Costa Rica (UCR). Under a Memoranda of Understanding signed since 1995, all parties structure intensive, yet exciting and stress-free programmes for the participating students. The goals of these exchange programmes are to expose students to learning experiences in a variety of social, academic, cultural and service activities that will foster cultural, social, political and global awareness.

Mona students who visited the UCR in March 2016 reported that one of the most academically beneficial aspects of the trip was the Spanish classes. These were seen as a tool to interact with the students of the UCR campuses (Guapiles, Paraiso, Turrialba and San Jose), and through which to improve their grasp of the language. That a majority of the interactions were in Spanish (with few occasions for translation), motivated the students to immerse themselves in the language.

Students visiting the FSU participated in a Global Perspectives class. One of the participants represented the group by presenting to the class on the role and effects of Globalisation on economic development. This class consisted of students from in excess of twenty nationalities from around the world. The Mona students, in their evaluation, noted the significant impact the experience had on them. They describe as life-changing the opportunity to learn and share world views on economic, social, political and environmental issues in such a diverse educational environment.

Facilitating job placements

Nearing completion of students' academic programmes of study, the University ensures that they have opportunities to groom themselves for the world of work through job fairs and the like. The Office of Placement and Career Services (OPCS) plays a major role in this activity. In

academic year 2015–16, it hosted its 13th Annual Career Awareness Month Activities under the theme, *Make a Life-Make a Living-Make a Difference* on February 11 to March 23, 2016. The career awareness activities allowed for: greater emphasis on the delivery of career development programmes, as well as their importance to the career development process; students' greater access to career information; increased exposure to entrepreneurship as a viable career option; and networking for career opportunities.



THE GOALS OF THESE EXCHANGE PROGRAMMES ARE TO EXPOSE STUDENTS TO LEARNING EXPERIENCES IN A VARIETY OF SOCIAL, ACADEMIC, CULTURAL AND SERVICE ACTIVITIES THAT WILL FOSTER CULTURAL, SOCIAL, POLITICAL AND GLOBAL AWARENESS.

As part of Career Month, the twenty-fifth (25th) Annual Career Exposition and Job Fair was held on Tuesday March 22 and 23, 2016, and focussed on helping students at all levels to research career information, learn about labour-market demands, and network with prospective employers. The exercise exposed students to broad-based careers, opportunities for networking, on-spot job interviews, and the role and importance of entrepreneurship in a changing job market. Based on students' resumes and networking on the first day of the Fair, organisations – Red Stripe (a Heineken Company), National Youth Service, Sagicor Jamaica, Scotiabank Jamaica, and Fast Enterprise LLC – conducted interviews on day two, and selected students for part-time, summer and full-time employment.

The OSSD also served as a career and placement unit at the WJC, spearheading the administration of the Student Assistantship programme which placed some 31 students in jobs on the WJC campus, assisted with placing students in various corporate entities in Montego Bay, and staged workshops on various aspects of professional etiquette.

The Caribbean Institute of Mass Communications (CARIMAC) had its inaugural student job fair under the theme, *Career Ready 2016*, to enhance the professional skills of CARIMAC's final year students and allow potential employers to meet, network and recruit from some of the best of the Institute's graduating class.

A learning environment that promotes teaching and learning

During AY 2015–16, the Mona Campus continued the process of upgrading and enhancing its environment and facilities, not only to support teaching and learning, but also equally important, to attract students and faculty from around the world.

The new state-of-the-art hall of residence, The Leslie Robinson Hall, built to accommodate 1,584 students, was officially opened. Plans were put in place to demolish the old Irvine Hall, which accommodates 200 students, and replace it with a new hall that will house 1,100 residents. Plans also continued apace to develop the Barnett Estate Campus and the Hartmont Facility in Western

Jamaica, to expand our delivery of medical and other academic services to local and foreign students in Jamaica's rapidly developing western region.

While these new property development and construction processes are at work, the Western Jamaica Campus continued to make significant improvements to the facilities and technology used in the delivery of programmes at the existing WJC site. The campus undertook Phase One of a



Multimedia Upgrade Project at the start of teaching in September 2015, enabling new equipment such as computers, projectors and accompanying screens. Under this project, the WJC computer lab was furnished with up-to-date equipment, thus increasing its technological capacity to deliver various courses on multimodal platforms.





Opening of the Caribbean's first University Finance Lab

WJC also improved its wireless internet facilities, and initiated a study aimed at using WhatsApp Group Chat to increase consultation, student-teacher and student-student communication / collaboration in the English Foundation courses offered at the WJC.

With the assistance of NCB, MSBM officially launched the Caribbean's first University Finance Lab on October 26, 2015. Approximately \$22 million was invested in the state-of-the-art-facility, which allows access to securities trading from the

the rich datasets available in the lab in support of their various research interests.

MSBM also installed QuickBooks software on computers in computer labs at both the Mona and the WJC sites.

The Faculty of Medical Sciences at Mona, in its efforts to enhance the learning experience for the MBBS students at the clinical sites, spent over \$2,287,429.00 for refurbishing existing infrastructure at the May Pen and Bustamante Hospitals. This was in addition to acquiring

WITH THE ASSISTANCE OF NCB, MSBM OFFICIALLY LAUNCHED THE CARIBBEAN'S FIRST UNIVERSITY FINANCE LAB . . . APPROXIMATELY \$22 MILLION WAS INVESTED IN THE STATE-OF-THE-ART-FACILITY, WHICH ALLOWS ACCESS TO SECURITIES TRADING FROM THE TOP 50 GLOBAL EXCHANGE VIRTUAL PLATFORMS, THROUGH ITS PARTNERSHIP WITH BLOOMBERG, AND THE JAMAICA STOCK EXCHANGE.

top 50 global exchange virtual platforms, through its partnership with Bloomberg, and the Jamaica Stock Exchange. The Finance Lab continues to be central in the development of students at all levels, particularly in providing them with hands-on experience in preparation for the world of work. The School held lab sessions with students from the BSc Accounting (Mona and WJC), BSc Banking and Finance, MSc Accounting (Mona and Western Jamaica Campus [WJC]) and MSc ERM (Cohort 3 & 4). Of note, students from WJC were especially impressed with the lab's capabilities, and have lobbied strongly for subsequent cohorts to be afforded similar sessions. The DBA candidates continue to access

computers, furniture and other domestic items for the students.

The Faculty of Humanities and Education upgraded its Graduate Conference Room and the Dean's Conference Room, outfitting them with projectors and slide screens to facilitate teaching deliveries, seminars, workshops, and/or administrative *cum* academic meetings. The Campus Administration also refurbished thirty-two (32) staff offices in the old and new Humanities buildings; replaced damaged air conditioning units in various teaching venues; tiled the long corridors upstairs and downstairs the old Humanities building; and made extensive repairs to both the staff and student bathrooms.

**The Faculty of Medical Sciences at
Mona:** A learning environment that
promotes teaching and learning





MSE video conference and computer lab



MSE electrical and electronics lab

CARIMAC upgraded its old Print Lab, and installed 20 new high-end Apple MAC computers to facilitate teaching in the production of specialised digital graphic content for all degree programmes.

Mona School of Engineering (MSE) also undertook some major infrastructural enhancements in AY 2015–16. It launched the Mona School of Engineering Virtual Learning Environment (MSEVLE). This system hosts a wide range of academic resources for staff and students across all four engineering programmes. Additionally, the offices and laboratories were upgraded with LAN and wireless internet access points. Lecture rooms were renovated to increase student comfort and new chairs/desk were added. The Director of the MSE and the Campus Bursar worked jointly to secure a \$96 million loan to purchase equipment for the engineering undergraduate laboratories. This initiative was the brain child of Dr Ronald Robinson, of the Office of the Principal, who was instrumental in accessing potential funding for MSE's

development goals. The labs are now fully equipped for the 2016–17 academic year.

Collaborating with Professor Hanif Latchman of the University of Florida (UoF), the School retrofitted its conference room to facilitate its first virtually flipped class. The use of technology-mediated mechanisms, as well as the flipped classroom approach, is part of an ongoing research project on innovative teaching methods that is being introduced at the University of Florida's Electrical and Computer Engineering (ECE) Department.

MSE also acquired and tested a low-cost embedded systems programmer that, with an extension development platform, will be introduced to students' laboratory courses in years 1 and 2. This will allow students to develop and test microcontroller circuit designs in their own time. This is expected to enhance the lab-learning experience for the Electronics and Computer Systems Engineering students.

With the launch of *MSE Stores*, an online store and inventory management system, the School's students now have the convenience of purchasing electronic components for their respective programmes online. Also, in December 2015, the School designed, built and installed a wireless system for controlling the electronic lock on the School's main door. This system includes a wireless buzzer that indicates when someone is at the door, and enables the receptionist to remotely open the door by the press of a button. The next phase will include the installation of cameras with real-time access via computers and smart phones.



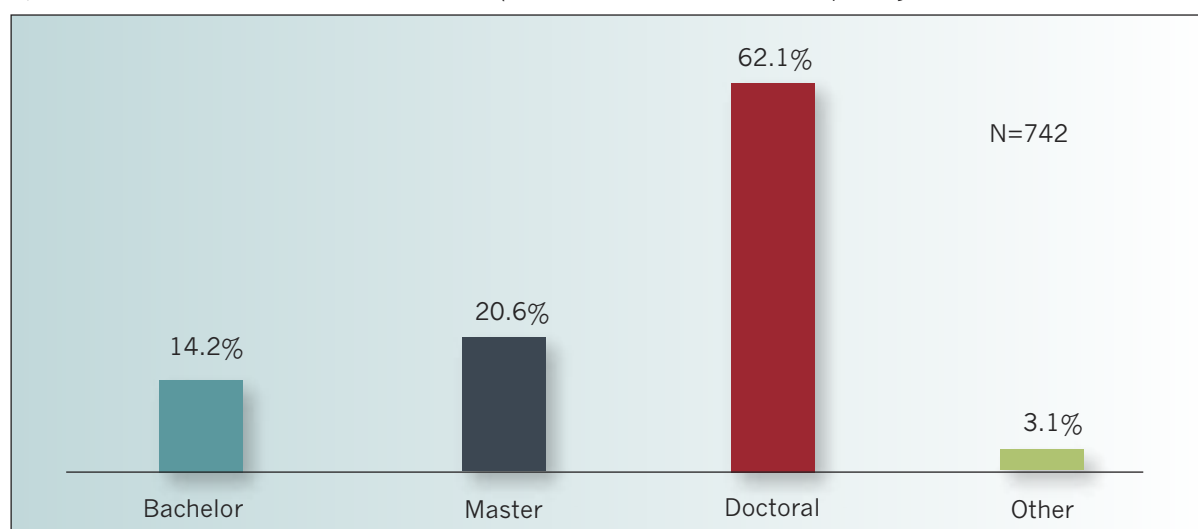
State-of-the-art equipment in the MSE fluid lab



A cadre of qualified and competent faculty and staff

The Mona Campus continues to attract a cadre of qualified faculty and staff, and ensures that faculty have opportunities to constantly upgrade their pedagogical skills, while building their research portfolio. With a complement of 772 faculty members delivering both UGC and non-UGC programmes, the faculty to student ratio in AY 2015–16 was 22–1. Some 62% of faculty are holders of doctoral degrees.

Qualifications of full-time academic staff (UGC and non-UGC funded), 2015–16



Full-time academic staff by rank (UGC and Non-UGC)

Faculty	Rank					Total
	Professor	Senior Lecturer	Lecturer	Assistant Lecturer	Other	
Humanities & Education	9	17	76	14	10	126
Institute for Gender Studies	1	2	5	0	1	9
Law	2	6	6	0	1	15
Medical Sciences	31	53	156	29	28	297
Science & Technology	13	34	48	15	13	123
Social Sciences	11	27	76	17	12	143
Other Units	2	5	7	5	10	29
Total	69	144	374	80	75	742



Enhancing pedagogical competences

The various Faculties began the academic year with the staging of forums for staff to foster singleness of purpose in all aspects of faculty operations, establishing a common vision and building team spirit among colleagues. In the Faculty of Social Sciences (FSS) this activity took the form of a Faculty Day under the theme, *My Perspective, My Plan: Where do I fit into the Faculty of Social Sciences Strategic Plan?*

Despite severe financial constraints, all Faculties continued to invest in the development of its staff during AY 2015–16, through facilitating attendance at conferences and training sessions aimed at developing key skills. Faculty participated fulsomely in workshops and seminars within and outside of the Mona Campus. As a consequence, they are now able and eager to routinely deploy these technologies to enhance teaching delivery and, thereby, advance their own careers professionally.

The Centre for Teaching and Excellence (CETL) is that arm of the Campus whose sole mandate is to create opportunities for faculty to enhance their teaching strategies, thereby enabling them to improve their pedagogical practice and, ultimately, foster deep learning in the Campus's diverse student body. One of the enduring objectives of the Centre's programmes is to continue to provide opportunities for faculty to observe exemplary teaching practices at the UWI itself, or by links to other sites of higher education. In AY 2015–16, the CETL focussed its workshops largely on 21st century technologies.

The CETL hosted faculty orientation programmes, creating opportunities for new faculty to learn about the institution, the teaching and learning

resources available, and the UWI's focus on, and commitment to student-centred pedagogical approaches. The Centre also consulted with faculty about course and syllabus design, teaching strategies, assessment of student learning, writing learning outcomes, educational technologies, teaching portfolio development, and other teaching and learning-related activities, offering classroom observations where required.

In addition to training faculty in the pedagogical disciplines through its *Certificate in University Teaching and Learning*, engaging a research team in researching teaching and learning in higher education, The CETL also creates and distributes two newsletters, *Teaching Tips* and *The Mona Teacher*. These were distributed by email to the general academic community, using the campus messaging service. *Teaching Tips* is made available three times during the first semester and three times during the second semester. It is also published once during the summer. It offers tips on all aspects of teaching and learning in higher education, and is distributed in hard and soft copy. The more substantive *Mona Teacher* is published twice per year, or once each semester, and offers commentary on significant developments in teaching and learning in higher education.

Over 100 university and community members gathered on October 8, 2015 for the UWI/Guardian Group Premium Teaching Lecture. This was used to underscore the importance of teaching, and the keynote speaker, Dr Robert Talbert (Associate Professor in the Mathematics Department at Grand Valley State University, Allendale, Michigan, USA), entitled his lecture, *Twenty-First Century Technology Serving Twenty-First Century Learner*.



The second component of this special event was a workshop. Dubbed *Reimagining Class for the Twenty-First Century*, it was held a day after the Lecture, and looked at a subset of learning design concepts and technological tools that were simple, easy and inexpensive to implement, and that faculty could immediately use to adapt their courses to the needs of 21st-century learners in higher education.

Training of administrative staff

The Human Resources Division delivered a number of training programmes to train, develop and engage staff. The Division invited deans and heads of departments to leadership seminars that focussed, among other themes, on “stress and anger management,” including “change management.” Faculties also benefited from the training and development seminars for administrative staff in both functional and cross-cutting areas of leadership and management within the context of career planning.

The Mona School of Engineering sponsored in excess of \$2 million to facilitate the Office of the Campus Registrar (OCR) 2016 workshop whose aim was to develop “radical collaborative” skills among senior and middle managers within the Registry. OCR continued its Leadership Development Training Programme, started in the latter part of the previous reporting period. Two cohorts of managers were exposed to this programme which had as its main objectives, development and implementation of a competency-based, soft-skills programme for HODs, managers and supervisors across the campus, and exposure of managers and supervisors to successful businessmen and women.

The OCR Secretariat launched its Staff Incentive Award Schemes on April 11, 2016. The main feature of the afternoon was the Secretariat’s H.E.A.R.T. Wall of Excellence.

In addition to initiatives such as staff newsletters, social activities, employee incentive programmes, the Campus kept its staff engaged and motivated to serve the interests of the Campus community.

FACULTIES ALSO BENEFITED FROM THE TRAINING AND DEVELOPMENT SEMINARS FOR ADMINISTRATIVE STAFF IN BOTH FUNCTIONAL AND CROSS-CUTTING AREAS OF LEADERSHIP AND MANAGEMENT WITHIN THE CONTEXT OF CAREER PLANNING

One noteworthy effort on the part of the Estate Management Division, was its hosting of a Social Services Day aimed at helping small contractors to obtain information on services provided by organisations such as the National Housing Trust, National Insurance Fund, National Health Fund and other similar external agencies. Most of the participants reported that they were previously unaware of the range of benefits available to them, and how to access those benefits. In addition to the ‘goodwill’ generated through this initiative, the personal empowerment spin-off is noteworthy.

NOTABLE STAFF ACHIEVEMENTS



As is customary, Faculties, the Campus, and The UWI Administration lauded the accomplishments and excellence of a number of Faculty members during the academic year, and celebrated the distinguished service of long-serving members of faculty and staff.

Long Service Awards

Six of the long service awardees receiving their plaques from Deputy Principal, Professor Ishenkumba Khawa, and Campus Registrar, Dr Camille Bell-Hutchinson.



NOTABLE STAFF ACHIEVEMENTS

Vice-Chancellor's Awards, 2015



Byron Wilson, Professor of Herpetology & Conservation Ecology, Department of Life Sciences, received the Vice-Chancellor's Award for All-round Excellence in two or more core areas (Research Accomplishments and Public Service). He has a proven record for documenting and conserving Jamaica's unique biodiversity. Over the last five years, Professor Wilson has displayed outstanding productivity in all categories of research output: authorship of books and journals, special issues, editor/series editor and conference presentations. Since 2009, he has earned over US\$900,000 in local and international funding (a total of about US\$1.5M, since joining the Department of Life Sciences in 2001).

Professor Michael Taylor, Deputy Dean of the FST and Head, Department of Physics, received the award for Outstanding Research Accomplishments. His general areas of academic specialisation are Environmental Physics and Climatology. He is well known for undertaking the study of Caribbean Climate Variability and Climate Change at a time when research in the area was largely led by persons outside the region. Among his wide repertoire of publishing accomplishments, is a book authored earlier this year entitled, *Why Climate Demands Change*. His UWI grantsmanship record totals several million US dollars. In May 2015 he played the lead role in securing a US\$10.4M grant for the Mona Campus.



Distinguished Young Women Scientists award



Dr Nagarani Ponakala, Senior Lecturer in the Department of Mathematics, was selected as one of the 2015 Distinguished Young Women Scientists by the Inter-American Network of Academies of Sciences (IANAS). Dr Ponakala, who specialises in Applied Mathematics, is a member of the Mathematical Modelling (Physiological Fluid Dynamics) Research Group in the Department of Mathematics, and also Coordinator for the BSc in Mathematics and Modelling Processes. She was chosen for the honour following an interview process which saw IANAS considering many women from different countries in the Americas.

Actor Boy award



Mr Michael Holgate, Tutor Coordinator in the Phillip Sherlock Centre for the Creative Arts (PSCCA) won the International Theatre Institute (ITI) Jamaica Centre's Actor Boy award for Best Director for the University Player's production of 'Riot Act', in the area of Culture and the Arts.

NOTABLE STAFF ACHIEVEMENTS



Jamaica honoured 14 current and retired faculty members for service to the nation



At the 2015 National Honours and Awards Ceremony held on Heroes' Day, Jamaica honoured a number of distinguished faculty members for service to the nation:

Left–right: Professor Alvin Wint (CD), Professor Trevor Munroe (CD), Ms Fae Ellington (CD), Professor Cyrell Fletcher (CD), Ms Marjorie Whyllie (CD), Mr John Aarons (CD), Dr Orville Morgan (OD), Dr Anthony Greenaway (OD), Professor Elizabeth Thomas-Hope (CD), Dr Milton Hardie (CD), Professor Stephen Vasciannie (CD), Professor Elsa Leo-Rhynie (OJ), Professor Anthony Clayton (CD). Professor Graham Serjeant, (OJ) (absent).

Five promoted to professorships



Dr Daniel Coore
Faculty of Science and
Technology



Dr LouAnne Barclay
Faculty of Social
Sciences



Dr Garth Lipps
Faculty of Social
Sciences



Dr Jennifer Madden
Faculty of Medical
Sciences



Dr Jessica Byron
Faculty of Social
Sciences

HIGHLIGHTING THE ACHIEVEMENTS OF OUR STAFF HELPS TO
MOTIVATE OTHERS TO EXCEL IN ALL AREAS OF THE ACADEMY –
TEACHING, RESEARCH, UNIVERSITY AND PUBLIC SERVICE

CELEBRATING OUR HIGH-

The global competitiveness of the UWI is evidenced by the many achievements of its students on the local, regional and international stage. In addition to the 2015–16 Student Awards Ceremony which celebrated the academic and co-curricular achievements of many students throughout all Faculties, the year saw many of our students excelling in various university competitions, and representing our university at international events.

2016 Rhode's Scholar

Sherona Forrester from the Department of Economics was selected Jamaica's 2016 Rhode's Scholar. After being captain of the netball team and co-captain of the basketball team and the first year of her Gore Development funded Masters



Programme, she was called up to play for the Reggae Girlz Jamaica National senior football team. This Pelican lives the epitome of a balanced lifestyle, creating time for both academics and sports. In addition to being a professional footballer and performer with the Jamaica Youth Chorale, she is a resident advisor on the A.Z. Preston Hall and an adjunct lecturer at UWI, Mona. Her tenure at the University of Oxford, where her Rhodes scholarship is tenable, began in October 2016.

Commonwealth and Chevening Scholars

Postgraduate students of the Office of Social Entrepreneurship (OSE) Edward Dixon and Kethania Griffiths won the prestigious Commonwealth and Chevening Scholarships, respectively. Edward Dixon received the



Commonwealth Scholarship in 2015 and is currently pursuing his PhD in Social Entrepreneurship. Kethania Griffiths will be pursuing the MA in Social Entrepreneurship. Both will be attending the Institute of Cultural and Social Entrepreneurship at Goldsmiths, University of London.

THE YEAR SAW MANY OF OUR STUDENTS EXCELLING IN VARIOUS UNIVERSITY COMPETITIONS, AND REPRESENTING OUR UNIVERSITY AT INTERNATIONAL EVENTS.

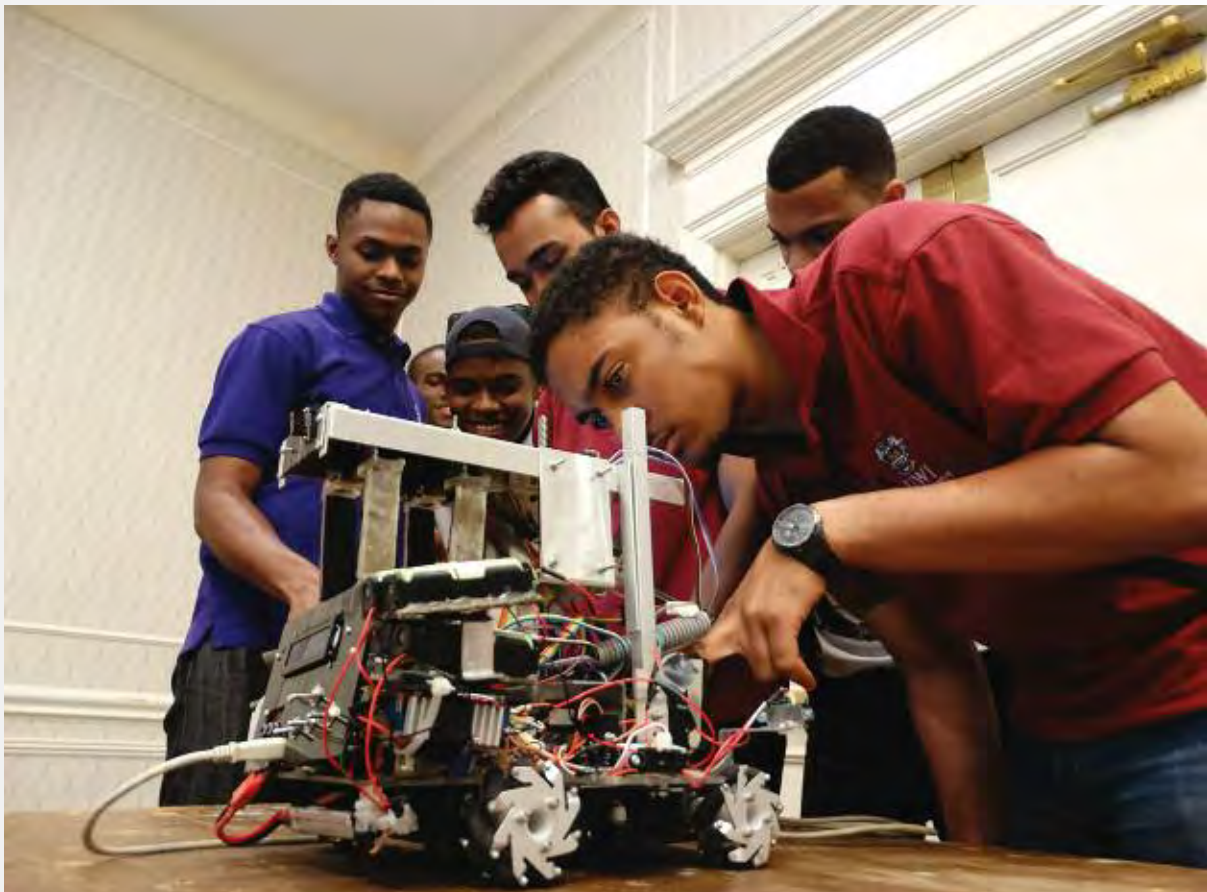
ACHIEVING STUDENTS



IEEE International Robotics Competition

A team comprising Electronics Engineering, Electronics and Computer Science students placed 3rd in the IEEE International Robotics Competition. They contended against 46 universities within the southeast USA. They also placed 6th in the software competition in which 23 universities participated. Team members were Yekini Wallen-Bryan (Captain), Paulo Williams, Richard Harris, Aisha Robinson, Khalid Sharpe, Sean McBean, Jason Brown, Locksley Murray, Kriston Kong, Dane Miller. Their advisor was Mr Lindon Falconer.

The venue of the IEEE SouthEastCon Hardware Competition was the Hampton Roads Shipping Barge, Virginia, USA. The course consisted of a scaled down shipping wharf comprising a shipping barge, a zone for transport via rail, a zone for transport via boat and a zone for transport via truck. Entrants had to design and build a completely autonomous robot that would collect “containers” of varying colours and/or codes, and deliver them to the correct destination for transport within five minutes. Points were awarded when blocks were sorted correctly and in good time.



CELEBRATING OUR HIGH-

Communicating Chemistry Award

A team of students from the Department of Chemistry (Marlon Christie (Captain), Shona Smith, Nadine Whyte and Rajeve Brooks) emerged winners of a unique student



competition, *Communicating Chemistry: Caribbean Cuisine* held at the 251st American Chemical Society (ACS) National Meeting & Exposition in San Diego, California. Organised by the ACS' Agricultural and Food Chemistry Division, the competition's goal was to increase literacy in science-related topics among the general public, as well as to demonstrate how chemistry relates to food and culture.

Kingston Animation Festival winners

Two CARIMAC students received awards for outstanding work in Animation at the 2nd Kingston Animation Festival held March 12–13 in Kingston. Jeunanne Alkins received two awards for Best Concept and Best Pitch, while Jowayne McFarlane received an award for Best Concept at the Festival.

Brian Walker and Kristeena Monteith, journalism students in CARIMAC, represented Jamaica at the Future News Journalism Conference in Edinburgh, Scotland, sponsored by the British Council, from 4–6 September, 2015. More than 100 delegates from over 20 countries attended the conference, which was aimed at inspiring the next generation of world-class journalists.

MSBM Undergraduates win NCB Vision Awards

A team of MSBM undergraduate students – Monish Parwani, Olivia Sinclair, Jon-Ross Dela Motta and Andrew Christie (absent) – won the NCB Vision Awards at the NCB Nation Builders 2015 Awards Ceremony held on October 22, 2015.



Inter-American Development Bank's Sustainable Energy and Gender Competition

Mona's students were winners of the recent competition mounted by the BRIDGE Programme with a mandate to reduce the gap between the current workforce capacity and skill level and the future workforce required to meet the demands of developing sustainable energy systems. It was also designed to promote greater participation of women in the field of renewable energy. The Mona Campus submitted a concept proposal entitled, *Alternative Energy Awareness Program*. This winning team comprised students Dudley Williams, River Providence, Alton Daley and Jamila Walters. Tanya Kerr and Cherri-Ann Scarlett of the Department of Physics were advisors. The jury selected this proposal because of its multi-faceted approach, and the understanding that increasing female participation in Renewable Energy (and the Science Technology and Math field, in general) demands a long-term effort. The team's focus on working with school science clubs and developing a link with university students to engage girls in this field is a promising strategy.

ACHIEVING STUDENTS



National Business Model Competition



THREE UWI STUDENT TEAMS – Sweelevia's Nature's Tea, Phyto-BioFoods and Rabb-Eats – made winning presentations to a panel of private-sector judges at the final round of the National Business Model Competition (NBMC) on Friday, April 1, 2016, finishing in the top four of thirteen teams across four universities. UWI, Mona copped second, third and fourth place awards, with three student-entrepreneur teams securing a combined cash prize of J\$1.75 million. The competition was designed to facilitate young entrepreneurs in taking their business ideas through to operationalisation.

Sweelevia's Nature's Tea

Sweelevia Company Limited was developed based on consumers' demand for natural sweeteners in products. Sweelevia aims to supply the demand for a natural zero-calorie sweetener. The company will enter the market and provide customers with a variety of instant tea bags in their Nature's Teas line.

Phyto-Biofoods

The master mind of research students – Carlton Barrows and Kimberly Pringle – is a Jamaican-based company established out of the Biotechnology Centre. The students saw the need to assist farmers and the farming industry with fertiliser substitutes and pesticide sprays that will improve crop production, reduce pest infestation, decrease chemical applications to

food produce, and increase soil fertility at a cheap cost.

Team Rabb-Eats

Rabb-Eats is a newly developed livestock business that is dedicated to quality production of nutritious rabbit meat, and ensuring Jamaica's Food Security. This business model is not new, as local farmers are seeing the benefits of cuniculture, and are venturing in this type of business. However, Rabb-Eats is a cut above the rest as it has started production, and has identified and supplied viable markets for its production, galvanising supply from the existing struggling farmers and marketing to various jerk centres and hotels. Rabb-Eats has combined modern agricultural practices to create an efficient and economical business.

For Quiet Study Only





THE UWI MONA CAMPUS

2. A RESEARCH AGENDA IMPACT

As the leading research university in the English-speaking Caribbean, the UWI pursues a research agenda whose primary goal is to respond to national and regional development imperatives, contribute to knowledge in all disciplines, while impacting teaching and learning in the academy. In AY 2015–16 our researchers acquired more than twice the amount of external grants over the previous academic year to advance the Campus's research activity.

As has been described earlier, we entered into a number of partnerships with local Industry and overseas universities to enhance and fund our research agenda. The Western Jamaica Campus (WJC) was especially aggressive in formulating research partnerships with the Montego Bay Chamber of Commerce and Industry to spearhead research aimed at determining the causes of crime in that region. This research project is in its preliminary stages.

WJC also secured funding from the Office of the Principal under the New Initiatives Grant programme to conduct research that will lead to the production of a biography of Emile Martin, and a film featuring other key figures in the





ETING DEVELOPMENT



development of the tourism and cultural industries of Western Jamaica.

The UWI Development Fund (UWIDEF) continued to provide financial support to the research unit, Solutions for Developing Countries (SODECO), headed by Professor Terrence Forrester. In AY 2015–16, UWIDEF paid out \$18.7M of the \$30M pledged in 2015, in support of SODECO'S research related to diabetes, hypertension and stroke.

To be in line with cutting-edge research, the UWI became members of the Global Virus Network (GVN). UWIDEF supported this initiative, providing US\$25,000 for UWI's membership in this global endeavor. This puts the research team in the School of Medicine in direct contact with scientists around the world seeking on-going solutions for viruses such as H1N1, Chik V and Zika.

A research team from Tropical Medicine Research Institute (TMRI) that included Professor Susan Walker and Drs Susan Chang-Lopez and Helen Baker-Henningham, undertook research leading to an intervention study in Jamaica, Antigua and St Lucia that integrated early childhood

AS THE LEADING RESEARCH UNIVERSITY IN THE ENGLISH-SPEAKING CARIBBEAN, THE UWI PURSUES A RESEARCH AGENDA WHOSE PRIMARY GOAL IS TO RESPOND TO NATIONAL AND REGIONAL DEVELOPMENT IMPERATIVES, CONTRIBUTE TO KNOWLEDGE IN ALL DISCIPLINES, WHILE IMPACTING TEACHING AND LEARNING IN THE ACADEMY



The Hon. Dennis Lalor (3rd from left), Chairman of UWIDEF, hands over a \$25M cheque to Principal McDonald and the Hon. Dr Marshall Hall, Mona Campus Council Chairman (5th from left) for assistance in membership of the Global Virus Network (GVN). Sharing in the ceremony were Professor John Lindo, Department of Medicine, and Mrs Carla Seaga, Executive Director, UWIDEF.

development interventions with health and nutrition programmes.

Professor Michael Taylor and Dr Tennecia Stephenson led the Caribbean Weather Impacts Group (CARIWIG) which includes 15 research students, in research that focussed on Caribbean Weather Impacts. The team developed tools for examining the effect of climate extremes on life, and a web portal to provide access to Caribbean data.

In its commitment to improving its research agenda, the relatively newly established Mona School of Engineering (MSE), welcomed Dr David Parker, the second participant in its Revolving Scholar Programme, who visited the School from January 4 to March 31, 2016. A senior lecturer in Business Operations at the University of Queensland Business School, Dr Parker delivered

a public lecture titled, *Confronting the implementation gap: Why do good ideas fail to get implemented?*. In addition to contributing to the design of the new 12 months *MSc in Logistics and Supply Chain Management* programme, Dr Parker undertook collaborative research with members of the Decision Sciences and Information Systems Unit. The collaboration resulted in a number of published cases with the University of Cranfield Case Centre, and facilitated an executive education course on supply chain management and faculty development workshops that focused on case study writing.

The School's Dr Adrian Lawrence was awarded the ASTM International Journal of Testing and Evaluation's Outstanding Article Award for his paper titled, "Effects of Thermal Conductivity of Soil on Temperature Development and Cracking in Mass Concrete Footing", published in Volume 43, Issue 5, 2014.

Researchers from the Faculty of Law, Dr Shazeeda Ali, Mrs Suzanne Ffolkes-Goldson and Ms Tracey Robinson produced three books (one each) that make significant contributions to Caribbean constitutional law, and to the important topic of ethics in business.

The Faculty of Humanities and Education's desire to sustain and promote the existing robust research culture informed the inauguration of its annual *Ideas that Matter Colloquium and Distinguished Lecture* at the beginning of the academic year, under the leadership of Professor Hubert Devonish. This new effort is intended, among other things, to select broad, cross-cutting contemporary themes that can mobilise both staff





and research students across the various disciplines into a truly cross-disciplinary discourse. To inaugurate this “Series,” the FHE selected the following themes: *Humanities and Education in the Cultural and Creative Industries* and *Education and Communication in a Digital Age*. The themes were selected because they were deemed critical to the initial multidisciplinary programmes the Faculty has decided to introduce in order to enrich its offerings, rebrand the Faculty, and also increase student enrolment.

The Natural Products Institute (NPI) launched its handbook, *Potential Drug Interactions for Commonly Used Medicinal Plants & Foods in Jamaica*.

The handbook, is a practical guide to avoid adverse drug reactions. The expectation is that physicians, pharmacists, other health care professionals and patients will use this handbook which includes approximately 70 potential interactions by 30 herbs and foods commonly used in Jamaica. It summarises a decade of



research conducted at the NPI. The information from the handbook has been applied to form an app that can be used easily by the medical community for quick reference. Additionally, NPI will create a webpage to update new findings emanating from the institute. The authors hope that the handbook will help increase awareness of this public-health issue, and mitigate potential adverse drug reactions in the country.

Research activity at the Mona Campus is not only initiated at the level of the Faculty. For instance, through the operation of the Campus’s

ISO ACCREDITED PESTICIDE RESEARCH LABORATORY



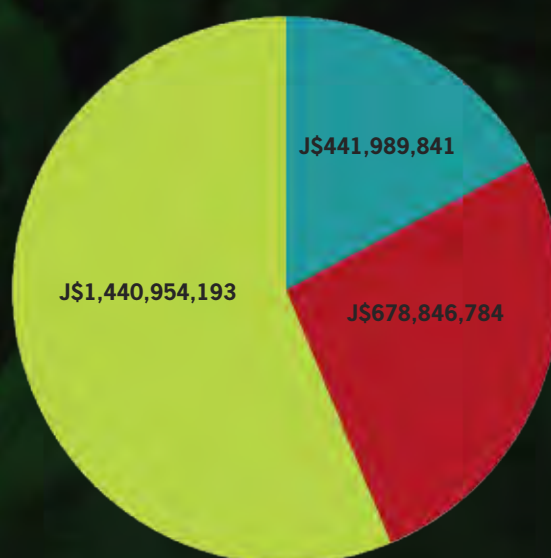
Professor Paul Reese, Dean of the Faculty of Science and Technology addressing the gathering at the function to recognise Jamaica National Agency for Accreditation’s granting the ISO certification to the Pesticide Research Lab





• RESEARCH •

EXTERNAL FUNDING
ACQUIRED BY STAFF FOR
RESEARCH



■ 2013/14 ■ 2014/15 ■ 2015/16

Wastewater Treatment Plant, the Estate Management Division (EMD) identified limitations in the wastewater quality monitoring programme that is enforced by local regulatory and monitoring agencies. The EMD engaged departments within the Faculty of Science and Technology (FST) in discussions aimed at developing an improved wastewater quality monitoring programme for use by the Campus and at other treatment plants in Jamaica.

The objectives of the collaboration were to:

1. Establish a more sustainable wastewater quality monitoring programme for the campus.
2. Create an avenue for wastewater treatment research and development.
3. Create an avenue for the reduction of the

Campus's environmental footprint through ICT utilisation.

4. Improve methods used for the monitoring of wastewater quality.
5. Utilise the university's resources through a multidisciplinary approach to solve a global issue.
6. Demonstrate climate change resilience in the UWI's operations.

The result of the discussions was the development of a working Automated Wastewater Quality Monitoring Unit-prototype. Version 1 of a web-based data management platform was also developed and tested with data received from the prototype monitoring unit. With the prototype fully developed, funding is needed for the production units.

Faculty Research Recognition



Thirty-two (32) members of faculty had their research recognised in the Principal's Research Awards Ceremony, and highlighted in the awards booklet produced for Research Day 2016. Professor Hopeton Dunn (*front row, second from right*), who is leading a team in a major energy project to improve personal practice and overall understanding of Energy Conservation in Jamaica, was one of the awardees.



RESEARCH GRADUATE STUDIES

In its ongoing effort to grow its complement of research graduate students, the Campus in AY 2015–16, initiated a number of measures. It introduced several new research degrees, among them, the *MPhil/PhD Ageing Studies*, *MPhil/PhD TVET and Training and Workforce Development*, *MPhil/PhD Applied Physics*, and *MPhil/PhD Law*.

The Office of Graduate Studies and Research (OGSR), collaborating with the Office of Student Services and Development, the Marketing, Recruitment and Communications Office, the International Students' Office and the Faculties initiated a General Orientation programme for new graduate students. A component of this orientation was a workshop for new research students titled, *Getting Started*. This was in response to the need for early initiation of student researchers into the community of scholars and the research culture of the Campus, while providing information about the facilities for study and funding that are available.

OGSR held a Discussion Forum at the Mona Visitors' Lodge and Conference Centre aimed at formulating strategies for recruiting graduate students and marketing graduate programmes. A key deliverable of this forum was the development of *A Toolkit of Best Practice Strategies* for recruiting graduate students and marketing graduate programmes. This toolkit covered five critical areas: Pre-Application, Post-Application, Post-Acceptance of Offer, Post-Registration, and Available Information Resources. The toolkit was circulated to all key stakeholders across the Campus, and a Web-interactive toolkit is currently being developed to be launched in the current academic year 2016–17.

In continuing our efforts to improve the service delivery to our students and prospective students, the OGSR also designed the Graduate Students Special Envoy (GSSE) outreach programme. The aim of the programme is to create a rich and supportive community for current and prospective graduate students. Therefore, members of the GSSE will be expected to participate in, and give support to:

- Graduate Information Sessions, Open House and Campus Tours
- General Orientation for graduate students (mandatory)
- Networking receptions for new students
- Graduation ceremonies (hosts/ushers)
- Awards & recognition ceremonies (for example, Scholars' Breakfast)

The GSSE outreach programme was launched at the Evening of Excellence in Honour of UWI Scholars held on June 1 at the Mona Visitors' Lodge and Conference Centre, and has been widely supported. Special envoys will receive the prestigious GSSE pin to be worn alongside the UWI lapel pin.

OGSR also introduced a world class Graduate Information Guide. This is a very attractive, informative and user-friendly guide geared towards new and prospective students. It showcases (i) the full list of graduate programmes (including doctoral programme options A-Z); (ii) enrollment options (FT/PT/SVUS/Online); (iii) Tuition fee structure; (iv) General and entry requirements; (v) Application guidelines through a 5-Step guide; and (vi) A synopsis on each Faculty. Another exciting feature is information on Campus life, including clubs, societies and associations; housing accommodation; dining

WITH FINANCIAL ASSISTANCE FROM THE OFFICE, SOME GRADUATE STUDENTS ALSO ATTENDED OVERSEAS CONFERENCES WITH A VIEW TO PRESENTING PAPERS. FACULTIES ORGANISED WORKSHOPS TARGETED SPECIFICALLY AT ADDRESSING ISSUES RELATED TO POSTGRADUATE STUDENT LEARNING.

facilities; security and parking; and health and library services. There is also contact information on the International Students Office and the Lodgings Office.

The OGSR organised three student workshops for research students, and made efforts to institutionalise the activities. The workshops were geared towards each of three groups: research student starting, those upgrading, and those finalising. All Faculty deputy deans were involved, and each workshop was oversubscribed, with an average of seventy-five (75) students attending.

With financial assistance from the Office, some graduate students also attended overseas conferences with a view to presenting papers. Faculties organised workshops targeted specifically at addressing issues related to postgraduate student learning. These issues, among others, included time management skills, supervisor/supervisee relationship in research supervision, as well as the techniques of thesis writing.

Furthering its goal to improve throughput, OGSR held, in 2015–16, its second supervisors' training programme, with 25 participants. Supervisors, in addition to the set course lectures, identified a number of areas where they needed more training, including time management and recognising mental illness in students.

The Graduate Studies Thesis Tracker

The Graduate Studies Thesis Tracker (GSTT) is an application which was developed to provide an efficient way of tracking and monitoring the status of thesis examinations. OGSR spearheaded this

initiative which is to be used University-wide. Since the Application was migrated to the Production Database on June 9, 2016, three (3) students successfully submitted their application for examination using the system.

The GSTT was designed to:

- streamline the process flow
- improve communication with students
- enhance information flow
- provide ease of submission of examiner's report, and
- provide ease in tracking the status of the thesis examination.

The Tracker is a transparent system that allows students to follow three easy steps in applying for examination of their theses, submitting, and monitoring the progress of the examination. A User Guide has also been developed to assist students in using this system.

Over the past six years, graduate students have been able to participate in a range of activities hosted by the OGSR during the Research Days at Mona. The Graduate Students' Lounge revolutionised the way graduate students experienced Research Days. In 2016, the tagline was *Experience the Graduate Students' Lounge* and the signature activity was a demo/workshop on the Graduate Studies Thesis Tracker system to finalising research students. Over the two-day period, the lounge provided an opportunity for graduate students to engage in interactive group and one-on-one discussions with presenters in a relaxing and caring atmosphere, and avail themselves of important informational brochures.





RESEARCH STUDENT AWARDS



In AY 2015–16, five students received PhDs with high commendation: Dale Rankine (PhD Physics) who also received the Most Outstanding Thesis Award for the thesis titled, *Assessing Yield Response to Water in Root Crops in Present and Future Climates: An Application of the FAO Aquacrop Model for Jamaica Sweet Potato (Ipomoea batatas)*.

Sandra McCalla (PhD Philosophy) received the Most Outstanding Thesis Award for her thesis titled, *Performance Enhancement Drugs in Sports: An Inquiry into the Freedom and Responsibility of Athletes*. Keino Senior (PhD Gender and Development Studies) produced the second thesis, and first high commendation from the Institute for Gender and Development Studies titled, *Untold Stories of Abortion: Masculinities and Fatherhood*. Norda Stephenson (PhD Chemistry), received high commendation for her thesis titled, *Developing Critical Thinkers in Introductory Chemistry: The Science Writing and Workshop Technique (SWWT) Experience*. Orville Beckford (PhD Cultural Studies) received high commendation for his thesis titled, *The Missing Dialectics: An Examination of the Management Studies Programme at the University of the West Indies for Cultural Content and Relevance*.

Plaques were presented to the departments of Chemistry, Institute for Caribbean Studies and Institute for Gender and Development Studies, for their outstanding supervision of research students.



Research student awardees pose with Minister Horace Chang (front row, second right), Coordinator, Graduate Studies and Research and research supervisors at the "Evening of Excellence Awards" function, July 1, 2016.





THE UWI MONA CAMPUS

3. ENGAGING LOCAL AND RE

MONA SERVING INSTITUTIONS AND STRENGTHENING COMMUNITIES

The impact that the UWI, Mona's graduates have had on the nation and region's development is yet to be quantified. Since the turn of the twentieth century, the Campus has graduated more than 90,000 highly qualified students who have assumed leadership positions, served in the fields of medicine, science and technology, education, the civil service, business, the creative and cultural industries, and as entrepreneurs in our archipelago of island states. This Campus boasts some twenty-two prime ministers and premiers that were graduates, including three who served, or are serving in Jamaica.

In AY 2015–16, Mona graduated 3,460 students, 39% of them with first or upper second class honours. Most of our graduates (some 80%) will enter the world of work within a year of graduation, fully qualified to lead in their respective fields and positively impact their work environment. Of the other 20%, some will pursue higher studies to further hone their skills towards accelerating their careers, or towards achieving terminal degrees that will enable them to advance





REGIONAL COMMUNITIES



knowledge in their workplace or in higher educational institutions.

Outside of our graduates' impact on our nation and region through their contribution to, and leadership in the workplace, the Campus continues on its mandate to directly impact communities by disseminating its knowledge and innovations through community development programmes, its annual Research Days exhibition, public lectures, symposia, conferences, workshops and the like. Faculty and staff contribute their expertise through service on national and regional boards, and they, as well as students through their halls or student clubs, give voluntary service to entities, causes and programmes where there are identified needs.

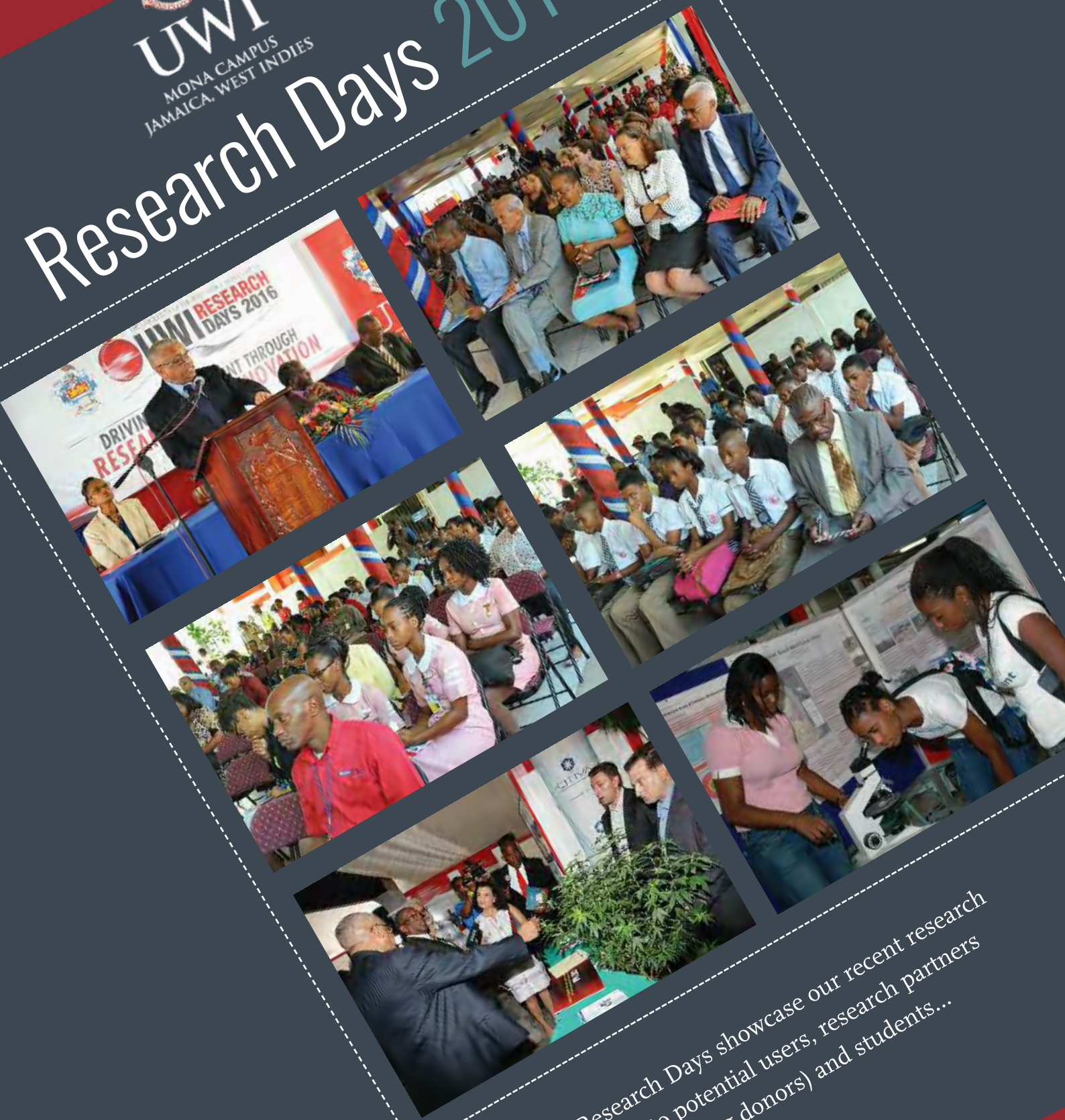
Faculty service in communities

Through its academic and senior administrative staff members, the university has been contributing its intellectual capital to various institutions in Jamaica, within the region and farther afield. Some notable institutions that have benefitted from the public-spirited services of our academic staff during AY 2015-16 include the Caribbean Examination Council (CXC); Caribbean



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JAMAICA, WEST INDIES

Research Days 2016



Our Research Days showcase our recent research outputs to potential users, research partners (including donors) and students...



Disaster Emergency Management Agency; the Organisation of America States (OAS); the National Council on Education (Jamaica); the Jamaica Teaching Council; the Jamaica Office of Disaster Management; the Jamaica Library Board; the Social Development Commission, ICAJ, Denbigh Agricultural Show, College of Insurance and Professional Studies, National Housing Trust, Ministry of Education's Early Childhood Commission, University Council of Jamaica, and the JBDC/Self-Start Fund/MIDA.

As an extension of the same public outreach thrust, this time calculated at promoting teaching and learning in the nation's secondary schools, many departments organised workshops at different times to assist students preparing for the Caribbean Advanced Proficiency Examination (CAPE). The Departments of Physics, Mathematics, and Chemistry, and the Mona School of Engineering, for example, hosted CAPE workshops aimed at assisting high school students in grasping important science concepts. The opportunity was also used to sensitise the students about university life and the competitiveness of getting into Science programmes at the UWI. In a similar vein, with a view to helping grade nine students develop problem-solving skills, the School of Education organised the *Grade 9 Mathematics Solving Competition* for more than 200 students from various schools across the country. CARIMAC organised two days of revision workshops for high school students who were writing the CAPE Communication examination in May 2016. The workshops attracted over 300 students from more than 20 high schools.

During the year, the Department of Government through its Governance Society, in a joint effort

with the Principal, launched a Partnership Programme with the Organisation of American States (OAS). The objective of the programme is to promote citizenship education highlighting the importance of governance to society. For this initiative, the OAS will provide technical assistance and capacity strengthening to the Department which will, in turn, develop practical projects for civic education, which will be further developed into programmes for schools and communities across Jamaica.

The Campus organised and executed a number of conferences, lectures and symposia during the academic year 2015–16. In this regard, the listing, below, from the Faculty of Social Sciences is indicative of the Campus's output.

- Launch of lecture series on Latin American in the Caribbean (Department of Government)
- International Research Society for Public Management Regional Conference (Department of Government and MSBM)
- Caribbean Youth Development Conference (SALISES)
- Local Government Symposium (Department of Government)
- National Security Policy Seminar (MSBM)
- SALISES 10th Annual Caribbean Child Research Conference (SALISES)
- The SPSW Derek Gordon Research Seminar (SPSW)
- MSBM Reasoning with CEOs Series (MSBM)
- SALISES 17th Annual Conference (SALISES)
- Psychology Conference Theme: Psychology For Us, By Us: Strengthening Regional Development. (SPSW)
- Public Forum – The Assassination of Walter Rodney in Guyana: Reflections on the

Commission of Enquiry Report
(VC,GDS,DGOV)

- MSBM Symposium: Jamaica's Preparedness for the Opening of the Panama Canal
- Caribbean Student Drug Policy Conference (Department of Government)
- Public Forum, Elections 2016: Reflections and Next Steps (MSBM and Government)
- Academic Conference on International Football 2016 – The Business of Football
- Public Forum: An Export-led Economy Implications for Jamaica (MSBM)
- Public Forum: The RJR-Gleaner Merger:

Implications for the Media Business in Jamaica (MSBM)

- SPSW Symposium: "Beyond Homophobia: Identifying Identities and Sexualities in Jamaica" (SPSW).

MSBM published in AY 2015–16 Volume 3 Issue 3 of its *Business Review*, launched in 2010 and devoted to analysis and commentary on major developments in business, both in Jamaica and the Caribbean. The issue addressed and provided critical insights on: the impact of "big data" on organisations, the RJR/Gleaner media house merger, and current IMF policies. The new circulation strategy – a partnership for the



UWI
MONACA CAMPUS
JAMAICA, WEST INDIES

Public Lectures, Conferences and Symposia



distribution of free magazines with Fly Jamaica and Knutsford Express – appears to resonate with marketers for domestic and multinational firms. Henceforth, the magazine will be issued twice per year.

Special note must be also be made of CARIMAC's hosting of more than 200 participants in the third annual Cyber Security Conference, under the theme, *Data Protection, Financial Services and Customer Awareness*. The Cyber Security Conference is an initiative of the Mona ICT Policy Centre, CARIMAC, UWI, in association with the Internet Society (ISOC), International Telecommunication Union (ITU) and the

Ministry of Science, Technology, Energy and Mining. The conference has been organised over the last three years as part of a national response to the growing number of cyber threats, identity theft, hacking and other risks to businesses, government departments and individuals' online properties.

In furtherance of its promotion of public education, The UWI, Mona, Western Jamaica Campus (WJC) introduced its *Educators' Series on Issues Impacting the West*, featuring presentations from:

- Dr Simon Clarke – *Culture and the Development of Western Jamaica*



reaching our publics

- Dr Angela Samuels-Harris – *Education and the Development of Western Jamaica*
- Dr Denarto Dennis – *Economics and the Development of Western Jamaica*

The WJC branded February 2016 as *Black Future Month* which was highlighted by a lecture series that examined topics related to the emancipation and empowerment of Black people in Jamaica. One of these activities was a youth forum which featured student leaders from the UWI Mona-WJC, UTech-Western, Montego Bay Community College and Sam Sharpe College.

The WJC also initiated activities that brought about closer collaboration with the Mona Law

Institutes, Mona Social Services, and the UWI Community Film Project (UWICFP) for which an office is now fully operational at the WJC. The UWICFP has added significant value to the outreach activities of the WJC, and is helping to solidify both its presence and contribution to the social transformation of the wider Montego Bay region. The UWI Community Film Project which offers a six-week film course to youth living in inner-city areas, extended its reach from two to seven communities, producing 14 graduates. These communities include Salt Spring, Rosemount, Rose Heights, Flankers, Norwood, Glendevon, all in St James, and Johnson Town in Hanover.



UWI Community Film Project (Top left): Western Jamaica community in action; others – prize winners from Kingston inner-city communities

WJC also collaborated with the Mona Social Services in leading the *PIOJ Community Reasoning* series for Montego Bay, which involved three sessions with the elderly, youth, and professionals. Mr Patrick Prendergast, Acting Director of the WJC, collaborated with the administration of six other tertiary institutions operating in Western Jamaica to establish the Association of Western Jamaica Tertiary Institutions. This association serves as a collaborative effort to develop the education sector of Western Jamaica.

WJC also staged its first *Principals' Luncheon* which engaged the principals and senior administrators from high schools with new sixth forms in Western Jamaica. This outreach initiative was geared towards assisting with the development of the new sixth form programmes, with the aim of increasing the number of students that matriculate to the university.

During AY 2015–16, the Faculty of Law (FOL) through the Mona Law Institutes Unit and the Office of the Deputy Dean for Graduate Studies and External Affairs, hosted numerous initiatives aimed at contributing to national and regional development, including support to underserved communities. These events included: An open public forum on *The Caribbean Court of Justice as Jamaica's Final Court of Appeal – From Debate to Implementation – Where now and in what direction should we go*; and to address some of the issues faced by persons with disabilities, a seminar under the theme, *From Charity to Human Rights – The Development of Disability Rights under International Law*, which encouraged participants to treat disability as a human rights issue rather than a “problem” to be solved only with medical treatment or charity. A wide cross-section from the legal fraternity and human rights interest groups attended the latter conference and, at the end of the seminar, ombudspersons and related institutions issued a joint statement on citizen security and human rights.



Attendees at the forum, “From Charity to Human Rights – The Development of Disability Rights under International Law”

The Faculty also held its 2nd Annual Symposium on *Law, Governance and Safeguarding Ethics*, where the focus of presentations and discussions was *Safeguarding Ethics, Justice and Ideas*. The event was accredited by the General Legal Council.

The Faculty of Science and Technology launched an initiative known as the *Science Experience Park* which sought to bridge the link between the Faculty as creators, and the users of science.



High school students visiting the Science Experience Park

The Mona School of Business and Management (MSBM) embarked on its major outreach initiative – dubbed *MSBM Outreach Day* – at the Fort George Early Childhood Institute, Fort

Graduates (2016) of the



Class of First Degree Awarded

Programme	2014	2015	2016
	% Distribution		
First Class Honours/Distinction	13	12	9
Upper Second Class Honours	25	28	30
Lower Second Class Honours	37	32	32
Third Class Honours (Eng)	0.2	0.0	0.0
Pass	25	28	29
Total	100	100	100



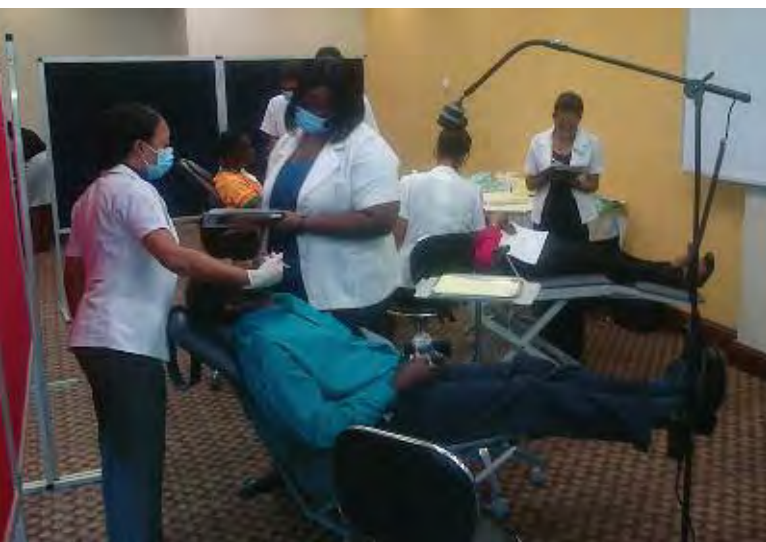
UWI, Mona Campus



IN AY 2015–16, MONA GRADUATED 3,460 STUDENTS, 39% OF THEM WITH FIRST OR UPPER SECOND CLASS HONOURS. MOST OF OUR GRADUATES (SOME 80%) WILL ENTER THE WORLD OF WORK WITHIN A YEAR OF GRADUATION, FULLY QUALIFIED TO LEAD IN THEIR RESPECTIVE FIELDS AND POSITIVELY IMPACT THEIR WORK ENVIRONMENT.

George, Annotto Bay, St Mary. MSBM staff from all locations – North, South and Western Jamaica campuses – turned out in support of the initiative. The school's staff and friends donated: educational toys and school supplies; a used but functional television set for entertainment; education devices; utensils and small appliances for use in the preparation of meals for the children; toiletries; an 800 gallon water tank, paint, painting supplies, and a face basin. There was a formal hand-over of the gifts to the school's principal. The faculty and staff spent the day painting and participating in general activities to enhance the school's exterior. Corporate sponsors, Tastee and Sherwin Williams Paints WI, supported the initiative with meals for the volunteers, and paints for the restoration activities.

The Faculty of Medical Sciences (FMS) continued the development of the Outreach Dental Clinic at the Golden Age Home in Vineyard Town where students are rotated to serve the elderly population. The outreach programme donated two dental chairs to the Golden Age Home to add to



its dental chair complement in its new medical complex. Both the dean and the Polyclinic coordinator attended the formal opening in June 2016, where the former gave remarks. The FMS also held discussions with the Bellevue Hospital to formalise a plan of action for the

re-introduction of dental services from their dental clinic in a similar outreach programme to that of the programme at the Golden Age Home.

Mona Campus Library staff were active during the period with a number of outreach activities, including workshops and seminars to library professionals. Ms Rosemarie Runcie, Head of the Library's Cataloguing Section, conducted two Resource Description and Access (RDA) workshops with the goal of preparing libraries for transitioning to an automated library integrated system. The Science and Technology Information Network (STIN) RDA workshop was held in November 2015 at the Scientific Research Council. Library personnel from 21 institutions participated in the workshop which looked at the shift in cataloguing standards from AACR2 to RDA. The same workshop was conducted during April 2016 with 15 participants from the Jamaica Library Service which has acquired the KOHA integrated system, and needs to apply the current cataloguing standards. Both workshops were reported to be successful, with participants having a clearer understanding of the RDA fields required for the MARC 21 format.

The Library also hosted its second *Preservation Awareness Week* from April 11 to 15, 2016, under the theme, *Transition*, focusing on how preservation of items has evolved over time, as well as the transition from old to new resources in libraries. In keeping with the theme, there were several papers and presentations that addressed varied issues and challenges faced by libraries, archives, and museums in Jamaica. Over 320 participants, including staff and students from the UWI Mona Campus, representatives from various libraries, archives, and museums, and the wider public in Jamaica, attended the week's event.

The *Care to Share* Team of the Library continued to impact nearby communities with its outreach activities. The team solicited donations of school supplies from staff members, and presented these to the Shady Grove Basic School in St Andrew on November 30, 2015. On Friday April 2, 2016 the



team also delivered several boxes of toiletries to the Strathmore Gardens Children's Home in St Catherine. As part of communicating the value of the Mona Library at the UWI Mona, it published Issue 3 of the *Librations* newsletter.

Following on its commitment to promoting health and wellness in Jamaica, the University participated in the 2016 *Sagicor Sigma Corporate Run*, registering some 120 participants and, ultimately, placing 3rd in the college category. In June 2016, the Faculty of Science and Technology (FST) participated in the annual *Relay for Life* for the fourth time. The annual event supports the work of the Jamaica Cancer Society and its efforts to raise funds to eliminate cancer as a major health problem in Jamaica. The focus of the FST

team was on prostate cancer. The FST booth highlighted the work of departments involved in cancer research. The Faculty's participation came as the result of a collaborative effort among all FST departments who raised funds, manned the booth, and took part in the relay. The FST received two awards: "Best Tent" and "Bronze winner for most team donation".

The Phillip Sherlock Centre for the Creative Arts (PSCCA) Centre continued its support for community and performance education groups, theatre and dance companies. Most notable among these is the Junior Musical Theatre Company (JMTTC) which continues to support several local charities through its performances.



THE CB/UWI 5K WALK/RUN

The University successfully staged another CB/UWI 5K Walk/Run in the 2015-16 academic year. The event, which was in its 4th year, has assisted 75 students since its inaugural staging in 2012.

A joint initiative between the University and Corporate Jamaica, the CB/UWI 5K Walk/Run is intended to raise funds for the development of students in the areas off sports and academics. Principal Archibald McDonald has noted that the initiative is the single largest fund-raising event



for the University's Scholarship Programme. As a charity initiative, this is an open event that includes a 2k walk/run for children. The November 2015 staging raised \$15M.



SUPPORTING SOCIAL ENTERPRISES

The Office of Social Entrepreneurship's (OSE's) mandate is to reach out to under-served communities to empower them towards self-sufficiency and formalised contributions to Jamaica's economy. Under the dynamic leadership of Dr Kadafi K'nife, OSE's generated \$21,761,792 in project funding over the 2015–16 academic year to pursue four main projects (See table below).

Under the Community Empowerment and Transformation Project, Phase Two (COMET II) OSE trained fifteen (15) community-based organisations (CBOs) and community development councils (CDCs) in building sustainable social enterprises. Training was done on a phase by phase basis, where the COMET office chooses the most prepared organisation to be trained in the business development component for social enterprises. To further assist the organisation, an incubation framework was developed, under which each organisation benefits from a three-month incubation period, where they are assisted with their governance component, accounting and financial auditing, communication and marketing, and the assessment of their social rate of return (SROI). The intention is to build the capacity of the managers of the enterprises, equipping them with

the necessary skills to grow the enterprise and get additional funding.

Eight organisations participated in the training in the final programme. These included: Mount Charles Luna Benevolent Society (Bee Farm and Honey Production), St Johns Height Citizens Association (Landscaping Company), St Michael Steppers Marching Band (Juice Depot), Positive Youth in Action (Block Factory), Central Jamaica (Red Peas Production), Hannah Town Cultural Group (Dried Fruits), Bull Bay Football Club (Car Wash) and Rockfort Football Club (Poultry Rearing).

Jamaica National Social Enterprise Boost Initiative: Survey of Jamaica's Social Landscape

Following the Jamaica National Scoping Exercise of Social Actors of the third sector in 2013, which was the baseline research for social entrepreneurship in Jamaica which OSE conducted, there is now a better understanding of the sector and how it operates. From the baseline, practitioners are better able to:

1. Understand the scale and scope of social enterprises and how they contribute to communities, economic growth and employment.

Project Name	Project Duration	Project Cost
COMET II Social Enterprise for Community Development	August 21–December 18, 2015	\$9,200,000.00
Digicel Foundation-Urban Social Enterprise Cluster	February 2016–July 31, 2016	\$4,545,542.00
Digicel Foundation: Status of Social Enterprise in Inner Cities	June 2016–August 2016	\$4,250,000.00
Jamaica National Social Enterprise Boost Initiative Research	August 1, 2015–October 31, 2015	\$3,766,250.00
TOTAL		\$21,761,792.00

THE OFFICE OF SOCIAL ENTREPRENEURSHIP'S MANDATE IS TO REACH OUT TO UNDER-SERVED COMMUNITIES TO EMPOWER THEM TOWARDS SELF-SUFFICIENCY AND FORMALISED CONTRIBUTIONS TO JAMAICA'S ECONOMY

2. Gain an understanding of those organisations currently operating as social/community enterprises, including their legal structures, business performance, products/services, sector size and their income-trading versus grants and funding, areas where profit is reinvested, benefactors.



Dr K'nife (left) leading a sensitisation session at the Comet Office for Central Jamaica

3. Establish what these organisations' challenges are and how/ if they differ from other sectors, and if these challenges are inhibiting their growth.
4. Understand the business development needs of these ventures.
5. Provide a baseline for future research studies to monitor the development of the sector over time.

The OSE undertook another research project which included a more robust study on social enterprises and the difference between social enterprises, private sector organisations and voluntary organisations, and the contribution to GDP of the social enterprises. From this research, data was collected and analysed based on:

1. The size and value of social enterprises that have been operating for one year or more.
2. The contribution that these organisations are making to the GDP.
3. The impact, with examples, that these organisations are making to Jamaica's social and/or environmental development;
4. The challenges that this group faces.
5. How social enterprises differ from traditional businesses, and why the MSME policy is not adequate for their growth.
6. Whether – and the extent to which – these organisations have benefitted from technical

capacity building programmes aimed at assisting them to become social enterprises.

From the findings of the research, OSE was able to make specific policy recommendations to Government for supporting the SE Sector.

During AY 2015–16, The OSE, under the Digicel Foundation USE-C project, provided \$4,545,542 to purchase equipment, as well as to train youth from three Downtown Kingston districts to develop social enterprises. The programme aims to establish three social enterprises. The Cluster includes *Mama Joys Therapeutic and Wellness Cluster*; *Sole-2-Soul*, and *Rockers-Fashion*, all of which form a part of the creative and cultural industries anchored in brand Jamaica.

High Achievers Programme

The OSE continue to support the Junior High Schools in Kingston and St Andrew through its remedial education programmes, namely the GNAT High Achievers Programme and the Pre-CXC programme.

Through interventions such as these, as well as membership on national boards and committees, the OSE is integral in community outreach interventions that strengthen Jamaica's underserved communities, and ultimately, Jamaica's economy.

Reaching out to international communities

In March 2016, the WJC hosted a group of eight students and two academic facilitators from Old Dominion University in Virginia, for a week at the WJC campus where they participated in several service-learning projects.

The Mona Campus hosted a group of twenty athletes and four coaches from inner-city communities in Colombia for the Campus's 1st staging of the UWI International Track and Field Camp. The male-female group comprised student athletes ranging from ages 11–17 years. The participants were housed on the A.Z. Preston Hall and were exposed to Jamaican track and field techniques, the English language and the Jamaican culture.

This camp began as an initiative to expose international athletes to the rich track and field culture of Jamaica. Coach Jason Dawson introduced the group to track and field techniques that sprinters, long distance runners, hurdlers and in-field events athletes use. Campers were also exposed to health and wellness tips through instructional presentations on nutrition/health and mental training. The campers also received English classes at the Faculty of Humanities, and got a taste of Jamaica's history and culture through trips to historical and cultural locations across the island. Additionally, this camp afforded these student athletes the unique opportunity of meeting some of Jamaica's and, indeed, the world's top athletes, including Usain Bolt and Yohan Blake, and their coaches, among them, Glen Mills.

Student outreach

Mona's students play an active role in the University's outreach activities to its communities, not only through their academic programmes, but also, and significantly, through student clubs, societies, and hall activities. Worthy of noting during the academic year was the MSBM's Banking League's launch and execution of its inaugural *Community Service Committee*. Club members were given the opportunity to participate in planning the various activities in which the club was involved, thereby building



WJC Ambassadorial Corps – a student initiative

service hours and increasing their contribution to the club. Some of their outreach projects were: International Coastal Clean-up Day; Maxfield Park





Children's Home visit; Mona Blood Drive; Feeding Day; and Sagicor Sigma Run.

At the WJC, students continued to volunteer for various conferences and forums that take place in Montego Bay. A few of the organisations that benefited from student participation are the St



The Office of Student Services and Development (OSSD) to which student services managers are attached, actively encourages students to view outreach as a developmental tool for the beneficiaries as well as the students themselves. During the academic year, therefore, there were numerous student-led outreach activities that impacted neighbouring communities and many further afield. Each group in the dynamic First Year Experience programme conducted an outreach project. Projects were undertaken in and out of Kingston. Students identified projects with the guidance of their facilitators. Several of the projects involved children, the elderly, the mentally ill, and community welfare and service to persons living with disabilities. A total of 26 projects were conducted.

The One-Life Programme is another of the outreach campus-wide programmes coordinated out of the Office of the Director of Student Services and Development. The objective of the One-Life Project is to foster a culture of social responsibility in our students. The main project



James Parish Council, Registrar General's Department, Ministry of Education, and Jamaica Customs. The WJC also installed the second cohort of its *Ambassadorial Corps*. The Ambassadorial programme evolved from a student initiative, with the specific goal of positioning the nascent Campus at front of mind among the influential class in Western Jamaica. The objective is to have the economic, social and cultural power-brokers from across the Western region as advocates for the UWI Mona-WJC, promoting the Campus as the preferred choice for global education and professional development.



for the year was an inter-coastal beach/environmental clean-up. The exercise was used as a means of holistic development and team building.

One-Life also facilitated a Dominica Relief Project to assist Dominica in their most recent national crisis that was brought on by hurricanes. The relief project was geared towards gathering materials to provide disaster management support. One-Life sensitised the Campus, using several communication platforms, inclusive of Mona Messaging, social media posts, as well as print media. A “Call to Action” was also disseminated among the campus population, and Club Fusion was also used as a medium to mobilise support for the relief efforts.

On Tuesday, April 19, 2016, the One-Life team took part in the street-feeding programme initiated by the executive body. Twenty-two members of the club went out in the town of Half-Way-Tree and St Williams Grant Park in Downtown Kingston. The group’s target was to feed the homeless and the mentally-ill.

A number of commuting students, along with their advisors, spearheaded an outreach project at the Jamaica National Children’s Home. A whole-day event, its aims included an outdoor clean-up, assisting the residents with homework, an art and craft session with the residents, and grooming of the girls’ hair. The male commuting students played “scrimmage football” with the boys.

Halls often partnered with international and local organisations to ensure that our students were involved in national, regional and international conversations around social and economic justice, women’s rights and the rights of children, and the peculiar needs and rights of young women. They undertook outreach initiatives that focused on various places such as the Strathmore Gardens Children’s Homes, the Homestead Place of Safety, the Office of Special Student Services and the Sisters for Sisters Inreach programme, often donating gifts, appliances and food.

A group of fifteen Irvine Hall students responded to the Jamaica Cancer Society’s (JCS’s) dire need

for volunteers to help with promotions. The Irvinites’ performance was so impressive that the JCS asked to name them as the first Jamaica Cancer Society Ambassadors. They will be further engaged in the 2016–17 academic year.

The Pelicare Programme is an outreach initiative spearheaded by the UWI, Mona sports teams. Each team carries out a project in an effort to give back to society. Under this programme, a group of 13 student athletes made a trip to the Waterford Primary School. The group spoke to students, ages ranging from 9–12 years, sensitising them to the various sports and the benefits of continuing sports after the primary school level. Post discussion, members of the track team presented the group with gears and conducted a demonstration session.

MARKETING THE UNIVERSITY TO ITS VARIOUS PUBLICS

Critical to Mona’s sustainability is its programmed approach to reaching out to its various publics – potential students both local and foreign, potential business and international partners for support of its academic and social programmes and infrastructure, supporting governments, and alumni. It is the role of the Marketing, Recruitment and Communications Office (MaRComm) to spearhead this crucial marketing function for the Mona Campus. The merger of the student recruitment and marketing and communication functions facilitated a more strategic approach to establishing marketing priorities to reinforce brand identity. The Office’s focus continues to be to make UWI a household name, not only in Jamaica and the Caribbean region, but also globally.

The 2015–16 academic year saw MaRComm increasing its outreach in significant ways. It continued to manage eight social media platforms in order to engage all its constituencies. The charts below are indicative of the noteworthy growth in the reach of its social media channels.

Growth of Social Media Channels

Platforms	Jan 2015	Jan 2016	% Increase
Twitter	3,096	4,218	36%
Facebook	14,092	23,307	65%
Facebook MSS	5,968	6,130	3 %
Instagram	2,088	3,845	84%
LinkedIn	1,406	8,247	487%
Flickr	22,300	27,000	21%
YouTube	11,750	22,884	95%
Google+	80,000	117,447	47%

LinkedIn saw greatest growth since August 2015, with a 92% increase in the number of followers. Alumni accounted for the majority of the following on this medium. LinkedIn is growing rapidly, allowing the Mona Campus to have a direct link to alumni across the world.

YouTube ranked 2nd in annual growth, with Instagram 3rd and Facebook 4th, with figures of 85%, 60% and 48% respectively. YouTube primarily attracts prospects and students.

Facebook continues to dominate social media following, with a total of 26,630 likes. LinkedIn has the second highest following with 10,474 followers. (It should be noted that YouTube, Flickr and Google+ are based on views rather than followers for growth figures).

The 18–24 age group continues to dominate on YouTube. There are 27 videos on UWI, Mona's YouTube channel. Videos most shared were *World Class Dentistry Programme*, followed by *Caribbean Day*, then *Why UWI*. The top 15 Geographic locations outside the Caribbean are: USA, UK, Canada, India, Pakistan, Nigeria, Italy, Colombia, France, Germany, New Zealand, Bangladesh, Sweden, Kenya, and Australia. The Top 3 videos for Jamaica were: *UWI Mona Campus Tour*, *UWI Handbook in 15 Minutes* and *World Class Dentistry Programme*. The Top 3 videos for India were: *Cardiac Simulator*, *UWI Mona Campus Tour* and *World Class Dentistry Programmes*.

MaRComm employed Social Media to promote programmes to prospective students, and to provide a call to action for them to apply to The

Growth in Social Media Platforms (Expanding UWI, Mona's reach globally)

Platforms	2015	2016	% Change
LinkedIn	5,442	10,474	92%
YouTube	15,508	28,650	85%
Instagram	2,804	4,481	60%
Facebook	17,950	26,630	48%
Flickr	27,000	35,000	30%
Google+	100,927	125,961	25%
Twitter	3,687	4,521	23%
MSS	6,005	6,370	6%

Public relations and promotional

MaRComm promoted approximately 250 UWI events (on and off campus) and gave marketing support to the various departments/units responsible for hosting the events. These events related to conferences, lectures, seminars, workshops and student initiatives – all promoting the work of the university, as well as highlighting the active student life on campus.

Significant among these events were the following which attracted attention for the University at the local, regional and/or international levels:

- Conversations with Danny Glover. The actor, producer, humanitarian, and UNICEF Goodwill Ambassador was hosted by the Vice-Chancellor on a familiarisation visit to The UWI in Jamaica from October 3–6, 2015 and was guest speaker at a Lecture on October 5, 2015 to connect and communicate with students and leaders of the creative industry.
- Inaugural Mona Debates: The UWI, Mona Office of the Principal, in conjunction with the Indian High Commission, hosted the inaugural “Mona Debates” on Thursday, April 14 at the Faculty of Law. In recognition of UWI’s partnership with the Indian High Commission, the moot was “Marginalised Jamaicans have Benefited from Independence”, a topic which was chosen to reflect and celebrate the 125th Birth Anniversary of the life of Dr B R Ambedkar, popularly known as Babasaheb Ambedkar, an Indian legal and economic luminary who was born in extremely humble circumstances, but managed to become the first law minister and the drafter of that country’s constitution.
- Launch of ‘Street Law Caribbean’: MaRComm assisted the Mona Law Institutes Unit, Faculty of Law, in promotion of the launch of *Street Law Caribbean* on 6 June 2016.
- Special Convocation: The UWI conferred an honorary doctor of laws degree on the University of Oxford’s first female Vice-Chancellor, Professor Louise Richardson. The conferral took place at a special convocation in the Assembly Hall at The UWI’s Mona Campus in Jamaica on 10 June, 2016.
- Visit of the Commonwealth Secretary General: The UWI partnered with the Commonwealth Secretariat to host Commonwealth Secretary-General, Rt Hon. Patricia Scotland, QC, for a leadership programme and a Town Hall meeting at its Regional Headquarters, Mona, Jamaica from July 5–8.
- Induction Ceremony on July 20, 2016 for the Prime Minister of the Republic of Trinidad and Tobago, Dr the Hon. Keith Rowley, into the Roll of Honour at the Park in honour of UWI graduates who are or have served as Heads of Government. The Office also coordinated the Prime Minister’s tour of the Campus and the visit by his wife, Mrs Sharon Rowley, to the Faculty of Law and the Norman Manley Law School’s Legal Aid Clinic.

support



UWI. The social media applications campaign reached 18,000 people.

Capitalising on the traditional media – radio, television and newspaper – to enhance the UWI, Mona brand, MaRComm produced, or assisted in producing, attractive and engaging publications and print advertisements, promoting the Campus's achievements and programmes for the national and online readership. It also produced its annual calender – this year promoting high-achieving students – that is distributed to leaders in the private and public sectors, diplomatic missions locally and overseas, as well as to donors, alumni and other friends of The University. In addition, working closely with the Faculties, the WJC, the OSSD and the BDO, MaRComm promoted the Campus's programmes, its image, and the products and sevicees of the UWI generally, during scheduled and structured visits to high schools across the nation.

Given the dwindling support of regional Governments to the UWI, Mona Campus, its aggressive outreach and marketing thrust is of critical importance in ensuring the academy's future sustainability.





Our 2016 Honorary GRADUATES

The Monaca Campus conferred two honorary degrees on distinguished members of the society, The act of conferment of these degrees serves not only to honour the recipients but also, by virtue of their reputation and association with the academy, augment the UWI brand worldwide.

Jamaica's the Hon. Shelley-Ann Fraser-Pryce, Olympics Sprint champion, was awarded the Doctor of Laws (LLD), while Jamaica's world acclaimed poet, Ms Lorna Goodison, was awarded the Doctor of Letters (DLitt).



HOME COMING



CELEBRATIONS

Re-igniting the Pelican Flame

The Campus held its major event aimed at strengthening students' pride in their university. The *Homecoming Celebrations 2016* were held in February 2016 in honour of former Pro Vice-Chancellor and Principal, Professor Elsa Leo-Rhynie, with the theme *Re-igniting the Pelican Flame*. MaRComm augmented the celebrations by: enhancing the Parade and Flag Raising Ceremony, inviting high schools to attend the Caribbean Day Festival in order to introduce them to the lifestyle offerings available to current students; and introducing three new competitions to promote interest in Caribbean Day – *Favourite Booth*, *Favourite Dish*, and *Festival of Food and Culture Overall Champion*. More emphasis was placed on cultural expression, for example, Anancy Stories by Amina Blackwood-Meeks; 'Jelly Man' on site selling coconut jelly; appearances by reigning Miss World, Miss UWI, Miss Coco Caribbean; and music and performances from across the Caribbean. MaRComm also collaborated with the Guild of Students in organising celebratory activities at the Integration Thursdays' event following the students' parade around Ring Road and culminating at the Assembly Hall.

The Homecoming celebrations reached out to parents of Mona's scholarship athletes, inviting them to participate in the 1st annual UWI Homecoming Parent's Day. Parents were treated to both breakfast and lunch, and were given a tour of the University campus.

The celebrations culminated with the Homecoming game at the UWI Mona Bowl where the UWI team faced the UTech Knights in a friendly invitational which resulted in a 4-1 victory for the Pelicans.







THE UWI MONA CAMPUS

4. TOWARDS THE ACADEMY'

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

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

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

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

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

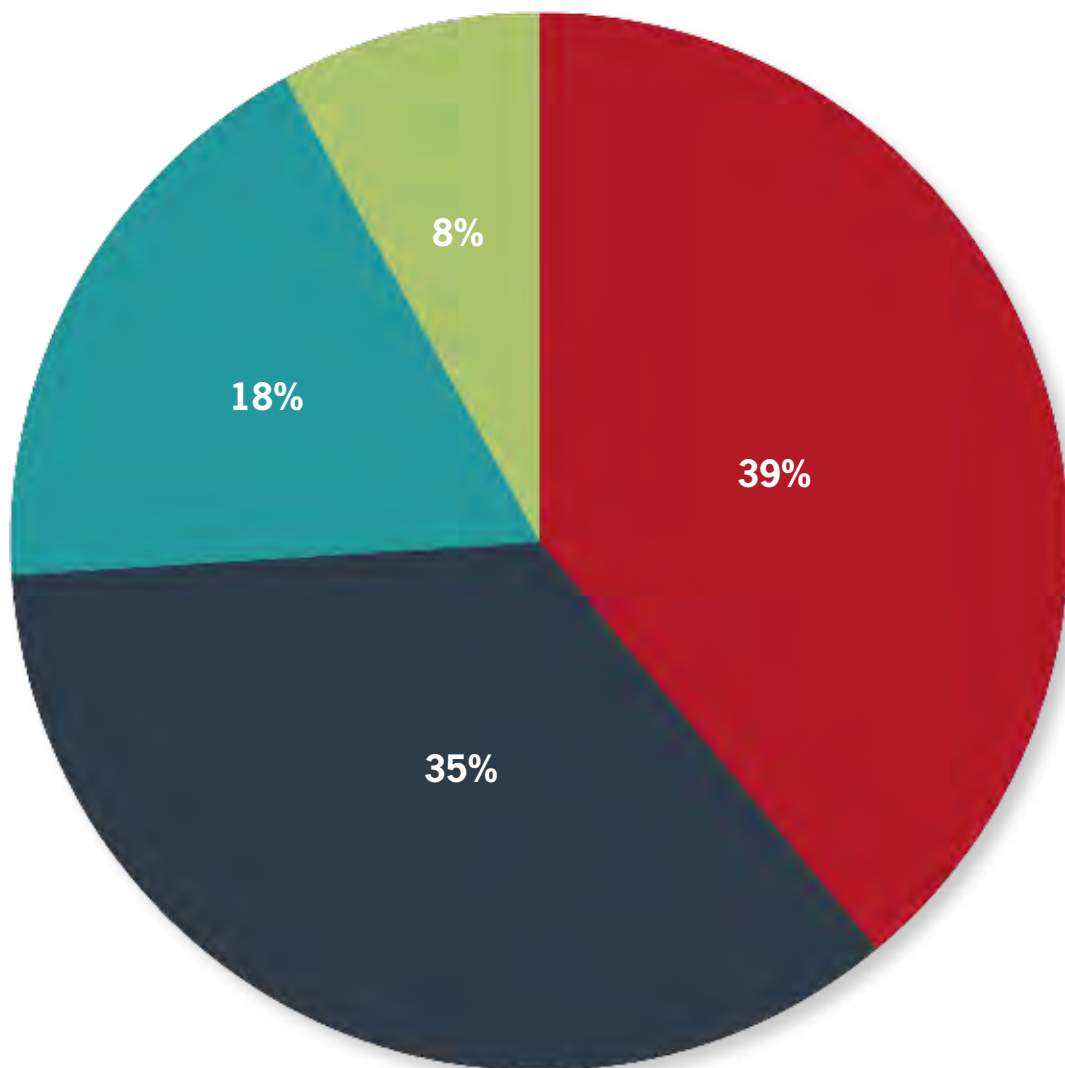
TARGETING INTERNATIONAL STUDENTS

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

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



S SUSTAINABILITY



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



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

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

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

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



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

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



OTHER INCOME SOURCES

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


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

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

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

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

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



FOR MORE THAN 25 YEARS, THE UWI DEVELOPMENT AND ENDOWMENT FUND (UWIDEF) HAS CONTRIBUTED OVER \$800M TO UWI MONA TO SUPPORT ITS RESEARCH DEVELOPMENT, SCHOLARSHIPS, AND HEALTH BY WAY OF DONATIONS OF EQUIPMENT AND SUPPLIES TO THE UWI HOSPITAL.

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

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

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

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

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



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

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

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

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

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

COST CONTAINMENT AND RESOURCE RATIONALISATION

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

SOME FUNDING PARTNERSHIPS DURING THE YEAR



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

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

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

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


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

HIGHLIGHTS OF FINANCIAL PERFORMANCE

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

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

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



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

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

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

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

STATEMENT OF FINANCIAL POSITION

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

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

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

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

THE RESULT OF THE COMBINED EFFORTS TO CONTAIN COSTS, IMPROVE OPERATIONAL EFFICIENCY AND INCREASE AND DIVERSIFY INCOME WAS A HEALTHY OPERATING SURPLUS OF \$2.15B. THIS REPRESENTS AN INCREASE OF 58% OVER EARNINGS IN 2015, WHICH WAS \$1.36B. HOWEVER, AFTER EXCHANGE DIFFERENCES, FINANCE COSTS, DEPRECIATION AND POST-EMPLOYMENT BENEFITS, WE EARNED A SMALL SURPLUS OF \$79.2M . . .

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

Income (J\$'000) – Five Year Summary

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

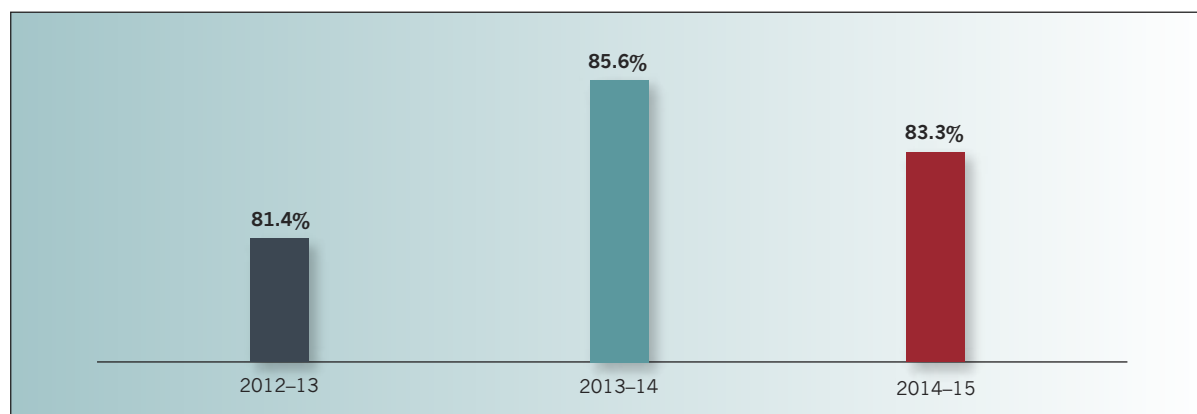
APPENDICES

I. FACTS AND STATS

First-Year Students (AY 2015–16)

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

Retention rates of first degree entrants



Total Enrolment by Faculty

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

II. SENIOR MANAGEMENT TEAM

Professor Archibald McDonald
Principal

Professor Ishenkumba Kahwa
Deputy Principal

Dr Camille Bell-Hutchinson
Campus Registrar

Mr Howard Pearce
Deputy Bursar

Dr Paulette Kerr
Campus Librarian

Mr Jeremy Whyte
Chief Information Officer

Mr Jason McKenzie
Director Office of Student Services and
Development

Professor Eldemire-Shearer
Coordinator Graduate Studies & Research

Mrs Kathleen Sambo
Director Estate Management Division

Mr Devon Smith
Director Projects Office

DEANS

Professor Horace Fletcher
Dean, Faculty of Medical Sciences

Professor Paul Reese
Dean, Faculty of Science and Technology

Professor Ian Boxill
Dean, Faculty of Social Sciences

Professor Waibinte Wariboko
Dean, Faculty of Humanities and Education

Dr Leighton Jackson
Dean, Faculty of Law

III. GOVERNANCE – MEMBERS OF CAMPUS COUNCIL

The Hon. Dr Marshall Hall
Chairman

Professor Sir Hilary Beckles
Vice-Chancellor

Professor Archibald McDonald
Pro Vice-Chancellor and Principal

Professor Ishenkumba Kahwa
Deputy Principal

Dr Camille Bell-Hutchinson
Campus Registrar

Mrs Elaine Robinson
Campus Bursar

Dr Paulette Kerr
Campus Librarian

Mr Jeremy Whyte
Acting Chief Information Officer

Hon. Dr Peter Phillips
Representative, Government of Jamaica

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

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

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

Mrs Audrey Anderson
Chancellor's Nominee

Mr Jeffrey Cobham
Chancellor's Nominee

Mr Earl Jarrett
Chancellor's Nominee

Mr Noel Levy
Chancellor's Nominee

Mr Parris Lyew-Ayee
Chancellor's Nominee

Professor Waibinte Wariboko

Dean, Faculty of Humanities & Education

Dr Derrick McKoy

Dean, Faculty of Law

Professor Horace Fletcher

Dean, Faculty of Medical Sciences

Professor Paul Reese

Dean, Faculty of Science & Technology

Professor Evan Duggan

Dean, Faculty of Social Sciences

Dr Thaon Jones

Non-Professorial Representative,
Academic Board, Mona

n/a

Representative, Academic Board, Mona

Dr Angela Alleyne

Representative, Academic Board, Cave Hill

Professor Clement Sankat

Representative, Academic Board, St Augustine

Mr Lincoln Williams

Representative, Academic Board,
Open Campus

Mr Garth Anderson

Representative, Tertiary Level Institutions

Dr Elaine Wallace

Representative, Tertiary Level Institutions

Ms Cecile Clayton

Representative, UWI (Mona) Alumni
Association

Ms Davianne Tucker

President, Guild of Students

Ms Eleanor Terrelonge

Representative, Postgraduate Students

Ms Kayann Henry

Representative, Senior Administrative &
Professional Staff

Ms Tamara Matthews

Representative, Administrative, Technical
and Service (ATS) Staff

IN ATTENDANCE

Professor Dale Webber

Pro Vice-Chancellor and Chair, BGS&R

Mr Clement Iton

University Registrar/Director of Administration

Mr Archibald Campbell

University Bursar/Director of Finance

Mr Howard Pearce

Deputy Bursar/Director of Finance

Professor Denise Eldemire-Shearer

Campus Coordinator, Graduate Studies &
Research

Mr Jason McKenzie

Acting Director, Office of Student Services &
Development

Ms Kay Brown

Director, Business Development Office

Dr Carroll Edwards

Director, Marketing, Recruitment and
Communications

Mrs Michelle Ashwood Stewart

Assistant Registrar, Secretariat
(Recording Secretary)

Ms Anthia Muirhead

Assistant Registrar, Secretariat

IV. OBITUARY

Dr Hyacinth Ellis

Retired Letterer in the Department of Social Science

Mrs Vernita Kelly

Administrative Assistant, Centre for Hospitality and Tourism Management

Dr Edna McLaren

Retired member from the Department of Psychiatry

Dr Barry Wade

Retired Senior Lecturer in the Department of Zoology

Mr O'Shane Reid

MA, Communication Studies student CARIMAC

Ms Shanice Simmonds

Final year BA History student

Mrs Karen Spence

Archeology Technologist in the Department of History and Archaeology

Dr Dharmaratne Amarakoon

Retired Senior Lecturer in the Department of Physics

Mr Patrick Thwaites

Timekeeping Supervisor of the Estate Management Department

Mr Legree Scott

Duplicating Clerk, Office of the Campus Registrar

Ms Kirby Campbell

First year BSc Economics student

Dr Laughton Richardson

Retired Lecturer and former Head of the Department of Anaesthetics

Professor Raymond T. Smith

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

Ms Donett Marie Muir

Management Studies (General) student in the

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

Dr Nicola Lee-Platt

Adjunct Lecturer in the School of Education

Mr Garth Brown

Psychology Student in the Faculty of Social Sciences, WJC

Mr Ainsworth O'Reilly

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

Mr Louis Lindsay

Retired Lecturer from the Department of Government

Mr Elvis Reid

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

Mr Dexter Dacres

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

Dr Hope Anderson

Associate Lecturer in the Department of Community Health and Psychiatry

Dr Julio Ariza-Gonzalez

Retired Lecturer from the Department of Modern Languages and Literatures

Mrs Olwen Gloria Francis

Bursary – Purchasing Section

Ms Hilma Schloss

Office Attendant, Human Resource Management Division

Mr O'Neil Smith

Final year MA in Communication for Social and Behaviour Change student

Mrs Enid Brown

Retired Senior Librarian II

Professor Bishnodat Vishnu Persaud

Founding Director of the ISD, formerly UWICED

Ms Sheryll Lopez

Lecturer, FMS – UWI School of Nursing



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



UWI

MONA CAMPUS
JAMAICA, WEST INDIES