ANNUAL REPORT
2015/2016
A CAMPUS FOR THE TIMES . . . A CAMPUS FOR THE FUTURE
Guiding Principles

The Open Campus of The University of the West Indies is based on the idea that the high-quality university education, research and services available at our institution should be open and available to all people who wish to reach their full potential inside and outside of the Caribbean region.

The Open Campus will adopt quality teaching and learning experiences, innovative pedagogic design, relevant research and community partnerships to deliver face-to-face, blended and online learning.
STUDENT-CENTRED | AGILE | ACCESSIBLE | ENABLING

@UWIOpenCampus
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A ny parent knows that a child’s ninth birthday is an occasion not only for the usual joy and celebration, but also of anticipation for the next milestone: entering double digits. Double digits force you to stop and reflect on the achievements and challenges encountered, and this, the Open Campus’ ninth year, is no different. In the last nine years, the Open Campus has moved from a fledgling campus to one which, while inevitably affected by the trying economic climate, continues to prove its value to the people in the region by bringing The University of the West Indies (UWI) to under-served communities and increasing access to its many programmes and services. It does so at 44 Sites in 17 countries across the region, not only providing high-quality education for those who wish to further their studies for personal or professional development, but also increasing the presence of the University in the region and becoming a valuable means for ensuring that communities know that The UWI is here to serve its people and give back to its communities in myriad ways.

One of the major ways in which the Open Campus offers increased access to its programmes is by means of Continuing and Professional Education (CPE) programmes. CPE consists of a range of credit and non-credit programmes, and included among the non-credit programmes are professional development short programmes, workforce development programmes, personal enrichment programmes, and customised workforce solutions. Such programmes have long been a hallmark offering of the Campus, and many of them have recently been upgraded and re-launched at the 44 Open Campus Country Sites. Our CPE...
programmes and courses offer students the opportunity to study while remaining in full-time employment, allowing students to immediately put the skills gained into practice in their work environment.

Giving back to communities occurs in many different ways through the outreach activities which take place each year in all of the 17 countries in which the Campus is present, and we are proud to assist our communities however needed. When Tropical Storm Erika ravaged Dominica in August 2015, the Campus rallied together to collect monetary and other donations for those affected, and the Open Campus student guild in Dominica was instrumental in the distribution of the donated items. Several other goodwill activities will be mentioned later in this report and the Open Campus is honoured to have such committed staff and stakeholders, since our outreach efforts give extra purpose to our existence.

Our outreach activities also extend to the socio-economic development of the region, and our Sites were, as always, active in this regard, holding lectures, workshops and panel discussions on important local and regional issues. Additionally, four country conferences were held in the 2015/2016 academic year, perhaps the most in any single year so far. One such example is the 2016 Belize conference, Leadership for Sustainable Development. This conference provided a forum for discussion, reflection and future action regarding the challenges facing Belize and the region in ensuring sustainability in all areas of social and economic development, and the role that strong leadership plays in securing our future.

The academic year 2015/2016 was also one in which the late Professor Rex Nettleford’s concept of “Inward Stretch, Outward Reach” was central to our operations. Having completed the Open Campus Task Force Governance Review, the Campus redoubled its efforts in preparing its internal operations to assume its new role in the University. Developing a more resilient technological base through the transitioning to the Banner Enterprise
Resource Planning (ERP) system, better counselling and support for our students, robust programmes both online and face-to-face, as well as capacity building of staff were part of our “inward stretch” activities.

Also, as part of our “inward stretch”, the Open Campus over the past academic year continued to show resilience in the face of financial challenges and constraints and has made significant strides in reducing its dependence on Governments’ contributions. In fact, reliance on Governments was reduced to 32.3% in 2015/16 from 35.9% in the previous year. Of special note here is the Global Affairs Canada – Strengthening Distance Education in the Caribbean (GAC-SDEC) project, which continues to have a significant impact on our revenue stream through increased programme development and offerings at all levels, as well as improvements in our internal operational processes and thereby our efficiency. The GAC-SDEC project funding provided for the development of 10 new CPE programmes, 13 new undergraduate and 10 new postgraduate courses in the 2015/16 academic year, which we are proud to say has indeed done much to strengthen distance education in the Caribbean.

Another key part of the GAC-SDEC project is that it provided funding for the implementation of the Enterprise Resource Planning (ERP) system and the Electronic Document and Records Management System (EDRMS). These two initiatives, when fully implemented, will certainly improve the campus’ efficiency, leading to greatly enhanced stakeholder services.

Our “outward reach” included initiating new external project links, particularly through our research arm, the Consortium for Social Development and Research, and our newly established Business Development Unit, as well as playing a leading role in UWI’s global initiatives, such as the establishment of the State University of New York (SUNY)-UWI Center for Leadership and Sustainable Development.

The latter is especially important to the Open Campus as this SUNY-UWI partnership will, among other things, focus on open and online learning, prior learning and joint programming.

One project of which the Campus is particularly proud, and which truly exemplifies our “outward reach”, is the Transitional Living Programme for Children in State Care Project, which is a combined research and development project of the Caribbean Child Development Centre in partnership with other UWI partners, including the Social Welfare Training Centre and the Government of Jamaica. This initiative is the first of its kind in Jamaica and involves a multi-dimensional approach to preparing wards of the State, who are at an increased risk for poor outcomes, on leaving care. The project is funded by the United States Agency for International Development (USAID), and in February 2016 received an additional US$3,825,347.00 in funding.
The University of the West Indies (The UWI) and The State University of New York (SUNY) launched the SUNY UWI Center for Leadership and Sustainable Development on September 20, 2016 at the SUNY Global Center in New York. Standing left to right are SUNY Empire State College President, Merodie A. Hancock, Pro Vice-Chancellor and Principal of The UWI Open Campus, Dr. Luz Longsworth, SUNY Board of Trustees Chairman, H. Carl McCall, UWI Vice Chancellor, Professor Sir Hilary Beckles, SUNY Provost and Executive Vice Chancellor, Alexander N. Cartwright and UWI Pro Vice-Chancellor for Global Affairs, Richard Bernal.

Dr. Luz Longsworth sharing the excitement with the Campus Registrar and members of the newly inducted 2016/2017 Open Campus Student Guild Executive.
bringing the total to US$5,281,736.00. The life of the project has been increased by 36 months, from August 26, 2017 to August 26, 2020. The additional time and funding will ensure the following:

- 2 additional constructions: another apartment complex for 40 boys and one for 12 University students;
- 3 buses: 1 mobile mental health unit and two 15-seater buses for transportation needs;
- 3 new project staff members; and
- Assistance for the Child Development Agency’s Case Management System.

As we wrap up the 2012-2017 Strategic Plan and transition to the Triple A Strategy of the 2017-2022 plan, the Open Campus continues to focus on expanding access to programmes, improving our financial stability and penetrating the communities we serve to ensure that we are aligned with their developmental needs.

Our achievements over the last nine years have been many. However, there is still much to do, and we look forward to continuing to provide for the needs of the region to build stronger communities and stronger economies.

**Plans for the Future**

The Open Campus is fully engaged in the development of our strategic initiatives which will help to fulfil the University’s overall vision of revitalising Caribbean development through the Triple A Strategy of Access, Alignment and Agility. More specifically, the Open Campus will be central to the expansion of access to the region and the wider world of the wealth of UWI programming and research through our strong delivery platform. In that regard we will continue to partner with our sister campuses to deliver the excellent content to a wide Caribbean audience, hence improving access and financial sustainability for the University.

Other areas of focus for the immediate future include:

- Developing a new model of delivery for online training and professional development programmes in modular form.
- Improving the physical and technological infrastructure of our Sites in the region to enable them to improve and strengthen service to their communities.
Implementation of strategic partnerships that will enhance innovation and entrepreneurship in the communities which we serve, especially through empowering our youth to create profitable business ventures.

Collaboration with secondary and tertiary institutions in our communities to assist with developing mathematics and English competence as well as soft skills for workplace readiness.

Continuous engagement of our staff in capacity building programmes and upgrading of our skills to meet the new demands of the forthcoming strategic plan.

As we look forward to the upcoming celebrations of the UWI’s 70th anniversary and the Open Campus’ 10th year of operation, we face the future with optimism and confidence that the Open Campus, now, more than ever, will play a central role in launching households and enterprises in the region towards economic and social development.
Over the academic year 2015/2016, The UWI Open Campus continued its drive to serve students from a variety of countries, backgrounds, achievements and interests, as well as deepening partnerships with local, regional and international associates.

Open Campus Fast Facts

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age Range</td>
<td>16 - 70</td>
</tr>
<tr>
<td>Countries Served and Supported</td>
<td>15 Caribbean Countries and Overseas Territories</td>
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<tr>
<td>Faculty/Staff</td>
<td>540</td>
</tr>
<tr>
<td>Students</td>
<td>20,171 face-to-face and online (inclusive of workshops &amp; seminars)</td>
</tr>
<tr>
<td>Online Programmes &amp; Courses</td>
<td>78 (online certificates, undergraduate, graduate)</td>
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<tr>
<td>Total Graduates</td>
<td>701</td>
</tr>
<tr>
<td>Undergraduate Degrees Awarded</td>
<td>596</td>
</tr>
<tr>
<td>Postgraduate Degrees Awarded</td>
<td>105</td>
</tr>
<tr>
<td>Research Projects</td>
<td>US$5,681,736 in external funding (CSDR)</td>
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<tr>
<td>Special Projects</td>
<td>CA$19.26 m Canadian Government’s Global Affairs Canada</td>
</tr>
<tr>
<td></td>
<td>Strengthening Distance Education in the Caribbean (GAC-SDEC) Project for the period under review</td>
</tr>
<tr>
<td>Business Partnerships</td>
<td>28 MOUs</td>
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</tbody>
</table>

Over the academic year 2015/2016, The UWI Open Campus continued its drive to serve students from a variety of countries, backgrounds, achievements and interests, as well as deepening partnerships with local, regional and international associates.
ENHANCING THE STUDENT EXPERIENCE

Guild Executive Induction in Anguilla

Student Orientation by the Guild - St. Vincent

Guild Session Group August 2015 - Anguilla

Learning about the Open Campus – Then & Now at the 2016 Guild Fest
Induction of the 2016/2017 Open Campus Student Guild Executive

Mr Howard Brown  
Student Guild President

Mrs Ruthlyn Matthias  
Student Guild Manager

Flyer for promoting Guild Fest 2017.

Student Guild - Grenada
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1. Financial

The financial picture of the Open Campus for the 2015/16 academic year showed an improvement over that of the previous year, with significant improvements in tuition fees and special projects, the latter of which were mainly due to activities on the Global Affairs Canada-funded Strengthening Distance Education in the Caribbean project. Challenging financial conditions were still present in the region but new programmes, partnerships, benefactions and revenue opportunities did much to improve the outlook of the Campus, which was yet again able to reduce the reliance on Government contributions and move closer to achieving the target of being a self-sustaining campus. Government funding for 2015/16 was 32.3% compared to 35.9% the previous year.

A breakdown of the various sources of revenue can be found in below graph.

### Income Source Diversification

Reduce the reliance on government financial assistance and increase the contribution from other sources.

### Diversifying the Income Stream

Diversifying the income stream has always been of primary importance for the Open Campus. Revenue generated from special projects showed an increase, from 8.7% in 2014/15 to 14.7% in 2015/16, mainly due to activities on the Global Affairs Canada-funded Strengthening Distance Education in the Caribbean (GAC-SDEC) project. However, a number of other special projects were undertaken and funding sought by and granted to various divisions of the Open Campus, notably the Consortium for Social Development and Research (CSDR) and the Open Campus Country Sites (OCCS).

### Academic Programming and Delivery (APAD)

During the 2015/16 academic year, five new hybrid programmes were developed by the Programme Planning Department which comprised Majors and Minors in existing study areas. These bring the number of approved hybrid degrees to six. This activity has extended and broadened the offerings of the campus to its students in response to expressed needs for more flexibility in degree choices and should result in an overall increase in student enrolment in Open Campus programmes.
In addition, the Campus entered into a contractual agreement with the World Bank to implement the World Bank Supporting Economic Management in the Caribbean (SEMCAR) Project through a pilot course. The Programme Planning Department planned and designed a standalone course titled State Owned Enterprises – Understanding the Basic Concepts, which has been approved for online delivery. Additionally, a Programme Coordinator in the department is managing the project, which entails organising, monitoring and reporting on the activities under the project until it has been delivered and evaluated.

Consortium for Social Development and Research (CSDR)

The Caribbean Child Development Centre (CCDC), part of the CSDR, continued to source funding for programme activities. Two new grants were received: one from UNICEF for continued support to the child rights programme in the amount of JA$8,000,000.00, and one from the American Friends of Jamaica (AFJ) and Grace Kennedy Foundation for support to the early childhood development activities in the amount of US$16,000.00. Additional funding was also received from the USAID for the Transitional Living Programme for Children in State Care project. Also within the CSDR, the Hugh Lawson Shearer Trade Union Education Institute (HLSTUEI) earned income in excess of JA$4.5m through training programmes, classroom rentals, donations and other activities.

Open Campus Country Sites

The OCCS Division serves 44 physical site locations in 17 English-speaking countries in the Caribbean. In keeping with the goal of the Open Campus to shift focus from traditional dependence on government contributions for financial support, the OCCS worked assiduously to enhance its income earning capacity through the expansion of Continuing and Professional Education (CPE) courses. Strategic partnerships with local stakeholders and the mounting of unconventional promotional initiatives assisted in increasing the revenue earned by the sites. Some highlights of the activities held by the OCCS sites include:

- The expansion of the CPE course offerings and the increased enrolment of specially admitted students were sources of additional revenue at the Anguilla site. Training needs of the private sector, such as Conversational French and Foundational Maths, as well as for the public sector, such as Teaching Numeracy in Education for primary school teachers in Anguilla were either developed or conducted in the 2015/16 academic year.

- In Barbados, The Maria Holder Memorial Trust approved funding in the amount of US$35,445.00 for the academic year 2015/2016 to continue the Non-Governmental Organisation (NGO) Management Certificate Programme. This programme targeted staff and volunteers in the NGO sector and sought to develop the necessary competencies to contribute to improved organisational efficiency.

- Also in Barbados, the Site collaborated with the National Employment Bureau, Ministry of Labour, Barbados Government and the National Insurance Board, in the Unemployment Retraining Project with the Government of Barbados, which provides training of persons who were displaced from their employer. The Site received project funding in the amount of US$200,000.00 for the implementation of this programme during the academic year 2015/2016. A range of certificate courses were offered under this project, such as Caribbean Secondary Education Certificate (CSEC) Mathematics, Advanced QuickBooks, Event Planning, Improving Your Reading and Writing Skills and Information Technology for Small Business, among many others. The Barbados Site also embarked on a number of public training workshops aimed at attracting additional
income. The workshops held included Strategic Planning, Grant Proposal Writing, Excelling in Microsoft Excel, and Customer Service Excellence.

The UWI Open Campus Belize developed several proposals which were approved and implemented by different donor funding institutions, private sector and government departments, such as the Pan American Health Organization (PAHO)/Professional Development Training Vector Control Unit, the Belize Tourism Board, Belize Public Service, Belize City Council and Belize Ministry of Trade. More than BZ$300,000.00 was earned through training or short courses offered on behalf of these institutions.

Continuing and Professional Education (CPE) face-to-face courses in Dominica generated a profit of US$49,162.65. The courses were designed for participants who sought to obtain formal qualifications in an area in which they worked, achieve skills to apply in their workplace, and enable matriculation into tertiary education.

The Open Campus St. Vincent & the Grenadines offered CPE courses and workshops throughout the year based on the needs of local constituents. The Site netted a profit of approximately EC$91,550.00 for courses and workshops mounted during the academic year.

Many of the Open Campus Country Sites also generated revenue by renting spaces to associates, government agencies, groups and organisations to hold their various activities. These engagements generated increased partnership between the OCCS and local public and private entities, and were carried out at the Montego Bay, St Lucia, St Vincent and the Grenadines and Tobago sites, among many others.

**Fundraising, Donations & Benefactions**

**Fundraising**

The Dominica Site hosted the second annual UWI Alumni Dinner & Awards Ceremony on November 14, 2015. This event raised US$2,000.00 and proceeds were used to purchase and donate food supplies to victims of Tropical Storm Erika which devastated the country in August 2015. The donations were presented in December 2015.

**Donations**

The Open Campus Barbados (The Pine) benefited from contributions of financial and other resources from the private sector community in Barbados. These contributions were important in assisting the Site to carry out its training and development initiatives as well as its community outreach programmes. Special thanks are given to corporate sponsors Courtesy Garage Limited, Days Bookstore and OSI Computer Store.

**Benefactions**

The Government of Jamaica generously partnered with The UWI Open Campus through the Universal Service Fund (USF), which is an SDEC partner, to provide funding to upgrade a number of sites in Jamaica. The upgrades are being done in phases at a total cost of US$1,618,649.00. The funding is aimed at increasing access to educational opportunities in environments conducive to students’ engagement by wiring/re-wiring data cabling infrastructure, providing computers with internet connectivity and

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**UNIVERSAL SERVICE FUND**
installing audio-visual technology, video conference capabilities, and increased wireless internet coverage, and including a new state-of-the-art video-conferencing facility.

From April 2015 to March 2016, five Sites were upgraded: Camp Road, Kingston; Mandeville, Manchester; May Pen, Clarendon and Savanna-la-Mar, Westmoreland. Upgrades included the provision of video, audio and networking equipment, and the training of staff. These upgrades have had a dramatic impact. At the Savanna-la-Mar site, student enrolment increased by 92%, from 98 to 183, and CPE programme offers by 25%.

In addition to the above, as part of the GAC-SDEC project, sites that did not benefit from the USF upgrades but which were in need of equipment were identified and prioritised. Site assessments were conducted in Trinidad & Tobago, St. Kitts & Nevis, Antigua, St. Lucia, Bahamas, Dominica, St. Vincent, Belize and Grenada. At the end of the process, a strategy that would benefit all stakeholders by partially fulfilling their needs was devised. Based on the budget of CA$500,000.00, each site was allocated an average of nine personal computers (desktop or laptop), one printer and one projector. The sites to benefit are in Antigua, Bahamas, Barbados, Belize, Dominica, Grenada, Jamaica, St Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines and Trinidad and Tobago. A vendor was selected for the computer workstations and peripherals and another provided the teleconference equipment.

Efficient Resource Utilisation

The Open Campus continued to refine systems to promote a culture of greater efficiency and accountability in resource use, and efforts continue to minimise travel wherever possible. The Open Campus Country Sites in particular endeavoured to minimise operating costs, focusing on conservation, including the installation of energy efficient equipment such as air conditioners, timed light fixtures, automatic on/off taps to prevent water wastage, and preventive maintenance.
2. Employee Engagement and Development

Empowerment and strategic deployment of human capital were critical components for development within the Open Campus. The Campus recognises the importance of harnessing the skills, capabilities and connections of staff so that they participate in the developmental pursuits of the Open Campus, making them feel a greater sense of belonging. The Campus initiated a scholarship programme for 10 staff at the Administrative, Technical and Service level to get a full tuition waiver, while all other staff benefited from a 25% discount on online degree programmes.

Competency-based Development

Improve leadership and management capabilities and job competencies of all employees so that they can effectively fulfil their roles.

Human Resources

2015/16 was an excellent year for Open Campus staff to take advantage of the many opportunities for personal and professional development afforded by the Staff Development Training Series, coordinated by the Human Resource department. Online training sessions were made available to all staff on a variety of topics, such as team building, financial planning, project management, customer service excellence, understanding the research process, workplace conflict resolution and cybersecurity basics, among others. These sessions were well-attended and much appreciated by staff.

Academic Programming and Delivery Division

The Course Delivery Department (CDD) provided training on “Effective Course Development using the Instructional Project Management Approach” for participants in the Training Administration Division, Barbados. The training was conducted in the Instructional Project Management course space that the CDD utilises for orientation and training of course developers and for reviewing and revising drafts of course materials.

The Programme Delivery Department (PDD) continued APAD’s commitment to ongoing professional development of its online facilitators, with the Online and Distance Learning Institutional Specialist (ODLIS) and Instructional Development Coordinator (IDC) staff in PDD continuing to provide training and coaching for course coordinators and e-tutors. Professional development included collaborative goal setting, monitoring and evaluation of training objectives as well as providing critical feedback on individual facilitator performance. As part of the training, standardising student experiences across common courses was undertaken as a primary goal. As such, course coordinators and e-tutors were trained to identify and implement best practices in online teaching in order to promote quality student engagement.

Additionally, the members of the Learning Support Team implemented technology training in the format of a “Technology Quest”. It was introduced as part of the suite of Compulsory Foundation Courses for new facilitators. The Tech Quest was designed as a series of self-instructional training activities with a gamified approach to assessment and learning of the Learning Management System and supporting technologies to encourage participation and challenge performance.
Office of the Deputy Director Continuing and Professional Education (CPE)

In October 2015, the Office of the Deputy Director CPE coordinated a workshop for Programme Officers and select Site Coordinators and Senior Administrative Assistants from throughout the Open Campus Country Sites. This workshop was held in Barbados and funded by the GAC-SDEC project. The aim of the programme was to build capacity among staff engaged in programme development and delivery throughout the 44 country sites. The areas of focus included: IT Academy Programming; new GAC-funded programming; public speaking and presentation skills; quality assurance; Banner Enterprise Resource Planning (ERP) and curriculum development.

Open Campus Country Sites

The Open Campus Country Sites ensured that effective communication mechanisms were employed to engage employees and to ensure that staff members were familiar with developments across the Open Campus. These engagement opportunities provided staff with avenues to give input and ideas into selected matters at the Site level, and to raise and discuss issues which were deemed to be of general importance to the constituents of the Site. The mechanisms used included general staff meetings, section meetings with staff members, and written correspondence used as required throughout the academic year.

Office of the Deputy Principal

To sustain the Prior Learning Assessment (PLA) initiative, it was important to ensure that teaching staff were trained to teach, mentor and assess prior learning. Training was delivered by a Canadian PLA expert to 14 facilitators and staff. Capacity building in PLA continued with the participation of Ms. Rita Zuba Prokopetz (Canada) and Dr. Lora Woodall (Barbados) in the APAD PDD training for new facilitators which commenced in April, 2016.

Culture of Employee Engagement

Create an organisational environment that promotes personal growth and development for employees and positive cognitive, emotional and behavioural states directed toward optimum organisational outcomes.

Employee Engagement Activities

Open Campus Country Sites

The Open Campus Country Sites engaged in a number of activities which contributed to employee engagement. Some examples of these include:

Dominica

- Health & Wellness Workshops: Jolly’s Pharmacy presented two health seminars for the Dominica Site staff. On September 10, 2015, the session was entitled “Supplements: Myths and Facts” and on July 5, 2016 the session was entitled “Non-Communicable Diseases: Causes, symptoms and treatments.” As part of the July session, staff members were provided with health screening through the testing and calculations of BMI, blood sugar and blood pressure.

- Disaster Preparedness Workshop: On October 29, 2015, Mr. Cecil P. Shillingford, Disaster Risk Management & Communications Specialist/Consultant, facilitated a workshop to improve the probability for protection and survival during disasters.

Jamaica Eastern

- The Jamaica Eastern team was encouraged to participate in lifelong learning activities to prepare them for upward mobility in the workplace. Training was held for the different levels of staff across the Jamaica Eastern region including Site Coordinators, Administrative Assistants, Site Technicians and Clerical Assistants.
St. Kitts & Nevis

The level of employee engagement at the St. Kitts & Nevis Site was evidenced by the productivity and ingenuity of members of staff. The employees at the Site engaged in roof and other structural repairs to a storeroom located at the Site which was damaged due to flooding. Upon completion of the work the room was no longer subject to flooding. Staff recognised the need to clean and clear out boxes and documents which were damp and mouldy. Instead of hiring janitorial service, staff opted to arrange for the hire of a skip, put on masks, and set about sorting and clearing the room of damaged items. This activity encouraged team work, boosted morale and improved the overall work environment for the staff at this site.

St. Lucia

Staff participated in the annual Festival of Lights Lantern Competition for the second time on December 12, 2015. The Lantern was constructed by staff at the Site and entered for judging and a parade through the city streets on the eve of National Day. It won second prize in its category.

On March 11, 2016 the staff participated in a team building retreat on a sunset boat cruise along the west coast of the island. The exercise was sponsored by Mrs. Lesley Crane Mitchell, Outreach and Marketing Officer, who kindly donated the money from her Principal’s Award. The retreat included part-time staff and day-time security personnel who work very closely with staff in providing good customer service.

Open Campus St. Lucia staff participated in National Sneaker Day which was designated by the National Insurance Corporation as a day for reflection and discussion on non-communicable disease issues and to promote positive attitudes towards healthy lifestyles. The event was held on June 29, 2016.

Strengthening Performance Management Systems

The Open Campus Country Sites adopted various performance appraisal and review mechanisms to strengthen performance management systems. Some examples of these include:

Anguilla

Open Campus Anguilla has ensured that administrative and operational policies are clearly defined and understood, that objectives are set, and resources are managed accordingly. Key decision-making and approvals reside with the Manager, British Overseas Territories.

Jamaica Eastern

The Jamaica Eastern team gathered local tutors for a training session on how to invigilate examinations to improve the invigilation process for local programming on November 19, 2015. This ensured that the process for administrating examinations was comparable for both online and CPE programmes or courses.

St. Vincent & the Grenadines

The Open Campus St. Vincent & the Grenadines adopted a structured approach to employee engagement through the annual appraisal process. Objectives are set and appraisals are conducted by supervisors and the Head of Site. Senior Staff were encouraged to give feedback throughout the period under review. Supervisors held departmental meetings to address staff related matters, to improve service to students and other stakeholders, and to enhance relationships among staff members.
PRINCIPAL’S AWARDS

Open Campus, Dominica

**Category:** Outstanding performance by a Department/Site – for the department with a demonstrated consistent high level of efficiency, effectiveness of operation and excellence of service to all stakeholders over the past three years.

Mrs. Alecia Walters-Archie
Course Delivery Supervisor, Programme Delivery Department, APAD, Jamaica

**Category:** Senior Administrative and Professional (including Directors of Divisions) - for outstanding work to improve and enhance efficiency and effectiveness of operations and excellence of service to all stakeholders over the past three years.

Ms. Dayna Smith
Administrative Assistant, Course Development Department, APAD, Jamaica

**Category:** Administrative, Technical and Services (ATS) staff - for outstanding work to improve and enhance efficiency and effectiveness of operations and excellence of service to all stakeholders over the past three years.
3. Internal Operational Processes

2015/16 was an exciting, though challenging, year for the Open Campus with regard to two key means of upgrading internal operational processes: upgrading Banner Finance Production and continuing preparation for the implementation of Student Banner as part of the Enterprise Resource Planning (ERP) system for the Campus. These and other improvements continue to enhance the quality of service which the Open Campus provides to all its stakeholders.

Efficient and Effective Academic and Administrative Processes

Re-engineer academic and administrative operational processes and procedures to make them simpler, more transparent, efficient, and effective to achieve optimal stakeholder satisfaction within and across campuses.

Office of Finance

A significant milestone on the ERP project was successfully accomplished in May 2016 when Banner Finance Production was upgraded from version 8.7 to 8.10 and the Instance was moved from the Cave Hill campus to the Miami data centre.

Registry

Within the Registry, the Records & Information Management (RIM) Unit was established. One of the main goals of this unit was working towards the establishment of a programme for the effective management of Campus records in all formats, an important aspect of which will be the procurement and implementation of an Electronic Documents and Records Management System (EDRMS), planned for 2016/2017.

Academic Programming and Delivery

The Course Delivery Department (CDD) department continued with its thrust to improve course development processes in 2015/2016 with the introduction of a revised peer review process in June 2016, where the blind peer review for individual courses is conducted at specified draft completion stages while the course materials are being developed. The revised process is concurrent and occurs over a three month period which better facilitates any revisions needed at specified draft completion stages. This allows for course materials to undergo internal and external review before students begin to interact with the materials during the first offer of the course. It is anticipated that this process will lead to improvement in the course materials that are used when the course is first delivered.

The Learning Support Specialist (LSS) team within the Programme Delivery Department (PDD) engaged on an important initiative to design a Management System to accommodate data management of all online facilitators teaching in PDD/APAD. The Facilitators’ Management System Project originated from a need to better store and track the profile of new and existing facilitators in training as they progress through different levels of professional training. The scope of the project was expanded to include accurate record management of the facilitator recruitment process as well as the day-to-day monitoring of facilitators by PDD.
full time staff. A number of meetings were held to gather the data and process requirements for the development of the proposed system. The next phase of the project, to develop and implement the system, is estimated to take place in the 2016/17 academic year. When completed the system will support different types of users, including the Programme Managers, Clerical Assistants, Instructional Development Coordinator, Online and Distance Learning Instructional Specialist, Course Delivery Assistants and Learning Support Specialist.

The Programme Planning Department (PPD) continued the refinement of the steps/procedures for programme planning and design through the collaborative effort of all Programme Coordinators to ensure consistent quality output. The department continues to build high functioning teams for specific tasks such as for the research and write up of the Self-Assessment Reports for Quality Assurance Reviews and for Feasibility Study surveys. The team that was set up to engage with the Advisory Committees has been communicating with the volunteers through formal and informal meetings, and reporting on the committees.

Open Campus Country Sites

The systematic review of internal operational processes was integral to institutionalising best practice, and internal control within the OCCS. Some highlights of the work done in this regard include:

Barbados

- Under the aegis of the Global Affairs Canada - Strengthening Distance Education in the Caribbean (GAC-SDEC) project, through the implementation of the Electronic Document and Records Management System (EDRMS), a Records Management Analyst was hired at the Open Campus. This officer is located at the site and has started work on a preliminary business systems analysis and inventory exercise as an input for a records management policy and EDRMS development. The officer reviewed the records at the site to determine those which must be archived. This is an ongoing process and will contribute to the management of records at the site.
**British Virgin Islands (BVI)**

- The Open Campus BVI continued to employ QuickBooks to record tuition collections to improve the process of managing collections and to enhance efficiency in the workplace. The improvements include the ability to send personalised messages to students with outstanding balances as well as track students with outstanding payments. At the end of Semester II, 2015/2016, 90% of outstanding tuition was collected.

**Dominica**

- In 2016, the Dominica Site worked on the development of a Disaster Manual so that the Site is effectively prepared for the eventuality of disasters. It will form part of the University’s Disaster Plan. The primary objective of this manual is to minimise the risk of loss of property, loss of life, injury and to reduce the potential for damage to the University’s property as a result of a natural or other hazard.

- The Site introduced a series of orientation meetings for CPE tutors (both returning and new) during the academic year. The Site also improved its database which contains information about local tutors and the courses they tutor. The database includes Curriculum Vitae, job application forms, contracts, examinations and course assessment surveys.

**Office of the Deputy Director Continuing and Professional Education (CPE)**

The development of policy documents to govern the roll-out and management of CPE/face-to-face courses was a major component for advancement of CPE(face-to-face courses.

During the academic year the following were approved for use by the Open Campus and noted for further University development by The UWI Board for Undergraduate Studies (BUS):

- UWI Open Campus CPE for Credits and CPE for Continuing Education Units (CEU) Policy;
- UWI Open Campus CPE Coding Policy

Further to the development of these policies the Office of the Deputy Director CPE created and documented a process for the development of CPE programmes that was used throughout the Open Campus for the development of programmes intended for face-to-face delivery.

In consultation with all relevant Open Campus stakeholders, the Office of the Deputy Director CPE created a CPE Delivery Proposal for the pilot of new programmes in the 2016/2017 academic year. This proposal was used to manage the transition from the traditional practices associated with CPE delivery to the new processes envisioned, especially those connected to the implementation of Banner, scheduled for January 2017.
"... the UWI Open Campus remained committed to providing high quality student experiences and learning effectiveness by offering continuing and professional education, undergraduate and postgraduate programmes and courses, through blended, online and face-to-face learning methods."
4. Teaching and Learning

Academic Quality

Ensure Excellence of Academic Processes

During the year under review the UWI Open Campus remained committed to providing high quality student experiences and learning effectiveness by offering continuing and professional education, undergraduate and postgraduate programmes and courses, through blended, online and face-to-face learning methods. Consequently, Open Campus undertook various quality assurance initiatives led by Quality Assurance Officer, Dr Pamela Dottin, and staff from Open Campus Country Sites and other Open Campus departments.

Programmes Undergo Essential Quality Assurance Measures

The Quality Assurance Unit, led by Dr. Pamela Dottin, Quality Assurance Officer, conducted quality assurance evaluations and reviews as follows:

- Open Campus Trinidad & Tobago Sites: Pre-Health Professions Programmes, March 05, 2016.

Further, at the Carapichaima Site course outlines and course content were updated to meet the requirements of employers and consistent with quality assurance procedures.

Reviewing Programmes to Ensure Quality and Relevance

The Programme Planning Department (PPD) of APAD continued to support the achievement of quality programming and the renewal of curriculum through leadership of the programme review process:

- Production of the fourth Self-Assessment Report (SAR) for the review by The UWI’s Quality Assurance Unit of the BEd Educational Leadership and Management programme. The review was successfully completed in April, 2016.
- Dialogue with the Programme Advisory Committees to ensure programme quality and course relevance for the needs of our region. The Advisory Committees comprise volunteers who are experienced and credible members in their field of expertise from outside the University as well as academic staff from within the Open Campus and relevant administrative staff.
Open Campus Collaborates with UWI Sister Campuses to Ensure Quality Programming

The staff of the Programme Delivery Division (PDD) and the Programme Planning Department (PPD) contributed to the quality assurance processes of its sister campuses by providing critical review to several programme proposals, such as:

- MA Archives and Records Management (Mona Campus)
- MA Early Childhood Education (Mona Campus)
- MSc Management Studies (St. Augustine Campus)
- MSc Tourism Development & Management (St. Augustine Campus)
- MEd Education for Sustainable Development, Global Citizenship, and Peace (Mona Campus)
- MSc Aviation Management (St. Augustine Campus)
- MSc Sports Management (St. Augustine Campus)
- Certificate in Social Sciences (St. Augustine Campus)

Maintaining Quality in the Teaching and Learning Process

During the period under review, the Planning and Institutional Research (PAIR) unit in collaboration with the Programme Delivery Department and the Quality Assurance Officer revised the End of Semester Course Evaluation questionnaire. This questionnaire seeks to assess the students’ satisfaction with and the quality of the following:

- The student’s responsibility in the learning process
- E-Tutor performance
- Course Coordinator Performance
- Course Content and Design
- Key Skills Development

Student Engagement and Experience

Provide a high-quality student experience as a platform for enhanced regional and international student success and long-term commitment to the UWI.

The UWI Open Campus undertook several student enrichment activities to maintain high academic and professional standards as well as provide friendly support, which were vital to enriching student experiences.

Student Committees

The Open Campus Barbados Pine Site established the Staff/Student Liaison Committees during the period March 15 and 17, 2016 with the following four critical objectives:

- Provide a forum for ensuring that students’ views were expressed, particularly regarding the development of the curriculum and teaching skills of instructors;
- Involve students in the process of continually advancing the quality of education provided;
- Address students’ concerns in a timely manner, especially with respect to matters which adversely affected them in their learning environment, and to find appropriate solutions to issues raised;
- Bring innovative ideas from students to the attention of OCCS staff.

Student Enrichment Workshops

The workshops specifically catered to the youth in the Caribbean Examinations Council (CXC) Day School Programme, exposing them to soft skills and behavioural training to equip them for further studies or
employment opportunities. Areas covered included:

- Curriculum Vitae (CV) Writing
- Time Management
- Productivity Management
- Communication
- Professionalism & Work Ethics
- Study Skills Techniques
- Studying with the Open Campus

**Upgrades and Repairs to Students’ Physical Environment**

Open Campus St. Lucia undertook several activities to enhance the students’ physical study environment. These included upgrades and repairs to students’ restrooms, classrooms, administrative offices, teleconference room and technical unit. These activities resulted in improved aesthetics, enhanced ambience and improved hygiene practices.

**Local Recognition Ceremonies**

The following are examples of the several local recognition ceremonies held at various Open Campus sites to acknowledge students who successfully completed Continuing and Professional Education courses:

- Open Campus Anguilla - November 3, 2015 and July 26, 2016
- Open Campus British Virgin Islands - January 14, 2016
- Open Campus Montserrat - November 25, 2016
- Open Campus Grenada - January 13 and September 6, 2016

**Collaboration with Guild of Students**

Several sites forged excellent relationships with the Guild of Students Chapter, thereby ensuring meaningful and impactful student engagement activities. Of note is the Open Campus Dominica site, which undertook the following activities:

- New student orientation sessions - August 18, 2015 and January 7, 2016.
- Emerging Leaders Conference - February 27 and March 26, 2016.
- Sorting and distribution of relief items following Tropical Storm Erika - October and November, 2015.

**Student Support Initiatives**

The following initiatives were undertaken at the St. Kitts & Nevis site to bolster the support offered to students of the Open Campus:

- Monitoring of the Grade Point Averages (GPAs) of continuing students who were at risk of receiving warnings or requests to withdraw;
- Devising individual study schedules;
- One-on-one advising sessions;
- Creating a support system by encouraging "study buddies";
Individual and on demand orientation sessions for the online library, UWIlinC;

- Counselling to assist with the challenges of part-time and online study.

The Consortium for Social Development and Research (CSDR) also made valuable contributions to student engagement activities, such as:

- Student supervision of various disciplines at both the undergraduate and graduate levels.

- Hosting of interns whose assignments were geared at developing specific skills while contributing to targeted areas of the CSDR’s work.

- Hosting Practicum students, thereby fulfilling the requirements for the UWI Mona Social Work programme.

- Provision of the Ask A Librarian service. This service allows students and staff to email or chat online with library staff. Live chat is normally available Monday to Friday from noon to 4:00 pm; alternatively, any user may send a question or comment via email.

Social and Educational Activities

The Pre-University Centre in Trinidad & Tobago hosted the following events during the second semester of the period under review:

- A ground-breaking sports relay in which tennis, table tennis, football and cricket were highlighted.

- A Physical Education and Sports Conference, which included participation from five secondary schools.

- A panel discussion in which Mr. Darryl Smith, Minister of Sports, graciously participated.

Students of the Caribbean Advanced Proficiency Exam (CAPE) Advanced Level Physical Education and Sports Programme spearheaded the abovementioned events.

Educational Opportunities

- Six students from Open Campus Grenada attended a Government of Grenada-sponsored field trip to Belize during the period August 30-September 5, 2015. The exchange was based on the theme “Students Engaging the Caribbean Single Market & Economy (CSME) through Field Promotion”.

- Two students from Open Campus Grenada and one Cave Hill Campus graduate attended a seminar sponsored by the Government of China on “Macro-Economic Development and Planning in Grenada”, September 8-21, 2015 in Beijing, China.
Open and Distance Learning

Provide multiple, flexible paths for all constituencies to pursue tertiary education over their lifetime

Continuing and Professional Education Courses (CPE)

During the year, funding from the GAC-SDEC project facilitated the approval of the following 10 programmes for delivery in September 2016:

- Advanced Procurement Management
- Business Writing and Communication
- Managing People Effectively
- Information Technology
- Procurement Management
- Occupational Health and Safety
- Facilities Management
- Accounting Information Systems
- Entrepreneurship and Small Business Management
- Information Communication Technology Law

In accordance with the directives of the GAC-SDEC project, the Office of the Deputy Director CPE established a Programme Advisory Committee (PAC) comprising 12 members from across the OCCS. The work conducted with the PAC included discussions on the proposed programme list and on the findings of the market needs report. Of note also is that the Open Campus Dominica advanced the open and distance education mandate by successfully developing the Credit Union Essentials CPE course with the assistance of the Office of the Deputy Director CPE.

Undergraduate and Graduate Online Programmes

Thirteen new undergraduate online programmes were developed and of these 10 were delivered in the period under review. The 10 new undergraduate programmes that were delivered in the 2015/16 academic year were:

- BSc Political Science
- BSc Psychology
- BSc Sociology
- BSc Management Studies (Entrepreneurship)
- BSc Management Studies (Human Resource Management)
- BSc Management Studies (Financial Management)
- BSc Management Studies (International Management)
- BSc Management Studies (Marketing)
- BSc Economics (2016)
- BSc Management Studies (Tourism and Hospitality Management)

New Graduate Programmes

A total of 10 new graduate programmes were developed during the 2015/16 academic year and nine were delivered during the period under review. The nine new graduate programmes delivered in the 2015/16 academic year were:

- Doctor of Educational Leadership in Education Systems and Schools
- Doctor of Educational Leadership in Higher Education
- Graduate Diploma Management and Educational Leadership
- MSc Management and Educational Leadership
- Postgraduate Diploma in Management Studies
- MSc Management (General Management)
Additionally, five undergraduate programmes were designed, planned and approved in the reporting period:

- BSc Youth Development Work with minor in Management Studies
- BSc Psychology with minor in Human Resource Management
- BSc Social Work with minor in Youth Development Work
- BSc Sociology with minor in Human Resource Management
- BSc Sociology with minor in Marketing

The Women and Development (WAND) Unit of the CSDR is also in the process of developing six courses for offer in the blended mode under the GAC-SDEC project. These include the following:

- Introduction to Women’s Studies
- Issues in Gender and Development for Professionals
- Gender, Climate Change and Disaster Management
- Women, Entrepreneurship and Society
- Women, Health and Wellness
- Introduction to Family Law in the Caribbean (formerly titled Gender and the Law)

**Caritalents Programme**

The Italian Ministry of Foreign Affairs, the University of Florence in Italy, the Errol Barrow Centre for Creative Imagination (EBCCI) in Barbados and the Open Campus Dominica collaborated to mount the Certificate in Heritage for Culture and Human Resource Training titled CARITALENTS for Dominican teachers and cultural officers in September 2015.

**Access to Programmes via the Single University Space (SVUS)**

The Single Virtual University Space (SVUS) Diploma in Education with The UWI Mona produced its second cohort this year. Twenty-nine teachers are currently enrolled in the Diploma in Education via the Single Virtual University Space (SVUS) offered by the School of Education at The UWI, Mona, which began on February 29, 2016.
Face-to-Face Programming

The OCCS provided a range of programmes via the face-to-face modality to address key educational needs identified. For example, the Open Campus Barbados (The Pine) offered several courses as indicated below:

- **Caribbean Examinations Council (CXC) Day School Programme**
  Ten one-year CXC-CSEC subjects were offered: Electronic Document Preparation and Management (EDPM), English A, Human and Social Biology, Information Technology, Mathematics, Office Administration, Physics, Principles of Accounting, Principles of Business and Social Studies.

- **Local Certificate Programmes**
  Four 12-month programmes were offered: Corporate Administration, Guidance and Counselling, Marketing, Public Relations and Advertising, NGO Management and the 18-month long programme, Project Management.

- **Workforce Training & Development**
  A range of professional development courses such as Advanced and Introductory QuickBooks, Advanced Supervisory Management, Event Planning, Information Technology for Small Business, Law for Human Resources Practitioners, Public Speaking, Protocol, Social and Business Etiquette and Supervisory Management were offered.

- **CXC Summer School for Prospective Fifth Form Students**
  This programme provides students with targeted tuition in selected subject areas of their choice, guidance in the transition to fifth form and exam preparation for CXC subjects, workshops in areas such as time management and study tours. The programme commenced on July 3, 2016 with an enrolment of 177 students. The fourteen targeted subject areas included the following:
  - Human & Social Biology
  - Principles of Accounts
  - English Language
  - Geography
  - Physics
  - French
  - Biology
  - Information Technology
  - Principles of Business
  - English Literature
  - Mathematics
  - Chemistry
  - Spanish
  - History

Community Leadership and Development Programme

This GAC-SDEC funded project received approval for delivery on January 8, 2016, and on June 6, 2016 a pilot of the programme commenced with 42 students. The pilot commenced with the first four courses:

- Community Organising
- Leadership and Advocacy
- Community Safety
- Parenting for Effective Community Life
Table 1: Enrolment in all Programmes: Social Welfare Training Centre (SWTC)

<table>
<thead>
<tr>
<th>Programmes</th>
<th>Students registered Semester I</th>
<th>Students registered Semester II</th>
<th>Students registered Semester III</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>On line:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BSc. in Social Work</td>
<td>7</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>ASc. in Social Work</td>
<td>15</td>
<td>12</td>
<td>6</td>
</tr>
<tr>
<td>Diploma in Social Service</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>MSc in Human Resource Development</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Face-to-Face:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Leadership and Development Programme</td>
<td>42</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>24</td>
<td>19</td>
<td>53</td>
</tr>
</tbody>
</table>

On-going Programme Development

- **The Programme Evaluation Workshop** previously offered by the Caribbean Child Development Centre (CCDC) in collaboration with the Department of Social Sciences, Mona Campus to non-government agencies is now being developed into an online course.

- **MPhil/PhD programme in Child Studies:** During this academic year, CCDC continued to work on developing an MPhil/PhD in Child Studies programme with funds from the GAC-SDEC Project.

- **SUNY/The UWI Collaboration:** The CCDC is working with the SUNY early childhood educators to develop an online course to be offered to students of both Universities in September 2017.

- **Child-Focused Policing:** The E-content Development Team is working with the Trainers in-Training and the Police College’s Project Training Team to provide comprehensive coverage of inter-related topics that police and external stakeholders identified as necessary practical knowledge for police who work with children. This four-unit module comprises:
  1. An Overview of Rights, Responsibilities and the Legal Framework for Child Protection
  2. Implementing the Child Interaction Policy and Procedures
  3. Understanding Child Development and Serving Children with Disabilities

**Increased opportunities to pursue tertiary education via Prior Learning Assessment (PLA)**

**PLA Scholarships**

Six students applied for PLA scholarships in Semester 1 of 2015/16 to cover tuition costs for the PLPD0100 course. These scholarships were granted under the GAC-SDEC project (see Table 2).
Table 2: PLA scholarships

<table>
<thead>
<tr>
<th>OC Site</th>
<th>Programme</th>
<th>Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td>British Virgin Islands</td>
<td>BSc Management Studies (TOHM)</td>
<td>F</td>
</tr>
<tr>
<td>Cayman Islands</td>
<td>BSc Management Studies</td>
<td>F</td>
</tr>
<tr>
<td>Jamaica – Brown’s Town</td>
<td>BEd Early Childhood Development and Family Studies</td>
<td>F</td>
</tr>
<tr>
<td>Jamaica – Ocho Rios</td>
<td>BSc Management Studies</td>
<td>M</td>
</tr>
<tr>
<td>St. Lucia</td>
<td>BSc Management Studies (Econ Minor)</td>
<td>M</td>
</tr>
<tr>
<td>Trinidad &amp; Tobago</td>
<td>BSc Accounting</td>
<td>M</td>
</tr>
</tbody>
</table>

Assessment of PLA Portfolios

The PLA Programme Officer worked with students to ensure the readiness of the learning portfolios for assessment and with assessors in preparation for the evaluation process. Of the seven students who passed the PLPD0100 Course, five completed and submitted learning portfolios for assessment by at least two subject content specialists. The final recommendations of assessors are provided in Table 3 below:

Table 3: No. of credits recommended by Assessors via PLA

<table>
<thead>
<tr>
<th>Student No.</th>
<th>Programme</th>
<th>No. of courses put forward for PLA credits</th>
<th>Final recommendations forwarded by PLA Unit to SAR (AAR) May 9, 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>BEd Early Childhood Development and Family Studies</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>BSc Management Studies (FINA)</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>BSc Management Studies (TOHM)</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>4</td>
<td>BSc Management Studies</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>5</td>
<td>BSc Management Studies (HRM)</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

Prior Learning and Portfolio Development/ Assessment Course: PLPD001 for Matriculation

PLA for matriculation was approved by the University Board for Undergraduate Studies in May 2015. A sub-committee of the PLA Steering Committee was set up and discussions commenced on October 5, 2015 regarding the institutionalisation of this mode of PLA. The Course Development Department of the Academic Programming and Delivery Division subsequently reported that the PLPD0100 course could be adjusted for use in PLA for matriculation since the process was essentially the same. A subject content expert is to be contracted to work with the CDD in this regard. It is believed that with the offering of PLA for matriculation, the reach to the underserved would be greatly enhanced.
Open Campus Principal, Dr. Luz Longsworth delivering the feature address at the 2015/2016 Grenada Country Conference.
5. Research and Innovation

Faculty-led Research and Innovation

Create an enabling environment to support, foster and increase the output of high quality research and innovation with an emphasis on the Caribbean

The UWI Open Campus has consistently provided avenues for the increase and quality output of research across the Caribbean in the form of its country conferences. Two examples of such conferences are the Grenada and Dominica country conferences held on March 9 and 10, 2016 and May 19 and 20, 2016, respectively. These conferences provided the necessary environment for researchers to address issues specific to the host countries but also relevant to the region.

Open Campus Country Sites

Grenada Country Conference

The conference was held under the theme, “Perspectives on the Grenada Revolution 1979-1983”. Local, regional and international presenters delivered fifteen papers, under the sub-themes:

- Historical and theoretical perspective
- The Caribbean perspective
- Politics and power
- Memory and reconciliation
- Women and religion
- Cultural expression

Panel members at the session on 'Memory Reconciliation and the Grenada Revolution' at the 2015/2016 Grenada Country Conference.

Dr. Nicole Phillip-Dowe, Head of Open Campus Grenada, and Mr. John Angus Martin, Director/Curator of the Grenada National Museum, edited the research papers presented at the conference to form a book of similar title. Cambridge Scholars Publishing schedules the book’s publication for 2018.

Dominica Country Conference

The conference theme was, “Food for Thought: Ensuring Sustainability through Food & Nutrition Security and Resilience in the Nature Isle.” Twenty-two research presentations focused on the following:

- Historical and contemporary perspectives on agriculture
- Agricultural output
- Soil conservation and productivity
- Resilience to pests and diseases
- Policies and practice in agriculture
- Challenges to the natural environment
- Opportunities for self-reliance
There was also a large exhibition on the grounds of the Open Campus, including displays of agricultural and manufactured local products, as well as local foods. At the end of the conference, the Division of Agriculture presented a breadfruit tree as a gift to the Open Campus. Dr. Severin planted the tree at the closing ceremony. http://www.open.uwi.edu/openonline/articles/dominica-hosts-2016-country-conference
Consortium for Social Development and Research

Dissemination of the Impact Evaluation of Youth Programmes in Jamaica: The Career Advancement Programme (CAP) and the National Youth Service (NYS), 2011-2014

The Inter-American Development Bank (IADB) commended the Social Welfare Training Centre (SWTC) team on the rigorous impact research work and noted that it added value to the project. Moreover, the IADB selected the SWTC research study as one of just 35 projects (out of 700) to be highlighted in their annual Development Effectiveness Overview report. The research was featured as an example of both the significant role that research plays in the projects that the IADB supports, and how challenges that can arise in a multi-stakeholder, multi-year study can be overcome.

Oral History Project, Social Work Pioneers

The purpose of the new oral history project is to record the voices, perspectives and experiences of the pioneers of social work in the region over the last 75 years. During the reporting period interviews and transcriptions were completed for five pioneers. Plans are in progress to use the interview recordings and transcriptions to produce a documentary which will enhance students' learning experiences and, along with other materials, form an archive of invaluable historical resources for the social work profession. The documentary will also be valuable for use in communications activities, as a tool for promoting awareness of social work as a profession and as an area of study. The project's interview transcripts and related documentation will also contribute to publication on the history of social work in Jamaica and the region.

Youth Wellness and Suicide Prevention

Upon losing a former colleague to suicide in the academic year 2014/15, the SWTC is collaborating with the family of the deceased to start a foundation in her honour. Out of this tragic loss, SWTC staff realised the need for a more focused approach as it relates to research on education and outreach in the areas of youth wellness (physical and mental), and suicide prevention. Consequently, a proposal was prepared for a comprehensive youth wellness programme and discussions are ongoing with potential funders. The programme aims to provide young people with knowledge that promotes healthy attitudes toward themselves and others, and guides them in adopting healthy life practices and behaviours that promote their own wellness and health in relationship with others.

SWTC Seminar Series

The new seminar series provides a forum to explore serious social issues confronting Jamaica's communities, the nation and the wider region. The purpose is to explore good practice and policy decisions for a way forward. The first in the series took place on July 7, 2016 on the theme Preventing Violence against Children: What Works? Sixty-six persons were in attendance from social welfare organisations to hear Mrs. Sian Williams, independent consultant, review the findings of regional evaluations on effective practice in education, community building, capacity development, policy and parenting practice.

Academic Programming and Delivery

Research Forum Revived

The Programme Planning Department of APAD reactivated its Research Forum and widened its focus to include the entire campus and to accept presentations from the wider university community. The first presentation in this series was held on June 30, 2016. This monthly Research Forum aims to encourage and increase research and publications by providing an opportunity for staff and students of The UWI Open Campus and persons in the wider University system to make presentations and receive feedback based on ongoing or completed research, or future research interests.
Funding and Partnerships

Increase funding and research partnerships

Caribbean Child Development Centre

The Transitional Living Programme for Children in State Care (TLP-CSC)

The Transitional Living Programme for Children in State Care project is a combined research and development project of the CCDC in partnership with other UWI partners, including the SWTC and the Government of Jamaica. This project is being undertaken with grant funding from the USAID in the amount of US$5,281,736.00 with partners from the Child Development Agency and the Social Welfare Training Centre.

The Deputy Principal continued to lead this project as Principal Investigator. The scope of the project was increased and the time frame expanded from three years to five years, from August 27, 2014 to August 26, 2020. This initiative is the first of its kind in Jamaica and involves a multi-dimensional approach to preparing wards of the State, who are at an increased risk for poor outcomes, on leaving care.

Of the many activities that took place in this project during the reporting period, a few are indicated below:

- A Memorandum of Understanding (MOU) was signed on June 10, 2016 at the Courtleigh Hotel, Kingston, signaling the formalisation of the partnerships that exist between all parties involved in the implementation of the project.
- A ground-breaking ceremony for the proposed independent living apartment complex for young women leaving State care held on November 20, 2015.
- Proposal submission to the UHWI/UWI/FMS Ethics Committee and subsequent approval for the intervention phase of the project.
- Life Preparedness Measure developed, and baseline data collected to assess the exit readiness of youth 17 years and older in State care.
- A life skills training of trainers course for two cohorts of officers from the Child Development Agency completed.
- Sixty-four youths received stipends to support their skills training programmes at various institutions including the HEART Trust/NTA institutions and other community training institutions, as a part of the vocational training component of the project.

Early Childhood Education Grant

The CCDC received a grant for US$16,000.00 from the American Friends of Jamaica (AFJ) to support training, purchase of materials and equipment for the centre and the development of a website for all of the centres. Donations for furniture and manipulatives for children have been received from Food for the Poor and Crayons Count, respectively.

Memoranda of Understanding (MOU)

A total of three MOUs were signed between The UWI Open Campus and George Brown College, Toronto Canada, Norquest College, Edmonton, Canada and Bow Valley College, Calgary, Canada. The MOUs seek to provide faculty and student exchanges, collaborative research projects and programmes.

Child Rights Sustainability Initiative

This seventh year of the UNICEF-supported Child Rights Education Project marked its development from a training intervention, in which Child Rights and Responsibilities courses and workshops were developed and piloted with a variety of stakeholders, into an institutional capacity-building partnership, the Child Rights Sustainability Initiative (CRSI), with the Jamaica Constabulary Force (JCF). The inclusive development and November 2015 promulgation of the JCF Child
Interaction Policy and Procedures was a major project achievement. It set guidelines and protocols for JCF members’ interactions with persons below the age of 18 years, to help ensure every police encounter with a child is a positive one, in which protective and corrective action is taken, and both sides emerge with dignity and respect.

**The Hugh Lawson Shearer Trade Union Education Institute (HLSTUEI)**

**Research Activities**

The HLSTUEI commenced a series of online research activities during the latter part of the academic year on issues affecting the labour market and labour and employment relations. Some highlights of these activities include:

- JA$100,000.00 grant from Victoria Mutual Wealth Management for Survey Research (Online) on ‘Workers’ reaction to the Finance Minister’s announcement of the $1.5 m tax relief,’ June 2016.
- An online survey on the Government’s $1.5m tax relief proposal.
- Policy paper on ‘Flexible Work Arrangement Policy’ for the National Housing Trust, September 2015.
- Proposal submission to UNESCO for funding of ‘Regional Sensitisation Workshops on Decent Work for Young Workers,’ January 2016.
- Consultancy service to the University of Technology Administrative Staff Association, August 2015 - July 2016 (D. Roberts).
“The UWI Open Campus endeavours to impact positively the lives of the students it serves and the communities in which it is located throughout the Caribbean and beyond.”
6. Outreach

National and Regional Development

Become the driving force for economic, social and educational, and other critical development needs of the region

The UWI Open Campus endeavours to impact positively the lives of the students it serves and the communities in which it is located throughout the Caribbean and beyond. To this end, and in keeping with the outreach mandate, Open Campus engaged in several developmental, educational and social events. These included involvement in goodwill activities, public discussions, forums, panel discussions, book launches, presentations, lectures and cultural activities.

Goodwill Activities

A number of Open Campus sites reached out and supported their communities in many tangible ways, as illustrated in Table 4.
### Table 4: Open Campus Goodwill Activities

<table>
<thead>
<tr>
<th>Open Campus Sites/Entities</th>
<th>Donation Type/Activity</th>
<th>Donation Recipient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Campus Barbados</td>
<td>Donation of school supplies</td>
<td>St Stephen’s Primary School, a nearby school identified as in need of assistance</td>
</tr>
<tr>
<td>Open Campus Barbados</td>
<td>Collection of foodstuffs and personal care items for hampers</td>
<td>Two deserving senior citizens in the community</td>
</tr>
<tr>
<td>Jamaica Eastern Camp Road</td>
<td>Distribution of food items</td>
<td>Needy seniors in surrounding inner-city communities</td>
</tr>
<tr>
<td>Brown’s Town, Jamaica Eastern &amp; Savanna-la-Mar Sites</td>
<td>An information awareness session on Zika Virus</td>
<td>Surrounding communities</td>
</tr>
<tr>
<td>Jamaica Western</td>
<td>A fundraising event for outreach and charity titled “Events under the Tent”</td>
<td>The Westmoreland Health Authority: purchase of needed items for the local health centre</td>
</tr>
<tr>
<td>Jamaica Western</td>
<td>A Community Cookout hosted by the Continuing and Professional Education (CPE) Events Management class</td>
<td>Disadvantaged groups in the Russia Community in Savanna-la-Mar</td>
</tr>
<tr>
<td>Jamaica Western</td>
<td>A fundraising luncheon hosted by the Junction Site</td>
<td>The Junction Health Centre: donation of an Autoclave machine</td>
</tr>
<tr>
<td>Trinidad &amp; Tobago Sites</td>
<td>Foodstuff and other supplies</td>
<td>Open Campus Dominica: recovery from Tropical Storm Erika</td>
</tr>
<tr>
<td>Pre-University Centre (Trinidad &amp; Tobago)</td>
<td>Nine large Christmas hampers: basic food items, hams, snacks and non-alcoholic drinks</td>
<td>Needy families in surrounding communities</td>
</tr>
<tr>
<td>Students of the Electrical Installation (domestic) classes (Trinidad &amp; Tobago)</td>
<td>Wiring of homes free of charge</td>
<td>Less fortunate in surrounding communities</td>
</tr>
<tr>
<td>(Trinidad &amp; Tobago)</td>
<td>Dry good hampers and school uniforms</td>
<td>Underprivileged students</td>
</tr>
</tbody>
</table>
### Table 5: Discussions/Forums/Panel Discussions/Book launches/Presentations

<table>
<thead>
<tr>
<th>Open Campus Site</th>
<th>Activity Type and Description</th>
<th>Partners/Presenters/Authors</th>
<th>Date of Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montserrat</td>
<td>Four discussions focusing on the Montserrat's sustainable development.</td>
<td>Office of the Legislature, St. Patrick's Cooperative Credit Union</td>
<td>February 25, March 2, May 12, and July 4, 2016</td>
</tr>
<tr>
<td></td>
<td>Panel Discussion on “Next Steps after the Passage of Anguilla’s Domestic Violence Act”</td>
<td></td>
<td>December 9, 2015</td>
</tr>
<tr>
<td>St. Lucia</td>
<td>Panel Discussion entitled “Legalise It? Towards a National Policy on the Use of Marijuana in Saint Lucia”</td>
<td>Dr Lisa Charles, Dr Stephen King and Dr. Gilbertha St. Rose. Dr Marcus Day, Director, Caribbean Drug &amp; Alcohol Research Institute</td>
<td>February 24, 2016</td>
</tr>
<tr>
<td></td>
<td>Panel discussion “Perspectives on a Sex Offenders Registry”</td>
<td>Social Work Association of Saint Lucia</td>
<td>June 22, 2016</td>
</tr>
<tr>
<td></td>
<td>“Grenada: Revolution and Invasion”</td>
<td>Patsy Lewis, Gary Williams and Peter Clegg (Editors)</td>
<td>March 8, 2016</td>
</tr>
<tr>
<td></td>
<td>“Grenada Chronicles”</td>
<td>Ann Wilder (Editor)</td>
<td>March 9, 2016</td>
</tr>
</tbody>
</table>
Table 5: Discussions/Forums/Panel Discussions/Book launches/Presentations

<table>
<thead>
<tr>
<th>Open Campus Site</th>
<th>Activity Type and Description</th>
<th>Partners/Presenters/Authors</th>
<th>Date of Event</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Book Launch: Antigua and Barbuda Review of Books, Vol. 8, No. 1</td>
<td></td>
<td>August 6, 2015</td>
</tr>
</tbody>
</table>

Table 6: Annual Distinguished and Memorial Lectures

<table>
<thead>
<tr>
<th>Country Sites/Partners</th>
<th>Theme/Topic</th>
<th>Lecturer</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Campus Anguilla and the Anguilla Social Security Board</td>
<td>Putting People First: Grounding Human Well-being in a Framework of Social Security</td>
<td>Dr. Francis O. Severin</td>
<td>November 4, 2015</td>
</tr>
<tr>
<td>Open Campus Anguilla &amp; The Methodist Church Anguilla Circuit</td>
<td>Institute for Gender and Development Studies Roaming Professors Lecture</td>
<td>Professor Verene Shepherd</td>
<td>July 15, 2016</td>
</tr>
<tr>
<td>Open Campus Antigua &amp; Barbuda, The Antigua State College &amp; The Antigua Commercial Bank</td>
<td>Education and the Caribbean Civilisation</td>
<td>Hon. Dr. Ralph Gonsalves, Prime Minister, St. Vincent &amp; the Grenadines</td>
<td>March 21, 2016</td>
</tr>
<tr>
<td>Open Campus Barbados &amp; The Central Bank of Barbados</td>
<td>“Bringing the UWI to YOU - A Community Approach to Online and Distance Learning”</td>
<td>Dr. Luz Longsworth, Principal, UWI Open Campus</td>
<td>August 27, 2015</td>
</tr>
<tr>
<td></td>
<td>“The Ocean: High Risk Playground or Life-Giving System?”</td>
<td>Dr. Lorna Inniss, Director (Ag), Coastal Zone Management Unit, Barbados</td>
<td>October 30, 2015</td>
</tr>
<tr>
<td></td>
<td>“Doctor-Patient Relationship: A New Dynamic”</td>
<td>Khalida Ismail, Professor of Psychiatry and Medicine, Kings College, London</td>
<td>November 12, 2015</td>
</tr>
<tr>
<td></td>
<td>“Financialisation &amp; Sovereignty Bargains: A Caribbean Perspective”</td>
<td>Dr. Don Marshall, SALISES Cave Hill Campus</td>
<td>February 25, 2016</td>
</tr>
</tbody>
</table>
### Table 6: Annual Distinguished and Memorial Lectures

<table>
<thead>
<tr>
<th>Country Sites/ Partners</th>
<th>Theme/Topic</th>
<th>Lecturer</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Campus Grenada, the Grenada Electricity Services Ltd &amp; The Grenada Co-Operative Bank</td>
<td>2nd Annual Carol Bristol Distinguished Lecture: “The Grenada Revolution: Legacy, Lessons and Pitfalls”</td>
<td>Professor Brian Meeks, Chair of African Studies, Brown University</td>
<td>March 10, 2016</td>
</tr>
<tr>
<td>Open Campus &amp; The Dominica Medical Association and Optical Services Inc</td>
<td>Seventh Annual B. A Sorhaindo Memorial Lecture: “Health care and the new frontier: Can vagrants overcome social rejection?”</td>
<td>Dr. Griffith Benjamin, Consultant Psychiatrist</td>
<td>August 20, 2015</td>
</tr>
<tr>
<td>Open Campus Dominica &amp; the Division of Culture</td>
<td>Fourth E. O. LeBlanc Memorial Lecture: “Cultivating Caribbean Identities: Language, Culture and the Politics of Deprivation”</td>
<td>Professor Hazel Simmons-McDonald, Former PVC and Principal, UWI Open Campus</td>
<td>October 8, 2015</td>
</tr>
<tr>
<td>Open Campus Dominica &amp; the Fort Young Hotel</td>
<td>Tenth Annual Dame Eugenia Charles Memorial Lecture: “Unleashing the spirit of overcoming”</td>
<td>Dr. Wendy Grenade, Political Science Lecturer, UWI Cave Hill.</td>
<td>November 26, 2015</td>
</tr>
<tr>
<td>Open Campus Dominica &amp; The National Bank of Dominica</td>
<td>Ninth Annual National Distinguished Lecture: “A teacup in a storm: Developing leadership resilience in disruptive change.”</td>
<td>Dr. Luz Longsworth, PVC and Principal of UWI Open Campus</td>
<td>April 15, 2016</td>
</tr>
<tr>
<td>Open Campus Montserrat</td>
<td>The Annual St. Patrick’s Lecture: “The Importance of the Monserrat Creole Language in Forging a National Identity”</td>
<td>Miss Ann Marie Dewar, Officer of the Most Excellent Order of the British Empire</td>
<td>March 15, 2016</td>
</tr>
<tr>
<td></td>
<td>The 3rd Alphonsus ‘Arrow’ Cassell Memorial Lecture: “Thinking Beyond the Ash: Using our Volcanic Resources”</td>
<td>Dr. Aldrin E. Sweeney, Board of Governors, Montserrat Community College</td>
<td>November 12, 2016</td>
</tr>
<tr>
<td>Open Campus St. Kitts &amp; Nevis</td>
<td>History and Heritage Committee Guest Lecture: “Strengthening our Commitment to Preserving our Heritage: Our Arts, Archives and Marine Environment”</td>
<td>Governor General His Excellency Sir S. W. Tapley Seaton, GCMG, CVO, QC, JP</td>
<td>February 9, 2016 (St. Kitts)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>February 11, 2016 (Nevis)</td>
</tr>
</tbody>
</table>
Table 6: Annual Distinguished and Memorial Lectures

<table>
<thead>
<tr>
<th>Country Sites/Partners</th>
<th>Theme/Topic</th>
<th>Lecturer</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Campus St. Lucia</td>
<td>“Saint Lucia/Mexico Bi-Lateral Relations, Past and Future”</td>
<td>Ms. Maite Narv N Abad, 3rd Secretary of the Embassy of Mexico</td>
<td>September 3, 2015</td>
</tr>
<tr>
<td></td>
<td>“The Westminster-Whitehall Model in the Commonwealth Caribbean and Resistance to Change”</td>
<td>Dr. Hamid Ghany, Faculty of Social Studies, UWI St. Augustine’s Campus</td>
<td>March 17, 2016</td>
</tr>
<tr>
<td></td>
<td>Institute for Gender and Development distinguished lecture: “Women, Politics and Transformational Leadership”</td>
<td>Dr. Gabrielle Hosein, St. Augustine’s Institute of Gender and Development</td>
<td>May 19, 2016</td>
</tr>
<tr>
<td>Women and Development Unit</td>
<td>Workshop: “Be More Than a Bystander: Break the Silence on Violence against Women”</td>
<td>Mark Harewood, tutor, Open Campus, Pine, Barbados</td>
<td>August 22, 2015</td>
</tr>
</tbody>
</table>
Arts and Cultural Activities

A sample of some of the various arts and cultural activities held by the OCCS can be found below:

- The Malliouhana Poetry Competition: Open Campus Anguilla in collaboration with the Anguilla Library Service and the Department of Youth and Culture and the Anguilla Community College.

- The Award-Winning Paul Robeson Show with Stogie Kenyatta as part of the Caribbean Community (CARICOM) Reparations Movement awareness building activities: the Open Campus Anguilla joined forces with the Sunshine Theatre Company to organise and stage this event on June 8, 2016.

- Dance extravaganza: The Open Campus Antigua and Barbuda Site co-hosted this event in collaboration with the Shiva School of Dance. The event under the theme, “Best of the Best,” was held June 21-23, 2016.

- The 7th Alliouagana Festival of the Word was held in Montserrat from November 12-15, 2015 under the theme “Volcanic Dust: Journeys and Connections”.

- A one-man show production by Jamaican Stogie Kenyatta dubbed, “The World is my Home: The Life and Times of Paul Robeson,” under the Distinguished Patronage of the Speaker of the Legislative Assembly (Montserrat), Miss Shirley Osborne, on Monday June 6, 2015 at the Open Campus Montserrat site.

- Emancipation Film and Discussion: “Forward Ever: The Killing of a Revolution” by Bruce Paddington (UWI St. Augustine). The film was viewed on July 27, 2016 at the Open Campus Dominica site.
Partnerships

The Business Development Unit, newly established within the Office of the Pro Vice-Chancellor & Principal, Open Campus, focuses on attaining financial sustainability by optimising its academic and administrative resources to ensure increased revenue generation from multiple sources, including partnerships with stakeholders across The UWI campuses as well as with the private and public sectors regionally and internationally.

Partnerships established during the reporting period include:

- West Indies Players’ Association (WIPA) - Capacity building training to start in January 2017
- Jamaica Promotions Corporation (JAMPRO) - Joint delivery and development of an online course, scheduled for delivery in September 2017
- SEMCAR, World Bank – the BDU successfully negotiated a contract with the World Bank to convert SEMCAR’s “State Owned Enterprises – Understanding the Basic Concepts” face-to-face workshop to an online delivery modality. APAD is the lead implementing agency. This contract is valued at US$65,900.00.
- Organisation of American States (OAS) - The BDU working along with the UWI Legal Unit re-negotiated some of the terms and conditions of the MOU between the UWI Open Campus and the OAS. In particular the clauses relating to the intellectual property rights, responsibilities of the parties and the Financial Annex were modified. The Open Campus and OAS executed the MOU in September 2016 for the creation of two cultural heritages courses which are scheduled to be offered in January 2017. The value of this agreement is US$77,439.50.
- Ministry of Education (Jamaica)
  (i) National College for Education Leadership (NCEL)
  (ii) Career Advancement Programme (CAP)
The SWTC, with the aim of continuing and strengthening partnerships with past and present stakeholders, instituted the “Friends of the SWTC” group. This group includes:

- Alumni
- Organisations for which SWTC does training
- Organisations collaborated with on research
- Individuals and organisations directly and indirectly impacted by the work of SWTC
- Faculty, lecturers, facilitators (past and current)
- Sponsors
- Well wishers
- Keen individuals with vested interest in the work of SWTC.

Marketing and Communication

Present a unified brand image for UWI aligned with its strategic vision and initiatives

The Marketing & Communications department leads the Campus at its various loci across the region in maintaining the formal Brand Identity Guidelines of the University. Activities to clearly define and actively protect the quality image and name of the institution were achieved in large part by maintaining a consistent and constant message. Over the year under review, the department continued its continuous updates and implementation of the Campus’ strategic and operational marketing plans for at least six overall year-long projects. These included:

- Campaign plans for 2015/2016
- Recruitment & Retention Campaign for Future Students.
- Open Campus Web Redesign Project and Awareness Campaign.
- Internal and external Banner/ERP Roll-Out/Go-Live Campaigns.
- PLA Mobile Campaign with Trend Media
- Open Campus Search Engine Marketing (SEM) Online Regional Campaign with the Yellow Pages.
Other services and activities provided over the year included:

**Publication Management**

This involves the design, layout, photography, printing and finishing operations and organising and distributing brochures, handbooks and flyers, among other things. The department also managed the best cost solutions via professional layout and graphic design, photography, videography and print services specialists. Other work undertaken in this area included:

- Conceptualising, writing and editing for publications, electronic and social media;
- Gender-sensitive marketing of new and renewed courses and programmes under the GAC-SDEC Project;
- Content and analytics management for the public website and Intranet;
- Media relations management, advertising and promotion;
- External relations;
- Reputation and crisis management;
- Student Guild communications support;
- Creative consulting; and
- Partnership-building.

**UWI Website Redesign Project**

The new-look University of the West Indies, Open Campus Website was officially launched on July 29, 2016 and an upgraded content management system is now running Drupal 7. This Drupal 7 content management system is being run on newly acquired servers, configured to optimise the performance of the system and lower the risk of downtimes. The more evident changes include the use of bigger, bolder images, more centralised content pages, responsive pages and intuitive site navigation. More information on the website change can be accessed at [http://www.open.uwi.edu/uwi-website-redesign-project-open-campus](http://www.open.uwi.edu/uwi-website-redesign-project-open-campus).
OCCS Marketing

The Open Campus Country Sites continue to play a pivotal role in marketing the campus, thereby increasing student numbers and increasing the campus’ visibility. Such activities have led to the re-establishing of the University’s presence in the community and an increase in online and face-to-face students pursuing Continuing and Professional Education (CPE) courses at many of the sites. Examples of these tactics include the following:

- Weekly press releases
- Appearances on radio and television programmes
- Social media interaction
- Presentations at schools and public and private organisations
- Attendance at conferences, exhibitions, open days and career fairs
- Hosting workshops
- Street marketing

Of significance are the marketing efforts of Dr. Fleming-Banks, whose promotion of Open Campus programmes to the Turks and Caicos Ministry of Education resulted in the government’s approval of student scholarships to pursue Open Campus programmes. Moreover, applications for Semester I 2016/2017 totalled 50, an increase of over 300% over Semester I 2015/2016 as a result of these marketing/outreach efforts. Of importance also is that the Government expressed a serious commitment to ensuring that UWI is viewed as the “first choice” by its citizens.
Noteworthy is the fact that before July 2013 the Institutional Advancement Division recorded 2,081 alums in the Open Campus database. To date there are now over 6,900 alums in the database. In addition, there are now eight active alumni chapters, in Anguilla, Antigua and Barbuda, Bahamas, Belize, Dominica, St. Kitts & Nevis, Saint Lucia, and St. Vincent and the Grenadines.

In 2015/16, alumni participation in Open Campus activities, inclusive of marketing, surpassed the target of 20%. This accomplishment occurred in a relatively short period with limited resources and should continue to increase incrementally.

**OCCS Alumni Engagement**

The Open Campus Country Sites continued to work towards revitalising the Alumni Association in the various jurisdictions. The Alumni associations, in collaboration with the sites and the Guild of Students, achieved the following:
Table 7: Alumni Engagement Initiatives Undertaken by the Open Campus Country Sites

<table>
<thead>
<tr>
<th>Open Campus Country Site</th>
<th>Initiatives undertaken</th>
</tr>
</thead>
</table>
| Anguilla                 | Creation of an alumni information database  
                           | Establishment of a Steering and Alumni Revitalisation Committee                                                                                                                                                    |
| Dominica                 | Designation of a staff member to revitalise the local Alumni Association with the immediate objective of establishing a scholarship fund to finance study for future students.                                               |
|                          | Hosting of the Second Annual Alumni & Friends Dinner and Dance at the Fort Young Hotel on November 14, 2015. The National Bank of Dominica received the ‘Friend of UWI’ Award.      |
| St. Lucia                | Donation of three hampers to the Boys’ Training Centre on February 15, 2015. Provision of financial assistance to a St. Lucian student studying at UWI Cave Hill on March 6, 2015.           |
|                          | Support for the Bexon R. C Infant School’s School Feeding Program on May 11, 2016. The UWIAA adopted the school in 2010 and maintains a cordial relationship with the principal, staff and students. |
| St. Kitts & Nevis        | On May 26, 2016 the Site collaborated with alumna, Ms. Empress Stanley, to host the launch of her first publication “An Insight of Life”.                                                                                  |
| Grenada                  | Donation of foodstuffs and toiletries to the Queen Elizabeth Home for Children on December 18, 2015.                                                                                                                                 |

Global Giving Week

The UWI Global Giving Week was held August 1-7, 2016 under the theme “Educate. Emancipate. Donate”, marking the beginning of an annual tradition to connect with friends and cultivate support to strengthen The UWI’s capacity to drive regional development. The campaign targeted alumni, public and private sector organisations, donor agencies and members of the public with an objective of bringing them closer to the University. Proceeds of the campaign will go towards research, facilities and equipment, construction and maintenance of residence halls, as well as faculty and sport programmes.

Patrons for the Open Campus included:
- His Excellency, Sir Colville Young, Belize
- Her Excellency, Dame Pearlette Louisy, Saint Lucia
- His Excellency, Sir Rodney Williams, Antigua and Barbuda
- His Excellency, Sir Samuel Weymouth Tapley Seaton, Saint Kitts and Nevis

The Open Campus Country Sites launched activities in Belize on June 30, 2016, in Saint Lucia on July 8, 2016, in Antigua and Barbuda on July 12, 2016, and in the Bahamas on July 26, 2016.

Table 8: Breakdown of funds and scholarships donated by alumni at the various launches

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>DONATIONS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belize</td>
<td>Cash and scholarship</td>
<td>US$100,000.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>BZ$86,000.00</td>
</tr>
<tr>
<td>Saint Lucia</td>
<td>Cash</td>
<td>US$ 2,000.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>EC$25,900.00</td>
</tr>
<tr>
<td>Antigua &amp; Barbuda</td>
<td>Cash and scholarship</td>
<td>EC$280,400.00</td>
</tr>
</tbody>
</table>
UWI OPEN CAMPUS COUNTRY OUTREACH

St Lucia: UWI Global Giving Week.

UWI leaders and Bahamas donors and attendees at The Bahamas Giving Week event in Nassau.

Anguilla: ALHCS School Careers Fair.

Turks & Caicos: Teacher/UWI OC student assisted in sharing of programmes at local school.

Dominica: Health and Wellness Workshop at Open Campus.
UWI OPEN CAMPUS COUNTRY OUTREACH

Belize outreach event

Workshop in Belize

Jamaica: Auctioneer Nevin Nish.

Montserrat: Professor Verene Shepherd and UWI Graduates after a lecture.

Dominica Site staff on Creole Day.

Cayman Islands: Credit Union Day 2016

St. Vincent: HOS Deborah Dalrymple facilitating a training session on Substance Abuse prevention.

Turks and Caicos Islands - Sharing with local students

Anguilla: CPE Recognition Ceremony 2015-2016 - July 26, 2016

St. Vincent: Open Campus Students of Managing Projects Field Trip.
GRADUATION 2016

OCTOBER 06, 2016
## Scholarship Awardees 2015/2016

<table>
<thead>
<tr>
<th>Name</th>
<th>Country</th>
<th>Type of Scholarship</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shelly-Ann Wright</td>
<td>Jamaica</td>
<td>UWI Toronto Gala</td>
</tr>
<tr>
<td>Lisa Vital</td>
<td>Dominica</td>
<td>UWI Toronto Gala</td>
</tr>
<tr>
<td>Nicoleen Whittingham-Brooks</td>
<td>Jamaica</td>
<td>UWI Toronto Gala</td>
</tr>
<tr>
<td>Vernessa Joseph</td>
<td>St. Lucia</td>
<td>UWI Toronto Gala</td>
</tr>
<tr>
<td>Natasha Ashby</td>
<td>St. Vincent &amp; the Grenadines</td>
<td>UWI Toronto Gala</td>
</tr>
<tr>
<td>Sharon Charles</td>
<td>Barbados</td>
<td>UWI Toronto Gala</td>
</tr>
<tr>
<td>Shanna James</td>
<td>Grenada</td>
<td>UWI Toronto Gala</td>
</tr>
<tr>
<td>Christopher Douglas</td>
<td>Jamaica</td>
<td>Western Union Pride of the Caribbean</td>
</tr>
<tr>
<td>Felicia Waldron</td>
<td>St. Vincent &amp; the Grenadines</td>
<td>Western Union Pride of the Caribbean</td>
</tr>
<tr>
<td>Shonella Russell</td>
<td>Guyana</td>
<td>Western Union Pride of the Caribbean</td>
</tr>
<tr>
<td>Marilyn Anthony-Hinds</td>
<td>Guyana</td>
<td>American Foundation of The UWI (AFUWI)</td>
</tr>
<tr>
<td>Trevor Queeley</td>
<td>St. Kitts &amp; Nevis</td>
<td>American Foundation of The UWI (AFUWI)</td>
</tr>
<tr>
<td>Keymesha Williams</td>
<td>St. Vincent &amp; the Grenadines</td>
<td>American Foundation of The UWI (AFUWI)</td>
</tr>
<tr>
<td>Leciamar Johnson</td>
<td>Jamaica</td>
<td>Vivienne Roberts</td>
</tr>
<tr>
<td>Virginia Evariste</td>
<td>St. Lucia</td>
<td>Patricia Ismond Memorial Award</td>
</tr>
<tr>
<td>Eveta Gaillard</td>
<td>St. Lucia</td>
<td>Patricia Ismond Memorial Award</td>
</tr>
<tr>
<td>Sherika Deane</td>
<td>St. Vincent &amp; the Grenadines</td>
<td>UWI Open</td>
</tr>
<tr>
<td>Athenee Torres</td>
<td>Belize</td>
<td>UWI Open</td>
</tr>
<tr>
<td>Akida St. Cyr</td>
<td>Trinidad &amp; Tobago</td>
<td>UWI Open / Top Matriculant</td>
</tr>
<tr>
<td>Merle Fontenelle</td>
<td>St. Lucia</td>
<td>UWI Open</td>
</tr>
<tr>
<td>Sonja LaGeer</td>
<td>Grenada</td>
<td>UWI Open</td>
</tr>
<tr>
<td>Christine McFarlane</td>
<td>Jamaica</td>
<td>UWI Open</td>
</tr>
<tr>
<td>Kezie St. Brice</td>
<td>St. Lucia</td>
<td>UWI Open</td>
</tr>
</tbody>
</table>
## Campus Council 2015/2016

<table>
<thead>
<tr>
<th>Name</th>
<th>Designation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sir Dwight Venner</td>
<td>CHAIR, Governor (retired)</td>
</tr>
<tr>
<td>Professor Sir Hilary Beckles</td>
<td>Vice-Chancellor</td>
</tr>
<tr>
<td>Dr. Luz Longsworth</td>
<td>Pro Vice-Chancellor and Principal</td>
</tr>
<tr>
<td>Prof. Julie Meeks-Gardner</td>
<td>Deputy Principal</td>
</tr>
<tr>
<td>Mrs. Karen Ford-Warner</td>
<td>Campus Registrar</td>
</tr>
<tr>
<td>Ms. Sheryl Whitehall</td>
<td>Chief Financial Officer</td>
</tr>
</tbody>
</table>

### Representatives of the Governments

<table>
<thead>
<tr>
<th>Name</th>
<th>Designation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hon. Anthony Garcia</td>
<td>Minister of Education, Republic of Trinidad and Tobago</td>
</tr>
<tr>
<td>Mr. Deryck Satchwell</td>
<td>Government Representative for Belize</td>
</tr>
<tr>
<td>Hon. Myron V. Walwyn</td>
<td>Minister with responsibility for Education, British Virgin Islands</td>
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### Cayman Islands

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### Appointed by the Chancellor

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Dr. Sir Howard Fergus</td>
<td>Chancellor’s Representative</td>
</tr>
<tr>
<td>Dr. Lennox Honychurch</td>
<td>Chancellor’s Representative</td>
</tr>
<tr>
<td>Mr. Andy Delmar</td>
<td>Chancellor’s Representative</td>
</tr>
<tr>
<td>Dr. Robertine Chaderton</td>
<td>Chancellor’s Representative</td>
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<tr>
<td>Mrs. Marion Bethel</td>
<td>Chancellor’s Representative</td>
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### Directors of the Open Campus

<table>
<thead>
<tr>
<th>Name</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Dr. Francis Severin</td>
<td>Director, Open Campus Country Sites</td>
</tr>
<tr>
<td>Dr Joel Warrican</td>
<td>Director, APAD</td>
</tr>
<tr>
<td>Dr. Denise Gaspard-Richards</td>
<td></td>
</tr>
<tr>
<td>Dr. Judith Soares</td>
<td>Director, CSDR</td>
</tr>
<tr>
<td>Mr. Tommy Chen</td>
<td>Chief Information Officer</td>
</tr>
<tr>
<td>Mrs. Karen Lequay</td>
<td>Campus Librarian</td>
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### Representatives of Academic Boards

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Dr. Nicole Phillip-Dowe</td>
<td>Open Campus Academic Board Representative and Head of Site Grenada</td>
</tr>
<tr>
<td>Mrs. Deborah Dalrymple</td>
<td>Open Campus Academic Board Representative and Head of Site St. Vincent</td>
</tr>
<tr>
<td>Ms. Cynthia Barrow-Giles</td>
<td>Academic Board Representative UWI Cave Hill Campus</td>
</tr>
<tr>
<td>Prof. Stafford Griffith</td>
<td>Academic Board Representative UWI Mona Campus</td>
</tr>
<tr>
<td>Dr. Heather Cateau</td>
<td>Academic Board Representative St Augustine</td>
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## Campus Council 2015/2016

<table>
<thead>
<tr>
<th>Representatives of Tertiary Level Institutions</th>
<th>Designation</th>
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</thead>
<tbody>
<tr>
<td>Dr. Jeffrey Britton</td>
<td>Principal, ACTI</td>
</tr>
<tr>
<td>Dr. Duranda Greene</td>
<td>President, ACTI</td>
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<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Ms. Aneka Lee</td>
<td>President, Guild of Students, Open Campus</td>
</tr>
<tr>
<td>Ms. Caron Neptune</td>
<td>Alumni Representative, Open Campus, Grenada</td>
</tr>
<tr>
<td>Mr. Janiel Vanhorn</td>
<td>Postgraduate Students Representative, Open Campus</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Senior Administrative and Professional Staff Representative</th>
<th>Designation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms. Renée Swaby</td>
<td>Senior Administrative and Professional Staff Representative</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Administrative, Technical and Service Staff Representative</th>
<th>Designation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Charlton Ali</td>
<td>Administrative, Technical &amp; Support Staff Representative</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Permanent Invitation:</th>
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<tbody>
<tr>
<td>Mr. C. William Iton</td>
<td>University Registrar</td>
</tr>
<tr>
<td>PVC Andrew Downes</td>
<td>PVC Planning &amp; Development</td>
</tr>
<tr>
<td>Mr. Archibald Campbell</td>
<td>University Bursar,</td>
</tr>
<tr>
<td>Mrs. Andrea McNish - Representing</td>
<td>Deputy Chief Financial Officer</td>
</tr>
<tr>
<td>Mr. Eric I. Baron</td>
<td>Director, Human Resources, Open Campus</td>
</tr>
<tr>
<td>Prof. Alan Cobley</td>
<td>Pro Vice-Chancellor, BUS</td>
</tr>
<tr>
<td>Prof. Dale Webber</td>
<td>Pro Vice-Chancellor, BGRS</td>
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<th>Special Invitation:</th>
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<tbody>
<tr>
<td>Hon. Anthony Boatswain</td>
<td>Minister for Education &amp; Human Resource Development</td>
</tr>
<tr>
<td>Ms. Ruth Elizabeth Rouse</td>
<td>Permanent Secretary with Responsibility for Education</td>
</tr>
<tr>
<td>Prof. Ishenkumba Kahawa</td>
<td>Deputy Principal, Mona Campus</td>
</tr>
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<table>
<thead>
<tr>
<th>In Attendance:</th>
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</thead>
<tbody>
<tr>
<td>Mrs. Souzanne Fanovich</td>
<td>Assistant Registrar, Secretariat</td>
</tr>
<tr>
<td>Ms. Carol Bickram</td>
<td>Senior Economist, Research, Planning and Technical Services Division, Ministry of Education, Republic of Trinidad and Tobago</td>
</tr>
<tr>
<td>Ms. Claudia L. Halley</td>
<td>Programme Officer, Open Campus Country Sites</td>
</tr>
</tbody>
</table>
Leadership Team 2015/2016

Professor Sir Hilary Beckles  
Vice-Chancellor

Dr. Luz Longsworth  
Pro Vice-Chancellor & Principal

Professor Julie Meeks-Gardner  
Deputy Principal

Mrs. Karen Ford-Warner  
Campus Registrar

Ms. Sheryl Whitehall  
Chief Financial Officer

Dr. Francis Severin  
Director, Open Campus  
Country Sites

Dr. Joel Warrican  
Director, Academic Programming & Delivery

Mr. Tommy Chen  
Chief Information Officer

Dr. Judith Soares  
Director, Consortium for Social Development & Research

Mr. Lincoln Williams  
Acting Director,  
Consortium for Social Development & Research

Ms. Karen Lequay  
Campus Librarian

Mr. Eric Baron  
Director, Human Resources
Heads of Country Sites & Departments

ACADEMIC PROGRAMMING AND DELIVERY
DR. EMILY DICK-FORDE
Head, Programme Planning Department
DR. DENISE GASPARD-RICHARDS
Head, Course Development Department
DR. YASMEEN YUSUF-KHALIL
Head, Programme Delivery Division

CONSORTIUM FOR SOCIAL DEVELOPMENT AND RESEARCH
MRS. CECEILLE MINOTT
Head (Ag), CCDC
MR. DONALD ROBERTS
Head, HLSTUEI
MR. LINCOLN WILLIAMS
Head, SWTC
DR. JUDITH SOARES
Head, WAND

COMPUTER AND TECHNOLOGY SERVICES
MR. REEVE RAMHARRY
Systems Engineer
MR. HOWARD SMITH
Systems Engineer
MR. DERRICK THOMPSON
Country Site Telecommunications Manager

LIBRARY AND INFORMATION SERVICES
MS. JO-ANN GRANGER
Senior Librarian
MS. MARTINA MENDOZA
Librarian

OFFICE OF FINANCE
MS. JEANETTE STODDART-ALLEN
Treasury Officer
MS. ANN MARIE MORRISON
Financial Officer, Jamaica
MRS. DEBORAH TROTMAN
Budget & Projects Manager
MS. SHELLY-ANN ROBERTS
General Accounting Manager
MRS. CHERRY RENEE
Finance Officer

OFFICE OF THE PRINCIPAL
DR. GLENFORD HOWE
Research Officer
MR. MICHAEL THOMAS
Research Officer
DR. BENITA THOMPSON
Research Officer
DR. NGONI CHIPERE
Planning and Development Officer
MS. MELISSA ALLEYNE
Planning Officer
MS. SUZETTE WOLFE WILSON
Manager, Marketing and Communications
MS. ANNESHIA WELSH
Manager, Business Development Unit

OFFICE OF THE DEPUTY PRINCIPAL
DR. PAMELA DOTTIN
Quality Assurance Officer, OBUS
DR. JANETHA LONG
Programme Officer, PLA
Heads of Country Sites & Departments cont.

OPEN CAMPUS COUNTRY SITES

DR. PHYLLIS FLEMMING-BANKS
Manager, British Overseas Territories (Anguilla, BVI, Cayman, Turks)

MR. IAN BENN
Head, Antigua and Barbuda

DR. BARBARA RODGERS-NEWBOLD
Head, The Bahamas

MR. RYAN BYER
Officer-in-Charge, The Pine, Barbados

MRS. JANE BENNETT
Head, Belize

MS. KIMONE JOSEPH
Officer-in-Charge, Dominica

DR. NICOLE PHILLIP-DOWE
Head, Grenada

DR. JEROME MILLER-VAZ
Head, Jamaica Western

MS. LEVENE GRIFFITHS
Head, Jamaica Eastern

MS. VILMA CLARKE
Head, Montego Bay, Jamaica

MRS. GRACelyn CASSELL
Head, Montserrat

MRS CICELY JACOBS
Officer-in-Charge, St. Kitts & Nevis

DR. VERONICA SIMON
Head, Saint Lucia

MRS. DEBORAH DALRYMPLE
Head, St. Vincent & the Grenadines

DR. FRANCIS SEVERIN
(Oversight), Trinidad and Tobago

MRS. SUSAN SARAH OWEN
Deputy Director (Ag.), CPE Unit

REGISTRY

MS. SOUZANNE FANOVICH
Assistant Registrar, Secretariat

MRS. GILLIAN HOLDER
Senior Assistant Registrar, Assessment, Awards & Records

MR. JONATHAN ARCHIE
Assistant Registrar, Student Support & Services

MRS. MARLENE SAUNDERS-SOBERS
Assistant Registrar, Recruitment, Admissions & Registration

MRS. CHARLENE RILEY
Campus Records Manager

HUMAN RESOURCE DEPARTMENT

MRS. GERMAINE ALEXANDER
Human Resource Officer

MRS. JENNIFER WHITE CLARK
Human Resource Officer

MS. AISHA ESTWICK
Human Resource Officer

MR. RONNIE SQUIRES
Human Resource Officer
TRIBUTES TO OUR LATE CHAIRMAN

The Honourable Sir K. Dwight Venner served as Governor of the Eastern Caribbean Central Bank, from December 1989 until his retirement in November 2015. Sir Dwight, an Economist by training, was educated at The University of the West Indies, Mona, Jamaica where he obtained both a Bachelor of Science (BSc) and a Master of Science (MSc) Degree in Economics. He served as a Junior Research Fellow at the Institute of Social and Economic Research at The University of the West Indies and then as a Lecturer in Economics from 1974 to 1981.

Sir Dwight was appointed as the first Chairman of the Open Campus Council in 2007. As Chairman, he was responsible for ensuring that the Council effectively served and supported the higher educational and outreach needs of the regional University in the 16 countries in the English-speaking Caribbean – Anguilla, Antigua & Barbuda, the Bahamas, Barbados, Belize, British Virgin Islands, Cayman Islands, Dominica, Grenada, Jamaica, Montserrat, St. Kitts & Nevis, St Lucia, St Vincent & the Grenadines and Trinidad & Tobago.

Sir Dwight received the award of Commander of the British Empire (CBE) in 1996 in St Lucia and was recognised as a Distinguished Graduate of The University of the West Indies on its 50th Anniversary in July 1998. In June 2001 he was awarded Knight Commander of the Most Excellent Order of the British Empire (KBE) in St Vincent and the Grenadines for services to the financial sector. In October 2003, the Hon. Sir Dwight was recipient of an honorary degree, the Doctor of Laws from The University of the West Indies. In December 2011, he was awarded the Saint Lucia Cross for distinguished and outstanding service of national importance to Saint Lucia.

The late Sir Dwight was married to Lynda Arnolde Winville Venner, nee St Rose, and, together, they had seven children.

May his soul rest in peace.
Tribute from
Sir George Alleyne,
UWI Chancellor

I had just returned from my walk on the beach where I watched the rosy fingered dawn herald the rising of a brilliant Caribbean sun to open my computer and learn of the setting of another brilliant Caribbean son. Caribbean he was by birth and inclination and brilliant he showed himself to be through decades of persistent and insistent efforts to foster the growth and human development of his beloved OECS, not only for their sake but for the benefit of the wider Caribbean. Sir Dwight Venner had died.

We spoke at length just about ten days before, when we discussed his health and he assured me that he was willing and able to continue as Chair of the Campus Council of The University of the West Indies (The UWI) Open Campus and he looked forward eagerly to our University Council meeting in April. He spoke of his new library and the opportunity it gave him to sit and watch the Caribbean Sea and write about our non-aqueous ties and the nature and possible solution of some of our most pressing problems. But as was customary, our conversation quickly moved towards the past and the future of the Caribbean people. He described again with nostalgic detail the day when he felt that his destiny was settled. Philip Sherlock - one of the fathers of The UWI and one of the most convincing expositors of the inevitability of what he would describe as “a mighty puissant nation” visited his High School in St. Lucia and spoke or rather sang of the future that a West Indian University could play in a nascent West Indian polity. Dwight was convinced that it was on that day the mold of his future academic career was cast and it was to be in the valley of Mona. And so he became a Mona man and felt his West-Indianness grow within him there. Of course, he had Caribbean genes that were more than biological. His father was the first Secretary of the Caribbean Development Bank when another great St Lucian, Sir Arthur Lewis, was President.

The tragedy of a death often lies in the perception and persistence of the loss and the extent to which the one we know is missed and mourned. But if it is true that a man never dies until the last man calls his name, then we can be sure that Dwight Venner’s death will be a long time coming. His name will be called often by those who practice in the field of Caribbean human development and although his métier was the economic dimension Dwight knew and felt deeply that our full development as a people embraced other dimensions. Many who listened to him in various fora, as I have, would be moved by his concern as to whether the lads who were in charge would be deaf to the imperatives which he saw so clearly. He would speak always with passion and sometimes with impatience about the examples of collective action in the OECS which were not being replicated and expanded into the wider CARICOM region.

I will cite such an imperative that is one of the many which arose out of his commitment to cooperative and collective Caribbean action. The Eastern Caribbean Drug Scheme, at least when I knew it, was hailed as the only successful example in the Americas of a group of countries coming together to acquire drugs at lower prices by collective purchasing. This was possible mainly because of the backing and guarantee given by the Eastern Caribbean Central Bank and its President Dwight Venner.
The UWI is proud to claim him as one of its brilliant Pelicans. He wears our honorary degree with pride and has never been reticent about proclaiming his academic lineage. We hope that his name will be called loudly and often for a long time by the Caribbean citizens who owe him so much. We also hope that the grief of his family will be assuaged somewhat by the knowledge of our appreciation of what he did and what he represented among us.

Tribute from Professor Sir Hilary Beckles, UWI Vice-Chancellor

I remember it well, as did everyone whose eyes witnessed the event. It was the ending of the 1980 Jamaica cricket season, and I was called upon to bowl the last over in a tense match between the Mona Campus and Kingston Cricket Club at UWI.

With the opposition requiring just a few runs to win and UWI in need of the last wicket I nervously bowled the most ordinary, unacceptable of balls. It was wide and short outside the offstump and the batsman, seeing glory, looked to the point boundary and swung.

What followed was a bespectacled, excessively afroed, Venner in his customary second slip position diving full stretch to his left, eating grass along the way, and emerging from his undignified posture with ball held aloft!

The batsman stood his ground in shock and awe. But I had seen Venner do this kind of thing before. Everyone in the area, overwhelmed in jubilation, jumped upon Venner as he admonished us to watch out for his glasses. The umpire raised his finger. Then he calmly walked over to us and said to Venner, “I didn't go to church this morning, but thanks to you I know that God is alive because I have just witnessed a miracle.”

This is how we knew the visionary Venner; always focused, always giving of his best for the team, always celebrated for his extraordinary efforts. The tale of the miracle in the middle of a dramatic moment is but a metaphor through which we can view the journey on earth of this spirit that was Sir Dwight.

Thousands of his cohort bonded with him at Mona as the 1980s transitioned the region. As some comrades stepped back and came forward as consultants, Venner’s vision was to think and act with consistent personal and public coherence. For him remaining true to core values was top priority. The praxis of economic development was always linked to his commitment to social justice. It was within this vortex of progressive possibilities that Venner was distinguished.

Sir Dwight traced the source of his tremendous courage and commitment to his “Mona making”. He loved his alma mater and came to see the future of the Caribbean through the lens it provided. Prepared well for public service he began his monument building in the “Enterprise of the Indies”, as an economist who was later reinvented as a central banker. In this function he emerged as the best in the field. No central banker in our region has ever been so determined to design and engineer the integration movement. As Governor of the Eastern Caribbean Central Bank, and architect of the deeper integration of the OECS, he showed the wider region how to proceed with the functionality of regionality.

Working with his political and civil society colleagues he took the OECS out to the boundary's edge of leadership in CARICOM and gave us all an example of what is possible with hard work, faith, trust and confidence. Here was a brother whose soul, heart, and intellect resided in the same space; he represented a
unique integrity that rejected the contradiction between the personal and the public. He lived his life as a man from the community for the region. Critically, he did not flinch nor flounder in the face of fierce headwinds.

Sir Dwight was a leader in the generation that followed Sir Alister McIntyre and William Demas. Surrounded by intellects as sharp as Ralph Gonsalves and Keith Mitchell, he took to the development field with passion and determination to bat for his people in need of good runs as they moved to the rendezvous of victory. No region has ever prospered without the resolve of comrades such as Sir Dwight. No community can persist with resilience without the inculcation of his kind of consciousness in the spirit of those coming behind.

The University of the West Indies was honoured to have assisted in the making of a special son who was exclusively engaged in his service to region. All of us within the academy and beyond its boundaries shall miss the presence of his personhood, but we shall mightily remember with delight our Dwight. We salute the distinguished Venner family for their sharing of this special soul and we stand with them in both their reflection and celebration.

One love, one UWI, One Caribbean.

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**Tribute from the Leadership, Staff and Students of The UWI Open Campus**

The leadership, staff and students of the UWI Open Campus mourn the passing of our Campus Council Chair Sir Dwight Venner on Thursday December 22, 2016. Sir Dwight was a regional giant whose passion, dedication and commitment to the development of the people of the region were legendary. It was therefore no surprise that in 2008 Sir Dwight agreed to serve as the first Chairman of the newly formed Open Campus, a post that he held right up to the time of his passing.

Sir Dwight was committed to the success of the Campus which he saw as integral to the development of the human capital in his beloved Caribbean. As a UWI Alumnus and former Lecturer in the Department of Economics at Mona, Sir Dwight was resolute that the UWI had to be the engine for change and growth of the people of the region. He was indefatigable in his advocacy of the UWI Open Campus and its mission to serve the underserved of the region.

In his statement to the Campus Council in 2015, Sir Dwight stressed that The University of the West Indies was ideally situated to lead the regional renewal of the Caribbean, and that the Open Campus played a seminal role in this effort. His own contributions to this mission, particularly through his 26 years of service to the Eastern Caribbean Central Bank as Governor, have been transformational for this region.

The Open Campus is grateful for his leadership, his support and his guidance over the past 8 years. We will feel his absence deeply as we move towards our new strategic plan for 2017-2022, but are comforted by the knowledge that he has helped to lay a strong foundation for the future of the Campus, the University and his beloved region.

We offer our sincere condolences to his wife and children on this sad loss of a beloved husband and father. The entire region shares in mourning the loss of this lion of a man whose quintessential Caribbean persona will live on through the institutions he built.
SIR DWIGHT VENNER

The first Chairman of The UWI Open Campus
AT THE OPEN CAMPUS

from 2007 to 2016.
## ENROLMENT

Table 1: Online Enrolment by Programme and Gender

<table>
<thead>
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<th>PROGRAMME TYPE</th>
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<tr>
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<td>CERTIFICATE</td>
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<tr>
<td>DIPLOMA</td>
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<td>DOCTOR OF EDUCATION</td>
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<td>183</td>
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<td><strong>TOTAL</strong></td>
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<td><strong>916</strong></td>
<td><strong>5946</strong></td>
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<td>138</td>
<td>18</td>
<td>156</td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>5443</strong></td>
<td><strong>986</strong></td>
<td><strong>6429</strong></td>
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</table>

NOT APPLICABLE - indicates specially admitted or cross campus students
NULL indicates student record to be updated

**Figure 1: Online Enrolment by Gender 2015/2016**

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- Female: 5443, 85%
- Male: 986, 15%
```
## Table 2: Online Enrolment by Country

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<td>Antigua and Barbuda</td>
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<tr>
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</table>

**TOTAL**                        | **6932**¹ | **6684**² | **5997**³ | **6429**⁴ |

---

¹ Total includes 5 students who did not identify their country
² Total includes 14 students who did not identify their country
³ Total includes 8 students who did not identify their country
⁴ Total includes 2 students who did not identify their country
Figure 2: Online Enrolment by Age Range and Gender 2015/2016

Table 3: Online Enrolment by Age Range 2012/2013 to 2015/2016

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<td>3052</td>
<td>2687</td>
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<td>35-44</td>
<td>1683</td>
<td>1831</td>
<td>1534</td>
<td>1657</td>
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<td>45-54</td>
<td>659</td>
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<td>552</td>
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Table 4: Age Range for OCCS Face-to-Face Students

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<td>201</td>
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<td>35-44</td>
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<td>154</td>
<td>114</td>
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<td>94</td>
<td>111</td>
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<td>58</td>
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<td>55 and over</td>
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<td>63</td>
<td>51</td>
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Table 5: UWI OCCS Enrolment in CPE/Face-to-Face Courses 2015/2016

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<td>Montserrat</td>
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<td><strong>Grand Total</strong></td>
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**GRADUATION**

*Figure 3: Graduates by Gender 2015/2016*

![Pie chart showing gender distribution of graduates: 84% male, 16% female.]

*Table 6: Graduates by Programme Type 2015/2016*

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<td>Diplomas</td>
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<td>Total &amp; Percentage of Undergraduates</td>
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Figure 4: Graduates by Class of Degree (Undergraduates) 2014/2015 - 2015/2016

- First Class Honours
  - 2014/2015: 73
  - 2015/2016: 91
- Second Class Honours (Upper Division)
  - 2014/2015: 153
  - 2015/2016: 167
- Second Class Honours (Lower Division)
  - 2014/2015: 128
  - 2015/2016: 142
- Pass
  - 2014/2015: 76
  - 2015/2016: 130

Figure 5: Graduates by Class of Degree (Postgraduate) 2014/2015 - 2015/2016

- Distinction
  - 2014/2015: 24
  - 2015/2016: 14
- Honours
  - 2014/2015: 17
  - 2015/2016: 7
- Credit
  - 2014/2015: 68
  - 2015/2016: 45
## Table 7: Graduates by Country 2014/2015 - 2015/2016

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<td>% of</td>
<td>No. of</td>
<td>% of</td>
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<td><strong>100</strong></td>
<td><strong>701</strong></td>
<td><strong>100</strong></td>
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Table 8: Graduates by Programmes

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<th>2015/2016</th>
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<td>No. of Graduates</td>
<td>Percentage of Total Graduates</td>
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<td>BEd Secondary Spanish Education</td>
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<tr>
<td><strong>Bachelor of Science</strong></td>
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<tr>
<td>BSc Accounting</td>
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<tr>
<td>BSc Banking and Finance</td>
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<tr>
<td>BSc Banking and Finance (Compliance and Corporate Governance Minor)</td>
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<tr>
<td>BSc Banking and Finance (Special)</td>
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<td>6.07</td>
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<tr>
<td>BSc Management Studies</td>
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<tr>
<td>BSc Management Studies (Economics Minor)</td>
<td>22</td>
<td>3.34</td>
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</table>
### Table 8: Graduates by Programmes

<table>
<thead>
<tr>
<th>GRADUATES BY PROGRAMME</th>
<th>2014/2015</th>
<th>2015/2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No. of Graduates</td>
<td>Percentage of Total Graduates</td>
</tr>
<tr>
<td>Bachelor of Science</td>
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</tr>
<tr>
<td>BSc Management Studies (Major)</td>
<td>16</td>
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</tr>
<tr>
<td>BSc Youth Development Work</td>
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<tr>
<td>Undergraduate Certificates</td>
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<td></td>
</tr>
<tr>
<td>Certificate in Business Administration</td>
<td>0</td>
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</tr>
<tr>
<td>Certificate in Criminology</td>
<td>9</td>
<td>1.37</td>
</tr>
<tr>
<td>Certificate in Early Childhood Development and Family Studies</td>
<td>3</td>
<td>0.46</td>
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<tr>
<td>Certificate in Human Resource Management</td>
<td>8</td>
<td>1.21</td>
</tr>
<tr>
<td>Certificate in Social Work</td>
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<tr>
<td>Certificate in Tourism and Hospitality Management in the Caribbean</td>
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<td>Undergraduate Diplomas</td>
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<tr>
<td>Diploma in Business Administration</td>
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<td>Diploma in Early Childhood Development and Family Studies</td>
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<td>Diploma in Health and Family Life Education Instruction</td>
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<td>Diploma in Public Sector Administration</td>
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<td>Diploma in Social Services</td>
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<td>Diploma in Social Work</td>
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<tr>
<td>Postgraduate Diplomas</td>
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<tr>
<td>Postgraduate Diploma in Adult and Continuing Education</td>
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<td>0.15</td>
</tr>
<tr>
<td>Postgraduate Diploma in Instructional Design</td>
<td>10</td>
<td>1.52</td>
</tr>
<tr>
<td>Postgraduate Diploma in Literacy Instruction</td>
<td>3</td>
<td>0.46</td>
</tr>
<tr>
<td>GRADUATES BY PROGRAMME</td>
<td>2014/2015</td>
<td>2015/2016</td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>-----------</td>
<td>-----------</td>
</tr>
<tr>
<td></td>
<td>No. of</td>
<td>Percentage</td>
</tr>
<tr>
<td></td>
<td>Graduates</td>
<td>of Total</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Graduates</td>
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<tr>
<td>Master of Arts</td>
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<tr>
<td>MA English Language</td>
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<td>2.73</td>
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<tr>
<td>Masters of Education</td>
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<tr>
<td>MEd in Literacy Instruction</td>
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<td>9.41</td>
</tr>
<tr>
<td>Masters in Adult and Continuing Education</td>
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<td>3.95</td>
</tr>
<tr>
<td>Masters of Science</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MSc Instructional Design and Technology</td>
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<td>0.00</td>
</tr>
<tr>
<td>Grand Total</td>
<td>659</td>
<td>100</td>
</tr>
</tbody>
</table>
NEW PERMANENT APPOINTMENTS

DR. LUZ LONGSWORTH  
Pro Vice-Chancellor and Principal  
UWI Open Campus

MR. CHARLES SPRINGER  
Office Assistant  
Office of the Pro Vice-Chancellor and Principal  
Barbados

MS. ERICA ROBINSON  
Course Delivery Assistant  
Academic Programming and Delivery  
Jamaica

MS. ANNESHIA WELSH  
Manager, Business Development Unit  
Office of the Pro Vice-Chancellor and Principal  
Jamaica

MR. BRUCE DEGAZON  
Security Administrator  
Enterprise Resource Project Systems  
Computing and Technology Services  
Trinidad and Tobago

MRS. ANDREA BURNETT  
Programme Coordinator  
Academic Programming and Delivery  
Barbados

MS. CAROLINA PILGRIM  
Accounts Clerk  
Office of Finance  
Barbados

MS. SHANA BRADSHAW  
Stenographer/Clerk  
Human Resource Department  
Barbados

NEW PERMANENT APPOINTMENTS (Open Campus Country Sites)

MR. TAJHRIC DELANEY  
Site Technician,  
St. Kitts and Nevis

MS. JESSICA BROWN  
Clerical Assistant  
Antigua and Barbuda

MS. TESIA HARRIGAN  
Administrative Assistant  
Anguilla

MRS. CAMILLE LAKHRAM  
Administrative Officer  
St. Vincent and the Grenadines

MS. MARCIA JONES  
Administrative Assistant  
The Pine, Barbados

MS. NEVORNE DUNCAN  
Office Assistant  
St. Vincent and the Grenadines

MS. KATHERINE BABB  
Office Attendant  
The Pine, Barbados

MR. WALLACE SLUSHER  
Office Assistant  
Belize

MR. HASLEY ROSS  
Cleaner  
Sangre Grande, Trinidad and Tobago

MS. MARJORIE EASY  
Administrative Assistant  
May Pen, Jamaica

MS. COLLEEN JOHNSON  
Research Officer  
Office of the University and Campus Librarian  
Library and Information Services  
Trinidad and Tobago

MR. ROGER WATTS  
Programme Officer  
Gordon Street  
Trinidad and Tobago

MRS. SUSAN WILLIAMS-CHAMBERLIN  
Office Attendant  
Junction, Jamaica

MR. PETER RICKETTS  
Site Technician  
Port Antonio, Jamaica
NEW PERMANENT APPOINTMENTS (Open Campus Country Sites)

MS. KAMILE NEWMAN
Clerical Assistant
Mandeville, Jamaica

MR. CENUS HINDS
Technical Assistant (PT)
St. Vincent and the Grenadines

MR. ANTHAN SOLOMAN
General Maintenance Assistant
Tobago

MS. JODY-ANN MOORE
Administrative Assistant
Cayman Islands

MS. NICOLE STEVENSON
Stenographer/Clerk
The Pine, Barbados

MR. KIRK CAMPBELL
IT Training Coordinator
Computing & Technical Department
Mona, Jamaica

TEMPORARY APPOINTMENTS OF 1 YEAR OR MORE

MR. CLEON BARRETT
Clerical Assistant
Human Resource Department
Jamaica

MS. VENICE SMITH
Administrative Assistant
Programme Delivery Department
Jamaica

MS. KEIRA KILDARE
Clerical Assistant
Registry, Assessment Awards and Records
Jamaica

MS. JESSICA BROWN
Course Delivery Assistant
Academic Programming and Delivery
Jamaica

MS. JUNE CASTELLO
Curriculum Development Specialist
Jamaica

MRS. VIOLET WELLINGTON-FINDLAY
Course Delivery Assistant
Programme Delivery Department
Jamaica

MR. ADRIAN KELLMAN
Digital Services Librarian
Library and Information Services
Trinidad and Tobago (Consultant)

MS. SHEREECE GLASGOW
Administrative Assistant
Open Campus, ERP Project
Barbados

MR. KIRKLAND BRATHWAITE
Project Manager General
Project Office, Barbados (Consultant)

TEMPORARY APPOINTMENTS OF 1 YEAR OR MORE
(Global Affairs Canada)

MS. ANDRIEN PERKINS (CONSULTANT)
Administrative Assistant, USAID
Jamaica

MS. JESSICA THOMPSON (CONSULTANT)
Project Assistant, USAID
Jamaica

MRS. MARSHA GAYE-WRIGHT (CONSULTANT)
Construction Technologist, USAID
Jamaica
PROMOTIONS

**MS. CARLA BANNER**
from Clerical Assistant II to Administrative Assistant
Belize

**MS. JASMINE MCDougall**
from Administrative Assistant to Senior Administrative Assistant
Human Resource Department
Trinidad and Tobago

**MRS. NIOMI REMY-LAURENT**
from Clerical Assistant to Clerical Assistant II (Grade 5)
Dominica

**MRS. DONNETTE REYNOLDS-MCPHERSON**
from Secretary II to Senior Secretary
Consortium for Social Development and Research
Jamaica

**MS. SAINIA BENNETT-DAVIS**
from Executive Secretary to Senior Administrative Assistant
Consortium for Social Development & Research
Jamaica

REASSIGNMENTS

**MR. ANTHONY GONZALES**
Technical Assistant
from Open Campus Country Site, Sangre Grande
to Open Campus Country Site, Gordon Street
Trinidad and Tobago

**MR. RONALD MARCANO**
Programme Officer
Open Campus Country Site, Gordon Street
to Human Resource Department
Trinidad and Tobago

**MRS. VERENA RAJCOOMAR-PANCHOO**
Helpdesk Technical Assistant, Academic Programming and Delivery to Computing and Technology Services
Trinidad and Tobago

**MS. BRENDA JHURY**
Administrative Assistant
Office of the Director Human Resources
to Registry Secretariat
Trinidad and Tobago

RESIGNATIONS (Open Campus Country Sites)

**MR. RONALD MARCANO**
Programme Officer
Gordon Street,
Trinidad and Tobago

**MR. TRAVIS BURRELL**
Clerical Assistant
British Virgin Islands

**MR. OTHNIEL GORDON**
Site Technician
Camp Road,
Jamaica

**MR. ALLAN JONES**
Office Attendant
Belize

**MS. NICOLE STEVENSON**
Stenographer/Clerk
The Pine, Barbados

**MS. SANDY BURNETT**
Stenographer/Clerk
The Pine, Barbados

**MS. SHANTA SINGH**
Clerical Assistant
Office of the University and Campus Librarian
Library and Information Services, Trinidad and Tobago

**MS. AFEISHA WALTERS**
Clerical Assistant
Trinidad and Tobago
RESIGNATIONS (Open Campus Country Sites)

MS. ESTHER SAMUEL  
Clerical Assistant  
Antigua and Barbuda

MS. KELLEE-ANN WILSON  
Administrative Assistant  
Denbigh, Jamaica

MRS. MAURINE WALTERS-POWELL  
Site Coordinator  
Mandeville, Jamaica

MS. KELLEE-ANN WILSON  
Administrative Assistant  
Denbigh, Jamaica

MS. NISHA THORPE  
Administrative Assistant  
The Pine, Barbados

MRS. MAURINE WALTERS-POWELL  
Site Coordinator  
Mandeville, Jamaica

MS. TRACY BAKSH  
Early Childhood Coordinator  
Mucurapo, Trinidad and Tobago

MS. ROSHELL BROWN  
Clerical Assistant  
Mona Site, Jamaica

MS. KIM SAMMY-YETSAM  
Early Childhood Educator  
Austin Street, Trinidad and Tobago

RESIGNATIONS (Global Affairs Canada)

MS. DANA WILLIAMS  
Administrative Assistant  
Barbados

MS. ANNOREA WILLIAMS  
Course Delivery Assistant  
Jamaica

RETIREMENTS

MRS. MARLENE SAUNDERS-SOBERS  
Assistant Registrar  
Recruitment, Admissions and Registration, Registry, Trinidad and Tobago

MR. GODFREY SYLVESTER  
Stores Clerk  
Gordon Street, Trinidad & Tobago

MS. JOSEPHINE MARILYN CASEAR  
Cleaner  
Gordon Street, Trinidad and Tobago

MR. SHERMAN RICHARDS  
Night Watchman  
Dominica

MRS. BERYL CUNNINGHAM  
Production Assistant  
Academic Programming and Delivery, Jamaica

MS. ANNETTE CLARK  
Office Attendant  
The Pine, Barbados

POST-RETIREMENT CONTRACT

MS. BERYL CUNNINGHAM  
Production Assistant  
Academic Programming and Delivery, Jamaica
TRANSFERS

MS. JOYELLE CAMERON
Clerical Assistant
from Open Campus Country Site, Port-of-Spain
to Marketing and Communications Department
Trinidad and Tobago

MS. CHARLENE JACKSON-CAIN
Cleaner
from Open Campus Country Site, Mucurapo
to Open Campus Country Site, Gordon Street,
Trinidad and Tobago

MRS. HELEN THOMAS-WILLIAMS
Administrative Assistant
From Office of the Director, Academic Programming
and Delivery to Office of the Deputy Director
Continuing and Professional Education
Barbados

MR. PETER RICKETTS
Site Technician
Open Campus Country Site, Port Antonio
to Open Campus Country Site, May Pen
Jamaica

MRS. CARLA JOHNSON-BROWN
Programme Officer
Open Campus Country Site, British Virgin Islands
to Continuing and Professional Education
Trinidad and Tobago

MR. PETER RICKETTS
Site Technician
Open Campus Country Site, Port Antonio
to Open Campus Country Site, May Pen
Jamaica

MRS. NESA YEARWOOD
Stenographer/Clerk
From Human Resource Department
to Office of the Director
Academic Programming and Delivery
Barbados

SECONDMENTS

MRS. ANTONIA CHARLEMAGNE-MARSHALL
Records Analyst
from Cave Hill Campus, Barbados
to Open Campus, Barbados
April 1, 2016- March 31, 2017

DR. IAN AUSTIN
Deputy Director, Continuing and Professional
Education
to Barbados Community College
February 1, 2016 to August 1, 2016

END OF SABBATICAL END OF SECONDMENT

MRS. KAREN LEQUAY
University Librarian/Campus Librarian
Open Campus Libraries & Information Services
Trinidad and Tobago

DR. BEVERLY SHIRLEY
Programme Coordinator
Academic Programming and Delivery
Jamaica

DEATH

MR. JEFFERY BLUNTE
Senior Office Assistant,
Office of the Pro Vice-Chancellor and Principal, Barbados
December 20, 2015

PRINCIPAL’S AWARDEES FOR EXCELLENCE

MRS. ALECIA WALTERS-ARCHIE
Course Delivery Supervisor
Academic Programming and Delivery
Jamaica

MRS. DAYNA SMITH
Administrative Assistant
Course Development Department
Academic Programming and Delivery
Jamaica
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