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UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
AGENCY FOR INTERNATIONAL DEVELOPMENT
Washington, D. C. 20523

JAMAICA

PROJECT PAPER

U.W.I. MANAGEMENT EDUCATION
(AMENDMENT NUMBER 1)

AI
(C

PROJECT NUMBER: 532-0129

UNCLASSIFIED

PROJECT DATA SHEET

1. TRANSACTION CODE

A = Add
 C = Change
 D = Delete

Amendment Number

DOCUMENT CODE

3

2. COUNTRY/ENTITY

USAID/Jamaica

3. PROJECT NUMBER

532-0129

4. BUREAU/OFFICE

LAC

05

5. PROJECT TITLE (maximum 40 characters)

U.W.I. Management Education

6. PROJECT ASSISTANCE COMPLETION DATE (PACD)

MM DD YY
019 310 915

7. ESTIMATED DATE OF OBLIGATION
(Under "B" below, enter 1, 2, 3, or 4)

A. Initial FY 87 B. Quarter 4 C. Final FY 95

8. COSTS (\$000 OR EQUIVALENT \$1 =)

A. FUNDING SOURCE	FIRST FY 87			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total	364	286	650	2,779	1,671	4,450
(Grant)	(364)	(286)	(650)	(2,779)	(1,671)	(4,450)
(Loan)	(-0-)	(-0-)	(-0-)	(-0-)	(-0-)	(-0-)
Other U.S.						
1.						
2.						
Host Country	-0-	305	305	2,779	320	320
Other Donor(s)						
TOTALS	364	591	955	2,779	2,491	5,270

9. SCHEDULE OF AID FUNDING (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) EHRD	660	620		2,450	-	2,000	-0-	4,450	-
(2)									
(3)									
(4)									
-TOTALS				2,450	-	2,000	-0-	4,450	-

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)

11. SECONDARY PURPOSE CODE

12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)

A. Code

B. Amount

15. PROJECT PURPOSE (maximum 480 characters)

To strengthen the management education and training capacity of U.W.I.'s Department of Management Studies.

14. SCHEDULED EVALUATIONS

Interim MM YY MM YY Final MM YY
1 2 8 8 0 4 9 1 0 2 9 3

15. SOURCE/ORIGIN OF GOODS AND SERVICES

000 941 Local Other (Specify)

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a page PP Amendment)

This Project Amendment, which covers Phase II of the project, increases the LOP authorized amount by US\$2 million and extends the PACD.

The Mission Controller has reviewed and approves of the methods of implementation and financing as described in this Project Paper Supplement.

Robert A. Leonard, Controller

17. APPROVED BY

Signature

William R. Joslin

Title

William R. Joslin
Director, USAID/Jamaica

Date Signed

MM DD YY
01 22 90

18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION

MM DD YY

PROJECT AUTHORIZATION AMENDMENT

AMENDMENT NO. 1

Name of Country: Jamaica
Name of Project: University of the West Indies
Management Education
Project Number: 532-0129

1. Pursuant to Section 105 of the Foreign Assistance Act of 1961, as amended, the University of the West Indies Management Education Project was authorized on September 10, 1987. The Original Project Authorization authorized US\$2,450,000 in grant funds over a 3 year period from date of authorization. A total of US\$2,450,000 in grant funds was obligated. In order to increase the grant funds by US\$2,000,000 and to add a five year extension to the Project Assistance Completion Date, the original authorization is hereby amended in Section 1 as follows:

Pursuant to Section 105 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the University of the West Indies Management Education Project, involving planned life of project obligations of not to exceed Four Million Four Hundred and Fifty Thousand ("\$4,450,000) United States Dollars in Grant funds ("Grant"), subject to the availability of funds in accordance with the AID/OYB allotment process, to help in financing foreign exchange and local currency costs for the Project. The Planned life of the Project is 8 years from the date of initial obligation.

2. The authorization cited above remains in force except as hereby amended.



William R. Joslin
Director
USAID/Jamaica

Date:

Clearances:

OPPD:TTiff
OEHR:WCharleson
CONT:MGweshe
RLA:EDragon
DDIR:MZak

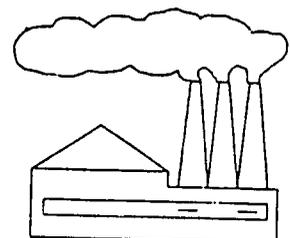
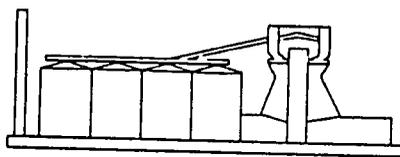
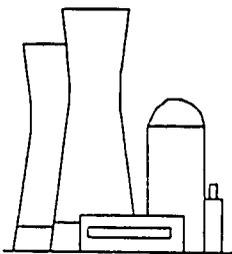
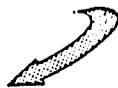
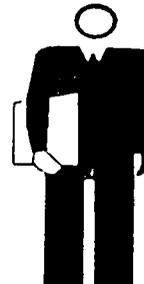
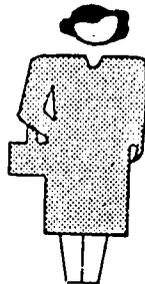
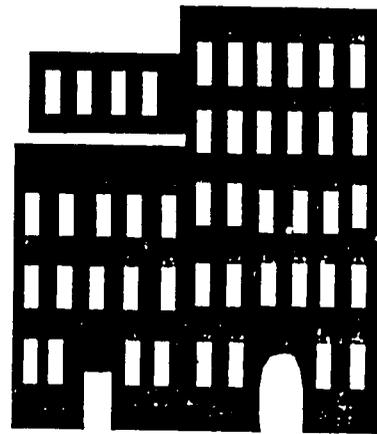
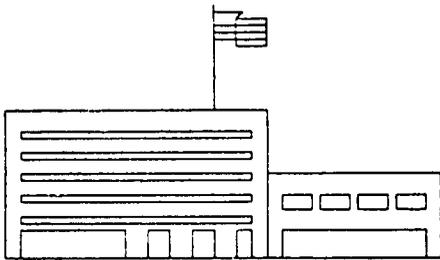
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MZ departed Jamaica -
TD: before being able to
review. She participated
in Executive Committee Review
9

UNIVERSITY OF THE WEST INDIES

Management Education Project

(532-0129)



UNIVERSITY OF THE WEST INDIES
MANAGEMENT EDUCATION PROJECT PAPER SUPPLEMENT

Table of Contents

	LIST OF ACRONYMS	i
I.	SUMMARY	1
II.	THE PROJECT	1
III.	PROJECT RATIONALE	2
IV.	PROJECT DESCRIPTION	2
V.	ACCOMPLISHMENTS OF PHASE I	11
VI.	EXPECTED PHASE II OUTPUTS	11
VII.	MODIFICATIONS TO COST ESTIMATE AND FINANCIAL PLAN	14
	--Illustrative Grant Budget	15
	--Summary Cost Estimates and Financial Plan	16
	--Projected Expenditures by FY	17
	--Methods of Implementation	18
VIII.	REVISED IMPLEMENTATION PLAN	19
IX.	EVALUATION PLAN	19
X.	CONDITIONS PRECEDENT AND COVENANTS	20
X.	ANALYSES	20

APPENDICES:

Appendix I	Mid-Term Evaluation Recommendations
Appendix II	Financial Sustainability of the DOMS
Appendix III	Budget Estimates for EMBA Program
Appendix IV	Gleaner Article on UWI
Appendix V	Implementation Plan
Appendix VI	Revised Logical Framework (not include)
<i>VII</i>	<i>IEE</i>

LIST OF ACRONYMS

DOMS	Department of Management Studies
EMBA	Executive Master of Business Administration
EMDP	Executive Management Development Program
EOPS	End of Project Status
FSS	Faculty of Social Sciences
IOB	Institute of Business
MIS	Management Information System
PACD	Project Assistance Completion Date
PIOJ	Planning Institute of Jamaica
PPS	Project Paper Supplement
PSU	Pennsylvania State University
UWI	University of the West Indies

I. SUMMARY

The purpose of this Project Paper Supplement is to begin Phase II of the University of the West Indies (UWI) Management Education Project. This project was conceived as a 10 year project to be implemented in three phases. Phase I had several significant accomplishments, most notably the creation of new institutional structures to allow the University to create fee-based programs. Phase II will advance the program by helping to make operational the new structures and programs created under Phase I. The Phase I Mid-Term Evaluation, completed in October, 1989, concluded that the project is generally on target and proceeding apace. Although the project is lagging in several areas, the Evaluation noted that the progress of the project was impressive given the sluggish start-up and delays caused by Hurricane Gilbert in September 1988. (The status of the Evaluation recommendations is included in Appendix I.) The introduction of the semester system University-wide during this calendar year has also contributed to slower-than-expected implementation.

Phase III of the project is expected to capitalize on the foundation provided by the first two phases by increasing the financial viability of the Department of Management Studies. Phase III may begin prior to completion of Phase II.

USAID/Jamaica recommends an increase in the project authorization of US\$2,000,000 in grant funds and a five year project extension to complete Phase II of the project. Although major components of Phase II will be completed by the end of the third year, a five year extension is required to allow for completion of Ph.D. training by UWI faculty. The new life of project funding will total US\$4,450,000 and the new PACD will be September 30, 1995, eight years from initial obligation.

II. THE PROJECT

The UWI Management Education Project was authorized on September 10, 1987 and provided US\$2,450,000 in development assistance grant funds for technical assistance, training, computer hardware and software, library materials and some modest refurbishing and construction of physical facilities at the Mona Campus. Phase I consisted of four components:

- (a) staff development, which entailed upgrading the capabilities of the Department of Management Studies (DOMS) staff to deliver management education programs which address the needs of the Jamaican business community;

- (b) program development, which established new and improved courses at the B.Sc. level, the introduction of a new Executive MBA program and a new Executive Development Program;
- (c) the introduction of new organizational structures including new units in the DOMS (MIS & Accounting, Business Economics, Marketing, General Management & Human Resources, Operations and Management, and Business Law) and the establishment of an Institute of Business (IOB); and
- (d) construction of a new building to house the DOMS.

III. PROJECT RATIONALE

The rationale for the project remains valid--there is a dearth of trained managers in Jamaica and UWI offers the best opportunity for developing and strengthening management training programs. Quantitatively, this shortage of managers is highlighted by the recent estimates of the Planning Institute of Jamaica that 2,000 to 3,000 trained managers will be needed annually over at least the next five years. With increased emphasis on private sector-led growth and efficient use of public sector resources, the need for trained managerial personnel becomes even more critical. UWI has been contributing to the solution of the problem by offering management programs at the certificate, bachelors and diploma (post graduate) levels. This effort was enhanced by the introduction--during Phase I--of the Executive MBA degree.

IV. PROJECT DESCRIPTION

The Project goal for the supplement remains: to overcome the shortage of trained managers at the mid and upper management levels of both public and private sector business institutions in Jamaica.

The overall purpose also has not changed -- to strengthen the management education and training capability of the University of the West Indies' DOMS.

The primary focus of the project is institutional development of the UWI DOMS through the development of relevant undergraduate, graduate and executive management programs. After three years of implementation, the project is on target except for some delays in the schedule for upgrading of the B.Sc. program. Many of the delays are linked to the project's institutional strengthening focus -- it takes time to change attitudes in a tradition-bound institution. It is expected that all activities under Phase I will be completed by September 30, 1990. Phase II will continue progress made under Phase I and provide a foundation for Phase III. Phase III

will see the DOMS as a fully functioning department with the return of all Masters and Ph.D. trained faculty contributing to program development. The Institute of Business is expected to be fully operational during Phase II and generating sufficient resources to cover recurrent costs of the Institute and the programs under the DOMS. Therefore, USAID assistance under Phase III is expected to be gradually reduced.

The conceptual framework for this supplement is based on the premise that financial self-sufficiency is a long term goal of the DOMS. With that in mind, Phase II will require the development of a long term strategy for achieving financial self-sufficiency by the DOMS. This strategy will be required within the first six months of Phase II. USAID consideration of continued assistance under a Phase III will follow an evaluation of UWI's progress in implementing its plan, as well as reviews of overall implementation progress. Key to USAID's consideration of Phase III will be implementation of the strategy and movement toward financial sustainability of the offerings and programs under the DOMS. UWI's preliminary thoughts on the issue of self sufficiency are addressed in Appendix II. UWI will use this initial document as the basis for development of the long term strategy.

Phase II will include three of the four categories of Phase I: (1) staff development; (2) introduction of new organizational structures; and (3) program development. The fourth category of Phase I--construction--will not be a part of Phase II since all construction activities are now complete. A common thread woven throughout the project is the relevance of DOMS' activities to the needs of the private sector. At every juncture, project activities will be reviewed by USAID and UWI to ensure a more demand-driven approach to management studies. Phase II will involve a five year extension of the PACD. All project activities except training are expected to be completed within the first three years of the project. The final two years are for completion of Ph.D. training for UWI faculty.

1. Staff Development

Achievement of project objectives is dependent upon a strong, motivated and competent staff at the DOMS. The first phase of the project identified the problem of an inadequate number of lecturers in several critical subject areas. Nine new staff members will have been trained at the Master's level by the end of Phase I. At the time of writing of this PPS, six of the nine have already returned to the University and are contributing significantly to improving the delivery of the B.Sc. program. The other three staff members will return by June, 1990. Although training of these staff has helped relieve some of the pressure on the University, the problem of an inadequate number of senior level staff at the professorial or Ph.D. level persists. Ph.D. graduates will strengthen the academic image of the DOMS faculty and will provide staff with a potential to undertake consultancy and research projects both for the academic development of the DOMS and for the Institute of Business (IOB).

(The purpose and function of the IOB is explained in Section IV.2 under Introduction of New Organizational Structures). This caliber of staff will also serve as the permanent lecturers for the EMBA program. During Phase II, four staff members will be trained at the Ph.D. level within the following disciplines:

- o Marketing
- o Organizational Behavior/Human Resource Development
- o International Business
- o Business Economics and Finance
- o Management Information Systems
- o Production

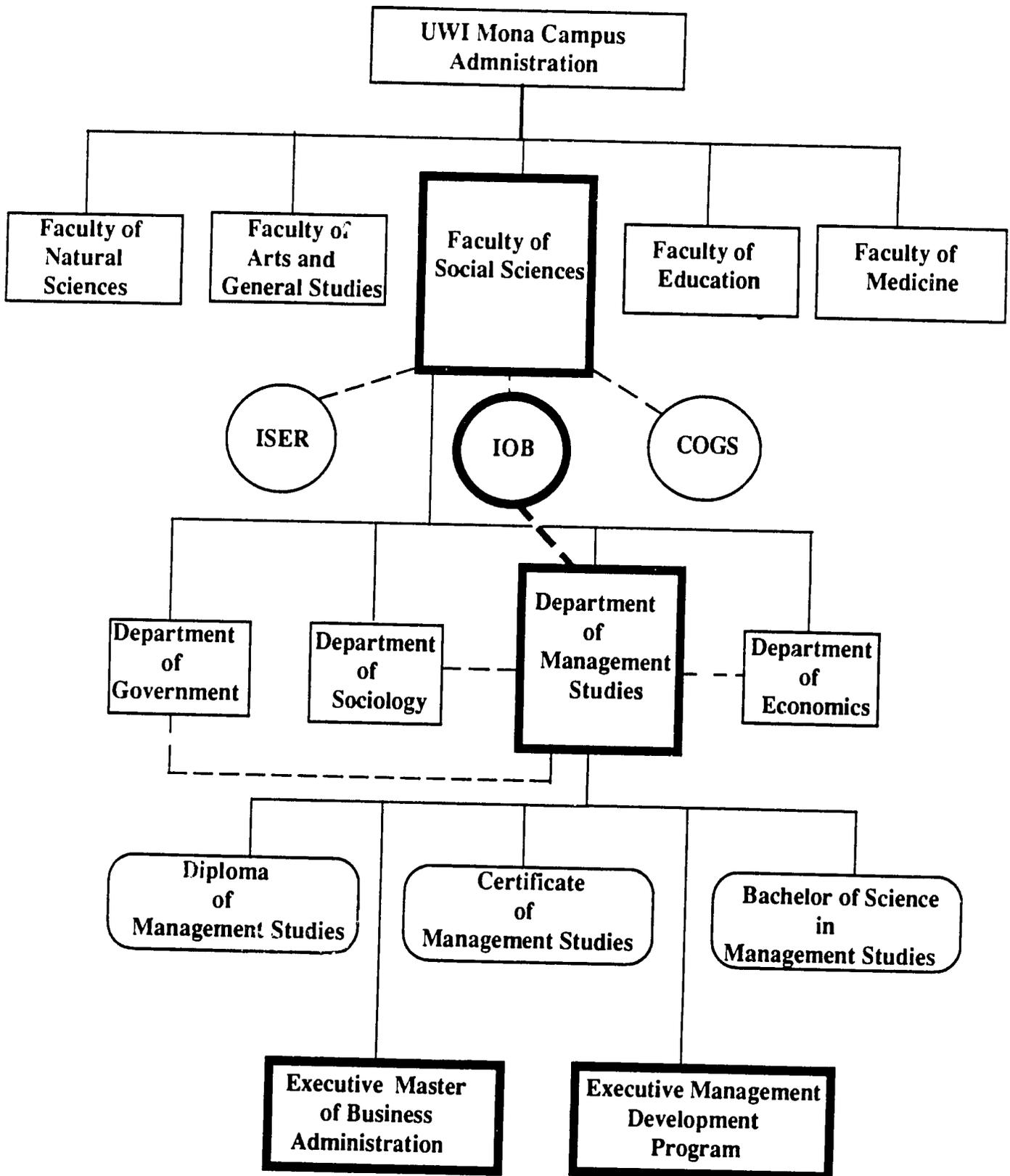
The acquisition of an adequate number of staff at this level is necessary for development and servicing of graduate and post graduate training and research programs in management. Although only 16 percent of the DOMS staff is comprised of women, over 50 percent of the students in the Masters and B.Sc. programs are women, and this percentage is expected to rise. Phase II will provide resources for long term training abroad of DOMS staff at the Masters and Ph.D. levels and for short courses and consultation visits. Trainees will be bonded and expected to remain at UWI according to the University's regulations. The project manager will continue to monitor the participation of women in the programs to ensure equitable representation. This component of the project will target existing and new staff at UWI and will finance the costs of training and technical assistance for the following:

- (a) Ph.D. Level - Existing staff members will be selected for Ph.D. level training in U.S. institutions. Dissertations are expected to be on subjects relevant to Jamaica. UWI will make special arrangements for the Ph.D. candidates to receive leave that is in proportion to their salary while they are away.
- (b) Masters Level - Selected recent graduates of the UWI B.Sc. program will be enrolled in Master of Science programs either in U.S. universities or at one of the UWI's regional campuses. Of particular interest to the University is the M.Sc. in Management Studies. The University considers this degree to be more advantageous than the MBA for graduates who wish to make teaching a career. Other speciality areas for University staff include managerial accounting and international business. Student theses are expected to be on subjects relevant to Jamaica.
- (c) Visiting Faculty Appointments - Faculty from American universities and institutions will continue to teach in the EMBA program and to work with UWI counterparts to help increase the skills of faculty members. By the end of Phase II, UWI faculty are expected to be the main presenters/lecturers of the EMBA program.

- (d) Part-time Staff - A considerable portion of the DOMS staff are part-time. Although the actual numbers of part-timers will decrease gradually during Phase II due to an increased number of full-time staff, it is nevertheless recognized that part-time staff will always contribute to the delivery of DOMS programs. The EMBA program, in particular, makes use of senior and experienced members of the business community as resources for the various modules of the program. This will continue as it has proven to be cost effective and a valuable aspect of the EMBA program.

- (e) Short-term Training - Various short term training opportunities, consultation visits, conferences and professional development courses will be provided to staff in the DOMS and other departments in the FSS.

University of the West Indies
Mona Campus
Organizational Chart



ISER: Institute of Social and Economic Research
IOB: Institute of Business
COGS: Consortium of Graduate Schools

2. Introduction of New Organizational Structures

During design of the initial project, development of new organizational structures was viewed as key to providing a solid, integrated management studies program. These new structures were required to allow a number of different constituencies--the private sector, students, and individuals--to participate in the process of educational programming and for those who wish to participate in the range of business and related courses designed to enhance their personal and professional development. The foundation for this new approach to management education has been laid by the creation of the IOB. The purpose of the IOB is to provide a mechanism which allows the participation of diverse constituencies and which provides flexibility in experimenting with new programs, new research funding formats, new program delivery mechanisms and different faculty compensation bases.

The organizational structure above identifies the relationship between the new structures and the University. The FSS is one of several faculties within the University. Within the FSS, there are several departments--the DOMS being one of them. DOMS offers courses at the B.Sc. level and two executive programs. The IOB was created as an independent unit of the FSS in an effort to bring additional support to the FSS and, particularly, to the DOMS. The IOB will not offer courses; it will provide linkages between the private sector and the DOMS. Under this component, USAID will finance the costs of short term technical assistance to the DOMS in the following areas:

- a. Institute of Business (IOB): Officially launched on February 6, 1990, the goal of the IOB is to provide more effective management education programs and services to the business sector and to assist the DOMS achieve financial self-sufficiency. IOB enjoys an institute status within the University. This means that it has autonomy outside of the UWI regulations to set fees, control revenue and expenditure and to operate independently. Although it is a unit within the FSS, the IOB maintains a separate board of directors with standing committees and is allowed to retain income generated from activities. Operating policies related to programs, accountability, staffing, compensation and finance have been established. The focus of Phase II will be to make the IOB a fully operational and functioning unit. The IOB's main function will be to promote business consultancy services and research projects, and, most importantly, to attract financial and professional support from the local business community. Phase II will finance some of the technical assistance and administrative costs of the IOB. UWI has decided to combine the positions of the IOB Director and Project Manager to reduce costs. UWI contributes to the IOB by covering the costs of the administrative assistant and allowances and insurances of the IOB Director/Project Manager, in addition to University overhead and staff

salaries. How the University plans to cover recurrent costs following completion of the project will be addressed in the financial self sufficiency plan to be prepared during the first six months of Phase II. As a long range goal, UWI expects that the IOB and DOMS will lead to the development of a School of Business within the Faculty of Social Sciences.

- b. Executive Master of Business Administration (EMBA): By the end of the first year of Phase II, one cohort of the EMBA program will graduate. Continued development of the EMBA will focus on: (1) increasing the number of presenters from the business community and ensuring that the program is relevant to the needs of the private sector; and (2) moving the EMBA to financial self sufficiency, for example by increasing fees, reducing the foreign component of faculty lecturing and other income generating and cost savings measures. By the end of Phase II, there will be 75 graduates and a total cumulative enrollment of 173 students in the EMBA program. (See Appendix III for Budget Estimates for EMBA Program.) To date, over 45 percent of EMBA students are women. Phase II will monitor women's participation in the program to ensure that the numbers do not decline. USAID will finance the costs of faculty training and short term technical assistance, case study development and commodities.
- c. Executive Management Development Program (EMDP): The EMDP began during Phase I and will continue in Phase II to serve the business community by increasing management skills in the private sector through a series of short, highly specialized seminars. The EMDP will be implemented by UWI and other qualified faculty. Financial self-sufficiency will also be the underlying theme of this activity. USAID will finance the costs of developing course material. However, USAID expects this activity to become self financing by the end of Phase II. Since the beginning of the seminars, women's participation increased from 13 percent to 27 percent. Phase II will encourage greater participation by women in this senior management program through recruitment and advertising. During Phase II the EMDP program will offer:
- (i) seminars - one day and three days seminars will be conducted in a variety of specialized fields, i.e. personnel management, market research, production, and assessing operations cost. Roughly 240 participants are expected to attend these short, highly focussed seminars. The private sector will pay the fees for each participant; and

- (ii) summer courses - three short summer courses will be offered to provide graduate level, high intensity training for credit. These courses offer the DOMS the opportunity to generate income during the summer months and to serve the needs of the private sector. Ninety participants are expected to attend the summer courses.

3. Program Development

Improving the offerings of programs in the DOMS has been one of several emphases of this project. By working directly with the private sector through committees, luncheons, and other venues, the DOMS will be able to develop programs that meet the needs of the business community and, thus, become self-financing. During Phase I, this link to the private sector was not firmly established. Recognizing the need for continued private sector involvement, the IOB recently created the Business Advisory Committee, comprised of prominent members of the business community, to help promote private sector support for management studies. Although largely independent, the University is still a regional institution which requires approval of all three campuses for initiation of new programs. The following programs were supported under Phase I and will be continued under Phase II. Under this component, USAID will finance short term technical assistance, commodities, publications and training.

- a. The B.Sc. program lays the foundation for a solid education in management studies. Phase I increased the number of staff members lecturing in required courses and allowed for development of new courses. Last year, UWI announced the introduction of the semester system which requires restructuring and updating of the curriculum. DOMS has begun this process, but far more restructuring is required before the new system is fully operational (see Daily Gleaner article, April 9, Appendix IV). Phase II will provide the resources for restructuring the B.Sc. program in Management Studies along the lines of six semesters and 90 credit hours with required core courses and areas of concentration, e.g., Human Resource Management, Management Information Systems, and Marketing Management. The B.Sc. program will also benefit, as it did in Phase I, from the development of instructional materials and case studies, and from the intensified research activities of the Institute of Business. USAID resources will finance the costs of technical assistance, training and some commodities.

- b. Business Research/Consultancy: The IOB will develop a program to establish business research and consultancy services and continue the development of case studies under Phase II. This particular activity is the link in providing fee-based services between the University and the market place. A multidisciplinary approach will be used by eliciting the support of other departments within the FSS. USAID will finance the costs of developing research projects, but expects to gradually phase out support as the projects become financially viable.
- c. Publications: Under Phase I, the IOB developed several fee-based publications as outreach to the business community. The Caribbean Finance and Management journal currently reaches 250 members of the business community after 2 issues. The focus of Phase II will be to increase distribution of the journal, charge appropriate subscription rates to encourage self financing, and increase the contribution of FSS faculty members to the publication. The IOB also developed a newsletter "Management Network" which provides information on project activities and links with the business community.
- d. Internship Program: During Phase II, the Internship for Management Studies will be developed to establish links between the DOMS and the business community to ensure relevancy of the program to the needs of the private sector. The private sector will pay the costs of this program while students obtain practical work experience in a business environment.
- e. Computer Facilities: A computer laboratory was established in Phase I. Twenty computers are now operational, and eight remain to be procured. Computers are now an integral part of the many B.Sc. courses, the EMBA and the B.Sc. in Accounting. Now catering to about 350 undergraduate students and 50 graduate students, the facilities are still inadequate for the demand by research students. Phase II will upgrade the computer hardware and provide additional software for the laboratory.
- f. Library and Information Resources: Phase I financed the purchase of new titles for the main UWI library and books for the computer laboratory and Student's Management Information Center. These acquisitions have increased the availability of books and journals to students participating in the Certificate, Diploma, B.Sc. and EMBA programs. However, the number of books and journals is still inadequate and the number of students in the programs is rising. Phase II will continue the acquisition of books, periodicals, journals and other materials essential to a management studies program. Also, there will be an emphasis on acquiring training videos and other audio visual material to enhance the delivery of the program.

V. ACCOMPLISHMENTS OF PHASE I (1987-1990)

In addition to the accomplishments integrated into the Project Description of this PP Supplement and quantified in Figure 1, the project has demonstrated accomplishments in the following important areas:

- (i) Creation of the Institute of Business. The IOB's major accomplishments include establishing the EMBA and EMDP. Both programs provided DOMS staff the opportunity to work closely with executives and managers of businesses who served as facilitators for case studies, participants in the executive seminars and members of the Business Advisory Committee. During Phase II, the IOB will forge closer links with the business community through research and consultancy projects and financial support.
- (ii) Financial self sufficiency. By increasing fees and charging for research and consultancy services, the IOB is making headway in focussing on generating income to improve teaching skills, salaries, materials and other areas.
- (iii) Needs Assessment. In an effort to assist other management training institutions, UWI conducted an assessment which was completed in January, 1990. The UWI has not yet responded to the findings of the study, but it is expected that UWI will continue its efforts with the other management training institutions, especially in the area of accreditation of courses offered by them.
- (iv) Publication of the Caribbean Finance and Management journal. This publication allowed DOMS staff and FSS staff the opportunity to publish articles and inform others of research activities.

VI. EXPECTED PHASE II OUTPUTS

Figure 1 indicates the rate of progress of Phase I activities to date and End of Project Status (EOPS) for Phase II. It is expected that all Phase I activities will be complete before beginning of Phase II. The following are expected outputs of Phase II.

1. Staff Development

- a. 4 members of the existing DOMS will complete courses at the Ph.D. level thereby upgrading their teaching and research skills. Dissertations should be on subjects relevant to Jamaica. UWI will bond students to teach according to the university's regulations.

- b. 7 new members will be trained at the Master's level in management areas thereby acquiring prerequisite skills to teach in the B.Sc. program.

2. **New Organizational Structures**

- a. IOB - fully operational with a board of management, director and core professional and administrative staff and portfolio.

3. **Program Development**

- a. Restructured B.Sc. program developed for new semester system and designed for 6 semesters for 90 credits.
- b. 173 students enrolled in EMBA program and 75 graduates.
- c. Executive Management Development Program - 9 seminars for 240 participants and 3 management development summer courses for 90 participants.
- d. Internship program - 50 students in B.Sc. program obtain work-study experience in 10 participating business firms.
- e. Research/Development - 9 case studies developed for use in EMDP, B.Sc. and EMBA programs; 3 research projects conducted; 6 research articles produced.
- f. Computer facilities - upgrading of hardware and software.
- g. Library and Audio Visual Aides - procurement of textbooks, journals and periodicals in business management and audio visual teaching materials.

FIGURE 1: Status of Major Quantifiable Outputs

Element	Phase I EOPS	Phase I Actuals March, 90	Percentage Completed March, 90	Phase II EOPS	Expected Cum. Total
1. Staff Development					
New Staff (M.A.)	9	6	66%	7	16
Existing Staff (Ph.D.) (Short Term)	0 10	0 5	 50%	4 22	4 32
2. Program Development					
B.Sc. New Courses	11	1	10%	4	15
B.Sc. Upgraded	15	7	47%	9	24
EMBA New Modules	15	15	100%	0	15
EMDP Seminars	6	3	50%	11	17
Internship (students) (firms)				50 10	50 10
3. Research Program					
New Cases	6	9	150%	9	18
Research Projects	6	0	0%	3	9
Research Articles				6	6
4. Computer Facilities					
PCs	28	20	71%	0	28
Upgraded Software	30%	20%	20%	100%	100%
5. Library			50%*	50%	100%
6. Construction			100%	0%	100%
7. Financial Self Sufficiency				30%	30%

*all library orders for Phase I have been placed; awaiting actual shipment of materials.

VII. MODIFICATIONS TO COST ESTIMATE AND FINANCIAL PLAN

The revised USAID cost estimate of the Project, with the addition of US\$2,000,000 in grant funds, is US\$4,450,000 and the new life of project, with the five year extension, is 8 years from initial obligation. A revised cost estimate and financial plan is below. Within the original Project Agreement, the University of the West Indies' contribution was US\$820,000, or 25 percent of project costs. UWI's contribution to Phase II totals 27 percent of the supplement costs, or US\$754,000.

The following tables describe funding levels and activities under the Project Paper Supplement.

UWI MANAGEMENT EDUCATION PROJECT PAPER SUPPLEMENT

TABLE 1: ILLUSTRATIVE GRANT BUDGET
(US\$000)

Budget Element	Present Budget	PFS Budget	Revised Total Budget
El.1 Technical Assistance Overseas (Short Term) TA	232	561	793
Local (Long Term) TA	665	0*	665
El.2 Administrative Support	81	245	326
El.3 Computers	250	50	300
El.4 Staff Development	378	662	1040
El.5 Program Development	330	317	647
El.6 Commodities	103	44	147
El.7 Construction	235	0	235
El.8 Executive Development	41	29	70
El.9 Contingency	99	42	141
El.10 Evaluation/Audit	36	50	86
Totals	2450	2000	4450

*This element has been redefined. Long term local staff is now included under Administrative Support beginning in Phase II.

15

UWI MANAGEMENT EDUCATION PROJECT PAPER SUPPLEMENT

TABLE 2: SUMMARY COST ESTIMATES AND FINANCIAL PLAN
(US\$000)

	Foreign Exchange	USAID Local Currency	TOTAL USAID Contribution	UWI Local Currency	TOTAL PPS
E1.1 Technical Assistance Overseas TA	561		561		561
E1.2 Administrative Support		245	245	520	765
E1.3 Computers		50	50		50
E1.4 Staff Development	662		662	234	896
E1.5 Program Development	110	207	317		317
E1.6 Commodities		44	44		44
E1.7 Construction			0		
E1.8 Executive Development		29	29		29
E1.9 Contingency	30	12	42		42
E1.10 Evaluation/Audit	50		50		50
Totals	1413	587	2000	754	2754

- 16 -

LWI MANAGEMENT EDUCATION PROJECT PAPER SUPPLEMENT

TABLE 3: PROJECTED EXPENDITURES BY FISCAL YEAR
(US\$000)

	FY 1991	FY 1992	FY 1993	FY 1994	FY 1995	Totals
E1.1 Technical Assistance						
Overseas						
-- TA for EMBA	211	132	98			441
-- Other Short Term TA	48	72	0			120
Subtotal	259	204	98			561
E1.2 Administrative Support						
--IOB Director/Project Manager	36	40	44			120
--IOB Research Officer	22	24	26			72
--Senior Secretary	6	7	8			21
--IOB Secretary	5	5	7			17
--Office Expenses	4	6	5			15
Subtotal	73	82	90			245
E1.3 Computers						
--Upgrading hardware/software	20	30				50
E1.4 Staff Development						
--4 Ph.D.s	50	108	108	102	20	388
--Short Term Training	30	39	0			69
--7 M.A.s	80	75	50			205
Subtotal	160	222	158	102	20	662
E1.5 Program Development						
--Library	30	80	0			110
--Research/Cases/Teaching Materials	15	60	0			75
--Curriculum Dev./Semester System	35	60	10			105
--Support for CMF Journal	6	4	3			13
--IOB Newsletter	4	5	5			14
Subtotal	90	209	18			317
E1.6 Commodities						
--Audio visual equipment/ teaching material	8	27	9			44
E1.7 Construction						
	0	0	0			0
E1.8 Executive Development						
--Executive Seminars	2.5	2.5	2			7
--Development of ENDP Summer Seminar	7.5	4.5	3.5			15.5
--New Modules for Summer Program	0	3	3.5			6.5
Subtotal	10	10	9			29
E1.9 Evaluation/Audit						
		32	20			52
E1.10 Contingency						
			40			40
Totals	620	816	442	102	20	2000

PROJECT PAPER SUPPLEMENT

TABLE 4: METHODS OF IMPLEMENTATION AND FINANCING
(US\$000)

ELEMENTS	IMPLEMENTATION	FINANCING	APPROXIMATE AMOUNT (US\$000)
1. TECHNICAL ASSISTANCE Short-term	HCC	Adv/Reimb.	561
2. ADMINISTRATIVE SUPPORT	"	"	245
3. COMPUTER HARDWARE/ SOFTWARE	"	"	50
4. STAFF DEVELOPMENT	"	"	662
5. PROGRAM DEVELOPMENT	"	"	317
6. COMMODITIES	"	"	44
7. CONSTRUCTION	n/a	n/a	n/a
8. EXECUTIVE DEVELOPMENT	"	"	29
9. CONTINGENCY	HCC	Adv/Reimb.	42
10. EVALUATION/AUDIT	AID Direct	Direct Paymt.	50
TOTAL			2000

The Methods of Implementation and Financing for the UWI Management Education Project Paper Supplement shown in Table 4 are in accordance with AID's preferred methods.

Financial accounting, reporting and contracting capabilities were reviewed by a local chartered accounting firm under the Hurricane Reconstruction Project and were found to be adequate. Therefore, no financial review of UWI is considered necessary at this point. However, audit funds have been set aside under this project paper supplement to cover any reviews that may be needed during the life of the project.

VIII. REVISED IMPLEMENTATION PLAN

A. Overview

The US\$2,000,000 Project Paper Supplement for the UWI Management Education Project will be obligated by a bilateral Project Agreement between USAID and the Government of Jamaica. The Project will be incrementally funded and annual obligations will be based on estimates of expenditures for the fiscal year. An initial US\$300,000 will be obligated in FY 1990 in the Project Agreement Amendment, and the remaining funds will be obligated through amendments to the Project Agreement, subject to the availability of funds. The University of the West Indies IOB or DOMS are the implementing agencies for the Project. The Project Implementation Plan is attached as Appendix V.

B. Procurement Procedures

Under the Project, all technical assistance and commodities are expected to be either local or U.S. source/origin. Commodity procurement will include computer hardware and software, audio visual and teaching equipment, library acquisitions and other miscellaneous supplies and equipment. It is anticipated that all procurement--both technical assistance and commodities--will be accomplished through host country contracts. Short term technical assistance will be sought from U.S. sources and arranged through host country contracting. UWI is currently reviewing its contract with Pennsylvania State University (PSU) to determine if this is the most advantageous method for procuring off-shore short term technical assistance. Should UWI change its off shore technical assistance contract or commodity procurement arrangements, every effort will be made to identify qualifying Gray Amendment firms..

IX. EVALUATION PLAN

Two evaluations are currently planned for the project. The first evaluation will be a limited one that will take place after UWI completes its financial self-sufficiency strategy within the first six months of Phase II. The evaluation, therefore, is expected April, 1991. The evaluation will examine the comprehensiveness of the strategy, its relation to UWI, and legal, procedural and manpower requirements for implementing the plan. The evaluation will be expected to provide conclusions and recommendations for implementation and the possible need for altering project inputs. It is expected that the project will finance short term technical assistance for the evaluation.

The second evaluation is scheduled for February 1993. This evaluation will examine the extent to which the project purpose has been achieved to include analyses of both inputs and outputs, their costs and impact on project achievements. This evaluation will take into account Phase I and its evaluation as well as Phase II. Particular attention will be given to assessing the extent to which financial self sufficiency targets are being met. This evaluation

will serve as the basis for determining if there will be a Phase III and what the Project should provide in that phase.

X. CONDITIONS PRECEDENT AND COVENANTS

A. Conditions Precedent: None

B. Covenants: None

XI. ANALYSES

The Economic, Social, Technical, Financial and Environmental Analyses remain valid for the Project Paper Supplement.

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 the new semester system. DOMS works closely with local 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.

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 scheduled for November 1988 -- should be held by November 1989.

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 business people. 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 IOB 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 seminars.

-6-

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 on ways to attract this population. For any follow on phase of the project, consider holding separate seminars with topics that are particularly relevant to other than large businesses.

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.

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.

APPENDIX II

FINANCIAL SUSTAINABILITY OF THE DOMS

BACKGROUND

The UWI/USAID Management Education Project is seeking to enable the Department of Management Studies (DOMS) to deliver programmes which are self-sustaining financially.

In order to address this objective comprehensively it is useful to note that programmes in the Department fall under two major categories:-

1. Programmes funded by contributing territories through the University Grants Committee (Mona) and the University Central Grants Committee (CGC). These could be termed UGC funded programmes for ease of reference;
2. Programmes funded from non-UGC sources such as donor agencies.

UGC FUNDED PROGRAMMES

The UGC funded programmes of the Department of Management Studies are:-

- (i) B.Sc. (Management Studies, Accounting);
- (ii) Diploma in Management Studies;
- (iii) Certificate in Management Studies;
- (iv) M.Sc. Accounting.

Decisions related to critical determinants such as fee levels, number of students for different programmes and financing of staff salaries which affect plans and actions for financial sustainability are the responsibility of the Finance and General Purposes Committee (F&GPC), UGC (Mona) and CGC. Decisions of this nature usually require timely discussion and actions within the timeframe of the University schedule of meetings for these committees.

NON-UGC FUNDED PROGRAMMES

The Department of Management Studies programmes which currently fall into this category are:-

- a) Executive MBA;
- b) Executive Development Seminars/courses.

The assumption for programmes of this type is that their expenses will be met from income flows from external sources including dono agencies, business sector and participants' fees. Although the academic aspects of these programmes which require UWI certification have to be approved by the University Academic Committee (UAC) and the financial aspects by the F&GPC, there is relatively greater autonomy and flexibility in making decisions about fee levels and class size.

APPROACH TO FINANCIAL SUSTAINABILITY FOR PHASE 2

In addressing the objective of financial sustainability for Phase 2 the following approach was utilized:-

1. The Executive MBA and Executive Development Seminars which are non-UCC funded programmes are treated as profit centres and critical determinants such as fee levels and class size are set and projected so that during Phase 2 each programme will be self-sustaining.

Appendix I shows these projections for the EMBA which envisage:-

- (i) A deficit of US\$88,606 in Year 1 of Phase 2;
- (ii) A surplus of US\$11,189 and US\$56,354 in Years 2 and 3 of Phase 2 respectively.

Executive seminars are planned to be financially self-sustaining from Year 1 of Phase 2 with a significantly reduced level of USAID funding over that provided in Phase I. For instance the level of USAID funding in Phase I for the annual three-day seminar was of the order of US\$20,000 in 1989 whereas the projected input

from USAID for each of these seminars in Phase 2 is of the order of US\$2,500. See Appendix II.

2. Other critical activities of the Institute of Business such as Business Research and Consultancy and the Internship programme are all treated as profit centres. Each will be conducted to generate a surplus without USAID funding.
3. The UGC funded programmes such as the B.Sc. programmes will need more time for decisions to be made by F&GPC, UGC (Mona) and the CGC which will lead to plans and actions for:-
 - i) making them profit centres;
 - ii) making the DOMS as a whole financially self-sustaining.
4. During the remainder of Phase I work will start on generating the data and guidelines which will be used as bases for making a comprehensive set of recommendations to F&GPC, UGC (Mona) and CGC for making the DOMS financially self-sustaining.

Some of the issues to be considered will include:-

- a) control and autonomy of the DOMS and IOB with respect, to income generated by "profit centres" type activities such as the EMBA and research and consultancy services;
- b) procedures and policies for hiring and paying staff working in areas such as research and consultancy services;
- c) overhead charges for determining the cost of consultancy contracts to clients which will make them competitive as well as profitable;
- d) guidelines for the use of surplus accruing from income generating activities;
- e) the relative costs and benefits of each area of activity of the DOMS.

It should be noted that considerations related to some of these issues have already been made by the University in its discussions about the Structure and Operating Policies and Procedures for the IOB. The decisions and recommendations to date on these items are set out on pages 24 and 25 of the Proposal for Phase 2 under the section dealing with the Institute of Business.

It is projected that within the first six months of Phase 2 F&GPC and UGC (Mona) will provide decisions and policy guidelines for the DOMS to achieve financial sustainability. These will be used to develop a time-phased plan for financial sustainability of the DOMS to be submitted to USAID for discussion.

APPENDIX III

BUDGET ESTIMATES FOR EMBA PROGRAMME
ASSUMPTIONS AND NOTES

1. ASSUMPTIONS

The budget estimates for the EMBA which are attached are based on the following assumptions:-

1. Budget year is July 1 - June 30;
2. Jamaican dollars are converted to American dollars at the USAID contract rate of J\$7.00 to US\$1.00;
3. Beginning in 1990 summer courses (MS 607, 608, 660, 628, 633 and 637) will be four-week courses;
4. EMBA cohorts will have the following numbers and annual fees for students:-

<u>YEAR</u>	<u>NUMBER</u>	<u>YEAR 1 FEES</u>	<u>YEAR 2 FEES</u>
1989	31	14,500	20,000
1990	32	25,000	27,000
1991	34	27,500	30,000
1992	36	30,000	32,000
1993	40	32,500	35,000

5. Fees for UWI and other local presenters for 1990-1991 are based on a rate of J\$22,500 per course. Rates increase 10% per year in subsequent years;
6. An exception to the preceding is the rate of J\$40,000 per course for four courses in 1991-92 (increasing by two courses per year thereafter) expected to be taught by newly recruited senior staff teaching EMBA courses as part of regular duties;
7. Staffing patterns reflect expected availability of UWI staff to replace Overseas Technical Assistants, which is immediate in some courses and delayed in others. The expected Overseas component in 1990-91 is 47% in 1991-92, 25% and in 1992-93, 17%.

BUDGET ESTIMATES FOR EMBA PROGRAMME

(Amounts in US Dollars)

EXPENSES:-	1990-1991	1991-1992	1992-1993
<u>Overseas Staff</u>			
Direct payments	150,401	83,956	57,203
Local Costs	30,325	15,900	10,600
	-----	-----	-----
TOTAL	180,726	99,856	67,803
<u>UWI Staff & Other Costs</u>			
Presenters	30,607	55,035	69,953
Assistants	11,429	12,572	13,714
	-----	-----	-----
	42,036	67,607	83,667
	-----	-----	-----
Coordinators	7,144	7,859	8,573
Materials & Supplies	9,750	10,920	12,090
Travel & Accommodation	3,276	3,588	3,900
Computer Lab Expenses	6,240	6,864	7,488
Secretarial Services	5,222	2,745	6,267
Contingency	3,120	3,432	3,744
	-----	-----	-----
	76,788	106,014	125,729
Overhead (40%)	30,715	42,406	50,292
	-----	-----	-----
	107,503	148,420	176,021
	-----	-----	-----
TOTAL EXPENSE	288,229	248,276	243,824
INCOME	199,623	259,465	300,178
SURPLUS DEFICIT	(88,606)	11,189	56,354

IMPLEMENTATION PLAN

Activities	Action Office/ Officer	Date Action to be Taken
<u>YEAR 1: (Oct.1990 - Sept.1991)</u>		
<u>A. STAFF DEVELOPMENT</u>		
<u>Overseas Training</u>		
3 new recruits for M.S. level training in the U.S. (17-month program)	UWI/DOMS	Aug.1991- Dec. 1992
3 existing staff for PhD		Jan. 1991- June 1994
10 staff members for short term courses and consultation visits		Oct. 1990-Sept. 1991
<u>B. NEW ORGANIZATIONAL STRUCTURES</u>		
<u>To establish Institute of Business (IOB):-</u>		
Recruit IOB Director	UWI/Admin	By July 1, 1990
Recruit IOB Support Staff		By October 1990
IOB to assume full operational responsibilities for IOB programs.	IOB Office	By September 1991
<u>C. EXECUTIVE MBA</u>		
1) 25 students will graduate (out of the first class of 31)	UWI	June 1991
2) - 34 new students enrolled	DOMS/IOB	July 1991-June 1993
- <u>38</u> second-year (carryover)		
72 students in training		

D. PROGRAM DEVELOPMENT

- | | | |
|--|----------------------------|--------------------------------|
| 1) Restructure BSc courses based on new semester system designed for 6 semesters for 90 credits. | UWI/DOMS | By September 1991
(Stage 1) |
| 2) <u>Development of Work Plan for Institute of Business (IOB):</u> | IOB Director | October 31, 1990 |
| a) Develop Standard Operating Procedures for IOB; | IOB Mgt.Cttee/
DOMS | July -
December 1990 |
| b) Develop standard contract formats for consultant services; | IOB Director | July -
December 1990 |
| c) Develop market strategy for selling research/consultant services for research projects; | IOB Director/
DOMS/ISER | July -
March 1991 |
| d) Make the four working committees of the IOB fully functional. | UWI/IOB Dir. | By December 1990 |
| 3) Development of instructional materials and case studies. Prepare three cases. | DOMS/IOB | July- Sept. 1991 |
| 4) <u>Internship Program -</u>
Develop an internship program for BSc students to provide practical work experience. | DOMS/IOB | December 1990
(Segment 1) |
| 5) Research and develop "research projects" (2 papers) | DOMS | July 1991 -
September 1991 |

E. EXECUTIVE DEVELOPMENT PROGRAMS

Summer Courses/Seminars/Workshops

- | | | |
|--|----------|----------------------------------|
| -Design Summer Course | DOMS/IOB | December 1990 |
| -Conduct one 3-4 week Summer Course for credit 30 students/managers | DOMS/IOB | July -August 1991 |
| -Conduct 1 day and 3-day seminars for specialized areas of management -- 80 students | IOB/DOMS | October 1990 -
September 1991 |

-Prepare three cases

DOMS/IOB

Oct.1990-Sept.1993

F. FINANCIAL SELF-SUFFICIENCY

1) Prepare a Financial Self-Sufficiency Plan for entire DOMS program including the IOB activities and an Achievement Targets over the Life-of-Project.

DOMS/
IOB Dir./
UWI

October 1990 -
March 31, 1991

2) Determine an Overhead Rate for the DOMS/IOB programs.

DOMS/IOB

October 1990-
March 31, 1991

3) Evaluation of UWI/DOMS Financial Plan

USAID/
Contract

April 1991

G. COMPUTER FACILITIES

Upgrade existing computer system - procure hardware/software

DOMS

(On-going)

H. LIBRARY/TEACHING MATERIALS

Procure books and other teaching materials, including audio visual aids

DOMS/
Library

(On-going)

YEAR 2: (Oct. 1, 1991 - Sept. 31, 1992)

A. STAFF DEVELOPMENT

1) 3 new recruits for MS (12 month program)

DOMS/
UWI Admin.

August 1992 -
September 1993

2) One add'l staff member for PhD program

-do -

January 1992 -
June 1995

Total of 4 PhD in training

3) 12 staff members for short courses and consultation visits

DOMS

October 1992 -
September 1993

B. NEW ORGANIZATIONAL STRUCTURES

IOB fully functional

IOB Office

By September 1992

41

C. EXECUTIVE MBA

- | | | |
|---|--------------|---------------------|
| 1) 36 new students enrolled | DOMS/
IOB | July 1992-June 1994 |
| 2) $\frac{42}{78}$ second-year students
students in training | | |
| 3) 30 graduate from program
making total of 55 graduates. | UWI | June 1992 |

D. PROGRAM DEVELOPMENT

- | | | |
|---|------------|----------------------------------|
| 1) BSc Program:
Continue to improve program by
curriculum development based
on semester/credit system | DOMS | October 1991 -
September 1992 |
| 2) Development of IOB:
Review Operating Procedures | IOB Office | October 1991 |
| 3) Instructional Material:
Develop/prepare three cases | DOMS | July 1992-Sept.1992 |
| 4) Internship Program:
Expand internship program
to include Production/
Operations Management and
Personnel Mgt/Industrial
Relations | DOMS | By July 1991
(Segment 2) |
| 5) Research/develop two papers. | IOB | Oct.1991-Sept.1992 |

E. EXECUTIVE DEVELOPMENT PROGRAMS

Summer Courses/Seminars/Workshops

- | | | |
|---|----------|----------------------------------|
| 1) - Conduct One 3-4 week summer
course (30 persons) | IOB/DOMS | July - August 1992 |
| 2) - Conduct 1 day/3 day seminars
(80 persons) | | October 1991 -
September 1992 |

F. FINANCIAL SELF-SUFFICIENCY

- | | | |
|---|----------|---------------|
| 1) Implement Plan for
Self-Sufficiency | DOMS/IOB | On-going |
| 2) Review Plan | | November 1992 |

G COMPUTER FACILITIES

- | | | |
|-------------------------|------|----------|
| Upgrade computer system | DOMS | On-going |
|-------------------------|------|----------|

H. LIBRARY/TEACHING MATERIALS

Procure remainder of
books and other materials

DOMS/Library
By September 1992

YEAR 3: (Oct. 1992 - Sept. 1993)

A. STAFF DEVELOPMENT

- | | | |
|--------------------------------|--|--------------------|
| 1) 6 students in MS program | | Oct.1992-Sept.1993 |
| 2) 1 new staff for PhD program | | Oct.1992-Sept.1995 |
| 3) 1 new recruit for MS. | | Aug.1993-Sept.1994 |

B. NEW ORGANIZATIONAL STRUCTURES

IOB 90% established By September 1993

C. EXECUTIVE MBA

- | | | |
|--|----------|---------------------|
| 1) - 40 new students enrolled | DOMS/IOB | July 1993-June 1995 |
| - 43 second-year students | | July 1993-June 1994 |
| 83 students in training | | |
| 2) - 35 graduate from program | UWI | June 1993 |
| 3) - A total of 173 students would
have enrolled in the program;
and 90 graduated. | | By September 1993 |

D. PROGRAM DEVELOPMENT

- | | | |
|--|--------------|---------------------|
| 1) BSc Program:
Continue to improve program
based on semester/credit
system; be fully established | UWI/
DOMS | By September 1993 |
| 2) Development of IOB
Review Operating Procedures | | By November 1992 |
| 3) Instructional Material
Prepare three cases | | July 1993-Sept.1993 |
| 4) Internship Program
Expand program to cover
minimum of four courses. | DOMS | October 1992 |
| 5) Research/develop two Papers. | | |

E. EXECUTIVE DEVELOPMENT PROGRAMS

Summer Courses/Seminars/Workshops	IOB/DOMS	
- Summer course (3-4 weeks) (30 persons)		July - August 1993
- One-day seminars (80 persons)		Oct. 1992-Sept. 1993

F. FINANCIAL SELF-SUFFICIENCY

Implement Plan	IOB/DOMS	On-going
----------------	----------	----------

G. COMPUTER FACILITIES

Installed and operating	UWI	On-going
-------------------------	-----	----------

H. LIBRARY/TEACHING MATERIALS

Books and other materials ordered and in place	DOMS/ UWI Library	
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I. EVALUATION

Formal process and Impact Evaluation and Recommendations for Phase III	USAID Contract	March 1993
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YEARS 4 and 5: (Oct. 1993 - Sept. 1995)

A. STAFF DEVELOPMENT

a) 4 staff in training for PhD (3 1/2 year program)		Jan. - Dec. 1994
b) 1 staff in training for PhD (3 1/2 year program)		January-June 1995

Project Design Summary:

LOGICAL FRAMEWORK MATRIX

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><u>GOAL:</u> Overcome shortage of trained managers in Jamaica.</p>	<p>1. Number of persons graduating from expanded DOMS/IOB: (i) BSc: 20% increase in the total. (ii) EMDP: -Summer Courses, 90 persons; -Seminars, 240 persons. (iii) EMBA: 173 persons enrolled; and 90 graduated</p>	DOMS	Trend for increased demand for management studies courses will continue.
<p><u>PURPOSE:</u> Strengthen management education and training capability of UWI Department of Management Studies</p>	<p>1. Increase in average academic depth index in DOMS from 4.24 to 5 (See Hall Report p.42) 2. Improved and expanded program offerings: a) Expanded/upgraded BSc. program b) New EMBA program c) New Summer program (EMDP) d) New Research services (IOB) 3. Self-sufficiency 30%</p>	<p>UWI Calendar, Faculty of Social Sciences Regulations and Syllabi. Project Evaluation Report Project Quarterly Reports</p>	<p>Six new staff employees with MS degree will be at lecturers' level by end of Phase II. All approved staff positions filled. Two existing staff members will advance to senior lecturer level.</p>
<p><u>OUTPUTS:</u> Quantifiable Outputs: 1. <u>STAFF DEVELOPMENT</u> DOMS faculty with upgraded teaching and research skills.</p>	<p>(Annual totals are cumulative) 91 92 93 94 95 New Staff (MS) 3 6 7 Existing Staff (PhD) 3 4</p>	<p>UWI Calendar, DOMS reports, Project Quarterly Reports</p>	<p>UWI will identify and select staff for training consistent with Project Implementation Plan.</p>

5

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS	
2. <u>NEW ORGANIZATIONAL STRUCTURES</u>				
Establish Institute of UWI's Council and Business (IOB)	A fully functional Board of Management of IOB.	Project Evaluation Report	Committees will provide the policy guidelines and decisions required.	
3. <u>PROGRAM DEVELOPMENT</u>				
	90/91 91/92 92/93 (Cumulative)			
a) BSc: New and Upgraded course offerings based on semester system	Present courses Upgraded: New courses:	5 10 15 2 4	Project Quarterly Reports. DOMS Reports. Evaluation Report	DOMS will implement phased plan for introducing new semester system.
b) Executive MBA	Review of modules	7 15	-do-	Teaching and development of EMBA will continue as planned.
c) Executive Development Program series	Summer courses:	1 2 3	-do-	Expected demand for these courses by the business sector will continue.
	1- 3 day seminars:	3 6 9	-do-	
	New modules for summer program	1 2 3	-do-	
4. <u>RESEARCH & DEVELOPMENT</u>				
Cases developed and research projects conducted.	Cases Research projects	3 6 9 - - 3	Quarterly reports. DOMS Reports. Evaluation reports.	Staff of the DOMS and Faculty of Social Sciences will be fully involved in research and development activities.
	Research papers	2 4 6		

4/9

For upcoming semester system

UWI reviewing curricula

ALL Faculties of the University of the West Indies have begun reviewing their curricula and are now considering transitional arrangements to facilitate the introduction of the new semester system this academic year. Pro Vice-Chancellor and Chairman of the Implementation Committee, Sir Kenneth Hunte said last Friday.

Pro-Vice Chancellor Hunte said the system would be introduced on a phased basis over 1990-1993 to ensure that certain support systems are in place and to avoid disruption of the programmes of students already at the University.

He told the Council that the present year system of examinations would continue until the semester system was fully in place.

Pro-Vice Chancellor Hunte was speaking at the Governing Council of the University of the West Indies, which met for its annual business session in the Council Room on the Mona Campus.

Sir Shridath Ramphal, Chancellor, who was attending a meet-

ing of the Council for the first time since his installation, chaired the function.

Vice Chancellor Alister McIntyre gave his report on developments at the University over the past year. He noted that activities had begun in a number of development areas and resources were being identified to support them.

Development

He referred to the UWI's commitment to its role as a pivotal agent for development of the contributing countries, resulting in efforts to establish closer links with tertiary level institutions throughout the region. In this regard, the Council heard from Pro-Vice Chancellor Professor Leslie Robinson, that following a conference at Mona earlier this year, a decision had been taken to establish an Association of Tertiary Level Institutions.

Vice Chancellor McIntyre also reported on activities relating to the Development and Endowment Fund, noting that major contributions had been received from Alcan

Jamaica Ltd., to fund the creation of a Chair in Caribbean Development; from the Bank of Nova Scotia for construction of an Emergency and Accident Unit at the University Hospital and from the Grace Kennedy Foundation for the endowment of a Chair in Management Studies.

Other significant contributions included US\$100,000 from Nigeria and a grant by Canada to support key University programmes over a five-year period.

Turning to the financial situation of the University, the Vice Chancellor said efforts had been made by contributing countries to bring their payments up to date and to liquidate arrears.

Countries

The Council also received reports on developments at the individual campuses and plans for the non-campus countries. Faculty reports were also tabled and the Council heard of initiatives to expand activities of UWIDITE, the Office of University Services in the Eastern Ca-

ribbean and the School of Continuing Studies (formerly known as the Extra Mural Department).

They also heard about development plans for the University for the 1990's

Discussion at Council then centred on proposals by the Vice Chancellor for the separation of the Centre Administration from the Campus Administration with particular reference to the re-organisation of his office to achieve more effective co-ordination of the various functions for which the Vice Chancellor is responsible. They approved his recommendation for the appointment of a Principal and Deputy Principal at Mona with effect from August 1, 1990.

Council also agreed to the provision of six Pro-Vice Chancellors for the triennium 1990/93 who will assist the Vice Chancellor in the functional areas of Academic Affairs, Planning and Programming, Outreach and International Relations, Development and Alumni Affairs and Science and Technology

47

INITIAL ENVIRONMENTAL EXAMINATION

Project Location : Jamaica
Project Title : U.W.I. Management Education
Project No. : 532-0129
Funding (LOP) : \$4,450,000
Life of Project : Eight years (FY 1987 - FY 1995)
Mission Determination : An Initial Environmental Examination was done for the PID for this Project. A negative determination was recommended by the Mission Environmental Officer, concurred with by the USAID Director, and approved by the Bureau Environmental Officer.
IEE prepared by : Charles R. Mathews
Mission Environmental Officer
Date: : June 6, 1986
Environmental Action Recommended: Negative Determination

Mission Director's Concurrence : Marilyn A. Zak
Marilyn A. Zak
Acting Director
Date : 17 May 90

Clearances:
OEHR:WCharleson (in draft)
OPPD:DRollins (in draft)
OPPD:Mchen (in draft)
RLA:EDragon (in draft)