



THE
UNIVERSITY COUNCIL
OF JAMAICA

"Assuring Quality in Higher Education"



2018-2019 ANNUAL REPORT

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ANNUAL REPORT PUBLICATION INFORMATION

THE UCJ ANNUAL REPORT 2018-2019

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LETTER TO THE MINISTER

The University Council of Jamaica
1 Winchester Road
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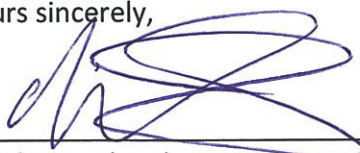
March 2019

Hon Karl Samuda CD, MP
Minister without Portfolio
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 March 31, 2019 and a copy of the statement of the Council's Accounts as at March 31, 2019 duly certified by the Auditors.

Yours sincerely,


Carolyn Hayle, Ph.D.

VISION AND MISSION

The University Council of Jamaica (UCJ) was established in October, 1987 by the University Council of Jamaica Act, 1987. It is a Statutory Body under the portfolio of the Minister of Education, Youth and Information. The UCJ is the National External Quality Assurance Agency (EQAA) for higher education in Jamaica.

VISION

The UCJ aims to be a Centre of Excellence enabling National, Regional and International development through quality assurance in higher education.

MISSION

The mission of the University Council of Jamaica is to facilitate and oversee the development and maintenance of a robust higher education quality assurance system.

VALUES

The UCJ is committed to:

Learning and Development

The Council facilitates the growth and development of individuals, higher education 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 exhibits openness and fairness in its operations.

Service

The Council provides high-quality services to all its stakeholders.

Respect

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

Quality Policy

The University Council of Jamaica (UCJ), the National External Quality Agency, is committed to facilitating the conformance to high levels of quality in higher education. In so doing, the UCJ will:

- a) provide customers and stakeholders with quality services which satisfy their expectation and requirements;
- b) conform to Government of Jamaica statutory requirements;
- c) operate according to ISO 9001: 2015 Quality Management System requirements and INQAAHE Guidelines of Good Practice;
- d) enhance the skills of management and staff through performance management processes;
- e) actively pursue on-going training and development of staff to promote efficiency and effectiveness;
- f) promote the culture of continual improvement guided by the philosophy of doing things “right the first time;” and
- g) ensure that the performance of its Quality Management System is supported by internal auditing, management reviews, and application of corrective and preventive actions.

Members of the UCJ’s Council, the Executive Team, Staff, Peer Reviewers, and Members of Advisory and Technical Committees are all responsible for quality performance and the delivery to customers and stakeholders, through the development and maintenance of high standards.

The UCJ’s Core Business Processes

The scope of the UCJ ISO 9001:2015 Quality Management System consists of the core business processes listed below:

1. Registration of institution
2. Accreditation of programmes and institutions
3. Development of standards
4. Recognition of programmes
5. Assessment of academic credentials
6. Communications and public education

Functions

The University Council of Jamaica functions essentially as a quality assurance, awards and academic development body for degree, diploma and certificate programmes proposed and developed at approved higher education institutions. Its main functions are:

1. To register institutions offering higher education to ensure that certain minimum standards are met.
2. To provide accreditation for degree and specialised programmes, as well as for institutions.
3. To grant and confer Degrees, Diplomas, Certificates and other academic awards and distinctions to and on persons who have pursued programmes of study approved by the Council at associated higher education institutions.

4. To develop, on an on-going basis, threshold standards for different levels of qualifications in various disciplines, at the higher education level.
5. To research issues pertaining to quality assurance in higher education with a view to maintaining and improving educational outcomes.
6. To assist in the development of higher education institutions by providing professional advice and services for the development and improvement of programmes.
7. To assure the quality of foreign credentials.
8. To facilitate the recognition of cross-border higher education programmes, and those of awarding bodies being offered in Jamaica.
9. To provide appropriate public information about the institutions, programmes and awarding bodies registered, accredited and recognised by the Council.
10. To monitor and evaluate higher education programmes and institutions on an on-going basis to facilitate continuous improvement.
11. To facilitate the free movement of skills and knowledge within the Caribbean Community.

Strategic Priorities

At the UCJ Council and Staff Retreat in July 2017, the Council reaffirmed the strategic priorities for the period 2016 to 2019. These are as follows:

1. To assure, monitor, and facilitate enhancement of quality and continuous improvement throughout the Jamaican tertiary education system.

Objectives

- Strengthen UCJ quality assurance processes
- Build the capacity of peer reviewers and institutions to enhance quality
- Facilitate recognition of qualifications from higher education systems
- Review and develop academic standards to support quality tertiary education
- Facilitate recognition of alternative entry pathways to promote access to tertiary education

2. To strengthen capacity and enhance the operational efficiency of the UCJ.

Objectives

- Strengthen the financial management system
- Strengthen the internal quality management system to improve efficiency
- Maximise the information and communications technology capabilities for operational efficiency
- Improve the planning, research and development functions
- Improve administrative processes in order to improve service delivery

3. To build the human resource capacity to successfully achieve the UCJ's strategic objectives.

Objectives

- Recruit, develop, and retain a competent cadre of staff
- Implement an effective performance management and appraisal system
- Increase the level of staff motivation, satisfaction, and commitment
- Provide adequate physical infrastructure and comply with occupational health, safety and wellness standards

4. To increase visibility and enhance the UCJ's image at National, Regional and International levels.

Objectives

- Strengthen relations with stakeholders at National, Regional and International levels
- Provide relevant, timely and accurate information to all stakeholders
- Enhance the presence and role of the UCJ at the National, Regional and International levels
- To improve the strategic planning, research and development functions

5. To improve the strategic planning, research and development functions.

Objectives

- Strengthen the planning and evaluation functions of the UCJ
- Conduct ongoing research with regard to trends in tertiary education and contribution to policy formulation
- Strengthen the data collection system for internal decision making

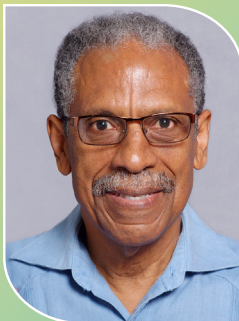
THE UCJ COUNCIL

Members of the Council are drawn from public and private sectors, professional bodies, societies and academic institutions in accordance with the University Council of Jamaica Act, 1987.

The Council is led by Dr. Carolyn Hayle, Chairman and Professor Brendan Bain, Deputy Chairman.



Dr. Carolyn Hayle
CHAIRMAN



Prof. Brendan Bain
DEPUTY CHAIRMAN



Mrs. Althea Heron
EXECUTIVE DIRECTOR



Dr. Garth Anderson
PRINCIPAL, CHURCH
TEACHERS' COLLEGE



Mrs. Barbara Cadogan
DIRECTOR, HRM&D,
MIN. OF ECONOMIC
GROWTH & JOB CREATION



Ms. Leonie Campbell
ATTORNEY-AT-LAW



Dr. Cecil Cornwall
PRESIDENT, WESTERN
HOSPITALITY



Dr. Lowell Dilworth
LECTURER,
PATHOLOGIST, UWI



Dr. Lincoln Edwards
PRESIDENT,
NORTHERN CARIBBEAN
UNIVERSITY



Mr. Stephen Edwards
DIRECTOR OF PROJECTS
TOURISM PRODUCT
DEVELOPMENT
COMPANY (TPDCO)



**Rev. Dr. Maitland
Evans**
PRESIDENT, INTL.
UNIVERSITY OF THE
CARIBBEAN



**Dr. Suzette
Houghton**
LECTURER,
GOVERNMENT, UWI



Mr. Howard Isaacs
PRINCIPAL,
MONEAGUE
TEACHER'S COLLEGE



Mrs. Hyacinth Knight
RETIRED EDUCATOR



Mr. Carl Lawrence
LEGAL OFFICER,
OFFICE OF THE
PRINCIPAL, UWI



**Dr. Phylcia
Marshall**
ASST. CHIEF
EDUCATION
OFFICER, TERTIARY
UNIT, MOEYI



**Mr. Philmore
McCarthy**
PRINCIPAL, EXCED.
COM. COLLEGE



**Prof. Archibald
McDonald**
PRINCIPAL, UWI,
MONA
(UP to OCT.16, 2018)



**Prof. Stephen
Vasciannie**
PRESIDENT, UTECH,
JAMAICA



Mr. Yaneke Watson
CHIEF TECHNICAL
DIRECTOR MIN. OF
ECONOMIC GROWTH
& JOB CREATION



Prof. Dale Webber
PRINCIPAL,
UNIVERSITY OF THE
WEST INDIES
(FROM OCT.16, 2018)



Dr. Karl Whyte
LECTURER,
EDUCATION
& LIBERAL STUDIES,
UTECH, JAMAICA

SUB-COMMITTEES OF THE UCJ

ACCREDITATION, CURRICULUM & DEVELOPMENT (AC&D) COMMITTEE



Members

Dr. Suzette Haughton
Dr. Karl Whyte
Mr. Garth Anderson
Mrs. Hyacinth Knight
Dr. Maitland Evans
Mr. Howard Isaacs
Dr. Lincoln Edwards
Prof. Stephen Vasciannie, CD
Mr. Yaneke Watson
Prof. Dale Webber
Prof. Archibald McDonald

Dr. Lowell Dilworth – Chairman

Co-opted Members

Prof. Ronald Young, UWI
Mr. Anthony Perry, UWI
Dr. Ashburn Pinnock, The Mico University College
Dr. Ethley London, Founding Executive Director, UCJ

GOVERNANCE COMMITTEE

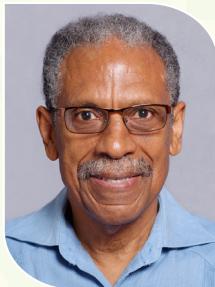


Members

Prof. Brendan Bain
– Deputy Chairman
Mr. Philmore McCarthy
Ms. Leonie Campbell

Dr. Cecil Cornwall – Chairman

INSTITUTIONAL ACCREDITATION COMMITTEE



Members

Prof. Stephen Vasciannie
Dr. Phylcia Marshall
Dr. Suzette Haughton

Prof. Brendan Bain – Chairman

Co-opted Members

Dr. Patricia O'Brien – New England Commission of Higher Education (NECHE)
Dr. Anca Greere – Quality Assurance for Higher Assurance (QAA)
Dr. Eugene Hess – Lincoln Memorial University (LMU)
Dr. Maiki Udam – Estonian Quality Agency for Higher and Vocational Education (EQAHVE)
Dr. Ruby Alleyne – University of Trinidad and Tobago (UTT)
Prof. Ivelaw Griffiths – University of Guyana (UoG)
Dr. Owen Roberts – Northern Caribbean University (NCU)
Dr. Sara Boothe – Principal Fellow, Higher Education Academy (PFHEA), Strategic Advisor - Quality External Curriculum and Quality, Academic Division, University of Tasmania

AUDIT COMMITTEE



Prof. Brendan Bain – Chairman

Members

Mrs. Barbara Cadogan
Dr. Suzette Haughton
Mr. Yaneke Watson

HUMAN RESOURCE & ADMINISTRATION COMMITTEE



Mrs. Barbara Cadogan – Chairman

Members

Ms. Leonie Campbell
Dr. Cecil Cornwall
Mr. Carl Lawrence
Dr. Karl Whyte
Mr. Yaneke Watson

INTERNAL ACADEMIC AFFAIRS COMMITTEE



Dr. Lowell Dilworth – Chairman

Co-opted Member

Prof. Ronald Young

FINANCE COMMITTEE



Mr. Philmore McCarthy – Chairman

Members

Mr. Garth Anderson
Dr. Karl Whyte

PROPERTY COMMITTEE



Prof. Archibald McDonald – Chairman

Members

Mr. Stephen Edwards
Mr. Philmore McCarthy
Mr. Carl Lawrence
Mr. Yaneke Watson

PROCUREMENT COMMITTEE



Ms. Leonie Campbell – Chairman

Co-opted Member

Ms. Sonia Lynch

MINISTER'S STATEMENT



It gives me great pleasure in extending heartiest congratulations to the University Council of Jamaica (UCJ) for over 30 years of stellar service in assuring quality in higher education.

As the External Quality Assurance body for tertiary education in Jamaica, the UCJ provides an invaluable service to the Nation. The Council has given students and prospective students of higher education the peace of mind to rest assured of the status of their degree programmes.

I am proud of efforts by the Council to modernize and improve its internal systems. Through these efforts, the UCJ will be able to enhance methods of registration as well as improve other administrative functions. The Council must be commended on attaining ISO 9001:2015 Certification.

The UCJ is the first national External Quality Assurance body in the Region to have achieved this internationally accepted standard and stands as an example of the importance of continual improvements to local institutions. This is critically important especially as we as a Ministry continue to encourage tertiary bodies to develop their own internal quality assurance systems in an effort to monitor and improve the quality of programmes delivered by these institutions.

The UCJ continues to be the standard bearer for best practices in tertiary education in Jamaica, and is making an impact on the international scene through its membership of the International Network for Quality Assurance Agencies in Higher Education. Its developmental role has assisted in capacity building in tertiary institutions across the sector.

The future of our Country and its economic development is intrinsically linked to the quality of the education and skills we provide to our students at the tertiary level; and it is therefore incumbent on institutions such as the UCJ to ensure that we are meeting these requirements. As the UCJ responds to the changing landscape, I encourage you to recommit to the ideals and practices that have contributed to your accomplishments while you continue to confront modern challenges.

Hon. Karl Samuda CD, M.P

CHAIRMAN'S STATEMENT



This year marks another significant milestone in the life of the University Council of Jamaica (UCJ). It is with great pleasure that I offer my sincere congratulations to the Council, the Management and Staff of the UCJ for a job well done.

On September 4, 2018, the UCJ attained ISO 9001:2015 certification for its core business process. This achievement ranks the UCJ as the first External Quality Assurance Agency (EQAA) in the Caribbean region to have undergone an external review in an effort to guarantee that it has in place robust quality management systems and processes. ISO Certification is internationally recognized and its designation not only enhances the UCJ's already established global credibility but it also further aids in global acceptance, portability and competitiveness of qualifications obtained in Jamaica.

As a further step in ensuring the acceptability and portability of qualifications obtained in Jamaica, the UCJ has added technology enhancing measures to its already robust Quality Assurance processes. This will allow for seamless and efficient review and interaction with institutions but more particular for external quality assurance agencies globally to view the institutions quality assured by the UCJ. This is also in keeping with UCJ's thrust for institutions to meet and/or exceed standards required to produce a competent workforce. The adherence to institutional and programme standards makes institutions globally competitive.

This year, in addition to quality assuring and bolstering its internal process, the UCJ sought to educate its many stakeholders on the various aspects of quality assurance. This broad understanding of the sector and its operations is an imperative and must continuously be reinforced. The UCJ has been instrumental in showcasing, through its 14th Quality Assurance in Higher Education Week, the idea *"Quality in Higher Education: Managing Expectations and Changes."*

The focus of the Symposium was on New Developments, Changes and Challenges in Higher Education Quality Assurance. The emphasis was discipline specific. The UCJ invited many international experts to explain these matters from their perspective. These efforts underscore the UCJ's commitment to stakeholder partnerships and networks. Expert speakers for this symposium were drawn from the United States and European countries but it was the presentation from the President of JAMPRO, Diane Edwards, which firmly underscored the importance of the work of the UCJ and its higher education partner institutions in aiding Jamaica to attract inward investment. This is the link to Vision 2030 through Goal 1 (Jamaicans are empowered to achieve their fullest potential) and Goal 3 (Jamaica's economy is prosperous).

I, therefore, strongly recommend to all higher education institutions to obtain the UCJ stamp of approval by registering to become quality assured. UCJ quality assurance provides greater recognition for your institutions and programme offerings.

I also take this opportunity to also highlight the fact that for the past 32 years, the UCJ has been pivotal in the development of a coherent higher education sector in Jamaica. These efforts have enabled access to alternative and affordable pathways to higher education, inclusiveness, flexibility and as well as responsiveness to the labour market demands. These efforts by the UCJ have bolstered portability, confidence, international recognition and acceptance of qualifications gained at institutions that have been quality assured by the UCJ.

My heartiest congratulations to the entire team at the UCJ, headed by Mrs. Althea Heron, Executive Director. I also take this opportunity to thank my fellow Council members for their unwavering support and contribution during the period under review.

Thank you for a job well done and I wish for you continued success.

EXECUTIVE DIRECTOR'S STATEMENT



During the period under review, the University Council of Jamaica continued to make outstanding contribution to nation building by delivering on its vision to be a Centre of Excellence for quality assurance in higher education in the Caribbean and the region. As we move forward to expand our national and international network of development in higher education, quality assurance is our hallmark.

Being tasked with the responsibility for assuring the quality of higher education, the UCJ holds fast to its commitment and strategic imperative to increase accessibility to an inclusive and non elitist system of higher education. There has been an increase in institutions signalling their interests in registration; this moved from seven in the previous year to 25 in the period under review. Two institutions received Institutional Accreditation while Certificates of Candidacy

for Institutional Accreditation were awarded to four institutions. This was a very active period in which 38 programmes were accredited, 71 Assessors trained and over 228 monitoring interventions took place, providing support and information to the institutions.

During financial year 2018/2019 the UCJ approved the comprehensive fee structure for its external quality assurance services by establishing an equitable mechanism for the determination of fees for Institutional and Programme accreditation. The recommendations from the actuarial firm GFRAM Consultant and a multivariate model were the determinants for the revised fee structure.

An important initiative introduced by the UCJ was “Programmes and Institutions Under Review.” This new feature gives information about programmes or institutions going through the process of accreditation or registration and which allows stakeholders to see the status of an application in the process.

The UCJ, in acknowledgment of the long process involved in developing programme standards, took the decision to focus on developing generic standards to provide general guidelines to institutions in the development of their programmes. During the period, eight standards were developed and published.

In order to assist institutions to develop and quality assure programmes aligned to qualifications standards, the UCJ's Tertiary Qualifications Framework (TQF) was revised and launched in March 2019. This is the first major revision of the framework since it was first developed in 2007.

The UCJ has established and implemented a Quality Management System (QMS) which is built on the ISO 9001:2015 international standard requirements. In 2018 the UCJ attained ISO 9001:2015 Certification for its core business processes. This achievement ranks us as the first external quality assurance agency in the Caribbean region to have undergone an external review to assure that it has in place a robust quality management system and processes.

The journey over the past year could not have been achieved without the support of our stakeholders, including, our international quality assurance partners. I therefore must use this opportunity to extend my gratitude to all those who were instrumental in making the past year a success. Special thanks to the Board Chairman, Dr. Carolyn Hayle, the Council Members, Assessors, The Ministry of Education Youth and Information, Institutions and to my committed staff for your counsel, time, talent and resources in advancing the cause of quality assurance in higher education.

THE UCJ'S QUALITY MANAGEMENT SYSTEM (QMS)

Following on from the start of the project in April 2017 to implement a Quality Management System (QMS) that addresses the ISO 9001:2015 requirements, the UCJ attained ISO 9001:2015 certification for its core business processes: Registration of Institutions, Accreditation of Programmes and Institutions, Recognition of Transnational Education Programmes, Assessment of Credentials, Development of Standards, and Communications and Public Education.



The UCJ is now ISO 9001:2015 certified. The Certificate of Conformity was received from the National Certification Body of Jamaica in September 2018.

With this certification, the UCJ will now be subjected to a regime of regular cycles of review to ensure compliance and continued improvement.

This achievement ranks the UCJ as the first EQAA in the Caribbean region to have undergone an external review to assure that it has in place robust quality management system and processes, clearly defined procedures, and effective operational activities that are benchmarked and satisfy internationally accepted quality standards.

This internationally recognized certification further enhances the UCJ's credibility, and strengthens public as well as stakeholders' confidence – including the UCJ's quality assurance peers and the wider international community. The ISO Certification has strengthened the UCJ's commitment

to quality and standards in its work with its primary customers, higher education institutions and their graduates. This is expected to enhance the global portability and competitiveness of qualifications obtained in Jamaica.



L-R – Mrs. Georgette Bolton-Smith, Assistant Operations Officer, National Certification Body of Jamaica (at Podium). Presenting the award (from left) – Mrs. Michelle Sturridge (Manager, National Certification Body of Jamaica); and Senator Matthew Samuda (Chairman, Bureau of Standards Jamaica Standards Council). Receiving the award (from left) – Mrs. Althea Heron (Executive Director, the University Council of Jamaica); Dr. Angela Penny (Director, Research and Development, UCJ).

QUALITY ASSURANCE IN HIGHER EDUCATION WEEK, 2019

The Council's 14th Annual Quality Assurance in Higher Education Week was celebrated during March 11-15, 2019 under the theme *"Quality Assurance in Higher Education: Managing Expectations and Changes"*. The week's activities had two major events: A Symposium in Quality Assurance in Higher Education and the Launch of the UCJ's Integrated Quality Management System (iQAMS), hosted at the Iberostar Hotel Montego Bay.



From left, Prof. Ronald Young, Professor Emeritus, Human and Comparative Physiology, Dr. Suzanne Van Els, Music Quality Enhancement (MusiQue) member, Dr. Dave Holger, Chair, International Engineering Alliance, Dr. John R. Boulet, Educational Commission for Foreign Medical Graduates (ECFMG), Dr. Irving Wasser, Founding President, European Alliance of Professional Accreditation (EASPA), Dr. Carolyn Hayle, Chairman University Council of Jamaica (UCJ), Ms. Charolette Fletcher, the National Recognition Information Centre for the United Kingdom Assurance Group (UK NARIC), Mrs. Althea Heron, Executive Director, UCJ, Dr. Dotlyn Minott – Director of Accreditation UCJ.

The symposium, the first of its kind in Jamaica explored the global trends and emerging issues in higher education and quality assurance; the role of specialized accreditation agencies in higher education; the linkages between higher education and the labour market; as well as the portability of qualifications and its implications for quality assurance.

Speakers were drawn from Europe and the USA with vast experience and expertise in quality standards and requirements for higher education in quality standards for higher education in disciplines such as: Creative and Performing Arts, Engineering, Medicine and Life Sciences as well as Business and Informatics. The keynote speaker, Dr. Irving Wasser, Managing Director, Accreditation Agency specialized in Accrediting Degree Programs in Engineering, Informatics, the Natural Sciences and Mathematics (ASIIN), spoke on ***Global Trends in Higher Education Quality Assurance and Accreditation: What can we expect in the future?***

Other speakers included Ms. Charlotte Fletcher from the National Recognition Information Centre for the United Kingdom Assurance Group (UK NARIC) who spoke on, ***"The importance of different types of qualifications in the current higher education environment."***

Dr. David Holger, Chair of the International Engineering Alliance (IEA) spoke on the ongoing collaborative efforts with other organizations to address current global quality assurance trends and issues in engineering. Also addressing the conference on **“Accreditation of Undergraduate Medical Education: Benefits and Challenges,”** was Dr. John Boulet, Vice President, Research and Data Resources, Foundation for advancement of International Medical Education and Research. Dr. Suzanne Van Els from the Music Quality Enhancement (MusiQuE) addressed a challenge that is often referred to in quality assurance processes: the involvement of teaching staff in these processes. Mrs. Diane Edwards, President Jamaica Promotions spoke on **“Jamaica’s Human Capital: Highest Quality.”**

Special remarks were offered by Professor Marlene Hamilton, Chairman, The Caribbean Accreditation Authority for Education in Medicine and other Health Professionals (CAAM-HP).

The day’s activities also included the launch of new Occupational, Generic and Discipline – specific Standards in the following areas:

- Bachelor’s Degree in Education
- Associate and Bachelor’s Degrees in Psychology
- Generic Associate Degree
- Generic Occupational Associate Degree programmes

Following the Symposium an awards ceremony was held and institutions that have recently received registration, institutional and programme accreditation as well as candidacy for institutional accreditation were presented with certificates.

Over 100 participants representing 48 higher education institutions were in attendance.

An Awards Ceremony formed part of the symposium and certificates were presented to three institutions that have been registered during the period. Thirteen institutions received 55 Certificates of Programme Accreditation, while two institutions received Certificates of Institutional Accreditation and four institutions received Certificates of Candidacy for Institutional Accreditation.

QUALITY ASSURANCE ACTIVITIES

During the period, the University Council of Jamaica (UCJ) continued to execute its mandate to assure quality in the Jamaican higher education sector through the quality assurance processes of Registration of Institutions and Accreditation of Programmes and Institutions.

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

Programme 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 threshold standards.

The External 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.

ACCREDITATION IMPROVEMENTS

The Accreditation Unit sought to strengthen its processes and procedures and had initiated the following measures during the period. These have brought about enhanced quality and efficiency in the accreditation process:

1. *Established and implemented the Institutional Accreditation Review Committee (IAR), a Sub-Committee of the Council to review IA submissions. The Committee of 12 includes local and overseas members*
2. *Established and implemented the Internal Academic Affairs Review Committee to develop and review policies for the UCJ's QA process*
3. *Implemented and conducted preparation meetings as part of the process to prepare for site visits - 23 preparation meetings were held during the period.*
4. *Increased the use of technology to train chairpersons and assessors, including overseas persons.*
5. *Used audio training modules to train assessors.*
6. *Revised the Manual for the Visiting Team*

Visits Conducted

The UCJ conducted a number of visits with respect to the registration of institutions and accreditation of programmes and institutions during the year under review.

Visits Conducted (Registration)

Visits were conducted by the UCJ to evaluate two institutions for registration. The institutions were:

- Caribbean School of Medical Sciences, Jamaica
- National College for Educational Leadership

Visits Conducted (Programme Accreditation)

Fifteen visits were conducted for accreditation at eight institutions to review 38 programmes during the year under review. Some institutions had repeat visits as several programmes were evaluated. In addition, there were also visits to 11 extension sites. Site visits were conducted at the following institutions for the number of programmes stated:

- | | | |
|--|---|----|
| 1. Caribbean Graduate School of Theology | - | 4 |
| 2. Brown's Town Community College | - | 2 |
| 3. Excelsior Community College | - | 11 |
| 4. Joint Board of Teacher Education | - | 1 |
| 5. Temple University/Church Teachers' College | - | 1 |
| 6. The Mico University College | - | 10 |
| 7. University College of the Commonwealth Caribbean
(registered with the UCJ as University of the Commonwealth Caribbean) | - | 6 |
| 8. Vocational Training and Development Institute | - | 3 |

The programmes evaluated covered several disciplines inclusive of: Architectural and Construction Technology, Business Studies, Career Development, Education, Environmental Studies, Hospitality & Tourism Management, Information Technology/Information and Communication Technology, Marketing, Performing Arts, Production and Operations Management, Psychology/Counselling Psychology, Social Work and Theology.

Visits Conducted (Institutional Accreditation)

The UCJ conducted visits from April 30, 2018 to May 4, 2019 to the University of Technology, Jamaica (UTech) for the purpose of institutional accreditation. The visiting evaluation team comprised five overseas assessors and one local desk reviewer.

COUNCIL DECISIONS ON REGISTRATION AND ACCREDITATION

REGISTRATION

During the period under review, the Council deliberated, and took decisions, on four institutions evaluated for registration. The visit for two of the institutions were conducted in the previous financial period. Three institutions were registered and the decision for one is pending.

The institutions granted registration were:

- Caribbean School of Medical Sciences, Jamaica
- National Police College of Jamaica
- SPACS School of Paramedical Studies

PROGRAMME ACCREDITATION

The Council deliberated, and took decisions, on 57 programmes. Fifty-five programmes were granted accreditation/re-accreditation/UCJ-Approved Degree status. An extension for accreditation was granted for two programmes.

The 55 programmes that were granted accreditation/re-accreditation comprised the following:

• Master's degrees	-	5
• Bachelor's degrees	-	28
• Associate degrees	-	20
• Postgraduate diploma	-	2

These programmes were in the disciplines of Applied Behaviour Analysis, Architectural and Construction Technology, Art Education/Visual Arts/Theatre Arts, Business Studies, Counselling Psychology, Criminal Justice, Dietetics, Education, Engineering, Environmental Studies, Financial Services Management, Food Service Management, Hospitality & Tourism Management, Computer Systems Technology/Information Technology/Information and Communication Technology/Management Information System, Marketing, Nursing and Performing Arts.

The institutions delivering the programmes included private and public local institutions, as well as overseas institutions.

PROGRAMMES GRANTED ACCREDITATION/RE-ACCREDITATION 2018 – 2019

The 55 programmes (in 13 institutions) granted accreditation/re-accreditation by the Council during the period under review are as follows:

Bethlehem Moravian College

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

Caribbean Graduate School of Theology

- Master of Arts in Counselling Psychology

Edna Manley College of the Visual and Performing Arts

- Bachelor of Art Education
- Associate of Arts in Visual Arts
- Bachelor of Fine Arts (Visual Arts)
- Associate of Arts in Theatre Arts – Acting
- Bachelor of Fine Arts in Theatre Arts – Acting

Excelsior Community College

- Associate of Arts in Performing Arts
- Associate of Science in Hospitality and Tourism Management
- Bachelor of Science in Hospitality and Tourism Management
- Associate of Science in Management Information Systems
- Bachelor of Science in Management Information Systems

Jamaica Stock Exchange e-Campus

- Post Graduate Diploma in Financial Services Management

Jamaica Theological Seminary

- Bachelor of Arts in Applied Behaviour Analysis
- Bachelor of Arts in Social and Professional Transformation

Moneague College

- Associate of Science in Criminal Justice
- Associate of Science in Computer Servicing and Electronics
- Associate of Science in Business Administration
- Bachelor of Science in Business Administration
- Associate of Science in Management Information Systems
- Associate of Science in Hospitality and Tourism Management
- Bachelor of Science in Hospitality and Tourism Management

Montego Bay Community College

- Associate Degree in Science - Culinary Arts Core
- Associate of Science in Architectural and Construction Technology
- Associate of Science in Engineering
- Associate of Science in Business Administration
- Associate of Science in Social Work
- Associate of Science in Management Information Systems
- Bachelor of Science in Management Information Systems
- Bachelor of Science in Environmental Studies

Northern Caribbean University

- Associate of Science in Dietetics
- Bachelor of Science in Dietetics
- Bachelor of Arts in Early Childhood Education
- Bachelor of Arts in Primary Teacher Education
- Bachelor of Science/Bachelor of Arts in Secondary Teacher Education

Temple University

- Master of Education in Educational Leadership

The Mico University College

- Bachelor of Education (Secondary) with specializations in:
 - Social Studies
 - History and Culture
 - Family & Consumer Science
 - Language & Literature
 - Language & Literacy
 - Library & Information Studies
 - Physical Education

University of Technology, Jamaica

- Bachelor of Science in Science and Education
- Bachelor of Science in Nursing
- Bachelor of Science in Hospitality and Tourism Management
- Bachelor of Science in Food Service Management
- Postgraduate Diploma in Education
- Master of Science in Built Environment
- Master of Science in Mathematics Teaching (offered in collaboration with Church Teachers' College)
- Master of Science in Workforce Training and Education

Vector Technology Institute

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

A Full Listing of Accredited Programmes/Institutions and Registered Institutions and Training Units is given in Appendix C

Institutional Accreditation

Institutional Accreditation (IA) is a comprehensive evaluation of the institution and its academic and administrative effectiveness. An institution seeking Institutional Accreditation is required to demonstrate that it has in place an effective Internal Quality Assurance (IQA) system that manages quality across the entire institution, in all aspects of the institution's life and operations resulting in the development, management and delivery of programmes that meet required standards.



Dr. Lincoln Edwards, President NCU, receiving of Institutional Accreditation Certificate from Dr. Carolyn Hayle, Board Chairman, UCJ



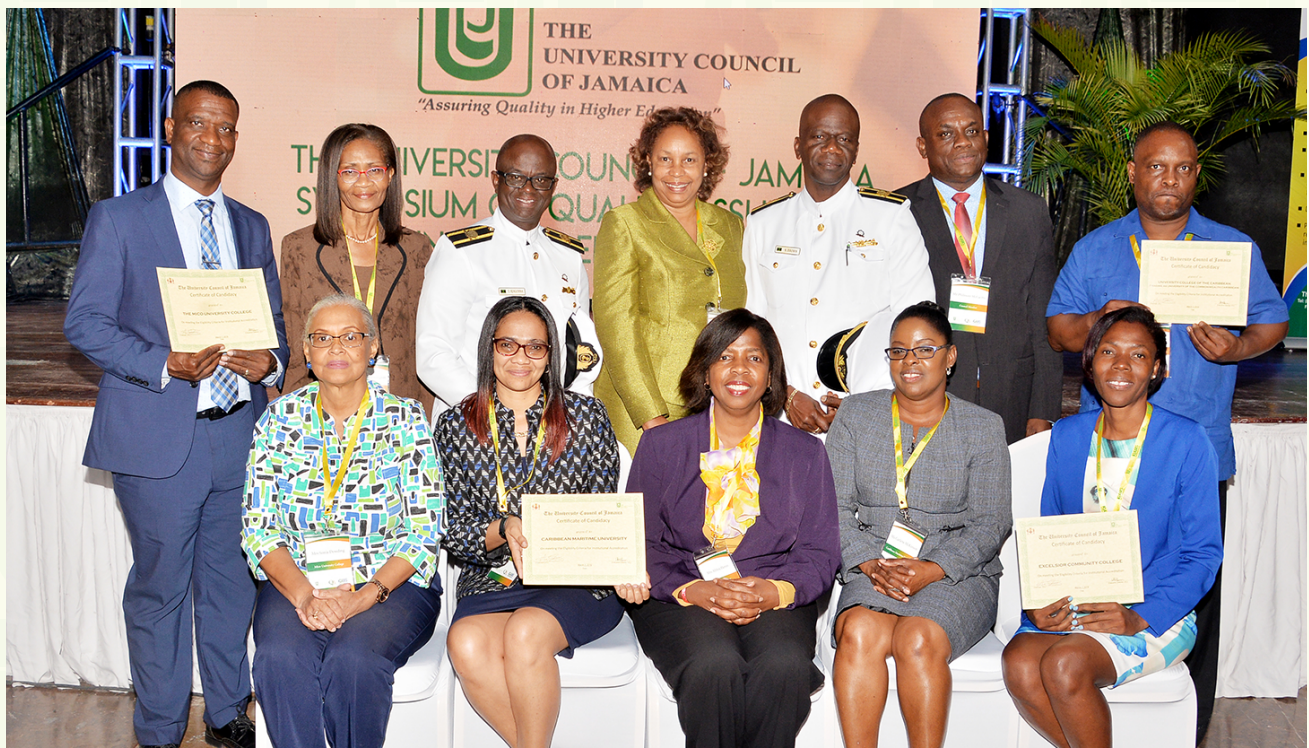
Professor Stephen Vasciannie, President, UTECH receiving Institutional Accreditation Certificate from Dr. Carolyn Hayle, Board Chairman, UCJ

Individual academic programmes are not reviewed during the institutional accreditation process. When institutional accreditation is granted, all programmes are recognized by the UCJ and local and international stakeholders, as meeting minimum acceptable standards. At the effective date of institutional accreditation, all tertiary level programmes are recognised as having the same standing and recognition as an accredited programme.

Northern Caribbean University was granted Institutional Accreditation on November 29, 2018, the site visit having been conducted in the previous financial year, March 19-23, 2018. The University of Technology, was granted Institutional Accreditation on December 19, 2018. A site visit was conducted to review the University of the West Indies, Mona for re-accreditation on February 18-22, 2019.



Representatives from Higher Education Institutions displaying their Programme Accreditation Certificates.



Representatives from the Mico University College, the Caribbean Maritime University, the Excelsior Community College and the University of the Commonwealth Caribbean displaying their certificates of candidacy for Institutional Accreditation.

Four institutions were reviewed against the Eligibility Criteria for Institutional Accreditation and granted Candidacy Status for Institutional Accreditation: Caribbean Maritime University, Excelsior Community College, The Mico University College, University of the Commonwealth Caribbean (*registered with the UCJ as a university college, formerly University College of the Caribbean*).

POLICY/OPERATIONAL DOCUMENTS

Application Form for the Registration of General Providers and Brokers

General Providers and Brokers is a new category of institutions conceptualized to allow for the incorporation of non-traditional providers in the higher education sector; This category will facilitate the registration and recognition of institutions that do not provide academic awards independently of an awarding body.

An application form and guidelines were developed to facilitate the documentation and evaluation process.

Four new policies were developed during the period under review:

1. Equivalence of qualifications
2. Recognition of National Accreditors in the United States
3. Disposal of Submissions as per Quality Management Policy
4. Appeals Policy

A review was also done of the Assessors' Agreement, and the Declaration for Conflict of Interest forms.

Monitoring Activities

The University Council of Jamaica continued its monitoring of registered and accredited institutions, and accredited programmes and short courses in order to verify that such institutions and programmes continue to meet the required standards and guidelines; and to ensure that areas identified for improvement and strengthening are addressed. The registration and accreditation of institutions and the accreditation of programmes and short courses are subject to terms and conditions outlined by the University Council of Jamaica (UCJ).

Monitoring activities involved responding to telephone, email and in-person queries and complaints; addressing advertisements and other information in the electronic and printed media; as well as the review of annual status reports submitted by the institutions, in order to determine the extent to which institutions are responding to the recommendations and suggestions outlined in accreditation/registration reports and letters. Substantive changes are monitored.

The UCJ also provides guidance, advice and training to institutions in order to strengthen institutional capacity for continuous quality enhancement.

As part of the monitoring framework, two verification visits were undertaken.

Capacity Building

The UCJ continued its thrust of building the capacity of its internal and external stakeholders. In the period, the UCJ conducted two Institutional Accreditation (IA) Workshops, three General Workshops for Assessors and 20 Preparation Meetings prior to visits in which 45 assessors, inclusive of 25 new ones participated.

In addition, the UCJ conducted 16 sessions with institutions - nine training interventions and seven training sessions which focused on iQAMS Sensitization involving the Accreditation Process (Registration, Programmatic and Institutional Accreditation).

Summary

The activities of the accreditation unit for the period April 1, 2018 – March 31, 2019 are summarized in Table 1.

Table 1: Summary of Registration and Accreditation Activities

Table 1

ACTIVITY	NUMBER
No. of visits	
• Registration visits conducted	2
• Institutions evaluated for Registration	4
• Institutions granted Registration	3
• Registration pending	1
No. of visits – institutional accreditation	
• Main Campus	2
• Extension Sites	6
• Observer Status for IA visit	1 (+1 Extn site)
No. of visits: programme accreditation	
• Main Campus	15
• Extension Sites	11
• Verification visit	2
Decisions taken on programmes evaluated based on visits in the previous and current year.	57
• Programmes accredited	20
• Programmes re-accredited	35
• Programmes granted extension of accreditation	2
No. of Institutions with programmes granted accreditation/ re-accreditation	13

Table 2: Summary of Registered Institutions as at March 31, 2019

Table 2

CATEGORY	NUMBER
Local Colleges, Institutes and Training Units	41
Local Universities	4
TOTAL	45

Table 3 provides a breakdown of accredited programmes including UCJ-Approved degrees by level of programme.

Table 3

PROGRAMME LEVEL	NUMBER
Certificate	1
Short Course	8*
Undergraduate Diploma	17
Associate Degree	86
Bachelor's Degree	198
Postgraduate Diploma	9
Master's Degree	50
Doctoral Degree	4
TOTAL	365 programmes + 8 short courses*

As at March 31, 2019, the total number of accredited/recognized programmes and UCJ-Approved degrees stood at 365, plus eight short courses. The number of registered institutions, at March 31, 2019 was 45, including three accredited institutions.

Figure 1: Growth of Accredited Programmes

Figure 1

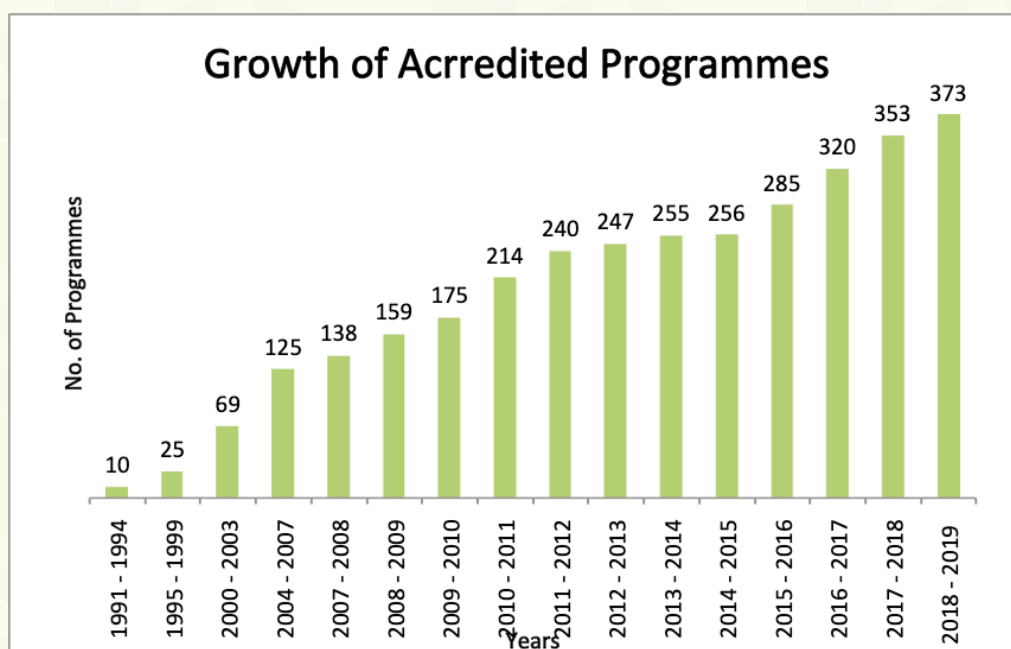


Table 4 shows a breakdown of accredited, recognized programmes and approved degrees by disciplines.

Table 4

	DISCIPLINES	NUMBER
1	Architecture & Construction	11
2	Agriculture	4
3	Behavioral Sciences (Psychology, Social Work, Career Development)	31
4	Business, Finance & Management	63
5	Communication	4
6	Education	107
7	Engineering	14
8	Hotel/Hospitality & Restaurant Services	29
9	Humanities (History, Literature, Theology)	21
10	Information & Communication Technology (MIS, Computer Science, Computer Studies)	27
11	Sciences (Natural and Applied)	31
12	Visual & Performing Arts	17
13	Logistics, Shipping & Supply Chain	6
14	Short Courses (Business, Finance & Management, Procurement)	8*
	TOTAL	365 + 8 short courses

Awarding Degrees

The University Council of Jamaica Act, 1987 gives authority to the Council to confer degrees. 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.

The Mico University College

The UCJ conferred the Bachelor of Education (School Management and Leadership) on eight students.

Vocational Training Development Institute (VTDI) – Division of HEART Trust

The UCJ conferred the following degrees on students at the VTDI:

- Bachelor of Science in Career Development – seven students;
- Bachelor of Science in Information and Communication Technology – 54 students; and
- Bachelor of Education in Applied Technology specializing in Automotive Technology, Beauty Services, Business Studies, Construction Technology, Electrical Technology and Food Preparation - 40 students.

DEVELOPING STANDARDS

Quality can only be measured against established standards. The standards developed by the UCJ are benchmark guidelines used by higher education institutions in the design, development, implementation and evaluation of their programmes. As the external quality assurance agency of Jamaica the UCJ provides these standards for the general continuous improvement of institutions' internal quality assurance systems.

Standards are developed through the principle of consensus where individuals from various higher education institutions, local and overseas, professional organisations, and industry practitioners are invited to serve on Standards Development Committees. The Committees conduct research, enable consultation and collaborate with local, regional and international institutions, and professional organisations to be assured of alignment with international standards.

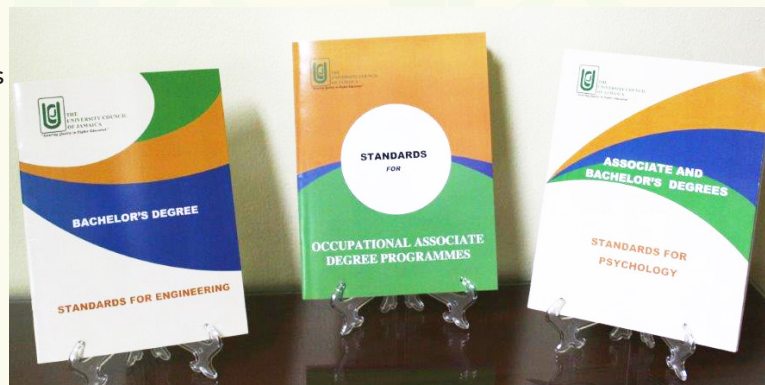
The UCJ-developed standards:

- facilitate easy movement of students through the higher education system;
- challenge institutions to continuously strive for quality; and
- ensure that awards are credible and comparable.



During the year under review nine Standards Development Committees were active. These are:

- Computing
- Natural Sciences and Mathematics
- Psychology
- Generic Undergraduate Degree
- Generic Postgraduate Degree
- Engineering
- Generic Occupational Degree
- Fitness Management
- Social Work



The following standards for six disciplinary areas and two generic were launched on March 12, 2019 and are available from the UCJ:

- Generic Associate Degree Programmes
- Generic Occupational Associate Degree Programmes
- Occupational Associate Degree in Fitness Management
- Associate and Bachelor's Degrees in Psychology
- Associate Degree in Information Technology
- Bachelor's Degree in Engineering
- Bachelor's Degree in Education
- Associate and Bachelor's Degrees in Natural Sciences and Mathematics

ASSESSMENT OF ACADEMIC CREDENTIALS

The UCJ functions as the National information centre for local, regional, and international higher education institutions and qualifications. For over 30 years, the UCJ assessed local and foreign qualifications, which include high school diplomas, undergraduate and graduate degrees, and professional qualifications, in order to determine their legitimacy and comparability with recognised programmes offered in Jamaica, in order to remove any obstacle to employment and pursuit of career or educational goals.

The credential assessment process generates a report that supports hiring and promotion decisions by employers, funding arrangements for higher education, and admission for further studies.

Over the period, the UCJ offered the following credential assessment services:

- Comparability of foreign qualifications to accredited programmes offered in Jamaica
- Assessment of academic credentials for the purpose of employment or further study in Jamaica
- Statements on the status of local and foreign institutions
- Equivalence of credentials to support application for the CARICOM Skills Certificate
- Provision of information concerning the recognition of institutions and programmes (locally, regionally, and internationally)

For the period under review, a total of 276 applications for the evaluation of academic credentials were processed. The credentials processed included high school diplomas, undergraduate and graduate degrees, and professional qualifications originating from countries such as, United Kingdom, USA, Canada, Botswana, Mexico, Turkey, Saint Maarten, Ghana, Netherlands, Nigeria, Trinidad and Tobago, and Ghana. In addition, some 1,000 queries received via telephone calls, e-mails, and walk-in customers were processed.

The processing of applications for recognition of qualifications obtained via distance learning/online is done on a case by case basis, where the programme has not been granted recognition status in Jamaica. This is necessary to ensure the qualification is sufficiently comparable in standard to the Jamaican system and standards of education.

RESEARCH ACTIVITIES

The Tertiary Qualifications Framework (TQF)

In an effort to assist institutions to develop and quality assure programmes aligned to qualifications standards, the UCJ's Tertiary Qualifications Framework was revised and launched in March 2019. This is the first major revision of the framework since it was first developed in 2007.

The Tertiary Qualifications Framework (TQF) is a classification system and policy framework for all nationally recognised qualifications at the post-secondary and tertiary levels and is a tool used by the UCJ in carrying out its quality assurance activities – including registration, accreditation, credential assessment, recognition and equivalency.

The document provides detailed descriptions of the qualifications comprising the tertiary component of the National Qualifications Framework of Jamaica (NQF-J), including qualification level, workload profile, credit rating (where applicable), entry requirements and learning outcomes. General information on standards of good practice for academic programme management.

Following extensive review of the TQF in 2016-17, the revised TQF document was presented to the Council and ratified on May 25, 2017 and launched in March 2019.

The following list represents content additions to enhance the UCJ TQF Handbook. These items were included in the handbook along with the previously agreed revisions:

1. Referencing credit ratings (and ranges) across different types of qualifications, levels and institutions, where relevant.
2. Modifying the narrative on the Associate Degree to capture occupational degrees (including the recent output of Associate Degree Standards developed by the UCJ in conjunction with the Centre for Occupational Studies and other relevant stakeholders).
3. Brief statement on process of overseas credential recognition in Jamaica was inserted.
4. A brief statement on process of equivalency determination for qualifications received in Jamaica was inserted.



5. Brief statement on online learning in Jamaica (with reference to the UCJ Distance Education Standards) was inserted.
6. The Prior Learning Assessment and Recognition (PLAR) practice, including instruments and requirements used to facilitate access to tertiary level programmes for typical applicants; applicants that do not meet the basic entry requirements; mature students; career changers; TVET certificate holders among others and to facilitate bridging in cases where basic entry requirements for access to tertiary-level programmes are not fully met by applicants was elaborated.

HUMAN RESOURCE AND ADMINISTRATION

During the period under review, the Human Resource and Administration Unit carried out functions throughout the financial year 2018/2019 which includes:

- Recruiting of new staff
- Training and development for employees

Organizational Structure Changes

The Ministry of Finance and the Public Service granted approvals for the establishment and retitling of posts as follows:

1. Senior Accountant – new post with effect from April 3, 2018
2. Director, Public Relations and Communication – new post with effect from April 3, 2018
3. Administrative Assistant – two new posts with effect from April 3, 2018
4. Accounts Payables Officer – retitled with effect from April 3, 2018
5. Senior Standards Development Officer – retitled with effect from April 3, 2018
6. Credentialing and Equivalency Officer – retitled with effect from April 3, 2018
7. Corporate Secretary – new post with effect from May 28, 2018
8. Accreditation Officer – new post with effect from May 28, 2018
9. Senior Office Attendant – new post with effect from May 28, 2018

Organizational Staffing Changes

In 2018/2019 financial year the UCJ operated with staff as follows:

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

- Mr. Marvin Henry, Senior Accountant
- Ms. Jacqueline Scott, Executive Assistant
- Ms. Simone Henry, Senior Human Resource Officer
- Ms. Jessica Bailey, Administrative Assistant
- Mrs. Denise Walters-Smith, Director, Public Relations and Communication
- Ms. Marcine Witter, Credentialing and Equivalency Officer
- Ms. Kareene Pitter, Accounts Payables Officer
- Mrs. Shinelle Simms-Hutchinson, Customer Service Representative
- Maxine Hinds-Dixon, Public Relations and Communication Officer

The following members of staff demitted office during the period under review:

- Ms. Ollyvia Anderson
- Dr. Dameon Black
- Mr. Marvin Henry
- Ms. Janine Scott
- Mrs. Denise Walters-Smith



Members of staff engaged in the UCJ's Annual Team Building Exercise.

Training and Professional Development

A number of training and development interventions were undertaken during the financial year 2018/2019. Staff participated in training, workshops, conferences, webinars and seminars as stated below:

1. Strategic and Corporate Planning – Management Institute for National Development (MIND)
2. Jamaica Employer's Federation (JEF) Conference 2018 under the theme "The Challenge of Change"
3. Understanding and Interpreting ISO 9001:2015 - Bureau of Standards Jamaica
4. Middle Managers Conference under the theme "Navigating the Leadership Pipeline"
5. Documentation Requirements for ISO 9001:2015 & Process Mapping - Bureau of Standards Jamaica
6. ISO 9001:2015 Internal Audit - Bureau of Standards Jamaica
7. Financial Administration and Audit (FAA) Act and Public Bodies Management and Accountability (PBMA) Act Training
8. Business Etiquette & Professionalism – Human Resource Management Association of Jamaica (HRMAJ), under the theme "Business Etiquette and Professionalism"
9. Enterprise Risk Management Seminar
10. Procurement Law & Regulations – Management Institute for National Development (MIND)
11. Administrative Management, Level 3 – Management Institute for National Development (MIND)
12. Customer Service Certification Programme – The Jamaica Customer Service Association
13. Strategic Business Planning Workshop
14. Maintaining Your ISO 9001:2015 Certified System – National Certification Body of Jamaica (NCBJ)
15. Debt Collections Conference & Expo under the theme "How to collect your debt in a changing economy"

INFORMATION TECHNOLOGY

Integrated Quality Assurance Management System (iQAMS)

The University Council of Jamaica (UCJ) has brought on-stream a new automated system to manage stakeholder inputs and the administration of its quality assurance services in higher education. The new application, called the Integrated Quality Assurance Management System (iQAMS), was officially launched on the second day of the UCJ Quality Assurance Symposium on Wednesday March 13, 2019. During the UCJ's 14th Annual Quality Assurance in Higher Education Week 2019.

iQAMS is a cloud-based, Enterprise Content Management (ECM) system developed through Hyland's OnBase platform. The system will enable the UCJ to more effectively deliver its quality assurance services to higher education providers, including registration, programme and institutional accreditation, transnational recognition and monitoring.

During the over 30 years of the agency's history, these services have been performed manually through a paper-based application system. In keeping with Government's commitment to continuous improvement and to the modernisation of Ministries, Departments and Agencies (MDAs), the UCJ is now embracing cutting-edge technology to enhance productivity among its key stakeholders, including institutions, external assessors and UCJ staff. The system includes the following key functions:

1. An online application process
2. A secure and accessible document storage and file sharing platform
3. Ongoing monitoring and reporting on the progress of applications and assessment activities; and
4. Internal and external communication among stakeholders, with notifications regarding flagged statuses, deadline reminders, report generation capabilities among others.

Key Activities and Achievements in 2018-19

During the 2018-19 period, the UCJ and Xsomo International Limited, the company contracted to develop the UCJ iQAMS solution, completed work on the content and structure of the system's cloud-based data forms. These include iQAMS user profile creation data forms and application data forms for all of the UCJ's services. These forms were pilot tested and are to be used by applying institutions beginning in late 2019.

The iQAMS Steering Group conducted an extensive change management, sensitisation and training programme with intended users of the system, namely;

- (i) UCJ staff
- (ii) Assessors and chairpersons and
- (iii) Designated institutional users.

The UCJ iQAMS Sensitisation Series began with staff and included an overview of the functional specifications of the solution, interactive sessions using the Unity Client and Workflow in OnBase and learning sessions to develop knowledge on the capability of the Hyland software solution.



Assessors and Chairpersons at iQAMS training.

The sessions were designed for the purpose of training of accreditation officers (as trainers), screening the completed UCJ iQAMS data forms and gathering feedback on the user-friendliness of the system.

Training sessions were also conducted islandwide with institutions spanning the North Coast (including Portland), the South Coast, and Kingston and St. Catherine. These sensitisation sessions involved institutions and assessors and also provided opportunity for testing the usability of the application forms and the system overall. The areas for further development and enhancement, emerging from the discussions, were documented and used to refine the online forms.

Training of UCJ Staff

In addition to the general training of Accreditation Unit staff and stakeholders, the UCJ's Director of Information Technology and System Administrator, Mr. Wayne Christian and iQAMS Project Manager, Dr. Jessica Dunn attended Hyland's CommunityLive event in Nashville, Tennessee from September 9-15, 2018. They were engaged in both practical and insight-based training in the use of the OnBase digital platform and its usability as a business process solution. The conference and workshops provided opportunities for the UCJ to build a network of resource personnel from the Hyland Software Inc. team to support the Agency's ongoing development and implementation of its iQAMS solution. Mr. Wayne Christian also completed Hyland's Advanced System Administrator training course in October 2018.

Launch of iQAMS



The UCJ iQAMS was launched on March 13, 2019 at the Iberostar Resort in Montego Bay in the presence of the Minister of Education among other officials. The event was well attended with over 80 participants representing higher education institutions across the island. A presentation on the iQAMS solution was delivered by Dr. Jessica Dunn. The milestone event also facilitated an on-boarding exercise, which engaged institutional representatives in the creation of their respective iQAMS Institutional Profiles.

PROPERTY AND PROCUREMENT

During the period under review, the Property and Procurement Unit procured the following services and contracts were awarded to the following:

- King Alarm Security Services for providing security guard services through Limited Tender.
- C.R Hylton for Internal Audit Services through Limited Tender.
- Omara Paving and Construction Ltd. for interior refurbishing works through Limited Tender.
- Troy Traders Ltd. For supply and installation of air conditioning units through Limited Tender.
- Orlando Brown for electrical upgrading works through Direct Contracting
- Cordel Gibson for lighting and fixtures through Direct Contracting
- Premise Network Integration Ltd. for Data Services and the transfer of network cabinets through Limited Tender
- Watronix for network infrastructure to support the consolidation of offices at Winchester Road through Direct Contracting

- R.E Construction Project Management Services for architectural design and project management services through Limited Tender.
- Dennese Williams for marketing services through Direct Contracting
- PR Etcetera for symposium event planner through Limited Tender
- Jamaica Manufacturers and Exporters Association for lease of property through Direct Contracting

PROPERTY MANAGEMENT ACTIVITIES

Property management activities continued at the UCJ's 31 Windsor Avenue and 6B Oxford Road Offices for most of the year. However, due to lack of space, the decision was taken to relocate to new premises. On obtaining the necessary government approvals, including a 'No Objection' letter from the Ministry of Education, Youth and Information, the UCJ entered into a two-year lease agreement with the option for renewal with Jamaica Manufactures and Exporters Association (JMEA) for property located at 1 Winchester Road, Kingston 10.



UCJ's Head Office

NATIONAL ACTIVITIES

The UCJ continued to participate in national activities including:

- CARICOM Single Market and Economy Free Movement Committee
- Vision 2030 Jamaica Thematic Working Group
- National Council on Education (NCE)
- Council of Community Colleges in Jamaica (CCCJ)
- Joint Committee for Tertiary Education (JCTE)
- Association of Workplace Educators of Nova Scotia (AWENS)
- Education Officers' Symposium at the Faculty of Education, UWI
- Jamaica Teaching Council (JTC)
- Global Services Skills Board (GSSB)
- National Qualifications Framework Working Committee

Education 4.0 Conference

Members of the Accreditation Unit attended the Education 4.0 Conference, under the theme – ***‘Disrupting Tradition...Transforming Jamaica’***, hosted by the Ministry of Education in May 2018. The conference held in May 2018 at the Jamaica Pegasus Hotel, was the culmination of a series of consultation sessions with stakeholders in Higher Education Regional Activities.

REGIONAL ACTIVITIES

15th Annual CANQATE Conference

The 15th Annual Conference of the Caribbean Area Network for Quality Assurance in Tertiary Education, (CANQATE) was held in Tobago from November 13-15, 2018, under the theme – ***Quality in Higher Education: Making it a Reality***. Five representatives from The University Council of Jamaica (UCJ) were in attendance namely: Mrs. Althea Heron, Executive Director, Mrs. Lisa Henlin, Accreditation Officer, Ms. Andrika Perkins, Records Manager, Dr. Karen Isaacs, Accreditation Officer and Dr. Jessica Dunn, Accreditation Officer.

A Pre-Conference Workshop was held on Tuesday, November 13, 2018 and the conference days followed on November 14 – 15, 2018. The Conference was held at the Magdalena Grand Beach and Golf Resort, Tobago. The programme structure included plenary presentations, concurrent sessions and a panel discussion. The CANQATE Annual General Meeting was also convened during these proceedings. The CANQATE event was hosted by the Accreditation Council of Trinidad and Tobago (ACTT), the Tobago House of Assembly and the National Training Agency.



LR – (Standing) Dr. Jessica Dunn and Dr. Karen Isaacs at the 15th CANQATE Conference.

Dr. Jessica Dunn and Dr. Karen Isaacs presented a paper that was also co-authored by Mr. Eaton Hendricks and was entitled ***‘Examining the Role of Stakeholder Perspectives in Assuring Quality in Programme Accreditation’***. Mrs. Althea Heron, Executive Director, UCJ and Mrs. Lisa Henlin, Accreditation Officer were also present and are members of the CANQATE Board. Certificates of participation for both the Pre-Conference Workshop and the Conference were distributed at the closing event.

INTERNATIONAL LINKAGES AND ACTIVITIES

ASIIN 5th Global Conference

The UCJ Chairman, Dr. Carolyn Hayle, Mrs. Althea Heron, Executive Director, Dr. Dotlyn Minott and Mr. Yaneke Watson, UCJ Council Member, attended the ASIIN 5th Global Conference in cooperation with the European Alliance for Subject Specific and Professional Accreditation (EASPA). The theme for the conference was ***“The dawning of a new era of Higher Education quality assurance – what can we expect from the future?”***. The conference was held in Berlin, Germany in December 10-11, 2018.

The goal of the conference was to showcase new developments and to detect innovative trends in the field which have the potential to transform the Higher Education environment. The presentations guided participants in an understanding of:

1. How the creation of an international database of higher education institutions and programmes and its potential for higher education stakeholders internationally, can bridge the gap between the accreditation and recognition spheres.
2. How the UNESCO Convention on the recognition of global learning will affect mobility and recognition schemes.
3. New developments in Quality Assurance in various higher education disciplines



LR – Mr. Yaneke Watson, Council Member, Dr. Dotlyn Minott, Director of Accreditation, Dr. Carolyn Hayle, Chairman of the Board, Mrs. Althea Heron, Executive Director of UCJ at the ASIIN 5th Global Conference.

The conference brought together representatives from across the globe who are involved in quality assurance in higher education.

INQAAHE BIENNIAL FORUM 2018

The Tertiary Education Commission (TEC) of Republic Mauritius was the host of INQAAHE's 11th Biennial Forum, held from May 2-4, 2018, with the main theme being ***'Quality is in the Eye of the Beholder: Relevance, Credibility and International Visibility'***. The UCJ was represented by Mrs. Althea Heron, Executive Director. The forum attracted more than 150 participants from 44 countries. It was the first time in the history of INQAAHE that the forum was opened to non-INQAAHE members, particularly from the African Region.

It allowed participants to refresh and enrich their knowledge base and explore the latest innovations in higher education and quality assurance through a series of pre-forum workshops. The Forum recognized that with all these changes and the way education was being delivered in a borderless environment, the quality assurance agencies and providers will now have to work together to deliver quality outcomes.

INQAAHE CONFERENCE, 2019

Two accreditation officers, Dr. Dawn Barrett Adams and Dr. Jessica Dunn, attended the INQAAHE Conference in Sri Lanka in March 2019. The theme for the conference was **'Quality Assurance, Qualifications and Recognition: Fostering Trust in a Globalised World'**. Dr. Dunn presented a paper on **'Identifying Quality in Innovation in Higher Education: A Data Driven Approach'** at the conference.

IQAP ANNUAL CONFERENCE

The Director of Accreditation, Dr. Dotlyn Minott, attended the International Quality Assurance Programme (IQAP) in London in November 12-16, 2018. This conference was hosted by the Quality Assurance Agency (QAA) in the UK.



Dr. Dotlyn Minott, Head of Accreditation UCJ, receiving Certificate of Participation from Will Naylor, Director of Colleges and Alternative Providers, QAA at the IQAP Conference in London, looking on are Dr. Janet Bohrer, Director of Academic Quality and Enhancement, London South Bank University (LSBU) and Mr. Ian Welch.

The IQAP provided opportunities to learn from other colleagues from around the World who are working in similar roles but different contexts and to develop new skills relevant to the improvement of quality assurance processes and practises.

Major Developments in Quality Assurance in the UK were highlighted to include: The establishment of the Office for Students (OFS) which is a regulatory framework for higher education; the Teaching Excellence Framework (TEF) which differentiates quality over and above the baseline set by quality assurance; the Quality Code and the Main Components of Internal Quality Assurance in the UK and External Quality Assurance.

UK NARIC ANNUAL CONFERENCE (2018)

Dr. Angela Penny, Director Research and Development represented the UCJ at the 22nd Annual Conference of the United Kingdom National Recognition Information Centre (UK NARIC). This was held on November 7-8, 2018 at the Queen Elizabeth II Centre in London, England, and featured more than 600 delegates from 25 countries. The overarching theme for the 2018 Conference was 'Global Gateways – New Thresholds, New Skills, New Times'.

UK NARIC is the designated body in the United Kingdom for the recognition and comparison of international qualifications and skills. Its database is viewed as one of the largest in the world with over 6,000 qualifications from countries around the world. The UCJ subscribes to UK NARIC in order to facilitate the recognition of foreign qualifications in Jamaica.



Dr. Angela Penny, Director Research and Development, UCJ.

The conference was well organized with two plenary presentations and 46 workshop sessions ranging across the themes:

- New generation, new order: connection, competition, collaboration;
- Communication, engagement, understanding;
- Security, verification, compliance
- The personal 'recognition journey'

CHEA CONFERENCE

Two accreditation officers, Mrs. Arlene Lawrence and Mr. Eaton Hendricks attended the Council for Higher Education Accreditation (CHEA) Conference and meeting of the CHEA International Quality Group (CIQG), held January 29-31, 2019 in Washington, DC, USA. The theme for the conference was **'Accreditation: Enduring Values, Emerging Expectations'**. The focus of the CIQG Annual Meeting 2019 was 'Quality Assurance in Sustaining Trust in Higher Education'.

CHEA which is the national advocate and institutional voice for promoting academic quality through accreditation has granted recognition to 60 US institutional and programmatic accrediting organizations, and is an association of over 3,000 degree-granting colleges and universities. Each year, CHEA hosts a conference of international quality assurance professionals and stakeholders.

The conference provides an arena/forum for the staff of the University Council of Jamaica (UCJ) to learn about trends in the quality assurance sector and to network and make presentations.

The CIQG provides a forum in an international setting for colleges, universities, accrediting and quality assurance organizations and others from across the world to address issues and challenges related to quality and quality assurance. The CIQG provides service designed to assist institutions and organizations in enhancing capacity for academic quality as well as to advance understanding of international quality assurance.

The CHEA 2019 Conference provided a sound platform for discourse and reflection on contemporary developments in higher education in the Caribbean, and specifically in Jamaica, as we contemplate changes to the higher education landscape. The insights and information shared in all the plenary sessions provided a context for reflection for the UCJ on the changing Caribbean higher education landscape.

COMMUNICATIONS AND PUBLIC EDUCATION

During the period under review, the UCJ took part in several public education and stakeholder activities as part of its drive to increase the visibility of the Agency and to enhance its stakeholder relations programme.

The Communications Unit also oversaw the planning of the 14th Annual Quality Assurance in Higher Education Week of activities, newspaper supplements, and the UCJ's ongoing marketing campaign and media engagement throughout the period under review. A summary of the events and activities is listed below.

Public Education

The UCJ increased its visibility through the following key events:

- Information booth at Wolmers Boy's School Career Day
- Education Summit at the Jamaica Pegasus Hotel , May 10-11, 2018
- Presentation – Study of Barriers to access and completion of Technical Teritary Education at the Jamaica Pegasus Hotel, June 19, 2018
- Jamaica Business Development Corporation Conference at the Jamaica Conference Centre, October 22-23, 2018
- International Policy Dialogue Forum in Teaching Conference at the Jamaica Teaching Council and UNESCO, November 5-9, 2018
- Participated in World Quality Day at the Excelsior Community College, November 8, 2018
- Participated in Conference – Theme: Forging Pathways for Future Empowerment at CCCJ, January 9-10, 2019
- Presentation – Preparing for Accreditation at CASE, February 28, 2019
- The University Council Symposium on Quality Assurance in Higher Education at the Iberostar Hotels and Resort, Montego Bay, March 12-13, 2019
- Annual Reseach Conference at the Shortwood Teachers College, April 27, 2019
- Launch of the revised Tertiary Qualification Framework (TQF) in March 2019

The UCJ also participated in the following events:

- TVET Consultation Session on May 24, 2018
- MoEYI Enterprise School Management Session on May 21, 2018

Presentations and Remarks

The UCJ made presentations/remarks at the following:

- Breakfast Meeting for the Bachelor of Education Standards at the UWI School of Education
- Graduation of the Temple University students in collaboration with the Church Teachers' College School of Education in March

- The Old Harbour High School college fair' on The Role and Responsibility of UCJ in Assuring the Quality of Higher Education' October 26, 2018 – presentation
- Caribbean Maritime University Management Retreat – presentation on “Preparing the Self-Study on December 7, 2018.
- INQAAHE 15TH Biennial Conference – presentation on ***'Identifying Quality in Innovation in Higher Education: A Data Driven Approach'*** held in Columbo, Suriname between March 25-28, 2019.

Media Opportunities and Engagement

The UCJ worked closely with the media to increase its visibility by participating in several media interviews and other related activities. These included:

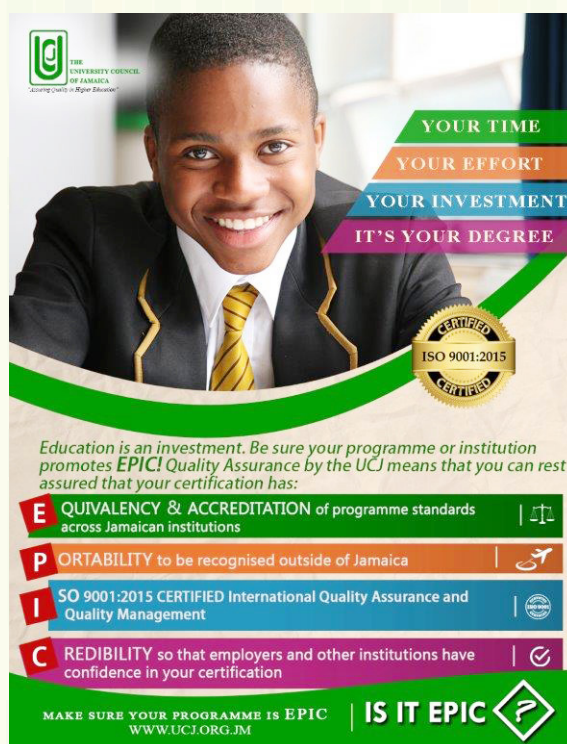
- Attendance at the CXC Press Conference on May 10, 2018
- The UCJ's Credential Assessment Services were featured in the Nex Generation Magazine during May, 2018
- The UCJ participated in an interview to discuss the Higher Education Summit on 'At Your Service' with host Vernon Derby on May 17, 2019
- An advertisement was placed in the MAPCO Student Planner in September 2018.
- Three articles were drafted for publication on the following topics: 'Institutional Accreditation', 'Classification of Institutions' and 'University vs University College
- Report published in the The Gleaner and Jamaica Observer on the 'Attainment of ISO 9001:2015 Certification by the UCJ' on November 30, 2018 and December 2, 2018 respectively.
- The UCJ services were featured in 30 seconds time signals on Power 106FM in March 2019
- Updated list of registered institutions, accredited programmes and accredited institutions was uploaded to the website and also published in The Gleaner and Jamaica Observer in March 2019.

EPIC Marketing Campaign

A Marketing campaign entitled 'EPIC' was developed.

- E** – EQUIVALENCY and ACCREDITATION of programme standards across Jamaican institutions
- P** – PORTABILITY to be recognized outside of Jamaica
- I** – ISO 9001:2015 CERTIFIED International Quality Assurance and Quality Management
- C** – CREDIBILITY so that employers and other institutions have confidence in your certification.

The scope of the campaign entails media campaign using multiple media venues, including print, radio, advertisements, and social media. This campaign aimed at sensitizing students, parents, employers, and the general public, on the work of the UCJ and that the entity was now ISO 9001:2015 certified. The UCJ EPIC Advertisement was featured in the Business Page of the Observer.



The advertisement features a smiling young man in a suit and tie. To his right, a graphic lists the four pillars of the EPIC campaign: YOUR TIME, YOUR EFFORT, YOUR INVESTMENT, and IT'S YOUR DEGREE. Below this is an ISO 9001:2015 CERTIFIED seal. The main text reads: "Education is an investment. Be sure your programme or institution promotes EPIC! Quality Assurance by the UCJ means that you can rest assured that your certification has:" followed by a list of the four pillars (E, P, I, C) with their descriptions. At the bottom, it says "MAKE SURE YOUR PROGRAMME IS EPIC" with the website "WWW.UCJ.ORG.JM" and "IS IT EPIC?" with a question mark icon.

THE UNIVERSITY COUNCIL OF JAMAICA
"Assuring Quality in Higher Education"

**YOUR TIME
YOUR EFFORT
YOUR INVESTMENT
IT'S YOUR DEGREE**

**CERTIFIED
ISO 9001:2015
CERTIFIED**

Education is an investment. Be sure your programme or institution promotes EPIC! Quality Assurance by the UCJ means that you can rest assured that your certification has:

- E** EQUIVALENCY & ACCREDITATION of programme standards across Jamaican institutions
- P** PORTABILITY to be recognised outside of Jamaica
- I** ISO 9001:2015 CERTIFIED International Quality Assurance and Quality Management
- C** REDIBILITY so that employers and other institutions have confidence in your certification

MAKE SURE YOUR PROGRAMME IS EPIC
WWW.UCJ.ORG.JM

IS IT EPIC?

Newspaper Supplements

The UCJ produced newspaper supplements including the list of registered institutions and accredited programmes in:

- the Sunday Gleaner, August 26, 2018
- the Gleaner, March 17, 2019
- the Observer, March 11, 2019

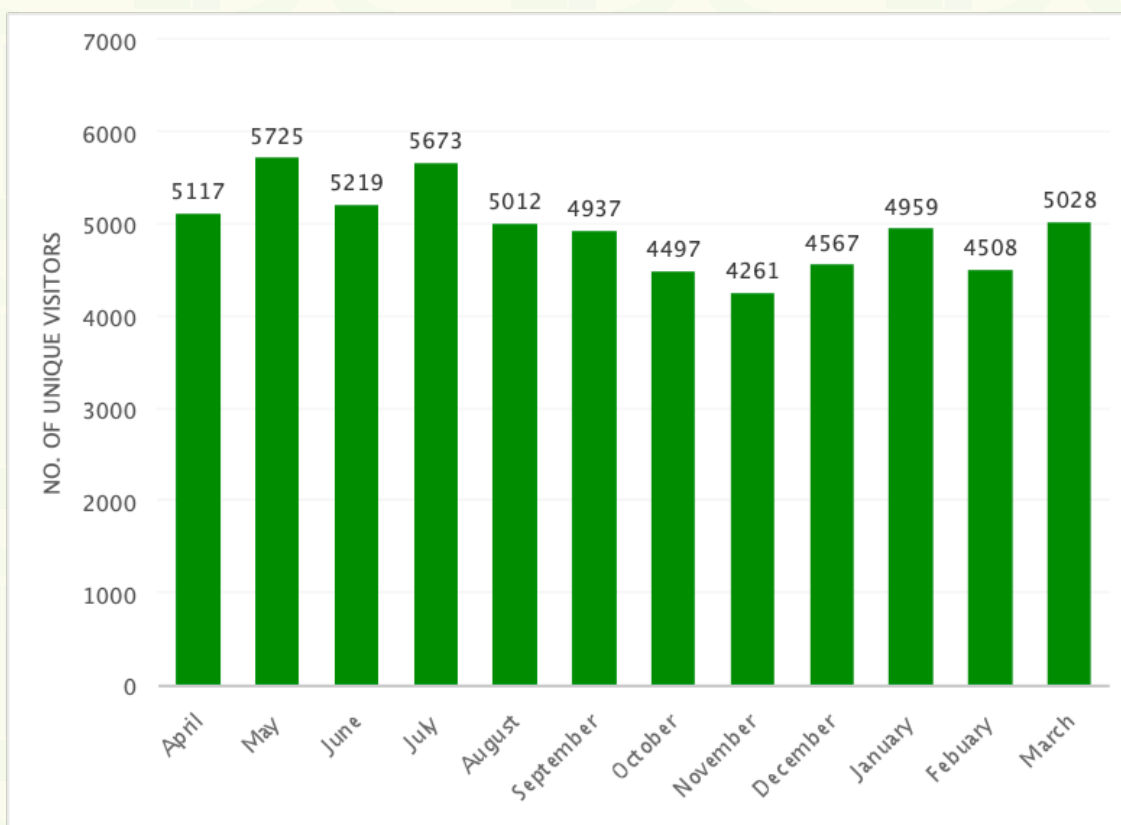
Publications

- The UCJ's General Brochure was updated and reprinted.
- A new promotional banner was produced to highlight the UCJ's Annual Quality Assurance in Higher Education Week
- The April-August Issue of the UCJ News was published and subsequent stories have been published via UCJ News online

Website

During the review period, frequent updates were made to the UCJ's website. Users now have the opportunity to view programmes that are currently under the UCJ's review by using the Accredited Programme search engine. The website averaged 4,956 unique visitors per month for the 2018-2019 financial year. In the month of May, the site experienced its highest traffic volume, totalling 5,725 unique visitors.

The graph below represents the number of unique visitors to the website for the 2018-2019 period.



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. X Issue 1
UCJ News - Vol. X Issue 2
UCJ News - Vol. XI Issue 1
UCJ News - Vol. XII 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
Annual Report - 2015-2016
Annual Report - 2016-2017
Annual Report - 2017-2018

STANDARDS FOR:

- Bachelor's Degree in Guidance and Counselling

- Distance Education
- Bachelor's Degree in Engineering
- Associate and Bachelor's Degrees in Natural Sciences and Mathematics
- Associate Degree in Information Technology
- Occupational Associate Degree in Fitness Management
- Occupational Associate Degree Programmes (Generic)
- Associate Degree Programmes (Generic - Academic)
- Associate and Bachelor's Degree in Psychology
- Bachelor's Degree in Education

PUBLICATIONS FOR THE ACCREDITATION/REGISTRATION PROCESS

- The Registration Process: Guidelines for Registration
- The Accreditation Process: Guidelines for Accreditation
- Guidelines for Establishing a Tertiary Educational Institution
- Information for Overseas Institutions
- Standards for a University
- Standards for a University College
- The Self-Study
- The Tertiary Qualifications Framework
- Manual for the Visiting Team

- Guidelines for the Accreditation of Short Courses
- Guidelines for Recognition of Transnational Education Qualifications
- Manual for Team Chair
- Manual for Institutional Accreditation
- Manual for Team Chair Institutional Accreditation
- Standards for Institutional Accreditation

BROCHURES

- Registration and Accreditation Frequently Asked Questions (FAQs)
- Diploma Mills BEWARE!
- The University Council of Jamaica (Vision, Mission, Functions)
- Excellence Quality Standards
- Credential Assessment
- Overseas Programmes

OTHER PUBLICATIONS

- Tertiary Qualifications Framework (Revised)
- UCJ 30th Anniversary Programme Magazine

Directors' and Senior Executives Compensation

Name and Position of Director	Year	Salary	Gratuity or Performance Incentive	Travelling Allowance or value of assigned Motor Vehicle (\$)	Pension or other Retirement Benefits (\$)	Other Allowance	Non-Cash Benefits	Total
Mrs. Althea Heron, Executive Director	2018/2019	\$6,500,004	-	\$1,542,864	-	-	-	\$8,042,868.00
Dr. Dotlyn Minott, Director, Accreditation	2018/2019	\$4,509,487.20	-	\$813,564	-	\$177,000	-	\$5,500,051.20
Dr. Angela Penny, Director, Research & Development	2018/2019	\$4,113,739.32	\$288,671	\$813,564	-	\$177,000	-	\$5,392,974.32
Mrs. Diane Betton-Butler, Director, Finance	2018/2019	\$2,202,570.96	\$63,721	\$813,564	-	-	-	\$3,079,855.96
Mrs. Shadisha Douglas-Mitchell, Director, Human Resource & Administration	2018/2019	\$2,360,178	-	\$813,564	-	-	-	\$3,173,742.00

The University Council of Jamaica
Directors' Compensation
April 2018 - March 2019

NAME AND POSITION OF DIRECTORS	HONORARIA \$	TOTAL \$
Dr. Carolyn Hayle, Chairman	166,800.00	166,800.00
Mr. Philmore McCarthy, Finance Committee Chair	111,000.00	111,000.00
Mrs. Barbara Cadogan, Human Resource Committee Chair	155,000.00	155,000.00
Dr. Lowell Dilworth, Accreditation, Curriculum & Development Committee Chair	110,600.00	110,600.00
Dr. Cecil Cornwall, Governance Committee Chair	7,000.00	7,000.00
Professor Brendan Bain, Audit Committee Chair	124,000.00	124,000.00
Mr. Yaneke Watson, Board Member	146,500.00	146,500.00
Mrs. Hyacinth Knight, Board Member	31,600.00	31,600.00
Rev. Dr. Maitland Evans, Board Member	66,800.00	66,800.00
Prof. Ivelaw Griffith, Co-opted Board Member	10,800.00	10,800.00
Dr. Ethley London, Co-opted Board Member	25,200.00	25,200.00
Professor Ronald Young, Co-opted Board Member	21,600.00	21,600.00
Dr. Suzette Haughton, Board Member	105,200.00	105,200.00
Dr. Karl Whyte, Board Member	71,000.00	71,000.00
Dr. Maiki Udam, Co-opted Board Member	14,400.00	14,400.00
Ms. Leonie Campbell, Board Member	103,800.00	103,800.00
Dr. Dale Webber, Board Member	7,000.00	7,000.00
Dr. Lincoln Edwards, Board Member	42,000.00	42,000.00
Dr. Asburn Pinnock, Co-opted Board Member	10,800.00	10,800.00
Mr. Anthony Perry, Co-opted Board Member	18,000.00	18,000.00
Dr. Garth Anderson, Board Member	84,600.00	84,600.00
Mr. Carl Lawrence, Board Member	38,400.00	38,400.00
Professor Stephen Vasciannie, Board Member	105,600.00	105,600.00
Mrs. Sonia Lynch, Co-opted Board Member	10,800.00	10,800.00
Mr. Howard Isaacs, Board Member	88,000.00	88,000.00
Dr. Phylcia Marshall, Board Member	77,400.00	77,400.00
Dr. Sara Booth, Co-opted Board Member	3,600.00	3,600.00
Mr. Martin Nesbeth, Co-opted Board Member	3,600.00	3,600.00
Dr. Anca Greere, Co-opted Board Member	10,800.00	10,800.00
Dr. Owen Roberts, Co-opted Board Member	7,200.00	7,200.00
Dr. Henley Morgan, Co-opted Board Member	10,800.00	10,800.00
Dr. Patricia O'Brien, Co-opted Board Member	10,800.00	10,800.00
Dr. Ruby Alleyne, Co-opted Board Member	10,800.00	10,800.00
Dr. Eugene Hess, Co-opted Board Member	10,800.00	10,800.00
Mrs. Vanessa Buchanan, Co-opted Board Member	7,200.00	7,200.00
	1,829,500.00	1,829,500.00

APPENDICES

Appendix A: Council Members

Dr. Carolyn Hayle
Chairman

Professor Brendan Bain
Deputy Chairman

Mrs. Althea Heron
Executive Director

Dr. Garth Anderson
Principal
Church Teachers' College

Mrs. Barbara Cadogan
Director
HRM&D, Ministry of Economic Growth & Job Creation

Ms. Leonie Campbell
Attorney-at-Law

Dr. Cecil Cornwall
President
Western Hospitality Institute

Dr. Lowell Dilworth
Lecturer
Pathology Department, University of the West Indies

Dr. Lincoln Edwards
President
Northern Caribbean University

Mr. Stephen Edwards
Director of Projects
Tourism Product Development Company

Rev. Dr. Maitland Evans
President
International University of the Caribbean

Dr. Suzette Haughton
Lecturer
Department of Government, University of the West Indies

Mrs. Hyacinth Knight
Retired Educator

Mr. Carl Lawrence
Legal Officer
Office of the Principal, University of the West Indies

Dr. Phylcia Marshall
Asst. Chief Education Officer
Tertiary Unit, MOEYI

Mr. Philmore McCarthy
Principal
Excelsior Community College

Professor Archibald McDonald
Principal
University of the West Indies, Mona (Up to Oct. 16, 2018)

Professor Stephen Vasciannie
President
University of Technology, Jamaica

Mr. Yaneke Watson
Chief Technical Director
Climate Change Branch
Ministry of Economic Growth and Job Creation

Dr. Karl Whyte
Lecturer
Faculty of Education and Liberal Studies University of Technology, Jamaica

Appendix B: Members of Staff as at March 31, 2019

Mrs. Althea Heron
Executive Director

Miss Ollyvia Anderson
Public Relations and Communications Officer
(Up to July 6, 2018)

Ms. Jessica Bailey
Customer Service Representative
(August 27, 2018 – Feb. 28, 2019)

Ms. Jessica Bailey
Administrative Assistant

Dr. Dawn Barrett Adams
Accreditation Officer

Dr. Dameon Black
Accreditation Officer

Mrs. Diane Butler
Director, Finance

Mr. Wayne Christian
Director, Information and Technology

Mrs. Shadisha Douglas-Mitchell
Director, Human Resource and Administration

Dr. Jessica Dunn
Accreditation Officer

Mrs. Karen Gayle
Senior Standards Development Officer

Mr. Eaton Hendricks
Accreditation Officer

Mrs. Lisa Henlin
Accreditation Officer

Mr. Marvin Henry
Senior Accountant
(Up to December 31, 2018)

Ms. Simone Henry
Senior Human Resource and
Administration Officer

Mrs. Maxine Hinds-Dixon
Communications and Public
Relations Officer

Miss Sanya Howell
Records Management Officer

Mr. Cuthbert Hyman
Property and Procurement
Manager

Dr. Karen Isaacs
Accreditation Officer

Mrs. Arlene Lawrence
Accreditation Officer

Miss Anna-Liza McDonald
Accounts Receivables Officer

Dr. Dotlyn Minott
Director, Accreditation

Mrs. Michelle O'Gilvie-Jackson
Administrative Assistant

Dr. Angela Penny
Director, Research and
Development

Miss Andrika Perkins
Records Manager

Miss Kareene Pitter
Accounts Payables Officer

Miss Kerry-Ann Robinson
Senior Office Attendant

Miss Jacqueline Scott
Executive Assistant

Miss Janine Scott
Research and Assessment
Officer
(Up to January 4, 2019)

Mrs. Annie Sutherland
Senior Secretary
(Up to March 31, 2019)

Mrs. Annie Sutherland
Administrative Assistant

**Mrs. Christene Shackelford
Heath**
Executive Assistant
(Up to May 31, 2018)

Mrs. Denise Walters-Smith
Director, Public Relations and
Communications
(January 8-16, 2019)

Mr. Ripton Watson
Messenger

Miss Marcine Witter
Credentialling and
Equivalency Officer

Appendix C Accredited Programmes as at March 31, 2019

The listing is divided into the following categories:

1. Local Colleges, Institutes and Training Units with Accredited Programmes
2. Local Universities with Accredited Programmes
3. Accredited Short Courses
4. Accredited Institutions and Candidates for Institutional Accreditation
5. UCJ-Approved Degrees
6. Accredited Programmes delivered in Jamaica by Overseas Institutions
7. Overseas Institutions with Programmes Recognized by the UCJ
8. Overseas Institutions with Programmes Accredited by the UCJ

Please see attached the Steps in the Accreditation Process for Programme Accreditation and Institutional Accreditation, beginning with the Registration Process (pages 22-25).

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
(*accreditation expired Sept 30, 2018*)
- ABE Diploma in Travel, Tourism and Hospitality
(*accreditation expired Sept 30, 2018*)

Bethel Bible College of the Caribbean - Jamaica

7 Patrick Road, Mandeville, Manchester

- Diploma in Theology
- Bachelor of Theology
- Bachelor of Theology
(*Minor in Guidance and Counselling*)

Bethlehem Moravian College

Malvern P.O., St. Elizabeth

- Associate of Science in Business Administration (*formerly Associate of Science 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 Administration (*formerly Associate of Science in Business Studies*)
- Associate of Science in Hospitality and Tourism Management
- Associate Degree in Applied Science
(*Culinary Arts Core*)

Programme(s) Under Review

- Associate of Science Degree in Social Work
- Step 7 of 10
- Associate of Science Degree in Management Information Systems - Step 6 of 10

- Associate of Science Degree in Architectural and Construction Technology
- Step 6 of 10

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 Wesleyan College

**Torrington District, P.O. Box 17,
Savanna-la-Mar, Westmoreland**

- Associate of Arts in Christian Ministry
- Bachelor of Arts in Christian Education
- Bachelor of Arts in Theology and Pastoral Ministry

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 Science
- Bachelor of Technology Degree in Environmental Science
- Bachelor of Technology Degree in Agricultural Production and Food Systems Management

NB. All programmes identified with an Asterisk (*) are no longer being offered.

- Associate of Science Degree in Hospitality and Tourism Management (*formerly Associate of Science Degree in Hospitality, Entertainment and Tourism*)
- Associate of Science in Business Administration (*formerly Associate of Science in Business Studies*)
- Bachelor of Science Degree in Business Administration (*formerly Bachelor of Science Degree in Business Studies*)
- Diploma in Agriculture
- Associate of Science Degree in Veterinary Science
- Bachelor of Science Degree in Animal Science
- Associate of Science Degree in Natural Science (*Environmental Science Major*)
- Postgraduate Diploma in Education
- Bachelor of Science Degree in Agricultural Education

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 Molyne 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 in Performance (*formerly Bachelor of Music in 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
- Postgraduate Diploma in Arts Education
- Associate of Arts in Theatre Arts - Acting
- Bachelor of Fine Arts in Theatre Arts - Acting

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 Administration (*formerly Associate of Science in Business Studies*)
- Bachelor of Science in Business Administration (*formerly Bachelor of Science in Business Studies*)
- Associate of Science in Library Technical Studies
- Associate of Arts in Performing Arts

**Excelsior Community College continued
Programmes Under Review**

- Associate of Science in Social Work - Step 8 of 10
- Associate of Science in Psychology - Step 8 of 10
- Associate of Science in Information Technology - Step 8 of 10
- Associate of Applied Science in Architectural and Construction Technology - Step 8 of 10
- Associate of Science in Environmental Studies - Step 8 of 10

**The Hydel University College
Ferry, St. Catherine**

- Bachelor of Education in Early Childhood Education
- Bachelor of Education in Primary Education

**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

Constituent Colleges

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 Stock Exchange e-Campus
40 Harbour Street, Kingston**

- Post Graduate Diploma in Financial Services Management

**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
- Bachelor of Arts in Social and Professional Transformation
- Bachelor of Arts in Applied Behaviour Analysis

**Joint Board of Teacher Education (JBTE)
14 Gibraltar Camp Way
University of the West Indies
Mona, Kingston 7**

Programme(s) Under Review

- Associate Degree in Early Childhood Education - Step 8 of 10

**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 Administration (*formerly Associate of Science in Business Studies*)
- Bachelor of Education (Primary Education)
- Bachelor of Education (Secondary Education)*
- Associate of Science in Management Information Systems
- Associate of Applied Science in Architectural and Construction Technology (*formerly Associate Degree in Architectural and Construction Technology*)

Knox Community College (cont'd)

- Associate of Applied Science in Engineering Technology*
- Associate of Science in Engineering
- Bachelor of Science in Business Administration (*formerly Bachelor of Science Degree in Business Studies*)

Management Institute for National Development (MIND)

235a Old Hope Road, Kingston 6

- Postgraduate Diploma Tax Audit and Revenue Administration
- Associate of Science Degree Accounting
- Postgraduate Diploma General Management Programme (*formerly The General Management Programme*)
- Postgraduate Diploma Human Resource Management (*formerly Human Resource Management Programme*)
- Postgraduate 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

- Bachelor of Science in Guidance and Counselling
- Master of Education in Special Education
- Master of Arts in Teaching
- Executive Masters in Educational Management
- Master of Science in Counselling and Social Work

Midland Bible Institute

Curatoe Hill, P.O. Box 400, May Pen, Clarendon

- Bachelor of Arts in Psychology
- Bachelor of Arts in Theology

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 Administration (*formerly Associate of Science in Business Studies*)
- Bachelor of Science in Business Administration (*formerly Bachelor of Science Degree in Business Studies*)
- Associate of Science in Social Work
- Associate of Science in Psychology
- Associate of Science in Environmental Studies
- Bachelor of Science in Environmental Studies
- Associate of Science in Computer Servicing and Electronics
- Bachelor of Science in Hospitality and Tourism Management
- Associate of Science in Criminal Justice

Montego Bay Community College

Alice Eldemire Drive, Montego Bay, St. James

- Associate of Science in Hospitality and Tourism Management
- Associate of Science in Business Administration (*formerly 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 Administration *(formerly Bachelor of Science Degree in Business Studies)*
- Associate Degree in Applied Science - Culinary Arts Core
- Associate of Science in Engineering
- Associate of Science in Agricultural Technology
- Associate of Science in Social Work
- Bachelor of Science in Environmental Studies

**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 Administration *(formerly Associate of Science in Business Studies)*
- Associate of Science in Computer Applications and Business Studies
- Bachelor of Science in Business Administration *(formerly Bachelor of Science Degree 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
- Associate of Science in Social Work
- Associate of Science in Engineering
- Applied Associate of Science in Architectural

and Construction Technology

- Bachelor 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

**United Theological College of the West Indies
7 Golding Avenue, Kingston 7**

- Diploma in Ministerial Studies*

**University College of the Caribbean
(UCC, now trading with the name University of the Commonwealth Caribbean)
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
- Bachelor of Science in Information Technology
- Associate of Science in Management Information Systems
- Associate of Science in Production and Operations Management
- Bachelor of Science in Business Administration with Major in Accounting and Financial Management
- Bachelor of Science in Business Administration with Major in Information Systems Management
- Commonwealth Executive Master of Business Administration
- Commonwealth Executive Master of Public Administration Programme(s) Under Review
- Associate of Science Tourism and Hospitality Management - Step 10 of 10
- Bachelor of Science in Tourism and Hospitality Management - Step 8 of 10

- Bachelor of Science in Production and Operations Management - Step 8 of 10
- Master of Business Administration - Step 8 of 10

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

- Post Graduate Diploma in Education and Training
- 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* Programme(s) Under Review
- Associate of Science Degree in Information and Communication Technology - Step 8 of 10

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
- Associate of Science Degree in Tourism Management
- Bachelor of Science in Hospitality Management

2. LOCAL UNIVERSITIES WITH ACCREDITED PROGRAMMES

Caribbean Maritime University (CMU)

(formerly Caribbean Maritime Institute)

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

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*

INPRI Jamaica Ltd

27 Fairfax Drive, Kingston 19

- Public Sector Procurement Certification Series

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 AND CANDIDATES FOR INSTITUTIONAL ACCREDITATION

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

Northern Caribbean University (NCU)
(inclusive of the Western and Eastern Regional Campuses)
Main Campus: Manchester Road,
Mandeville, Manchester

The University of the West Indies,
Mona Campus
(inclusive of the Western and Bahamian Campuses)
Main Campus: Mona, Kingston 7

University of Technology, Jamaica (UTech)
(inclusive of the Western Campus)
Main Campus: 237 Old Hope Road,
Kingston 6

CANDIDACY - INSTITUTIONAL ACCREDITATION

(The institutions have applied for institutional accreditation and have satisfied the eligibility criteria. See Steps in the Appendix.)

Caribbean Maritime University (CMU) - Step 3 of 8
(formerly Caribbean Maritime Institute)
Palisadoes Park, P.O. Box 8051,
CSO, Kingston

The Mico University College - Step 3 of 8
1A Marescaux Road
Kingston 5

Excelsior Community College - Step 3 of 8
137 Mountain View Avenue
Kingston 3

University College of the Caribbean (UCC)
(Now trading with the name University of the Commonwealth Caribbean) - Step 3 of 8
17 Worthington Avenue
Kingston 5

5. UCJ-APPROVED DEGREES

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

NB: The programmes identified by the symbol ‘#’ were delivered as UCJ-Approved degrees by the Teachers’ Colleges and are no longer offered as UCJ-Approved degrees. Please contact the Colleges for further information.

Bethlehem Moravian College
Malvern P.O., St. Elizabeth

- Bachelor of Education (Secondary) With specialization in Information Technology, Business Education#
- Bachelor of Education (Primary)#

Caribbean Maritime University (CMU)
(formerly Caribbean Maritime Institute)
Palisadoes Park, P.O. Box 8051, CSO, Kingston

- Bachelor of Science in Security Administration and Management
- Bachelor of Engineering in Industrial Systems
- Master of Science in Logistics and Supply Chain Management
- Bachelor of Science in Logistics and Supply Chain Management
- Bachelor of Science in International Shipping
- Bachelor of Science in Port Management
- Bachelor of Science in Cruise Shipping and Marine Tourism

Church Teachers' College
Manchester Road, Mandeville, Manchester

- Bachelor of Education (Secondary) with specializations 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
- Bachelor of Education in Applied Technology with specializations in Automotive Technology, Construction Technology, Electrical Technology, Beauty Services, Business Studies, and Food Preparation

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)
- Doctor of Education (Ed.D.) with specialization in Organizational Leadership

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 Leadership (*formerly Master of Education in Educational Administration*)

Programme(s) Under Review (*in collaboration with Church Teachers' College*)

- Doctor of Education in Educational Leadership
- Step 8 of 10

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 September 30, 2014)

Appendix D Registered Institutions and Training Units as at March 31, 2019

The listing is divided into the following categories:

1. Local Colleges, Institutes and Training Units
2. Local Universities

1. LOCAL COLLEGES, INSTITUTES AND TRAINING UNITS

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 of the Caribbean - Jamaica (formerly 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
5. Caribbean Graduate School of Theology
14-16 West Avenue
Kingston 8
6. Caribbean School of Medical Sciences, Jamaica
15 Braemar Avenue
Kingston 10
7. Caribbean Wesleyan College
Torrington District
P.O. Box 17, Savanna-la-Mar
Westmoreland
8. Catholic College of Mandeville
Williamsfield P.O.
Manchester
9. Church Teachers' College
Mandeville Road
P.O. Box 41
Manchester
10. College of Agriculture, Science & Education
Passley Gardens
Port Antonio
Portland
11. College of Insurance and Professional Studies
3A Richmond Avenue
Kingston 10
12. Edna Manley College of the Visual
& Performing Arts
1 Arthur Wint Drive
Kingston 5
13. Excelsior Community College
137 Mountain View Avenue
Kingston 3
14. G.C. Foster College of Physical Education & Sport
Angels Walks Road
Spanish Town
St. Catherine
15. The Hydell University College
Ferry
St. Catherine
16. 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*)
47 Old Hope Road
Kingston 5
 - Mel Nathan College
47 Old Hope Road
Kingston 5
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. National Police College of Jamaica
Twickenham Park, Spanish Town,
St. Catherine
 26. NCB Corporate Learning Campus
(*formerly NCB Staff Training Centre*)
2½ Altamont Crescent
Kingston 5
 27. Paralegal Training Institute
47c Old Hope Road
Kingston 5

28. Portmore Community College
P.O. Box 233
Waterford
St. Catherine
29. Regent College of the Caribbean
(formerly Jamaica Bible College)
7 Brumalia Road
Mandeville, Manchester
30. Sam Sharpe Teachers' College
P.O. Box 40, Granville P.A.
St. James
31. Shortwood Teachers' College
77 Shortwood Road
Kingston 8
32. Sigma College of Nursing and Applied Sciences
34 Top Road
PO Box 437
Brown's Town, St. Ann
33. SPACS School of Paramedical Studies
7 James Avenue
Ocho Rios, St. Ann
34. St. Joseph's Teachers' College
16 Old Hope Road
Kingston 5
35. St. Michael's Theological College
Golding Avenue
Kingston 7
36. United Theological College of the West Indies
7 Golding Avenue
Kingston 7
37. University College of the Caribbean
(UCC, now trading with the name University of
the Commonwealth Caribbean)
17 Worthington Avenue
Kingston 5
38. Vector Technology Institute
35A Eastwood Park Road
Kingston 10
39. Vocational Training Development Institute
6 Gordon Town Road
Kingston 6
40. Western Hospitality Institute
Holiday Village
Rosehall
St. James

Institution(s) Under Review for Registration:

National College for Educational Leadership
- Step 5 of 5
Caenwood Complex, Murray Hall Building
37 Arnold Road
Kingston 5

II. LOCAL UNIVERSITIES

41. Caribbean Maritime University
(formerly Caribbean Maritime Institute)
Palisadoes Park
P.O. Box 80, C.S.O.
Kingston
42. Northern Caribbean University
Manchester Road
Mandeville, Manchester
43. University of Technology, Jamaica
237 Old Hope Road
Kingston 6
44. The University of the West Indies
Mona Campus
Kingston 7

The background of the slide is a light blue gradient. On the left side, there is a faint, semi-transparent image of a calculator. In the center, there is a faint, semi-transparent image of a magnifying glass. At the bottom, there are several green and white line graphs and bar charts, some of which are overlapping. The text "FINANCIAL STATEMENTS" is written in a large, bold, white font, and "31 MARCH 2019" is written in a smaller, bold, white font below it.

FINANCIAL STATEMENTS

31 MARCH 2019

480,091.00	512,603.00	550,009.00	3,955,000.00	2,580,255.00	1,835,000.00
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THE UNIVERSITY COUNCIL OF JAMAICA

FINANCIAL STATEMENTS

31 MARCH 2019

THE UNIVERSITY COUNCIL OF JAMAICA

FINANCIAL STATEMENTS

31 MARCH 2019

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Chartered Accountants
26 Beechwood Avenue
P.O. Box 351
Kingston 5, Jamaica

Page 1

INDEPENDENT AUDITORS' REPORT

To the Board of Management
The University Council of Jamaica

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of The University Council of Jamaica (The Council) set out on pages 4 to 37, which comprise the statement of financial position as at 31 March 2019, and the statements of comprehensive income, changes in reserves and cash flows for the year then ended, and notes, comprising significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Council as at 31 March 2019, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) and the requirements of the University Council of Jamaica Act.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISA). Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Council in accordance with the International Ethics Standards Board for Accountants International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code.

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

Responsibilities of Management and Board of Management for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with IFRS and the University Council of Jamaica Act, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

The Board of Management is responsible for overseeing the Council's financial reporting process.

INDEPENDENT AUDITORS' REPORT (CONT'D)

To the Board of Management
The University Council of Jamaica

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISA, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that presents a true and fair view.

INDEPENDENT AUDITORS' REPORT (CONT'D)

To the Members of
The University Council of Jamaica

Auditors' Responsibilities for the Audit of the Financial Statements (cont'd)

We communicate with the Board of Management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on additional matters as required by the University Council of Jamaica Act

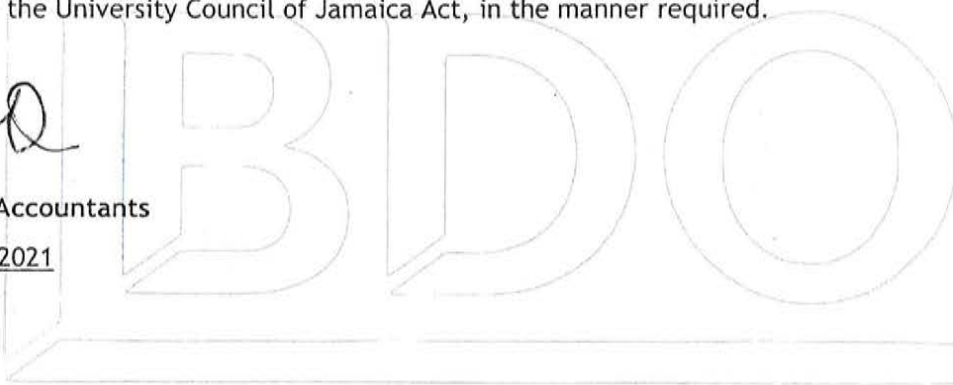
We have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

In our opinion, proper accounting records have been kept, so far as appears from our examination of those records, and the financial statements, which are in agreement therewith, give the information required by the University Council of Jamaica Act, in the manner required.

A handwritten signature in black ink, appearing to be 'BDO'.

Chartered Accountants

26 January 2021



THE UNIVERSITY COUNCIL OF JAMAICA
STATEMENT OF COMPREHENSIVE INCOME
YEAR ENDED 31 MARCH 2019

	<u>Note</u>	<u>2019</u> <u>\$</u>	<u>2018</u> <u>\$</u>
REVENUE			
Subvention	6	101,173,939	111,717,070
Other operating income	7	<u>118,545,802</u>	<u>76,439,459</u>
		219,719,741	188,156,529
Administrative and other expenses	8	<u>(232,793,194)</u>	<u>(182,060,284)</u>
(Deficit)/Surplus for the year		(13,073,453)	6,096,245
Other comprehensive income:			
Item that may be reclassified to profit or loss -			
Fair value movement on investment		<u>-</u>	<u>(114,777)</u>
TOTAL COMPREHENSIVE INCOME		<u>(13,073,453)</u>	<u>5,981,468</u>

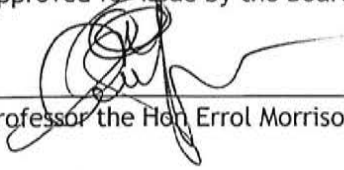
THE UNIVERSITY COUNCIL OF JAMAICA


STATEMENT OF FINANCIAL POSITION

31 MARCH 2019

	<u>Note</u>	<u>2019</u> \$	<u>2018</u> \$
<u>ASSETS</u>			
NON-CURRENT ASSETS:			
Property, plant and equipment	10	82,224,624	66,026,045
Investments	11	<u>170,526</u>	<u>170,526</u>
		<u>82,395,150</u>	<u>66,196,571</u>
CURRENT ASSETS:			
Receivables	12	57,403,593	55,974,126
Cash and cash equivalents	13	<u>47,363,213</u>	<u>89,788,017</u>
		<u>104,766,806</u>	<u>145,762,143</u>
		<u>187,161,956</u>	<u>211,958,714</u>
<u>RESERVES AND LIABILITIES</u>			
RESERVES:			
Capital reserve	14	2,483,964	2,483,964
Investment Revaluation Reserve	15	158,783	158,783
Accumulated Surplus		<u>154,197,236</u>	<u>175,032,567</u>
		<u>156,839,983</u>	<u>177,675,314</u>
CURRENT LIABILITIES:			
Deferred income	16	7,528,914	22,712,962
Payables	17	19,674,461	11,570,438
Bank overdraft	13	<u>3,118,598</u>	<u>-</u>
		<u>30,321,973</u>	<u>34,283,400</u>
		<u>187,161,956</u>	<u>211,958,714</u>

Approved for issue by the Board of Management on 26 January 2021 and signed on its behalf by:


 Professor the Hon Errol Morrison OJ, Hon LLD, Hon DSc, MD, PhD, Chairman


 Althea Heron - Executive Director

THE UNIVERSITY COUNCIL OF JAMAICA

STATEMENT OF CHANGES IN RESERVES

YEAR ENDED 31 MARCH 2019

	Capital Reserve \$	Investment Revaluation Reserve \$	Accumulated Surplus \$	Total \$
BALANCE AT 1 APRIL 2017	<u>2,483,964</u>	<u>273,560</u>	<u>168,936,322</u>	<u>171,693,846</u>
TOTAL COMPREHENSIVE INCOME				
Surplus	-	-	6,096,245	6,096,245
Other comprehensive income	<u>-</u>	<u>(114,777)</u>	<u>-</u>	<u>(114,777)</u>
	<u>-</u>	<u>(114,777)</u>	<u>6,096,245</u>	<u>5,981,468</u>
BALANCE AT 31 MARCH 2018 (as previously reported)	2,483,964	158,783	175,032,567	177,675,314
Effect of adopting IFRS 9	<u>-</u>	<u>-</u>	<u>(7,761,878)</u>	<u>(7,761,878)</u>
BALANCE AT 1 APRIL 2018 (Restated)	2,483,964	158,783	167,270,689	169,913,436
TOTAL COMPREHENSIVE INCOME				
Deficit	<u>-</u>	<u>-</u>	<u>(13,073,453)</u>	<u>(13,073,453)</u>
BALANCE AT 31 MARCH 2019	<u>2,483,964</u>	<u>158,783</u>	<u>154,197,236</u>	<u>156,839,983</u>

THE UNIVERSITY COUNCIL OF JAMAICA

STATEMENT OF CASH FLOWS

YEAR ENDED 31 MARCH 2019

	<u>2019</u> \$	<u>2018</u> \$
CASH FLOW FROM OPERATING ACTIVITIES:		
(Deficit)/Surplus for the year	(13,073,453)	6,096,245
Items not affecting cash resources:		
Depreciation	2,616,975	3,061,787
Adjustment property, plant and equipment	3,728,000	-
Effects of exchange translation	1,891,364	-
Interest income	(801,639)	(876,914)
	(5,638,753)	8,281,118
Changes in operating assets and liabilities:		
Receivables	(11,082,709)	(5,102,765)
Payables	8,104,023	4,648,993
Deferred income	(15,184,048)	<u>4,301,000</u>
Cash (used in)/provided by operating activities	<u>(23,801,487)</u>	<u>12,128,346</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of property, of property, plant and equipment	(22,543,554)	(2,779,618)
Interest received	<u>801,639</u>	<u>872,084</u>
Cash used in investing activities	<u>(21,741,915)</u>	<u>(1,907,534)</u>
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS	(45,543,402)	10,220,812
Cash and cash equivalents at beginning of year	<u>89,788,017</u>	<u>79,567,205</u>
CASH AND CASH EQUIVALENT AT END OF YEAR (Note 13)	<u>44,244,615</u>	<u>89,788,017</u>

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

1. IDENTIFICATION AND PRINCIPAL ACTIVITIES:

(a) The University Council of Jamaica was established by the University Council of Jamaica Act, 1987. It is a statutory body currently under the portfolio of the Ministry of Education Youth and Information. The registered office of the Council is 6b Oxford Road, Kingston 5.

(b) The principal activities of the Council are:

To establish a registry of all approved tertiary institutions in Jamaica to ensure that certain minimum standards are met.

To provide accreditation for degree and specialized programmes.

To assist in the development of tertiary institutions by providing professional advice and services for the development and improvement of programmes.

To award degrees, diplomas and certificates to students who have pursued such courses at approved tertiary institutions.

2. REPORTING CURRENCY:

Items included in the financial statements of the Council are measured using the currency of the primary economic environment in which the Council operates ("the functional currency). These financial statements are presented in Jamaican dollars, which is considered the Council's functional and presentation currency.

3. SIGNIFICANT ACCOUNTING POLICIES:

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

(a) Basis of preparation

These financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS), and have been prepared under the historical cost convention as modified by the revaluation of certain financial assets that are measured at fair value. They are also prepared in accordance with provisions of The University Council of Jamaica Act.

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(a) Basis of preparation (cont'd)

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies. Although these estimates are based on management's best knowledge of current events and action, actual results could differ from those estimates. The areas involving a higher degree of judgment in complexity or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 4.

New standards, interpretations and amendments effective in the current year

Certain new standards, interpretations and amendments to existing standards have been published that became effective during the current financial year. The Council has assessed the relevance of all such new standards, interpretations and amendments and has concluded that the following amendments are immediately relevant to its operations.

IFRS 9, 'Financial Instrument', (effective for annual periods beginning on or after 1 January 2018). This standard replaces the guidance in IAS 39. It includes requirements on the classification and measurement of financial assets and liabilities; it also includes an expected credit losses model that replaces the current incurred loss impairment model.

The standard 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 is 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.

IFRS 9 introduces a new model for the recognition of impairment losses - the expected credit losses (ECL) model. There is a three stage approach which is based on the change in credit quality of financial assets since initial recognition. In practice, the new rules mean that entities have to record an immediate loss equal to the 12-months ECL on initial recognition of financial assets that are not credit impaired (or lifetime ECL for receivables). Where there has been a significant increase in credit risk, impairment is measured using lifetime ECL rather than 12-month ECL. Receivables classified under financial asset are the most affected due to the new expected credit loss models. The Council applies a simplified approach in calculating ECL.

THE UNIVESITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(a) Basis of preparation (cont'd)

New standards, interpretations and amendments effective in the current year (cont'd)

IFRS 9, Financial Instruments (effective for accounting periods beginning on or after 1 January 2018) (cont'd)

Management uses a provision matrix for the trade receivables reflecting past experience of losses incurred due to default as well as forward looking information in arriving at an assessment of impairment. The adoption of IFRS 9 from 1 April 2018 resulted in changes in the accounting policies and adjustments to the amounts recognized in the financial statements (Noted 3, 5 and 21). In accordance with transitional provisions in IFRS 9, the comparative figures have not been restated.

IFRS 15, 'Revenue from Contracts with Customers' (effective for accounting periods beginning on or after 1 January 2018). The new standard introduces the core principle that revenue must be recognised when the goods or services are transferred to the customer, at the transaction price. Any bundled goods or services that are distinct must be separately recognised, and any discounts or rebates on the contract price must generally be allocated to the separate elements. When the consideration varies for any reason, minimum amounts must be recognised if they are not at significant risk of reversal. Costs incurred to secure contracts with customers are required to be capitalized and amortised over the period when the benefits of the contract are consumed. The Council reviewed the main types of service arrangements used with customers under the model and has determined that the application of IFRS 15 does not have a material impact on the Council's results or financial position based on the nature of goods or services offered by the Council.

New standards, amendments and interpretation not yet effective

The following amendment which is not yet effective and has not been adopted early in these financial statements may not have an impact on the Council future financial statements.

IFRS 16, 'Leases' (effective for accounting periods beginning on or after 1 January 2019, with earlier application permitted if IFRS 15, 'Revenue from Contracts with Customers', is also applied). The International Accounting Standards Board (IASB) published IFRS 16, 'Leases', which replaces the current guidance in IAS 17. This will require changes in accounting by lessees in particular. IFRS 16 requires lessees to recognise a lease liability reflecting future lease payments and a 'right-of-use asset' for virtually all lease contracts. The IASB has included an optional exemption for certain short-term leases and leases of low-value assets; however, this exemption can only be applied by lessees. For lessors, the accounting stays almost the same. However, as the IASB has updated the guidance on the definition of a lease (as well as the guidance on the combination and separation of contracts), lessors will also be affected by the new standard.

THE UNIVESITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(a) Basis of preparation (cont'd)

New standards, amendments and interpretation not yet effective (cont'd)

IFRS 16, 'Leases' (effective for accounting periods beginning on or after 1 January 2019 (cont'd)). Under IFRS 16, a contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The Company has commenced assessment and has identified that a right of use asset and lease obligation would have to be recorded on the Company's financial statements and the associated depreciation and interest expense within the Company's statement of comprehensive income.

IAS 1 and IAS 8 - Definition of Material - Amendments to IAS 1 and IAS 8 (effective for annual periods beginning on or after 1 January 2020). The IASB issued amendments to IAS 1 Presentation of Financial Statements and IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors to align the definition of 'material' across the standards and to clarify certain aspects of the definition. The new definition states that, information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements which provide financial information about a specific reporting entity.

The amendments clarify that materiality will depend on the nature or magnitude of information, or both. An entity will need to assess whether the information, either individually or in combination with other information is material in the context of the financial statements. The amendments are not expected to have an impact on the financial statements of the Council.

(b) Foreign currency translation

Foreign currency transactions are accounted for at the exchange rates prevailing at the dates of the transactions.

Monetary items denominated in foreign currency are translated to Jamaican dollars using the closing rate as at the reporting date. Non-monetary items measured at historical cost denominated in a foreign currency are translated using the exchange rate as at the date of initial recognition.

Exchange differences arising from the settlement of transactions at rates different from those at the dates of the transactions and unrealized foreign exchange differences on unsettled foreign currency monetary assets and liabilities are recognized in statement of comprehensive income.

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(c) Property, plant and equipment

Items of property, plant and equipment are stated at historical cost less accumulated depreciation and impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the asset.

Depreciation is calculated on the straight-line basis at such rates as will write off the carrying value of the assets over their expected useful lives. Land is not depreciated. The annual rates are as follows:

Leasehold Improvements	2 ½%
Building	2 ½%
Furniture, Fixtures and Equipment	10%
Computer Software and Equipment	20%
Motor vehicles	20%

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) Impairment of non-current assets

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

(e) Financial instruments

Financial assets

Policy applicable from 1 April 2018

The Council classifies its financial assets into the categories amortized cost and fair value through other comprehensive income. The classification depends on the Council's through business model for managing the financial assets and the contractual terms of the cash flows.

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(e) Financial instruments

Financial assets

Policy applicable from 1 April 2018

Amortized cost

These assets arise principally from the provision of services to customers (eg receivables), but also incorporate other types of financial assets where the objective is to hold these assets in order to collect contractual cash flows and the contractual cash flows are solely payments of principal and interest. They are initially recognized at fair value plus transaction costs that are directly attributable to their acquisition or issue, and are subsequently carried at amortized cost using the effective interest rate method, less provision for impairment.

Impairment provisions for receivables are recognized based on the simplified approach within IFRS 9 using a provision matrix in the determination of the lifetime expected credit losses. During this process the probability of the non-payment of the receivables is assessed. The probability is then multiplied by the amount of the expected loss arising from default to determine the lifetime expected credit loss for the receivables. For receivables, which are reported net, such provisions are recorded in a separate provision account with the loss being recognized within the statement of comprehensive income. On confirmation that the amounts receivable will not be collectable, the gross carrying value of the asset is written off against the associated provision.

The Councils financial assets measured at amortized cost comprise receivables and cash and cash equivalents in the statement of financial position.

Cash and cash equivalents includes cash in hand and at bank, bank overdraft and short term highly liquid investments with original maturity of three months or less.

Policy applicable until 31 March 2018

(i) Classification

The Council classifies its financial assets in the following categories: loans and receivables and available-for-sale. The classification depends on the purpose for which the financial assets were acquired. Council determines the classification of its financial assets at initial recognition and re-evaluates this designation at every reporting date.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market.

THE UNIVERSITY COUNCIL OF JAMAICA
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(e) Financial instruments (cont'd)

Policy applicable until 31 March 2018

(i) Classification (cont'd)

Loans and receivables (cont'd)

They are included in current assets, in the statement of financial position. The Council's loans and receivables comprise receivables, short-term deposits and cash and cash equivalents.

Receivables are initially recognized at original invoice amount (which represents fair value) and subsequently measured at amortised cost less any provision for impairment.

A provision for impairment is established if there is objective evidence that a loan is impaired. A receivable is considered impaired when management determines that it is probable that the full amount due will not be collected.

Short term deposits consist of investment in deposits with maturity dates greater than three (3) months and up to twelve (12) months.

Cash and cash equivalents consist of cash in hand and other short term highly liquid investment with original maturity dates of three (3) months or less.

Available-for-sale financial assets

Available-for-sale financial assets are non-derivative financial assets that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless management intends to dispose of the financial asset within 12 months of the reporting date. Investments intended to be held for an indefinite period of time, which may be sold in response to needs for liquidity or changes in interest rates, are classified as available-for-sale.

(ii) Recognition and Measurement

Regular purchases and sales of financial assets are recognized on the trade-date - the date on which the Council commits to purchase or sell the asset. Financial assets are initially recognized at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets are derecognized when the rights to receive cash flows from the financial assets have expired or have been transferred and the Council has transferred substantially all risks and rewards of ownership. Available-for-sale financial assets are subsequently carried at fair value, with fair value gains or losses being recorded in other comprehensive income. Loans and receivables are subsequently carried at amortised cost using the effective interest method.

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(d) Financial instruments (cont'd)

Financial assets (cont'd)

(ii) Recognition and Measurement (cont'd)

Translation differences and changes in the fair value of non-monetary securities classified as available for sale are recognized in other comprehensive income.

When securities classified as available-for-sale are sold or impaired, the accumulated fair value adjustments previously recognized as other comprehensive income are recycled to surplus or deficit.

Dividends on available-for-sale equity instruments are recognized in statement of comprehensive income as part of other operating income when the Council's right to receive payments is established.

For loans and receivables impairment provisions are recognised when there is objective evidence that the Council will not collect all of the amounts due under the terms receivable. Council's amount of the provision is 40% of balances outstanding for more than two (2) years. For trade receivables which are reported net, such provisions are recorded in a separate cover allowance account with the loss being recognised in comprehensive income. On confirmation that the trade receivable is uncollectible, it is written off against the associated allowance. Subsequent recoveries of amounts previously written off are credited to comprehensive income.

The Council assess at each reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired. If any such evidence exists, the cumulative loss measure as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognized in the statement of comprehensive income.

Financial liabilities

The Council's financial liabilities are initially measured at fair value, net of transaction costs, and are subsequently measured at amortized cost using the effective interest method. At the reporting date, the following item was classified as financial liability, payables.

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(e) Employee benefits

Defined contribution plans

The Council's operates a defined contribution pension plan which is funded by employees' contribution of 5% of salary and employer's contribution of 5%. Once the contributions have been paid, the Council has no further obligations. Contributions to the pension plan are charged to the statement of comprehensive income in the year to which they relate.

Vacation Accrued

Employee entitlement to annual vacation leave are recognized when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the end of the reporting period.

(f) Revenue recognition

From 1 April 2018 the Institute adopted IFRS 15 which did not result in any material adjustments to the financial statements.

Revenue is recognized to the extent that is probable that the economic benefits will flow to the Council and the revenue can be reliably measured. Revenue is measured at the fair value of the consideration received, excluding discounts, rebates and other sales taxes or duty. Specific recognition criteria are as follows:

(i) Subventions/Government

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) Services - fees

Revenue from the provision of services is measured at the fair value of the consideration received or receivable. Revenue is recognized when the significant risks and rewards of ownership have been transferred to the buyer, recovery of the consideration is probable, the associated costs can be estimated reliably, and there is no continuing management involvement with the services.

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(f) Revenue recognition (cont'd)

(iii) Interest income

Interest income is recognized in the income statement for all interest bearing instruments on an accrual basis unless collectibility is doubtful.

(g) Related parties

A related party is a person or entity that is related to the entity that is preparing its financial statements (referred to in IAS 24 Related Party Disclosures as the 'reporting entity' that is "the Council").

(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 joint ventures 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 reporting entity;
- (vi) The entity is controlled, or jointly controlled by a person identified in (a); or

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(g) Related parties (cont'd)

- (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, provide 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.

4. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES:

Judgements and estimates are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(a) Critical judgements in applying the Council's accounting policies

In the process of applying the Council's accounting policies, management has not made any judgements that it believes would cause a significant impact on the amounts recognized in the financial statements.

(b) Key sources of estimation uncertainty

The Council makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts and assets and liabilities within the next financial year are discussed below:

(i) Fair value estimation

A number of assets and liabilities included in the Council's financial statements require measurement at, and/or disclosure of, at fair value.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

4. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES:

(b) Key sources of estimation uncertainty (cont'd)

(i) Fair value estimation (cont'd)

The standard requires disclosure of fair value measurements by level using the following fair value measurement hierarchy:

- (i) Level 1- Quoted prices (unadjusted) in active markets for identical assets or liabilities.
- (ii) Level 2 - Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices).
- (iii) Level 3 - Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs).

The Council has no financial instruments that are carried at fair value subsequent to initial recognition.

(ii) Depreciable assets

Estimates of the useful life and the residual value of property, plant and equipment are required in order to apply an adequate rate of transferring the economic benefits embodied in these assets in the relevant periods. The Council applies a variety of methods in an effort to arrive at these estimates from which actual results may vary. Actual variations in estimated useful lives and residual values are reflected in surplus or deficit through impairment or adjusted depreciation provisions.

(iii) Impairment losses on financial assets

Expected credit loss allowance under IFRS 9 from 1 April 2018

The measurement of the expected credit loss allowance for financial assets measured at amortised cost requires the use of significant assumptions about future economic conditions and credit behavior such as the likelihood of members' defaulting and resulting losses.

A number of significant judgements are also required in applying the accounting requirement for measuring ECL, such as

- Determining criteria for significant increase in credit risk
- Choosing appropriate models and assumption for the measurement of ECL.
- Establishing the number and relative weights of forward looking scenarios.
- Establishing groups of similar financial assets for the purpose of measuring ECL.

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

4. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES (CONT'D):

(i) Impairment losses on financial assets (cont'd)

Further details of the inputs, assumptions and estimation techniques used in measuring ECL is further detailed in note 5.

Impairment losses under IAS 39 up to 31 March 2018

The Council reviews its receivables at each reporting date to assess whether a provision should be recorded in the statement of income. In particular, judgement by management is required in the estimation of the amount and timing of future cash flows when determining the level of the provision required. Such estimated are based on assumptions about a number of factors.

5. FINANCIAL RISK MANAGEMENT:

The Council is exposed through its operations to the following financial risks:

- Credit risk
- Market risk
- Liquidity risk
- Foreign exchange risk

In common with all other businesses, the Council's activities expose it to a variety of risks that arise from its use of financial instruments. This note describes the Council's objectives, policies and processes for managing those risks to minimize potential adverse effects on the financial performance of the Council and the methods used to measure them.

There was no substantive changes in the Council's exposure to financial instrument risks, its objectives, policies and processes for managing those risks or the methods used to measure them from previous periods unless otherwise stated in this note.

(a) Principal financial instruments

The principal financial instruments used by the Council, from which financial instrument risk arises, are as follows:

- Receivables
- Cash and cash equivalents
- Investments
- Payables

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

5. FINANCIAL RISK MANAGEMENT (CONT'D):

(b) Financial instruments by category

Financial assets

	Amortised Cost	Loans and Receivables	Fair value through other comprehensive income	Available- for-sale
	<u>2019</u>	<u>2018</u>	<u>2019</u>	<u>2018</u>
	\$	\$	\$	\$
Cash and cash equivalents	44,244,615	89,788,017	-	-
Receivables	53,149,856	52,920,470	-	-
Investments	-	-	170,526	170,526
Total financial assets	<u>97,394,471</u>	<u>142,708,487</u>	<u>170,526</u>	<u>170,526</u>

Financial liabilities

	Financial liabilities at amortised cost	
	<u>2019</u>	<u>2018</u>
	\$	\$
Payables	<u>8,858,214</u>	<u>3,046,298</u>

(c) Financial instruments not measured at fair value

Financial instruments not measured at fair value includes cash and cash equivalents, receivables and payables.

Due to their short-term nature, the carrying value of cash and cash equivalents, receivables and payables approximates their fair value.

(d) Financial instruments measured at fair value

The fair value hierarchy of financial instruments measured at fair value is provided below:

	Level 2	
	<u>2019</u>	<u>2018</u>
	\$	\$
Financial assets		
Radio Jamaica Limited (RJR) - shares	<u>170,526</u>	<u>170,526</u>

There were no transfers between levels during the period.

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

5. FINANCIAL RISK MANAGEMENT (CONT'D):

(e) Financial risk factors

The Board of Management of the Council, subject to provisions of the University Council Act has the overall responsibility to establish a risk management framework for the general administration of the affairs of the Council. The Board of Management is appointed by the Minister of Education Youth and Information with directives for the establishment of this framework.

Risk management policies and procedures are established to identify, evaluate and analyse the risk faced by the Council to set appropriate controls, and to monitor adherence to the established standards.

The risk management policies may be affected by public policies, local laws and regulations and the Government of Jamaica's socio-economic policies in specified areas. The Board of Management has the responsibility of establishing a risk management framework which incorporates these other policies. The Board of Management also establishes policies to address market and liquidity risks on an ongoing basis which are also monitored and reviewed regularly to reflect changes in current market conditions.

Risk management policies and systems are reviewed regularly to reflect relevant changes in the local statutory regulations, government policies and the social and economic environment. The Council, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment, in which all employees understand their roles and obligation.

(i) Credit risk

Credit risk is the risk of financial loss to the Council if a customer or counterparty to a financial instrument fails to meet its contractual obligations and causes the other party to incur a financial loss.

Trade receivables

Revenue transactions in respect of the Council's primary operations are settled either in cash or direct deposit. For its operations done on a credit basis, the Council has policies in place to ensure that sales of service are made to customers with an appropriate credit history.

The Council applies the IFRS 9 simplified approach to measuring expected credit losses using a lifetime credit loss provision for receivables. To measure expected credit losses on a collective basis, receivables are grouped based on similar credit and aging (i.e) private and public institutions.

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

5. FINANCIAL RISK MANAGEMENT (CONT'D):

(e) Financial risk factors (cont'd)

(i) Credit risk (cont'd)

Trade receivables (cont'd)

The expected loss rates are based on the Council historical credit losses experienced over two year period prior to the period end. The historical loss rates are then adjusted for current and forward-looking information on macroeconomic factors affecting the ability of the private and public institutions to settle the receivables.

Cash and cash equivalents

Cash and cash equivalents are placed with approved financial institutions for short-term period and management believes that these institutions have a minimal risk of default.

Movement exposure to credit risk

The maximum exposure to credit risk is equal to the carrying amount of trade and other receivables and cash and cash equivalents in the statement of financial position.

As at 31 March 2019, receivables of \$99,278,272 represented private and public receivables had lifetime expected credit losses of \$46,128,416.

The following table provides information about the ECLs for private and public institutions receivables as at 31 March 2019.

	Gross Carrying Amount \$	Expected Loss Rate %	ECL Allowance \$
Private	43,889,540	56.74	24,901,594
Public	<u>55,388,732</u>	<u>38.32</u>	<u>21,226,822</u>
	<u>99,278,272</u>		<u>46,128,416</u>

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

5. FINANCIAL RISK MANAGEMENT (CONT'D):

(e) Financial risk factors cont'd

(i) Credit risk (cont'd)

Movements in the impairment allowance for receivables are as follows:

	<u>2019</u> <u>\$</u>	<u>2018</u> <u>\$</u>
At 1 April under IAS 39	(15,271,773)	(9,389,277)
Increase during the year	(34,824,251)	(9,760,915)
Bad debts recovered previously provided for	<u>3,967,608</u>	<u>3,878,419</u>
At 31 March	<u>(46,128,416)</u>	<u>(15,271,773)</u>

(ii) Liquidity risk

Liquidity risk is the risk that the Council will be unable to meet its payment obligations associated with its financial liabilities when they fall due. Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, and the availability of funding through an adequate amount of committed credit facilities.

Liquidity risk management process

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

- (i) Monitoring future cash flows and liquidity on a bi-weekly basis.
- (ii) Maintaining a portfolio of short term deposit balances that can easily be liquidated as protection against any unforeseen interruption to cash flow.
- (iii) Optimising cash returns on investments.

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

5. FINANCIAL RISK MANAGEMENT (CONT'D):

(e) Financial risk factors cont'd

(ii) Liquidity risk (cont'd)

Cash flows of financial liabilities

The maturity profile of the Council's financial liabilities, based on contractual undiscounted payments, is as follows:

	<u>Within 1 Year</u>
	<u>\$</u>
31 March 2019	
Trade payables	8,858,214
Accruals	<u>621,625</u>
Total financial liabilities (contractual maturity dates)	<u>9,479,839</u>

	<u>Within 1 Year</u>
	<u>\$</u>
31 March 2018	
Trade payables	3,046,298
Accruals	<u>402,000</u>
Total financial liabilities (contractual maturity dates)	<u>3,448,298</u>

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

5. FINANCIAL RISK MANAGEMENT (CONT'D):

(e) Financial risk factors cont'd

(i) Market risk

Market risk is the risk that changes in market prices, such as foreign exchange and interest rates, will affect the Council's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters while optimizing the returns on risk. Market risk exposures are measured using sensitivity analysis.

Foreign currency risk

Foreign currency risk is the risk that the market value of or the cash flows from financial instruments, will fluctuate because of changes in foreign exchange rates.

Foreign currency risk arises primarily on transactions that are denominated in a currency other than the Jamaican dollar. Such exposures comprise the monetary assets and liabilities of the Council that are not denominated in the functional currency of the Council.

The principal foreign currency risks of the Council are denominated in United States Dollar (US\$).

The Council manages this risk by ensuring that the net exposure in foreign assets and liabilities is kept to an acceptable level by monitoring currency positions. The Council further manages this risk by maximizing foreign currency earnings and holding net foreign currency assets.

Concentration of currency risk

The Council is exposed to foreign currency risk in respect of trade receivables and cash and bank balances amounting to \$111,246 (2018 - \$144,891) and \$317,377 (2018 - \$499,350), respectively.

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

5. FINANCIAL RISK MANAGEMENT (CONT'D):

(e) Financial risk factors cont'd

(i) Foreign currency risk

Concentration of currency risk (cont'd)

The Bank of Jamaica exchange rates in terms of the Jamaican dollar were as to foreign currencies at the statement of financial position dates were as follows:

	<u>Exchange rates</u> <u>US\$</u>
31 March 2019	<u>123.57</u>
31 March 2018	<u>124.65</u>

Sensitivity analysis:

A 6% (2018:4%) strengthening of the United States Dollar against the Jamaican Dollar would have increased the surplus/decreased the deficit for the year by \$3,177,897 (2018 - \$3,212,186). A 4% (2018 2%) weakening, would have decreased the surplus/increased the deficit by \$2,118,598 (2018 - \$1,606,093). This analysis assumes that all other variables, in particular interest rates, remain constant.

The analysis is done on the same basis as in 2018.

(ii) Interest rate risk

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates.

Floating rate instruments expose the Council to cash flow interest rate risk, whereas fixed rate instruments expose the Council to fair value interest rate risk.

(f) Reserve management

The Council's objectives when managing reserves are to safeguard the Council's ability to continue as a going concern, in order to meet all future liabilities and expenses to provide benefits to members of its individual benefits.

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

6. SUBVENTION:

This represents allocation from the Ministry of Education, Youth & Information.

7. OTHER OPERATING INCOME:

	<u>2019</u>	<u>2018</u>
	<u>\$</u>	<u>\$</u>
Annual registration fees	482,788	535,744
Accreditation fees	20,446,196	29,857,875
Application fees	36,682,977	21,351,758
Annual base fees	4,044,957	6,595,698
Assessors' fees	6,759,483	5,307,131
Review administrative fees	1,576,408	201,835
Institutional accreditation	23,798,750	-
Other fees	1,180,383	1,266,675
Seminar fees	3,728,818	972,038
Site visit	1,126,988	1,377,107
Assessors' accommodation advances	820,087	220,785
Interest income	801,639	876,914
Gain on foreign exchange	12,924,253	2,512,941
CANQATE conference	341,705	-
Staff loan interest	19,440	10,177
30 th Anniversary celebration	-	855,000
Recovery of Bad Debts	3,757,361	3,878,419
Miscellaneous	<u>53,569</u>	<u>619,362</u>
	<u>118,545,802</u>	<u>76,439,459</u>

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

8. EXPENSES BY NATURE:

Total direct selling administration and other operating expenses:

	<u>2019</u>	<u>2018</u>
	\$	\$
Staff costs (note 9)	105,099,925	112,294,775
Rent and maintenance	10,261,108	5,486,456
Assessors' fees	8,130,123	5,159,004
Editor's fees	219,150	208,520
Auditors' remuneration - current year	402,000	402,000
- prior years	1,011,750	-
Computer expenses	522,631	302,662
Directors' mileage	916,728	471,561
Insurance	261,212	320,446
Advertising	1,562,302	743,371
Telephone	1,451,064	1,132,229
Internet expense	410,094	360,324
Foreign travel and accommodation	9,810,244	6,227,085
Printing and stationery	3,784,076	2,006,698
Motor vehicle insurance and license	116,944	106,282
Motor car general expenses	1,540,290	2,450,280
CANQATE	913,431	496,223
Postage and shipping	181,494	179,129
Dues and subscriptions	7,634,482	1,028,880
Professional and legal fees	7,322,465	3,039,237
Honorarium	1,763,050	1,184,008
Repairs and maintenance:-		
Motor vehicle	561,866	348,670
Furniture	1,060,685	922,146
Building	1,846,697	2,012,348
Motor Bike	82,467	5,600
Depreciation	2,616,975	3,061,787
Office supplies	2,298,081	3,218,646
Miscellaneous	349,713	767,272
Property Tax - Windsor Avenue	359,600	359,600
Utilities - Windsor Avenue	2,957,643	2,862,954
Office storage	5,079	2,249
Seminar expenses	14,795,191	5,970,535
Bank charges and interest	337,533	318,031
Conferences and other Seminar expenses	433,986	841,192
30 th Anniversary Celebration expenses	-	4,033,388
ISO expenses	1,248,569	288,937
Foreign exchange loss	13,482,783	3,601,757
Bad debt written-off	5,250	11,573
Provision for impairment loss - Receivables	27,036,513	9,834,429
	<u>232,793,194</u>	<u>182,060,284</u>

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

9. STAFF COSTS:

	<u>2019</u>	<u>2018</u>
	<u>₤</u>	<u>₤</u>
Salaries, wages and statutory contributions	77,453,267	83,202,976
Pension contributions	2,446,571	2,386,418
Gratuity	1,567,139	6,777,211
Motor car allowance	16,372,984	14,753,374
Lunch subsidy	1,897,001	1,772,164
Uniform	47,380	47,380
Group life insurance	570,983	455,569
Staff welfare	4,761,974	2,583,256
Casual labour	(17,374)	316,527
	<u>105,099,925</u>	<u>112,294,775</u>

THE UNIVERSITY COUNCIL OF JAMAICA
NOTES TO THE FINANCIAL STATEMENTS

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10. PROPERTY, PLANT AND EQUIPMENT:

	Land \$	Building \$	Leasehold Improvements \$	Construction in Progress \$	Motor Vehicles \$	Furniture, Fixtures & Equipment \$	Computer Software & Equipment \$	Total \$
At Cost or Valuation -								
At 1 April 2017	40,000,000	15,000,000	124,585	3,728,000	5,065,423	8,918,034	7,468,961	80,305,003
Additions	-	490,680	-	-	-	1,145,004	1,143,934	2,779,618
At 31 March 2018	40,000,000	15,490,680	124,585	3,728,000	5,065,423	10,063,038	8,612,895	83,084,621
Additions	-	259,000	11,263,369	-	6,895,000	2,820,104	1,306,081	22,543,554
Adjustments	-	-	-	(3,728,000)	(74,678)	-	-	(4,002,678)
31 March 2019	40,000,000	15,749,680	11,387,954	-	11,685,745	12,883,142	9,918,976	101,625,497
Accumulated Depreciation -								
At 1 April 2017	-	875,000	52,949	-	3,762,315	3,754,844	5,551,681	13,996,789
Charge for the year	-	381,679	3,115	-	958,149	766,145	952,699	3,061,787
At 31 March 2018	-	1,256,679	56,064	-	4,720,464	4,520,989	6,504,380	17,058,576
Adjustments	-	-	-	-	(274,678)	-	-	(274,678)
Charge for the year	-	393,202	17,366	-	344,956	892,275	969,176	2,616,975
At 31 March 2019	-	1,649,881	73,430	-	4,790,742	5,413,264	7,473,556	19,400,873
Net Book Value -								
31 March 2019	40,000,000	14,099,799	11,314,524	-	6,895,003	7,469,878	2,445,420	82,224,624
31 March 2018	40,000,000	14,234,001	68,521	3,728,000	344,959	5,643,429	2,007,135	66,026,045

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

11. INVESTMENTS:

	<u>2019</u>	<u>2018</u>
	<u>\$</u>	<u>\$</u>
Quoted Equity - available-for-sale at fair value	<u>170,526</u>	<u>170,526</u>

This represents 163,967 (2018 - 163,967) ordinary shares held in Radio Jamaica Limited.

12. RECEIVABLES:

	<u>2019</u>	<u>2018</u>
	<u>\$</u>	<u>\$</u>
Private institution	43,889,540	45,101,607
Public institution	<u>55,388,732</u>	<u>23,090,637</u>
	<u>99,278,272</u>	<u>68,192,244</u>
Less: Allowance for impairment of private institution receivable	(24,901,594)	(8,246,758)
Allowance for impairment of public institution receivables	(21,226,822)	(7,025,016)
	<u>(46,128,416)</u>	<u>(15,271,774)</u>
	53,149,856	52,920,470
Prepayments	256,070	199,152
Others	<u>3,997,667</u>	<u>2,854,504</u>
	<u>57,403,593</u>	<u>55,974,126</u>

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

13. CASH AND CASH EQUIVALENTS:

For the purpose of the cash flow statement, cash and cash equivalents comprise cash at bank and in hand as follows:

	<u>2019</u>	<u>2018</u>
	<u>\$</u>	<u>\$</u>
Cash and bank balances -		
Cash at bank and in hand	2,076,365	19,910,705
Deposits and short term instruments	<u>45,286,848</u>	<u>69,877,312</u>
	47,363,213	89,788,017
Bank overdraft	<u>(3,118,598)</u>	<u>-</u>
	<u>44,244,615</u>	<u>89,788,017</u>

(a) Deposits are interest bearings and have an average maturity of 30 days.

(b) Interest rate exposure

The weighted average effective interest rates at year-end were as follows:

	<u>2019</u>	<u>2018</u>
	<u>%</u>	<u>%</u>
Cash at bank - J\$	13.50	13.50
- US\$ Account	.10	.10
Deposits - US\$	<u>1.05</u>	<u>1.05</u>

(c) Bank overdraft arose as a result of unrepresented.

14. CAPITAL RESERVE:

This represents donated assets.

15. INVESTMENT REVALUATION RESERVE:

This represents the unrealized surplus on revaluation of investments.

16. DEFERRED INCOME:

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

THE UNIVERSITY COUNCIL OF JAMAICA
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

17. PAYABLES:

	<u>2019</u> \$	<u>2018</u> \$
Trade payables	8,858,214	3,046,298
Other payables and accruals	<u>10,816,246</u>	<u>8,524,140</u>
	<u>19,674,460</u>	<u>11,570,438</u>

18. RELATED PARTY TRANSACTION:

Key Management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Council, directly or indirectly, including any Director. The Council members and five senior executives of the Council are its 'key management' personnel. Compensation for such persons is as follows:

	<u>2019</u> \$	<u>2018</u> \$
Honorarium (note 8)	1,763,050	1,184,008
Management remuneration (included in staff cost) (note 9)	<u>25,189,491</u>	<u>23,835,232</u>
	<u>26,952,541</u>	<u>25,019,240</u>

19. 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.

20. PENSION:

The Council operates a defined contribution pension plan which is administered by Sagicor Life of Jamaica and managed by a Board of Trustees and is open to all permanent employees.

The plan is funded by the Council's and employees' contributions. The Council's contributions to the scheme are expensed and amounted to \$2,446,571 for the year (2018 - \$2,386,418).

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

21. CHANGES IN ACCOUNTING POLICES:

This note explains the impact of the adoption of IFRS 9, Financial Instruments and IFRS 15, Revenue Recognition on the company's financial statements.

(a) Impact on financial statements

The Council has adopted IFRS 9 and IFRS 15 for the financial year ended 31 March 2019 which resulted in a change in the Council's accounting policies. As explained in note 3, IFRS 9 and IFRS 15 were generally adopted without restating comparative information. The reclassifications and adjustments arising from the new impairment rules are therefore not reflected in the statement of financial position at 31 March 2019, but are recognised in the opening retained earnings on 1 April 2018.

(b) IFRS 9 - Financial Instruments

IFRS 9 replaces the provision of IAS 39 that relate to the recognition, classification and measurement of financial assets and financial liabilities, de-recognition of financial instruments and impairment of financial assets.

The adoption of IFRS 9 'Financial Instruments' from 1 April 2018 resulted in changes in the accounting policies. The new accounting policies are set out in note 3 above. In accordance with the transitional provisions in IFRS 9, comparative figures have not been restated.

(c) Impairment of financial assets

The Council's trade receivables and cash and cash equivalents are subject to IFRS 9 new expected credit loss model.

Trade receivables

The Council applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables. This resulted in the recognition of impairment provisions due to the need to factor in forward looking information when estimating the appropriate amount of provisions. In applying IFRS 9 the Council considered the probability of a default occurring over the contractual life of its trade receivables balances on initial recognition of those assets. This resulted in an adjustment of \$7,761,878 to retained earnings as at 1 April 2018.

Cash and cash equivalents

While cash and cash equivalents are also subject to the impairment requirements of IFRS 9 there were no identified impairment loss.

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

21. CHANGES IN ACCOUNTING POLICES (CONT'D):

(d) IFRS 15 - Revenue Recognition

IFRS 15 replaces the provisions of IAS 18 that relate to revenue recognition. IFRS 15 introduces the principle that revenue must be recognised when the goods or services are transferred to the customer, at the transaction price.

The adoption of IFRS 15, Revenue Recognition from 1 April 2018 resulted in changes in accounting policies. The accounting policies under IAS 18 and IFRS 15 are set out in note 3. In accordance with the transitional provisions in IFRS 15, comparative figures have not been restated and the adoption has no significant impact on the financial statements.

22. SUBSEQUENT EVENT:

The World Health Organization (WHO) declared the novel Coronavirus (COVID- 19) outbreak and subsequently the Jamaican Government declared Jamaica a disaster area on 13 March 2020. The pandemic and specific measures to control its human impact have resulted in disruptions to economic activities and business operations. This could have negative financial effects on the Council depending on factors such as the duration and spread of the outbreak and the effects on the economy overall, all of which are highly uncertain and cannot be estimated reliably.

The University Council of Jamaica a statutory body under the portfolio of the Ministry of Education, Youth and Information has reviewed their strategic plan for 2020 with a view of making the necessary adjustments to effectively deal with the impact of this pandemic.

The University Council of Jamaica is partially financed by Government subvention and partially by income generated from quality assurance services. Government subvention covers staff costs as well as minimal goods and services while operational costs are funded from fees such as:

- Annual registration fees
- Accreditation fees
- Application fees
- Annual base fees
- Assessors' fees
- Site visit
- Other fees

THE UNIVERSITY COUNCIL OF JAMAICA
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

22. SUBSEQUENT EVENT (CONT'D):

The following is the impact of COVID 19 on the Council's operations subsequent to the year end:

- (i) Reduced income due to lack of economic activity.
- (ii) Shortage of laptops to facilitate remote work.
- (iii) Inability to work from home based on duties or job functions.
- (iv) Disruption to operations due to varying work hours for other entities.
- (v) Disruption to business process flows due to work force reduction.

In light of the pandemic, the following strategies were utilized to keep the Council sustained:

- (i) Advising the public of opening hours and that sanitization protocols are in place.
- (ii) Ceased all service delivery that had a face-to-face component and transitioned to e-Services where applicable.
- (iii) Accreditation visits are carried out via Zoom Video Conferencing Platform except for site visits.
- (iv) Customers and suppliers services are facilitated via e-Banking and courier services.
- (v) Work from Home policy.
- (vi) Strengthened its monitoring mechanism and liaising more frequently with institutions about the expired programmes policy.

These strategies allowed the Council to start the recovery process and allowed the entity to remain viable. The Council implemented several mitigating measures, policies and programmes to strengthen and reduce the impact of COVID-19 to ensure that the Council remain stable.



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