

MONA SCHOOL OF BUSINESS

Professor Evan W. Duggan – Executive Director

WORK OF THE SCHOOL

The need for high-quality management education, with the appropriate rigour, to develop transformational leaders equipped to contribute to the creation and preservation of national wealth and the competitiveness of the region, is undoubtedly greater now than when the Mona School of Business (MSB) began in 1987. Yet the protracted decline in the global and national economic crises with their now well-known and dire consequences is placing the cost of such education progressively beyond the reach of aspiring managers. The inconspicuous passage of the typically discernable post-July calm (signalling the departure of graduating students) after the great May to July bustle, when graduating, on-going and new students coexist in noisy congestion, is a quiet reminder of these unfavourable economic conditions. For the second year running our advertising and promotional efforts delivered a large pool of qualified applicants, but several prospects were unable to accept admission offers; hence a second year of low enrolment. We were unable to assemble an EMBA cohort this year.



The impact of the prevailing conditions continues to be evident in a variety of ways including high accounts receivables from student and increased requests for leave of absence. Companies no longer sponsor employees, provide time off, or offer scholarships. The response to requests for sponsorship of MSB events and advertising in MSB-sponsored publications has abated. Local funding for research and development activities is virtually non-existent. Increasing price sensitivity has forced us to maintain tuition fees at the same rate for the past three years, and to offer discounts in a variety of cases. These conditions and the fact that

many organizations have slashed training budgets have also affected the earning potential of the Professional Services Unit (PSU). While our free public lectures and workshops have attracted full houses, paid events are not well supported.

This year's approximately 200 graduates matriculated at the onset of this crisis. They are therefore the first cohort of students to have studied through the entire period of the unusual economic and social pressures of these times; many of their colleagues did not make it for financial reasons. Other MSB "firsts" include graduates from the Western Jamaica Campus, the MSc in Telecommunications Policy and Technology Management programme, and Cohort 1 of the upgraded Diploma in Business Administration. One major consideration this year is whether we have been responsive enough in providing the kind of business management education that is demanded in these turbulent times.

As these graduates depart, we are pursuing a thorough review of the MBA and EMBA curricula, responding to well supported calls to strengthen risk management, services management, supply chain management, and the treatment of ethics in our programmes and to give greater prominence to the development of effective communication skills. These indications have been endorsed by several entities, including, board members, external examiners, the Association to Advance Collegiate Schools of Business (AACSB) in their body of knowledge guidelines, the Association of MBAs (AMBA) and other collaborating institutions.

Similarly, the demands of national competitiveness justify an extensive emphasis on corporate "intrapreneurship" and the erosion of job opportunities is pushing us further towards a more thorough focus on innovation creation and entrepreneurship. However, we need to do more than bolster the confidence of students and provide concrete examples of how ambitious young entrepreneurs, innovative new businesses, and inspired enterprises emerge from the ashes of economic recession and help them visualize a path toward the commercialization of the business opportunities they conceive.

But there are other non-curricular issues that we cannot ignore, such as whether our graduates are endowed with the confidence to apply their

education and training to provide the leadership and the managerial and technical skills to assist organizations successfully navigate the uncertainties and complexities that have become regular features of conducting business in the modern enterprise. Will they operate beyond the locus of their learning at MSB and open their minds to new perspectives in order to generate novel and relevant solutions? Have we instilled in them the moral courage to help reduce the deficit in ethical principles and standards that pervade our society? These issues now inform the programme outcomes in the major curricula review that is underway.

Despite the generally unfavourable economic circumstances and the intensity of competition in what has become the global business education industry, MSB continues to forge ahead with ambitious plans and strategies designed not merely to ensure our premier place in this market, but to increase our competitive distance by defining a compelling value proposition. Some recent indicators have signalled that we are moving in the right direction:

- We have consistently ranked among the 30 most popular Business Schools in the Americas (Canada, Latin America, and the Caribbean) in the MBAFinder web listing
- The MSB/UWI Mona team that represented us in Atlanta this year won the Opportunity Funding Corporation Venture Challenge (OFCVC) competition and retained the prize for the Best Presentation, in the process, beating twenty other US-based institutions
- The visiting AMBA accreditation panel adjudged that we had amply satisfied their accreditation criteria and awarded accreditation for the maximum period of three years for first time applicants. The panel expressed great satisfaction with our standards of postgraduate management education and our commitment to continual improvement

Accreditation, however, comes with provisos that are not cost free. These include the non-negotiable maintenance of cohort sizes at a minimum of 20 and the ineligibility of students with less than 3 years post-graduation

work experience; the stipulation to maintain a “reasonable” level of full-time faculty (higher than our current level); the requirement to formally identify and assign to particular staff members, specific student services responsibilities beyond course coordination; and the strongly recommended minimum-term, fixed-period curriculum reviews. In the short term, and until the benefits trip in, these requirements will impose additional fiscal pressures on us.

We have engaged in several successful belt-tightening initiatives; however, it is clear that substantial income replacement and generating innovations are required. We have begun the planning therefore to employ those revenue sources that have hitherto been underworked. Accreditation will assist in our efforts to attract international students for our full-time programme, for which we have capacity and to compete for the very best students. We intend to pursue endowments to promote entrepreneurship and the commercialization of innovative projects. We have begun to engage our Alumni body seriously and eventually will seek small, periodic contributions from them.

We have focused extensively in the preceding on the challenges to building human capital, which is a very important component of our mandate; however, MSB’s engagement of a wide range of other business activities continues to help extend our footprint in the business community. Our provision of professional and executive development options is a boon for public and private sector entities grappling with the problem of finding solutions to the complex business issues of our times and the volatility of the business environment.

The research output of the School is quite commendable for an academic staff of that size and helps to extend the boundaries of knowledge in the various business disciplines through the conduct of scholarly research. The Centre of Excellence (CoE) for IT-enabled Business Innovations has made a strong contribution to research and innovation efforts for small and medium enterprises (SMEs) and a mega-effort related to Mobile Financial Services. The Telecommunications and Policy Management (TPM) unit continues its impressive research efforts to guide telecommunications policy and development and the outreach activities of

the school are exemplary; it greatly supports our thrust to obtain greater visibility and build social capital.

Many of the activities mentioned in this report denote the diligence of our small core of full-time Faculty and Staff (for the most part), ably supported by a pool of trusted associates. The energy of the faculty and staff provides the fulcrum for our notable achievements. These performances typically exceed the call of duty by a large margin.

ACADEMIC PROGRAMMES

The 2010/2011 academic year attracted the accustomed high level of activity in the Unit with visits by external examiners, Open House for prospective applicants and students, numerous information and application sessions, new student intake, the bustle of teaching and learning, and graduation and awards ceremonies.

MSB Graduates 2010

Approximately 204 MSB students graduated this year from the MBA, EMBA, Diploma in Business Administration and MSc. Telecommunications Policy & Technology Management (MSc. TPM) programmes. MSc TPM, the MBA– Western Jamaica Campus, and the Diploma, graduated their first cohorts.

The MSB annual Awards Ceremony took place on Wednesday, November 24, 2010 at the Mona Visitors Lodge to honour outstanding students, groups that excelled in the Vincent HoSang Venture Competition, and long-serving staff members.

Table 1 provides a breakdown of MBA graduates based on Concentrations.

TABLE 1: BREAKDOWN OF MBA GRADUATES BY CONCENTRATION

Area of Concentration	Number of Students	Percentage
Banking and Finance	60	39%
General Management	28	18%
International Business management	29	19%
Marketing Management	26	17%
Human Resource Management	4	2%
MIS	8	5%

Finalizing Students

Table 2 indicates the number of students who proceeded to the final phase of their programmes during the period under review. In the case of the part-time students (MBA and EMBA), they commenced studies in May 2009, are now doing their final courses and should be eligible for graduation in November 2011. The full-time students entered in May 2010 and are due to graduate in November 2011.

Table 2: Finalizing Students

Programme	Total
MBA FT	15
MBA PT, Sundays	43
MBA PT, Evenings	93
EMBA	25
Total EMBA and MBA	155
Diploma	11
Grand Total	189

Admissions and Enrolment

In an effort to support the application campaign, MSB hosted information sessions on December 1, 2010 at the Mona Campus and December 4, 2010 at the Western Jamaica Campus. These information sessions were aimed at providing the one-on-one contact that is essential when making a decision to pursue a graduate programme and reaped a number of on-the-spot applications. However, persistent economic decline has again negatively impacted our recruitment efforts. For the second year running our advertising and promotional efforts delivered a large pool of qualified applicants but several prospects were unable to accept admission offers. There was no new student intake for the EMBA group this year due to the low numbers. A survey of these applicants produced similar responses to those we obtained last year; despite their interest in, and conviction about the benefits of, graduate management education and the desire to enrol, their financial situation precluded such a financial undertaking in this climate.

MSB Western Jamaica Campus (WJC)

For the first time, students from the Western Jamaica Campus have transferred to the Mona Campus to take advantage of the concentration courses not offered at the Western Campus.

The MSB eLearning Course Management System (MSB-ELS)

The MSB Course Management System (MSB-ELS) is now well-established and being used to support the majority of classes in the MBA Program for content delivery and interaction. Currently all courses are web supported, with a few such as MIS and Financial Management being web enhanced (replacement of approximately 30 percent of face-to-face classes). Lecturers are utilizing the facility for content delivery and contact; however, more use needs to be made of the discussion forums.

QUALITY ASSURANCE

AMBA Accreditation

The Mona School of Business (MSB) has received accreditation from the international Association of MBAs (AMBA) for achieving what AMBA describes as the highest standard in Postgraduate Business Education. The recognition was received in June 2011 from the AMBA Board. This recognition, according to AMBA, is earned only by Business Schools with the “best programmes”. AMBA’s accreditation service is internationally recognised as the global standard for all MBA, MBM and DBA programmes. MSB received special commendation for the close relationship between the School and the local business world; the role of the cluster coordinators as mentors and controllers of quality especially in relation to the adjunct teaching staff; the close relationship between the School and the local business world; and the quality and the commitment of the students and graduates of the MBA programmes. The school was also commended for its process for dealing with poor teaching performance, staff development opportunities available to both full-time and adjunct faculty, the enthusiasm and commitment of the MBA faculty, student membership of the School’s Board and the flexibility of delivery of the MBA programmes.

External Examiners’ Meetings

The Board of Examiners’ meetings were held for the Mona and Western Jamaica Campus programmes August 2010. The external examiners provided positive feedback and contained very useful recommendations for improvement and renewal. The most recently contracted external examiner is Professor Barron Harvey, Dean of the Howard Business School. We are forging ahead with collaborative arrangements with him in other areas.

Exit Interviews & Focus Group Meetings with Graduating Students

All graduating students were asked to fill out an exit questionnaire and four (4) focus group meetings have been conducted with randomly

selected graduates from the EMBA, MBA part time, MBA full time, and the Diploma programmes respectively. The results have been compiled, and they will be used to provide insights for enriching the MSB student experience.

NEW AND REVISED PROGRAMMES

Work continues with the design of several new programmes and courses: An MSc programme in Enterprise Risk Management to be offered jointly with the Department of Mathematics; The MSc in Sports and Events Management; The development of a Services Management concentration, which will be offered initially at Western Jamaica Campus; and a suite of courses in Competitiveness which will be available in the General Management concentration.

Doctorate In Business Administration (DBA)

The MSB welcomed the 9 members of its third cohort of the Doctorate in Business Administration (DBA) programme at orientation on January 10, 2011. Members of Cohort 1 are now defending their research proposals; and Cohort 2 is preparing for comprehensive exams.

Executive Master in Educational Management (EMEM)

The MSB together with the MICO University College jointly offers an Executive Master in Educational Management (EMEM) for Principals and Senior Administrators. The first Cohort of the EMEM commenced in July 2009. That cohort completed the programme and their graduation ceremony was held on December 4, 2010.

Master of Business Management (MBM)

The Master of Business Management (MBM) programme to accommodate students with less than 3 years business experience (excluded from consideration for the MBA by AMBA's accreditation rules) welcomed its first cohort of the new MBM programme at the

orientation session on September 6, 2010. Fifteen (15) persons accepted offers and although this was lower than was hoped, it was decided that the programme should be initiated with slightly less than the breakeven number.

Sports and Events Management

The proposed concentration for Sports Management in the MBA programme has gone through all the approval stages at Mona and the University Board for Graduate Studies and can now be offered to the batch of students going forward.

SPECIAL EVENTS

Kingston 360° Breakfast Talk Series and Thought Leaders Dinner

The Mona School of Business in conjunction with the Spanish Court Hotel hosted the first in the series of “Kingston 360° Breakfast Talks” on August 20, 2010 at the Spanish Court Hotel. The event featured Professor Obika Gray, Professor of Political Science from the University of Wisconsin, USA, as the guest speaker. His talk focused on the topic “Cultural Development in a Post Independent Jamaica”. The Thought Leaders dinner and second Kingston 360° Breakfast Talk was held on March 25 and 26, 2011 respectively. Professor Peter Blair Henry was the guest speaker at both events and Dr. David Tennant the discussant at the breakfast, which was moderated by the Hon. Oliver Clarke. The breakfast brought together retiring and emerging thought leaders who engaged in stimulating discussions related to Jamaica’s productivity and state of development.

MSB Business Review Magazine

The second issue of the MSB Business Review has been published. In addition to the running themes of the magazine – Policy, Entrepreneurship, Strategy & Solutions, Technology, and Finance and Economy, Talent Management was featured as the cover story. As was the case with the first issue, MSB distributed several complimentary copies on

its way to establishing a subscription arrangement for both print and electronic editions of the magazine. The magazines can also be bought in the Documentation Centre of the MSB and island-wide distribution is being administered by Novelty Trading Company Ltd.

Opportunity Funding Challenge Venture Competition (OFCVC)

The team of Danielle Barnett, Christene Gittens, Rohan Hylton and Taja Simpson from MSB/UWI participated in the annual OFCVC Business Plan Competition in Atlanta where they won first place and received the award for best presentation among the over 20 participating schools. Ours was the only non-US team.

MSB Strategic Review

The Mona School of Business, in its quest to continually reinvent itself and to remain relevant to its valued stakeholders, undertook a review of the strategic priorities it established in 2008. An all-day strategic retreat was held on November 20, 2010 at Eden Gardens. Invitees included MSB directors, members of the MSB board of directors and students of the doctoral programme and prominent corporate business associates.

Professional Services Unit (PSU)

The Professional Services Unit provides Professional & Executive Development Training either customized or standard, organizes Business Conferences & Seminars (delivering a major conference – MSB Roundtable 2011), offers Management Consultancy, and establishes Research Databases & Business Cases. Their mandate is to exploit opportunities for improving the competencies of leaders and managers in both private and public sector organizations and NGO's and to assist organizations to improve their operations and competencies. Throughout the year, PSU continued its growth momentum and contributed to profitable revenues at MSB and building brand image and reputation of the School. The main challenge facing the PSU was demand generation in a climate of economic recession with weak demand and increasing price sensitivity of client organizations.

Center of Excellence (CoE) For It-Enabled Business Innovations

MSB's Centre of Excellence (CoE) gained the distinction of being one of 20 best winning Innovation ideas selected for the Multi-Agency Initiative "Technologies for Financial Inclusion Program". The Call for project ideas that would improve the low-income population's access to financial services by applying innovative technological solutions in Latin America and the Caribbean (LAC), attracted 420 idea submissions from 30 countries. MSB's submission was one of only two successful Caribbean projects selected. As a result, MSB participated in the Microenterprise Forum (Foromic 2010), the biggest gathering of microfinance institutions in Latin America and the Caribbean held in Montevideo, Uruguay from October 6-8, 2010.

Mobilization activities for the One-Laptop-Per-Child (OLPC) Pilot projects to be implemented at Providence Methodist Basic and August Town Primary were carried out. Funded by P.A.C.E. Canada and in collaboration with the UWI Township Initiative, the project involves the installation of 115 XO Laptops at the two schools and will provide multiple research agendas (Technology Adoption, Technology in Early Childhood Education, Social Intervention/Outreach).

The CoE/MSB led a UWI effort to organize a one-day Mobile Financial Services (MFS) conference on December 10, 2010, to clarify important considerations related to Governance and Ownership, regulatory issues, technical options, case studies, commercial dimensions, and economic impacts, among others and build a consensual framework for the way forward. The conference featured an impressive cadre of International experts.

Three of the SME Case Projects implementing FOSS applications are being prepared for Production (one of the original participating companies dropped out of the program, due to winding down operations). As part of the close-out process, the unit will be formally evaluating the user experience and value perception of the applications for the companies.

They are also currently exploring several commercial business opportunities for deployment of one or more of the 3 primary FOSS

Applications: Human Resource Management System, Customer Relationship Management System and Corporate eLearning System.

Telecommunications Policy & Management Programme (TPM)

TPM hosted an ICT Policy Conference in recognition of the World Telecommunication and Information Society Day 2011. It was held at the New Faculty of Law Building, May 17-18. Over 90 persons from Government, Regulatory Agencies, Industry, Civil Society and Academia participated. The Conference sought to address topical issues in ICT policy, regulation and industry while highlighting the research work of the TPM Programme under the Networks for Development, The Caribbean ICT Research Programme 2009-2011, supported by the International Development Research Centre (IDRC).

The TPM completed the Caribbean's first national survey of broadband usage patterns and other ICT indicators, at the household and individual levels in Jamaica. The study was carried out as part of a larger project funded by the International Development Research Centre (IDRC) of Canada, with the collaboration of the Caribbean Telecommunications Union (CTU), UWI St Augustine and the ITU. Jamaica's STATIN was engaged to carry out the fieldwork, which ended in January 2011. The study was launched and well received at an MSB Media Briefing on April 14, at the Wyndham Hotel in Kingston.

The Broadband and ICT Indicators Study was led by TPM's Director, Professor Hopeton Dunn, and formed an integral part of the cluster of other key research initiatives which received the Principal's Award for the Research Project Attracting the Most Research Funds in the Faculty of Social Sciences for the current academic year. Another leading component of the Project, also completed by TPM, is a regional research report called Rethinking ICT Policy-making and Regulation in the Caribbean.

TPM has also held briefings on the results of the ICT survey for various stakeholders including meetings with the Minister with responsibility for Telecommunications, Hon. Daryl Vaz and his team; Leader of

Opposition, Mrs Portia Simpson Miller and some members of the shadow cabinet; as well as industry stakeholders.

Professor Hopeton Dunn, Director of TPM, won the Principal's Award for the FSS research project attracting the most funding.

CONFERENCES / SYMPOSIA / SPECIAL LECTURES

5th Caribbean Dispute Resolution Conference

MSB partnered with the Dispute Resolution Foundation and the Chartered Institute of Arbitrators (CI Arb), Caribbean Branch to host the 5th Caribbean Dispute Resolution Conference April 28 - 30, 2011, at the Jamaica Conference Centre. Deliberations at the conference were centred on mediation, arbitration, and restorative and community Justice under the theme "Encouraging a Culture of Justice and Peace through Conflict Resolution: Strengthen your Role!" Over 200 professionals registered for this event.

One-day Mobile Financial Services (MFS) Conference

MSB led a UWI effort to organize a one-day Mobile Financial Services (MFS) conference on December 10, 2010, to elucidate important considerations related to Governance and Ownership, regulatory issues, technical options, case studies, commercial dimensions, and economic impacts, among others and build a consensual framework for the way forward. The conference took place at the Terra Nova and featured an impressive cadre of International experts, with the Minister of Finance and the Public Service, the Hon. Audley Shaw, giving the Keynote address at the opening session. Other active institutional sponsors/participants included: The PSOJ, Development Bank of Jamaica (DBJ) IDB's Multilateral Investment Fund, and USAID. The Mobile Financial Services (MFS) Pre-Conference was held on Thursday, December 9th at Strawberry Hill Hotel, featuring the overseas presenters at the MFS conference.

Secrets to Business Success Forum

On February 15, 2011, MSB in partnership with Exim Bank and the Jamaica Bankers Association hosted a forum entitled “Secrets to Business Success” at the Jamaica Pegasus Hotel. Highlights of the day included a panel discussion, chaired by Professor Alvin Wint, which involved six (6) successful entrepreneurs and business leaders discussing their “secrets to success”. This was followed by a special luncheon event, “A conversation” with Denis O’Brien, the founder and Chairman of Digicel. This session was moderated by Mr. Milton Samuda, President of the Jamaica Chamber of Commerce who “conversed” with Mr O’Brien. Members of the audience fielded questions to Mr. Obrien through Mr. Samuda during the conversation.

Issues Management and Crisis Communications Workshop

An Issues Management and Crisis Communications Workshop was held under the theme “Managing the Ethical Dilemma” on March 30, 2011 at the MSB. Aimed at marketing, communications, media and brand professionals, business executives, entrepreneurs and public officials, the workshop sought to equip participants with a range of perspectives on crisis communications management, handling the ethical dilemma, crisis communication planning tools and media relations imperatives. The workshop was jointly hosted by the MSB and Illuminarte Communications Ltd.

MSB Roundtable 2011

The Roundtable was held on June 16, 2011 at the at the Mona Visitors’ Lodge. The PSU organized MSB Roundtable 2011 in partnership with Deloitte, the world’s largest professional services firm, and Turnaround Management Association, the only non-profit organization dedicated to corporate renewal under the theme: “Organizational Renewal – From Recession to Recovery and Growth”, with a focus on strategic management. Over 100 CEOs, managers, academics and other professionals met in dialogue. This discourse evolved several recommendations to guide national policy and business strategy including extension of the Companies Act to include a full bankruptcy code for

rehabilitating viable firms in profit trouble and attainment of global competitiveness through more inter-organizational partnerships and better prepared human capital.

JPC Study on Electricity Generation and Distribution

On Thursday, July 28, 2011, the PSU coordinated a symposium held jointly by MSB and the Jamaica Productivity Centre (JPC) to release findings from a 2010 JPC study on electricity generation and distribution in Jamaica. This study benchmarked the performance of Jamaica relative to other countries in Latin America. MSB/JPC Symposium – was a high profile event that we partnered with the Jamaica Productivity Centre (JPC) to host on July 28. The results of a survey that was done last year on the electricity rates in other Caribbean countries and an analysis/comparison of JPS' rates, was presented at the symposium, along with 3 panel discussions: (1) Generation, (2) Distribution and (3) Policy and Governance. The JPC report argues that the JPS can save \$billions by instituting some of the recommendations. It has generated quite a lot of debate in the public fora.

Public Lecture on Organizational Renewal

MSB's Professional Services Unit hosted a public lecture on Organizational Renewal at the Faculty of Law's Lecture Room 1B on April 6, 2011, as a preview of the Annual Roundtable event scheduled for June 16. The presentations by Dr. William Lawrence (on Developing Strategies for Business Renewal) and Mr. Anura Jayatilake, Partner, Consulting and Investment Advising Services, Deloitte (on Enhancing Shareholder Value) were compelling.

Software Developers' Conference

On February 24 -25, 2011, the CoE hosted a Software Developers' conference which was planned in collaboration with **./roots** (pronounced slashroots), a newly formed organization of young software developers whose aim is to foster and support innovation within the Jamaican developer and technology communities. The conference was highlighted by a developer competition where 15 teams of local and international

developers competed in the building of a Business Intelligence application in the Agriculture domain. The conference was partly funded by the IDRC, as part of its OpenData research initiative.

Editors' Breakfast and Media Briefing

MSB held the first in the series of the Editors' Breakfast and Media Briefing on Thursday, April 15, 2011 at the Wyndham Kingston Hotel. The main objective of these events is to engage the media as partners in promoting the programmes and offerings of MSB by conveying the relevance of these to the wider society. At this inaugural briefing, the results of a study of the Caribbean's first national survey of broadband usage patterns and other ICT indicators were released. The study was carried out as a larger project funded by the International Development Research Centre (IDRC) of Canada, with the collaboration of the Caribbean Telecommunications Union (CTU), UWI St. Augustine and the ITU.

Colloquium

On March 14, 2011, the CoE and UWI's Department of Computing, jointly hosted a presentation by Dr. Vivek Mansingh, President, Voice, Video, Virtualization & Unified Communication groups, Cisco India at the new Faculty of Law Building, UWI. The presentation was titled: "Globalization: Opportunities for Emerging/Developing Countries" and addressed a range of topics related to Globalization at Cisco, India as a Case Study in The New Global R&D Model and The Role of Technology & Innovation in emerging markets.

World Bank Presentations

Dr. Auguste Kouame, the World Bank's lead economist and sector leader for Poverty Reduction and Economic Management for the Caribbean, made a presentation on "Jamaica and the World Bank's Development Policy Loans, 2009 to 2011 - Recession, Restructuring, Reform" to MSB students, faculty and members of the business community on September 22, 2010 at the MSB. Dr. Kouame and the audience then participated in an engaging question and answer session. Dr. Pamela Cox, the World Bank's

Vice President for Latin America and the Caribbean also made a presentation on “The Caribbean Region – Opportunities for All in Challenging Times” to MSB and other FSS students, faculty and members of the business community on November 17, 2010 in the University Council Room. The audience then engaged Dr. Cox in a spirited Q&A session. The lecture was hosted jointly by MSB and the Office of the Principal.

PUBLICATIONS

- * D. Chevers, **E.W. Duggan**, S. Goulbourne, and S. Moore “Key influencing factors of information systems quality and success in Jamaican organizations” (2011). *AMCIS 2011 Proceedings - All Submissions*. Paper 296.
- * **Duggan, E.W.** and **Lawrence Nicholson**. (2010). (Guest Eds) Special Issue of *Social and Economic Studies* (SES) on Family- and Women-owned Businesses in the Caribbean, 59(3), September.
- * Donaldson, O., & **E.W. Duggan**, (2011). Examining Social Networking Systems Adoption through the Lenses of Motivational Theory. *Proceedings of the 17th Americas Conference on Information Systems*, Detroit, MI, August 4-8.
- * Dunn, Hopeton, (2011). Maximizing the Potential of ICTs and New Media in Islands as Crossroads: Sustaining Cultural Diversity in Small Island Developing States, Tim Curtis Ed. UNESCO: pp 191-208.
- * **Dunn, Hopeton**, and Kwame Boafo (2011). Digital Domains and the New Development Strategies: Revisiting ICT Policy Making in the Global South. *Journal of African Communication Research*, 3,1. pp 37-60.
- * Dunn, Hopeton (2010). Communication and Citizenship: Rethinking Crisis and Change – Reflections on the Theme of IAMCR’s 2010 Conference, In Communication and Citizenship: Rethinking Crisis and Chang, Manuel Pinto and Helena Sousa (Eds).

- * Dunn, Hopeton (2011). ICT Policy-Making and International Trade Agreements in the Caribbean in Handbook of Global Media and Communication Policy, Robin Mansell and Marc Raboy (Eds), Wiley Publications.
- * Mansingh G., **L. Rao**, K.M. Osei-Bryson and A.Mills (2010) Application of a Data Mining Process Model: A Case Study-Profiling Internet Banking Users in Jamaica. The 16th Americas Conference on Information Systems (AMCIS), Lima, Peru, August 12 - 15.
- * Rai. A., I. Arikian, **M. McNaughton** and J. Wareham, 2010. Explaining Efficient Boundary Shifts: Integration of Organizational Economics and Capabilities. *Proceedings of the 30th SMS Annual Conference* (Strategic Management Society), Rome, Italy, September 12-15.
- * **Rao L.**, Mansingh G., Osei-Bryson K.M. (2011) A MCDM-based Decision Support System for Business Process Re-engineering Project Selection. The 21st International Conference on Multiple Criteria Decision Making, Finland, June 13-17.
- * Nicholson, Lawrence, (2010). Jamaican Family-Owned Businesses: Homogeneous or Non-Homogeneous? *Social and Economic Studies*, 59(3), 7-29.
- * Lawrence, William W. (2011, May). Correcting for the Future. *Industrial Engineer*, 43(5), 26-31.

PUBLIC SERVICE

Mr. Harry Abrikian

- Member, CVSS/United Way Projects and Programmes Committee.

Mr. Maheshwar Boodraj

- President, Ardenne Alumni Association.

- Member, Board of Management, Ardenne High School.
- Chair, ICT Committee, Ardenne High School.

Dr. Olivene Burke

- Member, Grace Missionary Church Council
- Director, Grace Missionary Church Youth Department
- Member, Jamaica National, Papine branch Advisory Council
- Board Member, Hope Valley Experimental Infant and Primary School
- Board Secretary, Hope Valley Experimental Infant and Primary School
- Board Member, Hermitage Basic School
- President, Hope Valley Infant and Primary School Parent Teachers' Association

Mrs. Marvalyn Campbell

- Member, Board of Directors, Mico University College
- Vice Chair, Procurement Committee, Mico University College
- Member, Board of Directors, Vauxhall High School
- Member, Human Resources Committee, ODPEM
- Technical Director, Jamaica Amateur Softball Association (JASA)
- Volunteer, Peace Management Initiative (PMI)
- Member, Jamaica National Building Society Advisory Committee, Papine Branch

Mr. Kamau Chionesu

- Contributor, Caribbean Dialogues Forum
- Advisor/Social & Economic Analyst, Jamaicans for Justice, Social & Economic Justice Project.

Professor Evan Duggan

- Associate Editor, *Communications of the Association of information systems* (CAIS) and *Journal of Organizational and End-User Computing*.
- Global Editorial Advisory Review Board Member, Idea Group Inc. Publishing Company
- Chairman, Board of Directors for SynCon Technologies Ltd.
- Member, PSOJ Steering Committee for the Commercial Alternative Dispute Resolution Centre (CADRC).
- Member, National Commercial Bank's Corporate Learning Campus Governing Council
- Member, a 3-member Advisory and Executive Project Committee for Mobile Financial Services
- Member, Board of Directors of the Jamaica Diaspora Foundation

Professor Hopeton Dunn:

- Secretary General, International Association for Media and Communication Research (IAMCR).
- Chairman, Broadcasting Commission of Jamaica.
- Member, Jamaica National Commission for UNESCO.
- Steering Committee of the Jamaica Press Institute (JPI) which falls under the Press Association of Jamaica (PAJ).
- Associate Editor, *Critical Arts – Journal of South-North*
- Member, ICT Task Force, Planning Institute of Jamaica
- President, Jamaica-South African Friendship Association (JASFA)

Dr. William Lawrence:

- Member, Board of Trustees, Small Business Association of Jamaica.
- Member, Board of Directors of the McIntosh Bedding Company Limited.

- Member, Turnaround Management Association (TMA).

Dr. Maurice McNaughton

- Member, Committee responsible for implementing the vision and concept of GovNet

Dr. Lawrence Nicholson

- Chair, Steering Committee, second iteration of Poverty Reduction Programme (PRP II)
- Deputy Chair, Board of Governors, Mona High School.
- Member, Steering Committee of PSOJ's Family Business Project.
- Director, Television Jamaica (TVJ).

Mrs. Patricia Lothian

- Member, Jamaica South African Association
- Board Member, FISH Medical, Dental and Eye Clinic
- Member, Fund Raising Committee, Special Olympics of Jamaica.
- Member, Human Resource Management Association of Jamaica (HRMAJ)
- Fellow, Jim Moran Institute for Global Entrepreneurship
- Member, National Business Incubation Association, USA
- Member, WIGUT Membership Committee

Dr. Lila Rao-Graham

- Reviewer, Americas Conference on Information Systems (AMCIS)
- Reviewer, European Conference on Information Systems (ECIS)
- Reviewer, Communications of the Association for Information Systems

- Local Organizing Co-Chair, The International Conference on Information Resources Management (Conf-IRM 2010)
- Professional Member, Association for Computing Machinery (ACM).
- Member, Association of Information Systems (AIS).

MSB's Jamaica National Children's Home (JNCH) Outreach Programme

MSB's Outreach Programme continued during the period, with the award of the first MSB Outreach award for "Outstanding Personal Achievement and Community Service to a Former Resident of Jamaica National Children's Home". The award, which was presented at the MSB Awards Ceremony on November 26, 2010, highlighted the achievements of recipient Tashauna Taylor, a former resident of the JNCH who has made several academic and personal achievements.

A very successful MSB/JNCH Sports Day and Christmas Treat was also held on December 17, 2010 on the JNCH Grounds. There was a large turnout of MSB staff members and residents of the Home. About 30 races were held and special guest Olympians Grace Jackson and Vilma Charlton were present and were involved in the medal presentation awards ceremony. The day closed with a Christmas treat of ice-cream, cake sharing and gift-giving to the children from voluntary contributions. Almost the entire cost of the event was off-set by donations and contributions by partners, corporate donors and MSB staff.