



**THE
UNIVERSITY COUNCIL
OF JAMAICA**

"Assuring Quality in Higher Education"



Annual Report

2017-2018

www.ucj.org.jm

TABLE OF CONTENTS

Annual Report Publication Information	3
Vision and Mission	5
Values	5
Quality Policy	6
The UCJ's Core Business Processes	6
Functions	6
Strategic Priorities	7
The UCJ Council.....	9
Sub-Committees of the UCJ	10
Chairman's Statement	11
Executive Director's Statement	12
The UCJ ISO: 9001:2015 Certification Project or the UCJ's Quality Management System	13
The UCJ's 30th Anniversary Celebration	14
Quality Assurance in Higher Education Week, 2018.....	15
Registration and Accreditation Activities	16
Programmes Accreditation/Re-Accreditation/UCJ-Approved Degree Status 2017-2018	20
Developing Standards	24
Assessment of Credentials	25
Research Activities	26
Human Resource and Administration	28
Information Technology	31
Property and Procurement.....	31

National and Regional Activities	32
International Linkages and Activities	34
Communications and Public Education	37
UCJ Publications	41
Directors' and Senior Executives Compensation	42
Financial Statements	43
Appendices	77
Appendix A: Council Members	77
Appendix B: Members of Staff as at March 31, 2018	78
Appendix C : Accredited Programmes as at March 2018	79
Appendix D: Registered Institutions and Training Units as at March 2018	89
Joint Committee for Tertiary Education (JCTE)	92

THE UCJ ANNUAL REPORT 2017-2018

Copyright © 2018
The University Council of Jamaica
All rights reserved
Annual Report 2017-2018

Published by:
The University Council of Jamaica
6B Oxford Road
Kingston 5
Jamaica, West Indies
Telephone: (876) 929-7299; 906-8012
Facsimile: (876) 929-7312
Email: info@ucj.org.jm
Website: www.ucj.org.jm
Facebook: The University Council of Jamaica

LETTER TO THE MINISTER

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

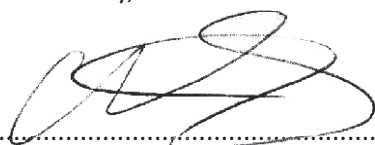
March 2018

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 2018 and a copy of the statement of the Council's Accounts as at 31 March 2018 duly certified by the Auditors.

Yours sincerely,



Carolyn Hayle, Ph.D.

VISION AND MISSION

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

Vision

The UCJ aims to be a Centre of Excellence enabling national, regional and international development through quality assurance in higher education.

Mission

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

Values

The UCJ is committed to...

Learning and Development

The Council facilitates the growth and development of individuals, higher education institutions and communities towards a culture of quality.

Integrity and Ethics

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

Excellence

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

Transparency

The Council exhibits openness and fairness in its operations.

Service

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

Respect

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

Quality Policy

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

- a) provide customers/stakeholders with quality services which meet their requirements and are fit for purpose;
- b) conform to Government of Jamaica statutory requirements;
- c) operate according to ISO 9001 and INQAAHE GGP principles;
- d) enhance the skills of management and staff through performance management processes;
- e) actively pursue on-going training and development in order to prepare staff to perform efficiently and effectively;
- f) promote the culture of continual improvement guided by the philosophy of doing things "right the first time;" and,
- g) ensure that the consistent implementation of its quality management system is supported by internal auditing, management review, as well as corrective and preventive action.

The members of the Council, the executive team, staff, peer reviewers and members of advisory and technical committees are responsible for quality performance and delivery to customers/stakeholders, through the maintenance and development of high standards.

The UCJ's Core Business Processes

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

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

Functions

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

1. To register institutions offering higher education to ensure that certain minimum standards are met.
2. To provide accreditation for degree and specialised programmes, as well as for institutions.
3. To grant and confer Degrees, Diplomas, Certificates and other academic awards and distinctions to and on persons who have pursued programmes of study approved by the Council at associated higher education institutions.
4. To develop, on an on-going basis, threshold standards for different levels of qualifications in various disciplines, at the higher education level.

(Continued on next page)

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

Strategic Priorities

Strategic priorities for the period 2016 to 2019 were outlined at the UCJ Council and Staff Retreat in July 2016. These are :

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 regarding trends in tertiary education and contribution to policy formulation
- Strengthen the data collection system for internal decision making

The UCJ Council

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

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



Dr Carolyn Hayle
Chairman



Prof Brendan Bain
Deputy Chairman



Mrs Althea Heron
Executive Director



Dr Garth Anderson
Principal,
Church Teachers'
College



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



Ms Leonie Campbell
Attorney-at-Law



Mrs Yvonne Clarke
Principal Bethlehem
Moravian College



Dr Cecil Cornwall
President,
Western Hospitality



Dr Lowell Dillworth
Lecturer, Pathology
UWI Mona Campus



Dr Lincoln Edwards
President,
Northern Caribbean
University



Mr Stephen Edwards
Director of Projects
Tourism Product
Development Company



Rev Dr Maitland Evans
President, International
University of the
Caribbean



Dr Suzette Haughton
Lecturer,
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



Mr Philmore McCarthy
Principal,
Excelsior Community
College



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



**Prof Stephen
Vasciannie**
President,
UTech, Jamaica



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



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

Sub-Committees of the UCJ

ACCREDITATION, CURRICULUM & DEVELOPMENT (AC&D) COMMITTEE



Dr. Lowell Dilworth
Chairman

Members

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

Members

Ms Leonie Campbell
 Mr Yaneke Watson
 Dr Suzette Haughton

FINANCE COMMITTEE

Members



Mr Philmore McCarthy
Chairman

Members

Mr Garth Anderson
 Dr Karl Whyte

GOVERNANCE COMMITTEE

Members



Dr Cecil Cornwall
Chairman

Members

Professor Brendan Bain– Deputy
 Chairman
 Mr Philmore McCarthy

HUMAN RESOURCE & ADMINISTRATION COMMITTEE



Mrs Barbara Cadogan
Chairman

Members

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

INSTITUTIONAL ACCREDITATION COMMITTEE



Professor Brendan Bain
Chairman

Members

Mr Yaneke Watson

Co-opted Member

Dr Ethley London,
 Founding Executive Director,
 the UCJ

PROPERTY COMMITTEE



Professor Archibald McDonald
Chairman

Members

Mrs Althea Heron
 Mr Stephen Edwards
 Mr Philmore McCarthy
 Mr Carl Lawrence
 Mr Yaneke Watson



Dr Carolyn Hayle
Chairman

CHAIRMAN'S STATEMENT

During the period under review, the University Council of Jamaica (UCJ) continued to maintain quality assurance in higher education in Jamaica. The UCJ revised its vision and mission statements, values and functions, to place greater emphasis on its role as the National External Quality Assurance Agency for Higher Education in Jamaica. This is aligned with the Council's strategic mandate to utilise its resources to facilitate and oversee the development and maintenance of a robust higher education quality assurance system.

The team at the UCJ has continued to work assiduously to achieve ISO 9001:2015 Certification. On March 26, 2018, the organisation was engaged in the ISO 9001:2015 Stage 1 Certification Audit, conducted by the National Certification Body of Jamaica (NCBJ). The UCJ was recommended to proceed to stage two of the certification process, which is scheduled for the first quarter of the 2018-2019 financial year.

The review period was also significant in the life of the organisation, as the UCJ celebrated its 30th Anniversary themed, *"30 YEARS OF ENABLING NATIONAL DEVELOPMENT THROUGH QUALITY ASSURANCE."* This milestone is a testament of the UCJ's commitment, since its inception in October 1987, to strengthening the higher education arena. The UCJ's developmental role over these past 30 years has assisted institutions across the country and the Caribbean in developing and maintaining their Internal Quality Assurance (IQA) system to the benefit of both citizens and Nations. To date, two institutions are far advanced in the Institutional Accreditation Process.

The UCJ utilised its main public education activity, the Annual Quality Assurance in Higher Education Week, as one of the channels to enhance higher education in institutions. The week of activities themed, "Enhancing and Sustaining Quality in Institutions," provided institutions with practical and relevant workshops that focused on the preparation of the self-study for programmatic and institutional accreditation.

In financial year 2017 – 2018, the UCJ revised the system of classification of Jamaica's Higher Institutions, thereby broadening the scope of higher education providers that can now apply to the UCJ for Registration of their institutions. The Revised Classification now includes four tiers: Universities; University Colleges and Specialised Institutions; General Academic and Applied Institutions and General Providers and Brokers.

As the UCJ continues to play its part in the growth and development of our Nation, I would like to use this opportunity to thank Mrs Althea Heron, Executive Director, the Staff of the UCJ, and fellow Council members for their invaluable contribution during 2017-2018 period



Mrs Althea Heron
Executive Director

EXECUTIVE DIRECTOR'S STATEMENT

During its 30th year of operation, the UCJ continued to assist higher education institutions in the development of their Internal Quality Assurance (IQA) systems, while delivering on its mandate to increase the availability of higher education opportunities in Jamaica, through a robust quality assurance system that ensures excellence, transparency, integrity and adherence to standards.

There were, 42 registered institutions and 353 programmes being accredited during the year under review. Two institutions were Candidates for Institutional Accreditation and two registration visits were conducted. Standards for four new disciplinary areas were developed and published. These are: *Associate Degree in Information Technology; Bachelor's Degree in Engineering; Undergraduate Degrees in Natural Sciences and Mathematic; s and Occupational Associate Degree in Fitness Management.*

Continuing its resolve to strengthen capacity and improve service delivery, the UCJ as the National External Quality Assurance Agency for Higher Education, embarked on a path aimed at establishing a quality management system (QMS) that is centred around its mandate. This QMS will be externally evaluated against

the International Standardisation Organisation's (ISO) ISO 9001: 2015 standards. During the period, the organisation was focused on mapping, documenting, improving its internal business processes and procedures while evaluating same, against its risk tolerance as well as testing for compliance to the ISO 9001: 2015 standards to better serve the UCJ's customers and key stakeholders.

We also sought to maximise our information technology capabilities for operational efficiency. In this regard, the UCJ embarked on a modernisation solution employing digital means - which is intended to automate core external quality assurance processes which are currently paper intensive. The initiative is branded the integrated Quality Assurance System (iQAMS), which also is consistent with the strategic objective of the Government of Jamaica for the digitizing of government processes and doing business in Jamaica.

During financial year 2017/2018 the UCJ began a review of fees charged for its registration and accreditation services to establish an equitable mechanism to determine fees for Registration, Institutional and Programmatic Accreditation as well as Programme Recognition. An actuarial firm was engaged through a competitive bidding process to determine a comprehensive fee structure.

The Agency increased its participation with international quality assurance bodies, including the International Network for Quality Assurance Agencies in Higher Education (INQAHE) the Council for Higher Education Accreditation (CHEA), and the Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE). Two members of staff were elected to the CANQATE Board of Management for the 2017-2019.

As the UCJ looks toward serving the nation for the next 30 years and beyond, I would like to use this opportunity to acknowledge the invaluable guidance and contribution of the Board Chairman, Dr Carolyn Hayle, the Council Members, Staff, Assessors and the institutions to the development of the UCJ, as the Agency continues to assure quality in higher education.

The UCJ's Quality Management System: ISO 9001:2015 Certification Project

Introduction

In April 2017, The University Council of Jamaica (UCJ) embarked on a project to have its quality management system (QMS) certified to the ISO 9001 international standards. A quality management system is a way of defining how an organisation meets the requirements of its customers and other stakeholders. ISO 9001 is a standard that sets out the requirements for a quality management system. It helps businesses and organizations to be more efficient and improve customer satisfaction and is based on the idea of continual improvement.

Early Steps

In preparation for certification the UCJ contacted the Bureau of Standards to secure training and other technical support. UCJ staff were trained in the following areas: Introduction to ISO9000 and ISO9001:2015; Documents and Documentation; Process Mapping; Internal Audit; and, Risk Management.

The process of certifying the UCJ QMS required the internal business processes and procedures to be mapped, documented, optimised and then tested for compliance. To lead this effort, a project team, known as the Quality Management System Steering Committee (QMSSC) was appointed to lead the process. QMSSC included representatives from across the UCJ.

ISO9001 does not dictate to organizations any specific actions to be taken, nor what objectives regarding quality performance and how customer requirements should be met. Instead, organizations define quality performance and associated quality objectives themselves and

continually improve their processes to achieve them. Accordingly, the UCJ completed an environmental scan (utilizing the PESTLE and SWOT tools) and applied risk analysis to determine risk tolerance and optimize opportunities. An Interested Parties Matrix (IPM) was also defined. This IPM enabled the UCJ to identify critical stakeholders and their requirements. Arising from the environmental scan the UCJ prepared its Quality Policy and later defined a set of Quality Objectives.

Consultancy

Following the initial steps, a consultant was contracted to guide the UCJ team in achieving ISO 9001 certification of its QMS.

External Certification

The UCJ applied to the National Certifying Body of Jamaica (NCBJ) for certification of its QMS. The process of external certification involved two stages. The Stage 1 audit conducted in March 26-27, 2018 served to determine whether or not the UCJ was ready for the Stage 2 certification audit. There were areas of concern, but these did not prevent the UCJ from being recommended for Stage 2 which is scheduled to be undertaken in the first quarter of 2018/2019 financial year.

Appreciation

The entire organisation worked diligently and with purpose to successfully achieve the mandate of the Council of the UCJ to be certified to the ISO9001 international standard.

THE UCJ'S 30TH ANNIVERSARY CELEBRATION



Senator, the Honourable Ruel Reid, Minister of Education, Youth and Information (2nd left) is flanked by Dr Carolyn Hayle (2nd right), Chairman, the UCJ, Mrs Althea Heron, Executive Director (right) and Dr Ethley London, Founding Executive Director, the UCJ.

The University Council of Jamaica's (UCJ) celebrated its 30th Anniversary during October 2017, under the theme, "30 Years of Enabling National Development through Quality Assurance." The celebration is one that the UCJ will cherish for many years as it provided a significant opportunity for the organisation to reflect on its work and achievements since its inception in 1987.

On Sunday, October 8, 2017, the celebration commenced with a Thanksgiving Service held at the Boulevard Baptist Church in Kingston. Members of the UCJ Council, staff, volunteers and representatives from the agencies of the Ministry of Education, Youth and Information (MOEYI) were in attendance.

The celebration continued, on Thursday October 19, 2017, with the hosting of the 6th Dr Dennis Irvine Lecture, at the Knutsford Court Hotel in Kingston. The lecture was

introduced in 2007 to honour the work and memory of the late renowned educator, Dr Dennis Irvine, the UCJ's founding Chairman. Dr Lincoln Edwards, President, Northern Caribbean University was guest lecturer and examined the topic, "Enabling Development: International Standards, Our Future."

The Honourable Floyd Green, State Minister, MOEYI brought greetings during the event. He encouraged higher education institutions to ensure that their programme offerings are aligned to the nation's economic priorities, developmental goals and international standards. A live outside broadcast of the lecture was aired on Nationwide 90FM.

The toast of the celebration was the 30th Anniversary Awards Luncheon, held at the Spanish Court Hotel. During the luncheon, the UCJ presented certificates of Registration and Accreditation to recently registered institutions and those with programmes that had been accredited or re-accredited during the period March 2016-September 2017. Staff and volunteers who have made significant contributions to the UCJ were also recognised.

Senator, the Honourable Ruel Reid, Minister of Education, Youth and Information, in his address to key stakeholders at the luncheon focused on, the government's vision for



Dr Lincoln Edwards, President, Northern Caribbean University, guest speaker address guests at the 6th Dennis Irvine Lecture, Knutsford Court Hotel.



higher education in Jamaica, edu-tourism and the greater parity in the allocation of funds to higher education institutions as well as the improvement of quality assurance systems. He cited these areas as key priorities of the Government.

Speaking after the 30th Anniversary Awards Luncheon, Mrs Althea Heron, Executive Director, of the UCJ said, "as the organisation progresses, the UCJ recognises that it has a key role to play in Jamaica's achievement of the objectives outlined in the Vision 2030 – National Development Plan, and we are committed to continuously assuring quality in the higher education sector."

QUALITY ASSURANCE IN HIGHER EDUCATION WEEK, 2018



(L-R) Dr Carolyn Hayle, Chairman, the UCJ, Mrs Althea Heron, Executive Director, the UCJ and Dr Carol Lynn Anderson, Vice President of the Commission on Institutions for Higher Education, New England Association of Schools and Colleges (NEASC), at Workshop for Institutions – "Quality in the Self-Study: Institutional Accreditation." March 8, 2018, Knutsford Hotel, Kingston Jamaica.

The University Council of Jamaica (UCJ) celebrated its 13th Annual Quality Assurance in Higher Education Week under the theme, **"Enhancing and Sustaining Quality in Institutions"** from March 5-9, 2018. As the UCJ's main public education event, the week was an opportunity for the organisation to provide meaningful training for institutions, through practical, engagement and relevant workshops.

Enhancing Quality in the Self-Study for Programmatic and Institutional Accreditation

Quality Assurance in Higher Education Week commenced with a Workshop for Institutions on Tuesday, March 6, at the Knutsford Court Hotel in Kingston, Jamaica.

More than 100 representatives from local and international higher education institutions took part in the workshop that focused on, **"Quality in the Self-Study: Programme Accreditation."** The workshop was moderated by Dr Brendan Bain, Deputy Chairman, and Mrs Althea Heron, Executive Director brought greetings on behalf of the organization.

The UCJ's team of Accreditation Officers facilitated the workshop which focused on three primary areas:

1. *Introduction to the Self-Study;*
2. *The Benefits and Features of an Evaluative Self-Study and,*
3. *Using Data to Construct the Self-Study Report.*

Dr Angela Penny, Director, Research and Development also made a presentation on Credential Assessment.

On Thursday, March 8, 2018, the UCJ hosted another Workshop for Institutions which focused on, **"Quality in the Self-Study: Institutional Accreditation,"** at the Knutsford Court Hotel. This workshop was facilitated by Dr Carol Lynn Anderson, Vice President of the Commission on Institutions for Higher Education, New England Association of Schools and Colleges (NEASC), Burlington, Massachusetts, USA.

With over 20 years' experience in the field of higher education, Dr Anderson guided more than 50 participants, including council members and staff of the UCJ, through four modules during the workshop. These were: (i) *The UCJ's Revised Standards for Institutional Accreditation;* (ii) *Self Study: preparation, content and format;* (iii) *Appraisal and Projection: the most important parts of the self-study,* and (iv) *Using data to prepare the self-study.*



Representatives from tertiary institutions receiving Accreditation and Re-accreditation certificates. Also in the photo are ED, Mrs Althea Heron (5-R) and Prof. Brendan Bain, Deputy Chair UCI Council (2nd L)

The UCJ presented certificates of Accreditation to institutions with programmes that have been accredited or re-accredited since November 2017. Six institutions received 19 Certificates of Programme Accreditation. The presentations were made during the Workshop for Institutions that was held on Tuesday, March 6, at the Knutsford Court Hotel in Kingston. Of the 19 certificates presented, six were for first-time accreditation, while 13 were for re-accreditation.

The UCJ, modified its classification system for Higher Education Institutions operating in Jamaica during the period under review. During Quality Assurance in Higher Education Week, 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 and Training; Dr Susanna Karakhanyan, President of the INQAAHE; Dr Judith Eaton, President, Council for Higher Education Accreditation (CHEA); and Mr Vincent Alexander, President of the Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE). The publications were geared toward informing and educating students, parents, employers and, the public, in general, about its role as the National External Quality Assurance Agency for Higher Education in Jamaica.

REGISTRATION AND ACCREDITATION ACTIVITIES

Accreditation Policies

During the financial year, April 2017 to March 2018, several policies and documents related to the workflow activities in the Accreditation Unit were documented and or revised. This was in preparation for ISO 9001:2015 Certification and ultimately the UCJ's Quality Management System (QMS).

Revised System for the Classification of Jamaican Higher Education Institutions

During the period under review, the University Council of Jamaica (UCJ) modified its classification system for higher education institutions operating in Jamaica. This revised

system broadens the scope of higher education providers that can now apply to the UCJ for the Registration of their institutions. The four-tier Revised Classification is an upgrade from the previous three categories: *Tertiary Institutions, University Colleges and Universities*.

The four classifications and their descriptions are outlined below:

- **University:** A university is a higher education institution providing academic programmes leading to awards at undergraduate and postgraduate levels. They have and execute a

research (pure and applied) agenda. These institutions may have a focus on teaching across general disciplines, or in limited, specialist programme categories or have a technological/technical-vocational emphasis.

- **University Colleges and Specialised Institutions:** A university college is a higher education institution, which offers academic, vocational, technical, and professional programmes, and confers awards ranging from certificate through to the master's degree level. It differs from a university by focussing primarily on teaching and the transmission of knowledge and less so on research, although some research and public service activities may form part of its mandate.

Specialised Institutions have a teaching and basic research focus on a single academic field (or as the Carnegie Classification notes where the majority of its degrees are awarded in a specialised discipline/area). This category includes medical schools, law schools, teachers' colleges, arts and culture institutions, and theological schools where programme offerings may include awards at the highest postgraduate levels.

- **General Academic and Applied Institutions:** Higher education institutions offering undergraduate programmes with varying qualifications ranging from certificates to the bachelor's degree level. The academic emphases may include general academic, professional and continuing, and or technical and vocational fields. Entities such as colleges, institutes with limited focus, career training colleges, the professional arms of corporate entities would be included.
- **General Providers and Brokers:** This is a new category to allow for the incorporation of non-traditional providers. This category will facilitate the registration of institutions that do not provide academic awards independently of an awarding body. Brokers (providing tutorial support for cross-border higher education providers) and traditional sixth forms (Grades 12 and 13) are included.

Accreditation Activities

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

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

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

The 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 (IA) 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.

Documents

During the 2017-18 financial year, the UCJ developed the following documentation for Institutional Accreditation: *IA Process Flow* diagram, *IA Procedure Guidelines*, *IA Eligibility Criteria* and the *Standards for Institutional Accreditation (Revised Edition 2017)*.

Meetings with Institutions

In December 2017, a meeting was held with six institutions that had sent *Letters of Intent* to the UCJ. The institutions were provided with the IA Process Flow diagram, IA Procedure Guidelines, IA Eligibility Criteria and the Standards for Institutional Accreditation (Revised Edition 2017) and were informed of the process of Institutional Accreditation.

Workshop – Quality Assurance Week 2018

During the UCJ's 13th Annual Quality Assurance in Higher Education Week 2018, Dr Carol Lynn Anderson, Vice President of the New England Association of Schools and Colleges, Commission on Institution of Higher Education, (NEASC-CIHE) facilitated a workshop. The workshop themed, "Quality in the Self-Study: Institutional Accreditation" was held on March 8, 2018, at the Knutsford Court Hotel; Thirty-three participants from eight institutions were in attendance.



Quality Assurance Week workshop session, Knutsford Court Hotel

Visits Conducted-Programme Accreditation and Registration

The UCJ conducted several visits with respect to programme and institutional accreditation as well as registration, during the year under review. Focus was placed on ensuring that submissions were appropriately completed and that the institutions and programmes were assessed against established guidelines.

Eighteen main campus visits and one verification visit were conducted in 13 institutions to review 35 programmes. Some institutions had repeat visits as several programmes were evaluated. There were also visits to six extension sites. The site visits were conducted at the following institutions:

Bethlehem Moravian College	-	1
Edna Manley College of the Visual and Performing Arts	-	2
Excelsior Community College	-	1
Jamaica Stock Exchange e-Campus	-	1
Jamaica Theological Seminary	-	1
Montego Bay Community College	-	2
Northern Caribbean University	-	2

Portmore Community College	-	1 (verification)
Temple University/Church Teachers' College	-	1
The Mico University College	-	3
University College of the Commonwealth Caribbean	-	1
University of Technology, Jamaica	-	2
Vocational Training and Development Institute	-	1

The programmes evaluated covered several disciplines including: Business Studies, Dietetics, Education, Fine Arts, Technical Vocational Education, Engineering, Environmental Studies, Hospitality & Tourism Management, Management Information Systems, Computer Servicing and Electronics and Social Work.

Two registration visits were conducted during the period under review. The institutions evaluated were the National Police College of Jamaica and SPACS School of Paramedical Studies.

Visits Conducted-Institutional Accreditation

Two institutions, the Northern Caribbean University (NCU) and University of Technology, Jamaica (UTech Ja.) submitted Institutional Self-Studies to the UCJ during the 2017-2018 financial year. A University Council of Jamaica evaluation team comprising four overseas assessors and one local desk reviewer who reviewed the institution's financial records conducted a site visit to NCU's campuses from March 19-23, 2018. Preparation has also commenced for the UTech Ja. site visit that is expected to occur during the first quarter of the 2018-2019 fiscal year.

Council Decisions on Registration and Accreditation

During the period under review, the Council deliberated on 67 programmes and took decisions on 65. Accreditation decisions for the remaining two programmes are pending. Sixty-four programmes were granted accreditation/re-accreditation/UCJ-Approved Degree status, while one programme offered by the Central Connecticut State University was declared Ready for Delivery. The Council took the decision to discontinue the process of Programme Readiness Assessment during this fiscal year.

The 64 programmes that were granted accreditation/re-accreditation/UCJ-Approved degree status comprised the following:

•	Doctorate		1
•	Master's degrees	-	1
•	Bachelor's degrees	-	31
•	UCJ-Approved degree	-	1 (Bachelor's – with six specialisations in different disciplines counted separately)
•	Associate degrees	-	21
•	Postgraduate diploma	-	2
•	Undergraduate diploma	-	2

These programmes that were accredited included the following disciplines – Agriculture, Animal and Veterinary Sciences, Architecture and Construction, Arts Management, Business Administration/Studies, Communication Arts and Technology, Computer Science, Dance, Education, Engineering, Environmental Science, Hospitality and Tourism Management, Law, Music, Music Performance & Music Education, Natural Sciences, Performance and Choreography, Psychology, Social Work, and Theology.

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

PROGRAMMES GRANTED ACCREDITATION/RE-ACCREDITATION/ UCJ-APPROVED DEGREE STATUS 2017 – 2018

Monitoring and Capacity Building

Bethel Bible College of the Caribbean – Jamaica (BBCC-J)

- Bachelor of Theology (No Minor)
- Bachelor of Theology (Minor in Guidance and Counselling)
- Diploma in Theology

College of Agriculture, Science and Education (CASE)

- Diploma in Agriculture
- Associate of Science Degree in General Agriculture
- Bachelor of Technology Degree in Agricultural Production and Food Systems Management
- Associate of Science Degree in Hospitality and Tourism Management
- Associate of Science Degree in Business Studies
- Bachelor of Science Degree in Business Studies
- Bachelor of Technology Degree in Environmental Science
- Associate of Science Degree in Natural Science
- Associate of Science Degree in Natural Science (Environmental Science Major)
- Postgraduate Diploma in Education
- Associate of Science Degree in Veterinary Science
- Bachelor of Science Degree in Animal Science
- Bachelor of Science Degree in Agricultural Education

Edna Manley College of the Visual and Performing Arts (EMCVPA)

- Bachelor of Fine Arts in Performance and Choreography

- Associate of Arts in Dance Performance
- Associate of Arts in Music
- Bachelor of Music Performance – Contemporary Music Studies
- Bachelor of Music Education
- Bachelor of Arts in Arts Management
- Associate of Arts in Arts Management

Knox Community College (KCC)

- Associate of Science in Hospitality & Tourism Management
- Associate of Science in Engineering
- Bachelor of Science in Business Studies
- Associate of Science in Business Studies

Midland Bible Institute (MBI)

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

Moneague College (MC)

- Associate of Science in Psychology
- Associate of Science in Social Work
- Associate of Science in Environmental Studies
- Bachelor of Science in Environmental Studies

Northern Caribbean University (NCU)

- Bachelor of Science in Applied Environmental Geography
- Master of Science in Environmental Science
- Associate of Science in Biology
- Bachelor of Science in Biological Sciences

Northern Caribbean University Cont'd

- Bachelor of Science in Biology Education
- Bachelor of Science in Biochemistry
- Associate of Science in Computer Information Science
- Bachelor of Science in Computer Information Science (with a Minor)
- Bachelor of Science in Computer Information Systems
- Bachelor of Science in Computer Science

Nova Southeastern University, USA

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

Portmore Community College

- Associate of Science in Social Work
- Associate of Science in Engineering
- Applied Associate of Science in Architectural and Construction Technology
- Bachelor of Science in Hospitality and Tourism Management
- Associate of Science in Hospitality and Tourism Management

University College of the Caribbean (now trading as University of the Commonwealth Caribbean) (UCC)

- Bachelor of Science in Business Administration, with Major in Accounting and Financial Management

- Bachelor of Science in Business Administration, with Major in Information Systems Management

University of Technology, Jamaica (UTech Ja)

- Bachelor of Education with specialisations in:
 - Business & Computer Studies
 - Industrial Technology
- Bachelor of Laws
- Bachelor of Arts in Communication Arts and Technology
- Bachelor of Engineering in Industrial Engineering
- Bachelor of Engineering in Civil Engineering

Vocational Training Development Institute (VTDI)

- Bachelor of Education in Applied Technology with specialisations in:
 - Automotive Technology
 - Construction Technology
 - Electrical Technology
 - Beauty Services
 - Business Studies
 - Food Preparation
- Post Graduate Diploma in Education and Training

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

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 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 and letters.

As the institutions have primary responsibility for quality and quality assurance, the UCJ also provided guidance, advice and training to institutions to strengthen institutional capacity for continuous quality enhancement.

Capacity Building

During the period under review, the UCJ continued to build the capacity of its internal and external stakeholders. The UCJ's internal and external stakeholders participated in training sessions that were geared toward improving the organisation's capacity to assure quality in higher education. These activities are summarised in the National and Regional Activities and the International Linkages and Activities section of this report.

Three Workshops for Assessors were hosted by the UCJ and meetings to facilitate in-depth preparation of team members prior to each accreditation/registration visit.

Summary

The activities of the accreditation unit for the period April 1, 2017 – March 31, 2018, are summarised in Table 1.

Table 1: Summary of Registration and Accreditation Activities

ACTIVITY	NUMBER
No. of Visits:	
• Main Campus	18
• Extension Sites	6
• Verification visit	1
No. of Decisions taken on programmes evaluated	67
No. of Institutions with programmes granted accreditation/re-accreditation	12
No. of New Programmes Accredited	27
No. of Programmes Re-accredited	31
No. of Programmes granted UCJ -Approved Degree Status	1 (6 specialisations)
No. of Programmes with accreditation pending	2
No. of Programmes deemed Ready for Delivery	1

A breakdown of accredited programmes and UCJ-Approved degrees by programme level are shown in Table 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	80
Bachelor's Degree	188
Postgraduate Diploma	8
Master's Degree	47
Doctoral Degree	4
TOTAL	345 programmes + 8 short courses*

As at March 31, 2018, the total number of accredited/recognised programmes and UCJ-Approved degrees stood at 345, plus 8 short courses. The number of registered institutions, for the same time period was 42.

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

Figure 1: Growth of Accredited Programmes

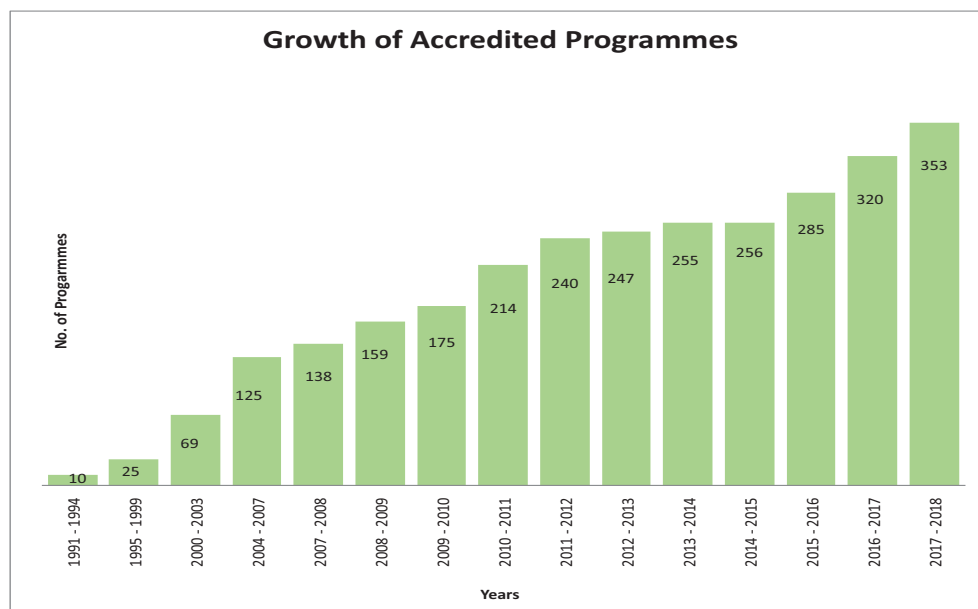


Table 3 shows a breakdown of accredited, recognised programmes and approved degrees by disciplines.

Table 3: Number of Accredited, Recognised Programmes and Approved Degrees by Discipline

	DISCIPLINES	NUMBER
1	Architecture & Construction	10
2	Agriculture	4
3	Behavioural Sciences (Psychology, Social Work, Career Development)	27
4	Business, Finance & Management	62
5	Communication	4
6	Education	104
7	Engineering	14
8	Hotel/Hospitality & Restaurant Services	26
9	Humanities (History, Literature, Theology)	21
10	Information & Communication Technology (MIS, Computer Science, Computer Studies)	26
11	Sciences (Natural and Applied)	27
12	Visual & Performing Arts	14
13	Logistics, Shipping & Supply Chain	6
14	Short Courses (Business, Finance & Management Procurement)	8*
	TOTAL	345+8 short courses

Awarding Degrees

The University Council of Jamaica Act, 1987 gives authority to the Council to confer degrees on those who have pursued programmes at associated institutions. The UCJ-Approved degrees are conferred on graduates of approved programmes offered by institutions that do not have degree-granting powers. The UCJ currently reserves this provision for government institutions only. The following institutions continued to offer UCJ approved degrees during the period under review.

GC Foster College of Physical Education and Sports

During the 2017 - 2018 year, the UCJ conferred the Bachelor of Physical Education on nine students. The College has indicated that this is the final cohort of students in this degree programme.

The Mico University College

The UCJ conferred the Bachelor of Education (School Management and Leadership) on 12 students.

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 four and 26 students respectively.

DEVELOPING STANDARDS

Since 1991, the UCJ has developed academic and occupational degree standards for twelve disciplines. The standards are developed through the work of Standards Development Committees that conduct research and enable consultation and collaboration with local, regional and international institutions and professional organisations.

The UCJ-developed standards to:

- establish minimum acceptable standards for academic programmes at the undergraduate and postgraduate degree levels, as well as occupational degrees.
- set flexible guidelines that provide a framework for programme development and for institutions to develop their internal quality management systems.
- assist in the programme evaluation process by The UCJ.

During the year under review, seven Standards Development Committees were active. These were:

- Computing
- Sciences
- Engineering
- Social Work
- Education
- Occupational Studies
- Psychology

The following standards for four new disciplinary areas were developed and published during the period under review and are available from the UCJ:

- Associate Degree in Information Technology
- Bachelor's Degree in Engineering
- Undergraduate Degrees in Natural Sciences and Mathematics
- Occupational Associate Degree in Fitness Management



Generic Programme Standards

The UCJ is in the process of developing generic programme standards to provide flexible guidelines for institutions, regardless of the discipline of the programme that it intends to implement. Two Generic Standards Development Committees, Undergraduate Generic Standards and Postgraduate Generic Standards were constituted during the review period to develop generic programme standards for the following levels:

- Associate Degree
- Bachelor's Degree
- Master's Degree
- Doctoral Degree

Generic programme standards are broad-based and general in nature, providing guidance in general programme development and internal quality assurance. These standards also suggest expected learning outcomes at particular degree levels, using the learning outcomes characteristics identified by the National Qualifications Framework of Jamaica (NQFJ). Institutions are expected to use the learning outcome guidelines provided in the generic programme standards to develop programme and course learning outcomes to suit its individual needs.

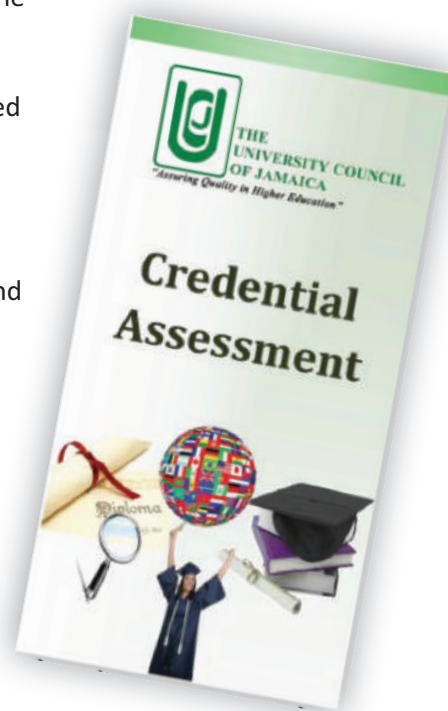
ASSESSMENT OF CREDENTIALS

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

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

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

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



Approximately 310 applications for the evaluation of academic credentials were processed. The credentials processed included high school diplomas, undergraduate and graduate degrees, and professional qualifications originating from countries including, United Kingdom, USA, Canada, India, Nigeria, Trinidad and Tobago, Germany, Guyana, Columbia, Venezuela, China, Zimbabwe, Russia, Bahamas, and Denmark. In addition, approximately 1,000 queries received via, telephone calls, e-mails, and walk-in customers were processed.

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

RESEARCH ACTIVITIES

Research Activities conducted in 2017-18

The UCJ increased its research activity in the 2017-18 period, including sharing findings and engaging in scholarly activities related to its mandate of assuring quality in higher education. During the period under review there was a strategic emphasis on more clearly defining and restructuring the higher education sector in keeping with the Ministry of Education Youth and Information's thrust for Jamaica to cultivate an accessible, inclusive and non-elitist system of higher education, constituting diversity of both institutions and learners, for continuing national development.

The Council commissioned a study to define the concepts of *tertiary education* and *higher education*, with emphasis on post-secondary education and training and the increasing importance of occupational degrees, technical and vocational education and training in higher education. The increasing diversity of providers comprising the sector was also contemplated by the UCJ and served as a basis for scholarly review of how the various types of institutions are classified locally and internationally.

A review of the existing legislative framework underpinning the higher education sector was conducted as a precursor to ongoing discussions about establishment of a Higher Education Act for Jamaica. The UCJ's Higher Education Research Group (HERG) was established in May 2017, constituting staff members from the internal technical team. The HERG prepared a series of white papers between May and August 2017, which were submitted to the Honourable Minister of Education Youth and Information (MOEYI). This research was also presented to the Council at its Retreat in August 2017. The relevant papers are listed in Table 4.

UCJ WHITE PAPER ON HIGHER EDUCATION	SUBMISSION DATE TO MOEYI
1. The UCJ: The External Quality Assurance Agency of Jamaica	August 21, 2017
2. Summary of the Functions of the University Council of Jamaica	August 21, 2017
3. Revisiting Tertiary and Higher Education in Jamaica	June 28, 2017
4. Legislative Framework for Tertiary Education in Jamaica	June 16, 2017
5. The Functions of the University Council of Jamaica	August 21, 2017
6. A Conceptual Framework for a Revised UCJ Classification of Institutions	August 21, 2017
7. UCJ Review of the CXC Associate Degree: Recognition as a Higher Education Qualification	August 21, 2017

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 and is a tool used by the UCJ in carrying out its quality assurance activities – including registration, accreditation, credential assessment, recognition and equivalency. The document provides detailed descriptions of the qualifications comprising the tertiary component of the National Qualifications Framework of Jamaica (NQF-J), including qualification level, workload profile, credit rating (where applicable), entry requirements and learning outcomes as well as general information on standards of good practice for academic programme management.

Following extensive review of the TQF in 2016-17, the revised TQF document was presented to the Council and ratified on May 25, 2017. Subsequent policy changes in the Higher Education sector however, including the introduction of a new Integrated Higher Education System led to the decision to conduct further consultation and to reschedule the launch of the TQF to the year 2018-2019.

Higher Education in Latin America and the Caribbean

Dr Carolyn Hayle, Chairman of The University Council of Jamaica was named as the Caribbean representative on a thematic steering group entitled '*Higher Education as part of the broad Education System in Latin America and the Caribbean*' which was a key subtheme for the III Regional

Conference on Higher Education 2018 / III Conferencia Regional de la Educación Superior 2018 (Spanish abbreviation 'CRES 2018'). The conference which is co-sponsored by the UNESCO International Institute for Higher Education in Latin America and the Caribbean (Spanish abbreviation IESALC) is scheduled to be held on June 11-15, 2018 in Córdoba, Argentina.

CANQATE Conference Papers

Two conference papers were presented at the 14th Annual Caribbean Area Network Quality Assurance in Tertiary Education (CANQATE) Conference held in Paramaribo, Suriname in November 2017. The UCJ Officers presented shared research from the Jamaican context. Dr Jessica Dunn presented a paper on *Defining Tertiary and Higher Education in Jamaica: Exploring Pathways to Developing an Integrated Higher Education System*. On November 9, 2017. Mr Eaton Hendricks and Dr Jessica Dunn co-presented a paper entitled *The Utility of Institutional Data: Examining Perceived and Actual Applications of Institutional Research*.

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, are employed to carry out the mandate of the organisation. The unit's functions included the:

- Recruiting of new staff
- Training and development of staff
- Facilitation of team-building activities

Organisational Changes

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

- Ms Sanya Howell, Records Management Officer
- Ms Anna-Liza McDonald, Assistant Accountant
- Mrs Karen Gayle, Senior Programme Officer
- Mrs Christene Shackleford Heath, Executive Assistant

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

- Ms Tiffaney Hinds
- Mrs Camille Trusty
- Ms Thelma Mollison
- Ms Tushan Wilson
- Ms Stacy-Ann Lewin
- Mr Richard Rose

Team-building Retreat

The management team and staff of the University Council of Jamaica participated in the fifth annual team-building retreat on June 2, 2017, at H'Evans Scent in Free Hill, Bamboo, St Ann. A series of team-building exercises were conducted by Mr Derrick Evans, Facilitator. These included: self-awareness skills, communication and teamwork skills, time management skills, building trust and developing initiative.



Staff participating in activities during the UCJ's 5th Annual Team-building Retreat held at H'Evans Scent in Free Hill, Bamboo, St Ann on June 2, 2017.

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 CHEA/CIQG Annual Conference & Meeting
2. The New England Association of Schools and Colleges, (NEASC-CIHE) Self-Study Workshop
3. CANQATE Conference
4. Jamaica Payroll Conference
5. Cyber Security and Legal Implications Conference
6. Team-building Retreat
7. 3rd International Conference on TVET
8. Management Institute of National Development (MIND) Regional Leadership Development Conference
9. National Cyber Security Conference
10. GEASO & GPASO Workshop
11. JEF Conference
12. Administrative Management Level 2 (Management Institute for National Development - MIND)
13. Procurement Training
14. Risk Management Training
15. Root Cause Analysis Training
16. INQAAHE/CINDA Workshop
17. ISO Training:
 - Introduction to Risk Management ISO 9001:2015
 - Internal Audit ISO 9001:2015
 - Audit Planning and Report Writing

PMAS Consultant

Improving the efficiency and effectiveness of the UCJ is one of the strategic objectives of the organisation. In keeping with GOJ's Corporate Governance Framework, the UCJ contracted a Consultant to develop a robust performance measurement and management system that will support the development of a performance culture and ensure that staff are rewarded for their performance.

UCJ Rewards Staff for Long Service during 30th Anniversary Celebrations

Eight members of staff who have served the UCJ for 10 years or more were presented with Long Service Awards during the UCJ's 30th Anniversary Celebrations in October 2017. Mrs Barbara Cadogan, Chair, Human Resource and Administration Committee made the presentations.



Ms Thelma Mollison

1993-2017
24 years



Miss Kerry-Ann Robinson

1995-2017
22 years



Mr Ripton Watson

1997-2017
20 years



Mrs Annie Sutherland

2000-2017
17 years



Dr Angela Penny

2004-2017
13 years



Mrs Lisa Henlin

2006-2017
11 years



Mrs Arlene Lawrence

2006-2017
11 years



Mrs Diane Butler

2007-2017
10 years

INFORMATION TECHNOLOGY

The Information Technology Unit is committed to delivering a reliable and effective technology platform that can assist staff in attaining the quality objectives of the University Council of Jamaica. The unit promotes effective stewardship of information technology assets and a secure, highly reliable technology infrastructure along with high quality customer support to meet the needs of staff and stakeholders.

One of the significant projects undertaken during the period under review is the integrated Quality Assurance Management System (iQAMS) solution. The aim of iQAMS is the digitising and streamlining of document submission, evaluation and decision-making processes regarding applications for external quality assurance services. In keeping with Council's directive "to automate key processes to improve efficiency", the UCJ embarked on a project to automate its core external quality assurance processes, and document management system which are currently paper-intensive, tedious, manual and time consuming.

It is expected that the operationalization of iQAMS will enhance the efficiency, effectiveness and transparency of the UCJ's controls, systems and procedures. It will include the management of applications and several other supporting elements of the registration and accreditation functions.

The project is presently in the design phase and is expected to be implemented in FY2018/19.

PROPERTY AND PROCUREMENT

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

- Xsomo International for the integrated Quality Assurance Management System (iQAMS) through local competitive bidding process;
- GFRAM Consulting for the Review of UCJ Fee Structure through limited tender;
- Market Research Limited for the Employee and Stakeholder Satisfaction Surveys through limited tender;
- Viris Williams for the development of the UCJ's performance Management Appraisal System through Direct Contracting; and
- Timon Waugh for the implementation of ISO 9001:2015 Quality Management System through Direct Contracting.

Property management activities continued at the UCJ's Windsor Avenue Office during the review period. With the relocation of the Accreditation Unit to 31 Windsor Avenue during April 2017, a series of work projects were undertaken to improve the facility.

NATIONAL AND REGIONAL ACTIVITIES

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

- 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)
- 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

UCJ Representatives Elected to CANQATE Board of Management

Mrs Althea Heron, Executive Director, of the UCJ, was elected Treasurer at the Caribbean Area Network for Quality Assurance in Tertiary Education's (CANQATE) 14th annual conference in Paramaribo, Suriname. Mrs Lisa Henlin, Accreditation Officer, was also appointed as the Regional Representative (North). Both UCJ representatives, to the CANQATE Board of Management will serve a two year term of office.



Mrs Althea Heron, Executive Director, the UCJ (1st R) and Mrs Lisa Henlin, Accreditation Officer 1st L) with other members of CANQATE's Board of Management, at the 14th annual conference held in Paramaribo, Suriname, from November 8-10, 2017.

14th Annual CANQATE Conference

A five-member delegation led by Mrs Althea Heron, Executive Director supported the 14th annual CANQATE Conference in Paramaribo, Suriname, from November 8-10, 2017. The conference held under the theme: "Promoting Regional Co-operation in Tertiary Education Quality Assurance: Strength in Sustainable Development and Harmony in Action," was also attended by and Dr Angela Penny, Director, Research and Development and former CANQATE board member Accreditation Officers, Mrs Lisa Henlin, Dr Jessica Dunn and Mr Eaton Hendricks.

UCJ five- member delegation to CANQATE Conference Paramaribo. Suriname



The plenary sessions on November 9, 2017 covered topics including, "Challenges institutions face with regard to Self-assessment and Possible Solutions", this was facilitated by Dr Ruby Alleyne, Vice-President of the University of Trinidad and Tobago and Past President of CANQATE. "Assuring Quality Across International Borders: Challenges and Opportunities for Foreign Institutions Operating in the Caribbean", was facilitated by Mr Janne Karkkainen, Director of Quality and Compliance, ABE, United Kingdom.

Attendees at the workshop included Immediate Past-President of CANQATE, Dr Ronald Brunton; President, Mr Vincent Alexander (Chairman, National Accreditation Council, Guyana); CANQATE Board representatives; participants from Ministries and Departments of Education (Suriname, Belize, Guyana), Higher Education Institutions and External Quality Assurance Agencies from the region.

Caribbean Quality Assurance Alliance (CQAA) Meeting

Mrs Althea Heron, Mrs Lisa Henlin, and Dr Angela Penny attended the first face-to-face meeting of the Caribbean Quality Assurance Alliance. The CQAA is a mechanism which was conceptualised to promote regional harmonisation of quality assurance policies and practices. A working lunch facilitated the meeting of the Heads of the External Quality Assurance Agencies in attendance as well as some technical staff. Trinidad and Tobago, Guyana, Jamaica, St Vincent and the Grenadines, Grenada and Suriname were represented. Meetings of the CQAA are expected to continue on a quarterly basis, online.

JCTE 3rd Annual Education and TVET Conference

A delegation from the UCJ led by Mrs Althea Heron, Executive Director, supported the Joint Committee for Tertiary Education's 3rd Annual Edu-TVET conference, held at the Holiday Inn Hotel, Montego Bay on November 30 to December 1, 2017.

The conference theme, *Building Educational partnerships through Strategic Leadership for Institutional Growth, Development and Sustainability: "Enhancing Professional Development in Higher Education"* attracted senior administrators from across government, presidents and principals of institutions and educators from Jamaica and overseas.

Mrs Heron, who brought greetings on behalf of the UCJ, said: "The JCTE continues to play a significant role in the development of the higher education sector, through its efforts at building institutional capacity and its focus on organisational learning...The UCJ also supported the conference by hosting a concurrent session focusing on:

- *Creating a Seamless Transition for High School Students into Tertiary Institutions, The CAPE Model:*
- *"Dual degree – CAPE and Accredited Institution of Higher Learning Approach"* and
- Moderating at concurrent sessions on the opening day of the conference.

INTERNATIONAL LINKAGES AND ACTIVITIES

CHEA Summer Workshop



Dr Iva Dahl, Executive Director National Accreditation and Equivalency Council of the Bahamas, NAECOB (left), Dr Jessica Dunn, Accreditation Officer UCJ, 2nd R., and Dr Juliett Reid (right), Senior Accreditation Officers, NAECOB, at CHEA Summer Workshop.

Dr Jessica Dunn, Accreditation Officer, the UCJ, participated in the Council for Higher Education Accreditation's (CHEA) Summer Workshop, held from June 26-27, 2017, at the Capital Hilton Hotel in Washington DC, USA. The workshop was held under the theme, **"Perspectives on Accreditation,"** and focused on the changing political landscape in the United States' Government and its impact on higher education and accreditation.

Presentations made during the workshop examined issues including, the future of accreditation, next-generation innovation in higher education, accreditation reform, higher education and the impact of accreditation on programmes and institutions.

Delegates from the United States of America's House of Representatives, international External Quality Assurance Agencies (EQAAs), heads of higher education institutions, and policymakers in higher education and workforce development, participated in the workshop.

In addition to the UCJ, the Caribbean region was also represented by the National Accreditation and Equivalency Council of the Bahamas (NAECOB).

NEASC Self-Study Workshop

A high-level delegation from the UCJ led by Dr Lowell Dilworth, Council Member and Chairman of the Council's Accreditation and Development Committee, Mrs Althea Heron, Executive Director, Dr Dotlyn Minott, Director, Accreditation, Mrs Arlene Lawrence and Mrs Lisa Henlin, both Accreditation Officers, participated in a Self-Study Workshop hosted by the New England Association of Schools & Colleges, Commission on Institutions of Higher Education (NEASC-CIHE). The workshop was held from October 11-13, 2017 at the Southbridge Hotel and Conference Centre in Massachusetts, USA. Also in attendance, were institutions that had expressed interest in pursuing institutional accreditation with the UCJ. Representatives from the Caribbean Maritime University, Northern Caribbean University and the University of Technology, Jamaica participated in the workshop.



Dr Lowell Dilworth (r), Chairman, Council's Accreditation and Development Committee, Mrs Althea Heron (c), Executive Director, Dr Dotlyn Minott (2nd left), Director, Accreditation, Mrs Arlene Lawrence (2nd right) and Mrs Lisa Henlin (l), Accreditation Officers at the NEASC-CIHE Self-Study Workshop.

During the plenary session of workshop, general information was provided on the history and purpose of accreditation, as well as the processes involved in regional accreditation. In addition, the workshop focused on the preparation, content and format of the self-study, and standards for accreditation. Another key feature of the workshop included a review of the appraisal and projection components of the self-study, as well as how the self-study is used in the review and evaluation process by NEASC.

Representatives from seven NEASC-Accredited Institutions, namely, Boston College, University of New England, Roger Williams University, Fairfield University, Greenfield Community College, Colby College and Massasoit Community College shared insights gained from their self-study experience and provided advice to the institutions in attendance. Delegates from Iraq, Kuwait, Greece, and Pakistan were among the participants at the two-day workshop.

UK NARIC Annual Conference

Dr Dameon Black, Accreditation Officer represented the UCJ at the United Kingdom National Recognition Information Centre 2017 (UKNARIC17) Annual Conference. UKNARIC17 was held under the theme, "**Charting the way ahead,**" at the Park Plaza Victoria Hotel in London, United Kingdom from November 20-21, 2017.

During the first plenary session, Paul Norris, Deputy Managing Director, UK NARIC, made a presentation on the prospects for growth given the dramatic fall in international students attending UK institutions, subsequent to 2011 and changes in UK government' laws and regulations. He noted that while there had been signs of stability, institutions would have to utilize new strategies to meet their steep recruitment targets for the coming five-year period. The conference also addressed themes including, risk and uncertainty, prospects for growth in the UK higher education sector, and technological innovation and online learning.

UKNARIC17 provided positive exposure for the UCJ, as well as opportunities for future collaboration with higher education service providers and institutions.

International Seminar on Quality Assurance

Dr Carolyn Hayle, Chairman, Mrs Althea Heron, Executive Director and Mrs Karen Gayle, Senior Standards Officer participated in an International Seminar on Quality Assurance that was held under the theme, "Higher Education for the 21st Century – Diversity Quality and Improvement" and focused on the role of internal and external quality assurance in ensuring the provision of quality education at the higher education level.

The seminar, endorsed by the UCJ's international partners, namely, the International Network for Quality Assurance Agencies in Higher Education (INQAAHE) and UNESCO in collaboration with the Inter-Universities Centre for Development (CINDA) was held in Santiago, Chile from January 8-10, 2018. During the seminar, on January 8, 2018, Dr Hayle participated in a panel discussion focusing on, "Diversity and Teaching and Learning", in the context of the adoption of a comprehensive approach.



Left to right Maiki Udum, INQAAHE Board member, Dr Winsome Russel, UTech; Mrs Valda Alleyne Barbados Accreditation Council; Dr . Susanna Karakhanyan , INQAAHE , Dr Carolyn Hayle; Mrs Althea Heron, UCJ; Mrs Karen Gayle, UCJ; and member of INQAAHE Secretariat at International Seminar on Quality Assurance' Santiago Chile

This seminar brought together representatives from External Quality Assurance Agencies in Latin America and the Caribbean and others specially invited from countries such as Australia, Estonia, USA, Norway, Spain and others.

INQAAHE /CINDA Workshop

Workshop on "Evaluating the Evaluator" was held at the Universidad San Sebastian, Santiago Chile on January 10, 2018, and was facilitated by the President of INQAAHE, Mrs Susan Karakhanyan who guided participants in understanding the INQAAHE's Guidelines for Good Practices. This workshop provided practical steps to be taken when external quality assurance agencies are seeking INQAAHE certification guided by the INQAAHE Guidelines for Best Practices.

Annual CHEA Conference and CIGQ Meeting



(L-r) Mrs Althea Heron, Executive Director, Dr Phylcia Marshall, UCJ Council Member and Dr Dotlyn Minott, Director, Accreditation pose for our lenses at the Annual CHEA Conference and CIGQ Meeting.

Mrs Althea Heron, Executive Director, Dr Dotlyn Minott, Director, Accreditation and Dr Phylcia Marshall, UCJ Council Member participated in the Council for Higher Education Accreditation (CHEA) Annual Conference and CIGQ Meeting from January 31-February 1, 2018 in Washington, DC, USA.

More than 300 delegates from 32 countries participated in the conference, which sought to explore issues, including the increase in the USA government's involvement in higher education – based on national politics and the effect this has on higher education institutions, quality assurance and accreditation.

The conference also exposed participants to the USA's implementation of the Re-Authorisation of Higher Education Act (PROSPER Act), that, Promotes Real Opportunity, Success and Prosperity through Education Reform. The Act focuses on student success, increased access, simplification of student funding, accountability of the tax dollar, innovation in Higher Education and student retention. The key takeaway from this discussion was that Higher Education must become more accountable and focus on student success. It was also highlighted that institutional autonomy was important for the effective and efficient operation of the modern higher education institution.

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. This included developing new and revising existing policies and procedures that are used guide internal and external communication by staff. Policies and procedures developed/revised included: *Corporate Identity Guidelines; Customer Complaints Procedure; Customer Service Charter; Customer Service Guidelines; Media Policy and Procedure; The UCJ Style Guide.*



Ms Ollyvia Anderson (2nd right), Public Relations and Communications Officer, the UCJ poses with students during the Meadowbrook High School Career Expo held on Thursday, April 26, 2017.

The Communications unit also oversaw the planning for the 30th Anniversary Celebrations, the 13th Annual Quality Assurance in Higher Education Week of activities. These included 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.

Public Education

The UCJ increased its visibility through the following key events:

- Information booth at the Meadowbrook High School, Career Day Exposition, April 27, 2017.
- Information booth Shortwood Teachers' College Annual Research Conference, April 27, 2018.
- Information booth at the Management Institute for National Development (MIND) Regional Leadership Conference, July 19-20
- The UCJ also participated in the following events:
3rd International Conference on Caribbean Technical Vocational Education and Training (TVET) in the Caribbean, May 10-12, 2017.

- Council of Community Colleges Jamaica (CCCJ) Power Breakfast, July 18, 2017.
- Caribbean Maritime University (CMU) Inaugural Graduation Ceremony, November 14, 2017.
- 3rd Annual Joint Committee for Tertiary (JCTE) Education and TVET Conference, November 30-December 1, 2017.

Presentations and Remarks

The UCJ made remarks at the following:

- UWI School of Education Breakfast Meeting, May 19, 2017- presentation on the Bachelor of Education Standards
- Teachers' Colleges of Jamaica (TCJ), workshop June 6, 2017 - presentation on Institutional Accreditation to representatives
- Northern Caribbean University, June 19, 2017 - Installation Ceremony for Dr Lincoln Edwards, 24th President
- University College of the Commonwealth Caribbean's (UCC) - Commencement Ceremony, July 23, 2017.
- Teachers' Colleges of Jamaica Conference August 28, 2017.
- Yello Media Education Expo, September 9, 2017 - presentation on The Accreditation Process.
- 3rd Annual Joint Committee for Tertiary (JCTE) Education and TVET Conference, November 30-December 1, 2017 - presentation
- The UCJ hosted a Consultation on the Teacher Education Standards, December 15, 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. These included:

- The May 2017 Newsletter feature story about the UCJ's 12th Annual Quality Assurance in Tertiary Education Week.
- A congratulatory message published in the Vector Technology Institute 20th Anniversary supplement in the Jamaica Observer on July 4, 2017.
- Headline: *UCJ Accredits Midland Bible Institute Theology and Psychology Degrees*, The Gleaner, Sunday, July 23, 2017.
- Three news stories were published in the Gleaner on August 29, 2017: *"The UCJ celebrates its 30th Anniversary in October 2017, The accreditation process, and Are you considering higher education?"*
- The Caribbean Area Network Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE) E-News Volume 2, Issue 24. The publication featured The UCJ's 6th Lecture in the Dr Dennis Irvine Lecture Series on October 11, 2017. This was distributed to CANQATE's network of agencies across the Caribbean Region.
- Responded to enquiries from the Gleaner article about the Accreditation of Overseas Programmes Delivered Locally (October 4, 2017).
- The UCJ hosted an outside broadcast of the 6th Dr Dennis Irvine Lecture on Nationwide 90FM on October 19, 2018.

- The UCJ participated in an interview to discuss the UCJ's 30th Anniversary Celebration on Power106FM on October 26, 2017.
- Headline: *Universities urged to ensure degrees align with country's development goals*, Monday, October 23, 2017
- The UCJ aired 24-30 second advertisements promoting the 6th Lecture in the Dr Dennis Irvine Lecture during October 2017.
- The UCJ participated in an interview with Earl Moxam, RJR News on December 28, 2017.
- The International Network for Area Network for Quality Assurance in Higher Education (INQAAHE) December 2017 Newsletter featured a story about the UCJ's 30th Anniversary Celebrations.
- The UCJ's services were featured in the Nex Generation Magazine during June 2017.
- CVM Live (CVM Television) mentioned the UCJ in a two-part feature titled, The Graduate on January 29 and 30, 2018. The features assessed whether the education students receive at tertiary level, prepare them to enter the Jamaican workforce.



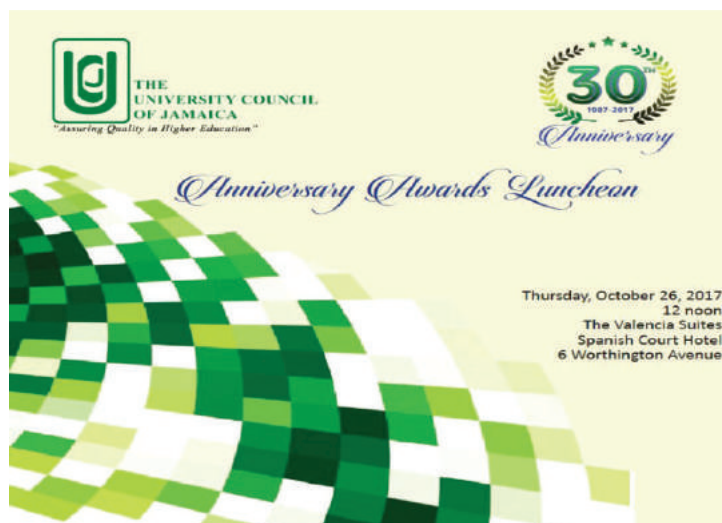
Deputy Chair Professor Bain and ED being interviewed on Nationwide News at the 6th Dr Dennis Irvin Lecture series

Newspaper Supplements

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

- the Sunday Gleaner, August 29, 2017
- the Daily Gleaner, March 5, 2018
- the Observer, March 7, 2018

Publications

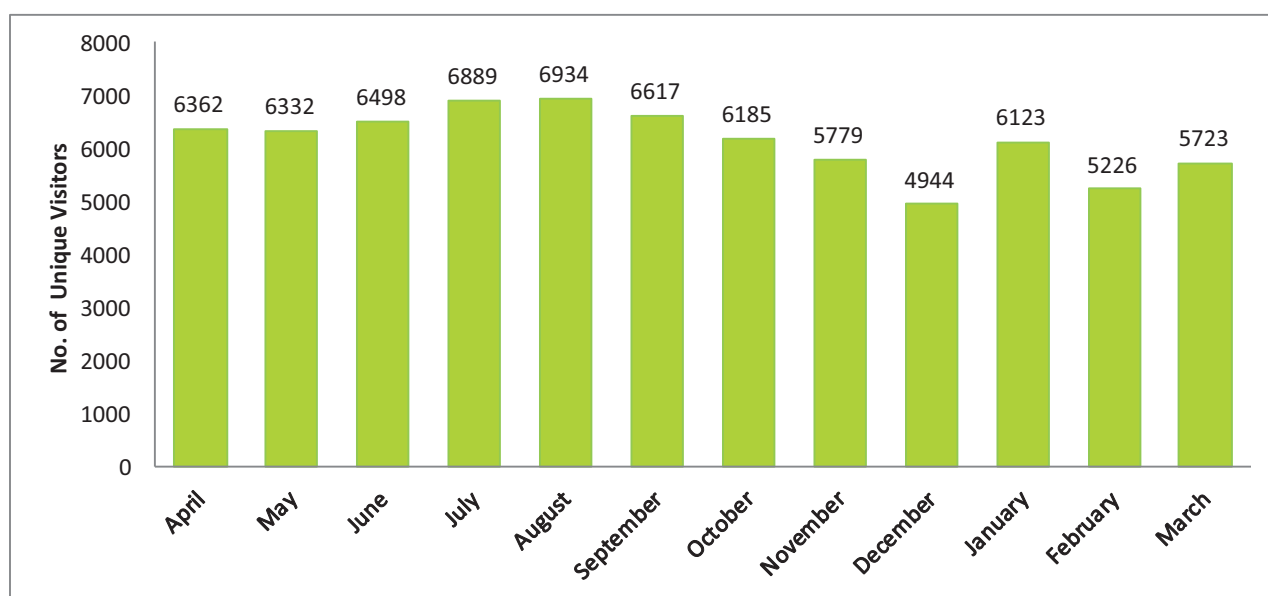


- An Anniversary Awards Luncheon Program Magazine was published to commemorate the UCJ's 30th Anniversary Celebration.
- The UCJ's General Brochure was updated and reprinted.
- A new promotional banner was produced to highlight the UCJ's Annual Quality Assurance in Higher Education Week
- Eight, UCJ Internal Updates (staff newsletters) were published
- The April-August Issue of the UCJ News was published and subsequent stories have been published via UCJ News online – www.ucj.org.jm

Website

During the review period, frequent updates were made to the UCJ's website. In addition, the Programs Under Review feature was introduced in September 2017. Using the Accredited Programs search engine users now have an opportunity to view programs that are currently under review by the UCJ. Each program under review is also listed at a step in the 10-step Accreditation Process.

The website averaged 6134 unique visitors per month for the 2017-2018 financial year, the graph below represents the number of unique visitors to the website.



STAKEHOLDER SATISFACTION SURVEY

As part of the ISO 9001:2015 standards, the UCJ was required to conduct a Stakeholder Satisfaction Survey during the Year under review. The survey was conducted to determine the level of job and service satisfaction expressed by the staff, customers and assessors for the University Council of Jamaica (UCJ), relevant to their involvement with the organization.

The study was carried out during the months of February and March, 2018 and the top line results were provided by the end of the financial year.

UCJ PUBLICATIONS

UCJ NEWS

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

ANNUAL REPORTS

Annual Report - 2001-2002
Annual Report - 2002-2003
Annual Report - 2003-2004
Annual Report - 2004-2005
Annual Report - 2005-2006
Annual Report - 2006-2007
Annual Report - 2007-2008
Annual Report - 2008-2009
Annual Report - 2009-2010
Annual Report - 2010-2011
Annual Report - 2011-2012
Annual Report - 2012-2013
Annual Report - 2013-2014
Annual Report - 2014-2015
Annual Report - 2015-2016
Annual Report - 2016-2017

STANDARDS

- Bachelor's Degree in Guidance and Counselling
- Standards for Distance Education
- Bachelor's Degree Standards for Engineering
- Standards for Associate and Bachelor's Degrees in Natural Sciences and Mathematics
- Standards for Associate Degree in Information Technology
- Standards for Occupational Associate Degree in Fitness Management

- Business Studies – Associate (out of print)
- Business Studies – Bachelors (out of print)
- Business Studies – Masters (out of print)
- Engineering – Associate (out of print)
- Engineering – Bachelors (out of print)
- Science – Undergraduate (out of print)
- Science – Masters (out of print)
- Information Technology/Computer Science – Associate (out of print)
- Information Technology/Computer Science – Bachelors (out of print)
- Information Systems – Masters (out of print)
- Hospitality and Tourism – Associate (out of print)
- Hospitality and Tourism – Bachelors (out of print)
- Fine Arts (Dance, Dramatic Arts, Music and Visual Arts) - Bachelors
- Teacher Education – Bachelors (out of print)

PUBLICATIONS FOR THE ACCREDITATION/REGISTRATION PROCESS

- The Registration Process: Guidelines for Registration
- The Accreditation Process: Guidelines for Accreditation
- Guidelines for Establishing a Tertiary Educational Institution
- Information for Overseas Institutions
- Standards for a University
- Standards for a University College

- The Self-Study
- The Tertiary Qualifications Framework
- Manual for the Visiting Team
- Guidelines for the Accreditation of Short Courses
- Guidelines for Recognition of Transnational Education Qualifications
- Manual for Team Chair
- Manual for Institutional Accreditation
- Manual for Team Chair Institutional Accreditation
- Standards for Institutional Accreditation
- Standards for Distance Education

BROCHURES

- Registration and Accreditation Frequently Asked Questions (FAQs)
- Diploma Mills BEWARE!
- The University Council of Jamaica (Vision, Mission, Functions)
- Credential Assessment
- 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)
- UCJ 30th Anniversary Programme Magazine

DIRECTORS' AND SENIOR EXECUTIVES' COMPENSATION APRIL 2017 -MARCH 2018

POSITION OF DIRECTOR	HONORARIA
Chairman	126,000.00
Finance Committee Chair	93,200.00
Human Resource & Administration Chair	53,000.00
Accreditation, Curriculum & Development Committee Chair	78,000.00
Governance Committee Chair	23,600.00
Audit Committee Chair	74,600.00
Board Member 1	52,408.00
Board Member 2	52,800.00
Board Member 3	38,600.00
Board Member 4	46,000.00
Board Member 5	28,800.00
Board Member 6	21,600.00
Board Member 7	73,400.00
Board Member 8	53,200.00
Board Member 9	30,600.00
Board Member 10	97,000.00
Board Member 11	4,000.00
Board Member 12	28,200.00
Board Member 13	10,800.00
Board Member 14	18,000.00
Board Member 15	56,800.00
Board Member 16	45,600.00
Board Member 17	67,000.00
Board Member 18	10,800.00
TOTAL	1,184,008.00

Position of Director	Year	Salary	Gratuity or Performance Increment	Travelling Allowance or value of assigned Motor Vehicle (\$)	Pension or other Retirement Benefits (\$)	Other Allowance	Non-Cash Benefits	Total
Executive Director	2017/2018	\$6,500,004	-	\$1,341,624	-	-	-	\$7,841,628.00
Director, Accreditation	2017/2018	\$4,294,745	-	\$707,448	-	\$177,000	-	\$5,179,193.00
Director, Research & Development	2017/2018	\$3,917,847	\$286,791	\$707,448	-	\$177,000	-	\$5,089,086.00
Director, Finance	2017/2018	\$2,056,555	\$50,160	\$707,448	-	-	-	\$2,814,163.00
Director, Human Resource & Administration	2017/2018	\$2,203,714	-	\$707,448	-	-	-	\$2,911,162.00



**THE
UNIVERSITY COUNCIL
OF JAMAICA**

"Assuring Quality in Higher Education"



AUDIT REPORT & FINANCIAL STATEMENTS

YEAR ENDING MARCH 31, 2018

THE UNIVERSITY COUNCIL OF JAMAICA

FINANCIAL STATEMENTS

31 MARCH 2018

INDEX

	<u>Page</u>
Independent Auditors' Report to the Members	1-3
<u>FINANCIAL STATEMENTS</u>	
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



Tel: (876) 926-1616/7, 926-4421
Fax: (876) 926-7580
www.bdo.com.jm

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

Page 1

INDEPENDENT AUDITORS' REPORT

To the Board of Management
The University Council of Jamaica

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of The University Council of Jamaica (The Council) set out on pages 4 to 32, which comprise the statement of financial position as at 31 March 2018, 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 2018, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) and the requirements of the University Council of Jamaica Act.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISA). Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Council in accordance with the International Ethics Standards Board for Accountants 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

18 July 2018

THE UNIVERSITY COUNCIL OF JAMAICA
STATEMENT OF COMPREHENSIVE INCOME
YEAR ENDED 31 MARCH 2018

	<u>Note</u>	<u>2018</u> <u>\$</u>	<u>2017</u> <u>\$</u>
REVENUE			
Subvention	6	111,717,070	87,294,202
Other operating income	7	<u>76,439,459</u>	<u>66,707,104</u>
		188,156,529	154,001,306
Administrative and other expenses	8	<u>(182,060,284)</u>	<u>(148,537,024)</u>
Surplus for the year		6,096,245	5,464,282
Other comprehensive income:			
Item that may be reclassified to profit or loss -			
Fair value movement on investment		<u>(114,777)</u>	<u>(42,629)</u>
TOTAL COMPREHENSIVE INCOME		<u><u>5,981,468</u></u>	<u><u>5,421,653</u></u>

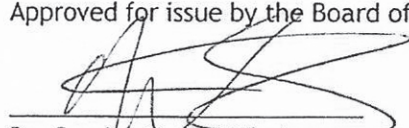
THE UNIVERSITY COUNCIL OF JAMAICA

STATEMENT OF FINANCIAL POSITION

31 MARCH 2018

	<u>Note</u>	<u>2018</u> ₤	<u>2017</u> ₤
ASSETS			
NON-CURRENT ASSETS:			
Property, plant and equipment	10	66,026,045	66,308,214
Investments	11	<u>170,526</u>	<u>285,303</u>
		<u>66,196,571</u>	<u>66,593,517</u>
CURRENT ASSETS:			
Receivables	12	55,974,126	50,866,531
Cash and cash equivalents	13	<u>89,788,017</u>	<u>79,567,205</u>
		<u>145,762,143</u>	<u>130,433,736</u>
		<u>211,958,714</u>	<u>197,027,253</u>
RESERVES AND LIABILITIES			
RESERVES:			
Capital reserve	14	2,483,964	2,483,964
Investment Revaluation Reserve	15	158,783	273,560
Accumulated Surplus		<u>175,032,567</u>	<u>168,936,322</u>
		<u>177,675,314</u>	<u>171,693,846</u>
CURRENT LIABILITIES:			
Deferred income	16	22,712,962	18,411,962
Payables	17	<u>11,570,438</u>	<u>6,921,445</u>
		<u>34,283,400</u>	<u>25,333,407</u>
		<u>211,958,714</u>	<u>197,027,253</u>

Approved for issue by the Board of Management on 18 July 2018 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 2018

	Capital Reserve \$	Investment Revaluation Reserve \$	Accumulated Surplus \$	Total \$
BALANCE AT 1 APRIL 2016	<u>2,483,964</u>	<u>316,189</u>	<u>163,472,040</u>	<u>166,272,193</u>
TOTAL COMPREHENSIVE INCOME				
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>
BALANCE AT 31 MARCH 2017	<u>2,483,964</u>	<u>273,560</u>	<u>168,936,322</u>	<u>171,693,846</u>
TOTAL COMPREHENSIVE INCOME				
Surplus	-	-	6,096,245	6,096,245
Other comprehensive income	<u>-</u>	<u>(114,777)</u>	<u>-</u>	<u>(114,777)</u>
	<u>-</u>	<u>(114,777)</u>	<u>6,096,245</u>	<u>5,981,468</u>
BALANCE AT 31 MARCH 2018	<u>2,483,964</u>	<u>158,783</u>	<u>175,032,567</u>	<u>177,675,314</u>

THE UNIVERSITY COUNCIL OF JAMAICA

STATEMENT OF CASH FLOWS

YEAR ENDED 31 MARCH 2018

	<u>2018</u> \$	<u>2017</u> \$
CASH FLOW FROM OPERATING ACTIVITIES:		
Surplus for the year	6,096,245	5,464,282
Items not affecting cash resources:		
Depreciation	3,061,787	3,544,430
Loss on disposal of property, plant and equipment	-	33,148
Net adjustment on property, plant and equipment	-	104,634
Interest income	(876,914)	(1,345,481)
	8,281,118	7,801,013
Changes in operating assets and liabilities:		
Receivables	(5,102,765)	847,357
Payables	4,648,993	457,699
Deferred income	4,301,000	(8,016,028)
Cash provided by operating activities	<u>12,128,346</u>	<u>1,090,041</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of property, of property, plant and equipment	(2,779,618)	(613,144)
Interest received	<u>872,084</u>	<u>1,340,538</u>
Cash (used in)/ provided by investing activities	(1,907,534)	<u>727,394</u>
NET INCREASE IN CASH AND CASH EQUIVALENTS	10,220,812	1,817,435
Cash and cash equivalents at beginning of year	<u>79,567,205</u>	<u>77,749,770</u>
CASH AND CASH EQUIVALENT AT END OF YEAR (Note 13)	<u>89,788,017</u>	<u>79,567,205</u>

THE UNIVERSITY COUNCIL OF JAMAICA

Page 8

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2018

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

Page 9

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2018

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 to existing standards and amendments to existing standards have been published that became effective during the current financial year. The Council has assessed the relevance of interpretations and amendments and has concluded there were no new standards or interpretations that became effective during the period that are applicable to the entity operations.

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 periods beginning on or after 1 January 2018)

The Council is required to adopt IFRS 9, *Financial Instruments* from 1 January 2018. The standard replaces IAS 39, *Financial Instruments: Recognition and Measurement* and sets out requirements for recognizing and measuring financial assets, financial liabilities and some contracts to buy or sell non-financial items. IFRS 9 contains a new classification and measurement approach for financial assets that reflects the business model in which assets are managed and their cash flow characteristics. It contains three principal classification categories for financial assets: measured at amortized cost, fair value through other comprehensive income (FVOCI) and fair value through surplus or deficit (FVTPL). The standard eliminates the existing IAS 39 categories of loans and receivables and available for sale. Based on preliminary assessment, the Council does not believe that the new classification requirements will have a material impact. However, the Council is still in the process of its assessment and the final impact has not yet been determined.

THE UNIVESITY COUNCIL OF JAMAICA

Page 10

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2018

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

IFRS 9 replaces the 'incurred loss' model in IAS 39 with a forward-looking 'expected credit loss' (ECL) model. This will require considerable judgement about how changes in economic factors affect ECLs, which will be determined on a probability-weighted basis. The new impairment model will apply to financial assets measured at amortized cost or FVOCI, except for investments in equity instruments.

Under IFRS 9, loss allowances will be measured on either of the following bases:

- (i) 12-month ECLs: these are ECLs that result from possible default events within the 12 months after the reporting date; and
- (ii) Lifetime ECLs: these are ECLs that result from all possible default events over the expected life of a financial instrument.

Lifetime ECL measurement applies if the credit risk of a financial asset at the reporting date has increased significantly since initial recognition and 12-month ECL measurement applies if it has not. An entity may determine that a financial asset's credit risk has not increased significantly if the asset has low credit risk at the reporting date. However, lifetime ECL measurement always applies for short-term receivables without a significant financing component.

Management has not yet completed their assessment of the financial impact which this standard will have on the financial statements on adoption.

IFRS 15 'Revenue from Contracts with Customers' (effective for periods beginning on or after 1 January 2018)

The Council is required to adopt IFRS 15, *Revenue from Contracts with Customers* from 1 January 2018. The standard establishes a comprehensive framework for determining whether, how much and when revenue is recognized. It replaces existing revenue recognition guidance, including IAS 18, *Revenue*, IAS 11 *Construction Contracts* and IFRIC 13, *Customer Loyalty Programmes*.

THE UNIVESITY COUNCIL OF JAMAICA

Page 11

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2018

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 15 'Revenue from Contracts with Customers' (effective for periods beginning on or after 1 January 2018) (cont'd)

The Council will apply a five-step model to determine when to recognize revenue, and at what amount. The model specifies that revenue should be recognized when (or as) an entity transfers control of goods or services to a customer at the amount to which the entity expects to be entitled. Depending on whether certain criteria are met, revenue is recognized at a point in time, when control of goods or services is transferred to the customer; or over time, in a manner that best reflects the entity's performance.

Management has assessed that the main impact of this standard is in respect of revenue. Based on preliminary review, IFRS 15 is not expected to have a material impact on the timing and recognition of revenue. However, management has not yet completed its assessment and the financial impact has not yet been determined.

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 that these standards and amendments to standards will have on the financial statements when they are adopted.

(b) Foreign currency translation

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

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

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

THE UNIVERSITY COUNCIL OF JAMAICA

Page 12

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2018

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(c) Property, plant and equipment

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

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

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

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

(d) Impairment of non-current assets

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

(e) Financial instruments

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

Page 13

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2018

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

Page 14

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2018

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

Page 15

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2018

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

Page 16

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2018

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

Page 17

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2018

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

Page 18

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2018

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

THE UNIVERSITY COUNCIL OF JAMAICA

Page 19

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2018

5. FINANCIAL RISK MANAGEMENT (CONT'D):

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

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

(a) Principal financial instruments

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

- Receivables
- Cash and cash equivalents
- Investments
- Payables

(b) Financial instruments by category

Financial assets

	<u>Loans and Receivable</u>		<u>Available-for-sale</u>	
	<u>2018</u>	<u>2017</u>	<u>2018</u>	<u>2017</u>
	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>
Cash and cash equivalents	89,788,017	79,567,205	-	-
Receivables	52,920,470	49,944,195	-	-
Investments	-	-	170,526	285,303
Total financial assets	<u>142,708,487</u>	<u>129,511,400</u>	<u>170,526</u>	<u>285,303</u>

THE UNIVERSITY COUNCIL OF JAMAICA
NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2018

Page 20

5. FINANCIAL RISK MANAGEMENT (CONT'D):

Financial liabilities

Financial liabilities at amortised cost	
2018	2017
\$	\$

Payables	<u>3,046,298</u>	<u>2,329,011</u>
----------	------------------	------------------

(c) Financial instruments not measured at fair value

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

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

(d) Financial instruments measured at fair value

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

	Level 2	
	2018	2017
	\$	\$
Financial assets		
Radio Jamaica Limited (RJR) - shares	<u>170,526</u>	<u>285,303</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 2018

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

Page 22

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2018

5. FINANCIAL RISK MANAGEMENT (CONT'D):

(e) Financial risk factors cont'd

(i) Credit risk (cont'd)

The aging of trade receivables is

	<u>2018</u> \$	<u>2017</u> \$
0-30 days	28,641,017	30,512,724
31-60 days	9,753,609	559,770
61-90 days	2,253,994	1,032,574
91 days and over	<u>27,543,624</u>	<u>27,228,405</u>
	<u>68,192,244</u>	<u>59,333,473</u>

Trade receivables that are past due but not impaired

As at 31 March 2018, receivables of \$39,551,227 (2017 - \$28,820,749) 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 2018, the company had receivables of \$15,271,773 that were impaired. The amount of the provision was \$15,271,773 (2017 - \$9,389,277). These receivables were aged over 90 days.

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

	<u>2018</u> \$	<u>2017</u> \$
At 1 April	(9,389,277)	(3,779,491)
Provision for receivables impairment	(9,760,915)	(5,778,997)
Bad debts recovered, previously provided for	<u>3,878,419</u>	<u>169,211</u>
At 31 March	<u>(15,271,773)</u>	<u>(9,389,277)</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

Page 23

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2018

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

	<u>Within 1 Year</u>
	<u>\$</u>
31 March 2017	
Trade payables	2,329,011
Accruals	<u>402,000</u>
Total financial liabilities (contractual maturity dates)	<u><u>2,731,011</u></u>

THE UNIVERSITY COUNCIL OF JAMAICA

Page 24

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2018

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 \$144,891 (2017 - \$183,606) and \$499,350 (2017 - \$518,715), respectively.

THE UNIVERSITY COUNCIL OF JAMAICA
NOTES TO THE FINANCIAL STATEMENTS

Page 25

31 MARCH 2018

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 2018	<u>124.65</u>
31 March 2017	<u>127.77</u>

Sensitivity analysis:

A 4% (2016:6%) strengthening of the United States Dollar against the Jamaican Dollar would have increased the surplus/decreased the deficit for the year by \$3,212,186 (2017 - \$5,384,133). A 2% (2017 1%) weakening, would have decreased the surplus/increased the deficit by \$1,606,093 (2017 - \$897,356). This analysis assumes that all other variables, in particular interest rates, remain constant.

The analysis is done on the same basis as in 2017.

(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

Page 26

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2018

6. SUBVENTION:

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

7. OTHER OPERATING INCOME:

	<u>2018</u> \$	<u>2017</u> \$
Annual registration fees	535,744	1,164,119
Accreditation fees	29,857,875	23,728,544
Application fees	21,351,758	20,781,991
Annual base fees	6,595,698	7,485,554
Assessors' fees	5,307,131	3,146,666
Review administrative fees	201,835	1,834,877
Other fees	1,266,675	876,302
Seminar fees	972,038	1,191,500
Site visit	1,377,107	511,255
Assessors' accommodation advances	220,785	-
Interest income	876,914	1,345,481
Gain on foreign exchange	2,512,941	4,277,798
Staff loan interest	10,177	-
30 th Anniversary celebration	855,000	-
Recovery of Bad Debts	3,878,419	169,211
Miscellaneous	<u>619,362</u>	<u>193,806</u>
	<u>76,439,459</u>	<u>66,707,104</u>

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

Page 27

31 MARCH 2018

8. EXPENSES BY NATURE:

Total direct selling administration and other operating expenses:

	<u>2018</u> \$	<u>2017</u> \$
Staff costs (note 9)	112,294,775	107,506,676
Rent and maintenance	5,486,456	4,557,905
Assessors' fees	5,159,004	3,503,236
Editor's fees	208,520	145,718
Auditors' remuneration	402,000	402,000
Computer expenses*	302,662	-
Directors' mileage	471,561	-
Insurance	320,446	448,316
Advertising	743,371	855,022
Telephone	1,132,229	721,520
Internet expense	360,324	133,398
Foreign travel and accommodation	6,227,085	1,482,958
Printing and stationery	2,006,698	554,443
Motor vehicle insurance and license	106,282	379,118
Motor car general expenses	2,450,280	2,266,144
CANQATE	496,223	208,962
Postage and shipping	179,129	15,284
Dues and subscriptions	1,028,880	884,561
Professional and legal fees	3,039,237	4,258,477
Honorarium	1,184,008	1,355,200
Repairs and maintenance:-		
Motor vehicle	348,670	141,075
Furniture	922,146	451,349
Building	2,012,348	336,129
Motor Bike	5,600	67,107
Depreciation	3,061,787	3,544,430
Loss on disposal of assets	-	33,148
Office supplies	3,218,646	2,048,872
Miscellaneous	767,272	291,712
Property Tax - Windsor Avenue	359,600	84,500
Utilities - Windsor Avenue	2,862,954	2,579,730
Office storage	2,249	71,206
Seminar expenses	5,970,535	2,686,318
Bank charges and interest	318,031	266,873
Conferences and other Seminar expenses	841,192	468,967
30 th Anniversary Celebration expenses	4,033,388	-
ISO expenses	288,937	-
Foreign exchange loss	3,601,757	-
Bad debt written-off	11,573	-
Provision for impairment loss - Receivables	9,834,429	5,786,670
	<u>182,060,284</u>	<u>148,537,024</u>

THE UNIVERSITY COUNCIL OF JAMAICA

Page 28

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2018

9. STAFF COSTS:

	<u>2018</u> \$	<u>2017</u> \$
Salaries, wages and statutory contributions	83,202,976	76,288,216
Pension contributions	2,386,418	1,523,637
Gratuity	6,777,211	9,949,686
Motor car allowance	14,753,374	15,348,424
Lunch subsidy	1,772,164	1,414,126
Uniform	47,380	47,380
Group life insurance	455,469	270,261
Staff welfare	2,583,256	1,832,663
Casual labour	<u>316,527</u>	<u>832,283</u>
	<u>112,294,775</u>	<u>107,506,676</u>

THE UNIVERSITY COUNCIL OF JAMAICA

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2018

10. PROPERTY, PLANT AND EQUIPMENT:

	Land \$	Building \$	Leasehold Improvements \$	Construction in Progress \$	Motor Vehicles \$	Furniture, Fixtures & Equipment \$	Computer Software & Equipment \$	Total \$
At Cost or Valuation -								
At 1 April 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)
At 31 March 2017	40,000,000	15,000,000	124,585	3,728,000	5,065,423	9,028,630	7,358,365	80,305,003
Additions	-	490,680	-	-	-	1,145,004	1,143,934	2,779,618
31 March 2018	40,000,000	15,490,680	124,585	3,728,000	5,065,423	10,173,634	8,502,299	83,084,621
Accumulated Depreciation -								
At 1 April 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	-	875,000	52,949	-	3,762,315	3,764,060	5,542,465	13,996,789
Charge for the year	-	381,679	3,115	-	958,149	766,145	952,699	3,061,787
At 31 March 2018	-	1,256,679	56,064	-	4,720,464	4,530,205	6,495,164	17,058,576
Net Book Value -								
31 March 2018	40,000,000	14,234,001	68,521	3,728,000	344,959	5,643,429	2,007,135	66,026,045
31 March 2017	40,000,000	14,125,000	71,636	3,728,000	1,303,108	5,264,570	1,815,900	66,308,214

THE UNIVERSITY COUNCIL OF JAMAICA

Page 30

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2018

1. INVESTMENTS:

	<u>2018</u>	<u>2017</u>
	<u>\$</u>	<u>\$</u>
Quoted Equity - available-for-sale at fair value	<u>170,526</u>	<u>285,303</u>

This represents 163,967 (2017 - 163,967) ordinary shares held in Radio Jamaica Limited.

2. RECEIVABLES:

	<u>2018</u>	<u>2017</u>
	<u>\$</u>	<u>\$</u>
Trade receivables	52,920,470	49,944,195
Prepayments	199,152	120,800
Others	<u>2,854,504</u>	<u>801,536</u>
	<u>55,974,126</u>	<u>50,866,531</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>2018</u>	<u>2017</u>
	<u>\$</u>	<u>\$</u>
Cash and bank balances -		
Cash at bank and in hand	19,910,705	7,226,440
Deposits and short term instruments	<u>69,877,312</u>	<u>72,340,765</u>
	<u>89,788,017</u>	<u>79,567,205</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>2018</u>	<u>2017</u>
	<u>%</u>	<u>%</u>
Cash at bank - J\$	13.50	13.50
- US\$ Account	.10	.10
Deposits - US\$	<u>1.05</u>	<u>1.05</u>

THE UNIVERSITY COUNCIL OF JAMAICA

Page 31

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2018

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>2018</u> \$	<u>2017</u> \$
Trade payables	3,046,298	2,329,011
Other payables and accruals	<u>8,524,140</u>	<u>4,592,434</u>
	<u>11,570,438</u>	<u>6,921,445</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>2018</u> \$	<u>2017</u> \$
Honorarium (note 8)	1,184,008	1,355,200
Management remuneration (included in staff cost) (note 9)	<u>23,835,232</u>	<u>23,185,149</u>
	<u>25,019,240</u>	<u>24,540,349</u>

THE UNIVERSITY COUNCIL OF JAMAICA

Page 32

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2018

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 \$2,386,418 for the year (2017 - \$1,523,637).

Appendices

Appendix A: Council Members

Dr Carolyn Hayle

Chairman

Professor Brendan Bain

Deputy Chairman

Mrs Althea Heron

Executive Director

Dr Garth Anderson

Principal
Church Teachers' College

Mrs Barbara Cadogan

Director
HRM&D, Ministry of Economic
Growth & Job Creation

Ms Leonie Campbell

Attorney-at-Law

Mrs Yvonne Clarke

Principal
Bethlehem Moravian College
(up to 31/08/2017)

Dr Cecil Cornwall

President
Western Hospitality Institute

Dr Lowell Dilworth

Lecturer
Pathology Department,
University of the West Indies

Dr Lincoln Edwards

President
Northern Caribbean University

Mr Stephen Edwards

Lecturer
School of Engineering,
University of Technology, Jamaica

Rev Dr Maitland Evans

President
International University of
the Caribbean

Dr Suzette Haughton

Lecturer
Department of Government,
University of the West Indies

Mrs Hyacinth Knight

Retired Educator

Mr Carl Lawrence

Legal Officer
Office of the Principal, University
of the West Indies

Dr Phylcia Marshall

Asst. Chief Education Officer
Tertiary Unit, MOEYI

Mr Philmore McCarthy

Principal
Excelsior Community College

Professor Archibald McDonald

Principal
University of the West Indies,
Mona

Professor Stephen Vasciannie

President
University of Technology, Jamaica

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, 2018

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

Director, Information and
Technology

Mrs Shadisha Douglas-Mitchell

Director, Human Resource and
Administration

Dr Jessica Dunn

Accreditation Officer

Mrs Karen Gayle

Senior Programme Officer

Mr Eaton Hendricks

Accreditation Officer

Mrs Lisa Henlin

Accreditation Officer

Miss Tiffaney Hinds

Assistant Accountant
(up to June 2, 2017)

Miss Sanya Howell

Records Management Officer

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
(up to November 3, 2017)

Miss Anna-Liza McDonald

Assistant Accountant

Dr Dotlyn Minott

Director, Accreditation

Miss Thelma Mollison

Customer Service Representative
(up to July 31, 2017)

Mrs Michelle O'Gilvie-Jackson

Administrative Assistant

Dr Angela Penny

Director, Research and
Development

Miss Andrika Perkins

Records Manager

Miss Kerry-Ann Robinson

Office Attendant

Mr Richard Rose

Director, Communication and
Public Education
(up to March 29, 2018)

Miss Janine Scott

Research and Assessment Officer

Mrs Christene Shackleford-Heath

Executive Assistant

Mrs Annie Sutherland

Senior Secretary

Mrs Camille Trusty

Executive Assistant
(up to June 30, 2017)

Mr Ripton Watson

Messenger

Miss Tushan Wilson

Accounts Receivables Officer
(up to October 9, 2017)

Appendix C: Accredited Programmes

as at March 31, 2018

The listing is divided into the following categories:

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

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

B & B Institute of Business

15 Carlton Crescent, Kingston 10

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

Bethel Bible College of the Caribbean - Jamaica

7 Patrick Road, Mandeville, Manchester

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

Bethlehem Moravian College

Malvern P.O., St. Elizabeth

- Associate of Science in Business 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 Wesleyan College

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

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

Catholic College of Mandeville

Williamsfield P.O, Manchester

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

College of Agriculture, Science and Education (CASE)

Passley Gardens, Port Antonio, Portland

- Associate of Science Degree in General Agriculture (formerly Associate of Science Degree in Agriculture)
- Associate of Science Degree in Natural Science
- Bachelor of Technology Degree in Environmental Science
- Bachelor of Technology Degree in Agricultural Production and Food Systems Management

College of Agriculture, Science and Education (CASE) Cont'd

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

College of Insurance and Professional Studies (CIPS)

3A Richmond Avenue, Kingston 10

- Associate Degree in Insurance Management

Crowne Professional College (No longer in operation)

53 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 in Performance (*formerly* Bachelor of Music in Jazz and Popular Music)
- Bachelor of Music Education
- Associate of Arts in Visual Arts
- Bachelor of Art Education
- Bachelor of Fine Arts (Visual Arts) with specializations in Visual Communication, Textile and Fibre Arts, Painting, Ceramics, Sculpture, Printmaking and Jewellery)
- Bachelor of Arts in Drama in Education
- Associate of Arts in Arts Management
- Bachelor of Arts in Arts Management
- Bachelor of Arts in Dance Education
- Associate of Arts in Dance Performance
- Bachelor of Fine Arts in Performance and Choreography
- Postgraduate Diploma in Arts Education

Programmes Under Review

- Bachelor of Fine Arts in Theatre Arts - Acting Step 9 of 10
- Associate of Arts in Theatre Arts - Acting Step 9 of 10

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

Programmes identified with an asterisk (*) are no longer being offered

College for Leadership and Theological Development (CLTD) Cont'd

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

Constituent Colleges

Mel Nathan College

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

Jamaica 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

Programmes Under Review:

- Bachelor of Arts in Social and Professional Transformation Step 8 of 10
- Bachelor of Arts in Applied Behaviour Analysis Step 8 of 10

The Jamaica Stock Exchange e-Campus

40 Harbour Street, Kingston

Programme Under Review

- Post Graduate Diploma in Financial Services Management Step 8 of 10

Knox Community College

Spalding P.O., Clarendon

- Certificate in Environmental Studies/Sciences *
- Diploma in Environmental Studies/Sciences *

- Associate of Science in Environmental Studies
- Bachelor of Science in Environmental Studies
- Associate of Science in Hospitality and Tourism Management
(formerly Associate Degree in Hospitality, Entertainment and Tourism)
- Associate of Science in Business 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 Bachelor of Science in Business Studies

Management Institute for National Development (MIND)

235a Old Hope Road, Kingston 6

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

The Mico University College

1A Marescaux Road, Kingston 5

- Bachelor of Education in Language and Literacy
- Bachelor of Education in Science and Technology
- Bachelor of Education in Early Childhood Education
- Bachelor of Education in Primary Education

The Mico University College Cont'd

- 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 Master's in Educational Management
- Master of Science in Counselling and Social Work

Midland Bible Institute

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

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

Moneague College

Moneague, St. Ann

- Associate of Science in Hospitality and Tourism Management
- Associate of Science in Management Information Systems
- Associate of Science in Business Studies
- Bachelor of Science in Business Studies
- Associate of Science in Social Work
- Associate of Science in Psychology
- Associate of Science in Environmental Studies
- Bachelor of Science in Environmental Studies

Programmes Under Review

- Bachelor of Science in Hospitality and Tourism Management Step 8 of 10
- Associate of Science in Criminal Justice Step 8 of 10
- Associate of Science in Computer Servicing and Electronics Step 9 of 10

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 Degree in Applied Science - Culinary Arts Core
- Associate of Science in Engineering
- Associate of Science in Agricultural Technology

Programmes Under Review

- Associate of Science in Social Work Step 9 of 10
- Bachelor of Science in Environmental Studies Step 9 of 10

NCB Corporate Learning Campus

(formerly NCB Staff Training Centre)

2 ½ Altamont Crescent, Kingston 5

- Management Trainee Programme – Postgraduate Diploma

Portmore Community College

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

- Associate of Science in Business Studies
- Associate of Science in Computer Applications and Business Studies
- Bachelor of Science in Business Studies
- Associate of Science in Computer Servicing and Electronics
- Associate of Science in Management Information Systems
- Associate of Science in Hospitality and Tourism Management
- Associate of Science in Social Work
- Associate of Science in Engineering
- Applied Associate of Science in Architectural and Construction Technology
- Bachelor of Science in Hospitality and Tourism Management

Regent College of the Caribbean

(formerly Jamaica Bible College)

7 Brumalia Road, Mandeville, Manchester

- Diploma in Theology
- Associate Degree in Business Studies

United Theological College of the West Indies

7 Golding Avenue, Kingston 7

- Diploma in Ministerial Studies

University College of the Caribbean (UCC, now trading with the name University of the Commonwealth Caribbean)

17 Worthington Avenue, Kingston 5

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

Programme Under Review

- Associate of Science Tourism and Hospitality Management Step 10 of 10
- Bachelor of Science in Tourism and Hospitality Management Step 6 of 10
- Bachelor of Science in Production and Operations Management Step 7 of 10
- Master of Business Administration Step 6 of 10

Vector Technology Institute

35A Eastwood Park Road, Kingston 10

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

Vocational Training Development Institute (VTDI)

6 Gordon Town Road, Kingston 6

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

Western Hospitality Institute

Holiday Village, Rose Hall, St. James

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

2. LOCAL UNIVERSITIES WITH ACCREDITED PROGRAMMES

Caribbean Maritime University (CMU) (formerly Caribbean Maritime Institute)

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

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

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
- Bachelor of Science in Applied Environmental Geography
- Master of Science in Environmental Science
- Bachelor of Science in Biochemistry

Programmes Under Review:

- Bachelor of Science in Dietetics Step 8 of 10
- Associate of Science in Dietetics Step 8 of 10

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
- Master's in Architecture
- Bachelor of Business Administration (Post-Diploma specializations in Accounting, Finance, Management and Marketing) *
- Bachelor of Business Administration in Banking and Financial Services *
- Bachelor of Science in Administrative Management *

"University of Technology Cont'd"

- Bachelor of Science in Human Resource Management *
 - Diploma in Marketing *
 - Bachelor of Pharmacy
 - Bachelor of Health Science
 - Bachelor of Science in Computing with Management Studies*
 - Bachelor of Education – Post Diploma*
 - Bachelor of Science in Surveying and Geographic Information Sciences
 - Bachelor of Science in Integrated Planning, Environmental and Resource Development*
 - Bachelor of 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
 - Bachelor of Education with specializations in Business and Computer Studies and Industrial Technology
 - Bachelor of Laws
 - Bachelor of Arts in Communication Arts, Technology
 - Bachelor of Engineering in Civil Engineering
 - Bachelor of Engineering in Industrial Engineering
- Programmes Under Review:
- Bachelor of Science in Science & Education Step 9 of 10
 - Bachelor of Science in Nursing Step 8 of 10
 - Bachelor of Science Food Service Management Step 8 of 10
 - Bachelor of Science Hospitality and Tourism Management Step 8 of 10
 - Master of Science in Mathematics Teaching Step 9 of 10
 - Master of Science Built Environment Step 9 of 10
 - Master of Science in Workforce Training and Education Step 7 of 10

Programmes identified with an asterisk () are no longer being offered*

3. ACCREDITED SHORT COURSES

Fitz Ritson and Associates

10 Holborn Road, Kingston 5

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

INPRI Jamaica Ltd

27 Fairfax Drive, Kingston 19

- Public Sector Procurement Certification Series

NCB Corporate Learning Campus

(formerly NCB Staff Training Centre)

2 ½ Altamont Crescent, Kingston 5

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

4. ACCREDITED INSTITUTIONS

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

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

Kingston 7

5. UCJ-APPROVED DEGREES

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

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

Bethlehem Moravian College

Malvern P.O., St. Elizabeth

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

Caribbean Maritime University (CMU)

(formerly Caribbean Maritime Institute)

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

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

Church Teachers' College

Manchester Road, Mandeville, Manchester

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

College of Agriculture, Science and Education

Passley Gardens, Port Antonio, Portland

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

G.C. Foster College of Physical Education & Sport

Angels Walks Road, Spanish Town, St. Catherine

- Bachelor of Physical Education

The Mico University College

1A Marescaux Road, Kingston 5

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

Moneague College

Moneague, St. Ann

- Bachelor of Education (Primary)

St. Joseph's Teachers' College

16 Old Hope Road, Kingston 5

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

Sam Sharpe Teachers' College

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

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

Shortwood Teachers' College

77 Shortwood Road, Kingston 8

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

Vocational Training Development Institute (VTDI)

6 Gordon Town Road, Kingston 6

- Bachelor of Science in Career Development
- Bachelor of Science in Information and Communication Technology
- Bachelor of Education in Applied Technology with specializations in Automotive Technology, Construction Technology, Electrical Technology, Beauty Services, Business Studies, and Food Preparation

6. ACCREDITED PROGRAMMES DELIVERED IN JAMAICA BY OVERSEAS INSTITUTIONS

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

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

Eastern Connecticut State University, USA/Hanover Education Foundation

- Bachelor of Arts in Sociology and Applied Social Relations *

Florida International University, USA/University College of the Caribbean

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

Manchester Business School, UK/The Jamaica Institute of Financial Services

(formerly Jamaica Institute of Bankers)

- Master of Business Administration *

Mount Saint Vincent University, Canada/JACAE

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

Nova Southeastern University, USA

- Master of Business Administration*
- Bachelor of Science in Professional Management *
- Master of Science in Human Resource Management *
- Master of Science in Instructional Technology and Distance Education *
- Doctor of Education in Instructional Technology and Distance Education *
- Master of Science in Education* with specializations in Teaching and Learning and Exceptional Student Education (formerly Varying Exceptionalities and/or Special Education)
- Bachelor of Science in Applied Professional Studies* (Concentration in Teaching and Learning)
- Doctor of Education (Ed.D.) with specialization in Organizational Leadership

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

- Master of Arts in Art Education

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

- Master of Education in Teaching and Learning

Temple University, USA/Church Teachers College

- Bachelor of Science in Education *
- Master of Education in Educational Leadership (*formerly* Master of Education in Educational Administration)

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

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

University of New Orleans, USA

- Master of Business Administration (Executive MBA) *

University of South Florida, USA/Shortwood Teachers' College

- Masters in Early Childhood Education*

Western Carolina University, USA

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

7. OVERSEAS INSTITUTIONS WITH PROGRAMMES RECOGNIZED BY THE UCJ

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

Heriot-Watt University

The Ordinary Bachelor's Degree (listed below), are recognized as equivalent to the first 3 years of the

four-year Bachelor's Degree and the first 2 years of the three-year Bachelor's Degree.

- 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

8. OVERSEAS INSTITUTIONS WITH PROGRAMMES ACCREDITED BY THE UCJ

Suriname College of Hospitality and Tourism

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

Programmes identified with an asterisk () are no longer being offered*

Appendix D:

REGISTERED INSTITUTIONS AND TRAINING UNITS AS AT MARCH 2018

The listing is divided into the following categories:

- I. Local Colleges, Institutes and Training Units
- II. Local Universities

LOCAL COLLEGES, INSTITUTES AND TRAINING UNITS

1. **All-American Institute for Medical Sciences**
66 High Street
Black River, St Elizabeth
2. **B & B Institute of Business**
12 Carlton Crescent
Kingston 10
3. **Bethel Bible College of the Caribbean - Jamaica**
(formerly Bethel Bible College)
7 Patrick Road
P.O. Box 1694
Mandeville, Manchester
4. **Bethlehem Moravian College**
Malvern P.O.
St. Elizabeth
5. **Brown's Town Community College**
P.O. Box 556
Brown's Town P.O.
St. Ann
6. **Caribbean Graduate School of Theology**
14-16 West Avenue
Kingston 8
7. **Caribbean Wesleyan College**
Torrington District
P.O. Box 17, Savanna-La-Mar
Westmoreland
8. **Catholic College of Mandeville**
Williamsfield P.O.
Manchester
9. **Church Teachers' College**
Mandeville Road
P.O. Box 41
Manchester
10. **College of Agriculture, Science & Education**
Passley Gardens
Port Antonio
Portland
11. **College of Insurance and Professional Studies**
3A Richmond Avenue
Kingston 10
12. **Edna Manley College of the Visual & Performing Arts**
1 Arthur Wint Drive
Kingston 5
13. **Excelsior Community College**
137 Mountain View Avenue
Kingston 3
14. **G.C. Foster College of Physical Education & Sport**
Angels Walks Road
Spanish Town
St. Catherine
15. **The Hydell University College**
Ferry
St. Catherine
16. **International University of the Caribbean**
47 Old Hope Road
Kingston 5
Constituent Colleges
• **College for Leadership & Theological Development**
(formerly Institute for Theological and Leadership Development)
47 Old Hope Road
Kingston 5

- | | |
|---|---|
| <p>Mel Nathan College
47 Old Hope Road
Kingston 5</p> | <p>26. Paralegal Training Institute
47c Old Hope Road
Kingston 5</p> |
| <p>17. Jamaica Stock Exchange e-Campus
40 Harbour Street
Kingston</p> | <p>27. Portmore Community College
P.O. Box 233
Waterford
St. Catherine</p> |
| <p>18. Jamaica Theological Seminary
14-16 West Avenue
Kingston 8</p> | <p>28. Regent College of the Caribbean
<i>(formerly Jamaica Bible College)</i>
7 Brumalia Road
Mandeville, Manchester</p> |
| <p>19. Knox Community College
Spalding P.O.
Clarendon</p> | <p>29. Sam Sharpe Teachers' College
P.O. Box 40, Granville P.A.
St. James</p> |
| <p>20. Management Institute for National Development
235A Old Hope Road
Kingston 6</p> | <p>30. Shortwood Teachers' College
77 Shortwood Road
Kingston 8</p> |
| <p>21. The Mico University College
1A Marescaux Road
Kingston 5</p> | <p>31. Sigma College of Nursing and Applied Sciences
34 Top Road
P O Box 437
Brown's Town
St. Ann</p> |
| <p>22. Midland Bible Institute
Curatoe Hill
P.O. Box 400
May Pen, Clarendon</p> | <p>32. St. Joseph's Teachers' College
16 Old Hope Road
Kingston 5</p> |
| <p>23. Moneague College
Moneague
St. Ann</p> | <p>33. St. Michael's Theological College
Golding Avenue
Kingston 7</p> |
| <p>24. Montego Bay Community College
Alice Eldemire Drive
Montego Bay, St. James</p> | <p>34. United Theological College of the West Indies
7 Golding Avenue
Kingston 7</p> |
| <p>25. NCB Corporate Learning Campus
<i>(formerly NCB Staff Training Centre)</i>
2½ Altamont Crescent
Kingston 5</p> | <p>35. University College of the Caribbean
<i>(UCC, now trading with the name University of the Commonwealth Caribbean)</i>
17 Worthington Avenue
Kingston 5</p> |

36. **Vector Technology Institute**
35A Eastwood Park Road
Kingston 10
37. **Vocational Training Development Institute**
6 Gordon Town Road
Kingston 6
38. **Western Hospitality Institute**
Holiday Village
Rosehall
St. James

Institution Under Review for Registration:

- **National Police College of Jamaica** Step 4 of 5
Twickenham Park, Spanish Town,
St. Catherine
- **SPACS School of Paramedical
Studies** Step 3 of 5
5 James Avenue
Ocho Rios
St Ann
- **The Caribbean School of Medical
Sciences** Step 1 of 5
15 Braemar Avenue
Kingston 10

II. LOCAL UNIVERSITIES

39. **Caribbean Maritime University**
(formerly Caribbean Maritime Institute)
Palisadoes Park
P.O. Box 80, C.S.O.
Kingston
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



JOINT COMMITTEE FOR TERTIARY EDUCATION (JCTE)

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

Dr. Ian Ellis of the Faculty of Management at the University of Stirling, Scotland (2002) posits in the Journal of Marketing Management that creativity is the driver of competitive advantage, particularly when combined with innovation, vision, leadership and motivation. The Joint Committee for Tertiary Education (JCTE) has extended the areas in which this key competency – creativity - operates in the field of education through its strategic leadership and promotion of the importance of competitive and creative educational opportunities for all.

The Joint Committee for Tertiary Education (JCTE) comprises a highly competent and committed leadership team of senior administrators in the tertiary education sector who represent its forty-five-member tertiary and training institutions. The JCTE, led for the past two years by Chairman, Dr Cecil Cornwall has effected changes across the educational landscape, including through establishing initiatives to more clearly define the pathways between secondary and tertiary education. These initiatives form part of a key mandate of the Minister of Education, Youth and Information (MOEYI), Senator the Honourable Ruel Reid, which is to increase access to tertiary-level certification for eighty percent of Jamaicans up to age thirty by 2030

This mandate has driven the core work of the JCTE and its collaboration with the MOEYI Center of Occupational Studies, to produce the Occupational Associate Degree offered by the Caribbean Examinations Council (CXC) at the CAPE Associate Degree level. The Occupational Associate Degree, endorsed by the Minister of Education, serves to complement the range of traditional post-secondary educational qualifications and is expected to benefit a wide cross-section of the Jamaican population within and outside the boundaries of the country's formal education system.

JCTE's Executive

The members of the Executive Committee are:

Dr Cecil Cornwall,	Chairman
Mr Howard Isaacs	Vice Chairman
Mrs Delize Williams	Secretary
Mr Philmore McCarthy	Treasurer
Dr Maureen Nelson	Executive Member
Dr Nicholeen Degrasse-Johnson	Executive Member
Professor Stephen Vasciannie	Executive Member
Dr Asburn Pinnock	Executive Member
Miss Carol Rose Brown	Affiliate Member
Dr Winston Adams	Ex Officio Member
Mrs. Althea Heron	Ex Officio Member

JCTE's Strategic Development

Dr Robert Wynter, the JCTE's consultant for Strategic Planning, in his review of the organisation's accomplishments against the Strategic Plan, examined performance in terms of JCTE's Strategic Difference and Strategy Statement. While JCTE's core strategy is to impact and strengthen tertiary education, the intended result of these efforts is to produce satisfied stakeholders, including tertiary graduates, tertiary institutions and JCTE strategic partners coordinated through central governance, compliance and visionary leadership.

JCTE's the Strategic Plan emphasises advocacy, capacity building and representation. In 2017, there was evidence of a philosophical shift in the JCTE's strategic focus from survival to possibilities; from silos to collaboration; from local positioning to globalization; from promise to results and from status quo to innovative thinking. Several internal and external triggers have resulted in the strategic shift. By way of an example, the new programmes adopted by JCTE have seen changes in its procedures, its stakeholder profile as well as in approaches to monitoring in the sector.

Through its programme of work, JCTE has helped to garner competencies among its stakeholders such as idea generation, academic networking, openness to new academic and occupational fields of study and has also seen increased participation at various levels of education.

PROGRAMMES

Occupational Associate Degree

The Occupational Associate Degree which started in 2016 with seven tertiary institutions in the pilot phase of the programme, provides a designation of value obtainable only in occupational studies. The model uses Competency-Based Education and Training (CBET) to define the requirements of the degree. The Occupational Associate Degree continues the learning in the workplace and creates a system of value in which the exchange of resources and competencies are defined. It includes knowledge, skills and attitude change and the industry defines what is needed. There are currently sixteen (16) Occupational Associate Degrees all of which are aligned to international programmes providing dual credits and transferable learning, licensure and professional endorsement of the industry. Occupational Degrees enable students to gain international recognition in specific subjects and to access college programmes including an eight-week programme at Hocking College, USA.

Occupational Associate Degree on High School Campuses

The first sensitization meeting on Occupational Associate Degrees was held with the Principals and representatives of twenty-seven (27) high schools and seventeen (17) tertiary institutions was held at Moneague College, St Ann on March 15, 2017. The meeting was chaired by Dr Cecil Cornwall, Chairman, JCTE. Visiting presenters included Dr Winston Thompson, Vice President of the Jamaica Theological Seminary, Mr. Mark Terry, former Vice President of Houston's Tillotson University and Chairman of Charter Schools in Austin, Texas, Mr. Ludlow Thompson, Acting Director of the Centre of Occupational Studies, Miss Jodine Williams, Senior Registrar, Caribbean Examination Council and Mrs Linda Stewart 'Doman, Assistant Registrar, Caribbean Examinations Council.

Dr Winston Thompson after sharing and identifying the JCTE's initiative as a type of transformative reality with the opportunity to stimulate youth through tertiary education, mentioned that 'the programme offers the opportunity to choreograph the future of Jamaica by engaging the nation's youth, stimulating intellectual genius, enhancing the nation's workforce and breaking the cycle of poverty'.

The JCTE has made presentations on this programme to the Minister of Education, Youth and Information and has, along with the representatives of tertiary institutions, identified the high schools for participation as well as the tertiary institutions which will provide the Occupational Associate Degree on these high school campuses. The programme will provide dual enrolment with benefits such as improved student readiness for college, parental engagement and multiple certifications including the awarding of an Associate Degree.

Upskilling & Retooling Project

The JCTE & HEART Trust NTA's Upskilling & Retooling Project, one of three projects in partnership with the Trust - was designed to respond to the policy initiative of the Minister of Education, Youth and Information, Senator, the Hon. Ruel Reid. The programme was rebranded in 2017 to support the core training component of the mandate of the HEART-Trust NTA through the Professional Skills Academy, Leadership Academy and Finishing School. The programme now represents a formal partnership with the MOEYI to enhance the skills and to advance the careers of students, employers, parents and retirees through the provision of a free capacity building for Jamaicans 16 years and older

The Local and International Summer Skills Training Programme

Started in 1988 by Dr Cecil Cornwall in collaboration with the Home Economics Department of the MOEYI and the Home Economics Association of Jamaica, the Summer Skills Training Programme provided teachers of Home Economics with the opportunity to access advanced training in Culinary Arts in Canada. In the summer of 2017, the programme was reinstated and administered by the JCTE

under the umbrella of the Upskilling & Retooling Project. The objective of the programme is to provide Jamaican workers, trainers and educators, with the opportunity to advance and upgrade their skills through professional development programmes and licensure, recognized locally and internationally, to adequately prepare students and meet the labour market required skill sets as identified by labour market research.

The **Local Summer Skills Programme** was a collaboration with HEART Trust NTA to engage skilled professors from Hocking College, Ohio, USA to provide advanced training in fourteen (14) skill sets for tertiary level skills instructors, HEART NTA instructors and Secondary School teachers from the MOEYI.

The **International Culinary Programme** was sponsored by the Ministry of Education, Youth and Information which provided funding in the amount \$14.5M dollars to cover the cost of tuition and accommodation for the tertiary level skills instructors and MoEYI secondary school teachers who accessed the Advanced Culinary Programme at Hocking College, one of USA's leading technical colleges for workforce development in the USA and at Liaison College in Ontario. The teachers received certificates from both Hocking College and Liaison College in addition to international licensure. The Minister of Education, Youth and Information Senator, Hon Ruel Reid presented each participant with their certificates at the presentation ceremony held in Kingston.

Upskilling Sessions: Education & Training Symposium, Agriculture and Community Tourism Fair

The Educational and Training Symposium was held at St Hilda's High School on February 28, 2018 under the theme *"Creating Educational Opportunities to Enhance Sustainable Economic Growth and Development in Communities"* with participants from a wide cross-section of educational institutions. The Minister of Education, Youth and Information, Senator Hon. Ruel Reid was the main speaker. Other speakers included the Hon Floyd Green, State Minister, MOEYI, Dr Grace McLean, Chief Education Officer, MOEYI and Dr Janet Dyer, Managing Director of the HEART Trust NTA. In April, 2018 the

Agricultural and Community Tourism Education Fair was held at the Newell High School in St Elizabeth. The event helped to establish linkages across sectors and to sensitize Jamaicans to the importance of accessing tertiary-level education as well as, skills training to facilitate entrepreneurship.

Absorptive Capacity Programme /Business Process Outsourcing (BPO)

The Absorptive Capacity Programme, another of the JCTE/ HEART Trust NTA Partnership Programmes, have twenty-four (24) tertiary institutions participating in sixteen (16) programmes with a targeted enrolment of two thousand participants. The Absorptive Capacity Programme is an expansion of the HEART Trust NTA/ NVQ-J programmes into tertiary institutions, intending to create a seamless pathway for graduates from this programme to articulate into tertiary institution using the NVQ-J level 2 Certificate into Occupational Associate Degree Programmes. This initiative has expanded to include the Business Process Outsourcing Programme (BPO), which provides Customized Certification in the 'Fundamentals of Customer Engagement'. This three-week training programme is designed to prepare persons to function as customer engagement agents and associate or support professionals within the rapidly growing Business Process Outsourcing Industry. The first cohort of approximately one-thousand eight hundred participants, which started in February 2017 at eleven tertiary institutions, successfully completed the programme. Graduates are able to obtain dual certification from the HEART Trust NTA and from Global Outsourcing, the industry representative.

JCTE's IMPACT on INSTITUTIONS

In 2017, the institutions responded to a strategic survey which measured the impact on the institution's interests, opportunities for capacity building and opportunities for networking with other institutions. The response from institutions was generally positive with institutions reporting increases in student enrolment numbers, which further enhanced their economic sustainability, strengthened capacity to deal with current trends and to attain international institutional accreditation. Teachers and students participated in professional development

activities through the JCTE's Annual Conference, the HEART – NTA, CEFE- Entrepreneurship Training, the HEART – NTA Assessors Training as well as through its Dr Nadine Scott Distinguished Lecture Series for Tertiary Students and Dr Ethley London Distinguished Lecture Series for Tertiary Educators. The JCTE prepares for continued increase performance for the 2018- 2019 academic school year and will continue to provide exceptional service to increase the product and services to our valued member institutions and continues to crave the support of all the JCTE member institutions, and their internal and external customers.

We pray God's richest blessings to our members, affiliates, business - social partners, extended families and loved ones who supported us throughout the academic year 2017-2018.

JCTE 3rd Annual Education and TVET Conference

The Joint Committee for Tertiary Education's 3rd Annual Edu-TVET conference was held at the Holiday Inn Hotel, Montego Bay on November 30 to December 1, 2017.

The conference theme, ***Building Educational partnerships through Strategic Leadership for Institutional Growth, Development and Sustainability: "Enhancing Professional Development in Higher Education"*** attracted senior administrators from across government, presidents and principals of institutions and educators from Jamaica and overseas.

JCTE Awards Dinner

The JCTE's activities concluded with an Awards dinner in honour of retired and present JCTE members who have made significant contributions to tertiary education and JCTE programmes on the evening of November 30, 2017. The keynote speaker for the Awards dinner was the Honourable Edmund Bartlett, Minister of Tourism and Entertainment. Awardees on the night included: Mrs Elaine Foster-Allen, former Permanent Secretary in the Ministry of Education; Dr Yvonne Marshall, former Executive Director, the UCJ and Mrs Tricia Douglas, former Human Resource Officer at the UCJ, and JCTE Coordinator.



NOTES



**THE
UNIVERSITY COUNCIL
OF JAMAICA**

"Assuring Quality in Higher Education"

6B Oxford Road, Kingston 5, Jamaica, W.I.

Telephone: (876) 929-7299; 906-8012

Fax: (876) 929-7312

Email: info@ucj.org.jm

www.ucj.org.jm



[The.University.Council.of.Jamaica](https://www.facebook.com/The.University.Council.of.Jamaica)