



THE  
UNIVERSITY COUNCIL  
OF JAMAICA

*“Assuring Quality in Tertiary Education”*

# ANNUAL REPORT 2015-2016



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# ANNUAL REPORT

## 2015-2016

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Annual Report 2015-2016

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# Letter to the **Minister**

The University Council of Jamaica  
6B Oxford Road  
Kingston 5

March 2016

Senator the Honourable Ruel Reid  
Minister of Education, Youth and Information  
Ministry of Education, Youth and Information  
2 National Heroes Circle  
Kingston 4

Dear Minister:

In accordance with Section 10 (1) of the University Council of Jamaica Act, 1987, I have the honour to transmit herewith the Council's Report for the year ending 31 March 2016 and a copy of the statement of the Council's Accounts as at 31 March 2016 duly certified by the Auditors.

Yours sincerely,



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Ambassador the Hon. Burchell Whiteman OJ  
Chairman



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# The University Council of Jamaica

The University Council of Jamaica (UCJ) was established in October, 1987 by the University Council of Jamaica Act, 1987. It is a statutory body currently under the portfolio of the Minister of Education. The UCJ is the national Quality Assurance Agency for tertiary education in Jamaica.



## VISION STATEMENT

The University Council of Jamaica aims to be a Centre of Excellence for quality assurance in tertiary education in the Caribbean, maintaining a system which is responsive to national and global changes while enhancing the development of a coherent Jamaican tertiary education system and the country's human resources.

## MISSION STATEMENT

The mission of the University Council of Jamaica is to increase the availability of tertiary level training in Jamaica through a robust quality assurance system that ensures excellence, transparency, integrity and adherence to standards.

# Our Values

The values of the University Council of Jamaica are embedded in the following:

## HOLISTIC GROWTH

The Council is committed to the growth and development of individuals, tertiary institutions and communities towards a culture of quality.

## INTEGRITY AND ETHICS

The Council believes in objectivity, honesty, the establishment of trust and confidentiality while consistently operating in an ethical manner.

## EXCELLENCE

The Council believes in the attainment of high quality standards in all aspects of its work.

## TRANSPARENCY

The Council will always exhibit openness and fairness in its operations.

## SERVICE

The Council is committed to providing high quality services to all its stakeholders.

## RESPECT

The Council believes in and values the diversity of its stakeholders.

# Functions

The University Council of Jamaica is the External Quality Assurance Agency for tertiary education in Jamaica. The UCJ also functions as an awards and academic development body for tertiary institutions and programmes in Jamaica. The following are the main functions of the UCJ:

1. To register institutions offering tertiary education to ensure that certain minimum standards are met with respect to:
  - governance of institutions;
  - management of institutions – strategic, operational and financial;
  - programme management – process for development, approval and review of programmes, and monitoring of academic standards;
  - the overall management of quality within institutions;
  - adequacy and suitability of physical facilities with regard to student enrolment and programmes offered;
  - scope, appropriateness and educational value of institutional programmes and experiences;
  - qualifications, competence and adequacy of staff – academic (faculty), administrative and technical;
  - adequacy of learning resources, for example, libraries, computer facilities and laboratories, to support programmes; and
  - other operational factors.
2. To provide accreditation for degree and specialised programmes, as well as, for institutions by:
  - establishing and applying criteria for the accreditation of tertiary/higher educational programmes and institutions;
  - guiding tertiary institutions in the development of their internal quality assurance systems;
  - assisting tertiary institutions in the improvement of their educational offerings; and
  - encouraging and facilitating the development and delivery of programmes relevant to national needs.
3. To assist in the development of tertiary institutions by providing professional advice and services for the development and improvement of programmes.
4. To develop, on an on-going basis, threshold standards for different levels of qualifications in various disciplines, at the tertiary level.
5. To award degrees, diplomas and certificates to students who have pursued approved programmes of study at approved tertiary institutions in Jamaica.
6. To study current issues in post-secondary education with a view to maintaining and improving educational standards.
7. To establish equivalence and facilitate local recognition of foreign qualifications.
8. To assure the quality of programmes being offered in Jamaica by foreign institutions.
9. To provide appropriate public information about the institutions and programmes registered and accredited by the Council.
10. To act as the national information centre for Jamaican tertiary qualifications.
11. To co-ordinate the activities of the Joint Committee for Tertiary Education (JCTE).



## Chairman's Statement

Ambassador the Hon. Burchell Whiteman, OJ  
**Chairman**

The University Council of Jamaica (UCJ) is the standard bearer for quality assurance in tertiary education in Jamaica.

During the period under review, the UCJ continued to make an impact both regionally and internationally through its membership of the Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE); the Council for Higher Education Accreditation (CHEA); and the International Network for Quality Assurance Agencies in Higher Education (INQAAHE).

The UCJ's engagement with quality assurance and higher education bodies has been instrumental in mapping the organisation's strategic approach in order to operate effectively in a globalised environment, and to respond to the diverse needs of stakeholders.

In its capacity as the nation's External Quality Assurance Agency (EQAA), the UCJ embraced its developmental role and remained committed to fostering quality enhancement within the Jamaican tertiary education landscape. The UCJ utilised its main public education activity, the "Annual Quality Assurance in Tertiary Education Week" as one of the channels to achieve this. The week of activities was geared toward providing stakeholders with greater clarity on the role of the UCJ, and a deeper understanding of quality assurance issues in tertiary education.

A robust discussion ensued in the international tertiary education community regarding whether graduates possess the skills and attributes to perform effectively in the workplace. This led to the UCJ's exploration of the issue of graduate employability on a local level. The UCJ piloted a research project entitled: Workplace Skills and Attributes: Employers' Expectations and Students' Perceptions. The preliminary findings were presented at the UCJ's Students' forum during the 11th Annual Quality Assurance in Tertiary Education Week.

As the UCJ continues to play its part in the growth and development of our nation, I would like to use this opportunity to acknowledge the contribution of Dr Yvonne Marshall, the Executive Director, and her team of dedicated staff, who have consistently demonstrated high levels of commitment to the UCJ, and to best practice principles for quality assurance in the tertiary sector.

I also wish to place on record my thanks and appreciation to my fellow Council members for their support and contribution to the work of the UCJ, and who selflessly serve Jamaica Land We Love.



## Executive Director's Statement

Dr Yvonne Marshall, Ed. D,  
**Executive Director**

During the period under review, the UCI strengthened its internal processes and staff complement as it continued to deliver on its mandate.

As part of its developmental role, the UCI supported tertiary institutions through the provision of professional and technical advice, workshops and seminars. This was largely achieved via ongoing meetings and discussions, and the UCI's Annual Quality Assurance in Tertiary Education Week of activities.

The UCI conducted several institutional visits with respect to accreditation and recognition. The number of accredited programmes have increased steadily year-on-year, from 214 in 2010/2011 to 285 in 2015/2016.

The first ever Certificates of Programme Recognition were presented to overseas-based, Walden University, at the UCI Awards Ceremony in March 2016, during Quality Assurance in Tertiary Education Week.

The UCI continued to build on its stakeholder relations programme and made links with both local and international organisations, including: the Consumer Affairs Commission; the Jamaica Library Service; the Jamaica Employers' Federation; the Human Resource Management Association of Jamaica (HRMAJ); the European Association for Quality Assurance in Higher Education (ENQA); and the European Quality Assurance Register for Higher Education (EQAR). The UCI intends to build on these links during the 2016/2017 financial year.

The UCI launched its Facebook page in March 2016, at its Students' forum, and its new website is due to be launched in August/September 2016, as part of the drive to communicate more widely with stakeholder groups.

It has been another hectic year for the UCI, as the agency moved one step further to implementing a new Performance Management and Appraisal System (PMAS). PMAS is scheduled to be introduced at the UCI during the 2016/2017 financial year.

I would like to take this opportunity to thank the institutions for their support during a challenging year, the Council members who provided guidance and wise counsel, the dedicated team of assessors, and the UCI staff who continue to advance the cause of quality assurance in tertiary education in Jamaica.

## Quality Assurance in Tertiary Education Week 2016

The University Council of Jamaica (UCJ) celebrated its 11th Annual Quality Assurance in Tertiary Education Week (March 7-11, 2016), under the theme “Assuring Quality in Programme Outcomes: Imperative for Graduate Effectiveness.”

The week is an opportunity for the UCJ to inform and educate stakeholders about quality assurance issues in tertiary education, and to assist in the development of tertiary institutions, by providing meaningful training to promote quality enhancement.

### UCJ trains Assessors and Accreditation Officers

The UCJ trained approximately 50 assessors and accreditation officers during a workshop at the Mona Visitors' Lodge and Conference Centre on Monday, March 7, 2016.

The workshop, chaired by Professor Trevor Gardner, President, Northern Caribbean University (NCU), was held under the theme “Assuring Quality in Programme Outcomes: The Role of the Assessor”.



Participants at the UCJ Workshop for Assessors and Accreditation Officers engaging in a group activity.

The workshop included a presentation on “External Quality Assurance Principles and Procedures” made by Dr Yvonne Marshall, Executive Director. Ms Grace Gordon, Director of Accreditation, presented on “The Role of the Assessor” and “Writing the Evaluation Report”. Three experienced UCJ assessors: Dr Felix Akinladejo, MPhil Coordinator, Faculty of Engineering and Computing, University of Technology (UTech), Jamaica; Dr Eva Lewis Fuller, former Chief Medical Officer of Jamaica; and Dr Jean Dixon, retired Permanent Secretary, Ministry of Health shared presentations on Preparing for the Visit, Writing the Report and Examining the Governance Criteria.

The day's activities also included a panel discussion moderated by Dr Carol Gentles, UCJ Council member, and a group activity that required participants to review two sample reports, identifying areas for improvement.

### “Hard Talk” for Institutions

More than 100 Curriculum Developers, Deans, Faculty, Programme Directors/Co-ordinators and Quality Assurance Officers participated in the UCJ's Workshop for Institutions- “Hard Talk”, chaired by Rev Dr Gordon Cowans, Principal, Knox Community College. The event was held at the Knutsford Court Hotel in Kingston on Tuesday, March 8, 2016.



Representatives from tertiary institutions participating in the discussions.

The main feature of the workshop was a panel discussion on the theme, “Assuring Quality in Programme Outcomes: Imperative for Graduate Effectiveness”. The discussion, moderated by Dr Christopher Clarke, Principal, Shortwood Teachers' College, examined the key requirements for graduate effectiveness, and the links between the identification of student learning outcomes, effective curriculum development, and effective graduates.



“Hard talk” offered institutions the opportunity to have open dialogue with each other and the UCJ, regarding the common challenges they face. Institutions were also able to get clarity on matters relating to some of the UCJ’s processes. Greetings were received from Dr Yvonne Marshall, and Ambassador, the Hon. Burchell Whiteman, Chairman of the Council.

### Assessing and Improving the Financial Health of Universities and Colleges

Presidents, Principals, Chief Financial Officers and Bursars from tertiary institutions across the island participated in the UCJ Seminar on Assessing and Improving the Financial Health of Universities and Colleges, held at the Mona Visitors’ Lodge and Conference Centre on Thursday, March 10, 2016.



Mr Dwight Walters (2nd right), Manager of Pensions, Projects & Commercial Operations at the UWI assists participants with the calculation of the Composite Financial Index (CFI), during the Seminar.

The seminar, chaired by Mr Joseph Taffe, UCJ Council member, included a presentation on “Financial Management in Tertiary Institutions: Issues and Challenges”, delivered by Mr Archibald Campbell, Chief Financial Officer/University Bursar, the UWI. Mr Dwight Walters, Manager of Pensions, Projects & Commercial Operations, the UWI, addressed “Assessing Financial Health Using the Composite Financial Index (CFI)”.

Greetings were received from Dr Yvonne Marshall, and Ambassador, the Hon. Burchell Whiteman, Chairman of the Council.

The discussion during the seminar focused on the translatability of the CFI to colleges and universities in Jamaica in light of the challenging economic environment in which the institutions operate. Audited financial statements and the elements which contribute to the CFI calculations were also explored.

The seminar closed with a lively vote of thanks from Dr Nicholeen DeGrasse-Johnson, Principal, Edna Manley College of the Visual and Performing Arts

### Overseas university receives Certificates of Programme Recognition

Representatives from the Jamaican tertiary education community were on hand at the Mona Visitors’ Lodge and Conference Centre, on Thursday, March 10, 2016, to witness the UCJ present the first ever Certificates of Programme Recognition to overseas-based, Walden University.



Representatives from tertiary institutions and invited guests at the UCJ Awards Ceremony.

The Awards Ceremony, chaired by Ambassador, the Hon. Burchell Whiteman, UCJ Chairman, saw 12 institutions receive Certificates of Programme Accreditation, while another three institutions were presented with Certificates of Registration.

Greetings were received from Dr Yvonne Marshall, and Mrs Maxine Henry-Wilson, Commissioner, The Jamaica Tertiary Education Commission (J-TEC).

Dr Maurice Smith, Permanent Secretary, Ministry of Education, Youth and Information delivered a thought provoking keynote address. He encouraged those present to allow excellence to define them, and issued a call for a ‘back to basics’ approach to tertiary education.

Guests were treated to ensembles from Las Voces Melodiosas from the Mico University College. The ceremony closed with a response from Dr Asburn Pinnock, President, the Mico University College.

**UNIVERSITY COUNCIL OF JAMAICA  
AWARDS CEREMONY  
March 9, 2016**

**Certificates of Accreditation**

- Caribbean Graduate School of Theology
- Catholic College of Mandeville
- Excelsior Community College
- Jamaica Theological Seminary
- Knox Community College
- The Mico University College
- Montego Bay Community College
- Northern Caribbean University
- St Mary's University of Minnesota
- University College of the Caribbean
- University of Technology, Jamaica
- Vocational Training Development Institute

**Certificates of Registration**

- The Hydell College
- International University of the Caribbean
- Sigma College of Nursing and Applied Sciences

**Certificates of Recognition**

- Walden University

**Students discuss workplace skills and attributes at UCJ forum**

More than 130 students representing 14 tertiary institutions attended a lively Students' Forum at the Mico University College on Friday, March 11, 2016.

The forum was held under the theme "Workplace Skills and Attributes: Employers' Expectations and Students' Perceptions." Greetings were received from Mr Errol Holmes, representative from the Human Resource Management Association of Jamaica, HRMAJ.

Dr Jessica Dunn and Dr Gareth Phillips, Accreditation Officers with the UCJ, presented the findings of a preliminary study carried out with members of HRMAJ; and final year undergraduate students from a local tertiary institution.

The study identified the skills and attributes students need to develop and hone, in order to enter the job market and



Professor Lou Ann Barclay (left), UCJ Council member, moderates the panel discussion during the UCJ's Students' Forum, with panellists (from left): Ms Mona-Lee Blidgel, student at the UTech; Ms Lenisha Malcolm, student at the Mico University College; Mrs Marcia Dwyer, formerly of Grace Kennedy and Ms Sandra Grey, Human Resource Relationship Manager, the National Commercial Bank (NCB).

be successful in their career. The results from the study suggest that employers, when hiring recent graduates, place importance on communication skills; emotional intelligence; personal appearance and deportment; and the level of knowledge and skills specific to the graduates' chosen career; the accreditation status of the programmes from which graduates have come, and the practical experience students have in the area of employment.

Employers' expectations of skills and attributes required for the workplace were ranked as follows: working with others in a team; coping with stressful situations; intellectual ability and intelligence; honesty, accountability and ethical standards; and taking responsibility. Several other factors were considered important including: students' academic achievements; and knowledge and skills beyond the areas of employment.

There were similar patterns in relation to what students perceived to be some of the key factors employers valued as important when hiring, however, ranked in a different order. These were: knowledge and skills specific to their chosen career; communication skills; the accreditation status of the programmes; emotional intelligence; and academic achievement.

Students' perceptions of the skills and attributes for the workplace were: having a positive attitude towards work; working with others in a team; honesty, accountability and ethical standards; critical thinking and reasoning skills; and taking responsibility. The forum concluded with a robust panel discussion on the findings.

# Registration, Accreditation, Recognition and Programme Readiness Assessment Activities

During the financial year, April 2015 to March 2016, the University Council of Jamaica (UCJ) continued to execute its mandate to assure quality in the Jamaican tertiary education sector through quality assurance processes - Registration of institutions and Accreditation of programmes of study. During the period, for the first time, the UCJ reviewed overseas programmes, delivered fully online (100 percent), for recognition.

Registration, which is the first step towards the accreditation of programmes offered by an institution, is the process whereby the UCJ evaluates, and as appropriate, approves and registers an institution as a tertiary level institution, indicating that it meets certain minimum operating standards required for the conduct of tertiary education in Jamaica.

Programmatic Accreditation is the process whereby the UCJ evaluates programmes of study against stated criteria for such programmes, and as appropriate, approves and accredits programmes, indicating that the programmes have been found to meet the required standards.

Recognition is a statement of acceptance or endorsement of qualifications awarded through transnational arrangements. This provision creates the opportunities for Jamaicans to confidently participate in overseas programmes of study, knowing that upon completion/return, local employers and institutions of learning will treat their qualifications with the rights

and privileges typically ascribed to such qualifications.

From the UCJ's perspective, the recognition status is equivalent to the accreditation status. Recognition is the process, whereby the UCJ evaluates programmes of study, delivered fully (100 percent) online, against stated criteria for such programmes, and as appropriate, approves and recognises programmes, indicating that the programmes have been found to meet the required standards.

The Quality Assurance processes of the UCJ are developmental, where registered institutions are considered to have embarked on a path of continuous self-analysis and improvement, at both the institutional and programmatic levels.

## Visits Conducted

The UCJ conducted a number of institutional visits with respect to accreditation and recognition during the year under review. Focus was placed on ensuring that submissions were appropriately completed, and that the institutions and programmes were assessed against established guidelines.

In order to ensure that required standards had been attained and were being maintained, the UCJ also monitored the registered institutions and accredited programmes.

Twenty-three (23) visits were conducted to fifteen (15) institutions to review fifty-nine (59) programmes and four (4) short courses. Some institutions had repeat visits, as

several programmes were evaluated and there were also visits to extension sites. Institutions that had repeat visits included: Edna Manley College of the Visual and Performing Arts (3), Portmore Community College (2) and the Vocational Training and Development Institute (2). Institutions with extension sites included the College of Agriculture, Science and Education, the Knox Community College and the Portmore Community College.

Of the 59 programmes, for which visits were conducted during the 2015 – 2016 year, four were reviewed for recognition.

The programmes and short courses reviewed were in a number of disciplines inclusive of: Agriculture, Arts Management, Business, Dance, Education, Engineering, Environmental Science, Hospitality & Tourism Management, Management, Music, Procurement, Psychology and Visual Art.

No registration visits were conducted during the period under review. The number of registered institutions, as at March 31, 2016 was 42.

## Council Decisions on Accreditation and Recognition

During the period under review, the Council deliberated and took decisions on forty-eight (48) programmes, forty-four (44) of which were granted accreditation/re-accreditation and four (4) programmes were granted recognition.

The programmes that were granted accreditation/re-accreditation comprised the following:

<b>Doctoral degree</b>	-	<b>1</b>
<b>Masters degrees</b>	-	<b>7</b>
<b>Bachelors degrees</b>	-	<b>28</b>
<b>Associate degrees</b>	-	<b>6</b>
<b>Postgraduate diploma</b>	-	<b>1</b>
<b>Undergraduate diploma</b>	-	<b>1</b>

The programmes that were accredited/re-accredited include the following disciplines – Business Administration/Studies, Counselling Psychology, Divinity, Education, Environmental Science, Human Resource Management, Information Technology, Library Studies, Marketing, and Theology. The institutions at which programmes were accredited/re-accredited included private and public local institutions, as well as overseas institutions.

## Programmes Granted Accreditation/Re-Accreditation and Recognition During the Year in Review:

### 1) Caribbean Graduate School of Theology

- *Master of Arts in Theological Studies*
- *Master of Arts in Interdisciplinary Studies*
- *Master of Arts in Counselling Psychology*
- *Master of Divinity*
- *Master of Business Administration*

### 2) Catholic College of Mandeville

- *Bachelor of Education (Primary)*

### 3) Excelsior Community College

- *Associate of Science in Library Studies*

### 4) Jamaica Theological Seminary

- *Bachelor of Arts in Theology*
- *Bachelor of Arts in General Studies*
- *Bachelor of Social Work*
- *Bachelor of Arts in Guidance and Counselling*

### 5) Knox Community College

- *Bachelor of Science in Environmental Studies*
- *Associate of Science in Environmental Studies*
- *Associate of Science in Management Information Systems*

### 6) Montego Bay Community College

- *Associate of Science in Business Studies*
- *Bachelor of Science in Business Studies*
- *Applied Associate of Science in Architectural and Construction Technology*

- *Associate of Science in Agricultural Technology*

### 7) The Mico University College

- *Bachelor of Education, Secondary with Specialisations in:*
  1. *Library and Information Studies*
  2. *Language and Literacy*
  3. *Language and Literature*
  4. *Physical Education*
  5. *Social Studies*
  6. *Geography and Environmental Studies*
  7. *Music*
  8. *Industrial Technology*
  9. *Visual Arts*
  10. *Science (Physics, Chemistry and Biology)*

### 8) Northern Caribbean University

- *Master of Arts in Education*
- *Bachelor of Arts in English*
- *Doctor of Philosophy in Education*

### 9) St Mary's University of Minnesota

- *Master of Education in Teaching and Learning*

### 10) University College of the Caribbean

- *Bachelor of Science in Business Administration*
- *Bachelor of Science in Information Technology*
- *Bachelor of Science in Human Resource Management*
- *Bachelor of Science in Marketing*



**11) University of Technology, Jamaica**

- *Bachelor of Science in Dietetics and Nutrition*
- *Bachelor of Science in Land Economy and Valuation Surveying*
- *Bachelor of Science in Hospitality & Tourism Management*
- *Bachelor of Science Food Service Management*
- *Bachelor of Science in Computing*
- *Bachelor of Business Administration with specialisations in:*
  - 1) *Accounting*
  - 2) *Administrative and Information Systems Management*
  - 3) *Finance & Banking*
  - 4) *General Management*
  - 5) *Production & Operations Management*
  - 6) *Human Resource Management*
  - 7) *Marketing*

**12) Vocational Training Development Institute**

- *Post Graduate Diploma in Education and Training*
- *Diploma in Information and Communication Technology*

**13) Walden University (Recognition)**

- *Master of Science in Early Childhood Studies*
- *Master of Science in Education*
- *Master of Science in Instructional Design and Technology*
- *Doctor of Education*

**Council Decisions on Registration**

Council also considered the registration applications of three (3) institutions and registration was granted. The institutions were:

- 1) *The Hydel College*
- 2) *International University of the Caribbean*
- 3) *Sigma College of Nursing and Applied Sciences*

A full listing of accredited programmes and registered institutions and training units is given in Appendix C.

**Council Decisions on Programme Readiness Assessment**

The Programme Readiness Assessment Policy was developed to ensure that new programmes are fully developed prior to delivery and that they meet the appropriate standards for tertiary level programmes. The Policy will become effective in September 2016; however, five (5) institutions willingly submitted sixteen (16) programmes for review. Nine (9) of the submissions were returned for revision.

During the period under review, one (1) programme from the Excelsior Community College was evaluated and declared "Ready for Delivery".

**Monitoring Activities**

The UCJ continued its monitoring of institutions during the period under review, in an effort to ensure that accredited institutions, as well as registered institutions conform to accepted quality assurance standards promoted by the Council. This process involves the scrutiny of annual status reports submitted by the institutions, and the UCJ's follow-up to determine the extent to which institutions are responding to the accreditation/registration reports. Consistent with the UCJ's developmental role, monitoring activities also included providing the institutions with

guidance, advice, and training, with a view to ensuring that they stay on the path of continuous development and improvement. This facilitates capacity building for the institutions.

**Capacity Building**

The UCJ continued its thrust in capacity building of its internal and external stakeholders in the reporting period. A training workshop on 'Assuring Quality in Programme Outcomes: The Role of the Assessor' was held for Assessors and Accreditation Officers in March 2016, during Quality Assurance in Tertiary Education Week. In addition, there was ongoing training for the Assessors prior to each visit and the Accreditation Officers participated in several webinars, which covered various aspects of Quality Assurance.

A Workshop for Institutions was also held during Quality Assurance in Tertiary Education Week 2016 under the theme "Hard Talk" - Assuring Quality in Programme Outcomes: Imperative for Graduate Effectiveness. During the Week, there was a Seminar too for Presidents and Board Chairs on "Assessing the Financial Health of Universities and Colleges". In addition, during the year, training and informational meetings were held with individual institutions.

## Summary

The activities of the accreditation unit for the period April 1, 2015 – March 31, 2016 are summarised in Table 1.

Table 1: Summary of Registration and Accreditation/Recognition Activities

Activity	Number
No. of Visits	23
Decisions taken on programmes evaluated in previous year	51
Programmes Accredited/Re-accredited	44
Institutions with programmes granted accreditation/re-accreditation	10
Programmes granted recognition	4
Institutions registered	3
Institutions with programmes granted recognition	1
Programmes deemed ready for delivery	1

Table 2: Number of Accredited Programmes and Approved Degrees by Programme Level

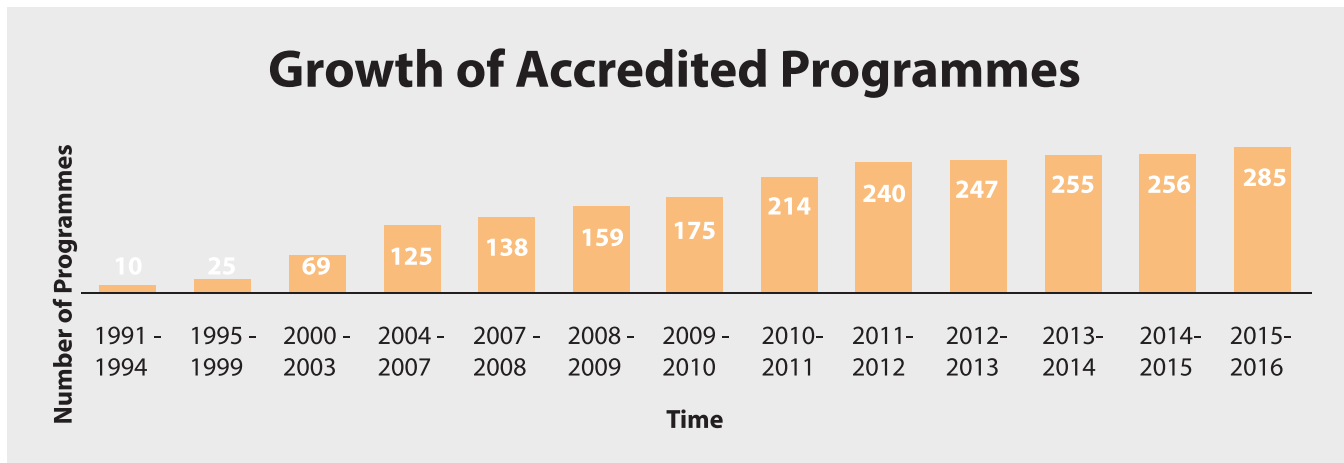
PROGRAMME LEVEL	NUMBER
Certificate	1
Short Course	7
Undergraduate Diplomas	15
Associate Degrees	65
Bachelors Degrees	130
Post Graduate Diplomas	7
Masters Degrees	41
Doctoral Degrees	3
<b>TOTAL</b>	<b>285</b>

As at March 31, 2016, the total number of accredited and recognised programmes and UCI-Approved degrees stood at 285, including 7 short courses.

Table 3: Number of Accredited Programmes and Approved Degrees by Programme Level

	Disciplines	Number
1	Architecture & Construction	10
2	Agriculture	4
3	Behavioural Sciences	18
4	Business, Finance & Management	60
5	Communication	3
6	Education	75
7	Engineering	11
8	Hotel & Restaurant Services	21
9	Humanities (History, Literature, Theology)	15
10	Information & Communication Technology	28
11	Sciences (Natural and Applied)	20
12	Visual & Performing Arts	13
13	Short Courses (Business, Finance & Management)	7*
	<b>TOTAL</b>	<b>285</b>

Figure 1: Growth of Accredited Programmes





# Awarding Degrees

The University Council of Jamaica Act 1987 gives authority to the Council to confer degrees on those who have pursued courses approved by the Council at associated Institutions.

The UCJ approved degrees are conferred on graduates of approved programmes offered by institutions that do not have degree granting powers. The UCJ currently reserves this provision for government institutions only.

The following institutions continued to offer UCJ approved degrees during the period under review.

## G.C. Foster College of Physical Education and Sports

During the 2015 -2016 year, the UCJ conferred the Bachelor of Physical Education Degree on 68 students. This degree has been approved since 1995.

## The Mico University College

During the 2015 -2016 year, the UCJ conferred degrees on a total of 46 students from The Mico University College. Three approved degrees are offered at the University College:

- Master of Arts in Teaching
- Bachelor of Education (School Management and Leadership)
- Bachelor of Science in Guidance Counselling

## Vocational Training Development Institute (VTDI)

The UCJ conferred the Bachelor of Science in Career Development, and the Bachelor of Science in Information and Communication Technology on 10 and 40 students respectively in 2015.

# Developing Standards

Quality must be guided by standards. Development of academic standards by the UCJ is achieved through the work of established Standards Committees. The UCJ has established Standards Committees in the following areas:

- Business Studies
- Engineering
- Fine Arts
- Hospitality and Tourism
- Computing
- Physical Education
- Sciences
- Teacher Education
- Distance Education
- Counselling and Psychology
- Social Work



The UCJ-developed Standards are threshold guidelines for tertiary institutions for the development of new programmes and to improve existing programmes, in order to promote quality and maintain standards in the provision of tertiary education in Jamaica. The Standards are aligned with international standards and provide important guidelines for institutions that seek to have their programmes accredited by the UCJ.

Standards for five of the 11 disciplines, developed, are now being revised and are at different stages of completion. The standards being revised relate to:

- Teacher Education
- Computing
- Sciences
- Business and Management
- Engineering

The Social Work Standards Committee was established in January 2016. This Committee is chaired by Dr Peta Anne Baker, Senior Lecturer, The University of the West Indies, Mona Campus.

The UCJ's Guidance and Counselling Standards for a Bachelors Degree, and the Standards for Distance Education are available for purchase from the UCJ.

Draft Standards for a Bachelors Degree in Psychology have been circulated to the relevant stakeholders for comments and feedback. It is intended that the Standards will be finalised and published during the 2016/2017 financial year.

The UCJ-developed standards continue to contribute significantly to the development of a quality culture within Jamaican tertiary institutions.

# Assessment of Credentials

The UCJ functions as the national information centre for local, regional, and international tertiary institutions and qualifications. Individuals, key stakeholders, and personnel from international, regional, and local organisations regularly call on the expertise of the UCJ in the relation to the recognition of local and foreign institutions and credentials to support the hiring or admission decisions of employers, regulatory bodies, and educational institutions.

## Services include:

- Determination of equivalence of foreign qualifications
- Assessment of credentials for CSME Certificate of Recognition
- Provision of information concerning recognition of institutions and programmes, locally, regionally, and internationally
- Provision of statements of recognition for local and foreign qualifications

Against the background of concerns about the quality of some online programmes, the UCJ reviewed its policy regarding the recognition of qualifications obtained via distance learning/online. Overseas institutions that are delivering programmes 100 per cent online are now required to have their programmes assessed by the UCJ against local standards for recognition in Jamaica.

The processing of applications for the recognition of qualifications obtained via distance learning/online is being managed on a case by case basis, where the programme has not been granted recognition status in Jamaica.

For the period under review, 260 applications for the evaluation of credentials and assessment of qualifications to support applications for the CARICOM Skills Certificate were received. These included high school diplomas, undergraduate and graduate degrees, and professional certification originating from countries such as, the United Kingdom, USA, Nigeria, Cuba, Germany, Canada, Italy, Ghana, Peru, Belgium, Hungary, France, Spain, and the Caribbean. In addition, over 1,000 queries were received and processed via telephone calls, e-mails, and walk-in customers.

## RESEARCH ACTIVITIES

The UCJ continued to conduct research, share findings, and engage in scholarly activities related to quality assurance in tertiary education.

During the period under review, the UCJ conducted a preliminary study carried out with members of the Human Resource Management Association of Jamaica, HRMAJ; and final year undergraduate students from a local tertiary institution. The study identified the skills and attributes students need to develop and hone, in order to enter the job market and be successful in their career.

The findings of this first phase were shared at a Students' forum on Friday, 11 March, organised as part of the UCJ's 11th Quality Assurance in Tertiary Education Week activities. Data will be collected from a wider cross section of employers and students from various tertiary institutions across the island during the 2016/2017 financial period.

# The Joint Committee for Tertiary Education

During the period under review, the Joint Committee for Tertiary Education (JCTE) increased its visibility among its member institutions and the wider academic community. This has been achieved largely through the collaborative leadership of the JCTE's Executive Committee led by Dr Cecil Cornwall, Chairman and a team of dedicated lecturers who serve on its subcommittees.

The members of the Executive Committee include:

- Dr Cecil Cornwall, Chairman
- Mrs Yvonne Clarke, Vice Chairman
- Mr Philmore McCarthy, Treasurer
- Mrs Claudeth Fletcher, Secretary
- Dr Joyce Graham-Royal, Executive Member
- Dr Fritz Pinnock, Executive Member
- Dr Trevor Gardner, Executive Member
- Professor Colin Gyles, Executive Member
- Dr Troy McGrath, Executive Member
- Dr Yvonne Marshall, Ex-officio Member
- Dr Winston Adams, Ex-officio Member



Students at the Dr Nadine Scott Lecture Series and Professional Development Day for Tertiary Students at the G.C. Foster College of Physical Education and Sport in March 2016.

The JCTE has four sub-committees, which ensure the active involvement of member institutions in order to achieve the JCTE's mission. The sub-committees are:

- Capacity Building and Services led by Mrs Yvonne Clarke
- Finance & Administration led by Mr Philmore McCarthy
- Conference & Forums led by Dr Cecil Cornwall
- Advocacy, Public Relations and Membership led by Dr Fritz Pinnock

Throughout the review period, the JCTE increased its reach through institutional capacity building and advocacy. A noteworthy achievement is the introduction of the Occupational Certification Project, which will provide a pathway for TVET levels 2 & 3 graduates to access tertiary level training towards the Occupational Associate Degree. The initiative is now poised to be implemented in tertiary institutions across the island with a first intake of 500 students.

In 2015, the Joint Committee for Tertiary Education:

- Participated in a strategic planning process led by Mr Robert Wynter, Managing Director of Strategic Alignment Limited. This resulted in the existing JCTE Strategic Plan.
- Hosted its "Transformational Leadership: Enhancing High Performance in Tertiary Institutions" Conference 2015, which provided a forum for educators to learn and share current issues impacting tertiary education. The event was held at the Holiday Inn Resort in Montego Bay from December 9-10, 2015.
- Hosted the inaugural lecture of the Dr Ethley London Lecture Series and Professional Development Day for Educators
- Hosted the inaugural lecture of the Dr Nadine Scott Lecture Series and Professional Development Day for Tertiary Students.

# Human Resource and Administration Unit

During the review period, the Human Resources and Administration Unit continued to serve the UCJ by implementing measures that will advance the long-term growth and development of the organisation. Notable measures implemented during the 2015-2016 fiscal year include:

- Signing of a Memorandum of Agreement (MOA) with the Urban Development Corporation (UDC) for the construction of a new office building
- Completion of the restructuring exercise (first phase) and approval to fill the vacancies for all new posts
- Pre-implementation activities for the Performance Management and Appraisal System (PMAS)

## MOA - Design and Construction of New Office Building

On Tuesday November 10, 2015, the UCJ and the UDC signed a Memorandum of Agreement at a ceremony for the design and construction of an office complex at 31 Windsor Avenue, Kingston 10. The projected cost of the project is One Hundred and Seventy Seven Million Dollars (\$177,000,000.00). The estimated completion time for the project is April, 2017. The UCJ currently rents office space from the HEART Trust NTA, however, the growth and additional projected expansion of the UCJ has resulted in a situation where there is a significant space constraint which threatens to affect operations. This should however, be resolved with the construction of the new building, which will see the UCJ being housed in an office space of 6,000 square feet (first floor) in addition to 6,500 square feet (ground floor) of leasable space.

## Organisational Changes/Restructuring

The 2015/2016 financial year saw the implementation of several changes to its organisational structure. During the period, a total of eight new posts were filled (internally and externally) and a total of two upgraded posts were filled as under:

### New Posts

- Senior Human Resources Officer
- Accreditation Officer – 2
- Accounts Receivable Officer
- Records Manager
- Records Management Officer
- Senior Programmes Officer
- Public Relations and Communications Officer

### Reclassified Posts

- Director, Human Resources and Administration
- Customer Service Representative

The following new members of staff joined the UCJ during the period under review:-

- Miss Michelle Williams, Senior Human Resource Officer
- Mrs Kenisha Blair-Walcott, Director, Human Resources and Administration
- Miss Tiffaney Hinds, Assistant Accountant
- Miss Tushan Wilson, Accounts Receivable Officer
- Dr Gareth Phillips, Accreditation Officer
- Dr Jessica Dunn, Accreditation Officer
- Miss Ollyvia Anderson, Public Relations and Communications Officer
- Miss Stacey-Ann Lewin, Records Management Officer

Miss Cecile Thompson, Senior Secretary, retired from the Council in November, 2015. Both Miss Thompson and Miss Grace Gordon who retired in the previous fiscal year were honoured at the UCJ's Annual Christmas Luncheon in December 2015.

## Records Management Programme

The Records Unit was established in September 2015. The following steps were taken to implement the UCJ's records management programme:

- A records management committee was formed in August 2015
- A sensitisation session for staff was conducted in October 2015
- An organisation-wide inventory of the UCJ's records was conducted
- A records classification and storage process has been implemented
- The organisation's records management policies and procedures; records retention and Disposition Authority (schedule) and the Records Classification Scheme were drafted
- The process of enclosing all institutional correspondence commenced and is expected to be completed during the 2016/2017 financial year

## Performance Management and Appraisal System (PMAS)

The UCJ recognises that effective performance management is key toward fostering excellence in the organisation. In September 2015, the first step was taken to implement the new Performance Management and Appraisal System (PMAS). This involved a meeting with a representative from the Cabinet Office to discuss the UCJ's PMAS implementation plan. Following this dialogue with the Cabinet Office, PMAS pre-implementation activities were facilitated. These include:

- Establishment of a Core Project Team
- Training and sensitisation of members of staff
- Ongoing communication to staff regarding PMAS via the internal UCJ Update
- Preparation of Unit plans

The programme is scheduled for implementation in the 2016/2017 financial year.

## Teambuilding Retreat

The management and staff of the UCJ participated in the third annual team building retreat from May 21-22, 2015 at the Riu, Ocho Rios in St. Ann. Presentations were delivered on Reputation Management, and Team-building in the Presence of Dynamic Change. The majority of staff expressed general satisfaction with the outcomes of the retreat.

## Training and Professional Development

During the fiscal year, a number of training and development initiatives were undertaken in keeping with the mandate of the UCJ.

Staff participated in conferences, webinars and seminars including:

1. INQAAHE Conference
2. CANQATE Conference and Webinars
3. The International Quality Assurance Programme hosted by the Quality Assurance Agency (QAA) UK
4. CHEA Conference and International Quality Group
5. Global Digital Marketing Conference
6. Stress Management Seminar
7. Health Insurance Benefits Sensitisation Session
8. Procurement Sensitisation Session
9. Human Resource Management Association of Jamaica Conference
10. Pension Seminar
11. PMAS training
12. Team-building retreat
13. Developing a Quality Culture

# Information **Technology Unit**



The Information Technology Unit continued to underpin the operational effectiveness of the UCJ through the management of the IT assets and the provision of technical support across both the Oxford Road (Head Office) and the Windsor Avenue sites.

During the period under review, the unit provided technical support and advice for:

- The development of the UCJ's website
- All workstations
- The Avaya telephone system
- The installation and maintenance of IT assets
- Laptops and mobile devices
- The purchasing of office equipment

The IT Unit facilitated the smooth running of meetings and activities including:

- Training
- Staff Orientation Sessions
- Webinars
- The 11th Annual Quality Assurance in Tertiary Education Week of activities

An IT audit was commissioned in March 2016, and the UCJ is in the process of documenting all IT procedures.



# National and Regional Activities



Delegates at the 12th annual Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE) Conference in St Kitts and Nevis.

The UCJ continued to participate in national and regional initiatives including:

- The National Qualification Framework Working Committee that is being spearheaded by the Jamaica Tertiary Education Commission (J-TEC)
- The Committee overseeing the development and implementation of the Jamaica Research and Educational Network (JREN)
- The CARICOM-CANADA Trade and Development Agreement regarding Temporary Entry/Facilitation of Business Persons organised by the Ministry of Foreign Affairs and Foreign Trade
- The Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE) activities
- The Ministry of Education Tertiary Transitioning Committee formed in July 2015, to address issues affecting the tertiary education sector
- The National Working Group on International Migration & Development Data, Research and Information Systems Sub-Committee facilitated by the Planning Institute of Jamaica (PIOJ)

## CANQATE Board Meeting

Dr Angela Penny, Director, Research and Development, participated in the CANQATE Board Meeting in St Kitts and Nevis from July 29 - 30, 2015. The meeting also included a site visit to the location for the 12th Annual CANQATE conference and meeting which was held in October 2015.

## 12th Annual CANQATE Conference, St Kitts and Nevis

The 12th annual CANQATE conference and meeting was held in St Kitts and Nevis, from October 8-9, 2015, under the theme "Quality Assurance and Socioeconomic Development in a Global Environment: Regional and International Perspectives".

Dr Angela Penny, former Vice President of CANQATE; was elected Regional Representative North; and Mrs Lisa Henlin, Accreditation Officer, was elected as Board Member for the term 2015–2017, at the Annual General Meeting.

The Conference, hosted by the St Kitts and Nevis Accreditation Board and the Ministry of Education, with the support of a number of private and public sector partners, included a series of concurrent workshops and plenary sessions.

Topics addressed at the conference included: Quality in Cross Border Education; Quality Assurance in Higher Education and Competitiveness; Investing in Quality Assurance in Higher Education; Quality Assurance as the Driver of Excellence in Education and Economic Sustainability in Tertiary Education (Medical Education), in the Changing Landscape of the Sector; the Quality Stamp of Approval; and Student Assessment as a Measure of Quality in an Accountability Framework.

### **CANQATE Webinar Series**

UCJ Accreditation and Programme officers participated in three webinars hosted by CANQATE during the period under review. These were:

- Writing Effective Learning Outcomes- April 28, 2015
- Assessing Learning Outcomes- May 26, 2015; and
- International Quality Principles- August 3, 2015

### **Presentations**

Dr Yvonne Marshall, Executive Director, made a presentation on “The Challenges and Issues Regarding Quality in TVET” at the HEART TRUST/NTA TVET Symposium held on December 3, 2015 at the Wexford Hotel in Montego Bay, Jamaica. The symposium was held under the theme “Quality TVET for Sustainable Development.”

Dr Marshall also presented a paper entitled: “What’s in a degree?” to delegates at the Council of Community Colleges of Jamaica’s (CCCJ) annual conference held in Montego Bay, St James on Thursday, January 7, 2016.

# International Linkages and Activities



Dr Yvonne Marshall, Executive Director, with Dr Varda Ben-Shaul, Deputy Director-General for Quality Assurance at the Council for Higher Education (CHE), Israel (left); Ms Michal Neumann, Deputy Director-General for Academic Affairs and Secretary of the CHE; and Dr Steven Parscale, Chief Accreditation Officer, Accreditation Council for Business Schools and Programs, Kansas, USA.

The UCJ maintained its linkages with international organisations including:

- ✓ The International Network for Quality Assurance Agencies in Higher Education (INQAAHE)
- ✓ The United Nations Educational, Scientific and Cultural Organisation (UNESCO)
- ✓ The Council for Higher Education Accreditation (CHEA), USA
- ✓ NAFSA: Association of International Educators
- ✓ The Commonwealth of Learning (COL)
- ✓ National Academic Recognition Information Centre (UK NARIC) for the United Kingdom
- ✓ The Association of Specialized and Professional Accreditors (ASPA)
- ✓ Association of Caribbean Tertiary Institutions (ACTI)

Links and contacts were also made with other quality assurance and accreditation bodies worldwide including: the Southern Association of Colleges and Schools (SACS), USA; the Middle States Commission on Higher Education, USA; the Quality Assurance Agency (QAA), United Kingdom; the National Assessment and Accreditation Council (NAAC), India; the Australian Universities Quality Agency (AUQA) Australia; the European Association for Quality Assurance in Higher Education (ENQA); the Western Association of Schools and Colleges (WASC), USA; Northwest Commission on Colleges and Universities (NWCCU), USA; New England Association of Schools and Colleges (NEASC), USA; and the Higher Learning Commission (HLC), USA.

## ACTIVITIES

### **INQAAHE Board Meeting, Barcelona, Spain**

Dr Yvonne Marshall, attended the International Network for Quality Assurance Agencies in Higher Education (INQAAHE) Board meeting in Barcelona, Spain, from November 7-8, 2015.

The Board, approved plans for the INQAAHE Forum, scheduled for May 22-24, 2016, in Fiji; revised the constitution; finalised the yearly calendar and ratified Board committees and working groups.

Ten sub-committees were named and each committee consists of a maximum of three Board members and one or two members from the general membership.

Dr Marshall chairs the Recognition sub-committee and serves on the Meetings and Events; and the Communications and Outreach sub-committees.

### **IQAP Programme, United Kingdom**

Dr Yvonne Marshall, Executive Director, and Dr Gareth Phillips, Accreditation Officer, took part in the International

Quality Assurance Programme (IQAP) hosted by the Quality Assurance Agency (QAA) for Higher Education, UK, at the British Academy, London, England from January 18 – 22, 2016.

The IQAP attracted representatives from ministries of education, higher education institutions, and quality assurance agencies from Azerbaijan, Bahrain, Qatar, Hong Kong, China, Mexico, Morocco, Portugal, Sweden, and Jamaica.

The programme aimed to strengthen participants' ability to comment on major contemporary issues facing quality improvement in education globally; to provide comparators to their own experiences; and acquire knowledge, and new skills for planning improvement of quality assurance within their organisations.

Participants were able to focus on quality assurance in higher education, specifically working with the UK Quality Code for Higher Education. The programme also included visits to two universities: the London South Bank and the London Metropolitan University, where participants met quality assurance officers to learn about the operative systems and practices within these institutions.

### **Annual CHEA Conference and CIGQ Meeting**

The Council for Higher Education Accreditation (CHEA) annual conference, and International Quality Group (CIQG) meeting took place in Washington DC, from January 25 – 28, 2016 at the Capital Hilton Hotel, under the theme: "The Future is Now: Where Is Accreditation?"

Dr Yvonne Marshall, and Mr Richard Rose, Director, Communications and Public Education, attended both events.

The plenary and concurrent sessions included discussions on managing student aid; consumer protection from rogue institutions; graduation and completion rates; programme and student learning outcomes; establishing benchmarks; and the growth of non-traditional providers and online education.

The CIQG meeting under the theme "Quality Assurance and Accreditation: Multiple Demands; Multiple Challenges" opened with a presentation from Dr Dirk Van Damme, Head of the Innovation and Measuring Progress Division, the

Organisation for Economic Cooperation and Development (OECD).

Dr Van Damme said that there is an "explosion of demand" taking place in parts of the world where quality assurance systems are much younger and their capacity is being challenged. He indicated that in 2013, there were 140 million students and by 2030, there is likely to be between 300-400 million based on current trends.

Dr Van Damme noted that there was greater student mobility, with over 50 per cent of the students coming from Asia; an increase in the cost of education; and the need for institutions to demonstrate more than in previous years, that a degree from their institution was worth the investment.

The CIQG annual meeting closed with Dr Judith Eaton, President of CHEA, inviting delegates to work more closely with CHEA through the signing of a new Memorandum of Affiliation (MoA).



# Communications and **Public Education**



Miss Ollyvia Anderson, Public Relations and Communications Officer at the UCJ, goes through Frequently Asked Questions with students at the JCTE hosted Dr Nadine Scott Lecture Series and Professional Development Day in March 2016.

During the period under review, the UCJ took part in several public education and stakeholder events, including the Dr Nadine Scott Lecture Series and Professional Development Day, hosted by the JCTE at the G.C. Foster College of Physical Education and Sport in March 2016.

The UCJ was featured in a number of media articles. Three newspaper supplements containing the list of registered institutions and accredited programmes, and the services provided by the UCJ were produced. These were published in the Gleaner on Sunday, August 16, 2015; in the Observer newspaper and the Gleaner on Wednesday, March 9 and Thursday, March 10 respectively.

As part of the UCJ's drive to increase public awareness, the organisation continued to engage with stakeholders with a view to strengthening relations and exploring partnerships.

Stakeholder meetings and discussions to note include:

- The Jamaica Employers' Federation (JEF);
- The Jamaica Library Service (JIS);
- Human Resource Management Association of Jamaica (HRMAJ);
- The Consumer Affairs Commission (CAC);
- Jamaica Copyright Licensing Agency (JAMCOPY);
- Caribbean Graduate School of Theology (CGST);
- Shortwood Teachers' College;
- The University College of the Caribbean (UCC);
- The Chief Education Officer, Ministry of Education, Youth & Information (MOEYI);
- Management Institute of National Development (MIND);
- University of Technology, Jamaica (U-Tech);
- The Caribbean Maritime Institute (CMI);
- The Jamaica Institute of Financial Services (JIFS);
- The Jamaica Tertiary Education Commission (J-TEC);
- The Mico University College;
- The Education Department, Anglican Diocese;
- Vector Technology Institute;
- The UCJ was represented at the Sectoral Presentation Press Conference, hosted by the Hon. Rev. Ronald Thwaites MP, Minister of Education;
- The unit also participated in the MOEYI's Marketing/Communications Group and the Government Communicators meetings.

## >>> Media Opportunities and Engagement

The UCJ continued to work with the media as part of its public education activities. Media engagement during the 2015/2016 financial year include:

- Two articles were published in the Gleaner in relation to the UCJ's online policy, December 2015;
- The June and December 2015 issues of the UCJ News were published;
- "Know before you enrol" guidance published in: The Sunday Observer (Career and Education Section) and The Sunday Gleaner (Arts & Education Section) in November 2015;
- The UCJ supported World Teachers' Day by placing an advertisement in the Gleaner featuring a congratulatory message and a list of the services provided, October 2015;
- A letter to the editor of the Gleaner re: UCJ's public education was published in May 2015;
- Media engagement with the Gleaner and the Observer regarding: the UCJ assessing programmes delivered 100 per cent online by overseas institutions;
- The UCJ Published an advert in the Knox Community College 40th Anniversary and Beyond Magazine;
- An article entitled: Why is accreditation important? was published in the Nex Generation Magazine, March - June 2016;
- An advertorial was published in the Nex Generation Magazine, March - June 2016.



### The UCJ launched its Facebook Page!

The UCJ launched its official Facebook page. The page was unveiled during the 11th Annual Quality Assurance in Tertiary Education Week. Users can access the page at <https://www.facebook.com/UniversityCouncilofJamaica>

The page has up-to-date information including specialised tabs that provide users with the lists of registered institutions and accredited programmes, and advice and tips for those considering tertiary education. Users can look forward to regular updates from the UCJ via this channel.

## UCJ internal update Issue 1, April 2015

The UCJ introduced a bi-monthly Internal Update for staff in April 2015, which is now a regular feature as part of the UCJ's drive to improve internal communications. The internal update includes a commentary from the Executive Director; information on policy updates; staff training and development opportunities; meetings; key events; and general information relating to strategic and operational matters. 18 UCJ internal updates were published during the period under review.

## >>> Quality Assurance in Tertiary Education Week Media Engagement

The UCJ celebrated its 11th Annual Quality Assurance in Tertiary Education Week (March 7-11, 2016), under the theme "Assuring Quality in Programme Outcomes: Imperative for Graduate Effectiveness."

The Communications team organised media opportunities to promote the 11th Annual Quality Assurance in Tertiary Education Week. Radio interviews were arranged with:

- **Nationwide 90 FM - Talking History** with Prof Verene Shepherd - on Saturday, March 5. This was rebroadcasted on Sunday, March 6;
- **RJR 94FM - Jamaican Morning** with hosts Allan and Paula Ann on Wednesday, March 9;
- **Power 106 FM, Independent Talk** with host Althea McKenzie on Thursday, March 10 at 8:10 am.

*Print and Online Media headlines included:*

- UCI stages Quality Assurance in Tertiary Education Week, March 7-11, The JIS, March 7;
- UCI celebrates Quality Assurance in Tertiary Education Week, Go Jamaica.com, March 8;
- An eight-page UCI newspaper supplement was published in the Observer of Wednesday, March 9;
- A 24-page UCI newspaper supplement was published in the Gleaner on Thursday, March 10;
- 10 tertiary level institutions accredited for 35 courses; The Jamaica Observer, March 11;
- 10 Tertiary level Institutions accredited for 35 Courses, The JIS, March 11;
- U-Tech, NCU among 10 schools awarded course accreditation, The Gleaner, March 12;
- University Council of Jamaica accredits 16 schools, The Jamaica Observer Career and Education Section, March 13;
- Universities failing graduates, The Jamaica Observer, March 14;
- The Gleaner's Business Section included several UCI events ahead of the Week of activities;
- The UCI's schedule of events was featured on the Jamaica Information Service's Calendar of Events.

*Contact was made with the following media houses to arrange interviews:*

- Television Jamaica: Smile Jamaica
- CVM at Sunrise
- NewsTalk FM: Straight Up and Evening Edition



# UCJ Publications

## UCJ NEWS

UCJ News - Vol. I  
 UCJ News - Vol. II  
 UCJ News - Vol. III  
 UCJ News - Vol. IV  
 UCJ News - Vol. VII Issue 1  
 UCJ News - Vol. VII Issue 2  
 UCJ News - Vol. VIII Issue 1  
 UCJ News - Vol. IX Issue 1  
 UCJ News - Vol. X Issue 1  
 UCJ News - Vol. X Issue 2  
 UCJ News - Vol. X Issue 3  
 UCJ News - Vol. XI Issue 1

## ANNUAL REPORTS

Annual Report - 2001-2002  
 Annual Report - 2002-2003  
 Annual Report - 2003-2004  
 Annual Report - 2004-2005  
 Annual Report - 2005-2006  
 Annual Report - 2006-2007  
 Annual Report - 2007-2008  
 Annual Report - 2008-2009  
 Annual Report - 2009-2010  
 Annual Report - 2010-2011  
 Annual Report - 2011-2012  
 Annual Report - 2012-2013  
 Annual Report - 2013-2014  
 Annual Report - 2014-2015

## STANDARDS

Guidance and Counselling – Bachelors  
 Business Studies - Associate  
 Business Studies - Bachelors  
 Business Studies - Masters

Engineering - Associate  
 Engineering - Bachelors  
 Science - Undergraduate (out of print)  
 Science - Masters

Information Technology/Computer  
 Science - Associate

Information Technology/Computer  
 Science - Bachelors

Information Systems - Masters

Hospitality and Tourism - Associate  
 Hospitality and Tourism - Bachelors

Fine Arts (Dance, Dramatic Arts,  
 Music and Visual Arts) - Bachelors

Teacher Education - Bachelors

## PUBLICATIONS FOR THE ACCREDITATION PROCESS

- ✓ Guidelines for the Recognition of Transnational Education Qualifications
- ✓ The Registration Process: Guidelines for Registration
- ✓ The Accreditation Process: Guidelines for Programme Accreditation
- ✓ Guidelines for Establishing a Tertiary Educational Institution
- ✓ Information for Overseas Institutions
- ✓ Standards for a University
- ✓ Standards for a University College
- ✓ The Self-Study
- ✓ Manual for the Visiting Team
- ✓ Guidelines for the Accreditation of Short Courses

## BROCHURES

- ✓ Registration and Accreditation Frequently Asked Questions (FAQs)
- ✓ Diploma Mills BEWARE!
- ✓ The University Council of Jamaica (Vision, Mission, Functions)
- ✓ Registered Institutions
- ✓ Overseas Programmes offered in Jamaica (Out of print)
- ✓ UCJ and the CSME (Out of print)

## OTHER PUBLICATIONS

Tertiary Qualifications Framework (under review)  
 The Directory of Jamaican Tertiary Institution (out of print)

# Directors' and Senior Executives' Compensation April 2015 - March 2016

## Directors' Compensation

Position of Director	Honoraria	Total
Chairman	\$ 77,000.00	\$ 77,000.00
Finance Committee Chair	\$ 48,500.00	\$ 48,500.00
Human Resource Committee Chair	\$ 25,750.00	\$ 25,750.00
Accreditation, Curriculum & Development Committee Chair	\$ 58,000.00	\$ 58,000.00
Board Member 1	\$ 30,500.00	\$ 30,500.00
Board Member 2	\$ 38,000.00	\$ 38,000.00
Board Member 3	\$ 19,500.00	\$ 19,500.00
Board Member 4	\$ 27,500.00	\$ 27,500.00
Board Member 5	\$ 7,500.00	\$ 7,500.00
Board Member 6	\$ 12,000.00	\$ 12,000.00
Board Member 7	\$ 8,000.00	\$ 8,000.00
Board Member 8	\$ 8,000.00	\$ 8,000.00
Board Member 9	\$ 1,875.00	\$ 1,875.00
Board Member 10	\$ 7,500.00	\$ 7,500.00
Board Member 11	\$ 4,000.00	\$ 4,000.00
Board Member 12	\$ 34,000.00	\$ 34,000.00
Board Member 13	\$ 31,000.00	\$ 31,000.00
Board Member 14	\$ 11,000.00	\$ 11,000.00
Board Member 15	\$ 37,500.00	\$ 37,500.00
Board Member 16	\$ 23,000.00	\$ 23,000.00
Board Member 17	\$ 34,000.00	\$ 34,000.00
Board Member 18	\$ 38,500.00	\$ 38,500.00
Board Member 19	\$ 4,000.00	\$ 4,000.00
Board Member 20	\$ 23,500.00	\$ 23,500.00
Board Member 21	\$ 8,000.00	\$ 8,000.00
	\$ 618,125.00	\$ 618,125.00

## Senior Executives' Compensation

Position of Director	Year	Salary	Gratuity or Performance Incentive	Travelling Allowance or value of assigned Motor Vehicle(\$)	Pension or other retirement Benefits (\$)	Other Allowances	Non-Cash Benefits	Total
Executive Director	2015/2016	\$6,500,004		\$ 1,219,656.00				\$ 7,719,660.00
Director of Accreditation	2015/2016	\$ 4,602,520		\$ 643,128.00		\$ 171,000		\$ 5,416,648.00
Director of Research & Development	2015/2016	\$ 3,803,735		\$ 643,128.00		\$ 171,000		\$ 4,617,863.00
Director of Finance	2015/2016	\$ 1,996,656		\$ 643,128.00				\$ 2,639,784.00
Director of Human Resources and Administration	2015/2016	\$ 2,193,017		\$ 643,128.00				\$ 2,836,145.00





952

1672.88

2.33

122.25  
124.28  
140.39  
128.45

14092.69

+ 1445.65  
+ 1204.25  
+ 2008.6  
+ 1804.

2055

21  
2.68  
247.20  
672.08

31142.45

+ 3542.55  
+ 1352.14  
+ 2100.36  
+ 854.94

38992.44

69.14

312.25  
954.36  
874.48  
+ 689.45

30589.68

761.67



The University Council of Jamaica  
**Financial Statements**  
**For The Year Ended 31<sup>st</sup> March 2016**  
Expressed in Jamaica Dollars unless otherwise indicated

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**THE UNIVERSITY COUNCIL OF JAMAICA  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31ST MARCH 2016**

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**REPORT OF THE INDEPENDENT AUDITORS  
TO THE MEMBERS OF  
THE UNIVERSITY COUNCIL OF JAMAICA**

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**Report on the Financial Statements**

We have audited the accompanying financial statements of The University Council of Jamaica which comprise the statement of financial position as at 31st March 2016, the statements of comprehensive income, changes in reserve funds and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

**Management's Responsibility for the Financial Statements**

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with International Financial Reporting Standards and with the requirements of The University Council of Jamaica Act, and for such internal controls as management determines is necessary to enable the preparation of financial statements that are free from material misstatements, whether due to fraud or error.

**Auditors' Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance that the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence relating to the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation of financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

**LOCATIONS:**

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2nd Floor  
6 Oxford Road  
Kingston 5

Shop 28 (Upstairs)  
Caledonia Mall  
Mandeville  
Manchester

Lot 33 & 34  
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Runaway Bay  
St. Ann

The Annex - UGI Building  
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Montego Bay  
St James

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**REPORT OF THE INDEPENDENT AUDITORS  
TO THE MEMBERS OF  
THE UNIVERSITY COUNCIL OF JAMAICA**

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**Auditors' Responsibility (cont'd)**

An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion**

In our opinion the financial statements, give a true and fair view of the financial position of the Council as at 31st March 2016, and of its financial performance, changes in reserves and its cash flows for the year then ended in accordance with International Financial Reporting Standards and the University Council of Jamaica Act.

We have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit. In our opinion, proper accounting records have been maintained, so far as appears from our examination of those records, and the financial statements which are in agreement with the accounting records, give the information required for the purposes of the audit in the manner so required.

  
 UHY DAWGEN CHARTERED ACCOUNTANTS  
 Signature

20th July 2016

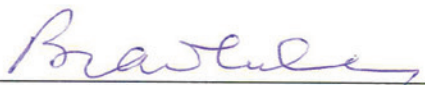
**THE UNIVERSITY COUNCIL OF JAMAICA  
STATEMENT OF FINANCIAL POSITION  
AS AT 31ST MARCH 2016**

Expressed in Jamaican Dollars unless otherwise indicated

	<u>Notes</u>	<u>2016</u> <u>₹</u>	<u>2015</u> <u>₹</u>
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property, plant and equipment	4	69,377,282	66,130,427
Investment	5	327,932	64,483
		<u>69,705,214</u>	<u>66,194,910</u>
<b>Current assets</b>			
Trade and other receivables	6	51,689,685	62,299,218
Prepayment		19,260	249,099
Cash and cash equivalents	7	77,749,770	67,137,532
		<u>129,458,715</u>	<u>129,685,849</u>
<b>Total assets</b>		<u>199,163,929</u>	<u>195,880,759</u>
<b>EQUITY AND LIABILITIES</b>			
<b>Capital and reserves</b>			
Investment Revaluation Reserves		316,189	52,740
Capital Reserves	8	2,483,964	2,483,964
Accumulated Surplus		163,472,041	166,547,032
		<u>166,272,193</u>	<u>169,083,735</u>
<b>Current liabilities</b>			
Trade and other payables	9	6,463,746	5,059,667
Deferred Income	10	26,427,990	21,737,357
		<u>32,891,736</u>	<u>26,797,024</u>
<b>Total equity and liabilities</b>		<u>199,163,929</u>	<u>195,880,759</u>

The accompanying notes form an integral part of the financial statements.

**APPROVED FOR ISSUE BY THE BOARD ON 20TH JULY 2016 AND SIGNED ON ITS BEHALF BY:**

  
 \_\_\_\_\_  
 Ambassador the Honourable Burchell Whiteman OJ  
 Chairman

  
 \_\_\_\_\_  
 Dr. Yvonne Marshall  
 Executive Director

**THE UNIVERSITY COUNCIL OF JAMAICA**  
**STATEMENT OF COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 31ST MARCH 2016**  
Expressed in Jamaican Dollars unless otherwise indicated

	<u>Notes</u>	<b>2016</b> <u>\$</u>	<b>2015</b> <u>\$</u>
<b>Revenue:</b>			
Government grants		52,104,707	58,456,727
Other income	11	<u>68,464,955</u>	<u>75,692,237</u>
		120,569,662	134,148,964
Expenses	12	<u>123,644,653</u>	<u>106,544,790</u>
(Loss)/Surplus for the year		(3,074,991)	27,604,174
<b>Other comprehensive income:</b>			
Fair value movement on investment		<u>263,449</u>	<u>2,056</u>
<b>Total Comprehensive (Loss)/Income</b>		<u>(2,811,542)</u>	<u>27,606,230</u>

The accompanying notes form an integral part of the financial statements.

**THE UNIVERSITY COUNCIL OF JAMAICA**  
**STATEMENT OF CHANGES IN RESERVE FUNDS**  
**FOR THE YEAR ENDED 31ST MARCH 2016**  
Expressed in Jamaican Dollars unless otherwise indicated

	<b>Investment Revaluation Reserve</b>	<b>Capital Reserve</b>	<b>Accumulated Surplus</b>	<b>Total</b>
	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>
<b>Balance at 31st March 2014</b>	<b>50,684</b>	<b>2,003,540</b>	<b>138,942,858</b>	<b>140,997,082</b>
<b>Total Comprehensive Income for the year:</b>				
Surplus for the year	-	-	27,604,174	27,604,174
<b>Other Comprehensive Income:</b>				
Recording of Donated Fixed Assets	-	480,424	-	480,424
Fair Value Movement in Investment	<u>2,056</u>	<u>-</u>	<u>-</u>	<u>2,056</u>
<b>Balance at 31st March 2015</b>	<b>52,740</b>	<b>2,483,964</b>	<b>166,547,032</b>	<b>169,083,735</b>
<b>Total Comprehensive Income for the year:</b>				
Loss for the year	-	-	(3,074,991)	(3,074,991)
<b>Other Comprehensive Income:</b>				
Fair Value Movement in Investment	<u>263,449</u>	<u>-</u>	<u>-</u>	<u>263,449</u>
<b>Balance at 31st March 2016</b>	<b><u>316,189</u></b>	<b><u>2,483,964</u></b>	<b><u>163,472,041</u></b>	<b><u>166,272,193</u></b>

The accompanying notes form an integral part of the financial statements.

**THE UNIVERSITY COUNCIL OF JAMAICA**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31ST MARCH 2016**  
Expressed in Jamaican Dollars unless otherwise indicated

	<b>2016</b>	<b>2015</b>
	<b>₤</b>	<b>₤</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
(Loss)/Surplus for the year	(3,074,991)	27,604,174
Adjustments to reconcile (Loss)/Surplus for the year to net cash provided by operating activities:		
Depreciation	3,440,136	2,557,707
Loss on Disposal of Fixed Asset	2,986	281,150
Interest Income	( 1,373,324)	( 2,704,151)
Provision for impairment loss	1,075,466	-
	<u>70,273</u>	<u>27,738,880</u>
Decrease/(Increase) in current assets:		
Trade and other receivables	9,697,778	( 8,145,752)
Prepayments	229,839	149,909
(Decrease)/Increase in current liabilities:		
Trade and other payables	1,404,079	( 492,692)
Deferred Income	4,690,633	2,015,891
<b>Net cash provided by operating activities</b>	<u>16,092,602</u>	<u>21,266,236</u>
<b>Cash flows from investing activities:</b>		
Interest Received	1,209,613	2,974,037
Purchase of property, plant and equipment	( 6,689,977)	( 59,300,064)
Proceeds on disposal of property, plant and equipment	-	216,503
<b>Net cash used in investing activities</b>	<u>( 5,480,364)</u>	<u>( 56,109,524)</u>
<b>Net increase/(decrease) in cash and cash equivalents</b>	10,612,238	(34,843,289)
<b>Cash and cash equivalents at beginning of year</b>	<u>67,137,532</u>	<u>101,980,821</u>
<b>Cash and cash equivalents at end of year</b>	<u>77,749,770</u>	<u>67,137,532</u>

The accompanying notes form an integral part of the financial statements.

**THE UNIVERSITY COUNCIL OF JAMAICA  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31ST MARCH 2016**

Expressed in Jamaican Dollars unless otherwise indicated

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**1. Identification:**

The University Council of Jamaica was established by virtue of the University Council of Jamaica Act 1987. It is a statutory body currently under the portfolio of the Minister of Education with its registered office located at 6b Oxford Road, Kingston 5, Jamaica.

The main functions of the Council are:-

- (a) To establish a registry of all approved tertiary institutions in Jamaica to ensure that certain minimum standards are met.
- (b) To provide accreditation for degree and specialised programmes.
- (c) To assist in the development of tertiary institutions by providing professional advice and services for the development and improvement of programmes.
- (d) To award degrees, diplomas and certificates to students who have pursued such courses at approved tertiary institutions.

These financial statements are presented in Jamaican Dollars, which is the functional currency of the Council.

**2. Adoption of Standards, Interpretations and Amendments:**

The International Accounting Standards Board (IASB) issued certain new, revised and amended standards and interpretations, which became effective during the year under review. The Council has assessed and adopted those standards which are relevant to its operation. The new standards in effect are as follows:-

**a) Standards, Interpretations and Amendments to published standards that are in effect:**

*Improvements to IFRS 2010–2012 cycle contains amendments to certain standards and interpretations and are effective for accounting periods beginning on or after July 1, 2014. The main amendments are as follows:*

- **IFRS 13: Fair Value Measurement (Effective July 2014)**

Clarifies that issuing IFRS 13 and amending IFRS 9 and IAS 39 did not remove the ability to measure certain short-term receivables and payables on an undiscounted basis (amends basis for conclusion only).

- **IAS 16 - Property, Plant and Equipment (Effective July 2014)**

Proportionate restatement of accumulated depreciation under the revaluation method.

For all depreciable assets:

The depreciable amount (cost less residual value) should be allocated on a systematic basis over the asset's useful life [IAS 16.50].

The residual value and the useful life of an asset should be reviewed at least at each financial year-end and, if expectations differ from previous estimates, any change is accounted for prospectively as a change in estimate under IAS 8. [IAS 16.51]



**THE UNIVERSITY COUNCIL OF JAMAICA**  
**NOTES TO THE FINANCIAL STATEMENTS - (CONT'D)**  
**FOR THE YEAR ENDED 31ST MARCH 2016**  
 Expressed in Jamaican Dollars unless otherwise indicated

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**2. Adoption of Standards, Interpretations and Amendments (cont'd):**

**a) Standards, Interpretations and Amendments to published standards that are in effect (cont'd):**

*Annual Improvements to IFRSs 2010–2012 Cycle (Cont'd)*

• **IAS 16 - Property, Plant and Equipment (Effective July 2014) (Cont'd)**

The depreciation method used should reflect the pattern in which the asset's economic benefits are consumed by the entity [IAS 16.60]; a depreciation method that is based on revenue that is generated by an activity that includes the use of an asset is not appropriate. [IAS 16.62A]

The depreciation method should be reviewed at least annually and, if the pattern of consumption of benefits has changed, the depreciation method should be changed prospectively as a change in estimate under IAS 8. [IAS 16.61] Expected future reductions in selling prices could be indicative of a higher rate of consumption of the future economic benefits embodied in an asset. [IAS 16.56]

Depreciation should be charged to profit or loss, unless it is included in the carrying amount of another asset [IAS 16.48].

Depreciation begins when the asset is available for use and continues until the asset is derecognised, even if it is idle. [IAS 16.55]

• **IAS 24 - Related Party Disclosures (Effective July 2014)**

Key management personnel are those persons having authority and responsibility for planning, directing, and controlling the activities of the entity, directly or indirectly, including any directors (whether executive or otherwise) of the entity. [IAS 24.9]

If an entity obtains key management personnel services from a management entity, the entity is not required to disclose the compensation paid or payable by the management entity to the management entity's employees or directors. Instead the entity discloses the amounts incurred by the entity for the provision of key management personnel services that are provided by the separate management entity. [IAS 24.17A, 18A]

• **IFRS 38: Intangible Assets (Effective July 2014)**

Revaluation method - proportionate restatement of accumulated amortisation. Clarifies that when an intangible asset is revalued the gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount.

*Improvements to IFRS 2011–2013 cycle contains amendments to certain standards and interpretations and are effective for accounting periods beginning on or after July 1, 2014. The main amendments are as follows:*

• **IFRS 13: Fair Value Measurement (Effective July 2014)**

Scope of paragraph 52 (portfolio exception)

Clarifies that the scope of the portfolio exception defined in paragraph 52 of IFRS 13 includes all contracts accounted for within the scope of IAS 39 Financial Instruments: Recognition and Measurement or IFRS 9 Financial Instruments, regardless of whether they meet the definition of financial assets or financial liabilities as defined in IAS 32 Financial Instruments: Presentation.

**THE UNIVERSITY COUNCIL OF JAMAICA  
NOTES TO THE FINANCIAL STATEMENTS - (CONT'D)  
FOR THE YEAR ENDED 31ST MARCH 2016**

Expressed in Jamaican Dollars unless otherwise indicated

**2. Adoption of Standards, Interpretations and Amendments (cont'd):**

*Improvements to IFRS 2011–2013 cycle (Cont'd)*

• **IAS 40: Investment Property (Effective July 2014)**

Clarifying the interrelationship of IFRS 3 and IAS 40 when classifying property as investment property or owner-occupied property. Clarifies that determining whether a specific transaction meets the definition of both a business combination as defined in IFRS 3 Business Combinations and investment property as defined in IAS 40 Investment Property requires the separate application of both standards independently of each other.

These affected the financial statements for accounting periods beginning on or after the first day of the months stated. The adoption of these Standards and amendments had no material impact on the Council's financial statements.

b) **Standards, Interpretations and Amendments to published standards that are not yet effective:**

Certain new, revised and amended standards and interpretations have been issued which are not yet effective for the current year and which the Council has not early-adopted. The Council has assessed the relevance of all the new standards, amendments and interpretations with respect to the Council's operations and has determined that the following are likely to have an effect on the Council's financial statements:

**IAS 1: Presentation of Financial Statement (Effective January 2016)**

The amendment address perceived impediments to preparers exercising their judgement in presenting their financial reports by making the following changes.

Clarifies that information should not be obscured by aggregating or by providing immaterial information materiality consideration apply to the all parts of the financial statements, and even when a standard requires a specific disclosure, materiality considerations do apply;

Clarifies that the list of line items to be presented in these statements can be disaggregated and aggregated as relevant and additional guidance on subtotals in these statements and clarification that an entity's share of OCI of equity-accounted associates and joint ventures should be presented in aggregated as single line items based on whether or not it will subsequently be reclassified to profit or loss;

Provides additional examples of possible ways of ordering the notes to clarify that understandability and comparability should be considered when determining the order of the notes and to demonstrate that the notes need to be presented in the order so far listed in paragraph 114 of IAS 1.

**IAS 16: Property, Plant and Equipment and IAS 38 Intangible Assets (Effective January 2016)**

Clarify that a depreciation method that is based on revenue that is generated by an activity that includes the use of an asset is not appropriate for property, plant and equipment;

**THE UNIVERSITY COUNCIL OF JAMAICA**  
**NOTES TO THE FINANCIAL STATEMENTS - (CONT'D)**  
**FOR THE YEAR ENDED 31ST MARCH 2016**  
 Expressed in Jamaican Dollars unless otherwise indicated

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**2. Adoption of Standards, Interpretations and Amendments:**

b) **Standards, Interpretations and Amendments to published standards that are not yet effective (cont'd):**

**IAS 16: Property, Plant and Equipment and IAS 38 Intangible Assets (Effective January 2016) (Cont'd)**

Introduce a rebuttable presumption that an amortisation method that is based on the revenue generated by an activity that includes the use of an intangible asset is inappropriate, which can only be overcome in limited circumstances where the intangible asset is expressed as a measure of revenue, or when it can be demonstrated that revenue and the consumption of the economic benefits of the intangible asset are highly correlated;

Add guidance that expected future reductions in the selling price of an item that was produced using an asset could indicate the expectation of technological or commercial obsolescence of the asset, which, in turn, might reflect a reduction of the future economic benefits embodied in the asset.

**IFRS 9: Financial Instruments (Effective January 1, 2018)**

This replaces the existing guidance in *IAS 39, Financial Instruments: Recognition and Measurement*. IFRS 9 introduces new requirements for the classification, measurement and recognition of financial assets and financial liabilities, in order to ensure that relevant and useful information is presented to users of financial statements. It replaces the multiple classification and measurement models in IAS 39 with a single model that has only two classification categories: amortized cost and fair value. The determination of classification will be made at initial recognition and depends on the entity's business model for managing its financial instruments and the contractual cash flow characteristics of the instrument.

Management has determined that the standard is relevant to existing policies for its current operations, but has not yet assessed the impact on adoption.

**IFRS 15: Revenue from Contracts with Customers (IAS 18 will be superseded by IFRS 15 Revenue from Contracts with Customers.) (Effective January 1, 2018)**

IFRS 15 provides a single, principles based five-step model to be applied to all contracts with customers.

The five steps in the model are as follows:

- Identify the contract with the customer
- Identify the performance obligations in the contract
- Determine the transaction price
- Allocate the transaction price to the performance obligations in the contracts
- Recognise revenue when (or as) the entity satisfies a performance obligation.

Guidance is provided on topics such as the point in which revenue is recognised, accounting for variable consideration, costs of fulfilling and obtaining a contract and various related matters. New disclosures about revenue are also introduced.

**THE UNIVERSITY COUNCIL OF JAMAICA**  
**NOTES TO THE FINANCIAL STATEMENTS - (CONT'D)**  
**FOR THE YEAR ENDED 31ST MARCH 2016**  
Expressed in Jamaican Dollars unless otherwise indicated

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**2. Adoption of Standards, Interpretations and Amendments (cont'd):**

**b) Standards, Interpretations and Amendments to published standards that are not yet effective (cont'd):**

*Improvements to IFRS 2012–2014 cycle contains amendments to certain standards and interpretations and are effective for accounting periods beginning on or after January 1, 2016. The main amendments are as follows:*

- **IFRS 5: Non-current Assets Held for Sale and Discontinued Operations (Effective January 2016)**

Adds specific guidance in IFRS 5 for cases in which an entity reclassifies an asset from held for sale to held for distribution or vice versa and cases in which held-for-distribution accounting is discontinued.

- **IFRS 7: Financial Instruments: Disclosures (Effective January 2016)**

Additional guidance to clarify whether a servicing contract is continuing involvement in a transferred asset, and clarification on offsetting disclosures in condensed interim financial statements.

**IFRS 16 - Leases (Effective January 2019)**

IFRS 16 specifies how an IFRS reporter will recognise, measure, present and disclose leases. The standard provides a single lessee accounting model, requiring lessees to recognise assets and liabilities for all leases unless the lease term is 12 months or less or the underlying asset has a low value. Lessors continue to classify leases as operating or finance, with IFRS 16's approach to lessor accounting substantially unchanged from its predecessor, IAS 17.

**Amendments to IAS 7 - Statement of Cash Flows (Effective January 2017)**

Amends IAS 7 Statement of Cash Flows to clarify that entities shall provide disclosures that enable users of financial statements to evaluate changes in liabilities arising from financing activities.

These affect financial statements for accounting periods beginning on or after the first day of the month stated. The Council is assessing the impact these amendments will have on its financial statements.

**THE UNIVERSITY COUNCIL OF JAMAICA  
NOTES TO THE FINANCIAL STATEMENTS - (CONT'D)  
FOR THE YEAR ENDED 31ST MARCH 2016**

Expressed in Jamaican Dollars unless otherwise indicated

**3. Statement of Compliance, Basis of Preparation and Significant Accounting Policies:**

**(a) Statement of Compliance and Basis of Preparation -**

These financial statements are prepared in accordance with International Financial Reporting Standards (IFRS), and their interpretations issued by the International Financial Reporting Committee of the IASB and comply in all material respects with the provisions of the University Council of Jamaica Act. They have been prepared under the historical cost convention and are expressed in Jamaican Dollars which is the functional currency of the Council.

**(b) Use of Estimates and Judgement -**

The preparation of financial statements in accordance with International Financial Reporting Standards (IFRS) requires directors and management to make estimates and assumptions that affect the amount reported in the financial statements and accompanying notes. These estimates are based on historical experience and directors and management's best knowledge of current events and actions and are reviewed on an ongoing basis. Actual results could differ from those estimates.

**(c) Property, plant and equipment -**

Property, plant and equipment are stated at historical cost less depreciation less any impairment losses.

Depreciation of property, plant and equipment is provided on the straight-line basis calculated at annual rates estimated to write off the cost of each asset over the term of its useful life. The annual rates of depreciation in use are as follows:-

Leasehold Improvements	2.5%
Building	2.5%
Furniture, Fixtures and Equipment	10%
Computer Software & Equipment	20%
Motor Vehicle	20%

Property, plant and equipment are periodically reviewed for impairment. Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down to recoverable amount.

Gains and losses on disposal of property, plant and equipment are determined by reference to their carrying amount and are taken into account in determining operating surplus or deficit.

**(d) Investments -**

Management determines the classification of investments at the time of purchase and takes account of the purpose for which the investments were made. Investments are classified as available-for-sale (AFS).

AFS investments are those that are not held for trading purposes, or originated by the Council and are measured at fair value.

These investments are measured initially at cost and subsequently at fair value less impairment losses (see note 5). AFS investments are recognised/derecognised on the day they are transferred to/by the Council. Appreciation/diminution are carried to investment revaluation reserve through other comprehensive income. Gains/losses arising from disposal of investments are recognised in surplus or deficit.

**THE UNIVERSITY COUNCIL OF JAMAICA**  
**NOTES TO THE FINANCIAL STATEMENTS - (CONT'D)**  
**FOR THE YEAR ENDED 31ST MARCH 2016**  
Expressed in Jamaican Dollars unless otherwise indicated

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**3. Statement of Compliance, Basis of Preparation and Significant Accounting Policies (Cont'd):**

**(e) Trade and Other Receivables -**

Trade and other receivables are carried at original amounts less provisions made for bad debts and impairment losses. A provision for bad debts is established when there is objective evidence that the Council will not be able to collect all amounts due according to the original terms of the receivables. The amount of any provision is the difference between the carrying amount and the expected recoverable amount.

**(f) Cash and cash equivalents -**

Cash and cash equivalents are carried in the statement of financial position at cost. For the purpose of the statement of cash flows, cash and cash equivalents comprise cash on hand, deposits held on call with banks and other short-term highly liquid deposit investments.

**(g) Trade and other payables -**

Trade and other payables includes accounts payable and accrued vacation leave.

**(h) Revenue Recognition -**

- i) Subventions/ Government grants represents budgetary support provided by government to pay for specific expenditure pertaining to the operating activities of the Council. These government grants are dealt with on a cash receipts basis.
- ii) Interest income is accrued on the principal outstanding on fixed deposits.
- iii) Annual registration, accreditation, application, assessors, reviewed administration, annual base fees and interest income are recognized and accounted for on the accruals basis.

**(i) Employee benefits -**

Vacation Accrued

Employees entitlements to annual leave are recognized when they accrue to the employees. A provision is made for the estimated liability for vacation leave, as a result of services rendered by employees up to the date of the statement of financial position.

Pension

The Council operates a defined contribution pension plan. The pension plan is funded by payments from employers and employees. The Council's contributions to the pension plan are charged to the statement of comprehensive income in the period which it relates.



**THE UNIVERSITY COUNCIL OF JAMAICA**  
**NOTES TO THE FINANCIAL STATEMENTS - (CONT'D)**  
**FOR THE YEAR ENDED 31ST MARCH 2016**  
Expressed in Jamaican Dollars unless otherwise indicated

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Page 13

**3. Statement of Compliance, Basis of Preparation and Significant Accounting Policies (Cont'd):**

**(j) Provisions -**

Provisions are recognised when the Council has a present legal or constructive obligation as a result of past events, if it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made. Where the Council expects a provision to be reimbursed, for example under an insurance contract, the reimbursement is recognized as a separate asset but only when the reimbursement is virtually certain.

**(k) Foreign currency transactions -**

During the period, transactions in foreign currencies are converted into Jamaican dollars at the rates of exchange ruling on the dates of those transactions. Assets and liabilities denominated in foreign currencies are translated at the rates of exchange ruling at the date of the statement of financial position. Gains or losses arising from fluctuation in the exchange rates are reflected in the statement of comprehensive income.

**(l) Impairment of Assets -**

The carrying amounts of the Council's assets are reviewed at each date of the statement of financial position to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated at each date of the statement of financial position. An impairment loss is recognised whenever the carrying amount of an asset or group of assets (cash generating unit) exceeds its recoverable amount. Impairment losses are recognised in the statement of comprehensive income.

**(m) Fair Value of Financial Instruments -**

Amounts reflected in the accounts for trade and other receivables, cash and cash equivalents and trade and other payables are considered to approximate their fair values due to their short term nature. Investments are actively traded in organized financial market and fair value is determined by reference to quoted market bid price on the date of the statement of financial position.

**(n) Comparative information -**

Where necessary, comparative figures have been reclassified to conform with changes in presentation in the current year. In particular, comparatives have been adjusted to take into account the requirements of IFRS.

**THE UNIVERSITY COUNCIL OF JAMAICA  
NOTES TO THE FINANCIAL STATEMENTS (CONT'D)  
FOR THE YEAR ENDED 31ST MARCH 2016**

Expressed in Jamaican Dollars unless otherwise indicated

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**3. Statement of Compliance, Basis of Preparation and Significant Accounting Policies (Cont'd):**

**(o) Related Party Balances and Transactions -**

A related party is a person or entity that is related to the Council (referred to in IAS 24, *Related Party Disclosures* as the “reporting entity”).

(a) A person or a close member of that person’s family is related to the Council if that person:

- (i) has control or joint control over the Council,
- (ii) has significant influence over the Council; or
- (iii) is a member of the key management personnel of the Council or of a parent of the Council.

(b) An entity is related to the Council if any of the following conditions applies:

- (i) The entity and the Council are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
- (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
- (iii) Both entities are joint ventures of the same third party.
- (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
- (v) The entity is a post-employment benefit plan for the benefit of employees of either the Council or an entity related to the Council. If the Council is itself such a plan, the sponsoring employers are also related to the Council.
- (vi) The entity is controlled, or jointly controlled by a person identified in (a).
- (vii) A person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
- (viii) The entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

A related party transaction is a transfer of resources, services or obligations between related parties, regardless of whether a price is charged.

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**4. Property, Plant and Equipment:**

	Land	Building	Leasehold Improvement	Construction In Progress	Furniture, Fixtures & Equipment	Computer Software & Equipment	Motor Vehicles	Total
	\$	\$	\$	\$	\$	\$	\$	\$
<b>At Cost or Valuation:</b>								
31st March 2014	-	-	124,585	-	4,896,106	6,446,529	5,065,423	16,532,643
Disposal	-	-	-	-	(1,022,368)	(2,022,121)	-	(3,044,489)
Additions	40,000,000	15,000,000	-	-	2,742,608	2,037,880	-	59,780,488
31st March 2015	40,000,000	15,000,000	124,585	-	6,616,346	6,462,288	5,065,423	73,268,642
Disposal	-	-	-	-	(19,525)	-	-	(19,525)
Additions	-	-	-	3,728,000	2,081,657	880,320	-	6,689,977
31st March 2016	40,000,000	15,000,000	124,585	3,728,000	8,678,478	7,342,608	5,065,423	79,939,094
<b>Accumulated Depreciation:</b>								
31st March 2014	-	-	43,604	-	2,609,441	3,586,431	887,868	7,127,344
Released on Disposal	-	-	-	-	(746,781)	(1,800,055)	-	(2,546,836)
Charge for the year	-	125,000	3,115	-	437,096	1,034,347	958,149	2,557,707
31st March 2015	-	125,000	46,719	-	2,299,756	2,820,723	1,846,017	7,138,215
Released on Disposal	-	-	-	-	(16,539)	-	-	(16,539)
Charge for the year	-	375,000	3,115	-	721,178	1,382,694	958,149	3,440,136
31st March 2016	-	500,000	49,834	-	3,004,395	4,203,417	2,804,166	10,561,812
<b>Net Book Values:</b>								
31st March 2016	40,000,000	14,500,000	74,751	3,728,000	5,674,083	3,139,191	2,261,257	69,377,282
31st March 2015	40,000,000	14,875,000	77,866	-	4,316,590	3,641,565	3,219,406	66,130,427
31st March 2014	-	-	80,981	-	2,286,665	2,860,098	4,177,555	9,405,299

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<b>5. Investment:</b>	<b>2016</b>	<b>2015</b>
	<b>\$</b>	<b>\$</b>
<u>Available for sale</u>		
Quoted Equity Security	<u>327,932</u>	<u>64,483</u>
This represents 163,966 (2015 - 48,392) ordinary shares held in Radio Jamaica Limited.		
<b>6. Trade and other receivables:</b>		
	<b>2016</b>	<b>2015</b>
	<b>\$</b>	<b>\$</b>
Tertiary institutions	<u>54,726,829</u>	<u>63,319,447</u>
Provision for Impairment loss at 1st April	(4,596,121)	(10,695,788)
Bad Debts Recovered	<u>816,630</u>	<u>6,099,667</u>
Provision for Impairment loss at 31st March	<u>( 3,779,491)</u>	<u>( 4,596,121)</u>
	50,947,338	58,723,326
Withholding tax recoverable	291,637	2,919,552
Staff loans	29,270	106,650
Other	<u>421,440</u>	<u>549,690</u>
	<u>51,689,685</u>	<u>62,299,218</u>
<b>7. Cash and cash equivalents:</b>		
	<b>2016</b>	<b>2015</b>
	<b>\$</b>	<b>\$</b>
Current accounts-		
- Subvention	3,859,157	8,249,055
- Administration	2,292,791	2,967,956
Deposit Account - US\$447,341 (2015 - US\$343,145)	54,265,631	39,475,440
Deposit Account - US\$95,357 (2015 - US\$94,382)	11,567,552	10,818,958
Deposit Accounts J\$	5,729,639	5,591,123
Other	<u>35,000</u>	<u>35,000</u>
	<u>77,749,770</u>	<u>67,137,532</u>

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**8. Capital Reserve:**

This reserve represents donated assets.

**9. Trade and other payables:**

	<b>2016</b>	<b>2015</b>
	<u>\$</u>	<u>\$</u>
Trade payables	1,326,938	1,090,382
Audit fees payable	282,000	282,000
Vacation leave accrued	3,980,558	3,241,467
Other	<u>874,250</u>	<u>445,818</u>
	<u>6,463,746</u>	<u>5,059,667</u>

**10. Deferred income:**

This represents the unearned portion of invoices generated during the year.

**11. Other income:**

	<b>2016</b>	<b>2015</b>
	<u>\$</u>	<u>\$</u>
Annual registration fees	595,208	489,450
Accreditation fees	22,508,339	23,060,309
Application fees	21,109,300	24,722,818
Annual base fees	6,590,108	4,208,465
Assessors' fees	4,394,152	3,168,157
Review administrative fees	1,115,884	2,181,794
Other fees	1,074,450	1,140,061
Seminar Fees	1,133,744	3,969,914
Site Visit	477,161	45,610
Assessors' Accommodation Advances	764,095	-
Interest Income	1,373,324	2,704,151
Gain on foreign exchange	5,025,299	3,678,271
Insurance Premium Refund	-	100,325
Staff Loan Interest	2,861	10,635
Recovery of Bad Debts	816,630	6,099,667
Miscellaneous	<u>1,484,400</u>	<u>112,610</u>
	<u>68,464,955</u>	<u>75,692,237</u>

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**12. Expenses:**

	<b>2016</b>	<b>2015</b>
	<u>\$</u>	<u>\$</u>
Staff Salary and Related Costs (Note 15)	92,488,862	78,247,368
Rent and maintenance	3,276,455	1,755,480
Assessors' fees	4,009,053	4,970,243
Editor's Fees	384,262	-
Auditors' remuneration	282,000	282,000
Auditors' remuneration - GCT (current & previous years)	46,530	46,530
IT Audit	842,400	-
General insurance	126,943	348,073
Property Insurance	243,991	-
Advertising	566,535	539,310
Telephone	531,615	575,025
Internet Expense	84,926	208,745
Foreign travel and accommodation	2,751,277	3,092,346
Printing and stationery	1,560,857	1,460,755
Motor vehicle insurance and license	273,418	216,032
Motor car general expense	617,570	599,198
CANQATE	599,860	138,706
Postage & Shipping	99,016	159,877
Dues and subscriptions	353,054	644,411
Professional and Legal fees	305,556	2,477,031
Honorarium	618,125	568,125
Repairs and maintenance:-		
- Motor vehicle	54,836	500
- Furniture	181,841	312,605
- Building	769,989	396,555
-Motor bike	77,899	80,616
Depreciation	3,440,135	2,557,706
Loss on Disposal of Fixed Asset	2,986	281,150
Office supplies	1,235,777	509,982
Miscellaneous	39,185	17,655
Property Tax - Windsor Avenue	84,500	-
Utilities- Windsor Avenue	1,864,178	26,592
Office Storage	256,556	127,381
Seminar expenses	1,889,843	3,955,800
Bank charges and interest	158,098	120,556
Conferences and Other Seminars Expenses	614,038	437,493
Bad debt written off	1,837,021	950,962
Provision for impairment loss - Receivables	1,075,466	-
	<u>123,644,653</u>	<u>106,544,790</u>



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**13. Taxation:**

The Council is exempt from income tax, property tax, stamp duty and taxation under the Transfer Tax Act, by virtue of Section 17 of the University Council of Jamaica Act 1987.

**14. Pension:**

The Council participates in a defined contribution Pension Plan for its employees which is administered by Sagicor Life Jamaica Limited formerly Life of Jamaica Limited and managed by a Board of Trustees. The plan is funded by contributions from employees and employer.

Pension benefits are based on each member's contributions plus accumulated interest up to retirement date or date of exit from plan. The Council's contribution during the year amounted to \$1,117,035 (2015 - \$1,623,605).

**15. Staff Salaries and Related Costs:**

	<b>2016</b>	<b>2015</b>
	<u>\$</u>	<u>\$</u>
Salaries, wages and statutory contributions	73,236,737	64,218,452
Pension contributions	1,117,035	1,623,605
Gratuity	1,625,001	1,625,000
Motor car allowance	12,918,283	8,743,811
Lunch subsidy	1,032,840	819,330
Uniform	36,000	36,000
Group life insurance	235,932	328,694
Staff Welfare	1,873,073	619,411
Casual labour	413,961	233,065
	<u>92,488,862</u>	<u>78,247,368</u>

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**16. Financial Instruments & Financial Instruments Risk Management:**

A financial instrument is a contract that gives rise to both a financial asset of one enterprise and a financial liability of another enterprise. For the purpose of the financial statements, financial assets have been determined to include cash and cash equivalents and trade and other receivables. Financial liabilities have been determined to include trade and other payables.

The activities of the Council expose it to certain financial risks which require evaluation, acceptance and management. Operational risks are an inevitable consequence of being in business. The Board of Directors aim to achieve an appropriate balance between risk and return thereby minimising any potential adverse effects on the Council's financial performance. The Board of Directors is responsible to the Minister of Education as the operations of the Council now fall under the ambit of that office.

The main types of risks to which the Council is exposed are credit risk, liquidity risk and market risk. Market risk is further broken down into interest rate risk and foreign currency risk. The management policies of the Council are designed to identify and analyse these risks, to set up appropriate controls, and to monitor the risks by means of up-to-date information.

The Executive Director has overall responsibility for the day to day management and operation of the Council. The functions of the Council are carried out through its various divisional heads.

(a) Credit risk

The Council is exposed to credit risk, which is the risk that its customers, or counter-parties will cause a financial loss for the Council by failing to discharge their contractual obligations. Management however carefully manages its exposure to credit risk in order to minimise losses. The accounts department ensures that amounts billed are collected on a timely basis and where amounts are considered doubtful or uncollectible, the necessary provisions or write off are done after careful review and approval by the Board of Directors.

Credit Review Process

The Council has established a credit quality review process and has credit policies and procedures which require regular analysis of the ability of counter-parties to meet their payment obligations.

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**16. Financial Instruments & Financial Instruments Risk Management (cont'd):**

(a) Credit risk (Cont'd)

Maximum Exposure to Credit Risk

	<b>2016</b>	<b>2015</b>
	<b>₹</b>	<b>₹</b>
Trade receivables	50,947,338	58,723,326
Withholding Tax recoverable	291,637	2,919,552
Cash and Cash Equivalents	<u>77,749,770</u>	<u>67,137,532</u>
	<u>128,988,745</u>	<u>128,780,410</u>

(i) Trade Receivables

Trade receivable balances are considered high risk, however, management closely monitors its customers to minimise the level of bad debts. The Council has verbally established a credit quality review process and has instituted credit policies and procedures which require regular analysis of the ability of debtors to meet their obligations.

(ii) Withholding Tax recoverable

This item is considered low risk as it is a receivable from government and is usually received about three to six (3 - 6) months after returns are filed.

(iii) Cash and Cash Equivalents

Cash and cash equivalents comprise current and savings accounts, and deposits held with financial institutions. The Council limits its exposure to credit risk by placing its cash and cash equivalents with counter-parties that have high credit quality. Accordingly, management does not expect any counter-party to fail to meet its obligation.

There has been no change in the Council's exposure to credit risks or the manner in which it measures and manages the risk.

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**16. Financial Instruments & Financial Instruments Risk Management (cont'd):**

(b) Liquidity risk

Liquidity risk is the risk that an enterprise will encounter difficulty in raising funds to meet commitments associated with financial liabilities when they fall due and to replace funds when they are withdrawn. The consequence may be the failure to meet obligations to creditors and also to complete projects.

The Council manages its liquidity risk by maintaining an appropriate level of resources in liquid or near liquid form. At 31st March 2016, the Council's current assets excluding prepayments exceeded its current liabilities by \$96,547,719 (2015 - \$102,639,726).

Liquidity management process

The Council's liquidity management process, as carried out within the Council and monitored by the Accounts Department, includes:

- (i) Monitoring future cash flows and liquidity on a daily basis. This incorporates an assessment of expected cash flows in relation to payment obligations.
- (ii) Monitoring Statement of Financial Position Liquidity ratios against internal requirements. The most important of these is to maintain limits on the ratio of net liquid assets to customer liabilities.

There has been no change in the Council's liquidity risk or the manner in which it measures and manages the risk.

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**NOTES TO FINANCIAL STATEMENTS - (CONT'D)**  
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**16. Financial Instruments & Financial Instruments Risk Management (cont'd):**

(b) Liquidity risk (Cont'd)

The following are the contractual maturities of financial assets and liabilities including interest payments as

**31st March 2016**

	Carrying Amount and Contractual Cash Flow	0 - 6 months	6 - 12 months	No specific maturities
	\$	\$	\$	\$
Trade and other receivables				
Trade	50,947,338	36,094,420	14,852,918	-
Others	742,347	742,347	-	-
Prepayments	19,260	19,260	-	-
Cash and cash equivalents	<u>77,749,770</u>	<u>17,297,191</u>	<u>-</u>	<u>60,452,579</u>
	<u>129,458,715</u>	<u>54,153,218</u>	<u>14,852,918</u>	<u>60,452,579</u>
Trade and other payables				
Trade	1,326,938	1,326,938	-	-
Accruals/other payables	5,136,808	1,156,250	-	3,980,558
Deferred Income	<u>26,427,990</u>	<u>17,618,660</u>	<u>8,809,330</u>	<u>-</u>
	<u>32,891,736</u>	<u>20,101,848</u>	<u>8,809,330</u>	<u>3,980,558</u>
<b>Net Current Assets</b>	<u><u>96,566,979</u></u>	<u><u>34,051,370</u></u>	<u><u>6,043,588</u></u>	<u><u>56,472,021</u></u>

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**16. Financial Instruments & Financial Instruments Risk Management (cont'd):**

(b) Liquidity risk (Cont'd)

The following are the contractual maturities of financial assets and liabilities including interest payments as  
**31st March 2015**

	Carrying Amount and Contractual Cash Flow	0 - 6 months	6 - 12 months	No specific maturities
	\$	\$	\$	\$
Trade and other receivables				
Trade	58,723,326	58,723,326	-	-
Others	3,575,892	3,575,892	-	-
Prepayments	249,099	-	249,099	-
Cash and cash equivalents	<u>67,137,532</u>	<u>16,410,081</u>	<u>-</u>	<u>50,727,451</u>
	<u>129,685,849</u>	<u>78,709,299</u>	<u>249,099</u>	<u>50,727,451</u>
Trade and other payables				
Trade	1,090,382	1,090,382	-	-
Accruals/other payables	3,969,285	727,818	-	3,241,467
Deferred Income	<u>21,737,357</u>	<u>14,491,571</u>	<u>7,245,786</u>	<u>-</u>
	<u>26,797,024</u>	<u>16,309,771</u>	<u>7,245,786</u>	<u>3,241,467</u>
<b>Net Current Assets/(Liabilities)</b>	<u>102,888,825</u>	<u>62,399,528</u>	<u>(6,996,687)</u>	<u>47,485,984</u>

(c) Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of changes in market prices. This arises mainly from changes in interest rates, foreign currency rates and equity prices. The Council's operations are impacted by changes in interest rates and foreign currency movements, but not by changes in equity prices. The effect of these changes however, are not considered significant. The objective of market risk management is to monitor and control market risk exposures within acceptable parameters, while optimising the return on investments. Market risk exposures are measured using sensitivity analyses.



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**16. Financial Instruments & Financial Instruments Risk Management (cont'd):**

(c) Market Risk (cont'd)

(i) Interest rate risk

Interest rate risk arises when the value of a financial instrument fluctuates during a specified period due to changes in the market interest rates.

The Council is exposed to interest rate risk in respect of its cash on deposit and foreign currency savings account. The Council manages this risk by maintaining net earning assets and procuring the most advantageous interest rates. It also has a policy which requires that the maturities of interest-bearing financial instruments are closely monitored.

**Financial Assets**

The Council invests excess cash in deposit accounts that are held with licensed and secure financial institutions. The interest rates paid will fluctuate from time to time but are usually reflective of the market conditions.

At the reporting date, the interest rate profile of the Council's interest-bearing financial instruments were:

	<b>Interest Rate</b>	<b>2016</b>	<b>Interest Rate</b>	<b>2015</b>
	<b>%</b>	<b>₹</b>	<b>%</b>	<b>₹</b>
<u>J\$ Bank balances</u>				
Cash on Deposit	3.75 - 6.00	5,729,639	2.10 - 7.00	5,591,123
<u>US\$ Bank balances</u>				
Deposit Account	2.00 - 2.05	11,567,552	2.10 - 3.15	10,818,958
Savings Account	1.76	<u>54,265,631</u>	1.71 - 1.81	<u>39,475,440</u>
		<u>71,562,822</u>		<u>55,885,521</u>

**Financial Liability**

The Council has no interest-bearing liability and therefore is not exposed to interest rate risk in this regard.

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**16. Financial Instruments & Financial Instruments Risk Management (cont'd):**

(c) Market Risk (cont'd)

(i) Interest rate risk (cont'd)

**Interest rate sensitivity analysis**

During the period April 2015 to March 2016, the BOJ 3-6 month deposit rates have moved by approximately 48 basis points from 4.84% to 4.36%. This unfavourable movement in interest rate is not expected to continue in the foreseeable future.

A 1% (2015 - 1%) movement in interest rates at the reporting date would have increased/(reduced) the reported surplus and accumulated surplus by the amounts shown below:

	<b>2016</b>	<b>2015</b>
	<u>\$</u>	<u>\$</u>
<b>1% (2015 - 1%) increase in interest rate</b>		
<u>J\$ Bank balances</u>		
Cash on Deposit	57,296	55,911
<u>US\$ Bank balances</u>		
Deposit Account	115,676	108,190
Savings Account	<u>542,656</u>	<u>394,754</u>
Increase in surplus	<u>715,628</u>	<u>558,855</u>
<b>1% (2015 - 1%) decrease in interest rate</b>		
Decrease in surplus	<u>(715,628)</u>	<u>(558,855)</u>

This analysis assumes that all other variables, in particular exchange rates, remain constant.

(ii) Foreign currency risk

Foreign currency risk is the risk that the market value of, or the cash flows from financial instruments will vary because of exchange rate fluctuations. The Council is exposed to foreign currency risk due to fluctuations in exchange rates on transactions and balances that are denominated in currencies other than the Jamaican dollar. A foreign currency bank account is maintained at a level which partially meets foreign currency obligations. The Council is a net expender of foreign currency.

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**16. Financial Instruments & Financial Instruments Risk Management (Cont'd):**

(c) Market Risk (cont'd)

(ii) Foreign currency risk (cont'd)

The Council's foreign currency assets at the date of the Statement of Financial Position are as follows:

	<b>2016</b>	<b>2015</b>
	<b><u>US\$</u></b>	<b><u>US\$</u></b>
Trade Receivables	179,108	548,540
Deposit Account	95,357	94,382
Savings Account	<u>447,341</u>	<u>343,145</u>
	<u>721,806</u>	<u>986,067</u>

**Sensitivity analysis**

Exchange rates in terms of Jamaican Dollars which is the Council's principal intervening currency, were as follows:

	<b><u>US\$</u></b>
31st May 2016	125.41
31st March 2016	122.04
31st March 2015	115.04

Over the period March 2015 to March 2016 there was a 6% weakening of the Jamaica Dollar against the US dollar. Between 31st March 2016 and 31st May 2016 there has been a further 3% decline in the Jamaican dollar.

Should there be a continued weakening of the Jamaican dollar against the United States Dollar by the rates indicated below, this would increase/(decrease) surplus and accumulated surplus as shown below:

	<b>Movement</b>	<b>2016</b>	<b>Movement</b>	<b>2015</b>
	<b>%</b>	<b><u>J\$</u></b>	<b>%</b>	<b><u>J\$</u></b>
Jamaican dollar revaluation	1	<u>880,907</u>	1	<u>1,134,406</u>
Jamaican dollar devaluation	6	<u>(5,285,443)</u>	10	<u>(11,344,060)</u>

The analysis assumes that all other variables, in particular, interest rates, remain constant. The analysis is performed on the same basis for 2015.

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**16. Financial Instruments & Financial Instruments Risk Management (Cont'd):**

(d) Operational risk

Operational risk is the risk of direct or indirect loss arising from a wide variety of causes associated with the council's processes, personnel, technology and infrastructure, and from external factors, other than financial risks such as those arising from legal and regulatory requirements and generally accepted standards of corporate behaviour.

The Council's objective is to manage operational risk so as to balance the avoidance of financial losses and damage to its reputation with overall cost effectiveness and to avoid control procedures that restrict initiative and creativity.

The primary responsibility for the development and implementation of controls to identify operational risk is assigned to Senior Management. This responsibility is supported by council's standards for the management of operational risk in the followings areas:

- (i) Requirements for the periodic assessment of operational risks faced, and the adequacy of controls and procedures to address the risks identified.
- (ii) Requirements for the appropriate segregation of duties, including the independent authorisation of transactions.
- (iii) Requirements for the reconciliation and monitoring of transactions.
- (iv) Compliance with regulatory and other legal requirements.
- (v) Documentations of controls and procedures.
- (vi) Requirements for the reporting of operational losses and proposed remedial action.
- (vii) Development of contingency plans.
- (viii) Training and professional development.
- (ix) Ethical and business standards.
- (x) Risk mitigation, including insurance where this is effective.

Compliance with Council's policies is supported by a programme of periodic reviews undertaken by Internal Audit. The results of Internal Audit reviews are discussed with the management of the business unit to which they relate, with summaries submitted to senior management and the Board of Directors.

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**FOR THE YEAR ENDED 31ST MARCH 2016**  
Expressed in Jamaican Dollars unless otherwise indicated

**16. Financial Instruments & Financial Instruments Risk Management (Cont'd):**

(e) Fair value:

Fair value is the amount for which an asset could be exchanged, or a liability settled between knowledgeable willing parties who are under no compulsion to act, in an arm's length transaction. Market price is used to determine fair value where an active market exists as it is the best evidence of the fair value of a financial instrument.

The amounts included in the financial statements for trade receivable, other receivable, cash and cash equivalents and payables reflect their approximate fair values because of the short-term maturity of these instruments.

The estimated fair values have been determined using available market information and appropriate valuation methodologies. However judgement is necessarily required in interpreting market data to develop estimates of fair value. Accordingly, the estimates are not necessarily indicative of the amounts that the Council would realise in a current market exchange. The estimated fair values of the Council's investments are disclosed in Note 5.

The following table provides an analysis of financial instruments held as at 31st March 2013 that, subsequent to initial recognition, are measured at fair value. The financial instruments are grouped into levels 1 to 3 based on the degree to which the fair value is observable, as follows.

Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical instruments;

Level 2 fair value measurements are those derived from inputs other than quoted prices included within level 1 that are observable for the instrument, either directly (i.e., as prices) or indirectly (i.e., derived from prices); and

Level 3 fair value measurements are those derived from valuation techniques that include inputs for the instrument that are not based on observable market data (unobservable inputs).

	Level 1	Level 2	Level 3	Total
	\$	\$	\$	\$
<b>Available-for-sale Investments -</b>				
Quoted Investments	327,932	-	-	327,932
	327,932	-	-	327,932

**THE UNIVERSITY COUNCIL OF JAMAICA**  
**NOTES TO FINANCIAL STATEMENTS - (CONT'D)**  
**FOR THE YEAR ENDED 31ST MARCH 2016**  
Expressed in Jamaican Dollars unless otherwise indicated

**16. Financial Instruments & Financial Instruments Risk Management (Cont'd):**

(e) Fair value (cont'd)

The fair value of financial instruments traded in active markets is based on quoted market prices at the date of the statement of financial position. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets is the current bid price. These instruments are grouped in level 1.

The fair value of financial instruments not traded in an active market is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in Level 2.

If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3.

The Council has no financial instruments which falls in the Level 2 and Level 3 categories for the financial year ended 31st March 2015.

(f) Capital Management:

The main objectives of the Board when managing capital are to safeguard the ability of the Council to continue as a going concern and to ensure that there are adequate revenue reserves to carry out its operations in the foreseeable future. The Board of Directors and the Executive Director monitor and maintain an appropriate balance between revenue and expenditure to ensure that the subvention received is used only for intended purposes and that adequate levels of liquidity is maintained.

There were no changes to the Council's approach to capital management during the year.

The Council's capital comprises:

	<b>2016</b>	<b>2015</b>
	<b>₹</b>	<b>₹</b>
Investment revaluation reserves	316,189	52,740
Capital Reserves	2,483,964	2,483,964
Accumulated Surplus	<u>163,472,041</u>	<u>166,547,032</u>
	<u>166,272,193</u>	<u>169,083,735</u>



# APPENDIX A

## Council Members 2015 – 2016 as at March 31, 2016

*Ambassador the Hon. Burchell Whiteman, OJ*  
**Chairman**

*Mrs Audrey Anderson (up to 30/06/2015)*

**Interim Chairman**

Former Senior Deputy Governor  
Bank of Jamaica

*Dr Yvonne Marshall*

**Executive Director**, The University Council of Jamaica

*Professor Archibald McDonald*

**Principal**,

The University of the West Indies, Mona

*Mrs Lorna Parkins*,

**Executive Director**,

Caribbean Accreditation Authority for Education in  
Medicine and Other Health Professions (CAAM-HP)

*Dr Trevor Gardner*,

**President**, Northern Caribbean University

*Mr Aldin Bellinfantie, (up to 30/06/2015)*

**Principal**, Irwin High School

*Mr D. Ward Mills*,

**Project Specialist**,

Strategic Human Resource Management and Industrial  
Relations, Public Sector Transformation Unit,  
Cabinet Office

*Dr Asburn Pinnock*

**President**, The Mico University College

*Mr Paul Miller (up to 30/06/2015)*,

**Deputy to the Chief Commissioner**

Scout's Association of Jamaica

*Prof Sir Roy Augier (up to 30/06/2015)*,

**Professor Emeritus**,

The University of the West Indies, Mona

*Dr Carol Hordatt Gentles*

**Lecturer in Education**,

School of Education,  
The University of the West Indies, Mona

*Dr Angela Samuels-Harris (up to 30/06/2015)*

**Principal**, Montego Bay Community College

*Dr Wayne Wesley*

**Executive Director**, HEART Trust/NTA

*Mr Joseph Taffe*

**Former Acting Group Chief Audit Executive**,

GraceKennedy Limited

*Professor Ronald Young*

**Emeritus Professor of Human & Comparative Physiology**,

The University of the West Indies, Mona

*Professor Colin Gyles (as of 10/2015)*

**Acting President**, The University of Technology, Jamaica

*Dr Phylicia Marshall*

**Assistant Chief Education Officer (Actg.)**

**Tertiary Unit**, Ministry of Education

*Dr Trevor Smith (as of 01/07/2015)*

**Lecturer**, Head of MIBES

Mona School of Business & Management

The University of the West Indies, Mona

*Professor Lou Anne Barclay (as of 01/07/2015)*

**Senior Lecturer**,

International Business

Mona School of Business and Management

The University of the West Indies, Mona

*Dr Claire Sutherland (as of 01/07/2015)*

**Senior Director for International and Institutional Linkages**

The University of Technology, Jamaica

*Mrs Yvonne Clarke (as of 01/07/2015)*

**Principal**, Bethlehem Moravian College

*Rev Dr Gordon Cowans (as of 01/07/2015)*

**Principal**, Knox Community College

*Ms Bevon Morrison (as of 17/08/2015)*

Call Associates Consultancy Ltd.

*Dr Anna Perkins (as of 17/08/2015)*

**Senior Programmes Officer**, Quality Assurance Unit,

Office of the Board for Undergraduate Studies

The University of the West Indies, Mona

# APPENDIX B

## Members of Staff 2015 - 2016 as at March 31, 2016

***Dr Yvonne Marshall***

Executive Director

***Miss Ollyvia Anderson***

Public Relations and Communications Officer

***Dr Dawn Barrett Adams***

Accreditation Officer

***Mrs Kenisha Blair Walcott***

Director, Human Resources and Administration

***Mrs Diane Butler***

Director of Finance

***Dr Jessica Dunn***

Accreditation Officer

***Ms Grace Gordon***

Director, Accreditation

***Mr Eaton Hendricks***

Programme Officer

***Mrs Lisa Henlin***

Accreditation Officer

***Ms Tiffany Hinds***

Assistant Accountant

***Dr Karen Isaacs***

Programme Officer

***Mrs Arlene Lawrence***

Accreditation Officer

***Ms Stacey-Ann Lewin***

Records Management Officer

***Dr Maureen Linton***

Accreditation Officer

***Dr Dotlyn Minott***

Senior Programme Officer

***Ms Thelma Mollison***

Customer Service Representative

***Mrs Michelle Ogilvie-Jackson***

Administrative Assistant

***Dr Angela Penny***

Director, Research and Development

***Ms Andrika Perkins***

Records Manager

***Dr Gareth Phillips***

Accreditation Officer

***Ms Kerry-Ann Robinson***

Office Attendant

***Mr Richard Rose***

Director, Communications and Public Education

***Ms Janine Scott***

Research and Assessment Officer

***Mrs Annie Sutherland***

Senior Secretary

***Ms Cecile Thompson (up to 30/11/2015)***

Senior Secretary

***Mrs Camille Trusty***

Executive Assistant

***Mr Ripton Watson***

Messenger

***Ms Michelle Williams***

Senior Human Resource Officer

***Ms Tushan Wilson***

Accounts Receivable Officer

# APPENDIX C

## 1. LOCAL COLLEGES, INSTITUTES AND TRAINING UNITS WITH ACCREDITED PROGRAMMES

### **B & B Institute of Business**

15 Carlton Crescent, Kingston 10

- ABE Diploma in Business Management
- ABE Diploma in Travel, Tourism and Hospitality

### **Bethel Bible College**

7 Patrick Road, Mandeville, Manchester

- Diploma in Theology
- Bachelor of Theology

### **Bethlehem Moravian College**

Malvern P.O., St. Elizabeth

- Associate of Science in Business Studies (formerly Associate Degree in Business Studies)
- Associate of Science in Hospitality and Tourism Management (formerly Associate Degree in Hospitality and Tourism Management)

### **Brown's Town Community College**

PO Box 556, Brown's Town, St. Ann

- Associate of Science in Business Studies
- Associate of Science in Hospitality and Tourism Management

### **Caribbean Graduate School of Theology (CGST)**

14-16 West Avenue, Kingston 8

- Master of Arts in Counselling Psychology
- Master of Arts in Interdisciplinary Studies (formerly Master of Arts in Caribbean Ministries)
- Master of Arts in Theological Studies
- Master of Divinity
- Master of Business Administration

### **Caribbean Maritime Institute (CMI)**

Palisadoes Park, P.O. Box 8051, CSO, Kingston

- Associate of Applied Science in Industrial Systems Operation and Maintenance (formerly Associate Degree in Industrial Systems Operation and Maintenance)
- Diploma in International Shipping and Logistics

### **Catholic College of Mandeville**

Williamsfield P.O, Manchester

- Diploma in Primary Education
- Bachelor of Education (Primary)

### **College of Agriculture, Science and Education (CASE)**

Passley Gardens, Port Antonio, Portland

- Associate of Science Degree in General Agriculture (formerly Associate of Science Degree in Agriculture)
- Associate of Science Degree in Natural Sciences
- Bachelor of Technology in Environmental Science
- Bachelor of Technology in Agricultural Production and Food Systems Management
- Associate of Science in Hospitality and Tourism Management (formerly Associate of Science Degree in Hospitality, Entertainment and Tourism)
- Associate of Science in Business Studies
- Bachelor of Science in Business Studies
- Diploma in Agriculture

### **College of Insurance and Professional Studies (CIPS)**

3A Richmond Avenue, Kingston 10

- Associate Degree in Insurance Management

### **Crowne Professional College (No longer in operation)**

53 Molynes Road, Kingston 10

- Associate Degree in Business Administration\*
- Associate Degree in Social Work\*
- Associate Degree in Media and Communication\*

### **Edna Manley College of the Visual and Performing Arts**

1 Arthur Wint Drive, Kingston 5

- Associate of Arts in Music
- Bachelor of Music (Jazz and Popular Music)
- Bachelor of Music Education
- Associate of Arts in Visual Arts
- Bachelor of Art Education
- Bachelor of Fine Arts (Visual Arts) with specializations in Visual Communication, Textile and Fibre Arts, Painting, Ceramics, Sculpture,

Printmaking and Jewellery)

- Bachelor of Arts in Drama in Education
- Associate of Arts in Arts Management
- Bachelor of Arts in Arts Management
- Bachelor of Arts in Dance Education
- Associate of Arts in Dance Performance
- Bachelor of Fine Arts in Performance and Choreography

### **Excelsior Community College**

137 Mountain View Avenue, Kingston 3

- Associate of Science in Management Information Systems
- Bachelor of Science in Management Information Systems
- Associate of Applied Science Degree in Information Technology \*
- Associate of Applied Science Degree in Electronic Engineering \*
- Bachelor of Science in Computer Science \*
- Associate of Science in Hospitality and Tourism Management (formerly Associate Degree in Hospitality, Entertainment and Tourism)
- Bachelor of Science in Hospitality and Tourism Management (formerly Bachelor of Science in Hospitality, Entertainment and Tourism)
- Associate of Science in Business Studies
- Bachelor of Science in Business Studies
- Associate of Science in Library Technical Studies

### **International University of the Caribbean (IUC)**

47 Old Hope Road, Kingston 5

#### Constituent Colleges

College for Leadership and Theological Development (CLTD) (formerly Institute for Theological and Leadership Development)

- Bachelor of Arts in Theology
- Bachelor of Arts in Guidance and Counselling
- Diploma in Theology
- Master of Arts in Pastoral Psychology and Counselling (In collaboration with St. Stephen's College (SSC), Edmonton, Canada) \*
- Bachelor of Education (Primary)
- Bachelor of Arts in General Studies
- Bachelor of Arts in Psychology
- Master of Science in Counselling and Consulting Psychology

Mel Nathan College

- Bachelor of Arts in Community Development
- Bachelor of Science in Business Administration Specialization in Programme and Project Management
- Bachelor of Science in Business Administration

### **Jamaica Theological Seminary (JTS)**

14-16 West Avenue, Kingston 8

- Bachelor of Arts in Theology
- Bachelor of Arts in General Studies
- Bachelor of Arts in Guidance and Counselling
- Bachelor of Social Work

### **Knox Community College**

Spalding P.O., Clarendon

- Certificate in Environmental Studies/Sciences \*
- Diploma in Environmental Studies/Sciences \*
- Associate of Science in Environmental Studies
- Bachelor of Science in Environmental Studies
- Associate of Science in Hospitality and Tourism Management (formerly Associate Degree in Hospitality, Entertainment and Tourism)
- Associate of Science in Business Studies
- Bachelor of Education (Primary Education)
- Associate of Science in Management Information Systems
- Associate Degree in Architectural and Construction Technology
- Associate of Applied Science in Engineering Technology \*
- Associate of Science in Engineering Technology

### **Management Institute for National Development (MIND)**

235a Old Hope Road, Kingston 6

- Post Graduate Diploma Tax Audit and Revenue Administration
- Associate of Science Degree Accounting
- Post Graduate Diploma General Management Programme (formerly The General Management Programme)
- Post Graduate Diploma Human Resource Management
- (formerly Human Resource Management Programme)
- Post Graduate Diploma Public Sector Senior Management Development Programme
- Associate of Science Degree Human Resource Management

**The Mico University College**

1A Marescaux Road, Kingston 5

- Bachelor of Education in Language and Literacy
- Bachelor of Education in Science and Technology
- Bachelor of Education in Early Childhood Education
- Bachelor of Education in Primary Education
- Bachelor of Education (Secondary) with Specializations in Business Studies, Family and Consumer Science, Mathematics, Computer Science, History and Culture, Library and Information Studies, Language and Literacy, Language and Literature, Physical Education, Social Studies, Geography and Environmental Studies, Music, Industrial Technology, Visual Arts and Science (Physics, Chemistry and Biology)
- Bachelor of Education in Special Education

**Moneague College**

Moneague, St. Ann

- Associate of Science in Hospitality and Tourism Management
- Associate of Science in Management Information Systems
- Associate of Science in Business Studies
- Bachelor of Science in Business Studies

**Montego Bay Community College**

Alice Eldemire Drive, Montego Bay, St. James

- Associate of Science in Hospitality and Tourism Management
- Associate of Science in Business Studies
- Associate of Science in Architectural and Construction Technology
- Bachelor of Science in Hospitality and Tourism Management
- Bachelor of Science in Management Information Systems
- Associate of Science in Management Information Systems
- Bachelor of Science in Business Studies
- Associate of Applied Science in Culinary Arts
- Associate of Science in Engineering
- Associate of Science in Agricultural Technology

**NCB Corporate Learning Campus**

(formerly NCB Staff Training Centre)

2 ½ Altamont Crescent, Kingston 5

- Management Trainee Programme – Postgraduate Diploma

**Portmore Community College**

P.O. Box 233, Waterford, St. Catherine

- Associate of Science in Business Studies
- Associate of Science in Computer Applications and Business Studies
- Bachelor of Science in Business Studies
- Associate of Science in Computer Servicing and Electronics
- Associate of Science in Management Information Systems
- Associate of Science in Hospitality and Tourism Management

**Regent College of the Caribbean****(formerly Jamaica Bible College)**

7 Brumalia Road, Mandeville, Manchester

- Diploma in Theology
- Associate Degree in Business Studies

**University College of the Caribbean (UCC)**

17 Worthington Avenue, Kingston 5

- Bachelor of Science in Human Resource Management
- Associate of Science in Business Administration
- Bachelor of Science in Business Administration
- Bachelor of Science in Marketing
- Associate of Science in Management Information Systems
- Bachelor of Science in Information Technology
- Commonwealth Executive Master of Business Administration
- Commonwealth Executive Master of Public Administration

**Vector Technology Institute**

35A Eastwood Park Road, Kingston 10

- Associate Degree in Computer Systems Technology
- Bachelor of Science in Technology Management
- Bachelor of Science in Information and Communication Technology



**Vocational Training Development Institute (VTDI)**

6 Gordon Town Road, Kingston 6

- Diploma in Education and Training (Postgraduate)
- Diploma in Career Development (formerly Diploma in Career Guidance and Counselling)\*
- Information and Communication Technology (ICT) Instructor Training Diploma\*
- Diploma in Information and Communication Technology
- Diploma in Entrepreneurship & Business Development \*

**Western Hospitality Institute**

Holiday Village, Rose Hall, St. James

- Associate of Science in Culinary Chef Management
- Associate of Science in Food and Beverage Management
- Associate of Science in Hotel and Restaurant Management
- Bachelor of Science in Hospitality Management

## 2. LOCAL UNIVERSITIES WITH ACCREDITED PROGRAMMES

**Northern Caribbean University (NCU)**

Manchester Road, Mandeville, Manchester

- Associate of Science in Biology
- Bachelor of Science in Biological Sciences
- Associate of Science in Business Administration
- Bachelor of Science in Business Administration
- Bachelor of Arts in Primary Teacher Education
- Bachelor of Arts in Secondary Teacher Education
- Bachelor of Science in Secondary Teacher Education
- Associate of Science in School Counselling
- Bachelor of Science in Psychology
- Bachelor of Science in Guidance Counselling (formerly Bachelor of Science in Counselling)
- Bachelor of Science in Biology Education
- Master of Public Health
- Bachelor of Science in Management Studies
- Master of Business Administration
- Master of Arts in Education
- Associate of Science in Computer Information Science (formerly Associate of Science in Information Science)

- Bachelor of Science in Computer Information Science (formerly Bachelor of Science in Information Science)
- Bachelor of Science in Computer Information Science (Business Emphasis) (formerly Bachelor of Science in Information Science, Business Emphasis)
- Bachelor of Science in Medical Technology
- Associate of Arts in English
- Bachelor of Arts in English
- Doctor of Philosophy in Education
- Master of Science in Counselling Psychology
- Master of Science in Biology
- Bachelor of Science in Computer Science (Communications Emphasis)
- Bachelor of Science in Computer Science (Programming Emphasis)
- Associate of Science in Mathematics
- Bachelor of Science in Mathematics
- Associate of Arts in Mass Communication
- Bachelor of Arts in Mass Communication
- Bachelor of Arts in History
- Associate of Science in Social Work
- Bachelor of Social Work
- Associate of Science in Family Life Education
- Diploma in Early Childhood Teacher Education
- Bachelor of Arts in Early Childhood Teacher Education

**University of Technology, Jamaica (UTech)**

237 Old Hope Road, Kingston 6

- Bachelor of Engineering (Electrical Engineering) (Post-Diploma) \*
- Bachelor of Engineering (Mechanical Engineering) (Post-Diploma) \*
- Associate of Science in Business Administration (formerly offered by Jamaican Institute of Management - JIM)
- Bachelor of Arts in Architectural Studies
- Masters in Architecture
- Bachelor of Business Administration (Post-Diploma specializations in Accounting, Finance, Management and Marketing) \*
- Bachelor of Business Administration in Banking and Financial Services \*
- Bachelor of Science in Administrative Management\*

- Bachelor of Science in Human Resource Management \*
- Diploma in Marketing \*
- Bachelor of Pharmacy
- Bachelor of Health Science
- Bachelor of Science in Computing with Management Studies\*
- Bachelor of Education – Post Diploma\*
- Bachelor of Science in Surveying and Geographic Information Sciences
- Bachelor of Science in Integrated Planning, Environmental and Resource Development\*
- Bachelor of Science in Integrated Planning, Environmental and Resource Development\*
- Bachelor of Business Administration Degree – Majors in Accounting, Administrative and Information Systems Management (formerly Administrative Management), Banking and Financial Services, Finance, Human Resource Management, Marketing, Production and Operations Management (formerly Production/Operations Management), General Management
- Bachelor of Science in Computing and Information Technology\*
- Postgraduate Diploma in Education
- Bachelor of Science in Hospitality and Tourism Management (offered jointly with UWI) \*
- Bachelor of Science Degree in Hotel, Restaurant & Tourism Management - Post Diploma\*
- Bachelor of Science Degree in Food Service Management (Original programme delivered up to May 2014)
- Bachelor of Science in Medical Technology
- Bachelor of Engineering (Electrical Engineering)
- Bachelor of Engineering (Mechanical Engineering)
- Bachelor of Education in Technical Education
- Bachelor of Education in Technical and Vocational Education and Training
- Master of Science in Workforce Education and Development
- Bachelor of Engineering in Chemical Engineering (previously listed as Bachelor of Chemical Engineering)
- Bachelor of Science in Public Health Nursing
- Bachelor of Science in Environmental Health
- Bachelor of Science in Urban and Regional Planning
- Bachelor of Science in Dietetics and Nutrition

- Master of Education in Educational Leadership and Management
- Master of Business Administration
- Bachelor of Science in Quantity Surveying
- Bachelor of Science in Land Economy and Valuation Surveying
- Associate of Science in Health Information Technology
- Bachelor of Science in Computing

### 3. ACCREDITED SHORT COURSES

#### **Fitz Ritson and Associates**

10 Holborn Road, Kingston 5

- Portfolio Management
- Strategic Financial Management\*
- Introductory Financial Analysis
- Securities and Portfolio Management\*

#### **NCB Corporate Learning Campus**

**(formerly NCB Staff Training Centre)**

2 ½ Altamont Crescent, Kingston 5

- Branch Management Programme
- Leadership Development Programme (formerly Middle Management Programme)
- Management Development Programme (formerly Junior Management Programme)

### 4. ACCREDITED INSTITUTIONS

*(All tertiary level programmes offered by the Accredited institution have the same standing and recognition as the Accredited programme.)*

#### **The University of the West Indies, Mona Campus (inclusive of the Western Campus)**

Kingston 7

### 5. UCJ-APPROVED DEGREES

*(The UCJ-Approved degree has the same standing and recognition as the Accredited programme)*

*NB: The programmes identified by ✕ were delivered as UCJ-Approved degrees by the Teachers' Colleges.*

**Bethlehem Moravian College**

Malvern P.O., St. Elizabeth

- Bachelor of Education (Secondary) ✕ With specialisation in Information Technology, Business Education
- Bachelor of Education (Primary) ✕

**Church Teachers' College**

Manchester Road, Mandeville, Manchester

- Bachelor of Education (Secondary) ✕ With specialisations in Human Ecology, Mathematics, English, Social Studies

**College of Agriculture, Science and Education**

Passley Gardens, Port Antonio, Portland

- Bachelor of Education (Secondary) ✕ With specialization in Mathematics
- Bachelor of Education (Primary) ✕

**G.C. Foster College of Physical Education & Sport**

Angels Walks Road, Spanish Town, St. Catherine

- Bachelor of Physical Education

**The Mico University College**

1A Marescaux Road, Kingston 5

- Bachelor of Science in Guidance and Counselling
- Bachelor of Education in School Management and Leadership
- Master of Arts in Teaching

**Moneague College**

Moneague, St. Ann

- Bachelor of Education (Primary) ✕

**St. Joseph's Teachers' College**

16 Old Hope Road, Kingston 5

- Bachelor of Education (Early Childhood) ✕
- Bachelor of Education (Primary) ✕

**Sam Sharpe Teachers' College**

P.O. Box 40, Granville P.A., St. James

- Bachelor of Education (Early Childhood) ✕
- Bachelor of Education (Primary) ✕
- Bachelor of Education (School Counselling) ✕
- Bachelor of Education (Special Education) ✕

**Shortwood Teachers' College**

77 Shortwood Road, Kingston 8

- Bachelor of Education (Early Childhood) ✕
- Bachelor of Education (Secondary) ✕ With specializations in Human Ecology, English, Mathematics, Religious Education, Geography/History, Modern Languages

**Vocational Training Development Institute (VTDI)**

6 Gordon Town Road, Kingston 6

- Bachelor of Science in Career Development
- Bachelor of Science in Information and Communication Technology

## 6. ACCREDITED PROGRAMMES DELIVERED IN JAMAICA BY OVERSEAS INSTITUTIONS

**Central Connecticut State University, USA/Sam Sharpe Teachers' College/The Mico University College**

- Master of Science in Educational Leadership
- Master of Science in Reading and Language Arts

**Eastern Connecticut State University, USA/Hanover Education Foundation**

- Bachelor of Arts in Sociology and Applied Social Relations \*

**Florida International University, USA/University College of the Caribbean**

- Executive Master of Business Administration\*
- Master of Science in Curriculum and Instruction
- Master of Science in Human Resource Management\*

**Manchester Business School, UK/The Jamaica Institute of Financial Services (formerly Jamaica Institute of Bankers)**

- Master of Business Administration \*

**Mount Saint Vincent University, Canada/JACAE**

- Master of Education (in Lifelong Learning; formerly Adult Education) \*
- Master of Arts in Education (in Lifelong Learning; formerly Adult Education) \*
- Bachelor of Education (Primary Education) in association with St. Joseph's Teachers' College \*
- Bachelor of Education (Primary Education)

in association with the College of Agriculture, Science and Education \*

#### **Nova Southeastern University, USA**

- Master of Business Administration\*
- Bachelor of Science in Professional Management \*
- Master of Science in Human Resource Management \*
- Master of Science in Instructional Technology and Distance Education \*
- Doctor of Education in Instructional Technology and Distance Education \*
- Master of Science in Education with specializations in Teaching and Learning and Exceptional Student Education (formerly Varying Exceptionalities and/or Special Education)
- Bachelor of Science in Applied Professional Studies\* (Concentration in Teaching and Learning) Ohio State University / Edna Manley College of the Visual and Performing Arts
- Master of Arts in Art Education

#### **Saint Mary's University of Minnesota, USA/Catholic College of Mandeville**

- Master of Education in Teaching and Learning

#### **Temple University, USA/Church Teachers College**

- Bachelor of Science in Education \*
- Master of Education in Educational Administration

#### **University College Birmingham (formerly Birmingham College of Food, Tourism and Creative Studies), UK**

- Master of Arts in Professional Hospitality and Tourism Management (formerly Master of Science in Hospitality with Tourism Management)\*

#### **University of New Orleans, USA**

- Master of Business Administration (Executive MBA) \*

#### **University of South Florida, USA/Shortwood Teachers' College**

- Masters in Early Childhood Education\*

#### **Western Carolina University, USA**

- Bachelor of Science in Education (with concentrations in Special Education, Administration, Science/Math, Early Childhood)
- Master of Arts in Education in Supervision

## **7. OVERSEAS INSTITUTIONS WITH PROGRAMMES RECOGNIZED BY THE UCJ**

*(Programmes that are Recognized by the UCJ have the same standing and recognition as the Accredited programme)*

#### **Heriot-Watt University**

*The Ordinary Bachelors Degrees (listed below) are recognized as equivalent to the first 3 years of the four-year Bachelors Degrees and the first 2 years of the three-year Bachelors Degrees.*

- Bachelor of Arts in Business and Finance (Ordinary Bachelors Degree)
- Bachelor of Arts in Management (Ordinary Bachelors Degree)
- Bachelor of Business Administration (Ordinary Bachelors Degree)
- Master of Business Administration

#### **Walden University**

- Master of Science in Education
- Master of Science in Early Childhood Studies
- Master of Science in Instructional Design
- Doctor of Education

## **8. OVERSEAS INSTITUTIONS WITH PROGRAMMES ACCREDITED BY THE UCJ**

#### **Suriname College of Hospitality and Tourism**

- Bachelor of Science in Hospitality and Tourism Management (accreditation expired 30 September 2014)

# APPENDIX D

## Registered Institutions and Training Units as at March 2016

1. **All-American Institute for Medical Sciences**  
66 High Street  
Black River, St Elizabeth
2. **B & B Institute of Business**  
12 Carlton Crescent  
Kingston 10
3. **Bethel Bible College**  
7 Patrick Road  
P.O. Box 1694  
Mandeville, Manchester
4. **Bethlehem Moravian College**  
Malvern P.O.  
St. Elizabeth
5. **Brown's Town Community College**  
P.O. Box 556 Brown's Town P.O.  
St. Ann
6. **Caribbean Graduate School of Theology**  
14-16 West Avenue  
Kingston 8
7. **Caribbean Maritime Institute**  
Palisadoes Park  
P.O. Box 80, C.S.O.  
Kingston
8. **Caribbean Wesleyan College**  
Torrington District  
P.O. Box 17, Savanna-La-Mar  
Westmoreland
9. **Catholic College of Mandeville**  
Williamsfield P.O.  
Manchester
10. **Church Teachers' College**  
Mandeville Road  
P.O. Box 41  
Manchester
11. **International University of the Caribbean**  
47 Old Hope Road  
Kingston 5  
  
Constituent Colleges:
  - **College for Leadership & Theological Development (formerly Institute for Theological and Leadership Development)**
  - **Mel Nathan College**
12. **College of Agriculture, Science & Education**  
Passley Gardens  
Port Antonio  
Portland
13. **College of Insurance and Professional Studies**  
3A Richmond Avenue  
Kingston 10
14. **Edna Manley College of the Visual & Performing Arts**  
1 Arthur Wint Drive  
Kingston 5
15. **Excelsior Community College**  
137 Mountain View Avenue  
Kingston 3
16. **G.C. Foster College of Physical Education & Sport**  
Angels Walks Road  
Spanish Town  
St. Catherine
17. **Jamaica Stock Exchange e-Campus**  
40 Harbour Street  
Kingston
18. **Jamaica Theological Seminary**  
14-16 West Avenue  
Kingston 8
19. **Knox Community College**  
Spalding P.O.  
Clarendon
20. **Management Institute for National Development**  
235A Old Hope Road  
Kingston 6
21. **The Mico University College**  
1A Marescaux Road  
Kingston 5
22. **Midland Bible Institute**  
Curatoe Hill  
P.O. Box 400  
May Pen,  
Clarendon
23. **Moneague College**  
Moneague  
St. Ann
24. **Montego Bay Community College**  
Alice Eldemire Drive  
Montego Bay, St. James

25. **NCB Corporate Learning Campus (formerly NCB Staff Training Centre)**  
2½ Altamont Crescent  
Kingston 5
26. **Paralegal Training Institute**  
47c Old Hope Road  
Kingston 5
27. **Portmore Community College**  
P.O. Box 233 Waterford  
St. Catherine
28. **Regent College of the Caribbean (formerly Jamaica Bible College)**  
7 Brumalia Road  
Mandeville,  
Manchester
29. **St. Joseph's Teachers' College**  
16 Old Hope Road  
Kingston 5
30. **St. Michael's Theological College**  
Golding Avenue  
Kingston 7
31. **Sam Sharpe Teachers' College**  
P.O. Box 40, Granville P.A.  
St. James
32. **Shortwood Teachers' College**  
77 Shortwood Road  
Kingston 8
33. **Sigma College of Nursing and Applied Sciences**  
34 Top Road  
P O Box 437  
Brown's Town  
St. Ann
34. **The Hydel College**  
Ferry  
St. Catherine
35. **United Theological College of the West Indies**  
7 Golding Avenue  
Kingston 7
36. **University College of the Caribbean**  
17 Worthington Avenue  
Kingston 5
37. **Vector Technology Institute**  
35A Eastwood Park Road  
Kingston 10
38. **Vocational Training Development Institute**  
6 Gordon Town Road  
Kingston 6

39. **Western Hospitality Institute**  
Holiday Village Rosehall  
St. James

## UNIVERSITIES

40. **Northern Caribbean University**  
Manchester Road Mandeville,  
Manchester
41. **University of Technology, Jamaica**  
237 Old Hope Road  
Kingston 6
42. **The University of the West Indies**  
Mona Campus  
Kingston 7



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# Notes





**THE  
UNIVERSITY COUNCIL  
OF JAMAICA**

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