

A.I.D. EVALUATION SUMMARY PART I

PD-ABA-991
03/27/90

(BEFORE FILLING OUT THIS FORM, READ THE ATTACHED INSTRUCTIONS)

IDENTIFICATION DATA

A. REPORTING A.I.D. UNIT: <u>USAID/Jamaica</u> (Mission or AID/W Office) (ES# <u>90-4</u>)	B. WAS EVALUATION SCHEDULED IN CURRENT FY ANNUAL EVALUATION PLAN? yes <input checked="" type="checkbox"/> slipped <input type="checkbox"/> ad hoc <input type="checkbox"/> Eval. Plan Submission Date: FY <u>1</u> <u>0</u> <u>90</u>	C. EVALUATION TIMING Interim <input checked="" type="checkbox"/> final <input type="checkbox"/> ex post <input type="checkbox"/> other <input type="checkbox"/>
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D. ACTIVITY OR ACTIVITIES EVALUATED (List the following information for project(s) or program(s) evaluated; If not applicable, list title and date of the evaluation report)

Project #	Project/Program Title (or title & date of evaluation report)	First PROAG or equivalent (FY)	Most recent PACD (mo/yr)	Planned LOP Cost ('000)	Amount Obligated to Date ('000)
532-0129	U.W.I. MANAGEMENT EDUCATION	09/11/87	09/30/90	\$4,500	\$2,450

ACTIONS

E. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

Action(s) Required	Name of officer responsible for Action	Date Action to be Completed
Develop a Project Paper Supplement to:		
a) extend the Project for an additional 5 years to undertake Phase II and allow for return of participant trainees.	Denise Rollins, OPPD Nola Mignott, OEHR	03/30/90
b) conclude a Project Agreement amendment for Phase II pursuant to the PP Supplement. The Project Agreement will require the UWI to provide to USAID within six months of the implementation of Phase II a Plan for Financial Self-Sufficiency for the operations of the Department of Management Studies including the new Institute of Business.	Denise Rollins, OPPD	05/30/90

(Attach extra sheet if necessary)

APPROVALS

F. DATE OF MISSION OR AID/W OFFICE REVIEW OF EVALUATION: mo 04 day 24 yr 90

G. APPROVALS OF EVALUATION SUMMARY AND ACTION DECISIONS:

Project/Program Officer Signature: <u>Nola Mignott</u> Typed Name: <u>Nola Mignott</u> William Charleson, OEHR/USAID Date: <u>4/25/90</u>	Representative of Borrower/Grantee Leslie Robinson Pro-Vice-Chancellor Date: <u>4/25/90</u>	Evaluation Officer Ruby Baker OPPD/USAID Date: <u>4/25/90</u>	Mission or AID/W Office Director Signature: <u>William R. Rollins</u> Director, USAID/Jamaica Date: <u>4.25.90</u>
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H. EVALUATION ABSTRACT (do not exceed the space provided)

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I. EVALUATION COSTS

1. Evaluation Team Name	Affiliation	Contract Number <u>OR</u> TDY Person Days	Contract Cost <u>OR</u> TDY Cost (US\$)	Source of Funds
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2. Mission/Office Professional Staff Person-Days (estimate) _____

3. Borrower/Grantee Professional Staff Person-Days (estimate) _____

person

A B S T R A C T

H. Evaluation Abstract (Do not exceed the space provided)

The project aims to assist the UWI to strengthen its management education and training capability to offer improved programs that are more directly related to the needs of the business community. The project is being implemented by the Mona campus of the UWI, through the Department of Management Studies (DOMS). This mid-term evaluation (June 15 - 30, 1989) was conducted by a two-person team from Pragma Corporation. The evaluation was conducted on a cooperative basis, involving the active participation of the UWI, the business community and USAID. The methodology used, included, the review of project documents, and interviews with individuals from the Project staff, DOMS, UWI administration, the business community and USAID. The purpose of the evaluation was to determine to what extent initial project objectives had been or could be achieved during the remainder of Phase I. Major findings and conclusions were:

- The assumptions made at the beginning of the project remained reasonably valid.
- The project is generally on target and proceeding apace.
- Inputs by both USAID and UWI were provided as planned, with a few minor exceptions.
- Outputs conformed to the schedule of planned activities, except for minor deviations. On the one hand, there was the early development and delivery of the Executive MBA degree. On the other hand, the project lagged in staff development (advancements to lecturer status), research, upgrading of the B.Sc., and operationalization of the Institute of Business.

Major Recommendations:

- Continue to recruit resource persons from the business community, the Fulbright Scholar program, and other UWI departments and campuses to teach in the Executive MBA (EMBA) so as to reduce the level of overseas technical assistance and reduce the cost of this program.
- Increase available student spaces in the EMBA to make the program more cost effective.
- Gradually move the EMBA, Executive Seminars, and the Caribbean Financial Management journal toward financial self-sufficiency.
- Recruit a director for the Institute of Business by the Fall 1990.
- Monitor closely the effectiveness of technical assistance from Penn State University (PSU). If PSU did not improve its performance by January 1990, UWI should consider alternative approaches.

C O S T S

I. Evaluation Costs

1. Evaluation Team		Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (U.S. \$)	Source of Funds
Name	Affiliation			
Dr. Robert Girling, Ms. Melanie Sanders	Pragma Corporation Pragma Corporation	Cont. #532-0129 0-00-9137-00	\$27,856.00	Proj.532-0129
2. Mission/Office Professional Staff Person-Days (Estimate) _____ 3 days		3. Borrower/Grantee Professional Staff Person-Days (Estimate) _____ 5 days		

A.I.D. EVALUATION SUMMARY PART II

J. SUMMARY OF EVALUATION FINDINGS, CONCLUSIONS AND RECOMMENDATIONS (Try not to exceed the 3 pages provided)

Address the following items:

- Purpose of activity(ies) evaluated
- Purpose of evaluation, and Methodology used
- Findings and conclusions (relate to questions)
- Principal recommendations
- Lessons learned

Mission or Office: USAID/Jamaica

Date this summary prepared: March 28, 1990

Title and Date of Full Evaluation Report: Mid-term Evaluation: UWI Management Education Proj. 532-0129
October 5, 1989.

PROJECT PURPOSE. The project is designed to increase the number and quality of skilled mid and upper-level managers in Jamaica. USAID has chosen to do this through providing a grant to UWI for assistance to the Department of Management Studies at UWI's Mona Campus. The purpose of the project is to strengthen the University's management education and training capability. To achieve this purpose, Phase I (1987-90) is focusing on three major areas: staff development, program development, and the introduction of new organizational structures:

PURPOSE OF THE EVALUATION. The purpose of this first external, interim evaluation is to help USAID and UWI improve and focus project activities during the remainder of Phase I and to provide the basis for outlining the parameters of Phase II. A 2-member team approached this task by reviewing project documentation and conducting a series of open-ended interviews with key informants from USAID, UWI, the business community, and public sector individuals.

MAJOR FINDINGS AND CONCLUSIONS. The project is generally on target and proceeding apace. Inputs have been provided as planned, with a few minor exceptions. Outputs in the first part of Phase I have focused on training staff, developing the Executive MBA, delivering Executive Management Development seminars, constructing a new building, and procuring computer equipment. The project is lagging in several areas of staff development, research, program development (particularly the BSc), the Institute of Business, and procurement of library materials. Major findings and conclusions by category are:

Validity of Assumptions. Goal, output, and input level assumptions remain valid. On the output level, however, there are problems in terms of staff advancements to lecturer (for new staff) and to senior lecturer level (for existing staff). Greater emphasis on research could correct both.

Staff Development. By the end of Phase I, nine new staff will have received MSc degrees from PSU. To date, two existing staff members have gone to PSU for short-term training and eight for consultations. Staff development is on target in quantitative terms and the project must now focus on assimilating new staff.

Program Development. The project has made remarkable progress in development of the Executive MBA began July, 1989. Work has begun on the upgrading of the BSc, Certificate, and Diploma programs but progress has been slow. Six cases have been developed but little progress has been made in the area of research projects and the internship program. The remainder of Phase I must focus on implementing the EMBA and initiating action in the other programs, especially the BSc.

Institute of Business. IOB has been approved and fully accepted by the University administration, the Faculty of Social Sciences, and the Department of Management Studies. The Board of Directors held the inaugural meeting on January 20, 1989. IOB must immediately concern itself with research, consultancies, and internships. With the hiring of a director many of the responsibilities of the project will be conducted as IOB activities, e.g., EMDP seminars, research, and the EMBA.

Construction, Computers and Library. Construction is complete and the building is entirely operational. Computer procurement is 70 percent complete and staff and students have begun using it. The library list is complete, but no materials have yet been purchased. The materials will be bought when USAID obligates FY 89 funds. Our main concern is that these procurements be fully and effectively utilized.

Contractor Performance. Penn State has performed well in providing liaison between UWI and PSU for staff training, developing cases, developing the EMBA, and assisting with the obligations with regard to the BSc. program, introducing instructional aids, teaching BSc. and EMBA courses, and establishing a library data base. They must quicken their pace if they are to satisfactorily meet their obligations by September 1990 (PACD).

University Support. Support among UWI administration, within the Department of Management Studies, and among the Faculty of Social Sciences varies. Support is generally positive, but a sense of alienation from the project still exists among some staff members. Committing them to the project is essential if IOB and other project activities are to be achieved and if the project will accomplish its institution-building intent.

Interaction with the Business Community. The project has reached out to the private sector since inception. The dialogue is frequent and meaningful. Committees with representatives from the business community and individual business people continue to offer guidance and support for the EMBA and EMDP. The project is well regarded in the community, and firms have demonstrated willingness to contribute human and financial resources to project activities. There is reason to believe this support will continue as long as DCMS services the needs of the business community and becomes more practical in its orientation.

Interface with Management Training Institutions. In May 1988 the project hosted a meeting with representatives from nine training institutions to initiate a Needs Assessment Exercise. They were briefed on the project as well as UWI's accreditation procedures. UWI's accreditations were sent to all institutions subsequent to the meeting. These institutions also participated in two seminars sponsored by the project and conducted by PSU faculty. These were in the areas of institutional research and executive education. One person from JIM also attended a case writing workshop.

Regionalism. The regional nature of UWI, insofar as it affects the USAID/Jamaica project, has been considered throughout the project. Consideration of regionalism was evidenced in such things as the approval process for the EMBA and IOB, as all campuses must sanction such actions.

MAJOR RECOMMENDATIONS FOR PHASE I

Staff Development: (1) DOMS should explore options for addressing the compensation issue, as it continues to plague the Department and impede staff development activities. (2) The project should develop a strategy for assimilating new staff and then follow-through. (3) Continue to recruit resource people from the business community, the Fullbright Scholar program, and other UWI departments and campuses to teach in the EMBA program.

Program Development: (1) Increase available spaces for the next class of EMBA. (2) Continue efforts to better prepare visiting lecturers in EMBA and EMDP for Caribbean context and monitor to ensure relevancy. (3) Gradually move the EMBA, EMDP, and CFM journal toward staffing and financial self-sufficiency. (4) Promote wider distribution of case studies and monitor to ensure utilization in BSc and EMBA. (5) Develop an internship program for BSc. students.

Institute of Business: (1) Advertise for the position of Director. (2) Establish a committee of FSS staff to develop options for attracting staff to participate in research and consultancies through IOB.

Construction, Computers, Library: (1) Train staff and students in computer software and hardware. (2) Designate a staff member and several student assistants to serve as resource people for the computer laboratory. (3) Make library available to the business community.

Contractor - Penn State University (PSU): (1) Clarify roles and expectations with new resident advisor. (2) Monitor performance closely to ensure that there is significant improved performance by January 1990 in areas for which achievement of contractor's obligation is currently lagging. (3) If PSU has not improved performance by December 1989, consider opening contract up for bid for Phase II, assuming there is a second phase.

University Support: (1) Assign resident advisor to teach at least one BSc. or MSc course or EMBA module per term. (2) Encourage and fund joint research projects between DOMS and other FSS staff.

Interaction with Business Community. Publish a quarterly newsletter to provide private sector with new information and progress on the project, as a means of maintaining their interest and support.

Interface with Management Training Institutions: Conduct follow-up meetings to clarify accreditation procedures with Institute of Management and Production (IMP), Jamaica Institute of Management (JIM) and the Administrative Staff College (ASC).

- (1) Copy of Mid-Term Evaluation Report including Scope of Work.
- (2) Appendix I - Status of Recommendations.

L. COMMENTS BY MISSION, AID/W OFFICE AND BORROWER/GRANTEE

Mission Comments

This interim evaluation is useful in that it identified areas of weakness in the implementation process which serve to alert the UWI to the necessity for corrective or expedient actions to achieve desired objectives. It also provided the basis for outlining and prioritizing the activities for Phase II. Although the Report did not highlight any specific lessons learned, the Mission has concluded the following based on the implementation experience:

Lessons Learned

In spite of the high level of accomplishments under the Project, up to the time of the evaluation and up to the time of the submission of this PES report, it is important to note that it is unlikely that organizational changes within an institution as the UWI which is regionally structured will occur without some degree of delay and reservations on the part of the traditional decision makers. Given this, the project needs flexibility in terms of options and creativity and initiative from the decision makers at the UWI as well as a dynamic system of operations between UWI and the business community. The fact is that though this Project is dedicated to the development/improvement of the DOMS program, it has been and will continue to be engaged in institutional development and change of the DOM's parent organization, the UWI. The attitudes, behavior, rules and regulations of the parent organization have dictated the rate and direction of change in the DOMS. The original Project design did not take institutional development, in the wider sense, into account and, consequently, did not provide for measures of institutional change which would impact on DOMS and the project. Introduction of concern for financial self-sufficiency and measurement of its achievement during Phase II will afford us a surrogate measure of institutional change, because to achieve it will require alteration of rules and regulations in UWI before DOMS is able to initiate actions to achieve it.

The Mission views the preparation by UWI of a financial self sufficiency plan as crucial to the long term viability of the DOMS. The Project Paper supplement initiating Phase II, therefore, contains language which makes this plan mandatory within the first six months of Phase II.

Note:

Appendix I reports on implementation actions which have been taken since the evaluation and which address several of the recommendations in the Evaluation Report.

MID TERM EVALUATION RECOMMENDATIONS

1. Staff Developmenta. Development of Existing Staff

Recommendation No. 1

If there is a Phase II, it should include opportunities for selected faculty members to go to the United States to complete Ph.D. training.

Status

The PP Supplement will finance long term training for four UWI staff members in U.S. institutions in several critical subject areas.

Recommendation No. 2

With guidance from PSU--and through IOB-- explore strategies for addressing the compensation issue. One option is to solicit financial support from the business community to top off salaries or endow chairs. This would not only address the issue of training, but recruitment, retention, and research. Another option is to promote contracted research and consulting. A third option is to provide for joint appointments

Status

DOMS is carefully exploring several options to increase staff salaries. Phase II will devote considerable effort to developing research and consulting capabilities of IOB and to developing stronger financial links with the business community.

b. Training Program for New Staff

Recommendation No. 3

DOMS should continually evaluate the gaps between faculty expertise and curriculum deficiencies. A concerted effort should be put into recruiting appropriate people--junior or senior staff--to fill the curricular gaps.

Status

This is an ongoing process which DOMS has incorporated into the curriculum review process. Trained junior staff fill curricular gaps due to shortage of senior level staff. During Phase II a total of eleven junior and senior staff will be trained in critical areas to fill resource gaps.

Recommendation No. 4

For the remainder of Phase I, the project staff, PSU resident advisor, and DOMS should work together to develop a strategy for fully and effectively assimilating the new staff in the Department. Special attention should be given to developing their teaching skills, and capacity and motivation for research.

Status

Done. New strategy allows new staff to teach, in addition to tutorials at the B.Sc. and to serve as teaching assistants in the EMBA program. Also, research projects now use team concept whereby junior and senior staff work together. Resident advisor works with each staff member to develop research projects. Junior staff are also involved in case writing.

c. Visiting Faculty Appointments

Recommendation No. 5

Make more systematic use of Fulbright Scholars, Harvard Business School Alumni, and local resources.

Status

DOMS currently has a Fulbright Scholar in residence specializing in economics and organizational theory and behavior. The scholar also assists with curriculum development for new semester system. DOMS works closely with Harvard Business School Alumni. For example, the alumni were instrumental in providing contacts within the business community for development of local cases.

d. Part-time Staff

Recommendation No. 6

The Project Manager should add the topic of part time staff to the agenda of a future committee meeting. If still viewed as appropriate, the qualifications and teaching performance of all individuals who are now teaching on a part-time basis in the Department should be accorded more attractive titles such as Associate Lecturer or Adjunct Lecturer. The appointments should be reported to the press and the changes should be reflected in all UWI literature (i.e., catalogues and brochures).

Status

Done. DOMS has agreed to do this during next school year.

9

e. Executives in Residence

Recommendation No. 7

The project staff should host other luncheons of this nature to recruit resource persons for the EMBA. They should also use this approach to enlist support for research activities, internships, and participation in the B.Sc. and Executive Management Development Programs. The importance of follow-up cannot be overemphasized. At a minimum, a letter should immediately be sent to the respondents expressing appreciation and indicating next steps. They should periodically be informed of the progress of the project to maintain their interest and commitment to it. A newsletter or letter is recommended for achieving this.

Status:

Done. About five luncheons have been held since the evaluation. Luncheon topics included behavioral sciences and business, managerial economics, marketing, accounting and business communication. Members of the private sector are active participants in the topics, along with PSU staff and DOMS staff. Business executives are often asked to serve as guest or co presenters at the luncheon or as curriculum validators for the courses. The private sector is canvassed through an "expression of interest form" which inquires on the level of involvement businesses would like to maintain with IOB.

Recommendation No. 8

The project staff should make contact with Alcan regarding the post they were previously willing to fill for the Executive in Residence. They should also canvass the business community occasionally for other firms willing to provide an Executive in Residence.

Status:

Done. Alcan is no longer interested in sponsoring an Executive in Residence. The concept has been modified to allow executives to participate over shorter time periods, e.g. resource person for the EMBA, case studies, and executive seminars. The original concept called for the executive to take a three month leave of absence to work with IOB.

2. PROGRAM DEVELOPMENT

a. B.Sc. Program

Recommendation No. 9

The workshop for review of the B.Sc. Program -- which was previously

Status:

The workshop designed to review the B.Sc. Management Studies program curriculum has been overtaken by events. First, the university is introducing a new semester system and, second, the new courses are required to address needs of business community. The current focus of DOMS is to restructure the program for the semester system, which will include reviewing the content and quality of courses.

b. Executive MBA Program

Recommendation No. 10

Consider making more spaces available for the second class, given the demand for the program. Filling the class to capacity will not only better meet the demand, but will make the program more cost effective.

Status:

DOMS plans to incrementally increase enrollment from 31 in 1990 to 40 in 1992. Class size is a concern of the university and is believed to adversely impact on quality.

Recommendation No. 11

Maintain the EMBA as a part-time program to allow participation of currently employed professionals. This will help prevent flooding the market with unemployed or underemployed MBA graduates

Status:

Done. Current plans are to maintain the EMBA as a part-time program.

Recommendation No. 12

To further ensure relevancy, we recommend that local cases be used as much as possible. These can either be the case studies that were developed in the Mona project or developed through the RDO/C project.

Status:

Done. Three new cases are planned for development at each of the annual seminars. Cases from this project and the RDO/C project are used in the seminars.

Recommendation No. 13

Priority should be given to visiting professors with experience in developing countries, preferably in the Caribbean. Efforts should be made to acclimate PSU visiting professors to the Jamaican business environment. They should be sent a briefing packet to give them an appreciation of local conditions. (This might include a JAMPRO video on business in Jamaica.) They should also plan to spend time on-island--immediately before the module begins--talking to DOMS staff and local businesspeople. The UWI team member is crucial in providing the Caribbean context and should be given corresponding roles.

Status:

Done. The program uses a mix of PSU faculty, UWI and private sector contributors. For the PSU staff, orientations are conducted in Philadelphia by UWI staff. Also, videos produced by JAMPRO and written material is sent to the "Jamaica Corner" at the PSU Library. Once PSU staff arrive on island, orientation is provided through DOMS staff and through the luncheon series (see recommendation no. 7).

Recommendation No. 14

A strategy should be developed whereby firms are invited to contribute to the program beyond sponsorship of students.

Status:

In process. Grace Kennedy established the Carlton Alexander chair in DOMS October 1989. Since then, an IOB Business Advisory Committee has been created to solicit sponsorships for endowed chairs, seminars, research and other activities.

c. Executive Management Development Program

Recommendation No. 15

Continue to involve DOMS staff in the design, delivery, and evaluation of the seminars until the seminars are managed completely by UWI, either through ICB or DOMS staff. This will provide opportunities to strengthen their personal relationships with the business community and develop their skills in seminar management, thus contributing to institution building and sustainability of the seminars. By the middle of a second phase, complete responsibility for the seminars should rest with DOMS staff.

Status:

Done. Two DOMS staff were trained as coordinators for the seminars. They now plan, design and organize the sessions. DOMS staff also prepare cases and serve as group facilitators during the

17

Recommendation No. 16

Select presenters who have outstanding reputations or who have some familiarity with the Caribbean business environment. At a minimum, brief the presenter about the economic conditions of the country. The presenter should have a general understanding of the experience of the audience and be prepared to draw on it. A participatory style should be encouraged and lectures should be limited.

Status:

Done. A mix of DOMS staff, PSU faculty, UWI lecturers and local business people contribute to the seminars as presenters/lecturers. On occasion, however, scheduled presenters are unable to attend. At this time, stand ins are selected who may not have had sufficient opportunity to prepare.

Recommendation No. 17

Continue to limit the seminars to one per year throughout the remainder of Phase I and II. Near the end of Phase II, assuming there is one, take another look at the quality and demand of other seminars offered in Jamaica, with a view toward meeting the demand, but not flooding the market. A low-risk option may be to conduct half-day seminars on campus on relevant topics not covered by other training institutions.

Status:

Done. Seminars are held annually in November and Phase II will offer one day seminars.

Recommendation No. 18

The charge for the seminars should be gradually increased until the full economic cost is charged to the participants. Consideration should be given to charging a slightly-higher-than-economic cost, to provide excess funds to be used toward subsidizing smaller firms. By the end of a second phase, the seminars should be self-supported.

Status:

Ongoing. 1990 fees increased 72 percent over 1989 first year fees. That figure will rise an average of 9 percent a year through 1993. Phase II will assist the DOMS and IOB develop realistic financial plans which focus on achieving self-sufficiency.

Recommendation No. 19

Re-evaluate the intent of the project with USAID. If it is determined that the project should reach out to small and medium-size businesses, consult with the Small Business Association

Status:

The primary focus of the project is institutional development of DOMS through the development of an attractive undergraduate program, graduate program and executive management programs. Primarily medium and large scale businesses have participated in the variety of programs offered by DOMS. Courses dealing with small businesses will be offered through summer courses and one-day seminars.

d. Certificate and Diploma Program

Recommendation No. 20

The PP called for the Certificate and Diploma programs in Management Studies to be upgraded and that the Certificate and B.Sc. as well as the Diploma and EMBA be rationalized. This has not yet been done. UWI should determine whether the Diploma program should continue in its present form or be harmonized with the new EMBA program. Also, UWI should discuss whether it should divest the Certificate programs to other specialized institutions such as JIM and IMP. Administrators from UWI, JIM, IMP and other training institutions should meet to resolve this issue.

Status:

DOMS has focused most of its energy on developing the EMBA program which filled an immediate gap. Integration of the new semester system will consume the next few months as programs are restructured. Phase II will provide the opportunity for discussion of the future of the Certificate and Diploma programs.

e. Research Program

Recommendation No. 21

Promote wider distribution of the cases that were developed through this project and the RDO/C project. Furthermore, faculty should be trained and encouraged to use these and other cases in teaching B.Sc. and EMBA courses.

Status:

The nine cases developed so far under both projects are going through a refining process now. They are tested through the EMDP seminars. Once the cases are accepted, they will be used in the B.Sc. and EMBA courses.

Recommendation No. 22

Encourage Faculty of Social Sciences (FSS) to write cases, develop instructional materials, and establish data bases with funds from the project or IOB. Other training institutions should be invited to participate.

Status:

Currently, cases are developed by DOMS (a department within FSS). A few cases were developed using the interdisciplinary approach (i.e. Administrative Staff College and the Finance and Account College of Training (FACT, Department of Government and others). Some of these institutions assist in developing teaching material. However, it is primarily the DOMS/IOB staff which is responsible for case writing. The next case writing workshop is scheduled for April, 1990.

Recommendation No. 23

Use the newly trained staff to share the teaching load. If they are not yet fully confident about lecturing, assign them to tutorials or marking to begin.

Status:

Done. Newly trained staff are already teaching, in addition to conducting tutorials. During Phase II, junior staff returning from U.S. training with Master's degree will receive an additional period of training at the U.S. institution in which they were trained to ensure that new faculty members receive practical guidance on curriculum development and teaching methodology.

Recommendation No. 24

IOB should place research on the top of its agenda and begin searching for contracts and funds to pay faculty for research and consultancies which would enhance the academic status of DOMS faculty.

Status:

Research and consultancies are high on the list of priorities for DOMS during the second phase. Currently, DOMS/IOB is working with private sector consultants to determine in which areas it would have a comparative advantage and how the private sector consultants may assist the IOB. Also, DOMS places considerable emphasis on building staff skills. Most recent DOMS actions include hiring a research officer and establishing initial client contact visits which are expected to lead to small research projects. One contact includes assisting Restaurants of Jamaica in developing staffing schedules and determining the relationship of employee rewards to improved customer service.

Recommendation No. 25

Attempt to increase the distribution of the journal of Caribbean Finance and Management so that by the end of the project (Phase III) it is self supportive.

Status:

Subscription rates for the journal are currently J\$40 (personal), J\$65 (institutional), US\$15 (personal) and US\$20 (institutional). The board plans to increase those rate in Fall, 1990 by approximately 25% each.

Recommendation No. 26

Arrange to have access to PSOJ's data bases for research. PSOJ is willing to provide IOB access and to consider cooperation on analysis.

Status:

IOB is in the process of developing its data base. Apparently, PSOJ is in a stage close to IOB's, which sees little advantage in working with PSOJ in this area.

Recommendation No. 27

Provide completed research projects to firms participating in the research.

Status:

Once the research projects are completed, they will be shared with the firms.

f. Internship Program

Recommendation No. 28

Design an internship program that includes a thorough admission procedure (i.e. application form, references, essay, etc.) academic credit, compensation and monitoring and evaluation system.

Status:

Done. The DOMS will implement an internship program for the B.Sc. students during Phase II of the project. The pilot program will begin Summer, 1990.

3. Institute of Business (IOB):

Recommendation No. 29

Advertise for the position of Director of IOB by the spring of 1990. Until the position is filled, the project manager should serve as interim director.

Status:

The job description and advertisement are awaiting UWI personnel committee clearance. Position should be advertised within next two months.

Recommendation No. 30

Establish a committee of FSS staff to develop options to attract faculty to participate in IOB's consultancy service.

Status:

IOB is building multidisciplinary teams to conduct research projects and provide consultancy services.

Recommendation No. 31

Form research or consultancy teams with a junior staff member and a senior staff member or a local consultant. This sort of pairing will make the team more credible and provide opportunities for the junior staff person to develop skills through association with more experienced individuals.

Status:

Done. All research/consultancy teams comprise junior and senior staff members.

Recommendation No. 32

Opportunities should be given to all staff of the FSS for research and consultancies. Funds should be made available for research in all areas of FSS.

Status:

Once research and consultancy projects are developed for IOB and DOMS staff, FSS will be included.

Recommendation No. 33

The private sector must regularly be informed of the potential services of IOB. The Vice Chancellor and Board of Directors should host a reception to inaugurate IOB, inviting members of the FSS, leaders in the business community, USAID and other international donor agencies. This should be followed by a quarterly newsletter with information about current research, staff introductions, acknowledgements of assistance given, requests for human and financial resources to further assist IOB and DOMS, and information about the EMBA and EMDP.

Status:

IOB launched on February 6, 1990 at Wyndham Hotel. Representatives from all sectors attended. Quarterly newsletter started prior to launching ceremony and contained relevant information.

4. Computer Facilities

Recommendation No. 34

Conduct short staff seminars (about one hour each) on use of individual software packages. The purpose of these will be to give staff an overview of the potential application of available software for their teaching, research and writing.

Status:

Done. This is an ongoing process. All departments within FSS participate in the computer training courses.

Recommendation No. 35

In addition to the full-time lab manager, hire part-time student lab assistants to troubleshoot problems and answer questions for users.

Status:

Done. Nine part-time student lab assistants have been scheduled since last summer.

Recommendation No. 36

Make the computer room available on occasional weekends and in evenings for EMBA and part-time students.

Status:

Done. Hours are 8:00 a.m. to 8:00 p.m. weekdays for full time students; and Saturdays 11:00 a.m. to 3 p.m. for part time students.

13-

Recommendation No. 37

Include as part of the curriculum review of each B.Sc. course, an analysis of how computers can be used in the course.

Status:

DOMS is considering the introduction of computer literacy in its degree program.

5. Library and Information Resources

Recommendation No. 38

Propose a change of policy to the University that will allow access of non-students to the library .

Status:

Existing university policy already allows full and part time students and readers (non-students) access to the main library; however, this is not very convenient for the part time students, therefore, the matter will be pursued with the UWI during Phase II.

Recommendation No. 39

Designate a reading room for management studies within the current library facility. This area could also house the collection of management studies resources and would be available to the general public. The private sector might provide funds for this.

Status:

In process. A section of the library has already been designated for Management Studies. In the absence of adequate library facilities, the DOMS students have established the Management Information Center for Students in the basement of the DOMS building.

6. Construction and Refurbishing

Recommendation No. 40

Give greater attention to procurement of audio-visual equipment. Overhead projector screens should be installed before commencement of the EMBA. All staff should be trained on use of AV as part of their lectures.

Status

Ongoing. All commodities purchased to date have been received and are operational.