



THE  
UNIVERSITY COUNCIL  
OF JAMAICA

*"Assuring Quality in Tertiary Education"*

# ANNUAL REPORT

## 2016-2017



[www.ucj.org.jm](http://www.ucj.org.jm)





# ANNUAL REPORT

## 2016-2017

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Annual Report 2016-2017

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## LETTER TO THE MINISTER

The University Council of Jamaica  
2nd Floor  
HEART Trust/NTA Building  
6B Oxford Road  
Kingston 5  
Jamaica

March 2017

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

Dear Minister:

In accordance with Section 10 (1) of the University Council of Jamaica Act, 1987, I have the honour to transmit herewith the Council's Report for the year ending 31 March 2017 and a copy of the statement of the Council's Accounts as at 31 March 2017 duly certified by the Auditors.

Yours sincerely,

Carolyn Hayle, Ph.D  
Chairman



## TABLE OF CONTENTS

Vision	iv
Mission	iv
Values	iv
Functions	v
The UCJ's Strategic Priorities	vi
The UCJ Council	vii
Sub-Committees of the UCJ	ix
Chairman's Statement	10
Executive Director's Statement	11
Quality Assurance in Tertiary Education Week 2017	12
Registration and Accreditation Activities	14
Awarding Degrees	21
Developing Standards	22
Assessment of Academic Credentials	23
Research Activities	23
The Tertiary Qualifications Framework	24
Human Resource and Administration	25
Information Technology	27
National and Regional Activities	28
International Linkages and Activities	30
Communications and Public Education	32
UCJ Publications	36
Directors' and Senior Executives' Compensation	37
Financial Statements	38
<b>APPENDICES</b>	
Appendix A Council Members	72
Appendix B Members of Staff	73
Appendix C Accredited Programmes at March 2017	75
Appendix D Registered Institutions and Training Units as at March 2017	84
Joint Committee for Tertiary Education (JCTE)	87



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

### MISSION

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

## OUR VALUES

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

### HOLISTIC GROWTH

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

### INTEGRITY AND ETHICS

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

### EXCELLENCE

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

### TRANSPARENCY

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

### SERVICE

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

### RESPECT

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



## OUR FUNCTIONS

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

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



## THE UCJ'S STRATEGIC PRIORITIES, 2016-2019

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

### **1. 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. 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. 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. 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 UNIVERSITY COUNCIL OF JAMAICA

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



**Mr Garth Anderson**  
Principal,  
Church Teachers'  
College



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



**Ms Leonie Campbell**  
Attorney-at-Law



**Mrs Yvonne Clarke**  
Principal,  
Bethlehem Moravian  
College



**Dr Cecil Cornwall**  
President,  
Western Hospitality  
Institute



**Dr Lowell Dilworth**  
Lecturer,  
Pathology  
UWI



**Dr Lincoln Edwards**  
President,  
Northern Caribbean  
University  
(from 27/02/2017)



**Mr Stephen Edwards**  
Lecturer,  
Engineering  
UTech, Jamaica



**Rev Dr Maitland Evans**  
President,  
International University  
of the Caribbean



# THE UNIVERSITY COUNCIL OF JAMAICA CONTINUED



**Prof Trevor Gardner**  
President  
Northern Caribbean  
University  
(up to 31/08/2016)



**Prof Colin Gyles**  
Acting President,  
UTech, Jamaica  
(up to 27/02/17)



**Dr Suzette Haughton**  
Lecturer,  
Government  
UWI



**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  
(from 27/02/2017)



**Dr Yvonne Marshall**  
Executive Director  
(up to 31/08/2016)



**Mr Philmore McCarthy**  
Principal,  
Excelsior Community  
College



**Prof Archibald McDonald**  
Principal,  
UWI, Mona



**Prof Stephen Vasciannie**  
President,  
UTech, Jamaica  
(from 27/02/2017)



**Mr Yaneke Watson**  
Assistant Professor,  
Biology, Chemistry &  
Environmental Science  
Northern Caribbean University



**Dr Karl Whyte**  
Lecturer,  
Education and  
Liberal Studies  
UTech, Jamaica

## THE SUB-COMMITTEES OF THE UNIVERSITY COUNCIL OF JAMAICA

### ACCREDITATION, CURRICULUM & DEVELOPMENT (AC&D) COMMITTEE



#### Members

**Dr Lowell Dilworth – Chairman**  
 Dr Suzette Haughton  
 Dr Karl Whyte  
 Mr Garth Anderson  
 Mrs Hyacinth Knight  
 Dr Maitland Evans  
 Mrs Yvonne Clarke  
 Dr Lincoln Edwards  
 Professor Archibald McDonald  
 Mr Yaneke Watson  
 Professor Stephen Vasciannie, CD  
 Professor Colin Gyles

#### Co-opted Members

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

### AUDIT COMMITTEE



#### Members

**Professor Brendan Bain – Chairman**  
 Ms Leonie Campbell  
 Mr Yaneke Watson  
 Dr Suzette Haughton

### FINANCE COMMITTEE



#### Members

**Mr Philmore McCarthy – Chairman**  
 Mr Garth Anderson  
 Dr Karl Whyte

### GOVERNANCE COMMITTEE



#### Members

**Dr Cecil Cornwall – Chairman**  
 Professor Brendan Bain  
 – Deputy Chairman  
 Mr Philmore McCarthy  
 Ms Leonie Campbell

### HUMAN RESOURCE & ADMINISTRATION COMMITTEE



#### Members

**Mrs Barbara Cadogan – Chairman**  
 Dr Cecil Cornwall  
 Mr Carl Lawrence  
 Dr Karl Whyte  
 Mr Yaneke Watson  
 Ms Leonie Campbell

### INSTITUTIONAL ACCREDITATION COMMITTEE



#### Members

**Professor Brendan Bain – Chairman**  
 Mr Yaneke Watson

#### Co-opted Member

Dr Ethley London,  
 Founding Executive Director,  
 the UCJ

### PROPERTY COMMITTEE



#### Members

**Professor Archibald McDonald – Chairman**  
 Mrs Althea Heron  
 Mr Stephen Edwards  
 Mr Philmore McCarthy  
 Mr Carl Lawrence  
 Mr Yaneke Watson



## CHAIRMAN'S STATEMENT

### CAROLYN HAYLE, PH.D

As the National External Quality Assurance Agency for tertiary education, the University Council of Jamaica (UCJ) guided the institutions along a trajectory of continuous improvement during the period under review.

In its 30th year of enabling National development through quality assurance, the Council continued to focus on capacity building and improving internal processes in order to consistently meet customers' requirements. The team at the UCJ have been working assiduously behind the scene toward becoming ISO 9001:2015 certified.

In keeping with the spirit of the Public Bodies Management and Accountability Act (PBMA), the Council also introduced four new committees, namely: Audit; Governance; Institutional Accreditation; and Procurement.

The UCJ also embarked on a mandate to increase the number of entities with institutional accreditation. During the UCJ's 12th Annual Quality Assurance in Tertiary Education Week, in March 2017, the Agency assisted institutions in developing their Internal Quality Assurance (IQA) system, and provided training for UCJ assessors and staff. The key focus and theme for the week was "Enhancing and Sustaining a Quality Culture: Preparing for Institutional Accreditation."

As part of the UCJ's drive to increase efficiencies, the Agency has started to explore a suitable system that will automate critical management and operational processes. This will reduce manual processes and the time for processing applications for accreditation.

The UCJ revised its Tertiary Qualifications Framework (TQF), which was first published in 2003. The TQF is a tool to facilitate the portability of qualifications, and an important element in cross-border education. This is one of the services that forms part of Jamaica's signature to the General Agreement on Trade in Services (GATS). The TQF, which is a complement to the National Qualifications Framework of Jamaica (NQF-J) will be relaunched during the UCJ's 30th anniversary celebrations in October 2017.

It has been a very productive year for both Council members and Staff of the UCJ, who have contributed to the overall achievements through their commitment to developing a quality culture across the organisation, and to Nation building.

I extend congratulations to Mrs Althea Heron, Executive Director, Staff of the UCJ, and fellow Council members for their invaluable contribution during the period under review.

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## EXECUTIVE DIRECTOR'S STATEMENT

ALTHEA HERON, MPhil, EMBA

During the period under review, the UCJ continued to deliver on its mandate of increasing the availability of tertiary level training in Jamaica through a robust quality assurance system that ensures excellence, transparency, integrity and adherence to standards.

The UCJ strengthened the team through the recruitment of key staff to assist in improving processes and maximising the use of technology in order to continue to provide a customer-focused service, professional advice and guidance to key stakeholders.

As part of the UCJ's commitment to its developmental role, the agency assisted the institutions in developing their Internal Quality Assurance (IQA) system in preparation for Institutional Accreditation, during the 12th Annual Quality Assurance in Tertiary Education Week from March 6 to 10, 2017.

The UCJ continued its monitoring of registered institutions, programmes and courses in order to verify that they continue to meet the required standards and guidelines.

The UCJ also strengthened its relations with stakeholders and continued to increase its visibility through ongoing meetings, participation in seminars, research days, conferences, media related activities and public education events.

As the UCJ prepares to celebrate its 30th Anniversary in October 2017, the Agency is also working toward achieving the International Standardisation Organisation (ISO) 9001:2015 Certification. All Staff at the UCJ underwent training with the Bureau of Standards Jamaica, as part of the ongoing process of improving systems and processes to better serve our customers.

The UCJ continued its full participation in international quality assurance bodies including the International Network for Quality Assurance Agencies in Higher Education (INQAAHE) the Council for Higher Education Accreditation (CHEA), and the Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE) in order to keep abreast of the changes in the higher education sector at the regional and international level.

I acknowledge, and thank our key stakeholders including the Ministry of Education, Youth and Information, Council members, the Institutions, Assessors and the UCJ Staff for their sterling contribution and the delivery of a first-class service to our customers and stakeholders.





## QUALITY ASSURANCE IN TERTIARY EDUCATION WEEK 2017

The University Council of Jamaica (UCJ) celebrated its 12th Annual Quality Assurance in Tertiary Education Week under the theme, *Enhancing and Sustaining a Quality Culture: Preparing for Institutional Accreditation* from March 6-10, 2017.

The week of activities commenced with training for UCJ Assessors, led by Dr Carol Lynn Anderson, Vice President, The Commission on Institutions of Higher Education, New England Association of Schools and Colleges (NEASC), Burlington, Massachusetts, on Tuesday, March 7, at the Jamaica Conference Centre, in the capital city of Kingston.



Dr Carol Lynn Anderson makes a point at the Workshop for Assessors and Accreditation Officers.

More than 50 Assessors and UCJ staff took part in the workshop, which examined features of an *Internal Quality Assurance (IQA) system and the Role of the Assessor*.

The UCJ also hosted training for tertiary institutions in Kingston on Wednesday, March 8, and in Mandeville (central Jamaica) on Thursday, March 9. Over 180 participants including Presidents, Principals, Deans, Senior Administrators and Quality Assurance personnel, and a representative from the Ministry of Education, Youth & Sport in

St Maarten took part in the workshops, which explored *Quality Assessment and Institutional Accreditation*.



Professor Brendan Bain, Deputy Chairman, the UCJ, addresses participants at the Workshop for Assessors and Accreditation Officers in Kingston.

Council members including Dr Carolyn Hayle, Chairman, Professor Brendan Bain, Deputy Chairman, Dr Lowell Dilworth, Mr Yaneke Watson, Mr Garth Anderson and, Professor Marilyn Anderson, Special Advisor to the President of Northern Caribbean University, participated in the events by chairing and moderating at the workshops.

These workshops, held during the Annual Quality Assurance in Tertiary Education Week, were geared toward providing training for the UCJ's Assessors and assisting the institutions in developing their Internal Quality Assurance (IQA) systems.

The UCJ recognises the diversity and creativity of the Institutions that operate in Jamaica. The week was also an opportunity to work with the



Dr Ashburn Pinnock, President of the Mico University College poses a question at the Workshop for Institutions in Kingston.

Institutions towards ensuring they maintain a robust quality-assurance system that ensures excellence, transparency, integrity and adherence to minimum standards.

Dr Carol Lynn Anderson, the facilitator for the workshops, shared her 25 years' experience in enhancing strategic and institutional effectiveness, by highlighting case studies and taking institutions through key areas such as: *Developing a Culture of Assessment to Enhance Internal Quality Assurance; The Self-Study and the Standards for Institutional Accreditation; and Writing to the Standards.*

The UCJ published supplements in two national newspapers, with messages of support from Senator the Honourable Ruel Reid, Minister of

Education, Youth and Information; Reverend Ronald Thwaites MP, Opposition Spokesman on Education; Ms Katherine Grisby, Director and Representative UNESCO Cluster Office for the Caribbean; Dr Susanna Karakhanyan, President of the INQAAHE; Dr Judith Eaton, President, Council for Higher Education Accreditation (CHEA); and Dr Robert Brunton, President of the Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE).

The UCJ participated in television and radio interviews, as part of its public education drive to inform and educate students, parents, employers, the general public, and other stakeholders about its role as the National External Quality Assurance Agency for tertiary education in Jamaica.



Mrs Althea Heron, Executive Director, the UCJ, responds to a question at the Workshop for Assessors in Kingston.



Mr Garth Anderson, Principal of Church Teachers' College addressing participants at the Workshop for Institutions in Mandeville.



Dr Carolyn Hayle, Chairman, the UCJ, responds to a question from a television reporter during the 12th Annual Quality Assurance in Tertiary Education Week.



## REGISTRATION AND ACCREDITATION ACTIVITIES

### Accreditation Activities

During the period under review, the University Council of Jamaica (UCJ) continued to execute its mandate to assure quality in the Jamaican tertiary education sector through the two main quality assurance processes: Registration of Institutions and Accreditation of programmes of study.

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

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

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

### Institutional Accreditation

Institutional Accreditation is a comprehensive evaluation of the institution and its academic and administrative effectiveness, with specific focus on its Internal Quality Assurance (IQA) system. An institution seeking Institutional Accreditation is required to demonstrate that it has in place an effective 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.

During the period under review, eligibility requirements and Standards for Institutional Accreditation were revised and feedback sought from Institutions. Eight institutions had applied for Institutional Accreditation up to March 31, 2017.

### Accreditation Unit Policies

Several policies and procedural documents related to workflow activities in the Accreditation Unit were reviewed and documented. These include:

- Billing of Institutions
- Institutional Accreditation
- Substantive Change
- Assessors' Rating Sheet and Addendum
- The Tertiary Qualifications Framework
- Accreditation Process Flowchart

### Visits Conducted

During the period under review, the UCJ conducted several institutional visits with respect to accreditation. Focus was placed on ensuring that submissions were appropriately completed, and that the institutions and programmes were assessed against established guidelines.

Eighteen main campus visits were conducted in 11 institutions to review 43 programmes. Some institutions had repeat visits, as several programmes were evaluated. There were also visits to 11 extension sites. Institutions that had repeat visits included the University of Technology, Jamaica (four), and Moneague College (three). Institutions with extension sites included the UTech, Jamaica, Vocational Training and Development Institute, Moneague College and Montego Bay Community College.

The programmes evaluated covered several disciplines including: Agriculture, Business Studies, Education, Technical Vocational Education and Training, Nursing, Engineering, Environmental Studies, Hospitality & Tourism Management, ICT, Theology, Psychology, Social Work and Law.

One registration visit was conducted during the period under review.

### Council Decisions on Registration and Accreditation

During the period under review, the Council deliberated and took decisions on 64 programmes and four short courses. Sixty-seven programmes were granted accreditation/re-accreditation/UCJ-Approved Degree status and one programme was deemed equivalent to a UCJ-Approved Degree programme. Accreditation for one programme was withheld. Two registered institutions were upgraded to University College status.

The 68 programmes that were granted accreditation/re-accreditation/UCJ-Approved degree /equivalence comprised the following:

• Master's degrees	11
• Bachelor's degrees	23
• UCJ-Approved degree:	7
–Master's degree (1)	
–Bachelor's degree (6)	
–Equivalence – Bachelor's	1
• Associate degrees	16
• Postgraduate diploma	3
• Undergraduate diploma	3
• Short Courses	4

The programmes that were accredited/re-accredited include the following disciplines – Dance, Drama, Arts Education, Business Administration/Studies, Counselling Psychology and Social Work, Theology and Christian Education, Human Resource Management, Port Management, Engineering, Shipping, Marine Tourism, Logistics and Supply Chain Management, Architecture and Construction, Information Technology, Hospitality and Tourism Management, Education, Educational Management, and Procurement.

Programmes from local private, public and overseas institutions were accredited/re-accredited.



## PROGRAMMES GRANTED ACCREDITATION/RE-ACCREDITATION/EQUIVALENCE/UCJ-APPROVED DEGREE 2016 – 2017

### 1) Brown's Town Community College

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

### 2) Caribbean Maritime Institute

#### UCJ-Approved Degree:

- 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

#### Re-Accreditation:

- Associate of Applied Science in Industrial Systems Operation Maintenance
- Diploma in International Shipping and Logistics

### 3) Caribbean Wesleyan College

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

### 4) Edna Manley College of the Visual and Visual and Performing Arts

- Bachelor of Arts in Dance Education
- Bachelor of Arts in Drama in Education
- Post Graduate Diploma in Arts Education

### 5) HEART College of Innovation and Technology

- Bachelor of Science in Information Technology equivalent to VTDI's Bachelor of Science in Information and Communication Technology, a UCJ-Approved Degree

### 6) The Hydel University College

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

### 7) INPRI Jamaica Ltd.

- Public Sector Procurement Certificate Series

### 8) Knox Community College

- Bachelor of Education - Primary
- Associate of Science in Architectural and Construction Technology

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

- Associate of Science in Accounting
- Postgraduate Diploma in General Management
- Postgraduate Diploma in Human Resource Management

### 10) The Mico University College

- Executive Masters in Educational Management
- Master of Science in Counselling and Social Work
- Master of Arts in Teaching

- Master of Education in Special Education
- Bachelor of Science in Guidance & Counselling
- 11) NCB Corporate Learning Centre**
  - Branch Management Programme
  - Leadership Development Programme
  - Management Development Programme
- 12) Northern Caribbean University**
  - Master of Science in Biology
  - Master of Public Health
  - Masters in Business Administration
  - Associate of Science in Business Administration
  - Bachelor of Science in Business Administration
  - Bachelor of Science in Management Studies
  - Associate of Arts in Communication Studies
  - Bachelor of Arts in Communication Studies
  - Bachelor of Science in Hospitality & Tourism Management with emphases in Food and Beverage Management; Travel and Tour
  - Associate of Science in Hospitality & Tourism Management
- 13) Regent College of the Caribbean (formerly Jamaica Bible College)**
  - Diploma in Theology
  - Associate Degree in Business
- 14) University College of the Caribbean (UCC)**
  - Associate of Science in Production and Operations Management
- 15) University of Technology, Jamaica**
  - Bachelor of Arts in Architectural Studies
  - Master of Architecture
  - Master in Educational Leadership & Management
  - Bachelor of Science in Child & Adolescent Development
- 16) United Theological College of the West Indies**
  - Diploma in Ministerial Studies
- 17) Western Carolina University, USA**
  - Bachelor of Science in Education (with concentration in Special Education)
  - Master of Arts in Education in Supervision
- 18) Western Hospitality Institute**
  - Bachelor of Science Degree in Hospitality Management
  - Associate of Science Degree in Food and Beverage Management
  - Associate of Science Degree in Hotel and Restaurant Management
  - Associate of Science Degree in Culinary Chef Management
  - Associate of Science Degree in Tourism Management

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

### Monitoring Activities

The registration of institutions and the accreditation of programmes and short courses are subject to terms and conditions outlined by the University Council of Jamaica (UCJ). During the period under review, the UCJ continued its monitoring of registered institutions, accredited institutions, programmes and 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 were addressed. This process involves 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 and the implementation plans submitted by the institutions, to determine the extent to which institutions are responding to the recommendations and suggestions outlined in accreditation/registration reports.

As the institutions have primary responsibility for quality and quality assurance, the UCJ also provided guidance, advice and training in this area to institutions in order to strengthen institutional capacity for continuous improvement.

### Capacity Building-Institutional Accreditation

During the period under review, the UCJ embarked on a mandate to increase the number of entities with Institutional Accreditation. Consequently, training in Institutional Accreditation for UCJ Accreditation Officers was provided via webinars, conducted on February 10 and 17, 2017. The facilitator was Dr Carol Lynn Anderson, Vice President, Commission on Institutions for Higher Education, New England Association of Schools and Colleges (NEASC), USA.

During the UCJ's 12th Annual Quality Assurance in Tertiary Education Week, Dr Anderson also facilitated training for Assessors and Accreditation Officers, on March 7, 2017 with a focus on the "Internal Quality Assurance System and the Assessor". Training for institutions was also provided through two workshops held on March 8 and 9, 2017 at the Jamaica Conference Centre in Kingston, and the Golf View Hotel in Mandeville respectively on "Quality Assessment and Institutional Accreditation."

The UCJ continued to offer training sessions to teams of assessors assigned for each evaluation visit for registration and programmatic accreditation.

### SUMMARY

The activities of the accreditation unit for the period April 1, 2016 – March 31, 2017 are summarised in Table 1.

**Table 1:** Summary of Registration and Accreditation Activities

ACTIVITY	NUMBER
No. of Visits:	
» Main Campus	18
» Extension Sites	11
Decisions taken on programmes evaluated	57
Programmes Accredited/Re-accredited	47 + 4 Short Courses
Programmes not granted accreditation	1
Programmes granted UCJ-Approved Degree Status	8
Programmes deemed Equivalent to a UCJ-Approved Degree	1
Institutions with programmes granted accreditation/re-accreditation	18
Institutions registered as a University College	2

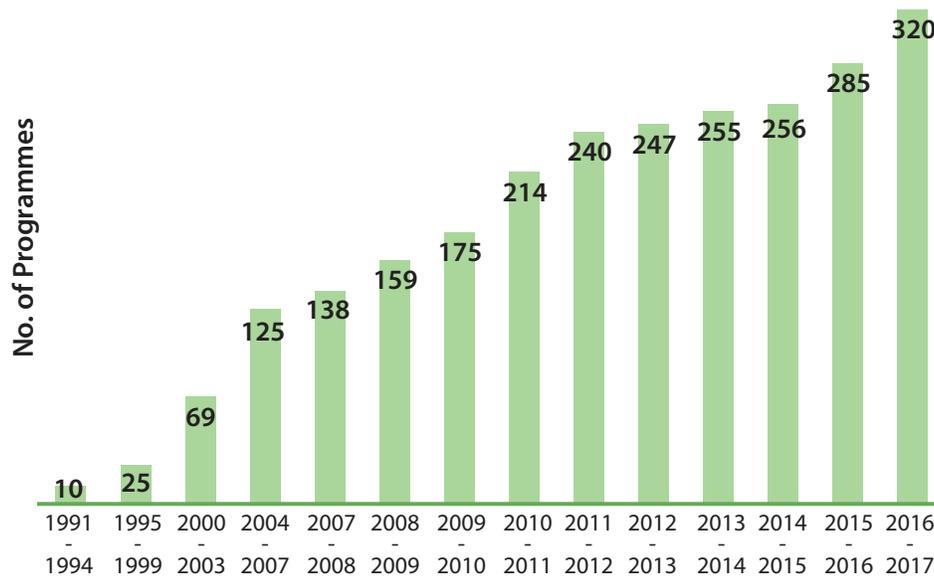
**Table 2:** Number of Accredited Programmes and Approved Degrees by Programme level

PROGRAMME LEVEL	NUMBER
Certificate	1
Short Course	8*
Undergraduate Diploma	17
Associate Degree	71
Bachelor's Degree	167
Postgraduate Diploma	7
Master's Degree	47
Doctoral Degree	3
<b>TOTAL</b>	<b>312 programmes + 8 short courses</b>

As at March 31, 2017, the total number of accredited and recognised programmes and UCJ-Approved degrees stood at 312, with an additional 8 short courses. The number of registered institutions, as at March 31, 2017 was 42.

Figure 1 shows the increase in accredited, recognised programmes and UCJ-Approved degrees.

**Figure 1:** Increase in number of Accredited Programmes





A breakdown of accredited programmes and approved degrees by disciplines as shown in Table 3.

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

	DISCIPLINES	NUMBER
1	Architecture & Construction	9
2	Agriculture	4
3	Behavioral Sciences (Psychology, Social Work, Career Development)	23
4	Business, Finance & Management	59
5	Communication	3
6	Education	93
7	Engineering	11
8	Hotel/Hospitality & Restaurant Services	25
9	Humanities (History, Literature, Theology)	19
10	Information & Communication Technology (MIS, Computer Science, Computer Studies)	26
11	Sciences (Natural and Applied)	20
12	Visual & Performing Arts	14
13	Logistics, Shipping & Supply Chain	6
14	Short Courses (Business, Finance & Management, Procurement)	8*
	<b>TOTAL</b>	<b>312 + 8 SC</b>



## AWARDING DEGREES

The University Council of Jamaica Act 1987 gives authority to the Council to confer degrees on those who have pursued courses approved by the Council at associated institutions. The UCJ approved degrees are conferred on graduates of approved programmes offered by institutions that do not have degree granting powers. The UCJ currently only reserves this provision for Government institutions.

The following institutions continued to offer UCJ approved degrees during the period 2016-2017.

### **GC Foster College of Physical Education and Sports**

The UCJ conferred the Bachelor of Physical Education on 38 students. This degree has been approved since 1995.

### **The Mico University College**

The UCJ conferred degrees on a total of 60 students from the Mico University College. Three approved degrees are offered at the University College:

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

### **Vocational Training Development Institute**

The UCJ conferred the Bachelor of Science in Career Development, and the Bachelor of Science in Information and Communication Technology on 5 and 35 students respectively in 2016.



## DEVELOPING STANDARDS

The diversity of institutions and the programmes offered by public and private tertiary level institutions prompted the UCJ in 1991 to develop academic standards aimed at ensuring consistency and efficiency in the tertiary education system. In pursuance of this, the UCJ established Standards Development Committees, with responsibility for setting National standards for the development of academic programmes. Over the years, the UCJ has established standards committees in the following areas:

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

The UCJ-developed standards are expected to establish demanding but realistic thresholds, which will challenge institutions to pursue continuous improvement. They are also aimed at assisting institutions to focus on: their mission; the planning of their curricula; the quality and development of staff; and the delivery, and evaluation of instruction. The UCJ-developed standards are aligned with international standards and provide important guidelines that are necessary to facilitate the accreditation of programmes by the UCJ and a system of credit transfer among tertiary institutions.

During the period under review, the UCJ commenced the process of revising the standards for the following disciplinary areas:

- Teacher Education (Bachelor's degree level)
- Information Technology (Associate and Bachelor's degree level)
- Natural and Mathematical Sciences (Undergraduate degrees)
- Business and Management (Undergraduate degrees)
- Engineering (Associate and Bachelor's degree level)

Standards for two new disciplinary areas were being developed during the period under review:

- Social Work – Undergraduate degrees
- Psychology – Undergraduate and Master's degrees

\*Standards for Distance Education, and Guidance and Counselling are available from the UCJ.

### Occupational Associate Degree Standards

The UCJ also developed a template document for Occupational Associate Degree standards. It is expected that a number of Occupational Associate degree programmes will be fully rolled out in September 2017. The Occupational Associate degree is a two-year programme that prepares persons for a particular technical or vocational area and is awarded on achievement of competency or attainment with the programme and workplace requirements.

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



## ASSESSMENT OF ACADEMIC CREDENTIALS

The UCJ functions as the national information centre for local, regional, and international higher education institutions and qualifications. Individuals and key stakeholders from international, regional, and local organisations regularly refer to the UCJ in relation to the recognition of local and foreign credentials to support the hiring and promotion decisions of employers; funding arrangements for tertiary education; and admission for further studies.

For the period under review, services offered by the UCJ included:

- Determination of comparability of foreign qualifications to qualifications locally awarded
- Assessment of qualification equivalency for the Certificate of Recognition of Caribbean Community Skills, often referred to as the CARICOM Skills Certificate
- Provision of information regarding the recognition of institutions and programmes, locally, regionally, and internationally
- Provision of statements of recognition for local and foreign qualification awards

Approximately 250 applications for the evaluation of academic credentials were processed. The credentials processed included high school diplomas, undergraduate and graduate degrees, and professional certifications originating from countries such as, United Kingdom, USA, Portugal, Canada, Kenya, Mexico, India, Jordan, Brazil, Austria, Iceland, Poland, Haiti, France, Spain, and the Caribbean. In addition, approximately 1,000 queries were 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 carried out on a case by case basis, where the programme has not been granted recognition status in Jamaica.

### RESEARCH ACTIVITIES

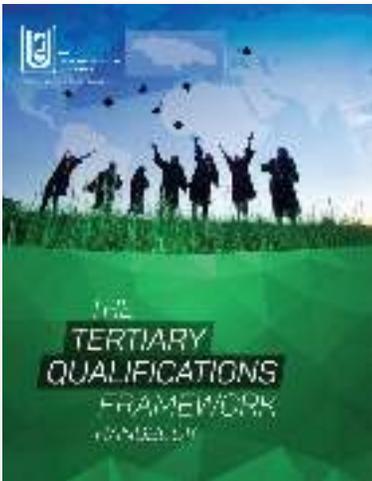
The UCJ continued to conduct research, share findings, and engage in scholarly activities related to quality assurance in tertiary education.

During the period under review, the UCJ conducted research on its programme readiness policy. The findings were shared in a paper entitled Programme Readiness Assessment: A Quality Improvement Initiative by Mrs Lisa Henlin, Acting Executive Director and Dr Dotlyn Minott, Director of Accreditation at the 13th Annual CANQATE Conference and Annual General Meeting in Georgetown, Guyana from October 3-6, 2016. The findings also influenced the Council's decision to discontinue the policy.

The UCJ surveyed institutions that submitted programmes under its programme readiness policy to determine the benefits and shortcomings identified from engaging in the process. The policy sought to ensure that new programme were fully developed prior to delivery, that they met the requirements for tertiary level programmes, and that appropriate curricula, staffing, administrative structures and resources were in place to support delivery of the programmes. The policy was aligned to, and complemented the UCJ's accreditation function. However, programmes which met the requirements of programme readiness were not automatically granted programme accreditation. Institutions must first submit an application for accreditation when the first cohort is ready to graduate.

Based on the responses from interviews conducted, the benefits of the programme readiness assessment to institutions included: some improvement to quality assurance systems; added credibility to the quality of programme offerings; forward planning; and curricular improvement. Notwithstanding, institutions pointed out that the programme readiness reports often pointed to the need for resources, which often proved difficult due to limited resources. Further, confidentiality was a key concern because new programmes would be “exposed” to “risk of premature disclosure in a competitive environment”. The institutions also felt that the process was too lengthy.

In terms of the main lessons learnt, the UCJ found that institutions valued the programme readiness process; however, a faster turnaround timeline was needed to make the process worthwhile. The faster turnaround timeline would allow institutions to be more responsive in a competitive industry and meet labour market needs. The UCJ also recognised the need for formal training of assessors to ensure full appreciation of the programme readiness assessment process.



### The Tertiary Qualifications Framework

The Tertiary Qualifications Framework (TQF) is a classification system and policy framework for all nationally recognised qualifications at the post-secondary and tertiary levels. First published in 2003, the TQF is a tool used by the UCJ in carrying out its quality assurance activities—including registration, accreditation, credential assessment, recognition and equivalency.

The TQF provides detailed descriptions of the qualifications comprising the tertiary component of the National Qualifications Framework of Jamaica (NQF-J). This includes information on qualification level, workload profile, credit rating, entry requirements and learning outcomes.

In addition to typical programme characteristics at the tertiary level, the TQF Handbook provides general information on standards of good practice for academic programme management including those relating to the entry requirements, Prior Learning Assessment and Recognition (PLAR), credit rating systems, the award and transfer of credits, Grade Point Average (GPA) among others.

An internal review of the TQF was conducted by the UCJ’s technical team in April 2016 for a year. This review was also facilitated by the research and input of the UCJ’s Technical Advisory Committee during the same period. The TQF Handbook will be used by the UCJ’s various stakeholder groups and will be published in October 2017 during the UCJ’s 30th Anniversary celebrations.



## HUMAN RESOURCE AND ADMINISTRATION

The Human Resource and Administration Unit continued to serve the University Council of Jamaica (UCJ) by ensuring that competent staff, with the required skills, were employed to carry out the mandate of the organisation. The unit's functions included the:

- Recruiting of new staff
- Training and development of staff



Mrs Althea Heron, Executive Director, the UCJ (front row, fourth from left) with staff of the UCJ and representatives from the Bureau of Standards Jamaica, after completing an ISO 9001:2015 training session in March 2017.

### Organisational Changes

The UCJ received approval to operate two new posts which were filled (internally and externally):

- Property and Procurement Manager
- Information Technology Manager

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

- Mrs Althea Heron, Executive Director
- Dr Dameon Black, Accreditation Officer
- Mr Wayne Christian, Information Technology Manager
- Mrs Shadisha Douglas-Mitchell, Director, Human Resource and Administration
- Mr Cuthbert Hyman, Property and Procurement Manager

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

- Dr Yvonne Marshall, Executive Director
- Mrs Kenisha Blair-Walcott, Director, Human Resource and Administration
- Dr Maureen Linton, Accreditation Officer
- Dr Gareth Phillips, Accreditation Officer
- Mr Lennox Tate, IT Manager
- Ms Michelle Williams, Senior Human Resource and Administration Officer

### Team Building Retreat

The management team and staff of the UCJ participated in the fourth annual team building exercise from April 7 to 8, 2016 at the Jewels Resort and Spa, Runaway Bay, St. Ann. Presentations were delivered on 'Tools and Techniques for Managing Change' and team-building exercises undertaken around the theme of



'Navigating the Tides of Change'. Staff expressed their appreciation and satisfaction with the outcome of the retreat.

### **Training and Professional Development**

Several training and development initiatives were undertaken during the period under review. Staff participated in conferences, webinars and seminars including:

1. The INQAAHE Conference
2. The CANQATE Conference and Webinars
3. The CHEA Conference
4. The JCTE HEART Trust/NTA Edu – TVET Conference
5. Enterprise Risk Management
6. Sagicor Pension Seminar
7. GEASO Health Insurance Benefits Administration Seminar
8. Team-building retreat
9. ISO 9001:2015 Training:
  - Understanding and Interpreting ISO 9001:2015
  - Document Requirements
  - Documentation Writing
  - Procedures and Guidelines
  - Documentation and Process Mapping

### **Records Management Programme**

During the period under review, the Records Management Unit:

- reviewed and observed the functions and record keeping requirements;
- carried out an inventory of all the UCJ's files;
- completed the process of enclosing all institutional correspondences;
- evaluated all records to determine, which were temporary and permanent;
- conducted a sensitization training session with staff; and
- drafted all policies, procedures, guidelines and disposition authority for the Unit.



## INFORMATION TECHNOLOGY



The Information Technology Unit believes that internal customer satisfaction is central to quality and effective service delivery. It was decided that the starting point towards service excellence was to focus on addressing the findings of the Information Technology audit that was conducted in March 2016.

Some of the significant accomplishments include:

- The development of policy documents to enhance IT governance;
- A review and strengthening of the UCJ's data backup procedures;
- The implementation of a robust enterprise endpoint protection system;
- Structuring the provision of Wi-Fi Internet service to better serve our stakeholders; and
- Adjustments to access control levels to ensure adequate security of information and information systems.

### Introduction of an IT Helpdesk

The Unit also implemented a web-based system that provides a single point of contact for all IT related queries, service requests and communications. Additionally, the system facilitates the development of a knowledge base that improves operational efficiencies by reducing the time spent to rediscover previous incidents or problems.

### Windsor Avenue Internet Service upgrade

Another successful project included the upgrade to the Internet service at the UCJ's Windsor Avenue location. Some of the benefits derived from this upgrade included:

- Significantly improved VOIP telephone service;
- Faster Internet access for research conducted on external databases; and
- Improved access to shared LAN resources located at the UCJ's Oxford Road office

### Automation

In collaboration with the Accreditation Unit, a significant amount of work was completed in laying the foundation for the selection and implementation of a suitable system that will automate mission critical management and operational processes. This should be in operation in the 2017-2018 financial year.

## NATIONAL AND REGIONAL ACTIVITIES

The UCJ continued to participate in National and Regional initiatives including:

- The Ministry of Education, Youth and Information (MOEYI) Tertiary Transitioning Committee
- The MOEYI Communications and Marketing Committee
- The National Qualification Framework Working Committee spearheaded by the Jamaica Tertiary Education Commission (J-TEC)
- The Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE) activities
- The CARICOM-CANADA Trade and Development Agreement regarding Temporary Entry/Facilitation of Business Persons organised by the Ministry of Foreign Affairs and Foreign Trade
- The National Working Group on International Migration & Development Data, Research and Information Systems Sub-Committee facilitated by the Planning Institute of Jamaica (PIOJ)
- The Association of Caribbean Tertiary Institutions (ACTI)
- Caribbean Quality Assurance Alliance (CQAA)
- National CSME Focal Point Exchange Programme
- Jamaica's Free Movement Committee



(L to R), Mrs Althea Heron, Executive Director, the UCJ; Mr Dorrion Weir, Winner of the CANQATE Art Competition; Mrs Lisa Henlin, Accreditation Officer, the UCJ; and CANQATE Board Member; and Dr Angela Penny, Director, Research and Development, the UCJ, and CANQATE Board Member.

### ACTIVITIES

#### CANQATE Art Competition Winner Announced

Mr Dorrion Weir, a student of the Portmore Community College, was the Winner of the CANQATE Art competition for 2016. Mr Weir was presented with the winning cheque for US\$500.00 at the offices of the UCJ, 6B Oxford Road, Kingston on December 21, 2016.

The competition launched in 2014, is open to staff and students across the Caribbean who are full, associate or individual members of CANQATE. Members are invited to submit artwork depicting the theme for the annual conference to be held the following year.

Mr Weir's winning design will serve as a symbol for the CANQATE 2017 Annual conference to be held in

Suriname. It will also be used on all promotional and conference materials.

### **CARICOM Qualifications Framework (CQF) Workshop**

Mrs Lisa Henlin, Acting Executive Director (01/09/2016 to 18/11/2016), participated in a one-day regional workshop hosted by The Caribbean Community (CARICOM) Secretariat in Guyana on October 3, 2017. During the workshop, the draft CARICOM Qualifications Framework (CQF) was reviewed and accepted with the recommendation that the Caribbean Association of National Training Agencies (CANTA) provide some additional information ahead of the next sitting of The Council for Human and Social Development (COHSOD) in January 2017.

### **13th Annual CANQATE Conference**

Mrs Lisa Henlin, Acting Executive Director, Dr Angela Penny, Director, Research and Development and Dr Dotlyn Minott, Director, Accreditation represented the UCJ at the 13th Annual CANQATE Conference held in Georgetown, Guyana from October 4-7, 2016. The conference was held under the theme "Sustaining a Culture of Quality Assurance in Tertiary Education for National and Regional Development."

Mrs Henlin and Dr Minott presented a paper titled "Programme Readiness Assessment: A Quality Improvement Initiative." The paper outlined the policy framework and discussed the lessons learnt since the implementation of the Programme Readiness Assessment Policy by the UCJ in 2015. Mrs Henlin and Dr Angela Penny represented the UCJ as members of the CANQATE Board of Management during the board meeting held on October 3, 2016.

The conference also included a seminar that examined, *The 2030 Caribbean Regional Human Resource Development Strategy—Implications for Quality Assurance, Qualifications Frameworks and Accreditation Priorities*.

### **HEART Trust /NTA JCTE EDU-TVET Conference**

A high level delegation from the UCJ led by Dr Carolyn Hayle, Chairman, and Mrs Althea Heron, Executive Director, supported the JCTE and HEART Trust/NTA Edu-TVET conference, held at the Holiday Inn Hotel, Montego Bay on December 8 and 9, 2016.

The conference theme: "Developing a Quality Culture through Effective Leadership in Higher Education & Training towards Superior Technical Leadership Skills & Competencies in Education & Training," attracted senior administrators from across government, educators, presidents and principals of institutions from Jamaica and overseas.

Mrs Heron delivered opening remarks on behalf of the UCJ on December 8, 2016. The event was used as an opportunity to strengthen relations with key stakeholders in the tertiary education sector.

### **Webinars**

The UCJ Accreditation and Programme Officers participated in five webinars during the period under review. These were:

- **Combatting Academic Corruption: What Might the International Quality Assurance Community Do?** hosted by The Council of Higher Education Accreditation (CHEA), December 12, 2016;
- **Institutional Accreditation** hosted by Dr Carol Lynn Anderson, Vice President, The Commission on Institutions of Higher Education, New England Association of Schools and Colleges (NEASC), Burlington, Massachusetts on January 20, February 10 and 17, 2017; and
- **Quality Health Check** hosted by The Caribbean Area Network of Quality Assurance Agencies (CANQATE): February 15, 2017.



## INTERNATIONAL LINKAGES AND ACTIVITIES

The UCJ maintained its linkages with international organisations including:

- The International Network for Quality Assurance Agencies in Higher Education (INQAAHE)
- The United Nations Educational, Scientific and Cultural Organisation (UNESCO)
- The Council for Higher Education Accreditation (CHEA), USA
- National Academic Recognition Centre for the United Kingdom (UK NARIC)
- The Association of Specialized and Professional Accreditors (ASPA)

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

### ACTIVITIES

#### Annual CHEA Conference and CIGQ Meeting

Mrs Althea Heron, Executive Director and Dr Dotlyn Minott, Director, Accreditation participated in the Council for Higher Education Accreditation (CHEA) Annual Conference and CIGQ Meeting held from January 30-February 2, 2017 in Washington DC, USA. The conference brought together over 400 quality assurance and accreditation professionals from 30 countries, including Japan, Egypt, Croatia, Israel, Jamaica, India and China.

The key takeaway from the conference was that accreditation professionals are required to adjust their practices to suit the dynamic global tertiary education landscape, while maintaining core academic values. The conference also focused on the importance of student learning outcomes, competence-based training and the need for tertiary institutions to have flexibility and autonomy so that they can become creative and innovative.

As the UCJ continuously evaluates its role in the local and international tertiary education sector, the organisation will assess the issues highlighted during the conference that are relevant to how the UCJ operates. These include:

- the changing role of the state (government) in higher education and accreditation;
- the rapid growth of, and recognition of Massive Open Online Courses (MOOCs) as prior learning requirements for matriculation;
- the connection between the rapid growth in enrolment in the tertiary education sector and economic growth; and
- the trends in the labour market: future jobs are aligned to the digital era, and jobs that require higher cognitive skills including, job transformation and retraining.



### INQAAHE Conference, 2017

Dr Dawn Barrett Adams, Accreditation Officer, represented the UCJ at the 2017 International Network of Quality Assurance Agencies in Higher Education (INQAAHE) Conference in Dubai, Bahrain, from February 27-March 2, 2017. The conference, held under the theme “Between Collaboration & Competition: The Promises & Challenges for Quality Assurance in Higher Education,” was hosted by the Education & Training Quality Authority, Bahrain (BQA).

INQAAHE 2017, commenced with two pre-conference workshops, which focused on “External Quality Assurance and Internal Quality Assurance for Quality Assurance (QA) Agencies” and the “The Training of Reviewers (assessors) for External Quality Assurance of Higher Education Institutions and their programmes.

Issues affecting the global higher education community were examined during the conference. These included: current global trends; the features of Quality Assurance Agencies; Internal Quality Assurance for QA Agencies; and the future of QA.



Dr Dawn Barrett Adams, Accreditation Officer, the UCJ (at front and left of photo) with delegates during the International Network of Quality Assurance Agencies in Higher Education (INQAAHE) Conference held in Dubai, Bahrain from February 27- March 2, 2017.

## 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 for the 12th Annual Quality Assurance in Tertiary Education Week of activities, production of three newspaper supplements, and the UCJ's ongoing media engagement throughout the period under review. A summary of the events and activities is listed below.



Senator the Hon. Ruel Reid (left), Minister of Education, Youth and Information is taken through the UCJ's Standards for Distance Education by Mr Richard Rose, Director of Communications and Public Education, the UCJ. The occasion was the inaugural International Conference on Education Leadership & Management hosted by the National College for Education Leadership (NCEL) from February 21-22, 2017 at the Jamaica Pegasus Hotel in Kingston.

### Public Education

The UCJ increased its visibility through key events and activities.

- The Communications unit made a presentation on the role of the UCJ to CSME students from Barbados on April 12, 2016.
- A representative from the Communications unit attended a reception hosted by the British High Commission for a Trade Delegation to Jamaica, April 12, 2016.
- The Communications team hosted a booth at the Wolmers' Boys school Career Day, April 22, 2016.
- A representative from the Communications unit took part in a meeting with JAMPRO about its Study Jamaica Initiative, June 23, 2016.
- The Communications team hosted a booth at the National Parent-Teacher Association of Jamaica's (NPTAJ) 5th biennial general meeting at STETHS, July 23, 2016.
- The Communications team participated in the National Parenting Supporting Commission's (NPSC) Parent Village, held at the Hope Zoo in Kingston on November 26, 2016.
- The UCJ was represented at the MOEYI's Press Conference, February 14, 2017.
- The Communications team hosted a booth at the National College for Educational Leadership (NCEL) International Conference, February 21-22, 2017.
- The UCJ was represented at The Mico University College Education Conversation Series, March 23, 2017.
- The Communications team hosted a booth at the Excelsior Community College Quality Day on March 29, 2017.

## 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.

- The UCJ's services were featured in the Gleaner's education and career development supplement on July 26, 2016.
- The UCJ participated in an interview to discuss the accreditation of programmes on Nationwide 90FM on August 30, 2016.
- Responded to enquiries from CVM TV about Institutional Accreditation. The response was featured in CVM's News and Sports package on September 3, 2016.
- Responded to enquiries from the Gleaner in relation to the Nursing Council of Jamaica withdrawing an institution's programme (September 14, 2016).
- The UCJ's services advert and a congratulatory message were published in the Gleaner's *Honouring Teachers* Supplement on October 27, 2016.
- The UCJ participated in an interview on Nationwide 90FM about accreditation on November 7, 2016.
- Responded to a media enquiry from the Gleaner regarding Institutional Accreditation on November 11, 2016.
- The UCJ's Services were featured on LOVE 101 FM during an outside broadcast at the NSPC Parent Village on November 26, 2016.
- The UCJ participated in an interview with the Jamaica Observer, February 12, 2017 regarding accreditation.
- The UCJ participated in an interview with the Jamaica Information Service (JIS) regarding Quality Assurance in Tertiary Education Week on Thursday, March 2, 2017.
- Headline: *Universities to observe quality assurance week March 6-10*, The Observer, Friday, March 03, 2017.
- Headline: *UCJ's quality assurance week starts tomorrow*, The Observer Career & Education, Sunday, March 4, 2017.
- Headline: *Quality Assurance in Tertiary Education Week from March 6-10* (JIS, Friday, March 5, 2017).
- The Gleaner featured the UCJ's Workshops for Institutions at the Jamaica Conference Centre and at the Golf View Hotel in Mandeville on Wednesday, March 8, 2017.
- The Council for Higher Education Accreditation (CHEA) News Bulletin featured a story about the UCJ's 12th Annual Quality Assurance in Tertiary Education Week. This was distributed to CHEA's network of agencies across the globe.
- Nationwide 90FM, *Talking History* mentioned the UCJ's 12th Annual Quality Assurance in Tertiary Education Week's schedule including all workshops and newspaper supplements on Saturday, March 4, 2017.

The Communications team secured coverage on radio and television during the 12th Annual Quality Assurance in Tertiary Education Week:

- Independent Talk, Power 106 FM on Tuesday, March 7, 2017
- CVM News Watch, Tuesday, March 7, 2017
- Cable News and Sports Television (CNS), Wednesday, March 8, 2017
- News Talk 93 FM on Thursday, March 9, 2017
- NCU 91.3 FM. Interviews were aired on Friday, March 10 at 8am and 12noon
- CVM News Watch, Friday, March 10, 2017

#### Other coverage:

- Responded to a query from the Daily Star newspaper regarding accreditation at one of the country's universities, March 28, 2017
- Responded to a query from the Gleaner in relation to Institutional Accreditation at one of the country's universities, March 30, 2017
- Responded to a query from the Sunday Observer regarding UCJ's relationship with UNICAF, March 31, 2017

#### Newspaper Supplements and Publications

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

- the Sunday Gleaner, August 21, 2016
- the Gleaner, Monday, March 6, 2017
- the Observer, Wednesday, March 8, 2017

#### Publications

- The UCJ's General Brochure was updated and reprinted
- A new promotional banner was produced highlighting the UCJ's role as the National External Quality Assurance Agency for tertiary education
- The Quality Assurance in Tertiary Education Week banner was updated
- 18 UCJ Internal Updates (staff newsletters) were published
- The April Issue of the UCJ News was published and subsequent stories have been published via UCJ News online – [www.ucj.org.jm](http://www.ucj.org.jm)

#### The Redesigned Website

The UCJ's redesigned website was unveiled in January 2017 after consultation and feedback from internal and external stakeholders. All banners used on the website were produced in-house by the Communication Unit. The website is more user-friendly and offers visitors quick and easy access to the list of registered institutions, accredited programmes, information on academic credential assessments and the UCJ's public education activities.

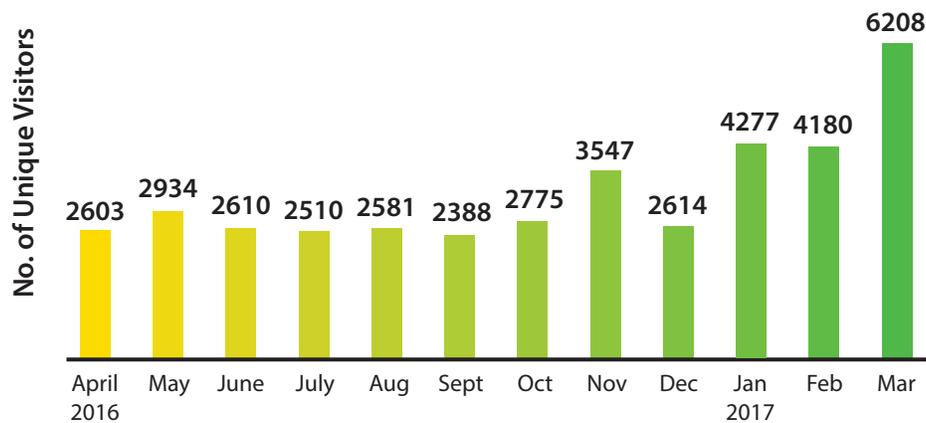


The UCJ's redesigned website launched in January 2017.

The UCJ continued to see an increase in the number of unique visitors, visitors and hits to the redesigned website. See below the figures for March 2017 and for the same period in 2016.

Unique Visitors (March, 2017)	No. of Visits	Pages Viewed	Hits
6,208	9,398	56,356	1,103,650
Unique Visitors (March, 2016)	No. of Visits	Pages Viewed	Hits
3,217	4,749	13,238	209,385

The graph below, represents an increase in the number of unique visitors to the redesigned website.



Regular updates were made to the UCJ’s website and Facebook Page during the period.

### Presentations and Remarks

- The UCJ presented a paper titled “Programme Readiness Assessment: A Quality Improvement Initiative” at the CANQATE conference in Georgetown, Guyana, October 6, 2016
- A speech was drafted for Senator the Honourable, Ruel Reid, Minister of Education, Youth and Information for the Western Carolina University’s Fall Commencement 2016 on Friday, October 21, 2016
- The UCJ delivered greetings at the JCTE in collaboration with HEART Trust/NTA Edu-TVET Conference, December 8 and 9, 2016.
- The UCJ delivered greetings at the Teachers’ Colleges of Jamaica workshop, January 10, 2017
- The UCJ delivered remarks at the UCC and JOF Haynes Law College of the Americas Media launch, January 26, 2017
- The UCJ delivered greetings at the Excelsior Community College Quality Day, March 28, 2017



## 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

### 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

### STANDARDS

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

Distance Education

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

Information Technology/Computer  
Science - Associate  
Information Technology/Computer  
Science - Bachelors  
Information Systems - Masters

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

Teacher Education - Bachelors

### PUBLICATIONS FOR THE ACCREDITATION PROCESS

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

The Self-Study

Manual for the Visiting Team

Guidelines for the Accreditation  
of Short Courses

Guidelines for Recognition  
of Transnational Education  
Qualifications

### BROCHURES

Registration and Accreditation  
Frequently Asked Questions (FAQs)

Diploma Mills BEWARE!

The University Council of Jamaica  
(Vision, Mission, Functions)

Registered Institutions  
(out of print)

Overseas Programmes  
Offered in Jamaica (out of print)

UCJ and the CSME (out of print)

### OTHER PUBLICATIONS

Tertiary Qualifications Framework  
(Revised)

The Directory of Jamaican Tertiary  
Institution (out of print)



## DIRECTORS' AND SENIOR EXECUTIVES' COMPENSATION APRIL 2016 TO MARCH 2017

Position of Director	Honoraria
Chairman	122,400.00
Finance Committee Chair	77,800.00
Human Resource Committee Chair	107,700.00
Accreditation, Curriculum & Development Committee Chair	103,000.00
Governance Committee Chair	67,400.00
Audit Committee Chair	75,200.00
Board Member 1	58,200.00
Board Member 2	81,200.00
Board Member 3	74,000.00
Board Member 4	35,000.00
Board Member 5	42,400.00
Board Member 6	31,600.00
Board Member 7	74,200.00
Board Member 8	56,000.00
Board Member 9	31,600.00
Board Member 10	14,000.00
Board Member 11	87,800.00
Board Member 12	67,000.00
Board Member 13	14,400.00
Board Member 14	10,800.00
Board Member 15	21,600.00
Board Member 16	10,800.00
Board Member 17	32,400.00
Board Member 18	2,500.00
Board Member 19	56,200.00
<b>TOTAL</b>	<b>1,355,200.00</b>

Position	Salary	Gratuity or Performance Incentive	Travelling Allowance or value of assigned Motor Vehicle	Pension or other Retirement Benefits	Other Allowance	Non-Cash Benefits	Total
Executive Director	\$6,500,004	-	\$1,341,624	-	-	-	\$7,841,628.00
Director, Accreditation	\$4,087,800	-	\$707,448	-	\$177,000	-	\$4,972,248.00
Director, Research & Development	\$3,917,847	-	\$707,448	-	\$177,000	-	\$4,802,295.00
Director, Finance	\$2,056,555	-	\$707,448	-	-	-	\$2,764,003.00
Director, Human Resource & Administration	\$2,097,527	-	\$707,448	-	-	-	\$2,804,975.00



THE UNIVERSITY COUNCIL OF JAMAICA  
**FINANCIAL STATEMENTS**  
YEAR ENDING MARCH 31, 2017

## INDEX

Independent Auditors' Report to the Members 1 - 3

### **FINANCIAL STATEMENTS**

Statement of Comprehensive Income 4

Statement of Financial Position 5

Statement of Changes in Reserves 6

Statement of Cash Flows 7

Notes to the Financial Statements 8 - 32



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Kingston 5, Jamaica

## **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 32, which comprise the statement of financial position as at 31 March 2017, 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 2017, 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.

#### **Other Matter**

The financial statements of the University Council of Jamaica for the year ended 31 March 2016 were audited by another auditor who expressed an unmodified opinion on these statements on 20 July 2016.

#### **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 Code of Ethics for Professional Accountants (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 and fair presentation of the financial statements 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 achieves fair presentation.

**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.

Chartered Accountants

19 July 2017



**THE UNIVERSITY COUNCIL OF JAMAICA**  
**STATEMENT OF COMPREHENSIVE INCOME**  
**YEAR ENDED 31 MARCH 2017**

	<u>Note</u>	<u>2017</u> ₤	<u>2016</u> ₤
<b>REVENUE</b>			
Subvention	6	87,294,202	52,104,707
Other operating income	7	<u>66,707,104</u>	<u>68,464,955</u>
		154,001,306	120,569,662
Administrative and other expenses	8	<u>(148,537,024)</u>	<u>(123,644,653)</u>
Surplus/(deficit) for the year		5,464,282	( 3,074,991)
<b>Other comprehensive income:</b>			
<b>Item that may be reclassified to profit or loss -</b>			
Fair value movement on investment		<u>( 42,629)</u>	<u>263,449</u>
<b>TOTAL COMPREHENSIVE INCOME/(LOSS)</b>		<u>5,421,653</u>	<u>( 2,811,542)</u>

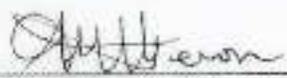


**THE UNIVERSITY COUNCIL OF JAMAICA**  
**STATEMENT OF FINANCIAL POSITION**  
**31 MARCH 2017**

	<u>Note</u>	<u>2017</u> <u>₤</u>	<u>2016</u> <u>₤</u>
<b><u>ASSETS</u></b>			
<b>NON-CURRENT ASSETS:</b>			
Property, plant and equipment	10	66,308,214	69,377,282
Investments	11	<u>285,303</u>	<u>327,932</u>
		<u>66,593,517</u>	<u>69,705,214</u>
<b>CURRENT ASSETS:</b>			
Receivables	12	50,866,531	51,708,945
Cash and cash equivalents	13	<u>79,567,205</u>	<u>77,749,770</u>
		<u>130,433,736</u>	<u>129,458,715</u>
		<u>197,027,253</u>	<u>199,163,929</u>
<b><u>RESERVES AND LIABILITIES</u></b>			
<b>RESERVES:</b>			
Capital reserve	14	2,483,964	2,483,964
Investment Revaluation Reserve	15	273,560	316,189
Accumulated Surplus		<u>168,936,322</u>	<u>163,472,040</u>
		<u>171,693,846</u>	<u>166,272,193</u>
<b>CURRENT LIABILITIES:</b>			
Deferred income	16	18,411,962	26,427,990
Payables	17	<u>6,921,445</u>	<u>6,463,746</u>
		<u>25,333,407</u>	<u>32,891,736</u>
		<u>197,027,253</u>	<u>199,163,929</u>

Approved for issue by the Board of Management on 19 July 2017 and signed on its behalf by:

  
 Dr. Carolyn Hayle - Chairman

  
 Althea Heron - Executive Director



**THE UNIVERSITY COUNCIL OF JAMAICA**  
**STATEMENT OF CHANGES IN RESERVES**  
**YEAR ENDED 31 MARCH 2017**

	<u>Capital Reserve</u> ₤	<u>Investment Revaluation Reserve</u> ₤	<u>Accumulated Surplus</u> ₤	<u>Total</u> ₤
<b>BALANCE AT 1 APRIL 2016</b>	<u>2,483,964</u>	<u>52,740</u>	<u>166,547,031</u>	<u>169,083,735</u>
<b>TOTAL COMPREHENSIVE INCOME</b>				
Deficit	-	-	( 3,074,991)	( 3,074,991)
Other comprehensive income	<u>-</u>	<u>263,449</u>	<u>-</u>	<u>263,449</u>
	<u>-</u>	<u>263,449</u>	( 3,074,991)	( 2,811,542)
<b>BALANCE AT 31 MARCH 2016</b>	<u>2,483,964</u>	<u>316,189</u>	<u>163,472,040</u>	<u>166,272,193</u>
<b>TOTAL COMPREHENSIVE INCOME</b>				
Surplus	-	-	5,464,282	5,464,282
Other comprehensive income	<u>-</u>	<u>( 42,629)</u>	<u>-</u>	<u>( 42,629)</u>
	<u>-</u>	<u>( 42,629)</u>	<u>5,464,282</u>	<u>5,421,653</u>
<b>BALANCE AT 31 MARCH 2017</b>	<u>2,483,964</u>	<u>273,560</u>	<u>168,936,322</u>	<u>171,693,846</u>



## THE UNIVERSITY COUNCIL OF JAMAICA

## STATEMENT OF CASH FLOWS

## YEAR ENDED 31 MARCH 2017

	<u>2017</u> \$	<u>2016</u> \$
<b>CASH FLOW FROM OPERATING ACTIVITIES:</b>		
Surplus/(loss) for the year	5,464,282	( 3,074,991)
Items not affecting cash resources:		
Depreciation	3,544,430	3,440,136
Loss on disposal of property, plant and equipment	33,148	2,986
Net adjustment on property, plant and equipment	104,634	-
Interest income	( 1,345,481)	(1,373,324)
Provision for impairment loss	<u>5,786,670</u>	<u>1,075,466</u>
	13,587,683	70,273
Changes in operating assets and liabilities:		
Receivables	( 4,939,313)	9,927,617
Payables	457,699	1,404,079
Deferred income	<u>( 8,016,028)</u>	<u>4,690,633</u>
Cash provided by operating activities	<u>1,090,041</u>	<u>16,092,602</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Purchase of property, of property, plant and equipment	( 613,144)	( 6,689,977)
Interest received	<u>1,340,538</u>	<u>1,209,613</u>
Cash provided by/(used in) investing activities	<u>727,394</u>	<u>( 5,480,364)</u>
<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>	1,817,435	10,612,238
Cash and cash equivalents at beginning of year	<u>77,749,770</u>	<u>67,137,532</u>
<b>CASH AND CASH EQUIVALENT AT END OF YEAR (Note 13)</b>	<u>79,567,205</u>	<u>77,749,770</u>

**THE UNIVERSITY COUNCIL OF JAMAICA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**31 MARCH 2017**

**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 2017****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, revised and amended standards and interpretations that became effective during the 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 new standards, interpretations and amendments are immediately relevant to its operations:

**Amendment to IAS 1, 'Presentation of Financial Statements: Disclosure initiative' (effective for accounting periods beginning on or after 1 January 2016).** These amendments clarify the existing requirements of IAS 1 and provide additional assistance to apply judgement when meeting the presentation and disclosure requirements in IFRS. The amendment does not affect recognition and measurement and is not expected to have a significant impact on the financial statements.

**Amendments to IAS 16, 'Property, Plant and Equipment' (effective for accounting periods beginning on or after 1 January 2016).** In these amendments, the International Accounting Standards Board (IASB) has clarified that the used of revenue-based methods to calculate the depreciation of an asset is not appropriate because revenue generated by an activity that includes the use of an asset generally reflects factors other than consumption of the economic benefits embodied in the asset. The Council does not expect any impact from adoption of the amendments on its financial statements as it does not use revenue-based depreciation or amortization method.



THE UNIVESITY COUNCIL OF JAMAICA  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2017

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(a) Basis of preparation (cont'd) -

**New standards, amendments and interpretation not yet effective and not early adopted.**

The following new standards, amendments and interpretations, which are not yet effective and have not been adopted early in these financial statements, will or may have an effect on the Council's future financial statements:

**Amendments to IAS 7, 'Statement of Cash Flows' (effective for accounting periods beginning on or after 1 January 2017),** requires an entity to provide disclosures that enable users of financial statements to evaluate changes in liabilities arising from financing activities, including both changes arising from cash flows and non-cash flows.

**IFRS 9, 'Financial Instruments', (effective for annual reporting periods beginning on or after 1 January 2018).** The standard replaces the existing guidance in IAS 39, *Financial Instruments: Recognition and Measurement*. IFRS 9 includes revised guidance on the classification and measurement of financial assets and liabilities, including a new expected credit loss model for calculating impairment of financial assets and the new general hedge accounting requirements. It also carries forward the guidance on recognition and derecognition of financial instruments from IAS 39. Although the permissible measurement bases for financial assets - amortised cost, fair value through other comprehensive income (FVOCI) and fair value through profit or loss (FVTPL) - are similar to IAS 39, the criteria for classification into the appropriate measurement category are significantly different. IFRS 9 replaces the 'incurred loss' model in IAS 39 with an 'expected credit loss' model, which means that a loss event will no longer need to occur before an impairment allowance is recognized.

**IFRS 15, 'Revenue from Contracts with Customers', (effective for periods beginning on or after 1 January 2018).** It replaces IAS 11 Construction Contracts, IAS 18 Revenue, IFRIC 13 Customer Loyalty Programmes, IFRIC 15 Agreements for the Construction of Real Estate, IFRIC 18 Transfer of Assets from Customers and SIC - 31 Revenue - Barter Transactions involving Advertising Services. The new standard applies to contracts with customers. However, it does not apply to insurance contracts, financial instruments or lease contracts, which fall in the scope of other IFRS. It also does not apply if two companies in the same line of business exchange non-monetary assets to facilitate sales to other parties. Furthermore, if a contract with a customer is partly in the scope of another IFRS, then the guidance on separation and measurement contained in the other IFRS takes precedence.



**THE UNIVERSITY COUNCIL OF JAMAICA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**31 MARCH 2017**

**3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):**

**(a) Basis of preparation (cont'd) -**

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

**IFRS 16, 'Leases', (effective for accounting periods beginning on or after 1 January 2019).** The standard primarily addresses the accounting for leases by lessees. The complete version of IFRS 16 was issued in January 2016. The standard will result in almost all leases being recognised on the statement of financial position, as it removes the current distinction between operating and finance leases and requires recognition of an asset (the right to use the leased item) and a financial liability to pay rentals for virtually all lease contracts. An optional exemption exists for short term and low-value leases. The accounting by lessors will not significantly change.

The Council is assessing the impact, if any, of the above amendments, interpretations and new standards on its future financial statements.

**(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.

**(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.



**THE UNIVERSITY COUNCIL OF JAMAICA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**31 MARCH 2017**

**3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):**

**(c) Property, plant and equipment (cont'd)**

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. 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 -**

A financial instrument is any contract that gives rise to both a financial asset for one entity and a financial liability or equity of another entity.

**Financial assets**

**(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. Management determines the classification of its financial assets at initial recognition and re-evaluates this designation at every reporting date.



**THE UNIVERSITY COUNCIL OF JAMAICA**  
**NOTES TO THE FINANCIAL STATEMENTS**

**31 MARCH 2017**

**3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):**

**(e) Financial instruments (cont'd)-**

**Financial assets (cont'd)**

**(i) Classification**

**Loans and receivables**

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the reporting date. These are classified as non-current assets. The Council's loans and receivables comprise trade and other receivables and cash and cash equivalents.

Trade receivables are carried at original invoice amount less provision for bad debts and impairment.

Cash and cash equivalents are carried in the statement of financial position at cost. For the purpose of the cash flow statement, cash and cash equivalents comprise cash at bank in hand and short term deposits with original maturity of 90 days 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 2017**

**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 company will not collect all of the amounts due under the terms receivable. The 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 2017**

**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 -**

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 2017**

**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 2017

#### 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 2017**

**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.

**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.



THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2017

5. FINANCIAL RISK MANAGEMENT (CONT'D):

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

(b) Financial instruments by category

Financial assets

	<u>Loans and</u> <u>Receivable</u>		<u>Available-for-sale</u>	
	<u>2017</u>	<u>2016</u>	<u>2017</u>	<u>2016</u>
	\$	\$	\$	\$
Cash and cash equivalents	79,567,205	77,749,770	-	-
Receivables	49,944,195	50,935,765	-	-
Investments	-	-	<u>285,303</u>	<u>327,932</u>
<b>Total financial assets</b>	<u>129,511,400</u>	<u>128,685,535</u>	<u>285,303</u>	<u>327,932</u>

**THE UNIVERSITY COUNCIL OF JAMAICA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**31 MARCH 2017**

5. **FINANCIAL RISK MANAGEMENT (CONT'D):**

**Financial liabilities**

	<b>Financial liabilities at amortised cost</b>	
	<u>2017</u>	<u>2016</u>
	\$	\$
Payables	<u>2,329,011</u>	<u>1,326,938</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:

	<u>Level 2</u>	
	<u>2017</u>	<u>2016</u>
	\$	\$
<b>Financial assets</b>		
Radio Jamaica Limited (RJR) - shares	<u>285,303</u>	<u>327,932</u>

There were no transfers between levels during the period.

(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 UNIVERSITY COUNCIL OF JAMAICA****NOTES TO THE FINANCIAL STATEMENTS****31 MARCH 2017****5. FINANCIAL RISK MANAGEMENT (CONT'D):****(e) Financial risk factors (cont'd)**

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.

**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.



**THE UNIVERSITY COUNCIL OF JAMAICA**  
**NOTES TO THE FINANCIAL STATEMENTS**

**31 MARCH 2017**

**5. FINANCIAL RISK MANAGEMENT (CONT'D):**

**(e) Financial risk factors cont'd -**

**(i) Credit risk (cont'd)**

The aging of trade receivables is

	<u>2017</u>	<u>2016</u>
	\$	\$
0-30 days	30,512,724	35,971,996
31-60 days	559,770	101,064
61-90 days	1,032,574	21,360
91 days and over	<u>27,228,405</u>	<u>18,620,836</u>
	<u>59,333,473</u>	<u>54,715,256</u>

Trade receivables that are past due but not impaired

As at 31 March 2017, receivables of \$28,820,749 (2016 -\$18,743,260) were past due but not impaired. These relate to independent customers for whom there is no recent history of default.

Trade receivables that are past due and impaired

As at 31 March 2017, the company had receivables of \$9,389,277 that were impaired. The amount of the provision was \$9,389,277 (2016 - \$3,779,491). These receivables were aged over 90 days.

Movements on the provision for impairment of trade receivables are as follows:

	<u>2017</u>	<u>2016</u>
	\$	\$
At 1 April	( 3,779,491)	( 4,596,121)
Provision for receivables impairment	( 5,778,997)	-
Bad debts recovered, previously provided for	<u>169,211</u>	<u>816,630</u>
At 31 March	<u>( 9,389,277)</u>	<u>( 3,779,491)</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.



**THE UNIVERSITY COUNCIL OF JAMAICA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**31 MARCH 2017**

**5. FINANCIAL RISK MANAGEMENT (CONT'D):**

**(e) Financial risk factors cont'd -**

**(ii) Liquidity risk (cont'd)**

**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.

**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>
	\$
<b>31 March 2017</b>	
Trade payables	2,329,011
Accruals	<u>402,000</u>
<b>Total financial liabilities (contractual maturity dates)</b>	<u><b>2,731,011</b></u>

	<u>Within 1 Year</u>
	\$
<b>31 March 2016</b>	
Trade payables	1,326,938
Accruals	<u>282,000</u>
<b>Total financial liabilities (contractual maturity dates)</b>	<u><b>1,608,938</b></u>



**THE UNIVERSITY COUNCIL OF JAMAICA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**31 MARCH 2017**

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 \$183,606 (2016 - \$179,108) and \$518,715 (2016 - \$542,698), respectively.

**THE UNIVERSITY COUNCIL OF JAMAICA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**31 MARCH 2017**

**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 2017	<u>127.77</u>
31 March 2016	<u>122.04</u>

**Sensitivity analysis:**

A 6% (2016:6%) strengthening of the United States Dollar against the Jamaican Dollar would have increased the surplus/decreased the deficit for the year by \$5,384,133 (2016 - \$5,285,352). A 1% (2016: 1%) weakening, would have decreased the surplus/increased the deficit by \$897,356 (2016 - \$880,892). This analysis assumes that all other variables, in particular interest rates, remain constant.

The analysis is done on the same basis as in 2016.

**(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 UNIVERISTY COUNCIL OF JAMAICA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**31 MARCH 2017**

6. **SUBVENTION:**

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

7. **OTHER OPERATING INCOME:**

	<u>2017</u> \$	<u>2016</u> \$
Annual registration fees	1,164,119	595,208
Accreditation fees	23,728,544	22,508,339
Application fees	20,781,991	21,109,300
Annual base fees	7,485,554	6,590,108
Assessors' fees	3,146,666	4,394,152
Review administrative fees	1,834,877	1,115,884
Other fees	876,302	1,074,450
Seminar fees	1,191,500	1,133,744
Site visit	511,255	477,161
Assessors' accommodation advances	-	764,095
Interest income	1,345,481	1,373,324
Gain on foreign exchange	4,277,798	5,025,299
Staff loan interest	-	2,861
Recovery of Bad Debts	169,211	816,630
Miscellaneous	<u>193,806</u>	<u>1,484,400</u>
	<u>66,707,104</u>	<u>68,464,955</u>



## THE UNIVERSITY COUNCIL OF JAMAICA

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2017

## 8. EXPENSES BY NATURE:

Total direct selling administration and other operating expenses:

	<u>2017</u>	<u>2016</u>
	\$	\$
Staff costs (note 9)	107,506,676	92,488,862
Rent and maintenance	4,557,905	3,276,455
Assessors' fees	3,503,236	4,009,053
Editor's fees	145,718	384,262
Auditors' remuneration	402,000	282,000
IT Audit	-	842,400
Insurance	448,316	370,934
Advertising	855,022	566,535
Telephone	721,520	531,615
Internet expense	133,398	84,926
Foreign travel and accommodation	1,482,958	2,751,277
Printing and stationery	554,443	1,560,857
Motor vehicle insurance and license	379,118	273,418
Motor car general expenses	2,266,144	617,570
CANQATE	208,962	599,860
Postage and shipping	15,284	99,016
Dues and subscriptions	884,561	353,054
Professional and legal fees	4,258,477	305,556
Honorarium	1,355,200	618,125
Repairs and maintenance:-		
Motor vehicle	141,075	54,836
Furniture	451,349	181,841
Building	336,129	769,989
Motor Bike	67,107	77,899
Depreciation	3,544,430	3,440,135
Loss on disposal of assets	33,148	2,986
Office supplies	2,048,872	1,235,777
Miscellaneous	291,712	85,715
Property Tax - Windsor Avenue	84,500	84,500
Utilities - Windsor Avenue	2,579,730	1,864,178
Office storage	71,206	256,556
Seminar expenses	2,686,318	1,889,843
Bank charges and interest	266,873	158,098
Conferences and other Seminar expenses	468,967	614,038
Bad debt written off	-	1,837,021
Provision for impairment loss - Receivables	<u>5,786,670</u>	<u>1,075,466</u>
	<u>148,537,024</u>	<u>123,644,653</u>



THE UNIVERSITY COUNCIL OF JAMAICA  
NOTES TO THE FINANCIAL STATEMENTS  
31 MARCH 2017

## 9. STAFF COSTS:

	<u>2017</u> ₤	<u>2016</u> ₤
Salaries, wages and statutory contributions	76,288,216	73,236,737
Pension contributions	1,523,637	1,117,035
Gratuity	9,949,686	1,625,001
Motor car allowance	15,348,424	12,918,283
Lunch subsidy	1,414,126	1,032,840
Uniform	47,380	36,000
Group life insurance	270,261	235,932
Staff welfare	1,832,663	1,873,073
Casual labour	<u>832,283</u>	<u>413,961</u>
	<u>107,506,676</u>	<u>92,488,862</u>

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2017

10. PROPERTY, PLANT AND EQUIPMENT:

	<u>Land</u>	<u>Building</u>	<u>Leasehold</u> <u>Improvements</u>	<u>Construction</u> <u>in</u> <u>Progress</u>	<u>Motor</u> <u>Vehicles</u>	<u>Furniture,</u> <u>Fixtures &amp;</u> <u>Equipment</u>	<u>Computer</u> <u>Software &amp;</u> <u>Equipment</u>	<u>Total</u>
	<u>₹</u>	<u>₹</u>	<u>₹</u>	<u>₹</u>	<u>₹</u>	<u>₹</u>	<u>₹</u>	<u>₹</u>
At Cost or Valuation -								
At 1 April 2015	40,000,000	15,000,000	124,585	-	5,065,423	6,616,346	6,462,288	73,268,642
Additions	-	-	-	3,728,000	-	2,081,657	880,320	6,689,977
Disposal	-	-	-	-	-	( 19,525)	-	( 19,525)
At 31 March 2016	40,000,000	15,000,000	124,585	3,728,000	5,065,423	8,678,478	7,342,608	79,939,094
Additions	-	-	-	-	-	393,253	219,891	613,144
Disposal	-	-	-	-	-	( 43,101)	-	( 43,101)
Adjustments	-	-	-	-	-	-	( 204,134)	( 204,134)
31 March 2017	<u>40,000,000</u>	<u>15,000,000</u>	<u>124,585</u>	<u>3,728,000</u>	<u>5,065,423</u>	<u>9,028,630</u>	<u>7,358,365</u>	<u>80,305,003</u>
Accumulated Depreciation -								
At 1 April 2015	-	125,000	46,719	-	1,846,017	2,299,756	2,820,723	7,138,215
Charge for the year	-	375,000	3,115	-	958,149	721,178	1,382,694	3,440,136
Eliminated on disposal	-	-	-	-	-	( 16,539)	-	( 16,539)
At 31 March 2016	-	500,000	49,834	-	2,804,166	3,004,395	4,203,417	10,561,812
Charge for the year	-	375,000	3,115	-	958,149	769,618	1,438,548	3,544,430
Eliminated on disposal	-	-	-	-	-	( 9,953)	-	( 9,953)
Adjustments	-	-	-	-	-	-	( 99,500)	( 99,500)
At 31 March 2017	<u>-</u>	<u>875,000</u>	<u>52,949</u>	<u>-</u>	<u>3,762,315</u>	<u>3,764,060</u>	<u>5,542,465</u>	<u>13,996,789</u>
Net Book Value -								
31 March 2017	<u>40,000,000</u>	<u>14,125,000</u>	<u>71,636</u>	<u>3,728,000</u>	<u>1,303,108</u>	<u>5,264,570</u>	<u>1,815,900</u>	<u>66,308,214</u>
31 March 2016	<u>40,000,000</u>	<u>14,500,000</u>	<u>74,751</u>	<u>3,728,000</u>	<u>2,261,257</u>	<u>5,674,083</u>	<u>3,139,191</u>	<u>69,377,282</u>



**THE UNIVERSITY COUNCIL OF JAMAICA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**31 MARCH 2017**

11. **INVESTMENTS:**

	<u>2017</u>	<u>2016</u>
	<u>₹</u>	<u>₹</u>
Quoted Equity - available-for-sale at fair value	<u>285,303</u>	<u>327,932</u>

This represents \$163,967 (2016 - \$163,966) ordinary shares held in Radio Jamaica Limited.

12. **RECEIVABLES:**

	<u>2017</u>	<u>2016</u>
	<u>₹</u>	<u>₹</u>
Trade receivables	49,944,195	50,935,765
Prepayments	120,800	19,260
Others	<u>801,536</u>	<u>753,920</u>
	<u>50,866,531</u>	<u>51,708,945</u>

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>2017</u>	<u>2016</u>
	<u>₹</u>	<u>₹</u>
Cash and bank balances -		
Cash at bank and in hand	7,226,440	6,186,948
Deposits and short term instruments	<u>72,340,765</u>	<u>71,562,822</u>
	<u>79,567,205</u>	<u>77,749,770</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>2017</u>	<u>2016</u>
	%	%
Cash at bank - J\$	13.50	15.62
- US\$ Account	.10	.7
Deposits - US\$	<u>1.05</u>	<u>1.9</u>



**THE UNIVERSITY COUNCIL OF JAMAICA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**31 MARCH 2017**

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.

17. **PAYABLES:**

	<u>2017</u> ₤	<u>2016</u> ₤
Trade payables	2,329,011	1,326,938
Other payables and accruals	<u>4,592,434</u>	<u>5,136,808</u>
	<u>6,921,445</u>	<u>6,463,746</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>2017</u> ₤	<u>2016</u> ₤
Honorarium (note 8)	1,355,200	618,125
Management remuneration (included in staff cost) (note 9)	<u>23,185,149</u>	<u>23,230,100</u>
	<u>24,540,349</u>	<u>23,848,225</u>



**THE UNIVERSITY COUNCIL OF JAMAICA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**31 MARCH 2017**

**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 Sagikor 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 \$1,523,637 for the year (2016 - \$1,117,035).



## APPENDIX A

### COUNCIL MEMBERS AS AT MARCH 31, 2017

**Dr Carolyn Hayle**  
*Chairman*

**Professor Brendan Bain**  
*Deputy Chairman*

**Mrs Althea Heron**  
*Executive Director*

**Mr Garth Anderson**  
*Principal*  
Church Teachers' College

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

**Ms Leonie Campbell**  
*Attorney-at-Law*

**Mrs Yvonne Clarke**  
*Principal*  
Bethlehem Moravian College

**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 (from 27/02/2017)

**Mr Stephen Edwards**  
*Lecturer*  
School of Engineering,  
University of Technology, Jamaica

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

**Professor Trevor Gardner**  
*President*  
Northern Caribbean University (up to 31/08/2016)

**Professor Colin Gyles**  
*Acting President*  
University of Technology, Jamaica (up to 27/02/2017)

**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 Phylicia Marshall**  
*Asst. Chief Education Officer*  
Tertiary Unit, MOEYI (from 27/02/2017)

**Dr Yvonne Marshall**  
*Executive Director* (up to 31/08/2016)

**Mr Philmore McCarthy**  
*Principal*  
Excelsior Community College

**Professor Archibald McDonald**  
*Principal*  
University of the West Indies, Mona

**Professor Stephen Vasciannie**  
*President*  
University of Technology, Jamaica  
(from 27/02/2017)

**Mr Yaneke Watson**  
*Assistant Professor*  
Dept. of Biology, Chemistry and Environmental  
Science, Northern Caribbean University

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

## APPENDIX B

### MEMBERS OF STAFF AS AT MARCH 31, 2017

**Mrs Althea Heron**

Executive Director

**Miss Ollyvia Anderson**

Public Relations and Communications Officer

**Dr Dawn Barrett Adams**

Accreditation Officer

**Dr Dameon Black**

Accreditation Officer

**Mrs Diane Butler**

Director, Finance

**Mr Wayne Christian**

Information and Technology Manager

**Dr Jessica Dunn**

Accreditation Officer

**Mrs Shadisha Douglas-Mitchell**

Director, Human Resource and Administration

**Mr Eaton Hendricks**

Accreditation Officer

**Mrs Lisa Henlin**

Accreditation Officer

**Miss Tiffaney Hinds**

Assistant Accountant

**Mr Cuthbert Hyman**

Property and Procurement Manager

**Dr Karen Isaacs**

Programme Officer

**Mrs Arlene Lawrence**

Accreditation Officer

**Miss Stacy-Ann Lewin**

Senior Human Resource and Administration Officer

**Dr Dotlyn Minott**

Director, Accreditation

**Miss Thelma Mollison**

Customer Service Representative

**Mrs Michelle O'Gilvie-Jackson**

Administrative Assistant

**Dr Angela Penny**

Director, Research and Development

**Miss Andrika Perkins**

Records Manager

**Miss Kerry Robinson**

Office Attendant

**Mr Richard Rose**

Director, Communications and Public Education

**Miss Janine Scott**

Research and Assessment Officer

**Mrs Annie Sutherland**

Senior Secretary

**Mrs Camille Trusty**

Executive Assistant

**Mr Ripton Watson**

Messenger

**Miss Tushan Wilson**

Accounts Receivables Officer



## FORMER MEMBERS OF STAFF

### **Dr Yvonne Marshall**

Executive Director (up to 31/08/2016)

### **Ms Grace Gordon**

Director, Accreditation (up to 30/09/2016)

### **Mrs Kenisha Blair-Walcott**

Director, Human Resource and Administration  
(up to 31/07/2016)

### **Dr Maureen Linton**

Accreditation Officer (up to 31/06/2016)

### **Mr Lennox Tate**

IT Manager (up to 06/05/2016)

### **Dr Gareth Phillips**

Accreditation Officer (up to 31/12/2016)

### **Ms Michelle Williams**

Senior Human Resource and Administration Officer  
(up to 30/09/2016)





## APPENDIX C

### LOCAL COLLEGES, INSTITUTES AND TRAINING UNITS WITH ACCREDITED PROGRAMMES AS AT MARCH 31, 2017

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

15 Carlton Crescent, Kingston 10

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

#### **Bethel Bible College**

7 Patrick Road, Mandeville, Manchester

- Diploma in Theology
- Bachelor of Theology

#### **Bethlehem Moravian College**

Malvern P.O., St. Elizabeth

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

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

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

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

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

14-16 West Avenue, Kingston 8

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

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

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

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

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

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

3A Richmond Avenue, Kingston 10

- Associate Degree in Insurance Management

*\*NB Programmes identified by an asterisk (\*) are no longer being delivered*



### **Crowne Professional College**

(No longer in operation)

53 Molynes Road, Kingston 10

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

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

1 Arthur Wint Drive, Kingston 5

- Associate of Arts in Music
- Bachelor of Music (Jazz and Popular Music)
- Bachelor of Music Education
- Associate of Arts in Visual Arts
- Bachelor of Art Education
- Bachelor of Fine Arts (Visual Arts) with specialisations 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 Art Education

### **Excelsior Community College**

137 Mountain View Avenue, Kingston 3

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

- Bachelor of Science in Business Studies
- Associate of Science in Library Technical Studies

### **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

#### **Mel Nathan College**

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

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

14-16 West Avenue, Kingston 8

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

#### **Knox Community College**

Spalding P.O., Clarendon

- Certificate in Environmental Studies/Sciences \*
- Diploma in Environmental Studies/Sciences \*
- Associate of Science in Environmental Studies
- Bachelor of Science in Environmental Studies

\*NB Programmes identified by an asterisk (\*) are no longer being delivered



- Associate of Science in Hospitality and Tourism Management (formerly Associate Degree in Hospitality, Entertainment and Tourism)
- Associate of Science in Business Studies
- Bachelor of Education (Primary Education)
- 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)
- Associate of Applied Science in Engineering Technology\*
- Associate of Science in Engineering Technology

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

235a Old Hope Road, Kingston 6

- 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

### **Moneague College**

Moneague, St. Ann

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

### **Montego Bay Community College**

Alice Eldemire Drive, Montego Bay, St. James

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

### **NCB Corporate Learning Campus**

(formerly NCB Staff Training Centre)

2 ½ Altamont Crescent, Kingston 5

- Management Trainee Programme – Postgraduate Diploma

*\*NB Programmes identified by an asterisk (\*) are no longer being delivered*

**Portmore Community College**

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

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

**Regent College of the Caribbean**

(formerly Jamaica Bible College)

7 Brumalia Road, Mandeville, Manchester

- Diploma in Theology
- Associate Degree in Business Studies

**United Theological College of the West Indies**

7 Golding Avenue, Kingston 7

- Diploma in Ministerial Studies

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

17 Worthington Avenue, Kingston 5

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

**Vector Technology Institute**

35A Eastwood Park Road, Kingston 10

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

**Vocational Training Development Institute (VTDI)**

6 Gordon Town Road, Kingston 6

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

**Western Hospitality Institute**

Holiday Village, Rose Hall, St. James

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

## LOCAL UNIVERSITIES WITH ACCREDITED PROGRAMMES

### Northern Caribbean University (NCU)

Manchester Road, Mandeville, Manchester

- Associate of Science in Biology
- Bachelor of Science in Biological Sciences
- Associate of Science in Business Administration
- Bachelor of Science in Business Administration
- Bachelor of Arts in Primary Teacher Education
- Bachelor of Arts in Secondary Teacher Education
- Bachelor of Science in Secondary Teacher Education
- Associate of Science in School Counselling
- Bachelor of Science in Psychology
- Bachelor of Science in Guidance Counselling (formerly Bachelor of Science in Counselling)
- Bachelor of Science in Biology Education
- Master of Public Health
- Bachelor of Science in Management Studies
- Master of Business Administration
- Master of Arts in Education
- Associate of Science in Computer Information Science (formerly Associate of Science in Information Science)
- Bachelor of Science in Computer Information Science (formerly Bachelor of Science in Information Science)
- Bachelor of Science in Computer Information Science (Business Emphasis) (formerly Bachelor of Science in Information Science, Business Emphasis)
- Bachelor of Science in Medical Technology
- Associate of Arts in English
- Bachelor of Arts in English
- Doctor of Philosophy in Education
- Master of Science in Counselling Psychology
- Master of Science in Biology
- Bachelor of Science in Computer Science (Communications Emphasis)
- Bachelor of Science in Computer Science (Programming Emphasis)
- Associate of Science in Mathematics
- Bachelor of Science in Mathematics
- Associate of Arts in Communication Studies (formerly Associate of Arts in Mass Communication)

- Bachelor of Arts in Communication Studies (formerly Bachelor of Arts in Mass Communication)
- Bachelor of Arts in History
- Associate of Science in Social Work
- Bachelor of Social Work
- Associate of Science in Family Life Education
- Diploma in Early Childhood Teacher Education
- Bachelor of Arts in Early Childhood Teacher Education
- Associate of Science in Hospitality and Tourism Management
- Bachelor of Science in Hospitality and Tourism Management with emphases in Food and Beverage and Travel and Tour

### University of Technology, Jamaica (UTech)

237 Old Hope Road, Kingston 6

- Bachelor of Engineering (Electrical Engineering) (Post-Diploma) \*
- Bachelor of Engineering (Mechanical Engineering) (Post-Diploma) \*
- Associate of Science in Business Administration (formerly offered by Jamaican Institute of Management - JIM)
- Bachelor of Arts in Architectural Studies
- Masters in Architecture
- Bachelor of Business Administration (Post-Diploma specialisations in Accounting, Finance, Management and Marketing) \*
- Bachelor of Business Administration in Banking and Financial Services \*
- Bachelor of Science in Administrative Management \*
- Bachelor of Science in Human Resource Management \*
- Diploma in Marketing \*
- Bachelor of Pharmacy
- Bachelor of Health Science
- Bachelor of Science in Computing with Management Studies\*
- Bachelor of Education – Post Diploma\*
- Bachelor of Science in Surveying and Geographic Information Sciences

*\*NB Programmes identified by an asterisk (\*) are no longer being delivered*



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

- Bachelor of Science in Land Economy and Valuation Surveying
- Associate of Science in Health Information Technology
- Bachelor of Science in Computing
- Bachelor of Science in Child and Adolescent Development

## 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)

## ACCREDITED INSTITUTIONS

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

### **The University of the West Indies, Mona Campus**

(inclusive of the Western Campus)

Kingston

\*NB Programmes identified by an asterisk (\*) are no longer being delivered

## UCJ-APPROVED DEGREES

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

NB: The programmes identified by # were delivered as UCJ-Approved degrees by the Teachers' Colleges and are no longer offered as UCJ-Approved degrees. Contact the Colleges for further information.

### **Bethlehem Moravian College**

Malvern P.O., St. Elizabeth

- Bachelor of Education (Secondary) with specialisation in Information Technology, Business Education#\*
- Bachelor of Education (Primary)#\*

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

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 specialisations in Human Ecology, Mathematics, English, Social Studies#\*

### **College of Agriculture, Science and Education**

Passley Gardens, Port Antonio, Portland

- Bachelor of Education (Secondary) with specialisation in Mathematics#\*
- Bachelor of Education (Primary)#\*

### **G.C. Foster College of Physical Education and 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 specialisations 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

*\*NB Programmes identified by an asterisk (\*) are no longer being delivered*



## 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 specialisations in Teaching and Learning and Exceptional Student Education (formerly Varying Exceptionalities and/or Special Education)
- Bachelor of Science in Applied Professional Studies\* (Concentration in Teaching and Learning)

### **Ohio State University/ Edna Manley College of the Visual and Performing Arts**

- Master of Arts in Art Education

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

- Master of Education in Teaching and Learning

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

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

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

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

*\*NB Programmes identified by an asterisk (\*) are no longer being delivered*



### 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

## OVERSEAS INSTITUTIONS WITH PROGRAMMES RECOGNISED BY THE UCJ

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

### Heriot-Watt University

The Ordinary Bachelor's Degrees (listed below) are recognised as equivalent to the first 3 years of the four-year Bachelor's Degrees and the first 2 years of the three-year Bachelor's Degrees.

- Bachelor of Arts in Business and Finance (Ordinary Bachelor's Degree)
- Bachelor of Arts in Management (Ordinary Bachelor's Degree)

- Bachelor of Business Administration (Ordinary Bachelor's 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

## OVERSEAS INSTITUTIONS WITH PROGRAMMES ACCREDITED BY THE UCJ

### Suriname College of Hospitality and Tourism

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



## APPENDIX D REGISTERED INSTITUTIONS AND TRAINING UNITS AS AT MARCH 31, 2017

### 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**

7 Patrick Road  
P.O. Box 1694, Mandeville  
Manchester

**4. Bethlehem Moravian College**

Malvern P.O.  
St. Elizabeth

**5. Brown's Town Community College**

P.O. Box 556, Brown's Town P.O.  
St. Ann

**6. Caribbean Graduate School of Theology**

14-16 West Avenue  
Kingston 8

**7. Caribbean Maritime Institute**

Palisadoes Park  
P.O. Box 80, C.S.O.  
Kingston

**8. Caribbean Wesleyan College**

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

**9. Catholic College of Mandeville**

Williamsfield P.O.  
Manchester

**10. Church Teachers' College**

Mandeville Road  
P.O. Box 41, Mandeville  
Manchester

**11. College of Agriculture, Science and Education**

Passley Gardens  
Port Antonio  
Portland

**12. College of Insurance and Professional Studies**

3A Richmond Avenue  
Kingston 10

**13. Edna Manley College of the Visual and Performing Arts**

1 Arthur Wint Drive  
Kingston 5

**14. Excelsior Community College**

137 Mountain View Avenue  
Kingston 3

**15. G.C. Foster College of Physical Education and Sport**

Angels Walks Road  
Spanish Town  
St. Catherine

**16. The Hydell University College**

Ferry  
St. Catherine

**17. 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

**18. Jamaica Stock Exchange e-Campus**

40 Harbour Street  
Kingston

**19. Jamaica Theological Seminary**

14-16 West Avenue  
Kingston 8

**20. Knox Community College**

Spalding P.O.  
Clarendon

**21. Management Institute for National Development**

235A Old Hope Road  
Kingston 6

**22. The Mico University College**

1A Marescaux Road  
Kingston 5

**23. Midland Bible Institute**

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

**24. Moneague College**

Moneague  
St. Ann

**25. Montego Bay Community College**

Alice Eldemire Drive  
Montego Bay  
St. James

**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  
P.O. Box 437, Brown's Town  
St. Ann

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

16 Old Hope Road  
Kingston 5

**34. St. Michael's Theological College**

Golding Avenue  
Kingston 7

**35. United Theological College of the West Indies**

7 Golding Avenue  
Kingston 7

**36. University College of the Caribbean**

17 Worthington Avenue  
Kingston 5

**37. Vector Technology Institute**

35A Eastwood Park Road  
Kingston 10

**38. Vocational Training Development Institute**

6 Gordon Town Road  
Kingston 6

**39. Western Hospitality Institute**

Holiday Village  
Rosehall  
St. James

**II. LOCAL UNIVERSITIES****40. Northern Caribbean University**

Manchester Road  
Mandeville  
Manchester

**41. University of Technology, Jamaica**

237 Old Hope Road  
Kingston 6

**42. The University of the West Indies**

Mona Campus  
Kingston 7

## THE JOINT COMMITTEE FOR TERTIARY EDUCATION (JCTE)

The Joint Committee for Tertiary Education (JCTE) was established in 1991 under Section 6 of the Education Act.

The Joint Committee for Tertiary Education (JCTE), with a Mission to strengthen tertiary education and training in Jamaica, through advocacy, institutional capacity building and providing forums for sharing and learning, has impacted the tertiary arena in Jamaica through interventions designed to combine vocational training and academic education for industry approved and licensured occupational degrees.

These and other interventions have provided opportunities for international accreditation and networking among institutions and across cultures; they have enhanced the range of activities enabling access to higher education and a fully trained workforce.

The members of the JCTE's Executive Committee are:

- Dr Cecil Cornwall, Chairman
- Mrs Yvonne Clarke, Vice Chairman
- Mr Philmore McCarthy, Treasurer
- Mrs Claudeth Fletcher, Secretary
- Dr Joyce Graham Royal, Executive Member
- Dr Lincoln Edwards, Executive Member
- Professor Stephen Vasciannie, Executive Member
- Dr Fritz Pinnock, Executive Member
- Mrs Althea Heron, Ex-Officio Member, Executive Director, the UCJ
- Dr Winston Adams, Ex-Officio Member
- Mrs Bertland O'Connor, Counsel



### Collaboration

The JCTE collaborated with the Accreditation Services for International Colleges (ASIC), Hocking College and the Association of Caribbean Tertiary Institutions (ACTI).

Several local tertiary institutions were introduced to ASIC's institutional and international accreditation process, which encourages Quality Assurance for firm academic partnerships. ASIC, which is the quality standard for learning institutions in 25 countries, is a global institution which identifies quality institutions and provides confidence to parents and students that the institution to which they are connected is safe, and worthy of their trust.

### Hocking College

A delegation of tertiary level educators and representatives of the Ministry of Education, Youth and Information, Jamaica, led by Dr Cecil Cornwall, visited Hocking College in Ohio USA, in May 2016. The visit marked the beginning of the JCTE's commitment to organise and execute study tours to help educators deepen its understanding of Occupational Certification/Degrees. The collaboration was designed to strengthen the programmes within institutions through established partnerships for technical educational programmes.



The visit was coordinated with the assistance of Dr Betty Young, President of Hocking College and her team. The Jamaican delegation identified a variety of scholarships and research funding available to enable Jamaican students to take advantage of the various learning opportunities. Several local tertiary institutions have partnered with Hocking College on programmes that benefit their student population.

### **The Association of Caribbean Tertiary Institutions (ACTI)**

A Memorandum of Understanding between the JCTE and ACTI was finalised in 2016, when the JCTE's executive accepted the provision that the JCTE's chairman would be the representative to serve on the Council of ACTI. Dr Cecil Cornwall, Chairman of the JCTE, attended the 2016 ACTI Annual General Meeting in Barbados in October, 2016.

### **JCTE and HEART Trust /NTA Partnership**

In 2016, JCTE and the HEART Trust/NTA entered into a partnership agreement for the creation and delivery of three development projects – the Upskilling and Retooling, the Absorptive Capacity and the Occupational Degree. The specific project charters were developed jointly between the JCTE and HEART Trust/NTA, each detailing project implementation strategies and project success criteria.

### **Upskilling and Retooling Project**

The Upskilling and Retooling Project is designed to accomplish three stated objectives:

1. To equip the general labour force with enhanced skills and the opportunity to advance to further training in the particular skills or knowledge set.
2. To improve the skill-sets and mind sets of employees to provide better performance in their current positions.
3. To achieve enhanced productivity at the workplace.

The project, which originally targeted 3,000 participants over three years, was launched in November 2016. To date, 5,819 persons have participated in 48 capacity-building interventions, industry seminars, workshops and lectures through the project's Professional Skills Academy and Leadership Academy. Several industry groups benefitted from the training. Among these are:

- Digicel Group 97 participants
- Holiday Inn 18 participants
- Disney Cruises 2 participants
- Tryall Club 12 participants
- Jewel Beach & Golf Resort 18 participants

Several faith-based institutions benefitted including:

- Jamaica Youth for Christ
- St. Elizabeth International Church of Christ
- Bethel Temple Apostolic Church

Among the development partners are the Social Development Commission, elected representatives and community based youth groups.

Feedback from participants indicated that the sessions were interactive, practical, provided opportunities for networking and were facilitated by experienced and knowledgeable professionals.



Back row, from left to right: Mr Philmore McCarthy, Executive Member and Principal, Excelsior Community College; Dr Lincoln Edwards, Executive Member and President, Northern Caribbean University (NCU); Dr Vincent Peterkin, Associate Vice-President, Academic Administration, NCU; Dr Winston Adams, Ex-Officio Member and Group Executive Chairman of the University College of the Caribbean; Mr Tristants Simpson, Assistant Project Officer; Mr Michael Foster, Project Officer; Mr Daren Miller, Project Officer; Dr Cecil Cornwall, Chairman, JCTE.

Front row, from left to right: Ms Carol Rose Brown, Invited Member, TPDCo; Mrs Althea Heron, Ex-Officio Member, Executive Director, the UCJ; Dr Joyce Graham Royal, Executive Member, and Principal of G.C. Foster College of Physical Education & Sport; Dr Donna Powell-Wilson, Executive Director, CCCJ; and Ms Venta Longman, Co-ordinator, at a JCTE Executive Committee meeting.

### Absorptive Capacity Project

The Absorptive Capacity Project was launched by Prime Minister, the Most Honourable Andrew Holness and Senator, the Hon. Ruel Reid, Minister of Education, Youth and Information on February 2, 2017.

The Absorptive Capacity Project is an expansion of the HEART Trust/NTA NVQ Level 2 programme into tertiary institutions. The JCTE works in collaboration with the HEART Trust/NTA to ensure institutional readiness to offer the courses identified based on labour market demand.

Eighteen tertiary institutions are participating in the programme, which targets 2,200 applicants in the first year for participation in skills such as Business Process Outsourcing, Hospitality, Agriculture, Warehouse and Transportation.

### Occupational Associate Degree

Another of the programmes in the HEART Trust/NTA Partnership is the Occupational Associate Degree, which was launched by Prime Minister, the Most Honourable Andrew Holness and Senator, the Hon. Ruel Reid, Minister of Education, Youth and Information (MOEYI), at the JCTE & HEART Trust/NTA EDU-TVET Conference held at the Holiday Inn Hotel in Montego Bay, St. James on December 8, 2016.

The Occupational Associate Degree programme, managed by the Centre of Occupational Studies (COS) at the MOEYI and led by Mrs Linda Steward Doman, Director, is tasked with providing a clear and disciplined approach to the development of Occupational Degrees. As a result, COS ensures that the Occupational Associate Degree meets industry standards with the appropriate licensures for access to quality tertiary level technical occupational education. The Occupational Associate Degree not only bridges the gap between vocational training and academia, but is also intended to expand the pool of qualified, technically competent supervisors available to industry.



As a result, the Occupational Associate Degree is competency based with continuous assessment, boasts industry certification and licensure, provides professional, social and personal development as well as internship experience. The Degrees are industry reviewed and approved and provide joint certification.

Seven tertiary institutions participated in the pilot phase of the programme with eight Occupational Associate Degree specialisations. The institutions and programmes are listed in the table below.

INSTITUTION	COURSE
College of Agriculture, Science and Education	Agro Processing
	Agriculture & Supervision
Western Hospitality Institute	Restaurant Operations
G. C. Foster College of Physical Education & Sport	Fitness Management Operations
Caribbean Maritime Institute	Logistics & Supply Chain Management
	Intermodal Transport
Excelsior Community College	Renewable Energy & Technology
Bethlehem Moravian College	Culinary Operation (Chef Management)
Brown's Town Community College	Restaurant Operations

Four hundred students were enrolled for the academic period 2016-2018. Grant funding for the programme is provided by the HEART Trust/NTA for participants with level 2 & 3 NVQ/CVQ certification, while the MOEYI provides funding for the Career Advancement Programme participants.

A seven member Executive Projects Management Committee led by Dr Joyce Graham Royal constitutes the management committee for the project.

### Annual Activities

During the period under review, the JCTE hosted:

- its annual conference 'JCTE & HEART Trust/NTA EDU-TVET Conference' at the Holiday Inn Hotel, in Montego Bay, St. James on December 8 and 9, 2016. The theme for the Conference was: *"Developing a Quality Culture through Effective Leadership in Higher Education & Training towards Superior Technical Leadership Skills & Competencies in Education & Training"*;
- the Dr Ethley London Lecture Series and Professional Development Day for Educators at the West Jamaica Conference Centre on February 22, 2017; and at Excelsior Community College on March 9, 2017;
- the Dr Nadine Scott Lecture Series and Professional Development Day for Tertiary Students, March 28, at the Moneague Teachers College, March 29 at West Jamaica Conference Centre and on March 30 at Northern Caribbean University.

The JCTE sub-committees, which ensure the active involvement of member institutions in achieving the JCTE's Mission are:

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



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## NOTES



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**THE  
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OF JAMAICA**

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