



*Strengthening The Regional Character of the University*



The  
University  
of the West Indies  
Annual Report  
2009/2010



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of the West Indies  
Annual Report  
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*Strengthening the  
Regional  
Character  
of the University*



UWI

CAVE HILL | MONA | ST AUGUSTINE | OPEN CAMPUS



The background of the entire page is a photograph showing several flags flying on tall poles against a backdrop of a lush, green mountain range under a cloudy sky. The flags include the national flag of Jamaica (green, yellow, and red with a black triangle and white stars) and the Union Jack. The text is overlaid on the lower portion of this image.

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# Introduction

## *Strengthening The Regional Character of the University*

**WHILE THE MOOD OF THE UNIVERSITY** has unquestionably been impacted negatively by the continuing effects of the global economic crisis and its consequences of decreasing funding by contributing governments, it has not hindered our determination to press resolutely forwards toward achievement of our 2007–2012 strategic goals. We are determined to remain the pre-eminent provider of education, research and outreach in the Caribbean and the achievements of some of our exceptional students and academics substantiates our claim to these positions. During the last few months, two of our students, Ms Krystal Tomlinson and Mr Ricardo Brooks of the Mona Campus placed first and fourth, respectively, in the Public Speaking section of the World Debating Competition, held in Cape Town, South Africa – Ms Tomlinson was first in a competition involving some 200 of the leading universities in the world. This was not a fluke, since, Mr O’Neil Simpson, who was then at Cave Hill, won the world Public Speaking Competition in 2005. We are also proud that the winners of this year’s Jamaica and Caribbean Rhodes Scholarships were two graduates of the Faculty of Medical Sciences, Mona Campus. The winner of the Jamaica Rhodes Scholarship was Dr David Walcott and the winner of the Caribbean Rhodes Scholarship was Dr Luke Foster. In the last three years, UWI graduates have won 5 of the 6 Rhodes Scholarships on offer in the Caribbean and our University’s total number of Rhodes scholars over the last five decades exceeds 60, a high number for any university in the world. We must remind ourselves that some years ago, the Rhodes Trust in celebrating its centenary, named five chairs in honour of its most outstanding scholars and one was given in the name of

the late Professor The Hon Rex Nettleford, former Vice-Chancellor of the University.

Two of our academics also achieved outstanding recognition in the past year. Dr Marcia Roye, an academic in the Biotechnology Centre at Mona was awarded the 2011 L’Oreal-UNESCO Advanced Fellowship Grant provided by the L’Oreal Corporate Foundation to mark the centennial of Marie Curie’s Nobel Prize in Chemistry. This award was open to International Fellows who, by their commitment to science and outstanding professional trajectory in the last 10 years, were identified as following in the footsteps of Marie Curie. Finally, Professor Surujpal Teelucksingh of the St Augustine Campus was awarded the prestigious Ansa McAL award for his research in Diabetes. Last year’s award went to Professor Kathleen Coard of the Pathology Department at Mona and Professor Terrence Forrester, Director of TMRI, was another recent winner.

It was not only in academics and research that the University distinguished itself, but each of our campuses – including the newly established Open Campus – staged countless conferences and symposia on the broad range of issues relevant to Caribbean life today. Several of these were staged by the St Augustine Campus to mark the 50th Anniversary of the founding of the Campus in 2010. The Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) has embarked on a path-breaking project entitled 50/50. Consonant with the 50th Anniversary of Independence in 2012 of both Jamaica and Trinidad and Tobago, SALISES will conduct a comprehensive review of the last fifty years since independence in those countries and the rest of the Caribbean.



The goal of the study will be first to critically explore and assess the meaning of independence, its successes, failures and contradictions and secondly, to propose concrete policy measures for the future direction of the Commonwealth Caribbean, based on assessments made in the first part of the study. Different teams of academics and other relevant persons from the community have formed work groups to assess areas such as the experience with the Westminster Constitution model, party politics, modes of public administration, the success (or lack thereof) of post independence economic models, education, health care, gender equity, popular culture and so on. We hope and expect this work to have a profound influence in guiding policy makers both at the regional and national levels on how we might re-structure and re-position ourselves for the next 50 years.

In August 2010, following passage of the requisite legislation, Bermuda signed a Memorandum of Understanding with the UWI allowing it to become the sixteenth member of the UWI family. Bermudan students will, effective the 2011/2012 academic year, be eligible – like other students of UWI contributing countries who are sponsored by their government – for a subsidy on tuition fees to study at any of the UWI's four campuses.

The 2007–2012 Strategic Plan remains the central platform guiding the directions of the University during the current period. In August each year, the University's administrative and academic leaders have conducted intensive reviews of achievements during the previous year and discussed challenges that need to be addressed.

This report will now address some highlights of the achievements of the regional University during the past year.

**EON NIGEL HARRIS**  
VICE-CHANCELLOR

“It was not only in academics and research that the University distinguished itself, but each of our campuses including the newly established Open Campus staged countless conferences and symposia on the broad range of issues relevant to Caribbean life today”





## Mission, Vision . . .

### Our Mission

*The enduring mission of The University of the West Indies is to propel the economic, social, political and cultural development of West Indian society through teaching, research, innovation, advisory and community services and intellectual leadership.*



## Our Vision

By 2012, The UWI will be an innovative, internationally competitive, contemporary university, deeply rooted in the Caribbean, committed to creating the best possible future for all its stakeholders. It will be the university of first choice for the region's students and talented academics. It will provide a truly supportive environment that rewards excellence and it will be agile enough to thrive in a dynamic global environment.

In order to achieve this vision, the UWI has committed itself to building excellence in four areas that, taken together, represent the core activities of the University, namely: **teaching and learning; graduate studies; research and innovation; and outreach to underserved communities.**

# 1. Teaching and Learning

**SINCE THE INTRODUCTION IN** 2009 of Teaching certification as a condition of service for all teaching staff (newly hired lecturers had to have it and existing staff were given time to become certified), there has been an aggressive programme of workshops and pedagogical training conducted by the Instructional Development Units (IDU) across all four campuses. The opportunities for upgrades in certification have been enthusiastically embraced by the teaching staff with several members pursuing the Certificate in University Teaching and attending various workshops offered by the IDU, in such technologies as *Moodle*.

Internships and other out-of-classroom learning experiences continued to form part of the students' exposure and training in a wide cross-section of disciplines. At **Mona**, the Faculty of Humanities & Education included modules on Student Debates and Mock Trials in the *Language: Argument* foundation course, in an effort to enhance students' analytical and communications skills. Management Studies students at **St Augustine** continued to benefit from guest and part-time lecturers drawn from the business and professional community and the mentorship programme involving executives in the business community. All the Faculties have put in place a system of academic counselling for students. For example, in the Faculty of Engineering, each full-time academic staff member was assigned students with whom monthly contact was expected to be made. The Faculty of Pure and Applied Sciences at the **Cave Hill Campus**

ran two training sessions to improve the competence of its academic and clerical staff in advising undergraduates and assigned all of its students to academic advisors in the Banner system. Furthermore, over 80 programmes have been entered into the Banner system allowing students to carry out their own degree evaluations on-line and assess their progress to degree completion. These student advisory arrangements and regular staff/student Liaison Committee meetings, ensure that student friendliness is kept as a high priority.

In partnership with Guardian Life of the Caribbean Ltd, the University has each year rewarded excellence in teaching with the *UWI/Guardian Life 'Premium' Teaching Award* at the Mona and St Augustine Campuses. In 2009/2010 the **St Augustine Campus**, made three awards: to Dr Shivananda Nayak, Lecturer in Clinical Biochemistry, Faculty of Medical Sciences; Dr Charlene Roach, Lecturer in Public Management/Human Resource Management, Faculty of Social Sciences and to Dr Grace Sirju-Charran, Senior Lecturer in Biochemistry, Department of Life Sciences in the Faculty of Science and Agriculture. At **Mona**, Dr Aldrie Henry-Lee, Research Fellow at the Sir Arthur Lewis Institute for Social & Economic Studies (SALISES) was the sole 2009/2010 awardee. At Cave Hill, Dr Paul Walcott, lecturer in the Department of Computer Science, Mathematics and Physics, received the Principal's Award for Excellence for Outstanding Accomplishments in Teaching and Research.

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The process of curriculum reform to improve relevance and enhance quality continued during the year under review. Significant efforts were made by most Faculties to ensure that their offerings were reflective of the needs of the marketplace



I LOVE UMWILLIFE



• ENROLMENT •

TOTAL

43,998

CAVE HILL

8,342

MONA

13,666

ST AUGUSTINE

16,670

OPEN CAMPUS

5,320





## ICT as an enabler

Teaching and Learning have been enhanced by the growth in the use of instructional technologies including multimedia projection, document visualisers, DVD players, interactive pen tablets and the like. At all the campuses most of the classrooms have such systems installed.

Nowhere is Information and Communication Technology more critical than in the **Open Campus**, as ICT is at the core of teaching and learning in that environment. The **Open Campus** website (<http://open.uwi.edu>) features Integrating Learning Management platforms which allow students at one campus to seamlessly access courses at another campus – a key element of the ultimate aim of achieving a single, seamless ICT space across the University.

A University ICT Working Committee consisting of the IT Directors/ Campus CIOs and IT Managers which has, since January 2009, been meeting on a monthly basis has led to greater collaboration, sharing of information and best practices across the University. Another important step has been a rationalisation of the license agreements concluded by each campus for critical software

applications such as *Symantec Antivirus* and the plagiarism detector, *Turnitin*, resulting in significant enhancement of service as well as cost savings.

## *Single Virtual University Space*

In October 2009, the University received a grant amounting to US\$140,000 from the Caribbean Development Bank to provide Technical Assistance for the implementation of the Single Virtual University Space project. *Procare Consulting* was commissioned and began its engagement in April 2010. A *Procare* team held interviews with key senior administrators of the University including the Vice-Chancellor, Pro Vice-Chancellors, Principals and Deputy Principals, Deans and Heads of Departments. They also met with Professors, Librarians, Administrative staff, IT staff, on and off-campus graduate/undergraduate students. An Inception Report was submitted in June 2010 and is available at <http://www.uwi.edu/ictportal/projects/strengtheningregionality.htm>. The strategic analysis section of the final report was submitted in July 2010. A review of the recommendations in the final report and agreement on a plan of action, including identification of finances to fund implementation are the projected next steps.





Another critical element of the Single Virtual University Space project is the VOIP (Voice over Internet Protocol) connectivity. In June 2010, phase two (involving cross-campus telephone calls using campus extensions) was completed at Mona, St Augustine and Open Campus. The solution, rolled out to select group of users across the University, now allows 24 concurrent voice calls. The Cave Hill Campus was projected to complete phase two by 31st August 2010. Estimated cost savings for cross-campus calls are as high as US\$1,267 per month per campus assuming 100% utilisation (24 calls x 22 working days x 8 hours/day x US\$0.30/call/minute).

### Curriculum Reform – the making of the ‘ideal’ UWI graduate

The process of curriculum reform to improve relevance and enhance quality continued during the year under review. Significant efforts were made by most Faculties to ensure that their offerings were reflective of the needs of the marketplace. At the Undergraduate level the **St Augustine Campus** introduced four new programmes, including two new BA degrees in Geography and Dance. At the Postgraduate level, however, there were 16 new programmes including new Diploma and

MSc programmes in Sports Management which are the result of partnerships with the world football governing body, FIFA, and the International Centre for Sports Studies (CIES) based in Switzerland.

The MSc in Marketing and Agribusiness has quickly become one of the more popular postgraduate programmes in the **Faculty of Science and Agriculture** and has produced graduates from Trinidad & Tobago, Dominica, Guyana, Jamaica and Montserrat. A BSc degree programme in Computer Science was also introduced following separation of the Department of Mathematics and Computer Science into two separate Departments – the Department of Mathematics and Statistics and the Department of Computing and Information Technology – as had been done at the Mona Campus. The creation of these two separate Departments gave the flexibility necessary for each discipline to respond to the development challenges that face the region.

At the **Cave Hill Campus**, Computer Science and Information Technology continue to be the most popular majors, which are often combined with Faculty of Social Sciences courses such as Accounting and Management.



*Archaeology students at Mona get familiar with forensic science*



The Foundation course – Science, Medicine and Technology in Society – had 1,272 students opting for the course in 2009/2010 at Cave Hill, an increase of 8.3% relative to the previous year. Since the **Faculty of Pure & Applied Sciences** began offering this course, enrolment has steadily increased by an average of 110 students each year.

At **Mona**, the **Faculty of Pure & Applied Sciences** introduced several new agriculture programmes at both the graduate and undergraduate levels. A new MSc programme, 'Entrepreneurship in Agriculture' was developed jointly with the Faculty of Social Sciences and approved. The first intake of students, to be hosted by the Department of Life Sciences, was expected to be admitted in August 2010. The first UWI Engineering programme to be offered outside of the St Augustine Campus admitted a cohort of 17 students in 2009/2010 at Mona in the Department of Physics, with the collaboration of the Faculty of Engineering, St Augustine and the Mona Electronics Unit.

Curriculum renewal was a major focus of the **Faculty of Engineering**, particularly in light of the ongoing process of external accreditation by professional accreditation authorities in the UK. The MSc in Petroleum Engineering was accredited by the UK-based Energy Institute for further Learning for Chartered Engineers (CEng) and has been granted Member of the Energy Institute (MEI) status for intake years 2009–2013. The BSc in Petroleum Geosciences was also accredited for partial Chartered Scientists (CSci) status and MEI status for intake years 2009–2013. Both programmes have now earned double accreditation. Minor changes have been made to the Group Field Design project in the MSc in Petroleum Engineering programme as this component of the programme is an essential requirement identified by both accreditation institutions. A major review of the curriculum for the BSc degree in Chemical and Process Engineering commenced in the second half of academic year 2009/2010. Of significance was the ongoing discussion

regarding the inclusion of the practice of a 'design profile' throughout different levels of the programme.

In **Electrical & Computer Engineering**, a Quality Assurance exercise, coordinated by the QAU at St Augustine was completed. A major accomplishment during the academic year was preparing for and receiving CEng accreditation for the BSc degree from the Institution of Engineering and Technology, UK for the 2010 to the 2014 intake, subject to a monitoring review in the 2012/2013 academic year. The Mechanical & Manufacturing Engineering Department focussed on bringing its courses further in line with the requirements of IMechE, resulting in approvals by the accreditation body. A member of the Department has been engaged in the development of a contemporary casebook for the teaching of Industrial Engineering, in collaboration with the City University of Hong Kong.





During the 2009/2010 academic year approval for a change of name for the Department of Surveying and Land Information to **The Department of Geomatics Engineering and Land Management** was granted. It was felt that the new name was a better match for the revamped and expanded offerings of the Department. Internship programmes were introduced for undergraduate and postgraduate students, resulting in new job opportunities for graduates.

In pursuit of the strategic aim to produce deal UWI graduates who are critical thinkers, effective communicators and better prepared for the workplace, the **Faculty of Social Sciences** attempted to standardise approaches taken with respect to personal development initiatives and to strengthen their role within the curriculum. Accordingly, a comprehensive report was prepared by the Faculty at Mona, assessing such initiatives. The Social Work Unit in the Department of Sociology, Psychology and Social Work (SPSW) commenced a new undergraduate Disability Studies course. Several innovative experiential techniques, including students simulating a selected disability for a day have been included. The Faculty at St Augustine introduced six new undergraduate courses – Professional Ethics, Advanced Strategic Management Simulation, Sociology of the Families, Sociology of Penal Practice, Introduction to Cognitive Psychology, and History and Systems in Psychology. The Faculty also revised the curriculum for the Certificate in Local Government Studies programme to meet market demand. This resulted in the Ministry of Local Government contracting the Faculty to train 40 of their employees. The new Mona School of Business Masters in Business Management (MBM) which targets recent graduates, places emphasis on the practical dimension of management. It employs experiential learning approaches and provides students with a choice between an entrepreneurial and an internship focus.

At the **Cave Hill Campus** the **Department of Management Studies** redesigned a number of its undergraduate programmes, with a deliberate shift away from the generic BSc Management towards specialisations such as Entrepreneurship, Finance, International Business, Marketing and Tourism & Hospitality Manage-

ment. The response from the student body to these new offerings has been overwhelming. The Department also took steps to place greater emphasis on coursework, and gained approval for a regulation mandating students to achieve a passing grade in both coursework and exam components as a prerequisite for passing a number of courses. This increased emphasis on coursework, which often tests verbal communication, team work and leadership skills was seen as an important step in the development of the “ideal UWI graduate”.

For much of the 2009/10 academic year, the **Faculty of Law** was engaged in resolving the issues raised by the impact of the proposed establishment of Faculties at the Mona and St Augustine Campuses on the sustainability of the legal programme at the Cave Hill Campus. Following discussions during the year, University Council approved the following: a three-year transition period commencing mid-2010 after which full Faculties of Law would be established at the Mona and St Augustine campuses; agreed numbers of students from Mona and St Augustine would continue to be transferred to the Cave Hill Campus to give that Campus a chance to make the readjustment; the continuation of a common admissions process, continued use of a common curriculum and development of strategies during the interim to ensure that numbers at Cave Hill are sustained beyond the transition years.





Several curriculum changes were implemented by the **Institute for Gender and Development Studies (IGDS)** as well. The Mona Unit of the Institute focussed its efforts on the full implementation of the new BSc in Gender and Development welcoming 12 new students (10 females and 2 males), a 100% increase over the previous year. Among the innovations adopted was restructuring the mode of delivery for first year courses from on-line to face-to-face.

The Nita Barrow Unit (Cave Hill) continued with its strategic objective of curricular expansion at the undergraduate level. During the review period four new courses were developed and approved by Academic Board. The Unit also staged the 8th Caribbean Institute in Gender and Development. A total of thirty-one individuals from across the Caribbean and North America,

Canada and France participated in the training programme. All participants successfully completed the programme, with five obtaining distinctions. The St Augustine Unit saw a 50% increase in enrolment in undergraduate programmes, including a new undergraduate course, entitled 'Women and Work in the Global Economy'.

Academic year 2009/2010 was one of consolidation and expansion for the **Faculty of Medical Sciences**. There was a change in Deanship at Cave Hill, consequent upon the retirement of Professor Henry Fraser, University Dean and first Dean of the full Faculty of Medical Sciences, Cave Hill. Professor Joseph Branday assumed duties as Dean on August 9, 2010. Thirty-seven of the 39 students in the first cohort (class of 2013) completed their second year of the new full MB BS programme. As



At Cave Hill 37 of the 39 students in the first cohort (class of 2013) completed their second year of the new full MB BS programme



Anatole Wiik, top-performing Medical Sciences exchange student from Finland. Centre (top & bottom) Medical Science students hone their suturing skills.

was the case at Mona, the Year 2 courses were developed to include multidisciplinary teaching of the Basic Medical Sciences and active preclinical/clinical integration through involvement of clinicians in the parallel course, 'Introduction to Medical Practice'. These students entered their 3rd year in April. This included a summer course 'Understanding Research' that allowed almost a third of the students to participate in externships in St Lucia and at McGill University and Kings College, London, followed by courses in Human Nutrition, Health Services Management and Clinical Haematology.

At the **Mona Campus**, student enrolment in the Faculty of Medical Sciences increased by 11% over the previous year. In order to ensure the maintenance of quality in the face of the increasing numbers of students, expansion and improvement of facilities became critical.

Construction of a new Basic Medical Sciences building commenced and is now almost near completion; the Departments of Microbiology was extensively refurbished and main areas in the Department of Pathology significantly upgraded. Clinical training was also expanded at the Kingston and Mandeville Public Hospitals. It is worthy of note that three of the specially awarded medals to the graduates of the MB BS Programme in the review year were won by candidates from the Faculty at Mona. They were the Overall Clinical Medal won by Dr David Walcott, the Medicine & Therapeutics Medal again won by Dr David Walcott and Dr Jonathan Ho and the Obstetrics & Gynaecology Medal won by Dr Sonya Reid. Dr David Walcott was also named the Jamaica Rhodes Scholar while another Mona Medical Sciences graduate, Dr Luke Foster, was winner of the Caribbean Rhodes Scholarship, 2011.



## Quality Assurance

The **Office of the Board for Undergraduate Studies** (OBUS) which has been charged in the UWI 2007–2012 Strategic Plan with transforming the teaching and learning component continued its review of University regulations during academic year 2009/2010. It deliberated upon a paper on *Revision of General Regulations for Undergraduate Students* and revised examination regulations to include the conduct of electronic examinations. It also continued the effort to implement a new anti-plagiarism policy and to refine the GPA regulations. Other policy matters considered included an analysis of the current status of co-curricular credits and further foundation course reform. As an example, it spearheaded the transformation of the Caribbean Civilisation foundation course which is now fully on-line and available through podcasting to all students. An electronic examination system, *Examsoft*, was introduced which facilitates a more flexible and speedier assessment process. Progress was also made in the reform of other foundation courses. OBUS continued its work in the area of programme approval and was involved in the monitoring of plans for the expansion of programmes in Law and Dentistry.

During the reporting period, The Quality Assurance Unit (QAU) organised nine quality reviews and twelve evaluations. For the first time, the Unit conducted a University-wide review of the Sir Arthur Lewis Institute of Social and Economic Studies. OBUS continued to provide support for the work of the Academic Quality Assurance Committees (AQACs) on each campus, including the newly-formed Committee of the Open Campus. Under the leadership of the Quality Assurance Officer for the Open Campus, a paper on 'Quality Assurance for the Open Campus: The Way Forward' was considered by the Board. The QA Officer, Open Campus and the Senior Programme Officer (SPO), Graduate Studies, collaborated in professional development workshops for Open Campus staff.

During the year, the Board approved a paper 'Reorientation of the Formal Reporting Relations of the Quality Assurance Unit' which sought to provide a formal

reporting link between the QAU and the Board for Graduate Studies and Research in recognition of the interest and statutory obligations of both UWI Academic Boards (BUS and BGSR) in the work of quality assurance. This paper was subsequently approved by the Board for Graduate Studies and Research (BGSR) and the Finance and General Purposes Committee (F&GPC).

Quality assurance was one of the areas of collaboration on which priority was placed in the development of relations between the University of the West Indies and the University of Guyana. The QAU, under the leadership of the SPO, Cave Hill, with support from the Head of the St Augustine IDU, led in providing advice and training to staff from the University of Guyana as that Institution sought to establish a quality assurance system.

## Accreditation

The Office of the Board for Undergraduate Studies lent its support to the Vice-Chancellor's efforts to engage national accrediting agencies in the three countries hosting residential campuses in the concept of collaborating in the regional accreditation of the UWI since hopes of the Caribbean Community (CARICOM) taking action to establish a regional accreditation agency had faded. Accordingly, a paper entitled 'A Proposal for a Policy on Institutional Accreditation' was submitted to the Board and approved and all four campuses began the process of seeking national accreditation from the Accreditation Council of Trinidad & Tobago, the Barbados Accreditation Council and the University Council of Jamaica, respectively. The programmes delivered by the Open Campus would naturally be subsumed within the registration process of the campus countries.

## University Libraries

To facilitate the University's strategic goals of producing graduates who are information literate, I.T. skilled and creative thinkers, the University Libraries continued the process of transformation into a modern, hybrid organisation that offers a wide range of information resources (both electronic and print) and services anywhere, anytime.



At the **Cave Hill Campus**, the Main Library increased its collections to accommodate new courses, the creation of the Faculty of Medicine, the expansion of the post-graduate community and the acquisition of 17 e-books in the Law Library. At **Mona**, despite dwindling financial resources, the Main Library successfully prepared for the new law programme by acquiring relevant titles and legal databases including *Westlaw*, *Lexis Nexis*, *Total Research System* and *Carilaw*. Similarly, the **St Augustine Campus** Libraries began the expansion of its law collection with the acquisition of a variety of e-books and reference texts in preparation for the establishment of a full law degree programme.

Information technology continued to be at the forefront of the University Libraries' efforts at the transformation of information services as the technical infrastructure was upgraded across the campuses. The year in review saw the University Libraries drawing closer to achieving its goal of providing users with a single point of access to all types of resources in the libraries of all four campuses. In February 2010, a single search of the three catalogues of the physical campuses became possible with the implementation of MetaLib, an additional component of the integrated library system (ILS) that was jointly acquired and installed at the three campuses in 2007. An agreement was signed in April 2010 for the **Open Campus** catalogues to be included in the ILS and in May 2010, the University Librarian signed the agreement for the acquisition and implementation of Primo,

the portal that would serve as the single point of search and discovery for all of UWI library information resources. The ILS Aleph 500 software was also upgraded from version 17 to version 20 in preparation for the actual implementation of Primo, scheduled for January 2011.

A repository of digitised collections, including audio files, is being developed as an access platform and archiving facility for the research output of the University. At present there are 22 collections in development in the repository, with content available for access from the Faculties of Engineering, Science and Agriculture, Humanities and Education and the Institute of Gender and Development Studies. The **Open Campus** has also begun to digitise its collections and has uploaded materials into the repository.

In pursuit of the strategic aim of producing information literate graduates, the Libraries strengthened their thrust in the area of information literacy training. There were significant increases in the numbers of training sessions with some being embedded in course offerings across the campuses. At the Mona Library, in an effort to provide more time for hands-on training in the foundation courses, training videos used were uploaded to Our Virtual Learning Environment for use prior to and after the training sessions. A Strategic Plan for further development and streamlining of Information Literacy training was articulated at the **St Augustine Campus** in view of the burgeoning requests. ¶







## new facilities [ now open ]

### **POST GRADUATE BLOCK – CAVE HILL**

Dedicated graduate facilities located in the 22-acre Paradise Park, fully equipped with Lecture Theatre, Lecture Rooms, Conference Room, Student Lounge, Reading Room and Computer Lab.

### **MEDICAL SCIENCES LAB & TEACHING COMPLEX – CAVE HILL**

The 3-storey Faculty of Medical Sciences Laboratory and Teaching Complex, consisting of a Lecture Theatre, a Teaching Laboratory, a Multipurpose Lab, Wet Lab, Preparation Room, Research Lab and offices, was opened in October 2009.

### **FACULTY OF LAW – MONA**

The Campus invested in a modern, state-of-the-art building to house the Law Faculty, as well as the human and other resources that are required to outfit a world class Law Faculty. The four-storey, 46,018.4 sq ft building was financed from a loan from the National Housing Trust.

## 2. Graduate Studies

**THE UNIVERSITY OF THE WEST INDIES** is committed to developing new graduate programmes in areas that are particularly relevant to national and regional development needs, and for which there is significant market demand. New programmes approved by the Board for Graduate Studies and Research during 2009/2010 included:

- A Masters in Sports and Exercise Medicine in the Faculty of Medical Sciences at Mona;
- A Diploma in Family Medicine in the Faculty of Medical Sciences at Mona;
- A Masters in Business and Management in the Mona School of Business at Mona;
- A Masters in Agricultural Entrepreneurship in the Department of Life Sciences and the Department of Management Studies at Mona;
- A Masters in Leadership in Technical Vocational Education and Training (TVET) and Workforce Development (EFD) in the School of Education at Mona;
- A Postgraduate Diploma and Masters in Sports Management in the Department of Management Studies at St Augustine;
- A restructured programme for a Masters in Coastal Zone Engineering and Management in the Department of Civil and Environmental Engineering at St Augustine;
- A Masters in English Language (TESOL) in the Department of Liberal Arts at St Augustine;
- A Masters in Agri-Food Safety and Quality Assurance in the Department of Food Production at St Augustine;
- A Masters in International Finance in the Arthur Lok Jack Graduate School of Business at St Augustine;
- MPhil and PhD programmes in Geoinformatics in the Department of Surveying and Land Information at St Augustine;
- MPhil and PhD programmes in Urban and Regional Planning in the Department of Surveying and Land Information at St Augustine;
- MPhil and PhD programmes in Horticulture in the Department of Food Production at St Augustine;
- MPhil and PhD programmes in Manufacturing Engineering and in Production Engineering and Management in the Department of Mechanical and Manufacturing Engineering at St Augustine;
- A Masters in Building and Construction Management in the Faculty of Social Sciences at Cave Hill;
- A Masters in Tourism and Hospitality Management in the Faculty of Social Sciences at Cave Hill;
- A Masters in Logistics and Supply Chain Management in the Faculty of Social Sciences at Cave Hill;
- A Masters in Transport Economics in the Faculty of Social Sciences at Cave Hill; and
- A Master of Education in Instructional Technology at the Open Campus.

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The School for Graduate Studies and Research seeks to ensure that research carried out at the University of the West Indies is not only of high quality but also has significant national and regional relevance and impact





## Quality Assurance

An important role of the School for Graduate Studies and Research is to provide Quality Assurance with respect to graduate and research programmes at the UWI. The Work Programme of the Senior Programme Officer with responsibility for Graduate Studies and Research increased significantly in the 2009/2010 academic year. Quality Assurance Reviews were conducted for: The Sir Arthur Lewis Institute of Social and Economic Studies; The English Language Section of the Department of Language, Linguistics and Philosophy, Computer Sciences and the Office of Student Services at Mona; Clinical Medicine, Literatures in English, the Department of Biological and Chemical Sciences and

the Office of Student Services at Cave Hill; and Electrical and Computer Engineering and French at St Augustine. An important initiative which began during the reporting period was a comprehensive evaluation of all Schools, Centres and Institutes at UWI. A Quality Assurance Evaluation Instrument has been developed, and meetings with Schools, Centres and Institutes commenced in November 2010. The outcome will be a Status Report on all Schools, Centres and Institutes at UWI, which will be completed within the 2010/2011 academic year. During the reporting period, governance arrangements for the Quality Assurance Unit were changed. The Unit is now a semi-autonomous entity, formally reporting to both the Board for Undergraduate Studies and the Board for Graduate Studies and Research.

# Graduate Enrolment and Graduation

**Graduate enrolment grew by 24% to a total of 9,918 students in 2009/2010** over the previous academic year; 73% of these were part-time and 27% full-time. Enrolment in research degrees (MPhil and PhD) as a percentage of total graduate enrolment declined slightly to 19% from 20% for the University as a whole, the 2009/2010 figure being 22% at Cave Hill, 19% at Mona and 18% at St Augustine. Thirty-seven percent of the research students were full-time and 63% part-time. There was a 10% increase in the number of higher degree graduates for 2009 over the previous academic year. This increasing trend was particularly evident for research degrees, with 28% more students graduating in 2009 than in the previous academic year. The increase in research students graduating was particularly strong at the Mona campus. The Open Campus began teaching its first Masters programmes in January, 2010. There was an initial intake of 73 students into a Masters in Literacy Instruction, 42 into a Masters in Audit and Continuing Education and four into the post-graduate Diploma programmes in these subjects.





## Stakeholder Needs and the University's Research Agenda

The School for Graduate Studies and Research seeks to ensure that research carried out at the University of the West Indies is not only of high quality but also has significant national and regional relevance and impact. The School organised and hosted its first 'Colloquium on Stakeholder Needs' as a component of Cave Hill's first Research Day, which was held in January, 2010. The objective was to give Public Sector stakeholders an opportunity to indicate what they consider to be their priority research needs, to identify areas of commonality, to develop projects around these areas, and to identify mechanisms, including funding, for their implementation. A total of 54 persons from twelve Ministries and six countries (Antigua and Barbuda, Barbados, British Virgin Islands, Grenada, Montserrat and St Vincent and the Grenadines) participated in the Colloquium, and clearly welcomed the opportunity for the University to listen and respond to their concerns and priorities.

## Inter-Campus Collaboration

In its 2007–2012 Strategic Plan, the University identified 15 focal areas of key relevance to national and regional development for particular emphasis and attention. University-wide institutional frameworks with the potential to coordinate capacity across the campuses and achieve effective critical mass already exist for some of these areas (e.g. Tropical Medicine, Social and Economic Policy and Governance, Disaster Risk Reduction) but do not exist for others. An important initiative which began in the reporting period was the formal establishment of UWI Working Groups in key areas without a current institutional framework. Each Working Group consists of about three persons from each campus and has a Leader who serves on a rotational basis. A UWI Renewable Energy Group, a UWI Climate Change Group and a UWI Agriculture and Food Security Group were established during the reporting period, and additional Groups are currently being formed. Additional cross-campus activities facilitated during the reporting period included: meetings and workshops for persons involved in the EDULINK Financial Sustainability Project; a

Research Ethics workshop held at Mona; the development of a Research Ethics Research Proposal for submission to the Wellcome Trust; meetings hosted by the Seismic Research Centre to develop research proposals on the establishment of an Early Warning Tsunami system for the Caribbean; and workshops to develop the University of the West Indies Online Researcher Database (UWORD).

## Regional Services

At the request of the Caribbean Disaster Emergency Management Agency (CDEMA), the School facilitated the participation of UWI staff in CARICOM missions in response to the disastrous earthquake in Haiti. Under the UWI-UG Collaboration Agreement, the School supported UWI staff in the delivery of courses at the University of Guyana and facilitated research trips of University of Guyana staff to UWI campuses during implementation of their PhD programmes at the UWI. Following a request from the Prime Minister of Guyana, the School supported a visit of Seismic Research Centre staff to Guyana to investigate unidentified geological phenomena in the Sawariwau District, South Rupununi. The School participated in the OECS Higher Education Conference held in St Lucia, in the Caribbean Regional Review Meeting of the implementation of the Mauritius Plan of Action for the Sustainable Development of Small Island States held in Grenada, and in the design of an EU Funding Programme for Sustainable Development in the Caribbean and Pacific Regions held in Brussels. Memoranda of Understanding for the delivery of joint Graduate programmes were developed and signed with Anton de Kom University of Suriname, with Belize University, and with the University of Guyana.

## International Partnerships

During the reporting period, the School implemented collaborative research projects with: the University of Belize, the University of Guyana, Anton de Kom University of Suriname, Oxford University, the University of Technology, the University of Mauritius, the University of the South Pacific, the University of Warwick, the College of the Bahamas, Addis Ababa University in Ethiopia,





• PROGRAMMES •

UNDER  
GRADUATE  
338

GRADUATE  
(TAUGHT)  
231

GRADUATE  
(RESEARCH)  
202

ONLINE  
41

TOTAL  
799



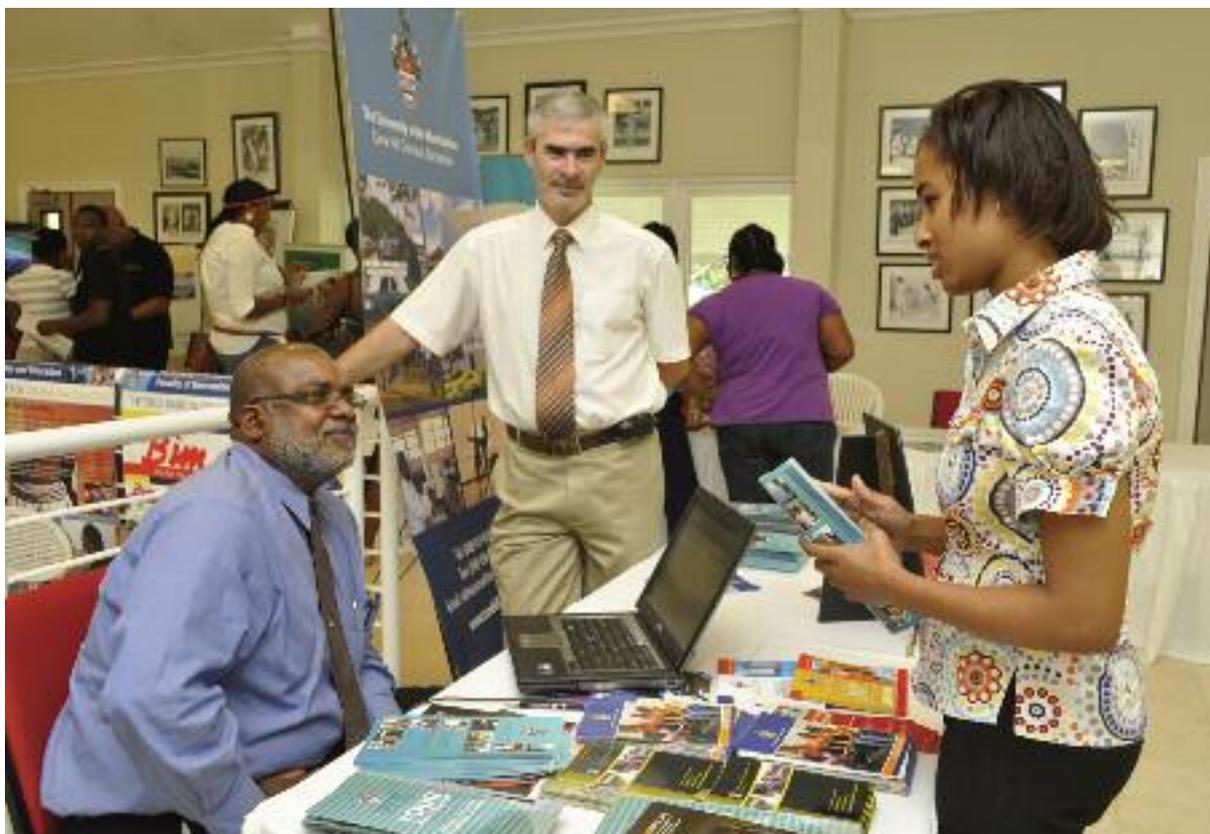
University Cheikh Anta Diop de Dakar of Senegal, University of Dar es Salaam of Tanzania, University of Kwaza Zulu-Natal of South Africa, the University of Amsterdam, Centre D'étude Des Relations Entre L'Union Europeene Et L'Amerique Latine in Belgium, Universite Antilles Guyane in Guadeloupe, Universidad Iberoamericana in the Dominican Republic, Ministerio de Ceincia, Tecnologia y Medio Ambiente in Cuba, the University of the Netherlands Antilles, the University of Exeter in the UK, the University of Newcastle upon Tyne in the UK, the University of Costa Rica, the University of Mexico, the University of Queensland in Australia and the University of Wageningen in the Netherlands.

The School facilitated the activities of the UWI as Secretariat for the University Consortium of Small Island States whose members include the University of Malta, the University of the South Pacific, the University of Mauritius, the University of the Virgin Islands and the University of Las Palmas de Gran Canaria in addition to the University of the West Indies. The School also managed the UWI Student and Staff Exchanges under the

Erasmus Mundus Cooperation Programme with institutions in the Netherlands, France, Sweden, Germany and Portugal.

## Policies and Procedures

During the reporting period, the following policy papers were prepared for approval by the relevant University Boards: 'The University of the West Indies: Policy and Procedures on Research Ethics'; 'The University of the West Indies Policy on Graduate Student Plagiarism'; and 'Procedures for Transitioning from Post-Graduate Diplomas to Masters Programmes at the University of the West Indies'. The University's new 'Policy on Tuition Fees and Economic Costs for Research Students' was piloted through its application to one international student at Mona and one international student at Cave Hill. The policy promotes full or partial waiver of economic costs and tuition fees for research students on a competitive basis, in order to facilitate the recruitment of excellent students from a wider catchment area, both within the Caribbean and internationally.



Senior Assistant Registrar, Kenneth Walters (left) and Professor Alan Cobley (centre) advising student at Graduate Studies Fair, Cave Hill



## Geomatics Engineering & Land Management

The Department implemented its revised curricula in both its postgraduate programmes: the MSc Geoinformatics and MSc Urban and Regional Planning. Proposals for two new research programmes have been approved for immediate offering: MPhil/PhD Geoinformatics and MPhil/PhD Urban and Regional Planning. The Department produced two PhD graduates in academic year 2009/2010. During this period ten students graduated with the MSc Geoinformatics; five with MSc Urban and Regional Planning; one with MPhil Surveying and Land Information and two with PhD Surveying and Land Information.



*Dr Amarnath Chinchamee is the first Land Surveying PhD graduate from Department of Geomatics Engineering and Land Management.*

### IP Protection and Technology Transfer

In collaboration with the Legal Unit, the Business Development Offices and the Office of Sponsored Research (Mona), the School continued to oversee the application process for IP protection and patent registration at UWI. The School maintained the subscription for UWI to be a client of the Florida-based Company, UTEK Knowledge Express, which has Technology Transfer offices and a customer base in thirty countries. An Intellectual Property audit at the University of the West Indies, conducted by the World Intellectual Property Organisation was coordinated by the School. In collaboration with the UWI's Legal Unit, the School funded a visit by the legal firm *WilmerHale* of the USA to all campuses of UWI to conduct seminars on the International Protection of UWI patents.

Ms Cheryl Brown, Attorney-at-Law and Manager of the

Office of Sponsored Research at the Mona Campus, was invited by the Director-General of UNESCO in May of 2010 to serve in her personal capacity on the prestigious International Bioethics Committee (IBC) which is comprised of 34 ethicists world-wide. The IBC is currently focussing on three issues: cloning and its ethical implications; human vulnerability and personal integrity and Traditional Medicine and its ethical implications. Ms Brown had served as Jamaica's Representative to the Inter-Governmental Bioethics Committee of which she became Vice Chair in 2009. This was the very first time anyone from the Anglo-phone Caribbean had been named to this Committee.

**The Sir Arthur Lewis Institute of Social and Economic Studies (SALISES)** which has a presence on the three campus countries, has as its mission, "to undertake high-quality research and graduate teaching in the areas of social and economic development policy, governance and public policy with special reference to small



developing countries” and a major thrust of its vision is to become “an internationally renowned institution for development policy analysis”. The work carried out in 2009/2010 was in keeping with the mission and vision of the SALISES as well as with the core objectives of the University’s Strategic Plan 2007–2012.

SALISES is a graduate institution with two options: a largely taught MSc and a dissertation driven MPhil/PhD. In 2009/2010 twelve new students were admitted to the MPhil/PhD programmes – the largest number since the programme began. Three students were awarded PhD degrees and one student submitted his MPhil thesis for examination during the year. Those remaining in the programme continued to make strides through making seminar presentations; attending conferences and presenting papers and upgrading from the MPhil to the PhD. Twenty students entered the Mona based MSc programme and thirteen students were admitted into the MSc Developmental Statistics programme at St Augustine. Eleven students were awarded the MSc degree.

A major activity of the Institute during the 2009/2010 academic year was the Quality Assurance Review (QAR). The SALISES prepared its self assessment report which was submitted to the Review Team led by Professor Percy Hintzen of the University of California at Berkeley. The QAR, which was held across all three residential campuses from February to March, involved consultation with faculty, students, as well as internal and external stakeholders. The QAR team visited all three campuses over the period February-March, 2010 and submitted its final report in May 2010. Implementation of the recommendations of the QAR team would begin in earnest during the 2010/2011 academic year.

The Institute continued its scholarly and professional and outreach activity, which resulted in the publication of journal articles, technical reports and its three journals (*Social and Economic Studies*, *Journal of Eastern Caribbean Studies* and *the Caribbean Dialogue*), the conduct of consulting and executive training programmes. It also continued its public outreach activity. Besides the Quality Assurance Review, the Institute successfully staged the 11th annual SALISES conference on the theme “Turmoil and Turbulence in Small Developing

States: going beyond survival”. The President of the Republic of Trinidad & Tobago, Professor George M. Richards, opened the Conference and hosted a cocktail reception in honour of conference participants. The Sir Arthur Lewis Distinguished Lecturer was Professor Robert Barro, Paul M. Warburg Professor of Economics, Harvard University. He delivered a lecture on “Macroeconomic Effects from Government Purchases and Taxes”. There was a record 111 papers presented, some of which are currently being reviewed for publication by the Commonwealth Secretariat as well as *Social and Economic Studies*. Participants came from many countries: Barbados, Jamaica, Germany, UK, USA, Spain, France, Fiji, Guadeloupe, Guyana, Italy, Canada, Switzerland, New Zealand, Netherland Antilles and Aruba.

An extremely important initiative of the Institute was the conception and partial elaboration of the 50/50 research agenda, which is a series of seminars, conferences and activities based on research clusters. The aim is to critically engage across a range of disciplines with the meaning of independence as the fiftieth anniversary of Commonwealth Caribbean independence in 2012 approaches and to project the possibilities for the region in the next fifty years.

The SALISES research programme continued apace resulting in the publication of articles in regional and international journals, book chapters and technical reports. These covered areas all related to the Caribbean such as social risk management, sport policy, climate change, tourism, crime and violence, Caribbean productive development policies, migration, cross-border equity flows; stock market efficiency; the effects of community violence in the Caribbean; Caribbean early childhood; labour market and skill formation; repositioning the manufacturing sector in Barbados; growth and development strategy in the Caribbean; entrepreneurship and gender; Caribbean integration; global finance and Caribbean youth.

The Institute conducted surveys in Grand Riviere (Trinidad) and Georgetown (Guyana) as part of the IDRC/SSHRC-funded CAN\$2 million programme on climate change. Some of the Institute’s teaching and research activity were geared toward service to the



UWI-12 countries. The IDRC/SSHRC-funded project on climate change pays special attention to the island of Bequia in St Vincent and the Grenadines and to the Barrier Reef in Belize while the UN ECLAC project on climate change land tourism specifically addresses some of these countries. One of the published articles looks specifically at social risk management in St Lucia.

The Institute hosted a series of public lectures and events which included:

1. Workforce Productivity in Jamaica;
2. A Role for the IMF in the Caribbean;
3. Civil Society in Jamaica: Resignation or Resurrection? (Including the Minister of National Security of Jamaica)
4. The annual Child Research Conference
5. Conference with Duke University on 'States of Freedom; Freedom of States'.
6. The SALISES Forum, a public education series which deals with topics of national, regional and international interest like "Proposed Constitutional Reform in Trinidad & Tobago: One Step Forward or Two Steps Backward?", "The Uff Commission: to be or not to be?", "Whither Air Jamaica? Meeting the Challenges of the Aviation Industry in the Caribbean", "The UNC Internal Elections: implications for national politics" and "The 2010 General Elections in Trinidad & Tobago: analysis and aftermath";
7. The Caribbean Public Policy Lecture on "Migration and Challenges to Caribbean Leadership" delivered by Dr Rosina Wiltshire.
8. A Policy Forum on "Domestic Violence: From Research to Policy".
9. A public discussion on the "Barbados Green Paper on Immigration" as part of its contribution to Research Day activities;
10. Regular staff seminars on a range of topics. ¶



*Dr Hamid Ghany (at podium) speaking at the opening session of the 11th annual SALISES Conference at the St Augustine Campus*





## refurbished facilities [ now open ]

### **BOOKSHOP – CAVE HILL**

The recently refurbished and extended campus Bookshop is centrally located, and serves as a resource centre for students, faculty and staff.

### **CRICKET HIGH PERFORMANCE CENTRE – CAVE HILL**

Sagicor West Indies Cricket High Performance Centre. The high performance programme is a unique educational and training experience which strategically works with elite athletes to enable them to fully integrate their sporting, lifestyle and career aspirations.

### **BIODIVERSITY CENTRE – MONA**

A Biodiversity Centre funded by the Environmental Foundation of Jamaica was established at the Port Royal Marine Laboratory. The Centre opens up new opportunities for graduate research and outreach activities.

# 3. Research and Innovation

**AS THE PREMIER UNIVERSITY** serving the Anglophone Caribbean region, the UWI has a clear responsibility to engage in research and innovations that positively impact the lives of the West Indian people. The Strategic Plan sets as one of its objectives for the University of the West Indies to become internationally recognised as a centre of excellence in knowledge creation and innovation. Accordingly, this has been pursued as a high priority across the institution during 2009/2010.

## Researcher Development and Recognition

The School for Graduate Studies and Research facilitated the participation of UWI staff in a number of activities aimed at developing research skills and capacity: a workshop on Ethics in Research in Maryland in October, 2009; Graduate Supervision workshops organised in collaboration with the Instructional Development Unit at St Augustine and facilitated by Professor Gina Wisker, Anglia Polytechnic University, Cambridge; The Conference of the Institute of Electrical and Electronic Engineers, India, December 2009; a Conference on Fluid Dynamics, Analysis and Numerics in North Carolina, June 2010; the Conference of the International Council for Small Businesses in Ohio, July 2010; an international Forum on Renewable Energy in Leon, Mexico in October 2009; an international Conference on Innovation in Disaster Risk Assessment in Washington, June 2010; an international Conference on Developing Renewable

Energy Technologies in Hamburg, Germany in 2010; and the Sixth Annual Meeting of the Science and Technology Society Forum in Japan, September 2009.

With the Business Development Office at Cave Hill, the School co-sponsored an Intellectual Property workshop facilitated by the World Intellectual Property Organisation in November 2009. The Pro Vice-Chancellor (Research) chaired the Vice-Chancellor's Awards for Excellence Selection Committee, and the Principal's Awards for Excellence Selection Committee at Cave Hill.

The Principals of the Cave Hill, Mona and St Augustine Campuses each operate an incentive system to recognise and reward excellence in research by academics annually. During the review year some 40 faculty members at the Mona Campus were recognised for outstanding performances at the annual Awards Ceremony in recognition of outstanding Researchers held on January 29, 2010.

## Research Funding

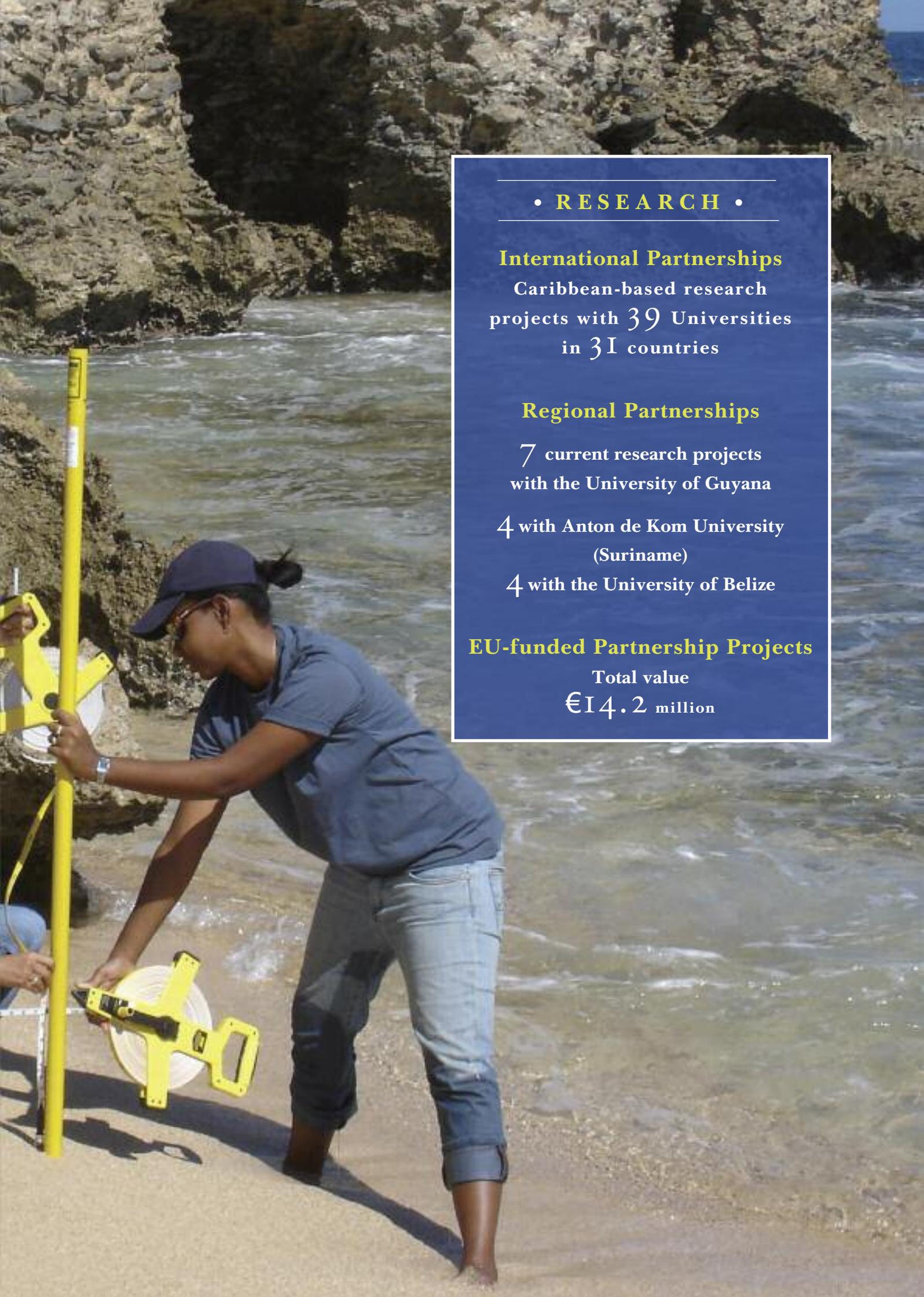
The School for Graduate Studies and Research continued to oversee the provision and use of UWI Postgraduate Research Funds and Research and Publication Funds, as well as UWI Graduate Scholarship Funds, across the campuses of the University of the West Indies. The School continued to fund and manage the services of the Community of Science (COS) Network, and to use this and other information sources to send out Calls for

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**As the premier university serving the Anglophone Caribbean region, the UWI has a clear responsibility to engage in research and innovations that positively impact the lives of the West Indian people**





A woman wearing a blue t-shirt, light blue jeans, and a dark blue cap is using a yellow surveying instrument on a sandy beach. She is leaning forward, adjusting the instrument. In the background, there are rocky cliffs and the ocean waves crashing against the shore.

• RESEARCH •

**International Partnerships**  
Caribbean-based research  
projects with 39 Universities  
in 31 countries

**Regional Partnerships**

7 current research projects  
with the University of Guyana

4 with Anton de Kom University  
(Suriname)

4 with the University of Belize

**EU-funded Partnership Projects**

Total value  
€14.2 million



Proposals across the campuses. It also coordinated and assisted the development and submission of research proposals of UWI staff to large donor agency funding programmes which treat the University as a single institutional applicant and which have a limit to the number of proposals that can be submitted by any one applicant institution for research support, under any given Call for Proposals. Projects valued at a total of about US\$20 million were submitted for consideration for funding during the reporting period.

Each of the four campuses embarked on special initiatives aimed at sourcing funds to finance research, given that the contributing governments have limited resources to allocate to research and development. Nevertheless the Government of Trinidad and Tobago provided \$7.01 million in direct support for research at the **St Augustine Campus**, where a total of \$2.657 million was allocated to the Research and Publications Fund during the year. Of this sum, \$1.832 million was provided for academic staff and \$0.825 million for postgraduate student research. These funds were earmarked for research projects in such areas as health, the environment, governance and finance. In addition, the campus lobbied for and received significant support from international organisations and funding agencies for research based projects.

### *Protected Time to facilitate Research Active Staff*

The UWI has developed a Policy on Differential Work Loads geared to ensuring that research-active staff members are given smaller teaching loads than those who are less research-active while also providing a career path for staff members whose strength is teaching rather than research. This policy is now being operationalised across the University. Related Policy and Procedures currently being developed will facilitate the temporary assignment of academic staff to Research Institutes and Centres for specific periods to provide them with dedicated research time and a research-oriented environment. At the **Mona Campus** specific efforts were made to increase the developmental opportunities available to young faculty. For example, greater

emphasis was placed on younger faculty accessing available fellowships and grant funding to jump-start their research careers; on them assuming leadership roles in their respective units; and on recognising and rewarding star performers. Approximately 67% of the all new Mona research fellowships and grants awarded during the 2009/2010 academic year went to faculty within the 31–39 years age group.

## Research Achievements

The thrust towards increasing research output to enhance the international standing of the University continued during the year under review. The University continued to make significant gains towards its goal of growing and sustaining a culture of research and innovation aligned to the specific developmental needs of the region, despite the constraints faced by its academics, limited funding for research and insufficient numbers of full-time research students.

**The Faculty of Medical Sciences**, particularly at the **Mona Campus**, has contributed significantly to the world literature in Medical Sciences and to health care policy in the region. During the review year the Faculty published 236 peer-reviewed papers. The following is a sample:

- McCaw-Binns A, Ashley D, Samms-Vaughan M, *Impact of the Jamaican birth cohort study on maternal, child and adolescent health policy and practice*. Paediatr Perinat Epidemiol. 2010 Jan; 24(1):3–11.
- Tang Y, Huang S, Dunkley-Thompson J, Steel-Duncan JC, Ryland EG, St John MA, Hazra R, Christie CD, Feeney ME. *Correlates of spontaneous viral control among long-term survivors of perinatal HIV-1 infection expressing human leukocyte antigen-B57*. AIDS. 2010 Jun 19;24(10):1425–35.
- Crandon IW, Cawich SO, McLennon N, Harding HE, Gordon-Strachan G.: *Trans-Sphenoidal Resection of Pituitary Tumours: Therapeutic Outcomes with the Sub-Labial Paraseptal Approach*. Int J Neurosurg. 2009;6(2).

The Faculty at Mona was able to attract research grants

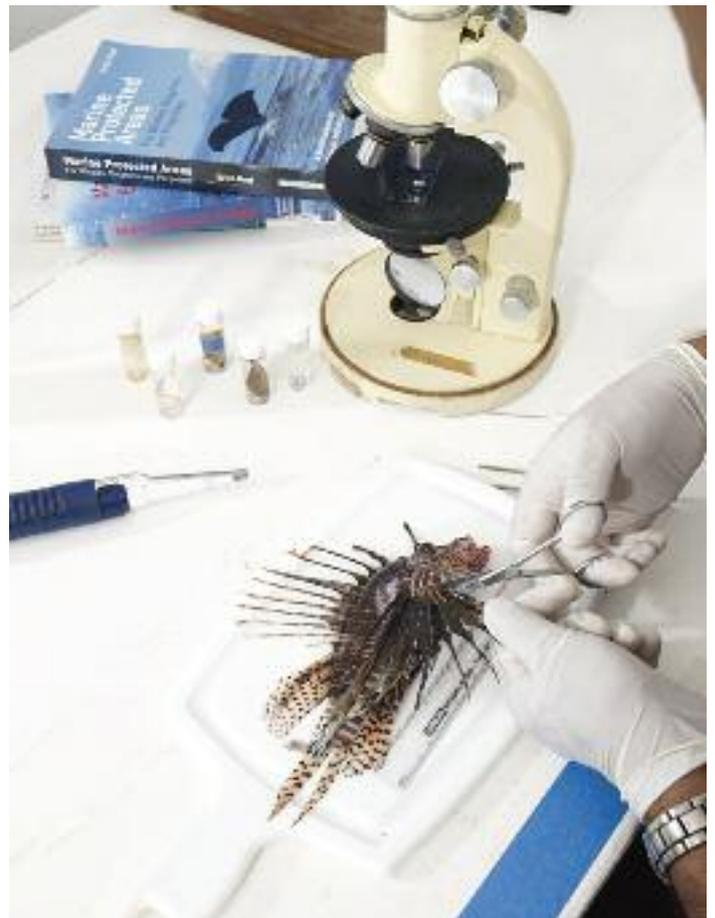


totalling US\$2,607,881.00. At St Augustine the Faculty received research grants totalling US\$334,538.41 while at the **Cave Hill Campus** the Faculty of Medical Sciences was approved as a Cardiovascular Centre of Excellence by the Consortium for Southeastern Hypertension Control (COSHEHC). The research efforts of the Faculty at Mona were boosted during academic year 2009/2010 by the establishment of multidisciplinary Tumour Boards and a web-based renal registry. Restructuring and resumption of the In vitro Fertilisation and Embryo Transfer programme for infertile couples added lustre to the Faculty's offerings as did the Department of Microbiology's receipt of certification under the WHO External Quality Assessment Programme.

Across the University, academic staff members continue to serve the international scholarly community through refereeing services and requests for guest editorships of journals and conference proceedings. The Climate Change research group in the Departments of Physics were called upon to help the region monitor and prepare for adverse weather changes and strengthen the regional negotiating positions at the 2009 Copenhagen Conference on Global Climate Change.

The **Department of Life Sciences** at Mona was called upon to help Jamaica deal with invasive species, especially the Lion Fish, which threatened to obliterate the country's fish stock. The conservation work being done in the Department has attracted large sums of renewed and new funding as its global significance continues to be recognised and highly valued. In this regard there were several collaborative visits from the USA to the Department.

UWI Mona was called upon to help Jamaica deal with invasive species, especially the Lion Fish, which threatened to obliterate the country's fish stock.





*Marine Biology students taking an inventory of reef life*

**Cardiac Surgery Simulator:** This UWI innovation has continued to improve and generate impressive interest and orders for units from a consortium of major cardiac surgery schools in the USA (such as University of North Carolina (Chapel Hill), Rochester University, Massachusetts General Hospital (Harvard Medical School), Mayo

Clinic, Vanderbilt University, and University of Washington. Three more will be built and delivered to Johns Hopkins University, University of Southern California, and Stanford University.

At **St Augustine**, the Faculty of Science and Agriculture completed research projects in the following areas:

- VLSI implementation of various Digital Signal processing algorithms.
- Water potabilisation, in collaboration with Massey University, New Zealand.
- Development of the Caribbean's first Fuel Cell Materials Research Lab.
- Modification, analysis and testing of a Solar Timber Dryer for adoption by industry.
- Usability study of computer-oriented workplaces in British Gas, Trinidad & Tobago.
- Development of a Caribbean-wide Healthcare Management system based on cellular phone technology.
- Initiatives towards sustainable agriculture, including soil and environmental factors and postharvest handling.



*Cardiac Surgery Simulator at Mona*

*(Right) Cardiac Surgery Simulator being demonstrated*





*Graduate students at the Dame Nita Barrow Unit (Cave Hill) of the Institute of Gender & Development Studies*

## Institute of Gender and Development Studies

In keeping with the thrust of the UWI Institute of Gender and Development Studies (IGDS) to be responsive to development needs and issues in the Caribbean it undertook during the review period several research and outreach initiatives aimed at strengthening and expanding the breadth and scope of its local, regional and international research agenda. These initiatives include research on youth issues, migration and its relation to gender and environment in the Caribbean, gender and sexuality, reproductive health, transformational leadership, implications of trade and the European Partnership Agreement and gender, climate change and disaster risk management.

The Regional Coordinating Unit of the Institute continued to participate in regional research which impacted on policy-making throughout the Caribbean. A key example of this was the conclusion of 'The Gender Differentials at the Secondary and Tertiary Levels of the Educational System in the Anglophone Caribbean' project, which culminated in a two-day regional workshop



*Ms Tonya Haynes making her presentation at the Graduate Symposium "New Perspectives: (Re)-Thinking Gender, Culture and Sexuality in the Caribbean"*

on April 26 & 27, 2010 attended by over seventy education professionals and policy makers, representing fourteen CARICOM countries. The workshop ended with recommendations for the drafting of an Education Policy to be tabled at an upcoming meeting of the CARICOM Council for Human and Social Development (COHSOD) for consideration. The proposed policy takes into account micro-level as well as broader macro-level structural issues which contribute to gender differentials in the education systems of CARICOM states.

The ongoing Caribbean Women Catalysts for Change project is now in its third phase, to date having produced two publications. Justice Desiree Bernard, who is the subject of the third book, has already been interviewed by most of the authors and the book is slated for publication in 2011.

The IGDS continues to be sought after as an Institute of excellence in research by both state and non-state actors, who both seek the Institute's expertise on issues related to gender and development. It is one of the agencies which have come to be depended upon for its advisory services by a number of national, regional and international organisations.



## Summary of External Research Funding

The School for Graduate Studies and Research has now established a fully operational University-wide system for coordinating, facilitating and enhancing the quality of research proposals being prepared across the University for submission to external funding programmes which treat the University as a single institutional applicant and which have a limit to the number of applications that can be submitted by any one applicant institution. This system, coupled with the increasing emphasis on working with external Partner Universities, is significantly increasing UWI's competitiveness for external research grants, resulting in a 9% increase in income from this source in the 2009/2010 fiscal year.

The major funding agencies and programmes from which the UWI was awarded grants in 2009/2010 were the EU-EDULINK programme, the EU-ACP Science and Technology programme, the EU FP7 programme, DFID, IDRC, IDB, the Global Health Fund and Europe Aid. Some of the larger grants won from these sources and implemented by Consortia in which UWI was either Lead or Partner in 2009/2010 include:

- EDULINK: Two projects on Conservation and Sustainable Development valued at €483,361 and €629,693, and one project on Financial Sustainability of TLIs valued at €521,393;
- ACP S&T: One project on Urban Planning and Management valued at €1,084,963 and one on Watershed Management valued at €1,121,811;
- EU FP7: One project on the management of Coral Reef Ecosystems valued at €8,581,206, and one on Strengthening Caribbean and European Collaboration in Science and Technology valued at €1,767,654;
- DFID: One project on Monitoring the Soufriere Volcano in Montserrat valued at €9,000,000;
- DRC: One project on Climate Change and Coastal Communities valued at US\$925,898;
- DB: One project on Regional Non-Communicable Diseases valued at €800,000;
- Global Health Fund: One project on Perinatal and

Adolescent HIV/AIDS valued at US\$573,809;

- Europe AID: One project on the Development of CSME Public Education Projects valued at €412,000.

## The Tropical Medicine Research Institute

A major research arm of the University is the Tropical Medicine Research Institute (TMRI) which was formed in 1999 by merging two existing research units, the Tropical Metabolism Research Unit and the Sickle Cell Unit on the Mona Campus and creating an Epidemiology Research Unit from the staff members in the TMRU who worked in that discipline. A year later, the Institute expanded into Barbados by incorporating the Chronic Diseases Research Centre, another epidemiology unit on the Cave Hill Campus. Currently under active consideration, funds permitting, are plans to add an Energy Metabolism Research Unit at Mona and at St Augustine.

While the University provides a resource base for the TMRI as a line item in its budget (supporting approximately 30 academic staff, real estate and utilities' costs across all Units), all research activity is expected to be grant funded. Senior investigators at the TMRI have a track record of acquiring funds from international sources, chief ones being the National Institutes of Health (USA), the Wellcome Trust, the Medical Research Council (UK) and the European Union. More recently, significant local grants have been obtained primarily at Mona in Jamaica. During academic year 2009/2010 expenditure from grants was US\$573,250.44.

### *Academic Activity*

The Institute is active in training at undergraduate and postgraduate levels. The TMRI faculty teaches both undergraduate and graduate medical students in the areas of Biostatistics, Epidemiology, Family Medicine, Paediatrics, Immunology, Clinical Nutrition and Haematology. MSc degree programmes in Nutrition and Epidemiology are offered and the Institute operates a structured postdoctoral programme which aims to develop independent academic researchers. There are



Senior Medical Technologist explains some of the processes in the TMRU chemistry lab

three Faculty of Medical Sciences fellowships tenable on the Mona Campus and three TMRI institutional fellowships. The Institute responds to regional research and training needs while encouraging individual creativity and initiative.

Research output in the form of peer reviewed papers was approximately 3.0 per academic member of staff in 2009/2010. Major areas of ongoing research include:

- Human Nutrition and Metabolism
- Protein, amino acid metabolism in severe malnutrition
- Energy Metabolism in transitional populations
- Child Development – Impact of early life experiences and interventions
- Developmental Origins of Health and Disease
- Hypertension and insulin resistance
- Genetic underpinnings of disease susceptibility and severity
- Hypertension
- Diabetes

- Sickle Cell Disease – Natural History; Clinical Trials; Interventions for improved care
- Epidemiology and Genetic Risks for Prostate Cancer
- Chronic Disease Epidemiology to inform Public Health.

In addition, the Institute provides technical advice at several levels: to Caribbean Ministries of Health and Education; CARICOM Ministers of Health; the Pan American Health Organisation; the International Atomic Energy Agency; the Wellcome Trust and the UK Medical Research Council. With regard to quality assurance and benchmarking, the TMRI is appraised quinquennially by an external team supported by the UK Medical Research Council. Policy oversight is provided by the Board for Graduate Studies and Research

#### *Tangible results of TMRI Research:*

##### **Programmes in the Child Development Research**

**Group** located within the Epidemiology Research Unit, are directed at solving many of the important issues that



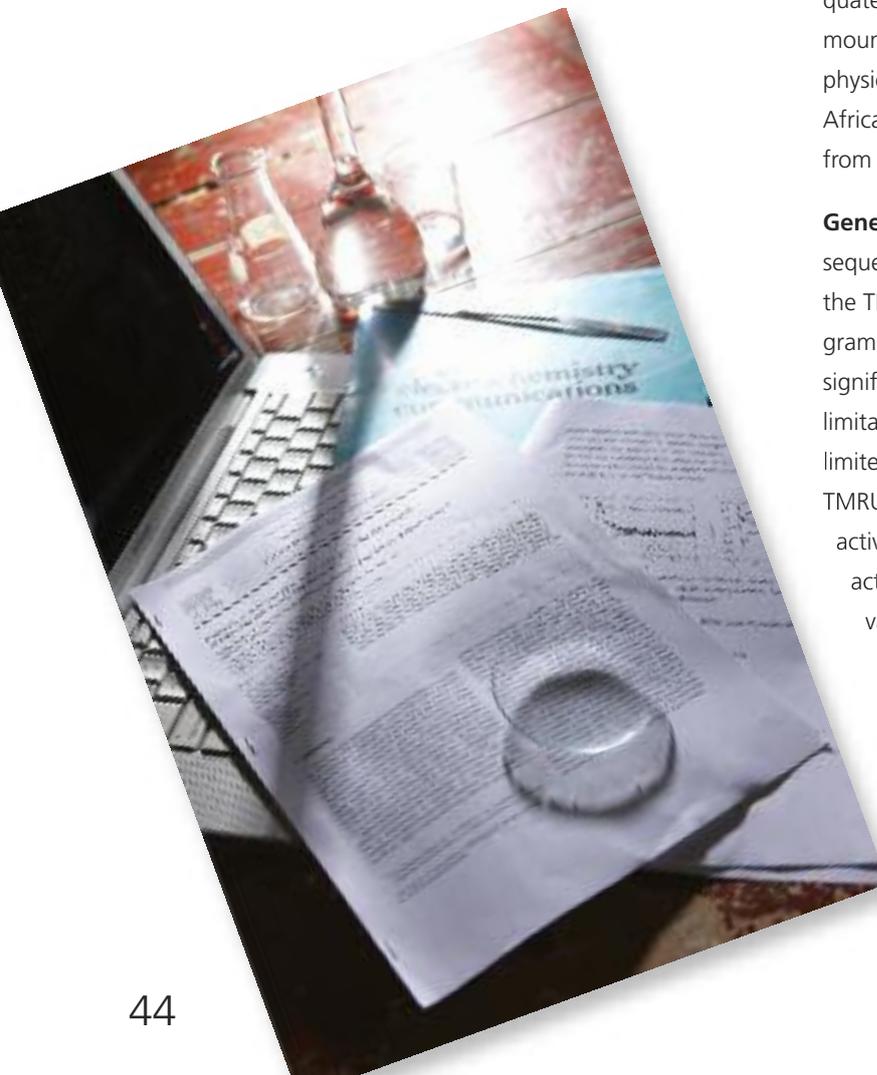
act as barriers to increasing the value of human capital in poor and middle income societies. Cross-Unit collaboration with the TMRU and more recently the Sickle Cell Unit, have brought the skills of this group to bear on mental development and cognition of paediatric patients with sickle cell disease. This programme delivers research-based advice to the Government of Jamaica as well as international agencies such as the World Bank; much of the information is ready for uptake into policy and programmes.

**Human Nutrition and Metabolism Programme** carried out within the Tropical Metabolism Research Unit (TMRU) addresses two practical problems: (i) improving the clinical care for patients recovering from severe childhood malnutrition, and (ii) prevention and management of weight gain and obesity at individual and population levels. The metabolism programme spans both the TMRU and the Sickle Cell Unit and a significant segment of that latter Unit's future work falls within the

Human Nutrition and Metabolism programme. Research based knowledge arising especially from the older programme on metabolism in childhood malnutrition has informed the WHO Manual on the treatment of malnutrition, a clinical guide that is used globally. The information from the newer energy balance sub-programme has only recently become mature enough to guide or inform the design of interventions.

**Developmental Origins of Health and Disease Programme**, also undertaken by the TMRU, is focussed on detailed phenotyping at body composition, cardiovascular and insulin resistance levels, and targeted exploration of epigenetic underpinnings of such phenotypes. The main programme has utilised the extensive phenotyping at the level of intermediary metabolism in children with severe childhood malnutrition to form hypotheses relating to emergence of obesity or resistance to weight gain and cardiovascular risk in adult survivors of kwashiorkor and marasmus. The intuitive ecologic analogy at population level, i.e., chronically undernourished versus adequately nourished populations, is also being used to mount comparative studies of epigenetics, metabolism, physiology and body composition of Africans living in Africa (Ghana and South Africa) with those descending from forced migrants now living in Jamaica.

**Genetics Programme.** The contribution of DNA sequence variation to health and disease is the focus of the TMRU Genetics Programme. Virtually all programmes carried out in the Institute can benefit from a significant component of such a genetic strategy. The limitation of the programme, given its non-disease limited orientation is therefore, capacity. The very small TMRU Genetics team has focussed its principal research activities on the identification and, ultimately, the characterisation of inherited determinants of phenotypic variation between individuals. Research in the Genetics Programme comprises sub-programmes in sickle cell anaemia, human nutrition, and cardiovascular disease. These sub-programmes are interdisciplinary and engage investigators from different Units (ERU, CDRC, SCU & TMRU) within the Institute.





*Senior Nurse attending to one of her charges on the TMRU Ward*

**Sickle Cell Programme.** This very special programme is rooted in the provision of high quality, evidence-based clinical care for thousands of patients with sickle cell disease. Through its incorporation of research findings into clinical care guidelines, the Unit has come to be internationally regarded as generating best practice for clinical care of patients with sickle cell disease. Within the context of this substantial ambulatory care undertaking, the

SCU carries out its research, its programme consisting of observational cohort studies, refining phenotypic expressions with the aims of facilitating genetic research, and providing data to inform public health and clinical interventions. This programme of Clinical Research has placed the Unit in a leadership position within the Caribbean, the United States and Canada, and recently, Brazil has made formal approaches for partnership to improve care in that country.

**Chronic Non-Communicable Diseases (CNCD)**

**Programme.** The Chronic Diseases Programme is expressed primarily in the two TMRI Epidemiology Units, the Chronic Disease Research Centre at UWI Cave Hill and the Epidemiology Research Unit at UWI Mona. Both pursue robust programmes on

epidemiology of chronic diseases with a view to population prevention and disease management. It is important to emphasize the international importance of this programme on CNCDs in developing countries. One indication of the importance is the recent multimillion pound resourcing that the MRC UK has recently placed into the consortium known as the Global Action against Chronic Disease (GACD) in developing countries. The



*Technologist engaged in cord blood screening*



TMRI's work in chronic diseases is aligned with the programme priorities of reducing CNCDs in developing countries.

#### **TMRI Contribution to UN Resolution on CNCDs.**

Chronic Non-Communicable Diseases (CNCDs) are widely recognised as a threat to the development of the Caribbean region, with half or greater shares of national health budgets devoted to treatment of these preventable diseases. The Caribbean Community (CARICOM) Heads of Government asserted in their Nassau Declaration of 2001 that *"The health of the region is the wealth of the region"*. CARICOM has since led international efforts to recognise the impact of CNCDs on national development, culminating in endorsement of their initiative by the United Nations General Assembly on May 14 2010. A United Nations Conference with participation by Heads of State and Governments focussed on systematic efforts to curb CNCDs across the 192 member countries of the UN is planned for September 2011. The UN Endorsement arose from work carried out by the 'Caribbean Commission on Health and Development' in 2005 headed by Sir George Alleyne, a former director of the Pan-American Health Organisation (PAHO) and current Chancellor of The UWI. The Commission drew heavily on data provided by the CDRC and ERU units of the TMRI on incidence and prevalence of hypertension, stroke, AMI and diabetic foot amputation in Caribbean populations. A subsequent CARICOM Summit in Port-of-Spain, Trinidad and Tobago, September 2007, further underlined the determination of the Caribbean region to slow the chronic disease pandemic with the "Declaration of Port-of-Spain: Uniting to stop the epidemic of chronic diseases". The expertise of the TMRI was again recognised and utilised at the civil society-led conference titled "Healthy Caribbean 2008 – A Wellness Revolution" that arose directly from the Summit, when the CDRC produced a Technical Report of the conference, available at [www.healthycaribbean.org](http://www.healthycaribbean.org). The CDRC focuses primarily on research to i) establish robust systems for monitoring the burden of chronic non-communicable diseases, and ii) develop evidence-based strategies for reducing the burden of these diseases, as well as iii) estimate the

economic and social costs associated with these diseases in order to guide cost-effective healthcare interventions.

**Inflammation and Wound Healing Programme.** This is a CDRC programme that spans Units (TMRU and SCU) and disease foci as it seeks to evaluate the contribution of molecular mechanisms to disease aetiology. The specific foci include models for inflammation and wound healing in diabetes, in recovery from cardiopulmonary surgery, and in haemolytic conditions. These investigations into disease mechanism have real promise for informing changes in clinical practice in diabetes, sickle cell disease and cardiac surgery.

**CDRC Capacity-Building.** Finally, a new core programme has been added to reflect the capacity-building which the CDRC has undertaken in the past five years, both infrastructural and in human resource training, at national and regional levels.

**Sickle Cell Disease Clinical Services.** The Sickle Cell Unit (SCU) is the only comprehensive type clinical facility for the care of persons with sickle cell disease in Jamaica. Sickle Cell Clinics are held Mondays to Fridays at the SCU building located at Ring Road, University of the West Indies, Mona as well as on the last Tuesdays and Wednesdays of each month at St Elizabeth (Black River Hospital) and St James (Cornwall Regional Hospital) respectively.



Professor Clive Landis (CDRC) showing new equipment to visitors to the Cave Hill Campus



The SCU operates an ambulatory clinic and a day-care ward where complications such as acute painful crises, acute febrile illness and acute anaemia are managed. Over 90% of patients with acute painful crises are managed as outpatients and this model of aggressive acute day-care has acted as a model for SCD Centres elsewhere. There has been a continual increase in the number of patients attending the clinic (patient load) and the number of visits per patient (clinic load). The clinic load has increased ~10-fold, from 3,668 visits in 1973–75 to 55,686 visits in 2005–2010.

### *Neonatal Screening*

Neonatal screening was first performed on 100,000 consecutive normal deliveries at the Victoria Jubilee Hospital (VJH) between 25 June 1973 and 27 December 1981 for enrolment into the Jamaica Sickle Cell Cohort Study (JSCCS). This resulted in the detection of 550 children with all sickle genotypes of which 315 were homozygous sickle cell disease. A control group of 250 age and gender matched normal children were also recruited. Data from this cohort has facilitated the description of the evolution of SCD from birth and has led to improvements in the care of individuals with SCD in Jamaica and worldwide. The cord blood screening program was re-established at the VJH in 1995, at the University Hospital in 1997 and at the Spanish Town Hospital in 1998 and is maintained by the Sickle Cell Unit. Annually more than 15,000 births are screened, which represent ~ 40% of births in Jamaica. For the period 2006 to 2008, 889 persons were detected with sickle cell disease of which 550 were the severe variant, HbSS. Of these, 395 have been enrolled in the SCU Clinic for clinical care. For these children, mortality to age 10 years has decreased from 17.6% to 1.8% during the period. The reintroduction of neonatal screening has allowed for early diagnosis and simple prophylactic measures such as infection prevention (penicillin prophylaxis), immunisations and parental education in early diagnosis of acute splenic sequestration, thus decreasing childhood deaths because of SCD. ¶



## RECIPIENTS OF THE VICE-CHANCELLOR'S AWARD FOR EXCELLENCE 2009/2010



DR DAVE CHADEE, Senior Lecturer in Parasitology, Department of Life Sciences, Faculty of Science and Agriculture, St Augustine Campus for accomplishments in **Research**



PROFESSOR CLIVE LANDIS, Professor in Cardiovascular Research, Chronic Disease Research Centre, Cave Hill Campus, for accomplishments in **Research**



PROFESSOR MAUREEN SAMMS-VAUGHN, Professor of Child Health, Child Development and Behaviour, Department of Obstetrics, Gynaecology and Child Health for outstanding **Public Service**



DR KUSHA HARAKSINGH, Senior Lecturer, Department of History, Faculty of Humanities and Education, St Augustine for outstanding contribution to **Public Service**



PROFESSOR JOHN AGARD, Professor of Tropical Ecology and Head of the Department of Life Sciences, Faculty of Science & Agriculture, St Augustine for all-round excellence in **Research and Public Service**





## sports facilities [ now open ]

### **USAIN BOLT TRACK – MONA**

The UWI/Usain Bolt Regupol Track at the 'Mona Bowl'. German track manufacturers BSW donated this track to The Hon Usain Bolt; and Bolt, who trains at the Bowl, formally handed the track over to the Mona Campus on April 30, 2010.

### **NEW ALL-WEATHER HOCKEY FIELD – CAVE HILL**

New all-weather Hockey field. Top-rated sand-filled artificial hockey turf fitted with lights to allow night matches, was developed at the Cave Hill Campus during the 2009/2010 academic year.

### **FIFA STANDARD FOOTBALL FIELD – CAVE HILL**

The FIFA Certified artificial grass football field developed at Paradise Park, 22 acres of property adjacent to the Cave Hill Campus donated by the Government of Barbados.

## 4. Outreach to Underserved Communities

**THE 2007–2012 STRATEGIC PLAN** has as a core strategic focus the creation of an Open Campus to enable the University to expand the scope, enhance the appeal and improve the efficiency of its service to the individuals, communities and countries that it serves by providing more flexible and convenient access for persons from all the contributing countries wishing to pursue higher education or continuing personal development programmes. The **Open Campus** came into being in 2008 and the institutional machinery necessary for its existence within the University has been put in place. Yet, much remains to be done to find efficient ways of collaborating with the other campuses in achieving the fundamental goal of increasing access and bringing the varied benefits of a university to all the underserved populations of the region.

The separate existence of the Campus was proclaimed in no uncertain manner by the installation of the Principal and the Campus' first graduation ceremony, both of which took place in St Lucia in October, 2009. A total of 157 graduands attended the graduation ceremony from 12 territories. In attendance also, were the Governors General of Antigua and Barbuda, St Kitts and Nevis, Grenada and host country St Lucia; Ministers of Education (St Lucia and Montserrat), a Deputy Prime Minister (St Kitts & Nevis) and the Minister of Home Affairs and Internal Security (St Lucia) were also present.

Despite severe short-falls in promised contributions from the governments and the continuing economic crisis throughout the region, student numbers at the **Open Campus** have held firm in the past year. Continuing education programmes catered to almost 20,000 persons, the vast majority, as always, being in Trinidad although somewhat less than in the previous year (approx. 12,000) and with a considerable increase in Jamaica (over 5,000). This is in part attributable to the relocation and transformation of two Open Campus sites which were dilapidated and had previously attracted only a few students. The degree programmes recruited a little fewer than 5,000 students, of whom almost 3,000 were based in the three campus countries. The number of students attending the Social Welfare Training Centre at Mona also showed a welcome increase, from 78 students in the previous year to 102 in 2009/2010.

New programmes developed and offered by the **Open Campus** during the review year included:

- a full BSc Accounting degree
- Pre-University Certificates in Entrepreneurship, Health & Family Life Education and Criminology.
- a Diploma in Accounting and a Diploma in Advanced Bookkeeping, franchised from the UK-based International Association of Bookkeepers, with 205 students at 11 sites.

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The 2007–2012 Strategic Plan has as a core strategic focus the creation of an Open Campus to enable the University to expand the scope, enhance the appeal and improve the efficiency of its service to the individuals, communities and countries that it serves . . .



UWU



Orientation session at the start of a new semester, UWI Dominica site

A large number of short courses developed at different sites, including English Language Proficiency Enhancement (Antigua); a Workforce Development programme (Barbados); Introduction to Counselling and Group Techniques for HIV Caregivers (Belize); Computer Literacy (Cayman Islands); Early Childhood Care and Education, and Criminology (Dominica), Events Planning and Management, Care of the Elderly (Montserrat), Certificate in Information Management (St Kitts and Nevis), Supervisory Management, Financial Management (St Lucia).

In addition, the Social Welfare Training Centre (SWTC) worked on developing a BSc degree programme in Youth Work, an initiative that will contribute to the Commonwealth's goal to professionalise Youth Work. The Caribbean Child Development Centre (CCDC) continued development work on its course on Child Rights for online delivery across the Caribbean.

### Local Student Guilds

Working closely with the new Assistant Registrar for Student Services, Ms Daniella Hickling, the Heads of Sites have been encouraging students to organise themselves into formal student guild branches. In the year under review several more branches were formally launched and an over-arching Open Campus Guild structure was created.

### Student co-curricular activity

Ms Stacey Fevriere of the St Lucia Site represented the Open Campus at the 2010 Summer Institute for future global leaders at the University of the Virgin Islands.

### Alumni

Sites continued to provide support to the local UWI alumni chapters and also to play a more proactive role in promoting the importance of the UWI Alumni Association as a partner in the development of the Open Campus and the UWI in general. In 2009/2010, chapters in Cayman and St Lucia were revitalised through the effort of the respective Heads of Sites. The Cayman chapter hosted a Caribbean Independence Fiesta which featured food and music from across the Caribbean.

One welcome development has been the involvement of alumni in participating in the Sites' annual orientation sessions as well as Open Days and general fund raisers for the individual Site. The Bahamas and Dominican Chapters have consistently hosted successful fundraising events.

### Upgrading facilities

- Dominica installed two 1,000 gallon water tanks and a pump to ensure that students were not disadvantaged by fairly frequent water stoppages in the area of the Site.



Orientation session at the Western Jamaica Campus, Montego Bay



*The Hon Andrew Holness, Minister of Education, Prof Simmonds-McDonald, Principal; Mr Derrick Thompson; Mrs Gillian Glean-Walker, and Mrs Maurine Powell, at the official opening of the refurbished Mandeville OC site.*

- St Lucia created a small space to house its special collections of the works of Roderick Walcott and Pat Ismond in the Library.
- The ECCE unit in Trinidad moved into spacious and attractive accommodations at Austin Street in St Augustine and a new model school, Alpha East, was opened up on the premises to serve the com-

munity as well as the needs of the trainees in the Early Childhood programmes offered by the Open Campus Trinidad and Tobago.

- The Hugh Lawson Shearer Trade Union Education Institute computer laboratory was launched on December 10, 2009 by Professor Emeritus the Hon. Rex Nettleford.

## Outreach Activities and Research Projects

The Site Head of Grenada, Dr Curtis Jacobs, was awarded the project to digitise the national archives of Grenada in collaboration with the Grenada national library and the University of Manchester.

### The Women and Development Unit (WAND)

followed up earlier work with organisations in Latin America (PARTICIPA Corporation, a Chilean NGO; the Venezuelan Institute for Social and Political Studies, INVESP, and Foundation of the Americas, FOCAL; a Canadian NGO and the Organisation of American States) to monitor compliance with government commitments through the creation of an Evaluation Index of

*The annual Open Day at the Jamaica Eastern OC site attracted potential students of all ages.*





*Professor Verene Shepherd, Director of the IGDS, delivering the annual Dame Eugenia Charles Memorial Lecture at the UWI Open Campus, Dominica*

Government Compliance with the approved mandates of the Summits of the Americas. Information related to the thematic areas, namely, access to public information and strengthening the participation of civil society in systems of democratic governance in Barbados was gathered for posting on PARTICIPA's website.

Externally funded research initiated or undertaken by the units of the Open Campus included:

- **The Consortium for Social Development and Research (CSDR)** and the Office of the Principal in collaboration with European Profiles, a research organisation based in Greece, were successful in bidding for two projects in December 2009:
  - Development of Caribbean Single Market and Economy (CSME) Public Educational Products and Assessment of the Impact of Previous Products (€ 412,000).
  - CSME, Rural Communities Readiness Study (€ 65,200).
- **The Saint Lucia site** partnered with the CCDC, the CSDR, the Ministry of Education and Culture and UNESCO, to facilitate a research project on "The Impact of HIV-Related Stigma and Discrimination on Children's Learning Outcomes and School-Related Experiences". Research was carried out in Saint Lucia and Guyana, and the local administration of the project was monitored by the Head of Site, Mrs Veronica Simon.

- **Open Campus Country Sites (OCCS)** staff and students in fifteen countries were involved in the Situational Analysis on Sexuality Education in the Caribbean – a project co-ordinated by the UWI Consulting Company with funds from UNICEF.
- All Sites also participated in an internal study led by Dr Glenford Howe entitled: Human Resource Development Needs Assessment of CARICOM countries, for the purpose of informing the Open Campus programme development agenda.
- **WAND** was involved in a project, Quantifying and Analysing Gender Violence Data in Nevis, funded by MATCH International, Canada.
- **WAND** also led a Community-based Disaster Management Project for Catadupa Primary and Junior High and Catadupa Basic Schools in Jamaica. Spearheaded by the Principal of the Primary and Junior High School and a select group of teachers, the project was guided by Ms Audrey Mullings, Disaster Risk Management specialist, who also conducted the training sessions.

Dissemination of knowledge and ideas relevant to the region was facilitated by a number of conferences organised within the Campus, namely:

- The Sage Has Come of Age – Responding to the sad loss of Professor the Hon Rex Nettleford, who had been the first Director of Studies of the Trade Union Education Institute (TUEI/HLSTUEI) the Institute organised a symposium in his honour. The title "The Sage Has Come of Age" was taken with permission from Professor Sir Hilary Beckles' tribute to Professor Nettleford. With the support of Principal, Professor Gordon Shirley, the symposium was hosted in collaboration with the UWI Mona Campus on April 7–8th, 2010.
- The second research teleconference hosted by the Consortium for Social Development and Research (CSDR) was held on Tuesday, June 22, 2010 through the Open Learning Centre facilities. Open Campus sites in attendance were Belize, British Virgin Islands, Dominica, and Montego Bay and Mona sites in Jamaica.



- WAND continued its support for reflection on the position of women in theological matters and helped to organise a “Theologising Women” Conference” on March 26, 2010 in collaboration with the Hillcrest Retreat Centre of the Anglican Church under the theme, “Theologising Women through the Creative Arts.”

The Campus organised a number of fund-raising and consciousness-raising activities in response to the devastating earthquake in Haiti. Four scholarships were awarded to Haitian students through the OAS, to pursue studies online in the Pre-University Department.

The Campus’ routine training and outreach activities continued, for instance:

**The Hugh Lawson Shearer Trade Union Education Institute** (HLSTUEI) organised a number of public activities in Jamaica and elsewhere:

- A workshop in collaboration with the Friedrich Ebert Stiftung, “Exploring Labour issues in the global economy” September 24–25, 2009, in Jamaica.
- A week of activities led by HLSTUEI and the OC Cayman Islands, November 23–27, 2009, which included a workshop on “Gender, Power & Caribbean Development” facilitated by Professor Lynn Bolles, University of Maryland and Ms Marva A. Phillips. The final event was a public lecture which addressed the topic “The Development of Caribbean Political Systems” and was presented by Professor Emeritus George Eaton, York University, Canada.
- A workshop on “Natural Disaster & the Workers: Preparation, Impact and Responses” on June 17, in Kingston.
- A Professional Development Initiative “Protocols and Professional Conduct in the Workplace”.
- In collaboration with the Friedrich Ebert Stiftung conducted a workshop in Mandeville on June 10 and 11, 2010 entitled “Caribbean Single Market and Labour Migration: Prospects and Challenges for Caribbean Workers”.
- The first in the series of bi-monthly workshops was held on July 14, 2010. The workshop examined the issue of “Productivity and Economic Development: Assessing the Concept of Time Management among Jamaican Workers”.

The CCDC also organised training workshops: in association with The Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) and with support from the United Nations Children’s Fund (UNICEF) and the Environmental Foundation of Jamaica, the CCDC hosted two one day workshops for teachers. Each day the two topics covered were Child Rights and Research Methodologies. On May 20, 2010, 64 secondary school teachers attended, while on June 10, 80 primary school teachers attended. The CCDC was responsible for the training components, which were carried out by associate Heather Gallimore (Child Rights) and consultant Lisa Stone (Research Methodologies).

The Open Campus’ commitment to cultural dissemination was expressed in various ways, including:

- Performances of Derek Walcott’s play “Pantomime” by the Barbados based group Dramaworks in St Lucia and in Trinidad and Tobago in January 2010.
- The St Lucian Open Campus involvement in Nobel Laureate’s week in January.
- The Malliouhana Poetry Festival sponsored by the Open Campus in Anguilla in April.
- The Alliouagana Festival in Montserrat in November.
- A song-writing workshop at the Saint Lucia site in April, in collaboration with the Cultural Development Foundation and the 1st National Bank Saint Lucia Limited. This workshop, conducted by Dr Hollis “Chalkdust” Liverpool, targeted calypsonians and other songwriters as well as music teachers from secondary and primary schools. It also included a component for persons who serve as judges for calypso competitions.
- The University of the West Indies Cave Hill Campus, the University of Puerto Rico and the University of the West Indies Open Campus, Dominica, collaborated in the mounting of the 12th Annual Eastern



Caribbean Island Cultures Conference entitled 'The Islands in Between: Languages, Literatures and Cultures of the Eastern Caribbean'. This conference took place on Thursday, November 5 – Saturday, November 7, 2009, at the Open Campus Dominica.

- The Montego Bay Site celebrated Black History and Reggae month simultaneously by hosting a public forum entitled "Engaging the Culture": Building a Nation through Music and Dance" on the Campus grounds on February 27, 2010. The guest speaker, Professor Carolyn Cooper, engaged the audience with a thought-provoking and witty historical perspective of Jamaican music and its connection with the folk psychology of the Jamaican people.

Some significant publishing events deserve mention:

- Papers from the HLSTUEI lecture series "Forever Indebted to Women" were published in a special issue of *Caribbean Quarterly*, Vol. 55, No. 4 December, 2009.
- Gaspard-Richards, Denise – *Male Reproductive Behaviour and Fatherhood – Social Roles and Responsibility Patterns in Trinidad and Tobago*: LAP Lambert Academic Publishing, Köln, Germany. (288 pages).
- Gallimore, H. and Davies, R. *Learning Outcomes for Early Childhood Development in the Caribbean: A Handbook for Practitioners*. CCDC, UWI, Open Campus, Mona.
- Professor Stewart Marshall, in collaboration with Wal Taylor, edited four more issues of the on-line journal, *Ijeduct*. Two issues (vol. 5, 4 and 5) were special joint issues to commemorate Open Access Week (October 19–23, 2009), one was devoted to eLearning in the Caribbean (guest edited by Dr Diane Thurab-Nkhosi) and the other to eLearning in Africa, in an attempt to foster academic exchange between the two regions.

It should also be noted that the Principal of the Open Campus signed the Cape Town Declaration during Open Access Week to mark the explicit and public commitment of the Open Campus to the principles of open access.

## The Western Jamaica Campus

The Mona Campus' satellite campus in Montego Bay, the Western Jamaica Campus (WJC) was significantly upgraded, with the conversion of two existing structures, one into the new WJC Medical School and the other into a student hall of residence.

**UWI School of Nursing, Mona (UWISON)** continued to play an important role in ensuring that nurses in the UWI-12 countries are upgraded to Bachelor's level through its online nursing programme. There was a 13 percent increased enrolment in this programme. In the MB BS Programme the Faculty of Medical Sciences took steps to ensure that the UWI-12 countries were represented in the incoming class, through careful vetting of the applications. Offers were made to all qualified applicants from the UWI-12 countries.

The Faculty continued to provide support to rural hospitals island-wide in their efforts to offer preventive and curative medicine. In addition, staff offered consultation services at several health care facilities and formed a cadre of resource personnel for non-governmental organisations concerned with public health. Efforts were also made to create an academic and clinical environment for teaching students of the Health Sciences at health-care facilities across the island. To this end, accreditation exercises were carried out at the Mandeville and Spanish Town Hospitals while some infrastructural development was supported at the Kingston Public and Cornwall Regional Hospitals. The Department of Basic Medical Sciences, through CARIGEN (Caribbean Genetics), positively impacted the crime fighting efforts of the respective Ministries and the Jamaica Constabulary Force through provision of expertise in the area of forensic science.

The nation's public health programmes were boosted by Faculty efforts at tracking epidemics and outbreak investigation of infectious agents. Through the Department of Microbiology, assisted by the Department of Basic Medical Sciences through CARIGEN, the Faculty supported the Jamaican Ministry of Health in its effort to control the H1N1 epidemic. Research on patterns of antibiotic resistance and the monitoring of the emer-



gence of resistant strains in hospitals helped to prevent unnecessary hospital stays and investment in inappropriate antimicrobials.

The **St Augustine Campus** which is constantly seeking to engage the wider public and to share the knowledge and learning that are generated on the campus in non-academic fora, during the year under review staged, inter alia, the popular Mango Festival hosted by the Faculty of Science & Agriculture; the 2010 edition of the International Half Marathon, and what is now known as "the Old Yard". As part of the 2010 carnival celebrations, the Department of Creative and Festival Arts (DCFA) became the official custodian of Trinidad and Tobago's carnival traditions, hosting what was once *Viey la Cou*. The Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) held five fora on topical subjects – stirring national debate on controversial



topics centred on the economy and politics in Trinidad and Tobago.

### The School of Clinical Medicine and Research, Bahamas

Dr Robin Roberts, Consultant Urologist and Senior Lecturer in Surgery, was appointed the new Director of the UWI School of Clinical Medicine and Research, The Bahamas. He succeeds Prof Howard Spencer who retired in November 2010. Dr Roberts has been on the Faculty of the two-year Medical undergraduate clinical and postgraduate residency programmes in the Bahamas since its inception in 1997.

Dr Roberts is a UWI graduate of the Faculty of Medicine, Class of '80. He completed his postgraduate training in

Urology and a Fellowship in Renal Transplant at Dalhousie University. He also holds an MBA from the University of Miami. Dr Roberts brings a wealth of administrative experience having served as the Director of Continuing Medical Education, Chief of the Department of Surgery, President of the Medical Association of the Bahamas, Bahamas Family Planning Association and Caribbean Urology.

In the past year, research at SCMR received a boost with the appointment of a full-time lecturer in Epidemiology, Dr Anthony Frankson. Over 30 research projects were submitted and approved by the International Research Board (IRB) including a US\$230,000 grant approval for eradication of keloids in a Phase 3 clinical trial. In 2010 seven papers were submitted and accepted by the Commonwealth Health Research Council, by comparison to only one submitted in 2008/2009.

In concert with these research endeavours, there has been a complete upgrade of all IT facilities, inclusive of wireless, network, hardware, software and broadband connectivity. With the IT improvements, The University library has partnered with the College of the Bahamas and the Public Hospital's library to form the Bahamas Health Science Library Consortium. As a result, students have access to a most impressive library database of the health sciences, which few can match in the Caribbean.

Building the Medical postgraduate program remains a major objective; with 58 students registered, the Family Medicine programme remains the flagship residency, now with 19 students. SCMR is focussed on providing a genre of well-trained physicians ready to do battle with Caribbean non-communicable diseases. ¶



*This Monument is  
dedicated to all  
Gibraltarian Evacuees,  
whilst living at  
Gibraltar Camp,  
Jamaica 1940 - 1944*

*It is erected through the goodwill of  
Anthony C. Lora (grandson and nephew  
of evacuees), The U.W.J. Mosa Campus  
Heritage Committee, with the assistance  
of the Gibraltar Government.  
In memory of the Gibraltarian evacuees  
who died while in sanctuary in Jamaica,  
and in recognition of the eternal bond  
between these two countries*



# Major Enablers

- Transformation of the Administrative Culture and Processes
- Effective Marketing and Branding of the Institution
- Funding the Institution
- Strengthening Regionality
- Strengthening the National Engagement Process
- Leveraging International Partnerships
- Fostering and maintaining the commitment and involvement of Alumni



# Transforming the Leadership & Administrative Culture and Processes

**IT WAS ANTICIPATED THAT SUCCESSFUL** implementation of the Strategic Plan would, to a large degree, be dependent on transformation and reform of the administrative structures and systems of the University. This process was therefore seen as the first of the major enablers aimed at facilitating and supporting the vision and goals of the Plan. The University Registrar, Mr C William Iton, is the point person charged with overseeing implementation of this critical activity while Dr Bhoendradatt Tewarie, Pro Vice-Chancellor for Planning and Development, has overall responsibility for coordinating the preparation, implementation, monitoring and assessment of the Strategic Plan.

A mid-term review of the Strategic Plan undertaken in August 2010 identified the gaps that needed to be filled to accelerate the transformation process. These were:

- To introduce metrics in measuring staff performance and simplify the instrument used to carry out regular appraisal of staff performance.
- To create, in collaboration with Campus Registrars, a Customer Service Charter for the key service centres.
- To develop and distribute feedback forms in all service centres in order to establish an effective monitoring and evaluation capability linked to the service level statements.
- To reactivate the Banner User Group working in tandem with cross-campus teams to drive the process of continuous improvement in all areas relating to operational and service excellence.
- To conduct leadership development workshops and training sessions focussed on achievement of administrative and managerial transformation objectives.
- To introduce a performance-driven culture based on incentives, better talent fit for redesigned jobs and revised job descriptions focussed on outcomes.

The campuses individually have undertaken specific measures to improve engagement and performance of staff at all levels. The **Mona Campus** took the lead in streamlining its operations and administrative processes with the automation of its course scheduling and classroom assignment processes. The new system, managed centrally by the Student Records Unit, has substantially reduced the need for multiple layers of administrative

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A mid-term review of the Strategic Plan undertaken in August 2010 identified the gaps that needed to be filled to accelerate the transformation process



input and the risk of scheduling conflicts, while facilitating the provision of timely, accurate course information to students and administrators. The system also enables the automatic generation of contracts for part time staff based on course load assignments, eliminating the need for a manual process in the Human Resource Division.

The **Cave Hill Campus** commenced a programme of training for all members of its Administrative, Technical and Service (ATS) staff in service excellence. This Service Quality Programme was designed and implemented with a phased, sustainable and results-oriented approach, grounded in the UWI Strategic Aim of establishing “a people-centred culture change”. The major elements included the principles of service excellence, the definition of service standards, managing and supervising the service function and people-development for managers. The training component was completed, followed by a maintenance phase, coordinated in a collaborative effort by the HR section of the Registry together with the Campus Quality Assurance Unit and executed through a Quality Circle, consisting of trained coaches drawn from each department, whose responsibility it was to ensure adherence to the agreed service standards.

During the academic year 2009/2010 the software systems used by the University were reviewed in order to ensure that the full potential of these enterprise systems were being exploited and some headway was made in human resource development, in terms of strengthening institutional capacity to sustain the strategic and operational objectives. Training workshops were also organised in-house on the utilisation of office productivity software, report writing and performance appraisal.

All campuses continued to afford its Academic, Senior Administrative and Professional staff opportunities for self development, exposure to and benchmarking against best practice, through access to Staff Development and Study Travel grants, all with the objective of enhancing quality, efficiency and productivity.

Worthy of mention is the Wellness Programme launched by the **St Augustine Campus** in August 2009. Spearheaded by the Human Resources Division, this newest component of the campus’ Employee Assistance Programme encourages staff to take responsibility for their health. The programme represents a collaborative effort between the Sports and Physical Education Centre, the Faculty of Medical Sciences, the Health Service Unit and the Trinidad & Tobago Ministry of Health.



*Participants in the Information and Communications Technology Retreat, November 2009 at the Mona Campus.*



*Artist's rendition of the Vice-Chancellery building, slated for completion in 2012*

## Optimising the use of Technology

In the prior academic year, a University-wide software enterprise systems review was undertaken by Sungard (Banner) consultants involving an assessment of the Banner Student and Finance systems. Recommendations arising from this exercise led to the development of an implementation plan which forms part of the CDB-funded Institutional Strengthening Project.

The Chief Information Officer and her cross-campus ICT team, under the rubric 'business processes improvement' completed an analysis of the Admissions process.

Some of the recommendations and activities arising from this analysis such as the Banner online application, were implemented during the review period. A similar analysis of the Examinations processes commenced with completion slated for the 2010/2011 academic year. Complementing the ExamSoft processes review, a face-to-face meeting of the Examinations Registrars was held to coordinate the review of all examinations regulations.

Work also continued on the upgrade of the PeopleSoft HR enterprise system, including preparations for implementation of the e-Recruit module. The ICT team successfully completed implementation of the Maintenance



Management system at Mona, involving a contractor payroll facility with interface with Banner Finance which has increased administrative efficiency and accountability. An Accounting module has also been implemented and a Parts Recovery capability designed – all with a view to enable the Maintenance Department to manage their budgets effectively.

### University Archives

An Assistant Archivist was appointed in March 2010 in an effort to strengthen the Archives programme. A fire in June of that year caused extensive damage to the

office equipment and building housing the University Archives. Fortunately, the records themselves were not damaged as the fire suppression system was successfully activated. The Archives are now temporarily located at 26 West Road on the Mona Campus.

### The Vice-Chancellery Building

The long-held proposal to construct a building to house all the disparate units of the Vice-Chancellery, including all the key research institutes and centres falling under the purview of the Vice-Chancellor, is finally coming to fruition with the assistance of a loan from the



Caribbean Development Bank, as part of its support of the Institutional Strengthening project. The Office of Administration and the Centre Projects Office are overseeing implementation of the University-wide project.

### Single, Virtual University Space across the UWI

The University ICT team has continued work on a number of projects relating to this mandate. These include:

- establishing an integrated learning management system using Moodle Networks which will allow faculty and students from one campus to seamlessly participate in online courses offered by another campus;

There are a several other cross-campus initiatives being spearheaded by the University ICT Working Committee. The Working Committee is lead by the University ICT Officer and comprises IT Directors/Campus CIOs and IT Managers who meet on a monthly basis to collaborate; monitor progress; share information and best practices across the University.

### Planning & Development and Institutional Research

The Office of Planning and Development (OPD) is charged with the collection, analysis, interpretation and dissemination of accurate information on all aspects of the University's activities in support of institutional



**The ICT Team:** L-R: Mrs Brigitte Collins, University CIO; Mr Jeremy White, Mona CIO; Mr Nazir Karim, St Augustine CIO; Dr Philip Howard, Cave Hill CIO and Mr Vincent Chin, Open Campus software architect.

- providing voice interconnectivity between the campuses by simply dialling an extension. This capability is now extended across the four campuses following successful completion of a pilot project in the prior year;
- providing students and staff moving across the UWI seamless access to ICT resources by implementing an enterprise identity management solution
- establishing an integrated student portal;
- rationalising software applications being used by the four campuses with a view to effecting economies of scale and cost savings;

research and planning, informed decision-making and timely reporting through its online Performance Management and Monitoring System (UWIPMMS).

Following is a sample of the research studies completed during the period of review:

#### **Beyond Graduation – Report on Graduate Tracer Survey of 2008 First Degree Graduates of the Mona, Cave Hill and St Augustine Campuses and Comparative Reports**

The objective of the Graduate Tracer Survey was to provide pertinent information on:



- a. Labour market signals discernible from the job-search experience of recent graduates;
- b. Identifiable indicators of the potential demand for postgraduate education;
- c. Indicators of the sectoral patterns of absorption of new graduates;
- d. Feedback on the impact of university education on the professional as well as personal development of recent graduates.

**UWI Statistical Review 2008/09** – Mona, Cave Hill, St Augustine and Open Campus

- The main objective of the UWI Statistical Review was to provide quantitative measurements as well as graphic snapshots of student enrolment, output of graduates and staff resources within the University system.

**2009 Dimensions of Institutional Performance**

- The main objective of the Dimensions of Institutional Performance survey was to provide pertinent information on admissions trends and feeder institutions.

**2009 First Year Retention Survey**

- The main objective of the First Year Retention survey was to determine first year attrition rates and factors that influence students' decision not to return to UWI for their second year of study.

**2009/2010 Trinidad and Tobago Sector: Institutions and Enrolment**

The objectives of this analysis were to provide pertinent information on some issues of strategic significance:

- a. To determine UWI St Augustine's profile in the Trinidad & Tobago's national tertiary sector.
- b. To obtain the names and addresses of ACTT accredited institutions including the foreign-based ones
- c. To determine the number of GATE-assisted tertiary institutions, their type and enrolment profile.
- d. To ascertain the nature of classification of the institutions so that one can have a sense of how many are tertiary or higher educational institutions.
- e. To obtain the latest student enrolment figures by

institution and year of enrolment in order to get a sense of the distribution of tertiary level students across the sector.

**2009/2010 Student Experience Survey – Speak Your Mind (SYM)**

The main objective of the Speak Your Mind was to understand how satisfied students were with their experiences at UWI; to encourage feedback on what educational experiences have been beneficial or deficient and on the basis of such information to devise ways and means to serve them better.

**2010 Employer Survey – St Augustine Campus**

The objectives of the Employer Survey were to provide pertinent information on some issues of strategic significance to the institution such as:

- a. Acquire employer feedback on the graduate skills and attributes that the employers considered to be the most important.
- b. Obtain employer feedback on the extent to which the UWI graduates demonstrated those important skills and attributes using a structured questionnaire.
- c. Identify areas where the development of the UWI graduate attributes could be refined based on the findings of the survey.
- d. Build closer relationships and continued goodwill between the UWI and key potential employers of UWI graduates.

**UWI Performance Management and Monitoring System**

The UWI Performance Management and Monitoring System (UWIPMMS) was rolled out in June 2010 after a series of testing by Microsoft. The OPD has been collaborating with Microsoft Trinidad since mid-2008 to develop a software application to track and monitor implementation of the University's Strategic Plan. This paperless system is built on a Microsoft SharePoint platform and allows departments and units to access, submit and share their reports online.



Heads of Departments and Faculty Deans are able to view initiatives taken in other departments across the University and executive management will be able to get an overall view of the University's performance in relation to the strategic objectives. Moreover, the availability and accessibility of this information will better inform the decision-making process at all levels.

Thirty-six representatives (12 from each residential campus) received training on the system during the months of February and May 2010. These persons formed the pool of trainers and support staff who would eventually be responsible for training other staff.

The system at present may be accessed only by academic departments; however, key performance indicators (KPI) for administrative departments have been defined and non-academic departments are expected to begin using the system by the end of the academic year. The Open Campus is also expected to be fully integrated in the system soon.

### *Development Initiatives*

The OPD focussed during the review period on the following:

- a. An IFC loan for US\$12 million which was successfully negotiated but which the University in the end decided to forego because of changed financial circumstances.
- b. Negotiation with the IADB to establish a Caribbean Competitiveness Centre (CCC) at the UWI. This was successfully negotiated for a grant of US\$728,000 and the Vice-Chancellor signed on behalf of the UWI. The CCC should be established in academic year 2010/2011.
- c. A proposal to CARICOM for inclusion in the 10th EDF round of bids for the European Union.
- d. Partnering with the OECS Secretariat, the World Bank, the Commonwealth of Learning and UNESCO to organise a regional conference on the future of higher education in the OECS.

## The University Projects Office

August 2009 heralded changes in the structure and *modus operandi* of the University Projects Office with a new mandate to prepare, develop and manage projects for the Offices of the Vice-Chancellor, in accordance with the strategic priorities of the University. The University Projects Office carried out the following activities during the period under review:

### *Operational and Structural Adjustment.*

The Office began the process of re-defining its activities and relationships within the Vice-Chancellery, with the key objective of institutionalising grantsmanship and project management. Functional areas identified include proposal and grant development to support the philanthropic thrust of the Vice-Chancellery, project management and implementation, and monitoring and evaluation.

### *Proposal and Grant Development*

A mechanism and associated procedures for a Grants Management process has been developed for the identification, assessment and response to emerging capital and research needs of the University. This includes a decision-making matrix for proposal and project analysis as well as procedures and forms for grants management.

The University Enhancement project generated the need to develop a proposal to establish the UWI museum to be located in the new Vice-Chancellery building. "*Rooted in the Past; Reaching into the Future*" will create a specifically designed space for displaying a range of exhibits that achieve wonder and resonance in depicting the story of the University of the West Indies' past development, and its continuing relevance as an important regional institution.

### *Project Management*

The Office engaged in the management of three major projects, two of which have been completed, viz.:

The University Enhancement project generated the need to develop a proposal to establish the UWI museum to be located in the new Vice-Chancellery building. “Rooted in the Past; Reaching into the Future” will create a specifically designed space for displaying a range of exhibits that achieve wonder and resonance in depicting the story of the University of the West Indies’ past development, and its continuing relevance as an important regional institution.



After having working drawings prepared by architect Bob Fowler & Associates, the important exercise of getting consensus and sign-off on the requirements of individual units of the Vice-Chancellery that are to be housed in the new building was carried out. Detailed drawings were then prepared and submitted for planning and building approvals that were granted in November, 2009.

## The UWI Enhancement Project – Phase 1

Following an appraisal exercise carried out by the Caribbean Development Bank, a loan of US\$8.25M and a grant of US\$500,000 were approved for this project by the Caribbean Development Bank on December 9, 2009. The loan agreement, guaranteed by the governments of Jamaica, Barbados and Trinidad & Tobago, was signed on February 15th, 2010. UWI counterpart funding is US\$10.444m. The total project cost is US\$19.194m.

The project will contribute to UWI's stated long-term goal of propelling the economic, social, political and cultural development of the West Indies by carrying out the objectives of an enhanced capacity for strategic management of the UWI and an improved ability to respond to regional imperatives. The project is investing in the following areas:

1. Enhancing the productivity of the Vice-Chancellery by consolidating its various dispersed functions in a modern, well-equipped Vice-Chancellery building.
2. Institutional Strengthening in the following areas:
  - Development and Implementation of a Strategic Human Resource Management Framework.
  - Development and implementation of a Communication Strategy and Plan.
  - Development and implementation of a Risk Management Enterprise Programme.
  - Training of student and financial records management systems personnel.
  - Development and implementation of a Research and Innovation Action Plan.
  - Development and implementation of a Maintenance Policy for UWI and a Maintenance Plan for the Vice-Chancellery.

The CDB conducted a workshop for key stakeholders in February 2010, giving detailed information on the policies, procedures and requirements for the use of funds for the loan and the grant. The areas addressed were legal considerations, project execution and reporting requirements.

Phase 2 – implementation will be carried out during the next reporting period. Actual project implementation was delayed, as the conditions precedent to disbursement of funds had to be met. These included the guarantees from the governments of Barbados and Trinidad and Tobago. The Jamaican government guarantee was given in October 2009. However, some activities such as the preparation of expressions of interest for some areas of the institutional strengthening component were carried out.

### *Expansion of the UWIDEC Building for the Open Campus*

In continuing support for the Open Campus the University Projects Office carried out activities to support the expansion and upgrade of the Open Campus Learning Centre (formerly UWIDEC building) to include state of the art videoconferencing as well as facilities for the various divisions of the Open Campus

The University Projects Office also participated in the development of the objects for the Rex Nettleford Foundation. The Office continues to serve on University as well as Mona Campus Committees and to give advice and assistance to the University community upon request. The Office will continue to prepare, develop and manage projects for the University in support of furtherance of UWI's strategic plan. ¶



# Marketing and Branding

**RECOGNISED AS A MAJOR ENABLER** in the strategic plan, **Marketing and Branding** efforts continued to be focussed on positioning UWI as “an innovative, internationally competitive, contemporary university deeply rooted in the Caribbean, committed to creating the best possible future for all stakeholders.”

During the reporting period, the University-wide Marketing & Communications team, comprising staff of each campus with responsibility for marketing, communications and public information centred its efforts on some key strategic aims including:

- Promoting UWI’s three-first positioning as:
  - The University of first choice for Caribbean people;
  - The institution that is first in developing new knowledge unique to the Caribbean and Small Island states, and
  - The first port of call for Caribbean governments wishing advice and technical expertise.
- Enhancing **UWI’s position as the premier higher education institution in the Caribbean** region.
- Presenting UWI as an institution of **international eminence, yet deeply-rooted and relevant to the Caribbean.**
- Facilitating **continuous dialogue and outreach** with stakeholders.

- Projecting **one unified UWI brand** through consistent messaging and imaging supported by effective marketing and communications policies, guidelines, processes and procedures.

## Enhancing Awareness

The cross-campus Marketing & Communications team continued to maintain and enhance public awareness of the University’s activities, achievements and contribution to social, cultural and economic development of Caribbean societies through continuous improvements in quality and content of its campus newsletters, newspaper supplements and University Magazine – *CHILL News, Mona News, Open Letter, STAN News magazine, UWI Today, Gleaner Page, UWI Notebook* and *The Pelican* magazine.

In 2010, after seven issues, the University’s bi-annual *Pelican* magazine conducted an online readership survey, with over 700 participants taking part in the assessment aimed at identifying readership and circulation trends and facilitating further enhancements to the publication, which already had three international awards for excellence under its belt.

On the matter of international awards, UWI continued to receive international recognition for its publications work. *UWI Today*, the monthly newspaper supplement

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The cross-campus Marketing & Communications team continued to enhance public awareness of the University’s activities, achievements and contribution to social, cultural and economic development



produced out of the St Augustine Campus won **four APEX awards** of publication excellence in the 2010 competition. The supplement and its online presence also received honourable mention in the 2010 ACU PR, Marketing & Communications Awards, with the judges' commendation for "having a university newspaper distributed free of charge through the country's national newspaper, [which] provides a level of outreach that most institutions could never hope to match."

As a direct strategy to enhance UWI's standing as an internationally recognised centre of excellence in Caribbean resources, Caribbean research and Caribbean Studies, an entire issue of *The Pelican* was devoted to highlighting our unique Caribbean resources. This was produced in the period under review and distributed to over 6,000 current and potential partners and donors in the Caribbean-Latin America region as well as internationally.

### UWI in the Mass Media

Cross-campus collaborations among the Marketing & Communications offices and sharing of press releases and news had a notable impact on widening UWI's exposure in local, regional and international media in the period under review. Especially noteworthy is the media's desire to publish UWI-generated news and con-

tent which speaks positively of the successful cultivation of relations between the two parties.

During the review period, the University generated over 90% positive or neutral news coverage as news articles in various media channels. While a small percent, 15% was attributed to articles concerning university personnel (deaths and tributes) the majority were generated by UWI-related activities. Also of interest is the significant jump in mentions for the same period between 2009 and 2010. The University realised an approximate 86% overall increase in media coverage.

Campus Marketing & Communication Offices continued to facilitate opportunities for staff contributions – as expert authorities – on issues in the local, regional and international media. Approximately 194\* media interviews and appearances were arranged by campus Marketing & Communications units on a range of topical, professional or academic issues in the reporting year. The University Marketing & Communications group also continued to provide event management, promotion support including pre-and post-event publicity for approximately 194\* open lectures, public seminars, conferences, workshops, symposia and forums hosted across the UWI campuses and Open Campus centres in the last reporting cycle. A direct correlation can be made between the above-mentioned media



How to  
Find Us  
Online →

## The UWI: [www.uwi.edu](http://www.uwi.edu)

Pelican	<a href="http://www.uwi.edu/pelican">www.uwi.edu/pelican</a>
CHILL Magazine	<a href="http://cavehill.uwi.edu/chill">http://cavehill.uwi.edu/chill</a>
MONA News	<a href="http://www.mona.uwi.edu/publications/monanews">www.mona.uwi.edu/publications/monanews</a>
STAN	<a href="http://sta.uwi.edu/stan">http://sta.uwi.edu/stan</a>
OPEN Letter	<a href="http://www.open.uwi.edu">www.open.uwi.edu</a>
UWI Today	<a href="http://sta.uwi.edu/uwitoday">http://sta.uwi.edu/uwitoday</a>
UWI Connect	<a href="http://www.alumnionline.uwi.edu">www.alumnionline.uwi.edu</a>
Flickr	<a href="http://www.flickr.com">www.flickr.com</a> search: UWI St Augustine
Youtube	<a href="http://www.youtube.com">www.youtube.com</a> search: UWI St Augustine



relations activities by the respective Marketing & Communications units in the provision of content to the media and the positive media opportunities recorded in the period under review.

(\*The figures given are not representative of the Cave Hill campus as data from this campus was not available.

These figures also exclude appearances and interviews as part of UWI-sponsored radio and TV programmes in

territories such as Dominica (TV programme), Jamaica (UWI in Action radio programme), Trinidad & Tobago (UWI on Stage radio programme).

Projection of UWI's brand and capacities locally, regionally and internationally was further bolstered in the review year with the strategic placement of paid **advertisements and advertorials in three international Commonwealth publications** promoting UWI as a centre of excellence, and the **updating of UWI entries in several international databases** – including the **Commonwealth Universities Yearbook** and **Europa World of Learning**.

### Online engagement

Resources continue to be invested into the development of a strong, unified web presence for UWI and a user experience that aptly represents and matches the UWI brand with key emphasis placed on improving the user experience and online engagement.

The establishment and maintenance of a vibrant UWI presence on social media outlets – a pilot project of the St Augustine Marketing & Communications Office – provides a much needed platform for the institution's branding and engagement in today's digital world.



UWI's presence on networks such as **Facebook** and **Twitter** has helped the University to create an unparalleled level of brand engagement. In the review period, UWI STA's Facebook and Twitter accounts which are directly managed by the campus' Marketing & Communications Office continued to grow at a rapid pace, building brand ambassadors out of key constituent groups including current students, potential students, alumni and employees and attracting a robust following which currently spans an impressive geographical space – Caribbean, US, Canada, UK, Venezuela, Colombia, France, Netherlands, Botswana. To date, UWI STA's Facebook page has a following of 29,000, while its Twitter account has 781 followers. UWI STA's social media presence has also provided the added benefit of unprecedented, real time access to these audiences for feedback on key issues.

Meanwhile, the St Augustine Campus **YouTube** and **Flickr** accounts have also been utilised to improve the versatility and quality of content that is disseminated to the media, which thanks to these tools now include images and video clips of special promotional videos, lectures and special events. The UWI St Augustine's YouTube channel currently has over 100 video uploads, while the Flickr account maintains hundreds of image uploads.

There has been a subsequent explosion of UWI's online



content, part of which has been facilitated by the repurposing of material and content from UWI publications, press releases and notices, for the web and social networking sites, thus further increasing the University's exposure among national, regional, international audiences and in the media.

### UWI as the university of first choice

Findings from the Student Experience survey conducted by the Office of Planning and Development in 2009 indicated the 86% of respondents ranked UWI their first choice institution. University Marketing & Communications continued to support recruitment initiatives through the development of targeted recruitment campaigns and material which reinforced UWI's position as the premier university in the region. It also continued to support the University's thrust to attracting the best and brightest students in the region, through the development of a range of communications to support vigorous promotion of scholarships including Open Scholarships and Regional Endowment Fund scholarship awards. During the period under review, the UWI Open Scholarships experienced a marked increase in applications. Approximately 900 applicants from across UWI's 15 Caribbean member countries applied and 41 Open scholarships worth US \$1.1 million to regional students were awarded in the reporting period. A total of 19 scholarships of a combined value of US \$150,000 were also awarded to regional students from the Regional Endowment Fund in the review year.

### Supporting institutional research

In a strategic bid to facilitate institutional research, the University Marketing & Communications team provided support to the Office of Planning and Development in the promotion of institutional research surveys including its 2009/10 instalments of the Undergraduate Student Experience Survey and Postgraduate Experience survey. The team, on its own, also conducted several forms of environmental scanning and market research. Significant institutional research – both quantitative and qualitative – was conducted for the Open Campus, Mona Campus and St Augustine Campus respectively using a

mix of international and regional Marketing Consultants and in-house talent. These research findings continue to be key points of reference which inform the Marketing & Communications function on various levels.

### Building capacity for effective marketing

The University Marketing & Communications group sustained its efforts to improve consultation, communication and interaction among its members through regular meetings using video conference and email technology. In the year under review, the group also saw the formal establishment of the Mona Marketing & Communications Office to perform a wider remit of duties than the predecessor – The PR office – and the recruitment of a Marketing & Communications Consultant for that campus.

There were tremendous advancements in the area of marketing and communications policies during the period under review, with several draft policy papers and guidelines being developed to help effectively manage the University's image and identity, limited assets and resources – personnel and financial. Policy documents that are scheduled for presentation to University Council in the next reporting period will include – UWI brand guidelines, advertising, and social media policies.

### Conclusion

In 2009/2010 the University Marketing & Communications team's decision to target specific areas for aggressive marketing and improvement have resulted in notable measures of enhanced stakeholder's awareness of UWI's impact on the region; endorsement of University Expertise; revamping of the methods of online engagement and improved online presence; the further cementing of UWI's positioning as the first choice institution in the region; the highlighting of Institutional Research and the increased capacity for effective Marketing. Moving into 2010/2011, the team will continue to build on this sturdy foundation towards continuous enhancements in Marketing and Branding at the UWI. ¶



# Funding the Enterprise

**THE UNIVERSITY OF THE WEST INDIES**, like many other largely Government-funded institutions, has found it necessary to review the modalities of its funding so that there would be greater predictability in its financing. This would mean broadening the funding base and reducing dependence on any one source.

The global financial crisis has heightened the urgency of achieving stability. Over the past few years a major focus has been maintaining dialogue with Governments to encourage payment of their assessed contribution on a consistent basis. It would be fair to assert that in the 2009/2010 academic year for the first time all four campuses were faced with cash flow challenges and with the anticipated cuts in Government subventions significant expenditure containment had to be undertaken while preserving quality in the delivery of programmes and services.

The **Cave Hill Campus** had to revise planned activities in line with a cut in its budget of BDS\$19.83 million or 10.9 per cent. In addition, the campus was faced with the complications presented by the shortfall caused by arrears in payments by Governments amounting to some BDS\$72.00 million. In order to cope under these conditions, a Strategic Group was constituted, whose remit was to seek out new income-generating strategies

and intensify existing ones. All Faculties, Departments and the Administration were required to cut their operating budget by 15 percent and enhance efficiencies. Other measures such as the freezing of existing vacancies, deferral of all but the most critical maintenance activities; reduction of overtime work to the minimum and effecting economies in energy use, were taken.

Contributing governments continued to experience difficulty in meeting their commitments to the **Open Campus** during 2009/2010. Outstanding contributions at year end had increased to BDS\$29m. As a consequence the Open Campus remained indebted to the other campuses and the Vice-Chancellery for funds advanced to meet its day-to-day operations. The net sum owed at July 31 was BDS\$20m. The expected contributions for the 2009/2010 financial year were BDS\$27m against a budget of BDS\$31.5m.

At year-end the estimated shortfall on the defined benefit pension plan for eligible FSSU staff members was BDS\$6.6m. Of this sum BDS\$4.5m represented past service costs including BDS\$1.2 m allocated for pensioners who had retired even before the formation of the Open Campus. This sum is represented as a liability on the Open Campus balance sheet in accordance with International Accounting Standard 19.

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Over the past few years a major focus has been maintaining dialogue with Governments to encourage payment of their assessed contribution on a consistent basis



The Open Campus pursued proposals (with limited success) for special funding from other sources such as the Canadian International Development Agency (CIDA), the World Bank's International Finance Corporation (IFC) and the Department of Foreign Affairs and International Trade (DFAIT) of Canada. Nevertheless there were some positive developments during the year: plans to relocate units of the Open Campus from the sister campuses to sites in the UWI-12 countries received a boost with pledges of donation of real property from the governments of Grenada, St Lucia and The Bahamas.

A primary focus of the **Mona Campus** during 2009/2010 was on reducing cost by improving efficiency to help address the immediate funding challenges. The measures included eliminating the practice of 'leave buy-back'; restricting the 'accumulation of leave'; reassigning duties of persons on leave within the respective units, instead of hiring replacements; and reducing, and where possible, eliminating overtime payments.

The campus also embarked on a process aimed at optimising its use of faculty resources, conducting a

comprehensive review of faculty workload allocations to ensure that fulltime faculty were carrying full teaching loads, before units were allowed to engage part-time staff.

Other cost reduction measures undertaken included partnering with the Heart Trust/NTA to train maintenance personnel to improve workmanship, thereby reducing the need for rework; employing students as courtesy officers to reduce the number of fulltime private security personnel contracted; installing shutters, repairing roofs and establishing a proper drainage system to reduce potential damage from natural disasters, thereby lowering insurance cost; and introducing more efficient energy systems to reduce electricity consumption.

The **Mona Campus** also continued its push to increase revenue generation in 2009/2010, expanding the slate of commercial entities operating on the campus, with the addition of the Jamaica National Building Society. It also focussed greater attention internally on units with income-generating potential, such as CARIGEN and Microbiology, expanding their mandates, and



User groups from across the University participate in a Banner Workflow Training Workshop entitled 'Process Modeling' held at the Mona Library on March 16–18, 2010.



*Participants take time to smile for the cameras after the opening session of the 'Process Modeling' SCT Banner Workflow Training Session at the Mona Library.*

commencing preparation of a new and improved home for the latter.

Further, a comprehensive review of self-financing programmes was started to establish their viability and exploit growth potential. To this end, the campus commenced construction of two new complexes to house an expanded Faculty of Law and Department of Basic Medical Sciences. Other income-generating initiatives included:

- Collaboration with external partners in developing programmes and physical infrastructure that will attract more local and international students. Of note are a Confucius Centre funded from sources in China, and collaboration with the International Association of Athletics Federations (IAAF) and Jamaica Football Federation (JFF) to convert the Mona Bowl into a Regional Centre of Excellence for Sports, inclusive of a football training academy and professional track and field facilities.
- Launch through the Mona Geoinformatics Institute (MonaGIS), of JAMNAV, of a road navigation prod-

uct that is attracting both local and international business interests. This product has helped to position the UWI as an innovative and technology-driven institution and has been attracting significant contracts from both the public and private sectors.

- Expansion of the suite of services that CARIGEN, the innovative DNA-testing facility, offers to Jamaica and the wider Caribbean. The company now offers two new tests: DNA-based pre-natal screening, to test for genetic disorders in the unborn child, and DNA-based testing for three of the most common sexually transmitted diseases, the Human Papilloma Virus (HPV), Chlamydia and Gonorrhoea. CARIGEN also has plans to offer soon additional diagnostic tests for sexually transmitted diseases.
- Increasing income from consultancies offered by professional institutes such as the Mona Institute of Medical Sciences (MIMS) and Mona Institute of Applied Sciences (MIAS). MIMS was expanded and a new consultancy unit introduced at the Mona School of Business (MSB).



- Development of weekend programmes in the Faculty of Social Science (FSS). Offered on Saturdays and Sundays, the degrees and short courses are intended to enhance professional skills. This project is being carried out on a self-funded basis and complements the various other self-funded programmes already operating on the campus.

At the **St Augustine Campus**, despite having to grapple with cash-flow problems, overall, income increased by 13%, thanks to increases of over 30% in income generated under Special Project Funds and Other Income, driven by increased income from common service fees (i.e. fees charged to self-financing activities) and transfers into the General Reserves. These two areas made a greater contribution to overall income and while funding from Government contributions and tuition and student fees continued to be significant and showed increases in real terms, their contribution declined by 4% and 2% respectively. There was also a 5% decline in earnings from commercial operations due to a fall in income from the Bookstore and the Halls of Residence.

On the expenditure side the campus has succeeded in reigning in costs and registered an almost 2% decline overall. Departmental, administrative and central spending were all reduced by 8%, 1% and 6% respectively. The general decline in spending was the result of the uncertainty regarding cash flows during the year. A plea went out from the Campus Principal to all Heads of Department asking for assistance in cutting costs to

conserve available funds. The impact of the response was seen in lower overall expenditure compared to last year. With regard to the decline in Departmental expenditure, this was caused by lower staff costs as a result of restrictions imposed on the hiring of part-time staff and use of overtime. Increases in other areas were marginal except under 'other costs' where there was a significant increase of 21% resulting from increasing pension costs for Academic and Senior Administrative Staff.

## Regional Insurance

The regionalisation across the University of property insurance in 2009 achieved the objective of premium savings through economies of scale by bringing all the risk under one cover; and the changing of the insurance programme from 'Full Value' to 'First Loss', as recommended by consultants, while maintaining adequate insurance cover.

The Mona GeoInformatics Institute evaluated the adequacy of the First Loss insurance cover by modelling the probability of loss and recommended that a First Loss limit of US\$100M for hurricane and US\$150M for earthquake would be adequate to cover the maximum probable combined losses across the campuses.

The implementation of the regional insurance cover has accumulated total savings over two years of US\$1.2 million, inclusive of US\$416 thousands or 14% reduction for 2010/11. Premiums were invoiced and paid locally.

*Special Projects staff drawn from the campus Bursaries and the Office of Finance participate in a Workshop sponsored by US AID on Rules and Regulations.*





# UWI Consulting

A SUBSIDIARY OF THE UNIVERSITY OF THE WEST INDIES

## Background

While the UWI has made a tremendous contribution to the development of the region and beyond, not only by way of academic delivery, but also by the provision of expert services on a pro bono or fee basis, until now, however, this service has been offered on an *ad hoc* basis by individuals and units across UWI.

Over the last three years, the UWI has taken measures to offset the decline in funding being experienced by a great number of publicly funded universities globally, as well as the exacerbation of the existing situation by the increased competition from extra-regional institutions. Through the **UWI Consulting Inc**, the UWI has begun to make significant inroads in exploiting the multiplicity of options through which it continues to contribute to, and transform the region while at the same time generating revenue to offset the funding shortfalls.

## The Company

UWI Consulting is a Limited Liability Company (LLC), a wholly-owned subsidiary of the UWI that was registered as an International Business Corporation (IBC) in October 2007. It provides professional advisory services internationally, and to the region, particularly to Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, The Bahamas, St Kitts and Nevis, St Vincent and the Grenadines, Trinidad and Tobago, British Virgin Islands, Turks and Caicos, Cayman and Suriname.

The Mission of UWI Consulting is to “unlock the development potential of the Caribbean through professional advisory services and capacity building”. The company was established in response to the expressed needs of Caribbean government leaders, who wished to have a single portal through which to gain access to the

services of the University. On the other hand, the University is also motivated by the need for income diversification in a bid to funnel international and private funds to the University, thereby supplementing the contributions obtained through government funding.

## The Goals

The main goals of UWI Consulting though unchanged, have been refocused. They still aim at satisfying the needs of the region, the regional governments, and the University. These goals include:

### *Consulting*

To promote UWI Consulting as the Caribbean’s primary provider of professional services to governments and international organisations, private sector and non-government organisations, to address sustainable development, and to inform policies, as well as issues and business improvement needs in the Caribbean;

To develop opportunities for consulting assignments for UWI expertise, and to contribute to the development of a philosophy and practice within the University system for delivering consulting services on a commercial basis, in order to achieve revenue targets and client satisfaction, and to enhance the profile and value of the UWI to the countries in the region, as well as the image of the UWI internationally.

### *Creating the Iceberg Effect*

The vision of the the Iceberg Effect is that a simple pre-implementation project, which when satisfactorily executed by UWI Consulting on behalf of an international funding agency, may be següed into full implementation of a multi-million dollar project with the UWI as the regional Executing Agency.



### *Technology Transfer*

- To evaluate UWI's emerging technologies with the intention of assessing their commercial importance and capabilities.
- To develop or license such technologies; to provide innovative and financed entrepreneurs with technology for the creation of new secondary industries, primarily in the Caribbean.
- To raise revenues and added-value evaluation from these spin-outs for the benefit of UWI and the region.

### *The Structure*

UWI Consulting is wholly owned by the University of the West Indies. This single portal through which governments and international agencies gain access to the consulting services of the UWI is manned by a full time team of five – Dr Basil A. Burke, its Chief Executive Officer (CEO), Ms Cynthia Humes and Ms Claudia Hunter, the Business Development/Project Management Specialists, Ms Vinessa Henry, the Senior Administrative and

Research Associate, and Ms Kerryann Hodges, the projects assistant. As CEO, Dr Burke reports to a Board of Directors of which the Vice-Chancellor, Professor E. Nigel Harris, is the Chairman.

In its brief time together, this A-Team of dedicated personnel has gained the reputation of being very nimble and very highly responsive. Challenges become daily stimulating events that bring satisfaction, both to the Team and its clients.

As indicated in an earlier Vice-Chancellor's Report, the Company, while continuing its quest to harness the intellectual capital of the academics (faculty and staff of the University, its units, centres, institutes, and alumni), as well as alumni and the Diaspora – all to the benefit of the Caribbean region – is striving toward a more growth-oriented model, based on *Isis Innovation* which is a wholly-owned company of Oxford University.

The consulting arm of *Isis Innovation*, called Oxford University Consulting, is similar to UWI Consulting in that it also leverages the knowledge and expertise of the



In its brief time together, this A-Team of dedicated personnel has gained the reputation of being very nimble and very highly responsive.



academics for the benefit of its clients. On the other side of the coin, clients and sponsors are being provided with the best minds and resources in the region to provide solutions to their problems. On a more global scale, UWI Consulting is now bringing “home” opportunities that were previously handled by the large multi-national consulting companies which would sub-contract to the same regional individuals, units, centres and institutes of the UWI, with limited remuneration and even less recognition.

The UWI Consulting has weathered the global economic down-turn of the past two years and has emerged smarter and stronger in its approach to its clients. It is anticipated that Caribbean governments will begin to see the wisdom of outsourcing consulting services to UWI Consulting.

In addition to its consulting efforts, UWI Consulting continues to transition into a technology transfer mode, as well as to encourage social entrepreneurship. The technology transfer mode is intended to enable researchers to commercialise intellectual property arising from their research, patenting, and licensing, as well as to create spin-off companies, and in this way, to contribute to the innovation, diversification and productivity that are necessary to raise the level of our global competitiveness.

## Specialisation

Based on discussions with potential clients and a survey of advertised competitive tenders for consulting opportunities, the Company has begun to focus on developing its consulting portfolio of assignments with the international and regional organisations that finance the governments of the region and with the governments themselves particularly in:

- Policy Formulation
- Programme Management and Implementation
- Project Evaluation
- Capacity Building, Organisation Restructuring and Change Management

The areas where the greatest demand for the University's expertise lies are being revisited. These include:

- Agriculture and Marine Resources
- Alternative Energy
- Capacity Building, Organisation Restructuring and Change Management
- Conservation of Environmental and Biodiversity Resources
- Crime Prevention
- Disaster Management
- Education and Social Policy
- Labour Relations and Employment
- Medicine and Health Policy
- Policy Formulation and Governance
- Poverty Alleviation
- Programme Management and Implementation
- Project Evaluation
- Tourism and Sustainable Development

## *Highlights of Accomplishments*

- UWI Consulting played a seminal role in satisfactorily executing a small pre-implementation project for UNEP and segueing that success into having the University of the West Indies designated as the Lead Executive Agency for implementation of a multi-million US dollar related programme for the Caribbean region, under the auspices of the Global Environmental Facilities.
- A very successful visit and presentation of the CEO of UWI Consulting to CARICOM. Dr Burke was accompanied by PVC Research Wayne Hunte and Ms Allison Fung of the Vice-Chancellor's Office. The University of Guyana and Ministries in the Government of Guyana were also visited. The dialogue from the CARICOM meeting created a better understanding of the CARICOM processes and personnel.
- In an effort to win an attractive education consultancy tendered by the Government of Antigua and Barbuda, UWI Consulting strategically formed a Consortium with *Profiles Antigua Inc* of St Johns, Antigua and submitted a joint proposal. The effort was successful and the Consortium is now executing on the project.



- UWI Consulting is currently managing about 10 projects, and the over 500 registered 'Affiliates' continue to rise. These Affiliates are mainly staff and faculty members with the expertise, desire and willingness to serve as consultants on UWI Consulting's projects. UWI Consulting appoints a Project Manager for each project to ensure that project management procedures are in place, client communication is maintained, and budgets/timelines/quality and work-plan targets are met.
- UWI Consulting has improved its hit ratio to well above 50 percent on submitted proposals.
- The list of UWIC's clients continues to expand. New

## Current and Future Environment

The Phoenix-like re-emergence of UWI Consulting from the economic down-turn of 2008 is a very strong validation for the existence of the consulting Company and demonstrates the resilience of the Company despite the impact of the global economic challenges on the region. The growing number of governments being served by the Company is a testimony to the satisfactory services provided to its clients and the tremendous outreach efforts to the right parties. While willing to explore and evaluate all opportunities, the Company is directed by its CEO along a path of "controlled" growth – providing a high quality product, not just another report for the

**The greatest challenge for UWI Consulting still lies within the UWI family. It is to convince potential 'Affiliates' of the enormous benefit of working in a multidisciplinary and interdisciplinary manner for the benefit of UWI and the region.**

partnerships with clients include the CARICOM Secretariat through EU funding, UNICEF (regional) and UNICEF (Barbados), the Government of Antigua and Barbuda, the Government of Jamaica, the Association of Caribbean Tertiary Institutions.

- UWI Consulting continues to develop strong working relationships with individual faculty members, as well as the units, centres, and institutes of the UWI, such as SALISES, Mona; the Institute of Education, Mona; The Social Work Unit in the Faculty of Social Science, Mona; The Business Development Office, St Augustine; The Special Education Unit, Cave Hill; The Biochemistry Department, Mona; and The Open Campus.
- The staff of UWI Consulting has worked with procedures from EU, CARICOM, CDB and various governments to gain familiarity with the formats, nuances, and the requirements of working with these agencies.
- Responsiveness, nimbleness, and creativity have become the hallmark of UWI Consulting.

"shelf", but one that has recommendations for implementation, and one that can be implemented. The Company may indeed limit its outreach to new clients if capacity and quality would be compromised.

Over the past year, the status of the consulting industry and the related actions by the governments of the Caribbean have not significantly changed. Yet, there seems to be an emerging need for outsourcing – in search of quality outcomes. This presents to UWI Consulting with opportunities to impact the region and move closer towards its dream of being the region's best Consulting Company.

The greatest challenge for UWI Consulting still lies within the UWI family. It is to convince potential 'Affiliates' of the enormous benefit of working in a multidisciplinary and interdisciplinary manner for the benefit of the UWI and the region. Some headway is being made, and colleagues in the Vice-Chancellery, the Bursary, and the leadership of each of the four campuses have been very supportive. For this support, the Team at UWI Consulting is extremely grateful. ¶



# Strengthening Regionality

**THE UWI IS EXTREMELY CONSCIOUS** and committed to its regional remit. Yet, in formulating the Strategic Plan it was considered necessary to further enhance the responsiveness and the impact of The University of the West Indies on regional development through effective dissemination of outputs and expanded communication links with external stakeholders.

## Cross-Campus Faculty Collaboration

The Faculties of Medical Sciences established a best practice in cross-campus collaboration with institutionalised mechanisms for ensuring curriculum harmonisation and examinations processes. The Faculties of Social Sciences followed suit and established an annual cross-campus conference of their own, prompted by the process of formulating the UWI 2007–2012 Strategic Plan. The three Social Science Deans agreed to cooperate in fostering cross campus collaboration in keeping with the Plan's objective of strengthening regionalism. With the expansion of and extension to other campuses of the professional Faculties such as the Faculty of Law and the Faculty of Engineering, this is a practice that will become the norm for all Faculties. Indeed, a collaborative and collegial engagement has emerged among the Faculties of Humanities and Education with the sharing of ideas and approaches at the level of the Deans and

the various Heads of Department. During the review period some programmes, such as Speech Language Pathology, were offered as a collaborative effort via video conferencing.

The second biennial Faculty of Social Sciences Cross-Campus Conference was held in January 2010 at Cave Hill under the theme: "The Strategic Plan and the Social Sciences at the midpoint: are we halfway there?". The conference facilitated discussions among disciplinary and Strategic Plan theme groups with a view to enhancing cooperation between campuses and dealt with issues related to curriculum reform and the harmonisation of regulations across campuses. Representatives of the Open Campus also participated in the Conference and since then a schedule of meetings has been established between the Open Campus and the Social Sciences Deans. The Deans continue to meet regularly to advance the regional agenda established at the biennial conference.

Benefits from the strengthening of regionalism that has emerged from the cross campus conferences has been most clearly manifest in cooperation developed in the fields of Criminology, Economics, Public Sector Management and Tourism. In these areas, conferences have been held, colleagues have been assisting in program-

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In formulating the Strategic Plan it was considered necessary to further enhance the responsiveness and the impact of The University of the West Indies on regional development



matic development on other campuses and there has been a greater sharing of expertise in cross campus teaching and supervision. Now that the cross campus links have been more firmly established, it is expected that there will be acceleration with respect to inter-campus cooperation during the rest of the Plan period and that more disciplines will reap the benefits. Cooperation with respect to each of the Plan themes is also expected to grow as the Faculties draw closer together.

### Greater integration of Caribbean students

Surveys have consistently shown that students and alumni alike have been attracted to the UWI in large part because of the opportunities to be part of a regional melting pot and to experience the cultures of the region first-hand. However, since the opportunities for such cultural cross-fertilisation have decreased over the years, with regional and international students



Recipients of the Cave Hill Principal's special scholarship for indigenous Caribbean peoples



Students at St Augustine, participants in the "I Love UWI Life" campaign

comprising just under 8% of on-campus enrolment, the UWI has redoubled efforts to offer opportunities to students to pursue at least a part of their studies at a campus other than in their home territory.

Each campus has an International Office tasked with strengthening collaborative links with the other campuses and with universities around the world. At the same time, current students may take advantage of the links established with tertiary and other organisations across the region. The decline in funding coupled with the strained financial circumstances affecting many students and their families is preventing many from participating in the programmes available. Below are some examples of initiatives undertaken in 2009/2010:

#### *The First Year Experience Programme*

The First Year Experience Programme allows first year students from any campus to visit any other campus for one week. This is in keeping with the founding principles of the UWI that the best way to build a Caribbean identity and break through territorial insularity is through having students live and work together. The **Mona Campus** facilitated the visit of some 100 first year students to the Cave Hill and St Augustine Campuses, to help them have a better appreciation of the UWI system, while developing a greater understanding of the peoples and cultures of both countries.



### *The Caribbean Integration Programme*

The Campus Principals have been actively encouraging and facilitating students' participation in inter-campus exchanges, which allow students to pursue one to two semesters of their studies at another campus of their choosing.

### *UWI Regional Scholarship Programme*

The Office of the Board for Undergraduate Studies developed and implemented a new process for selecting UWI Open scholars making the process more closely aligned to Faculty-based assessments of student performance. Forty scholarships were awarded in the review year.

### **Regionality Task Force**

In response to reports over the years of the increasing loss of regionalism within the UWI and following on a plea made by the Student Guild Presidents at the 2010 University Council meeting, a Task Force on Enhancing the Regional Character of the UWI was convened, under the chairmanship of Professor Brian Meeks, Director of the Sir Arthur Lewis Institute on Economic and Social Studies at Mona. The Task Force, whose membership includes representatives from all the campuses, has held consultations with a wide cross-section of the University community, to identify "the gaps that exist between the ideal and what exists . . . and propose measures that need to be taken by the University to bridge those gaps".

### **Task Force on enhancing UWI-12 enrolment**

Another working group, chaired by Professor Rhoda Reddock, Deputy Principal of the St Augustine Campus, was convened to consider and recommend measures to boost and encourage greater enrolment by students from the OECS countries. Measures included niche programming to meet the specific need of the UWI-12 countries; special marketing and recruitment efforts; financial assistance such as increased bursaries and scholarships and articulation arrangements with tertiary level institutions in the UWI-12 countries.

### **Haiti**

The response by The University of the West Indies to the devastating earthquake suffered by Haiti on January 12, 2010 was swift, comprehensive and well coordinated. A cross-campus, interdisciplinary team including medical personnel and language experts to train relief workers and security forces in Haitian Creole to enhance their effectiveness, was quickly assembled by the Pro Vice-Chancellor, Research in collaboration with the Caribbean Disaster and Emergency Management Agency (CDEMA) as part of a Caribbean early response team assisting with the recovery efforts. The Vice-Chancellor also launched a University-wide appeal for cash and kind contributions from the University community to be sent to Haiti. In addition, a total of 92 final year university students from Haiti were accepted into the UWI to complete their programmes of study. The Cave



*Final Year Haitian Students meet with Principal Clem Sankat at the St Augustine Campus*



Scenes from rehabilitation activities undertaken by University Archivist, John Aarons and team from Mona, at the National Archives in Port-au-Prince, Haiti



Hill Campus accommodated one, the Mona Campus welcomed 27 and 71 Haitian students completed their studies in Engineering, Science & Agriculture, Dentistry, Management Studies and Veterinary Science at St Augustine. Longer term assistance to the tertiary sector in Haiti is being coordinated by the Latin American-Caribbean Centre under the auspices of UNICA. ¶



Principal Gordon Shirley meets some of the Haitian students accommodated at Mona.



# Strengthening National Engagement Processes

**ANOTHER MAJOR ENABLER RELATES** to the UWI's impact on national policy-making, analysis and evaluation and speaks to the need to also increase awareness of the UWI's contributions to national development, thereby enhancing support for the University within national communities.

Guided by national imperatives, the Mona Campus increased its focus on initiatives aimed at informing national policy development. During 2009/2010 the campus hosted a number of policy forums on key governance and economic issues, including the:

- *Breakfast Symposia Series: Creating a Policy Framework for the Micro Small and Medium-Size Enterprises Sector* in May/June 2010, which examined among other things the key challenges of finance and tax administration currently facing the MSME sector, and made recommendations for creating a policy framework for a viable sector;
- *Economic Policy Forum: Economic Challenges and Opportunities for the Nation* symposia series in September/October 2009, which dissected topics such as, the "Public Sector Revenue and Expendi-

ture Policy", examining options for easing the public debt constraint and developing the capacity to relax monetary policy towards facilitating strong sustained economic growth; "The Debt Problem and IMF Engagement", looking at the implications of chronic public debt and the role of an IMF agreement as a way out; and "Effective Macroeconomic Policy Coordination for Sustained Growth".

- Launch of the *National Integrity Action Forum*, creating an information and support network for the main anti-corruption agencies of the state;
- Launch of the *MSB Roundtable 2010 Forum*, facilitating dialogue to assist public and private sector organisations in managing risks for growth and development.

Other initiatives included signing of an MOU with the Water Resources Authority (WRA) to improve the knowledge of water resources in Jamaica and enhance the staff and institutional capacity in the water and education sectors; and completion of the UWI/Usain Bolt Track at the Mona Bowl in furtherance of Mona's aim of providing world class sports facilities, benefitting from the full range of complementary services and continuous

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The UWI's impact on national policy-making, analysis and evaluation speaks to the need to also increase awareness of the UWI's contributions to national development



research available on the campus, in support of national and regional sports development.

These initiatives were complemented by the ongoing research by academic staff in key areas of national importance, as well as continued provision of technical expertise and leadership/governance services to various public and private sector bodies, through Faculty outreach activities. For example, the Faculty of Medical Sciences provided assistance to rural hospitals throughout Jamaica in preventive and curative medicine. Staff offered consultation services at several health care facilities and formed a cadre of resource personnel for NGOs concerned with public health. The nation's public health programmes were boosted by Faculty efforts at tracking epidemics and outbreak investigation of infectious agents. Through the Department of Microbiology, assisted by the Department of Basic Medical Sciences and the CARIGEN, the Faculty supported the Jamaican Ministry of Health in its effort to control the H1N1 epidemic. Research on patterns of antibiotic resistance and the monitoring of the emergence of resistant strains in hospitals helped to prevent unnecessary hospital stays and investment in inappropriate antimicrobials. The Department of Basic Medical Sciences through CARIGEN positively impacted the crime-fighting efforts of the respective Ministries and the Jamaica Constabulary Force through provision of expertise in the area of forensic science.

Preliminary discussions were held on the formation of a Caribbean Renal Registry, vital for the provision of data for policy formulation on renal and other non-communicable diseases that lead to kidney failure.

At **Cave Hill**, the School of Education continued to engage with several TLIs in the UWI-12 countries, notwithstanding the fact that many of its programmes have now been devolved to the Open Campus. For example, a number of franchise arrangements have been worked out with several teachers' colleges. The more recent of the franchised BEd and Diploma programmes have been those offered by the College of St Vincent and the Grenadines, and the Dominica State College. The BEd programme in the BVI completed its first cohort of students in June 2010 and a new cohort

will begin in 2011. It is also noteworthy that the School of Education, in a collaborative sponsorship with the Ministry of Education in Antigua and Barbuda launched the first Educators' Summer Leadership Institute (ESLI) in July 2010. This Institute parallels the Principal Leadership Institutes which are offered to educational leaders at such prestigious universities as Harvard University. It is expected that the Summer Institute program will be expanded in an attempt to channel more of the region's educators into the post-graduate programmes of the School.

**The Renewable Energy Group (SOLPROM) in the Faculty of Pure and Applied Sciences** began work to promote renewable energy use on the Cave Hill Campus. The main objective of this initiative was to use the campus as a demonstration site for renewable energy in Barbados and the Caribbean. An energy audit of the campus was done and the recommended conversion to high efficiency lighting has commenced.

**The Business Development Office** secured a contract valued at BDS \$58,000 for a team of researchers from the Department of Management Studies, led by Dr Sherma Roberts, to undertake a review of the Barbados Home Accommodation Product on behalf of the Ministry of Tourism. Under the contract researchers undertook an assessment of the performance of the accommodation subsector. The draft Final Report was delivered on April 16, 2010 and the Final Report will be delivered on January 10, 2011.

**The School of Advanced Nursing Education** at the **St Augustine Campus** conducted summer programmes in Trinidad and Tobago. The Tobago House of Assembly funded this professional development programme for nurses in Tobago and there were other private institutions which expressed interest in the services of the School to enhance the development of their nurses. This is proving to be a good source of income for the School.

**The Science and Agriculture** Faculty undertook a number of activities geared towards upgrading skills of workers in various sectors in Trinidad and Tobago as well as in other countries in the region. Some of these initiatives included:



- The offering of a number of target specific short training courses through the Faculty's Business Development Unit geared at upgrading the skills of our agricultural labour force.
- Organisation of a workshop on electronics for CAPE teachers in association with the Ministry of Education.
- Organisation and hosting of the 2009 ISYA (International School for Young Astronomers).
- The coordination of the "Unfolding Seminar Series" – linking employers with physics students.
- Organisation of a capacity building international training programme "Caribbean Training Programme on Bio-informatics: Application of Structural and Computational Biology in Biomedical Sciences" (January 2010) in collaboration with the International Centre for Genetics Engineering and Biotechnology (ICGEB) and United Nations University-Biotechnology for Latin America and the Caribbean (UNU-BIOLAC). Funding was received from ICGEB (Euro 20,000) and UNU-BIOLAC. Delegates from the Americas, Caribbean and Europe participated in this workshop. Trainers came from India, United Kingdom, Venezuela, Uruguay and USA.
- Organisation of a workshop on "Low-cost Wireless Computer Networking". The objective of this workshop was to build capacity in the country and the region in low cost wireless technologies for social networks and education. Contributing institutions included:
  - The Abdus Salam International Centre for Theoretical Physics
  - The Internet Society
  - Network Start-up Resource Center (NSRC), and
  - The Foundation Escuela Latinoamericana de Redes (EsLaRed).

### The Regional Coordinating Unit of the CHART & The Caribbean Health Leadership Institute

**The Regional Coordinating Unit (RCU)** of the Caribbean HIV/AIDS Regional Training (CHART) Network and the Caribbean Health Leadership Institute (CHLI) which report directly to the UWI Vice-Chancellor, both serve the CARICOM group of countries by building the capacity of individuals and health care teams. This in turn, helps to strengthen national health programmes. CHART and CHLI have also continued to



*Dr Kevin Fenton, Centre for Disease Control (CDC) & Cohort two scholars at first retreat in Montego Bay, May 2010*



establish strong partnerships with other academic institutions and with several international agencies on behalf of the UWI.

The activities of the Regional Coordinating Unit of the Caribbean HIV/AIDS Regional Training Network and the Caribbean Health Leadership Institute have both contributed to the strengthening of national engagements, regionality and international partnerships.

The RCU continued to partner with CHART training centres in Barbados, Haiti, Jamaica and Trinidad & Tobago and with the HIV/AIDS Project Unit of the OECS Secretariat, which covers the nine OECS member states. The Network provides continuing professional education to physicians, nurses, pharmacists, counsellors and community-based lay workers who serve persons living with HIV and associated medical conditions, including tuberculosis. In Barbados and Jamaica, special attention was given to training for Prevention of Mother to Child Transmission (PMTCT) of HIV infection, while in the OECS, focus was on a situational analysis of services for investigation and treatment of persons who are the contacts of index cases of HIV infection.

CHART is also continuing to implement a clinical mentoring programme in several countries in partnership with the US-based International Training and Education Centre on HIV (I-TECH), University of Washington at Seattle. As part of this initiative, thirteen of the most experienced OECS physicians and nurses attended a training workshop in preparation for their impending roles as clinical mentors.

The RCU and the Caribbean Epidemiology Centre (CAREC) are co-leads in a multi-country, multi-agency partnership aimed at strengthening collaboration between HIV and tuberculosis programmes in nine Caribbean countries. These two Caribbean agencies are partnering with I-TECH and the Francis J. Curry National Tuberculosis Center, University of California at San Francisco. Project teams visit selected countries to support implementation of rapid HIV testing and implementation of Directly-Observed Treatment of persons with TB. A trans-Caribbean technical working group has updated the Caribbean TB guidelines, incorporating information about prevention and treatment of TB/HIV co-infection.

The activities of the Regional Coordinating Unit of the Caribbean HIV/AIDS Regional Training Network and the Caribbean Health Leadership Institute have both contributed to the strengthening of national engagements, regionality and international partnerships.



These guidelines were approved by the Pan-American Health Organisation, published in January 2010 and disseminated to all CARICOM countries. In addition, a TB nurses' network and a TB clinical consultation service for physicians have been established and project personnel have attended the Annual Conference of the International Union against TB and Lung Disease (North America Region).

The RCU has begun to represent CHART on the Jamaica Monitoring and Evaluation Reference Group (MERG) of the Ministry of Health and on a Caribbean Regional Monitoring & Evaluation Technical Working Group. This important group was established in recognition of the need to gather and evaluate data pertaining to the HIV epidemic with utmost accuracy. Its mandate is to maximise the timeliness, efficiency and effectiveness of efforts that address HIV-related monitoring and evaluation in the Caribbean. ¶



# Leveraging International Partnerships

**INCREASING INTER-INSTITUTIONAL RELATIONSHIPS** to enhance regional development through capacity building, acquisition of resources and knowledge transfer is considered a critical factor in facilitating the goals of the Strategic Plan.

As part of a strategic goal to internationalise the Cave Hill Campus, academic links were established with several institutions in Scandinavia. During the year under review, the campus welcomed Professor Hanuu Savolainen, Professor of Surgery to the Faculty of Medical Sciences while the Director of the International Office, Dr Anthony Fisher, visited the Biomedicum Research Centre of the University of Helsinki and Regea, the Research Centre of the University of Tampere, in Finland.

Contacts were also established between the UWI and Laurea University in Espoo and a number of projects focussed on recycling and computer sciences were instituted. These new agreements with universities in Finland and also with Kristianstad University in Sweden have been instrumental in attracting study-abroad students from Scandinavia to the campus. The first eight

exchange students from Finland arrived at Cave Hill in Semester I. The International Office also played a key role in the establishment of the Sweden-funded Linnaeus-Palme Agreement which will facilitate academic exchanges between the Kristianstad University and the UWI Cave Hill Campus.

The **Mona Campus** continued to grow its partnerships with overseas universities, to enable greater exposure for its students to diverse learning environments and opportunities for faculty to collaborate on research. Initiatives undertaken during the last academic year in support of this objective include:

- The launch of the new **Confucius Institute** at Mona in June 2010 to facilitate the teaching/learning of the Chinese language as well as research on the Chinese homeland, its cultures and people;
- Hosting of **exchange students** from ten overseas universities in North America, Africa and Europe for periods of one and two semesters, with similar arrangements for Mona students who went off to academic institutions overseas;
- The hosting of the Colombian and Venezuelan

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Increasing inter-institutional relationships to enhance regional development through capacity building, acquisition of resources and knowledge transfer is a critical factor in facilitating the goals of the Strategic Plan



contingents, comprising faculty and students, at the UWI, Mona Campus during February 2010;

- Increasing the focus on faculty research collaboration, such as the ongoing engagement between Professor Helen Asemota of Mona and her counterparts at Shaw University in the US;
- The hosting of a three-day symposium titled "State of Freedom: Freedom of States", by the UWI in collaboration with Duke University, part of efforts by both institutions to build a strong partnership to foster productive intellectual exchanges; sharpen academic research agendas; and support possible future faculty and student exchanges.

### UWI/UNESCO-IHE – Building new alliances with strategic partners

In July 2010 the UWI, represented by officials from the **St Augustine Campus**, was among 19 key international education and research institutes to sign the UNESCO-IHE vision statement on strengthening collaboration in water education, research and capacity development. Partners committed to strengthening the community of water practicing professionals and scientists in order to establish appropriate water policies.

### The Caribbean Health Leadership Institute

In September 2007, the UWI HIV/AIDS Response Programme (HARP) entered into a five-year cooperative agreement with the US Centers for Disease Control and Prevention (CDC) for the establishment of the Caribbean Health Leadership Institute (CHLI). The CDC funds come from the US President's Emergency Fund for AIDS Relief (PEPFAR) and are supplemented by partial scholarships from the Pan-American Health Organisation, contributions from some Governments and scholars' fees. The CHLI office is co-located with the CHART Regional Coordinating Unit.

The programme continues to attract a multi-disciplinary group of established and emerging leaders from the health sector in the CARICOM Caribbean. Twenty-five

scholars from twelve countries completed the second round of training in March 2010. The third cohort (March 2010-February 2011) was expanded to 31 scholars from 13 countries, including six persons from the Dutch-speaking Caribbean – three from Suriname, two from Curaçao and one from Aruba. By the end of the first two learning cycles, there were 44 graduates and an alumni group had been launched.

The CHLI curriculum is patterned after that of the successful US National Public Health Institute, with a deliberate effort to include case studies and leadership experience from the Caribbean. There is a mixture of on-site and distance learning activities. Participants attend two three-day residential retreats over an eleven-month period, with the remaining aspects of the course being delivered via the Internet and through Action Learning Projects (ALPs). Mr William Iton, UWI Registrar and Dr Marthelise Eersel, Director of Health, Ministry of Health, Suriname were inspirational guest speakers at this year's retreats.

Participants and sponsors of the programme have given it superlative ratings. The first formal evaluation of outcomes and early impact was conducted in February and March 2010 using structured, pre-tested surveys and in-depth interviews with graduates and their supervisors. Among other findings, a majority of graduates reported strengthening in: understanding of their leadership styles; courage to step into leadership roles; confidence in their leadership abilities; and their perceived ability to work effectively with other leaders whose styles and ways of thinking may be different from their own.

### UWI and Latin-America

With respect to the wider region, the Latin America-Caribbean Centre (LACC), located in the Vice-Chancellery, continued to explore opportunities for institutional collaboration and cooperation agreements between the UWI and other institutions in the region. Several partnerships were negotiated targeting institutional strengthening and arrangements with national and international funding agencies to sustain projects were pursued.



### *Strengthening International Partnerships*

#### UWI/Haiti

The Haitian Higher Education system faced numerous structural challenges having been severely damaged by the January 12, 2010 earthquake. The University of the West Indies committed, through its Presidency of the Association of Caribbean Universities and Research Institutes (UNICA), to work with institutional partners and UNICA members in Haiti (Université d'Etat d'Haïti, Université Quisqueya, Université Notre Dame d'Haïti and the Université Caraïbe) and other entities committed to the process, including INURED, CORPUCA, AUF and the Consortium coordinated by the University of Massachusetts, involving several colleges and universities in Canada, the Caribbean, Europe and the US, to support rebuilding and improving Higher Education in Haiti.

The LACC acted as focal point in organising the visit of UWI teams to Universities in Haiti to discuss collaboration with various Faculties, in the areas of student and staff exchanges and joint research. This visit resulted from experiences shared by the Haitian counterparts at the 2010 UNICA Conference held in March at the St Augustine Campus. The collaboration matrix prepared by the LACC includes the areas of urban and settlements planning, human resources development policy, distance education, building technical capacity for programme delivery, disaster risk management, scholarships, mobilisation of UWI student support for Haitian scholarship students, enhancing English competence to pursue UWI programmes, languages & translation and the training of Haitian librarians.

#### UWI/UNICA

For the period 2010–2012, the LACC serves as Secretariat for the Association of Caribbean Universities and Research Institutes (UNICA) under the Presidency of the Vice-Chancellor. The membership of the Association includes Universities and Research Institutes from the wider Caribbean, with associate membership by North American and European institutions which have a Caribbean Studies interest. In its leadership role, the UWI has promoted an internationalisation agenda



*Vice-Chancellor Harris, Dr Nivea Hernandez (University of Puerto Rico) and Dr Mathew Smith at UNICA meeting, March 2010*

anchored on: increased teaching and research capacity and the strengthening of quality assurance while promoting curricula that respond to the needs of students and take account of societal demands. UNICA networks permanently with other regional associations. Some strategies identified for promoting partnerships for enhanced collaboration and cooperation are to identify/map research pillars, mission priorities and technical expertise of institutions; construct a regional data base of interests, needs and strengths to support inter- and intra-regional partnerships. The UWI intends to widen the scope of the technical expertise data base in progress to map the strengths of other UNICA member institutions in order to develop collaborative proposals for funding, promote institution and industry partnerships, and encourage language training to facilitate collaboration and knowledge sharing.

#### UWI/PDVSA, Venezuela

The LACC continued to provide English Language training for professionals from Petr6leos de Venezuela, S.A. (PDVSA) and the Ministry of Energy and Petroleum (MENPET) within the framework of an agreement to provide immersion English Language training for 200 of their employees at the UWI over a 2-year period. In 2010, the LACC hosted 82 participants from various career backgrounds including Engineering, Journalism, Accounting, Administration and Law. Each group was hosted for a period of three months at the Mona



Campus and Western Jamaica Campus in Montego Bay. Over 100 professionals were also trained at the Cave Hill Campus.

### UWI/Colombia

The four-week bilateral student exchange programme with Colombian institutions was held in June–July. Each year, students from the UWI campus community travel to Colombia for 4–6 weeks, during which time they participate in Spanish Language classes and a host of cultural activities. A similar group of students from various Universities in Colombia spend a month at the UWI, on its three campuses. To date, the UWI has received 333 students from institutions in Colombia, with the Mona Campus receiving 151 students. Likewise, Universities in Colombia, namely, Universidad del Norte and Universidad Nacional have received approximately 330 participants from all three UWI Campuses with the Mona Campus sending 151 of that total.

For the first time the LACC received 20 participants from the EAN University in Bogotá, Colombia in its English Language summer programme. This was facilitated by an agreement between the University of the West Indies and EAN University.

### *Teaching Assistantship Programme*

The LACC coordinates the UWI Teaching Assistantship Programme for graduate students. To date, 72 UWI graduates have had one-year attachments at Colombian HEIs. This annual activity is provided for by an agreement between the UWI and ICETEX (Instituto Colombiano de Crédito Educativo y Estudios Técnicos en el Exterior) and facilitated by the Embassy of Colombia in Jamaica and the Jamaican Embassy in Colombia. The objective of this programme is to expose recent UWI graduates to working in a Spanish-speaking environ-



*Colombian Exchange Students at Cave Hill*

ment and to gain experience in foreign language teaching methodologies. During the period in review, the UWI sent a total of ten and received three teaching assistants.

In addition LACC coordinated the application process for several postgraduate scholarships offered by Latin American governments and funding agencies including the OAS, Mexico, Colombia – ICETEX and Chile.

During the period, LACC also represented the UWI in bilateral meetings with Latin America and networked with regional associations at international conferences.

### *Distinguished Visitor*

Former Vice President and Minister of Defence of Colombia, historian Dr Gustavo Bell Lemus visited the Mona Campus in April 2010 and presented a Public Lecture entitled *1810 –2010: From Solitude to Solidarity. Reflections on the Past and the Future of Latin America on the Bicentenary of Its Independence*. The occasion was the Bicentenary of the Independence of Latin America. This lecture was one in a series of talks hosted by the LACC for the benefit of the Mona Campus community. ¶



# Engaging The Alumni



**THE FOCUS OF THE ALUMNI RELATIONS** arm of the Institutional Advancement Division (IAD) continues to be the engagement of UWI’s alumni population, in recognition of the fact that they are the “living history” of the institution. Alumni are encouraged to consider their *alma mater* as a lifelong partner for ongoing professional and personal development. The following strategic activities enhance this:

## Communications

The major focus remains **Alumni Online (AO)** ([www.alumnionline.uwi.edu](http://www.alumnionline.uwi.edu)) the web and social networking community for the global UWI alumni population. The site is both informational and interactive and provides increased “connectivity” between graduates as well as with the institution. Alumni Online members receive monthly AO Updates, special E-Announcements and “Pelican Perks” available only through the site. During the first year, the AO email listing grew from 700 to over 11,000 and the site assisted the growth of the Raisers Edge central alumni database from 20,000 to over 50,000.

**AO Social Media:** In order to be available to the alumni on a continuous basis in as many media as possible, graduates are also able to keep connected to UWI via Alumni Online on Facebook ([facebook.com/uwialumnionline](https://facebook.com/uwialumnionline)), Twitter ([twitter@uwialumnionline](https://twitter@uwialumnionline)) and YouTube ([www.youtube.com/user/uwialumnionline](http://www.youtube.com/user/uwialumnionline))

**UWI E-Mail for Life:** UW graduates are automatically offered free, permanent email addresses upon graduation.

**UWI Connect:** The alumni magazine which is published quarterly is available in a flip magazine format on the web at Alumni Online and also in a print version.

## Student Alumni Programming

Members of the Vice-Chancellor’s UWI STAT (Students Today, Alumni Tomorrow) Corps are responsible for promoting their respective campuses as well as the entire institution, both regionally and internationally. They pledge lifelong commitment to their alma mater and become Alumni Ambassadors upon graduation.

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The seventh enabler speaks to the need to foster better relations with the alumni, recognising that the graduates, as products of the institution, are its best advocates



## What is UWI STAT?

**UWI STAT** Ambassadors are the Vice-Chancellor's Student Representatives on all four UWI campuses. Activities and events are organised and coordinated through the Institutional Advancement Division.

### Main Objectives:

1. To promote UWI, foster "Pelican Pride" and loyalty to Alma Mater.
2. To encourage Caribbean integration and the CSME.
3. To promote HIV/Aids prevention in the Caribbean.

They are responsible for promoting their campus and the entire institution regionally and internationally. They encourage their student peers to "give back" to their campuses through the regional annual FOOTPRINTS: Students for Development programme.

**UWI STAT** Ambassadors strive to be leaders and companions to fellow students, alumni and the UWI community. They introduce students to the importance of alumni relations and loyalty and service, educate them about the UWIAA and the relevance of Caribbean cross-cultural integrations.

**UWI STAT** provides students with opportunities for integration with fellow Caribbean colleagues. It encourages the development of leadership skills. It provides experiences that enhance their education and promotes regional "Pelican Pride" through involvement in campus, community and alumni activities.



### The annual **UWI STAT Ambassadorial Visit**

**programme** to high schools around the region shows tangible advocacy of the strategic mandate of "Strengthening Regionality" by allowing:

- the student talent and leadership at UWI to be showcased to promote UWI as a first option for tertiary education to Caribbean students;
- the promotion of the CARICOM Single Market and Economy to the youth of the region;
- the encouragement of HIV / Aids prevention in Caribbean youth;
- the promotion of disaster mitigation and risk management in the region.

Meetings with Prime Ministers, Ministers of Education and leaders in other sectors are also arranged. Eleven of the UWI countries were visited from October 2009–February 2010, namely, Anguilla, Antigua and Barbuda, The Commonwealth of Bahamas, Belize, The British Virgin Islands, The Cayman Islands, Dominica, Grenada, The Federation of St Kitts and Nevis, St Lucia and St Vincent and the Grenadines. 2,360 students were addressed directly with additional media impact being achieved through over fifteen live radio and television interviews. The information obtained from these visits is used by the Vice-Chancellor for strategic interventions, planning and to inform management decisions.

### Other UWI STAT activities included:

- CSME Week (March 2010).
- Prime Minister's Lecture: Cave Hill (November 11, 2009). The theme was "The Importance of Education in the Caribbean in this New Era of Globalisation" delivered by The Honourable David Thompson, M.P, Q.C Prime Minister of Barbados.
- FOOTPRINTS: Students for Development Campaign. (September-May) This is the first regional student giving campaign in the history of The UWI. The annual campaign is designed to encourage student participation in campus development, to foster "Pelican Pride" and encourage an allegiance to UWI.
- Alumni and Homecoming Weeks: UWI STAT participated in alumni and homecoming weeks on all



Using Alumni Online (AO) to collect information: Dr Shirin Haque (L) member of the Task Force on "Regional Nature of UWI" and lucky survey prize winner, Simone Francois.

campuses. The Corps supports the UWIAA and uses the various social networking sites to promote their events.

- Matriculation, Graduation and Pelican Pride: Loyalty to *alma mater* is promoted year round, especially during Orientation and UWI STAT Ambassadors encourage graduates to join the Alumni Online community, obtain UWI Email for Life addresses and join the UWIAA at graduation.
- Promotion of the UWI: The main means of promoting the UWI is via high school and community visits and this is done both regionally and nationally. The St Augustine Corps visited the most schools nationally during the year.
- CONFERENCES: UWI STAT represented the UWI at the following:
  - CARICOM Youth Forum
  - Vision 2020 Youth Fora Launch
  - Commonwealth Youth Forum

### *UWI Association Chapters and Contacts*

UWI graduates are represented by twenty-three UWI Alumni Association (UWIAA) Chapters and contacts worldwide and provide significant value to the UWI in: education and training, profile raising, student recruitment, alumni recruitment, mentorship and E-mentorship, speakers/conference participants and networking. In 2009, the UWIAA Chapters and alumni collectively contributed US\$307,384.08 in donations, US\$147,117.47 in pledges and US\$13,450.00 in-kind donations through the Institutional Advancement Division. All the Chapters and contacts continue to work along with the IAD to build "One UWI, One Alumni Family".

Activities such as the Alumni Apprentice and Experience Programmes, the Legacy Programme, the Vice-Chancellor's President's Club, the organisation of the Central Executive Committee (CEC) Meeting for UWIAA Presi-



dents, as well as the monthly teleconference between the Director of Alumni Relations and the UWIAA Presidents also ensure that graduates remain involved and “connected”.

## Foundations

The UWIAA Chapters and alumni in general support the American Foundation for UWI, the British Foundation for UWI and the Canadian Gala Initiative. The UWIAA Chapters assist with the promotion of these entities, raise awareness, build contacts and assist with augmenting the donor base.

## Funding

Various sources provide annual funding to the UWI. The UWIAA Chapters give scholarships and bursaries annually. In addition funds are donated by alumni to the American Foundation for UWI (AFUWI), the British

Foundation for UWI (BFUWI), to the Campus Endowment Funds, the Chancellor’s Circle, the UWI Regional Endowment Fund and the Faculties and Departments. Alumni also contribute funds through the UWI Visa credit card by special arrangement with First Caribbean International Bank (FCIB). This product allows alumni to give back to UWI just by making purchases, at no cost to themselves. In 2009/2010 this product raised US\$55,341.37 for the institution and alumni are encouraged to obtain and utilise the product which offers reduced fees and interest rates as an added incentive. It is currently available in Jamaica and Barbados and roll-out to Antigua, Belize, Dominica, Grenada, St Kitts, St Lucia and St Vincent is expected by October 2010.

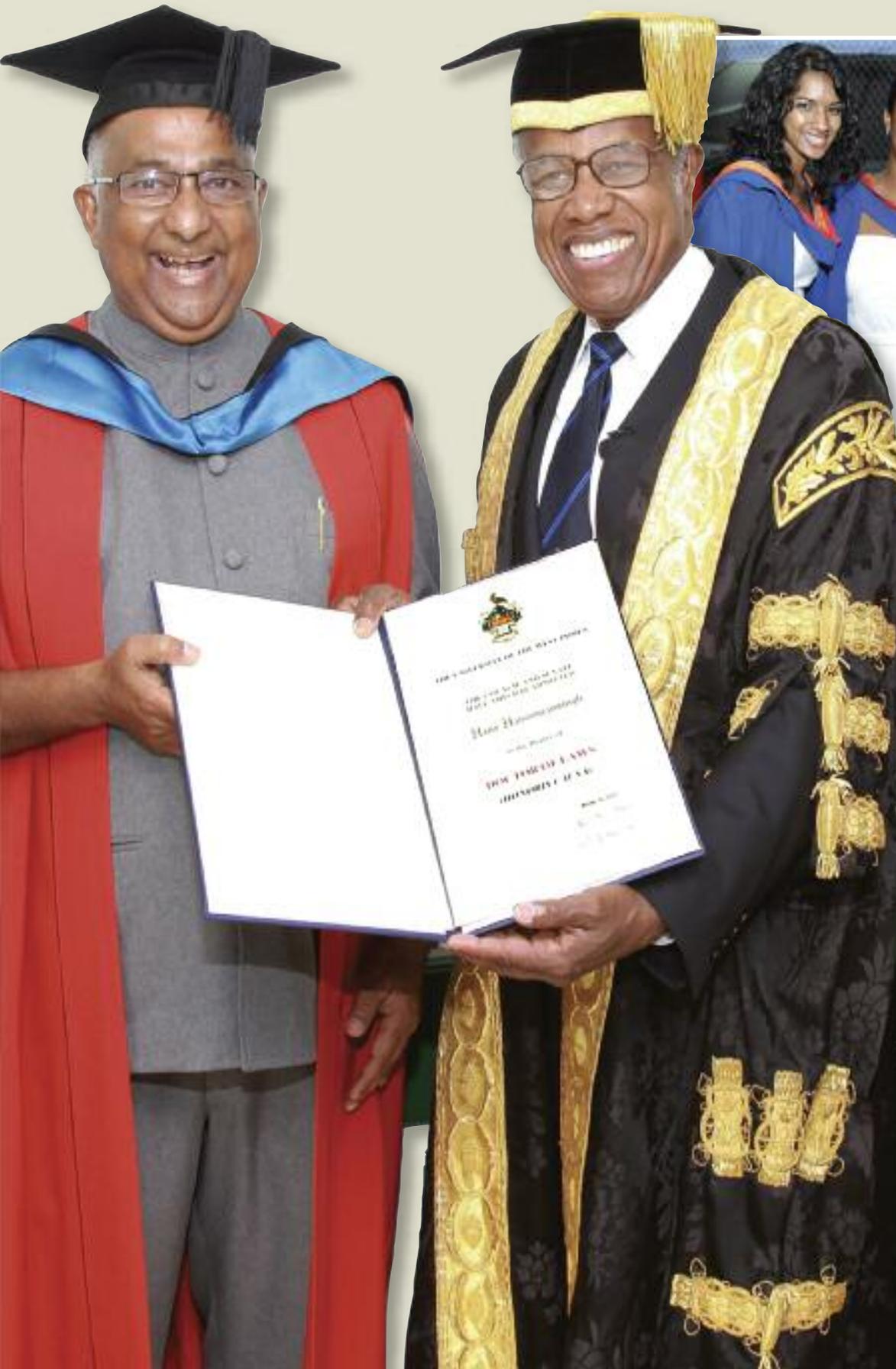
Overall, Alumni Relations seeks to foster increasingly stronger relationships with its alumni population regionally and globally, recognising that our graduates, as products of our institution are our best advocates. ¶



*Members of the UWIAA Central Executive Committee at their meeting in February, 2010 in the Bahamas*

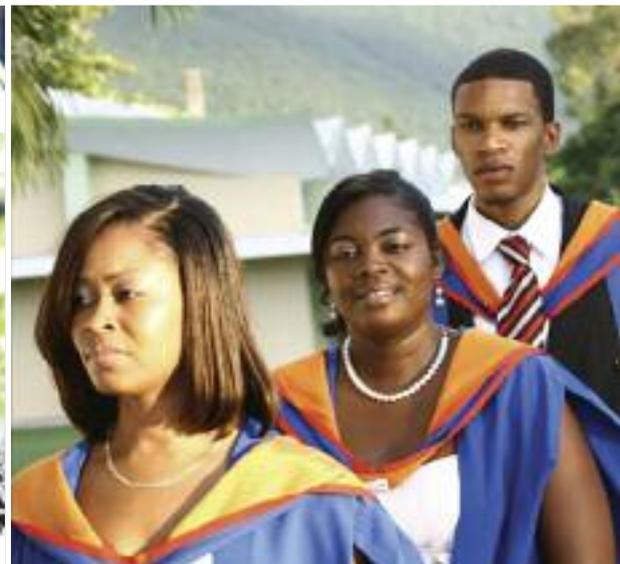
# GRADUATES OF

CAVE HILL 1,566 > MONA 3,455



# THE UWI 2010

ST AUGUSTINE 3,458 > OPEN CAMPUS 631







# University Council 2010/2011

## CHAIR

**Sir George Alleyne**

## VICE-CHANCELLOR

**Professor E. Nigel Harris**

## CHAIRMEN OF CAMPUS COUNCILS

**Mr Paul Altman**

Cave Hill

**Dr Marshall Hall**

Mona

**Mr Ewart Williams**

St Augustine

**Sir Dwight Venner**

Open Campus

## PRO-VICE-CHANCELLORS

**Professor Alvin Wint**

Undergraduate Studies

**Professor Wayne Hunte**

Research

**Professor Ronald Young**

Graduate Studies

**Dr Bhoendradatt Tewarie**

Planning & Development

## CAMPUS PRINCIPALS

**Professor Sir Hilary Beckles**

Cave Hill

**Professor The Hon Gordon Shirley**

Mona

**Professor Clement Sankat**

St Augustine

**Professor Hazel Simmons-McDonald**

Open Campus

## REPRESENTATIVES OF ACADEMIC

### BOARDS

Cave Hill

**Professor Alan Coble**

**Professor Eudine Barriteau**

Mona

**Professor Dale Webber**

**Professor Ishenkumba Kahwa**

St Augustine

**Professor Chidum Ezenwaka**

**Dr Hamid Ghany**

Open Campus

**Dr Olabisi Kuboni**

**Mr Lincoln Williams**

## APPOINTED BY THE ALUMNI ASSOCIATION

**Mr Jerry Medford**

**Mr Frank "Paco" Smith, Jr**

## APPOINTED BY THE GOVERNMENTS OF THE CONTRIBUTING COUNTRIES

**The Hon Eddison Baird**

Anguilla

**The Hon Dr Jacqui Quin-Leandro**

Antigua & Barbuda

**The Hon Desmond Bannister**

Bahamas

**The Hon Ronald Jones**

Barbados

**The Hon Patrick Faber**

Belize

**The Hon Dame Jennifer Smith**

Bermuda

**The Hon Andrew Fahie**

British Virgin Islands

**The Hon Rolston Anglin**

The Cayman Islands

**The Hon Petter Saint Jean**

Dominica

**The Hon Franka Bernardine**

Grenada

**The Hon Andrew Holness**

Jamaica

**The Hon Colin Riley**

Montserrat

**The Hon Nigel Carty**

St Christopher/Nevis

**The Hon Arsene James**

St Lucia

**The Hon Girlyn Miguel**

St Vincent & The Grenadines

**The Hon Fazal Karim**

Trinidad & Tobago

## APPOINTED BY THE CHANCELLOR

**Dr Compton Bourne**

**Mr Edwin Carrington**

**Dr Charmaine Gardner**

**Mr Aubyn Hill**

**The Hon Dennis Lalor**

## TERTIARY LEVELS INSTITUTIONS REPRESENTATIVE

**Dr Roosevelt Williams**

## COMMITTEE OF DEANS REPRESENTATIVE

**Professor Archibald McDonald**

## SENIOR ADMINISTRATIVE STAFF REPRESENTATIVE

**Mr David Myles**

Cave Hill Campus

## ADMINISTRATIVE, TECHNICAL & SERVICE STAFF REPRESENTATIVE

**Ms Sheren Thorpe**

Open Campus

## FOUR STUDENT MEMBERS ON COUNCIL

**Mr Odwin Trenton** (Cave Hill)

**Mr Jovaughn Neil** (Mona)

**Mr Amilcar Sanatan** (St Augustine)

**Mr Peter Dunn** (Open Campus)

## UNIVERSITY LIBRARIAN

**Ms Jennifer Joseph**

## UNIVERSITY BURSAR

**Mr Archibald Campbell**

## UNIVERSITY REGISTRAR (SECRETARY)

**Mr C. William Iton**

**Miss Cecile Clayton** (*In attendance*)



# The Executive Management Committee



**Professor E. Nigel Harris**  
Vice-Chancellor



**Professor Sir Hilary Beckles**  
Pro Vice-Chancellor and Principal,  
Cave Hill



**Professor The Hon Gordon Shirley**  
Pro Vice-Chancellor and Principal,  
Mona



**Professor Clement Sankat**  
Pro Vice-Chancellor and Principal,  
St Augustine



**Professor Hazel Simmons-McDonald**  
Pro Vice-Chancellor and Principal,  
Open Campus



**Professor Alvin Wint**  
Pro Vice-Chancellor,  
Undergraduate Studies



**Professor Ronald Young**  
Pro Vice-Chancellor,  
Graduate Studies



**Professor Wayne Hunte**  
Pro Vice-Chancellor,  
Research



**Dr Bhoendradatt Tewarie**  
Pro Vice-Chancellor, Planning and  
Development



**Mr C. William Iton**  
University Registrar



**Mr Archibald Campbell**  
University Bursar/Chief Financial Officer



**Mrs Brigitte Collins**  
Chief Information Officer



**Ms Cecile Clayton**  
Deputy University Registrar



**Professor Eudine Barriteau**  
Deputy Principal, Cave Hill



**Professor Rhoda Reddock**  
Deputy Principal, St Augustine



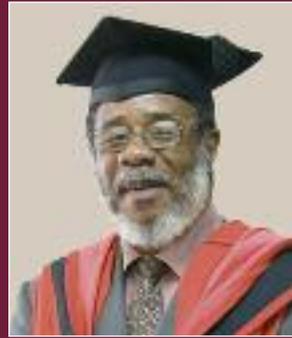
**Professor Vivienne Roberts**  
Deputy Principal, Open Campus



# Committee of Deans



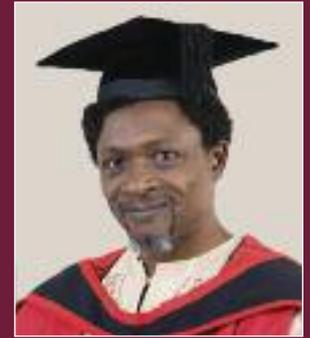
**Professor Brian Copeland**  
Engineering



**Professor Pedro Welch**  
Humanities & Education, Cave Hill



**Dr Swithin Wilmot**  
Humanities & Education, Mona



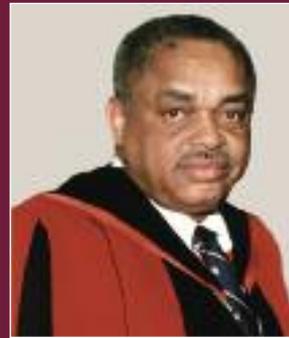
**Professor Funso Aiyejina**  
Humanities & Education,  
St Augustine



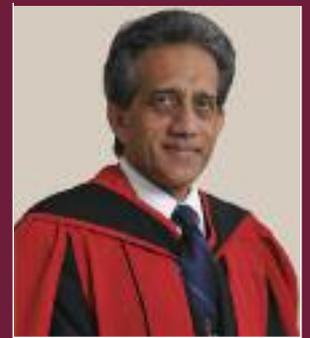
**Professor The Hon Velma Newton**  
Law



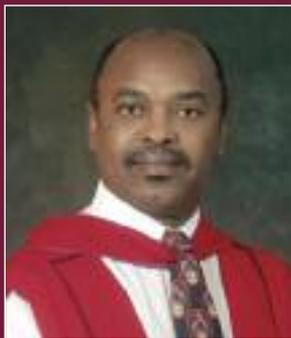
**Professor Joseph Branday**  
Medical Sciences, Cave Hill



**Professor Archibald McDonald**  
Medical Sciences, Mona



**Professor Samuel Ramsewak**  
Medical Sciences, St Augustine



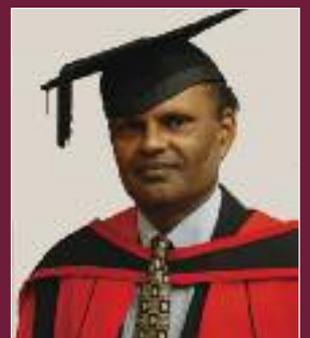
**Dr Robin Roberts**  
School of Clinical Medicine &  
Research, The Bahamas



**Mr Peter Gibbs**  
Pure and Applied Sciences, Cave Hill



**Professor Ishenkumba Kahwa**  
Pure and Applied Sciences, Mona



**Professor Dyer Narinesingh**  
Science and Agriculture, St Augustine



**Dr George Belle**  
Social Sciences, Cave Hill



**Professor Mark Figueroa**  
Social Sciences, Mona



**Dr Hamid Ghany (Chair)**  
Social Sciences, St Augustine



**Mr Lincoln Williams**  
Director, CSDR, Open Campus



**Mrs Luz Longworth**  
Director, Open Campus Sites





# Staff Developments

## 2009/2010

### CAVE HILL CAMPUS

#### Promotions

Miss Janet Caroo  
Level II (Lecturer level)  
Marketing Officer, Office of the Principal

Mr Neil Broome  
Information Technologist II  
Campus IT Services

Mr Shawn Holder  
Information Technologist II  
Campus IT Services

Mrs Deborah Lashley  
Information Technologist II  
Campus IT Services

Mr Kevin McCollin  
Information Technologist II  
Campus IT Services

Mr Roland Yarde  
Information Technologist II  
Campus IT Services

Mr Kenneth Chase  
Librarian I  
Main Library  
Campus IT Services

Miss Jessica Lewis  
Librarian II  
Main Library

Dr Pedro Welch  
Professor  
Faculty of Humanities and Education

Dr Bernadette Farquhar  
Senior Lecturer

Department of Language, Linguistics and Literature

Dr Richard Clarke  
Senior Lecturer  
Department of Language, Linguistics and Literature

Dr Victor Simpson  
Senior Lecturer  
Department of Language, Linguistics and Literature

Dr Kean Gibson  
Professor  
Department of Language, Linguistics and Literature

Dr Clive Landis  
Professor  
Chronic Disease Research Centre

Ms Lesley Walcott  
Senior Lecturer  
Faculty of Law

Dr Colin Depradine  
Senior Lecturer  
Department of Computer Science, Mathematics and Physics

#### New Appointments

Ms Anthea Hinkson  
Assistant Registrar (Human Resources)

Dr Sabrina Rampersad  
Lecturer  
Department of History and Philosophy

Dr Emmanuel Adugu  
Lecturer  
Department of Government, Sociology and Social Work

Professor Joseph Branday  
Dean  
Faculty of Medical Sciences



Dr Jacinta Anthony-Branday

Medical Officer  
Office of Students Services

Dr Kim Quimby

Lecturer  
Chronic Disease Research Centre

Ms Carol Belle-Hallsworth

Functional Analyst  
Bursary

Dr S Tennyson Joseph

Lecturer  
Department of Government, Sociology and Social Work

Ms Carla Springer

Manager  
Errol Barrow Centre for Creative Imagination

Mr Austral Estwick

User Services Manager  
Campus IT Services

### Temporary Appointments

Mr Adrian Sobers

Information Technologist (Database Administrator)  
Campus IT Services

Ms Sandra Vaughn

Nurse Administrator  
Office of Student Services

Dr Sylvia Henry

Instructional Development Specialist  
Learning Resource Centre

Ms Sonia Bowen

Senior Library Assistant  
Main Library

Mr Orley Jones

Librarian III  
Main Library

Mrs Sandra Thomas

Senior Library Assistant  
Main Library

Ms Fay Thompson

Senior Library Assistant  
Main Library

Mr David Mayers

Research Assistant  
Quality Assurance Programme

### ERROL BARROW CENTRE FOR CREATIVE IMAGINATION

Mr Moussa Sene Absa

Lecturer

Mr Frank Taylor

Lecturer

Ms Sonia Williams

Teaching Assistant

### FACULTY OF HUMANITIES AND EDUCATION

Ms Janice Jules

Instructor

Ms Zoanne Edwards

Instructor

Mr Kelvin Quintyne

Instructor

Ms Joyce Stewart

Instructor

Ms Carolyn Walkes

Instructor

Ms Shirley Morris

Tutor, Foundation Language Programme

Mr Marco Schaumloeffel

Lecturer Department of History and Philosophy

Ms Crystal Barker

Teaching Assistant

Ms Alana Johnson

Lecturer

Ms Keisha Evans

Lecturer Department of Language, Linguistics and Literature

Ms Helen Zamor

Lecturer

Ms Nicola Hunte

Teaching Assistant

Ms Astrid Clavijo Lozano

Teaching Assistant

Ms Luz Rodriguez Cuberos

Teaching Assistant

### FACULTY OF LAW

Ms Karen Tesheira

Senior Lecturer

Ms Sheldine Greene

Senior Library Assistant

Law Library



#### **FACULTY OF MEDICAL SCIENCES**

Dr Carlisle Goddard  
Lecturer

Dr Hugh Thomas  
Lecturer

#### **FACULTY OF PURE AND APPLIED SCIENCES**

Mrs Heather Hennis  
Lecturer  
Department of Biological and Chemical Sciences

Dr Georgette Briggs  
Lecturer

Dr Joy Roach  
Lecturer

Dr Vince Payne  
Teaching Assistant Department of Computer Science,  
Mathematics and Physics

Mr Andre Lynch  
Assistant Lecturer

Mr Pierre Rock  
Teaching Assistant

Dr Unsal Tekir  
Lecturer Centre for Resource Management and  
Environmental Studies (CERMES)

Ms Katherine Blackman  
Research Assistant

#### **FACULTY OF SOCIAL SCIENCES**

Mr Wilberne Persaud  
Senior Lecturer  
Department of Economics

Mr Anderson Elcock  
Lecturer

Mr Anthony Wood  
Lecturer Department of Government, Sociology and  
Social Work

Dr Sandra Franklin-Hamilton  
Lecturer

Dr Wendy Grenade  
Lecturer

Ms Gina Griffith  
Lecturer

Mr Pearson Broome  
Lecturer

Dr Kristina Hinds-Harrison  
Lecturer Department of Management Studies

Ms Kerry-Ann Alleyne  
Teaching Assistant

Ms Tracey Broome  
Research Assistant

Dr Robertine Chaderton  
Senior Lecturer

Mr Dion Greenidge  
Lecturer

Ms Nicole Knight-Arthur  
Lecturer

Dr Paul Pounder  
Lecturer

Mr Alfred Walkes  
Lecturer

Mrs Diana Weekes-Marshall  
Lecturer

#### **INSTITUTE FOR GENDER AND DEVELOPMENT: NITA BARROW UNIT**

Ms Joan Cuffie  
Lecturer

Ms Halimah Deshong  
Assistant Lecturer

#### **Resignations**

Mr Eduardo Ali  
Quality Assurance Officer  
Office of the Principal

Mr Gene Cumberbatch-Lynch  
Lecturer  
Errol Barrow Centre for Creative Imagination

Ms Kerry-Ann Alleyne  
Temporary Teaching Assistant  
Department of Management Studies Retirements

Dr Louis Chinnery  
Senior Lecturer  
Department of Biological and Chemical Sciences

Mr Gerald Rose  
Senior Lecturer  
School of Education Professor

Andrew Burgess  
Faculty of Law



Dr Hugh Millington  
Senior Lecturer  
Department of Computer Science, Mathematics & Physics

Professor Jamal Khan  
Senior Lecturer  
Department of Management Studies

Professor Christine Barrow  
Professorial Fellow  
Sir Arthur Lewis Institute of Social and Economic Studies

## MONA CAMPUS

### Promotions

#### FACULTY OF HUMANITIES AND EDUCATION

Dr Matthew Smith  
Senior Lecturer  
Department of History

Dr Sonja Stanley-Niaah  
Senior Lecturer  
Institute of Caribbean Studies

Dr Donna Hope  
Senior Lecturer  
Institute of Caribbean Studies

Dr Otelemate Harry  
Senior Lecturer  
Department of Language, Linguistics & Philosophy

#### FACULTY OF PURE AND APPLIED SCIENCES

Dr Wayne McLaughlin  
Professor  
Department of Basic Medical Sciences

Dr Dale Webber  
Professor  
Department of Life Sciences

Dr Maxine Gossell-Williams  
Senior Lecturer  
Department of Basic Medical Sciences

Dr Dagogo Pepple  
Senior Lecturer  
Department of Basic Medical Sciences

Dr Roy Porter  
Senior Lecturer  
Department of Chemistry

#### FACULTY OF MEDICAL SCIENCES

Dr Minerva Thame  
Professor  
Department of Child Health

Dr Wendel Abel  
Senior Lecturer  
Department of Community Health & Psychiatry

Dr Deanne Soares  
Senior Lecturer  
Department of Surgery, Radiology, Anaesthesia and Intensive Care

#### FACULTY OF SOCIAL SCIENCES

Dr Edward Ghartey  
Professor  
Department of Economics

Mr Claremont Kirton  
Professor  
Department of Economics

Dr David Tennant  
Senior Lecturer  
Department of Economics

Dr Densil Williams  
Senior Lecturer  
Department of Management Studies

Dr Patricia Northover  
Senior Research Fellow  
Sir Arthur Lewis Institute for Social and Economic Studies

Mrs Swarna Bandara  
Senior Librarian  
Library

Mr Omar Downie  
Senior Information Technology Officer  
Mona Information Technology Services

Mr Walter Rodney  
Senior Information Technology Officer  
Mona Information Technology Services

Mr Andrew Saunders  
Senior Information Technology Officer  
Mona Information Technology Services



Mr Carlton Lowrie  
Senior Level I  
Office of Student Services and Development

Mrs Rodina Reid  
Senior Assistant Registrar  
Secretariat – Office of the Campus Registrar

Mr Leighton Chambers  
Senior Information Technology Office  
Office of the Campus Registrar

## New Appointments

Mr Julian Cresser  
Lecturer  
Institute of Caribbean Studies

Mrs Joan Spencer-Ernandez  
Lecturer  
Department of Educational Studies

Dr Peter Joong  
Senior Lecturer  
Department of Educational Studies

Dr Arkene Levy  
Lecturer  
Basic Medical Sciences

Dr Chukwuemeka Nwokocha  
Lecturer  
Department of Basic Medical Sciences

Dr Sherline Brown  
Lecturer  
Department of Basic Medical Sciences

Dr Jacqueline Martin  
Lecturer  
Department of Community Health & Psychiatry

Mrs Joy Harrison  
Social Worker  
Department of Community Health & Psychiatry

Dr Kerrian Mah-Lee  
Medical Officer  
Department of Community Health & Psychiatry

Dr Christine Walters  
Lecturer  
Medical Sciences

Dr Adedamola Soyibo  
Lecturer  
Department of Medicine

Dr Dwight Whittle  
Lecturer  
Department of Medicine

Dr Ingrid Tennant-Martin  
Lecturer  
Department of Surgery, Radiology, Anaesthesia & Intensive Care

Dr Joseph Plummer  
Lecturer  
Department of Surgery, Radiology, Anaesthesia & Intensive Care

Dr Davide Batic  
Lecturer  
Department of Mathematics

Dr Andre Coy  
Lecturer  
Department of Physics

Dr Dana-marie Morris  
Lecturer  
Department of Government

Miss Stephanie Pinnock  
Administrative Officer  
Faculty of Social Sciences

Dr Michael Barnett  
Lecturer  
Department of Sociology, Psychology and Social Work

Dr Christopher Malcolm  
Lecturer  
Faculty of Law

Mrs Natalie Córthesy  
Lecturer  
Faculty of Law

Mrs Sonia Murray  
Administrative Officer  
Office of the Campus Principal

Mrs Yvonne Wint  
Lecturer  
UWI School of Nursing

Mrs Peta-Gaye Fairclough-Campbell  
Lecturer  
Department of Economics

Dr Caryl James  
Lecturer  
Department of Sociology, Psychology and Social Work



### Retirements

**Dr Omkar Parshad**  
 Professor  
 Department of Basic Medical Sciences

**Dr Ivan Martinez**  
 Lecturer  
 Department of Government

**Dr Frederick Hickling**  
 Professor  
 Community Health & Psychiatry

### OPEN CAMPUS

#### Promotions

**Ms Marva Campbell**  
 Programme Officer  
 Caribbean Child Development Centre

**Mr Lauren Marsh**  
 Junior Research Fellow  
 Hugh Lawson Shearer Trade Union Education Institute

**Ms Joan Thomas**  
 Research Fellow  
 Caribbean Child Development Centre

#### New Appointments

**Ms Tonia Arthur**  
 Functional Analyst  
 Office of Finance & Administration

**Dr Ian Baptiste**  
 Head Pre-University and Professional Programme  
 Academic Programming and Delivery Division

**Ms Pamela Dottin**  
 Quality Assurance Officer  
 Office of the Deputy Principal

**Mr Garvin James**  
 Treasury Manager  
 Office of Finance & Administration

**Mrs Annika Lewinson-Morgan**  
 Multimedia Specialist  
 Academic Programming and Delivery Division

**Mr Robert Tucker**  
 Multimedia Specialist  
 Academic Programming and Delivery Division

**Mrs Paula Niles**  
 General Accounting Manager  
 Finance & Administration

**Dr Benita Thompson**  
 Programme Coordinator  
 Academic Programming and Delivery Division

#### OPEN CAMPUS COUNTRY SITES

**Mrs Joan Bobb-Alleyne-Dann**  
 Head  
 Trinidad & Tobago

**Mrs Monica Browne**  
 Programme Officer  
 St Vincent and the Grenadines

**Mr Ryan Byer**  
 Programme Officer  
 Barbados

**Mrs Lesley Crane-Mitchell**  
 Temporary Outreach Officer  
 St Lucia

**Mr Robert Geofroy**  
 Acting Head  
 Cayman Islands

#### Retirements/Resignations

**Dr Lennox Bernard (Retired)**  
 Head  
 Trinidad and Tobago

**Mrs Jeanette Grant-Woodham (Retired)**  
 Senior Programme Officer  
 Office of External Relations, Inter and Intra-Institutional Collaboration

**Mrs Carla Harris-Pascal (Resigned)**  
 Head  
 Anguilla

**Mrs Paula Niles (Resigned)**  
 General Accounting Manager  
 Finance & Administration

**Dr Bevis Peters (Retired)**  
 Director  
 Office of External Relations, Inter and Intra-Institutional Collaboration

**Dr Marcia Potter (Resigned)**  
 Head  
 British Virgin Islands



Mr Colin Riley (Resigned)

Programme Officer

Montserrat

Mr Lincoln Seecharan (End of contract)

Web Administrator

Multimedia and Delivery Unit

Academic Programming and Delivery Division

Professor Howard Spencer (Retired)

Head

Bahamas

## ST AUGUSTINE CAMPUS

### Promotions & Appointments

#### LIBRARY

Ms Karen Eccles

Appointed Librarian I

Ms Khemchandra Persadsingh

Appointed IT Officer (Web Programming)

Ms Lorraine Nero

Granted tenure

Ms Meerabai Gosine-Boodoo

Granted tenure

Ms Hannah Francis

Promoted to Senior Librarian I

Mr Glenroy Taitt

Promoted to Senior Librarian I

#### Business Development Office

Ms Portia Mohammed

Appointed Research Assistant

Mrs Joy Cooblal

Appointed Project Coordinator

Ms Lisa David

Appointed Project Assistant

Mr Harrichanda Singh

Appointed Commercialisation Officer

#### Health Service Unit

Dr Sandra Celestine

Student Counsellor, Counselling & Psychological Services

Ms Neola Zama

Student Counsellor, Counselling & Psychological Services

Ms Astra Kassiram

Student Counsellor, Counselling & Psychological Services

#### International Office

Mr Sharan Singh

Appointed Director

#### Office of Marketing and Communications

Mrs Wynell Greggorio

Appointed Communications Manager

#### Caribbean Centre for Money and Finance (CCMF)

Dr Derick Boyd

Appointed Executive Director

#### Institute for Gender and Development Studies (IGDS)

Ms Tisha Nickenig

Promoted to Research Project Officer III

#### Institute of International Relations (IIR)

Dr Michelle Scobie

Newly appointed – Lecturer

Dr Matthew Bishop

Newly appointed – Lecturer

#### Seismic Research Centre

Mr Clevon Ash

Newly appointed – Research Assistant (Outreach)

Mr Omari Graham

Newly appointed – Research Assistant (Seismology)

#### Sport & Physical Education Centre (SPEC)

Ms Karen Wickham

Promoted to Sports Coordinator Female

#### FACULTY OF ENGINEERING

##### New Appointments

Dr David Janes

Senior Lecturer, Chemical Engineering

Department of Chemical Engineering

Mr Hector Martin (Construction Group)

Department of Civil & Environmental Engineering

Dr Pramenath Narinesingh (Water Group)

Department of Civil & Environmental Engineering

Mrs Charmaine O'Brien-Delpesh (Coastal Group)

Department of Civil & Environmental Engineering



Dr Mirko Schankat (Water Group)  
Lecturer  
Department of Civil & Environmental Engineering

Dr Everson Peters  
Tenured

Mr Sanjay Bahadoorsingh  
Lecturer  
Department of Electrical & Computer Engineering

Dr Charisse Griffith-Charles  
Tenured  
Department of Geomatics Engineering & Land Management

Dr Graham King  
New Lecturer  
Department of Mechanical & Manufacturing Engineering

### Promotions

#### FACULTY OF HUMANITIES & EDUCATION

Dr Heather Cateau  
Senior Lecturer

Mrs Lynda Quamina-Aiyejina  
Senior Librarian II Level

Dr Basil Reid  
Senior Lecturer

Dr Elizabeth Walcott-Hackshaw  
Senior Lecturer

#### FACULTY OF MEDICAL SCIENCES

Dr Junette Mohan  
Lecturer in Human Physiology  
Department of Preclinical Sciences

Dr Michele Monteil  
Professor, Immunology  
Department of Paraclinical Sciences

Dr Rohan Maharaj  
Senior Lecturer in Public Health and Primary Care

Dr Chalapathi Rao  
Senior Lecturer in Anatomical Pathology

Dr Gershwin Davis  
Senior Lecturer in Chemical Pathology

Dr Aneesa Ahamad  
Senior Lecturer in Haematology  
Department of Clinical Medical Sciences

Dr Hari Maharajh  
Professor (Psychiatry Unit)

Dr Nelleen Baboolal  
Senior Lecturer (Psychiatry Unit)

Dr Neal Bhagwhandass  
Part-time Senior Lecturer (Adult Medicine Unit)

Dr Mandrekhar Bahall  
Part-time Senior Lecturer (Adult Medicine Unit)

#### School of Dentistry

Dr Jason Warner  
Lecturer, Endodontics

Dr Amit Paryag  
Assistant Lecturer, Dental Technology

#### School of Veterinary Medicine

Dr Ridley Holder  
Senior Lecturer  
Dr Michael Diptee  
Lecturer in Veterinary Surgery (Large Animal)

Dr Indira Pargass  
Lecturer in Clinical Pathology

Dr Venkatasan Sundaram  
Senior Lecturer in Veterinary Anatomy

#### School of Advanced Nursing Education

Mrs Casian Rawlins  
Co-Coordinator, MScN programme

#### School of Pharmacy

Dr Sureshwar Pandey  
Senior Lecturer – Pharmaceutics

Dr Adebayo Amusa Sarafadeen  
Senior Lecturer – Pharmaceutics

#### FACULTY OF SCIENCE & AGRICULTURE

Dr Victor Mlambo  
Lecturer in Animal Nutrition

Dr Marisa Wilson  
Lecturer in Agricultural Geography

#### Department of Life Sciences

Dr Laetitia Brechet  
Postdoctoral Fellow – specialising in Plant Ecophysiology/  
Ecohydrology/Forest Soils in the Biodiversity and Ecosystem Services Research Cluster



Dr Aidan Farrell

Lecturer in Plant Physiology

Dr Jayaraj Jayaraman

Lecturer in Microbiology Professor

Mr Mike Rutherford

Museum Curator

#### **Department of Mathematics and Computer Science**

Dr Christoph Hamburger

Lecturer in Mathematics

Dr Noel Kalicharan

Senior Lecturer: crossed the merit bar

Dr Alexander Nikov

Senior Lecturer: extension on contract on indefinite tenure

Dr Sreedhara Rao Gunakala

Lecturer in Mathematics

#### **Cocoa Research Unit**

Mr Eusebius Solazano

Technical Assistant-I

Dr Surendra Surujdeo-Maharaj

Research Fellow/Pathologist, Cocoa Research Unit

Prof Pathmanathan Umaharan

Head, Cocoa Research Unit

#### **FACULTY OF SOCIAL SCIENCES**

Dr Randy Seepersad

Lecturer in Criminology

Dr Sandra Celestine

Lecturer in Social Work

Dr Amar Wahab

Lecturer in Sociology

Dr Ann Marie Bissessar

Professor

#### **Renewal of Appointment**

Dr Brian Cockburn

Re-appointed Deputy Dean (Enterprise, Development and Outreach)

Professor Indar Ramnarine

Re-appointed Deputy Dean, Student Matters

#### **Retirements/Resignations**

##### **Retired**

Professor Ramesh Ramsaran

Institute of International Relations (IIR)

Dr Merle Hodge

Literatures in English, Department of Liberal Arts  
Faculty of Humanities & Education

Dr Ramon Mansoor

Spanish, Department of Liberal Arts  
Faculty of Humanities & Education

Dr Sharanya Jayawickrama

Literatures in English, Department of Liberal Arts

Ms Laura Serrano

(Visiting Lecturer), Department of Liberal Arts

Professor Dan Ramdath

Professor of Biochemistry  
Faculty of Medical Sciences

Dr David Coomansingh

Lecturer (Adult Medicine Unit)

##### **Resigned**

Dr Edward Uche-Nwachi

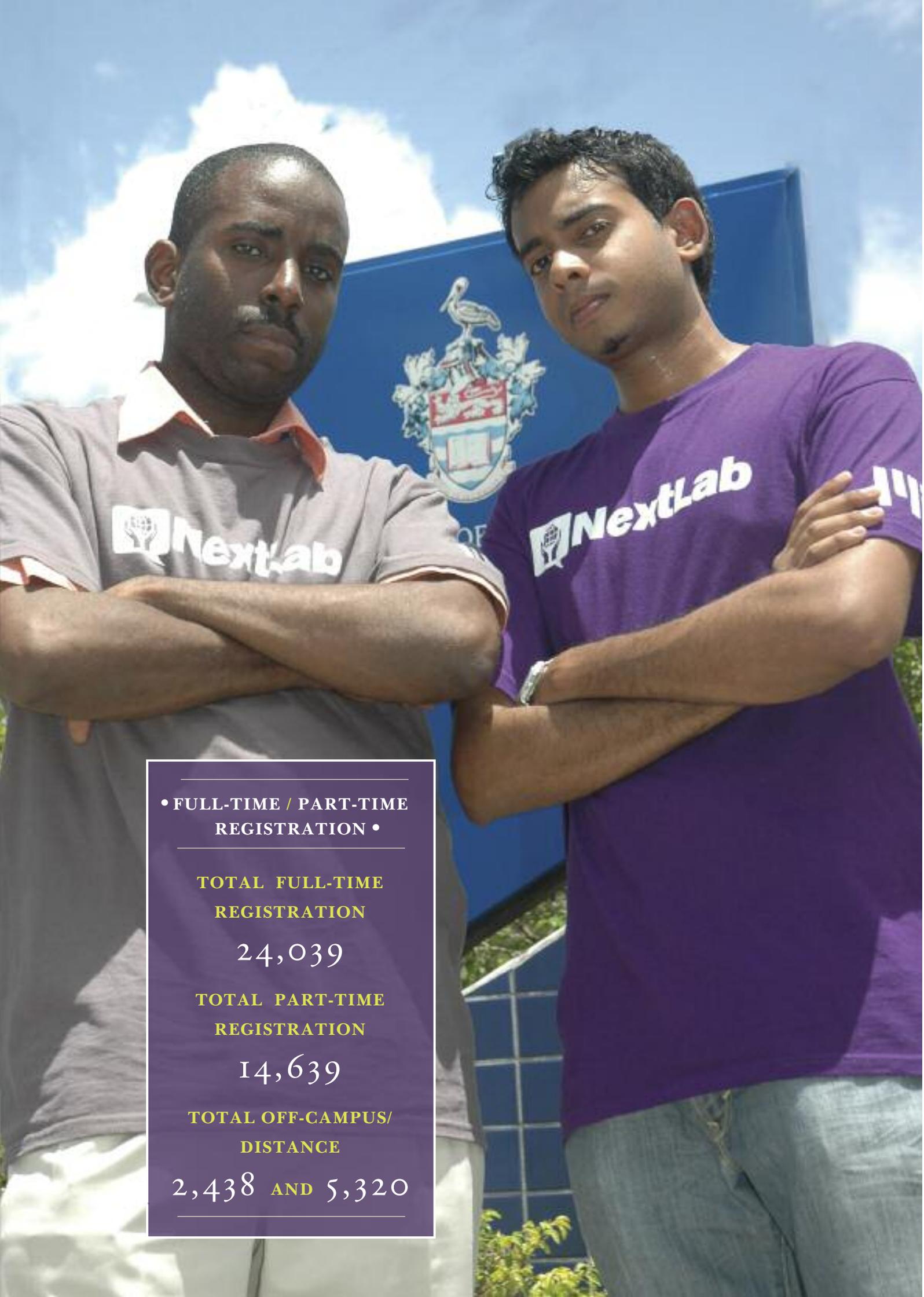
Lecturer in Human Anatomy  
Faculty of Medical Sciences

Dr Altheia Jones-Lecointe

Senior Lecturer in Haematology/ Head Department of  
Para-Clinical Sciences

Dr Derek Emmanuel

Research Assistant (Child Health Unit)



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• FULL-TIME / PART-TIME  
REGISTRATION •

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**TOTAL FULL-TIME  
REGISTRATION**

24,039

**TOTAL PART-TIME  
REGISTRATION**

14,639

**TOTAL OFF-CAMPUS/  
DISTANCE**

2,438 AND 5,320

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# Student Enrolment

## 2009/2010

**THE UNIVERSITY OF THE WEST INDIES** enrolled 46,436 students (including off-campus students) in the 2009/2010 academic year (See Table 1). This represents a 6.5% percent increase over the previous year or an additional 2,850 students. Of the 46,436 registrants, 83.3% were on-campus students engaged in face-to-face study, 11.5% were enrolled in the Open Campus, while 5.2% were off-campus students studying at tertiary and affiliated institutions and by distance education.

### On-Campus Enrolment

The University experienced an 8.1% increase in on-campus enrolment (Table 1). This translates to an additional 2,914 students over the previous year. Comparatively, the Mona Campus registered 1,272 additional students while the St Augustine Campus enrolled an extra 1,136 students and the Cave Hill Campus, 506 additional students.

For the period 2008/09 to 2009/10, the Mona Campus surpassed its projected annual on-campus growth rate, while the Cave Hill and St Augustine fell short of its projected annual growth rates. The targeted annual growth rates as indicated in the Strategic Plan 2007–12 are 9.8% Cave Hill, 3% Mona and 8.6% St Augustine. The percentage changes in on-campus enrolment over 2008/09 were 10.3% at Mona, 7.3% at St Augustine, and 6.5% at St Cave Hill (See Graph 1).

In terms of actual enrolment headcount, the projected on-campus enrolment for 2009/10 as indicated in the Strategic Plan 2007–12 were 13,571 for Mona, 8,419 for Cave Hill and 17,609 for St Augustine. Mona marginally surpassed its projected enrolment by achieving 101% of its target while Cave Hill achieved 99.1% of its

target. The St Augustine Campus fell short of its projected enrolment, achieving 95% of its target.

### Open Campus Enrolment

The University's Open Campus student population reached 5,320 in 2009/2010. This represents an increase of 4.9% or an additional 248 students over the previous year.

### Off-Campus Enrolment

The University's off-campus student (excluding Open Campus) population was 2,438 in 2009/2010. This represents a decrease of 11.3% or 312 less students over the previous year.

Tertiary level institutions had the largest share of students with 1,075 followed by distance education programmes with 875 students, while affiliated institutions recorded 226 students and external students 226. As a proportion of off-campus enrolment, tertiary level institutions accounted for 44.1%, distance education 35.9%, affiliated institutions 9.3% and external students 10.7%.

### Full Time Equivalent Registrations (On-Campus)

The University's full-time equivalent (FTE) enrolment grew by 2,218 to reach 31,359 FTE students in 2009/2010 (Table 4). This represents a 7.6% increase over the previous year. The Mona Campus recorded the highest increase at 10.8% followed by St Augustine at 5.9% and Cave Hill at 5.8%.



At the University and campus levels, the Faculty of Social Sciences enrolled the most students followed by Pure and Applied Sciences/Science & Agriculture and Humanities and Education (Table 5). As seen in Table 5, St Augustine led the way in registering the highest



Higher degree enrolment, an important area for expansion at the University, remained steady at 16%. As seen in Table 6, the proportion of students pursuing post-graduate degrees was 18% at Mona, 17% at St Augustine and 12% at Cave Hill. The St Augustine Campus recorded an increase of 3 percentage points, Cave Hill remained steady at 12%, while the Mona Campus showed a decrease of 2 percentage points.

### Full-Time and Part-Time Registrations

In 2009/2010, the University's on-campus student population totalled 38,678 students (Table 7). This represents an increase of 8.1% or 2,914 students. Of the 38,678 students, 24,039 were full-time and 14,639 were part-time. As a proportion, 62.2% of students were full-time and 37.8%, part-time. Compared to the previous year,

proportion (52%) of students pursuing science and technology programmes. The corresponding proportions were 39% at Mona and 19% at Cave Hill.

Of the 31,359 FTE students, 13,596 were enrolled at St Augustine, 11,577 were enrolled at Mona and 6,186 were registered at Cave Hill. As a proportion of total enrolment, 82.2% of students were pursuing undergraduate study (Table 6). The percentage of students enrolled in undergraduate study was 87.5% at Cave Hill, 81.1% at St Augustine and 80.1% at Mona.



full-time enrolment decreased by 1 percentage point. The proportions of full-time to part-time enrolment by campus were 48% to 52% at Cave Hill, 69% to 31% at Mona and 63% to 37% at St Augustine. Since 2004/2005, the Cave Hill Campus has recorded higher enrolment in part-time study than full-time study, however, this gap has been steadily declining.

### Enrolment by Gender

The University of the West Indies has enrolled a disproportionately higher percentage of females to males over



Table 8 shows, the Open Campus had the highest proportion of females (80%) registered in First degree programmes followed by Mona (70%), Cave Hill (68%) and St Augustine (64%). Each campus also recorded a high percentage of females in the Faculties of Law, Humanities and Education, Social Sciences and Medical Sciences. The only disciplines where men dominated was the Faculty of Engineering (St Augustine) with a proportion of 68% male and 32% female and Pure and Applied Sciences (Cave Hill) with a proportion of 52% male and 48% female.

the past decade. In 2009/2010, the proportion of females to males was 69% to 31% for total University enrolment, 67% to 33% for on-campus enrolment, 81% to 19% for Open Campus enrolment and 78% to 22% for off-campus enrolment (Table 7).

Overall, the Open Campus recorded the highest proportion of females at 81% of total enrolment, followed by Mona Campus with 70% of total enrolment, while Cave Hill's figure was 68% and St Augustine's, 64%.

A similar pattern emerged for First degree enrolment. As





## Student Registrations by Faculty and Programme

Student registration by Faculty has shown that University-wide, the Faculty of Social Sciences attracts the most students (Table 9). Of the University's 43,998 on-campus and Open Campus students, 45.6% or 20,077 were registered in the Social Sciences in 2009/2010. This represents a 6.7% increase over the previous year. As a proportion of on-campus enrolment, the Faculty of Social Sciences registered the highest proportion of students at each campus ranging from 33% at St Augustine, to 42% at Mona, to 59% at Cave Hill. The Faculty of Humanities and Education attracted the second highest of students at Mona and Cave Hill with 16.7 and 21.1%, respectively. At St Augustine, Science & Agriculture attracted the second highest share of students, at approximately 22.7% of on-campus enrolment. When the Open Campus enrolment was grouped by Faculty of origin, Social Sciences registered the highest proportion of students with 75.2%, followed by Humanities and Education with 22.4%.

A comparison of enrolment by Faculty is presented in Graph 2. The Mona Campus recorded the most students in Medical Sciences and Social Sciences, while St Augustine registered the most students in Humanities and Education, Engineering and Pure and Applied Sciences/Science & Agriculture. The Cave Hill Campus enrolled the most students in Law.

By programme, the University of the West Indies caters to a predominantly undergraduate student population. As seen in Table 7, 35,082 students were pursuing undergraduate study from a total of 43,998 on-campus and Open Campus students combined. As a proportion of on-campus enrolment, 78% of students were registered in undergraduate programmes while 22% were enrolled in postgraduate programmes. For the Open Campus, 98% of students were registered in undergraduate programmes. Among on-campus undergraduate students, over 94% were registered in first-degree programmes at each campus. The majority (92% or more) of postgraduate students were registered in higher degree programmes at each campus. At the

Open Campus, 84 % of students were registered in first degrees while 12% were in associate degrees.

## Geographical Distribution of Students

As a regional university, the University of the West Indies enrolls students predominantly of Caribbean origin. In 2009/2010, 39.2% of university students had origins from Trinidad and Tobago, 33.3% had origins from Jamaica and 15.9% had origins from Barbados (Table 12). For the fourth year in a row, the majority of students came from Trinidad and Tobago.

The percentage distribution of students originating from OECS countries declined marginally to 3.2% of total on-campus enrolment (Table 11). The OECS countries include Antigua and Barbuda, Dominica, Grenada, Montserrat, St Kitts/Nevis, St Lucia, and St Vincent and the Grenadines. Of the 1,187 or 3.1% of OECS students enrolled, 1.6% was registered at Cave Hill, 0.5% was registered at Mona, and 0.9% was enrolled at St Augustine.

For the Open Campus the percentage distribution of students originating from OECS countries was 31.2% of the total Open Campus enrolment of 5,320 in 2009/2010 (Table 12).

For on-campus enrolment, the proportion of students originating from non-contributing countries increased marginally from 1.8% in 2008–2009 to 1.9% in 2009/10. Of these 720 students, 320 were enrolled in the Faculty of Medical Sciences (Table 10). By campus, 307 were at St Augustine, 293 at Mona and 120 at Cave Hill (Table 12). For Open Campus students, students originating from non-contributing countries stood at 151 or 2.8% of total enrolment. ¶

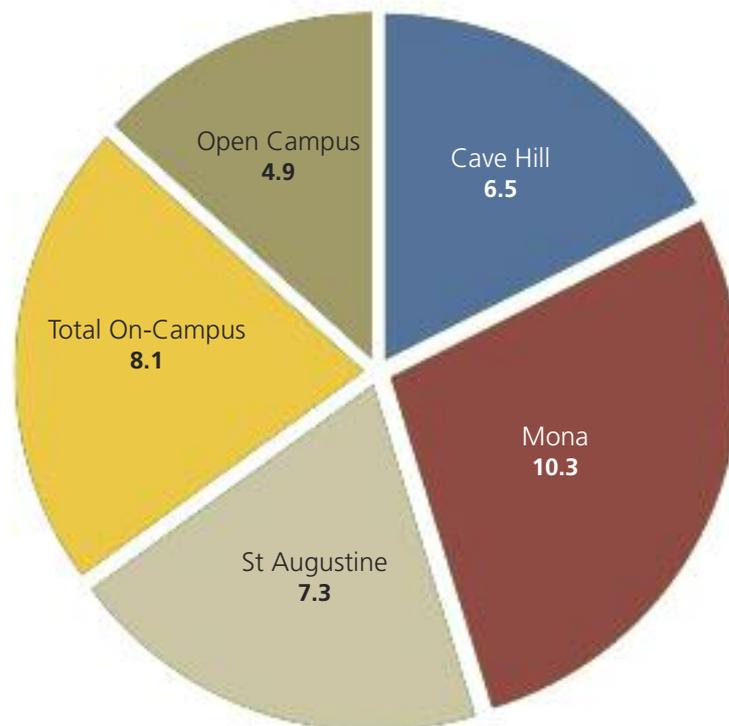




**Table 1:** Comparative Student Registrations at On- and Off- Campus Locations in 2008/2009 and 2009/2010

Student Registration	2008/ 2009	Percent of Total	2009/ 2010	Percent of Total	Number Change	Percent Change
<b>On-Campus</b>						
Cave Hill	7,836	18.0	8,342	18.0	506	6.5
Mona	12,394	28.4	13,666	29.4	1,272	10.3
St Augustine	15,534	35.6	16,670	35.9	1,136	7.3
<b>Total On-Campus</b>	<b>35,764</b>	<b>82.1</b>	<b>38,678</b>	<b>83.3</b>	<b>2,914</b>	<b>8.1</b>
<b>The Open Campus</b>	<b>5,072</b>	<b>11.6</b>	<b>5,320</b>	<b>11.5</b>	<b>248</b>	<b>4.9</b>
<b>Off-Campus</b>						
Distance Education Programmes	872	2.0	875	1.9	3	0.3
Tertiary Level Institutions	1,321	3.0	1,075	2.3	-246	-18.6
Affiliated Institutions	273	0.6	226	0.5	-47	-17.2
Other Off-Campus: External	284	0.7	262	0.6	-22	-7.7
<b>Total Off-Campus</b>	<b>2,750</b>	<b>6.3</b>	<b>2,438</b>	<b>5.2</b>	<b>-312</b>	<b>-11.3</b>
<b>Grand Total</b>	<b>43,586</b>	<b>100.0</b>	<b>46,436</b>	<b>100</b>	<b>2,850</b>	<b>6.5</b>

**Graph 1:** Percentage Change in On-Campus and Open Campus Student Enrolment between 2008/2009 and 2009/2010





**Table 2: Total University Student Enrolment by Campus, Faculty, Programme and Gender, 2009/2010**

CAMPUS & PROGRAMME	AGRICULTURE			HUMANITIES & EDUCATION						ENGINEERING			LAW		
	T	M	F	HUMANITIES			EDUCATION			T	M	F	T	M	F
<b>CAVE HILL</b>															
First Degree	0	0	0	1,146	285	861	0	0	0	0	0	0	481	131	350
Certificates & Diplomas	0	0	0	10	6	4	0	0	0	0	0	0	0	0	0
Higher Degrees/PG Diplomas	0	0	0	189	52	137	0	0	0	0	0	0	130	42	88
Specially Admitted	0	0	0	52	19	33	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,397</b>	<b>362</b>	<b>1,035</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>611</b>	<b>173</b>	<b>438</b>
<b>MONA</b>															
First Degree	0	0	0	2,009	500	1,509	0	0	0	0	0	0	194	43	151
Certificates & Diplomas	0	0	0	21	11	10	0	0	0	0	0	0	0	0	0
Higher Degrees/PG Diplomas	0	0	0	778	141	637	0	0	0	0	0	0	0	0	0
Specially Admitted	0	0	0	74	31	43	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,882</b>	<b>683</b>	<b>2,199</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>194</b>	<b>43</b>	<b>151</b>
<b>ST AUGUSTINE</b>															
First Degree	608	235	373	1,484	324	1,160	406	100	306	1,324	905	419	51	10	41
Certificates & Diplomas	50	13	37	156	50	106	126	21	105	18	12	6	0	0	0
Higher Degrees/PG Diplomas	147	65	82	321	81	240	507	115	392	944	541	403	0	0	0
Specially Admitted	1	1	0	14	1	13	0	0	0	23	19	4	0	0	0
<b>Total</b>	<b>806</b>	<b>314</b>	<b>492</b>	<b>1,975</b>	<b>456</b>	<b>1,519</b>	<b>1,039</b>	<b>236</b>	<b>803</b>	<b>2,309</b>	<b>1,477</b>	<b>832</b>	<b>51</b>	<b>10</b>	<b>41</b>
<b>UNIVERSITY ON-CAMPUS</b>															
First Degree	608	235	373	4,639	1,109	3,530	406	100	306	1,324	905	419	726	184	542
Certificates & Diplomas	50	13	37	187	67	120	126	21	105	18	12	6	0	0	0
Higher Degrees/PG Diplomas	147	65	82	1,288	274	1,014	507	115	392	944	541	403	130	42	88
Specially Admitted	1	1	0	140	51	89	0	0	0	23	19	4	0	0	0
<b>Total</b>	<b>806</b>	<b>314</b>	<b>492</b>	<b>6,254</b>	<b>1,501</b>	<b>4,753</b>	<b>1,039</b>	<b>236</b>	<b>803</b>	<b>2,309</b>	<b>1,477</b>	<b>832</b>	<b>856</b>	<b>226</b>	<b>630</b>
<b>OPEN CAMPUS</b>															
First Degrees/Assoc. Degrees	13	6	7	0	0	0	1,073	190	883	0	0	0	0	0	0
Certificates & Diplomas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Higher Degrees/PG Diplomas	0	0	0	0	0	0	119	18	101	0	0	0	0	0	0
<b>Total</b>	<b>13</b>	<b>6</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,192</b>	<b>208</b>	<b>984</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OUTREACH-OFF CAMPUS</b>															
Cave Hill	0	0	0	149	23	126	0	0	0	0	0	0	76	27	49
Mona	0	0	0	673	168	505	0	0	0	0	0	0	0	0	0
St Augustine	0	0	0	0	0	0	3	1	2	61	47	14	0	0	0
<b>Total University Enrolment</b>	<b>819</b>	<b>320</b>	<b>499</b>	<b>7,076</b>	<b>1,692</b>	<b>5,384</b>	<b>2,234</b>	<b>445</b>	<b>1,789</b>	<b>2,370</b>	<b>1,524</b>	<b>846</b>	<b>932</b>	<b>253</b>	<b>679</b>



MEDICAL SCIENCES/ CLINICAL MEDICINE			NATURAL SCIENCES/ PURE & APPLIED SCIENCES/ SCIENCE & TECHNOLOGY			SOCIAL SCIENCES			CENTRE FOR GENDER AND DEVELOPMENT STUDIES			GRADUATE STUDIES			TOTAL		
T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
128	30	98	1,110	582	528	4,253	1,248	3,005	0	0	0	0	0	0	7,118	2,276	4,842
0	0	0	0	0	0	123	36	87	0	0	0	0	0	0	133	42	91
60	17	43	117	54	63	494	171	323	13	1	12	0	0	0	1,003	337	666
0	0	0	13	7	6	23	7	16	0	0	0	0	0	0	88	33	55
<b>188</b>	<b>47</b>	<b>141</b>	<b>1,240</b>	<b>643</b>	<b>597</b>	<b>4,893</b>	<b>1,462</b>	<b>3,431</b>	<b>13</b>	<b>1</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,342</b>	<b>2,688</b>	<b>5,654</b>
1,719	403	1,316	2,094	896	1,198	4,232	1,246	2,986	10	1	9	0	0	0	10,258	3,089	7,169
0	0	0	0	0	0	28	4	24	0	0	0	0	0	0	49	15	34
568	177	391	425	208	217	1,377	431	946	23	3	20	4	2	2	3,175	962	2,213
26	12	14	33	20	13	50	12	38	1	0	1	0	0	0	184	75	109
<b>2,313</b>	<b>592</b>	<b>1,721</b>	<b>2,552</b>	<b>1,124</b>	<b>1,428</b>	<b>5,687</b>	<b>1,693</b>	<b>3,994</b>	<b>34</b>	<b>4</b>	<b>30</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>13,666</b>	<b>4,141</b>	<b>9,525</b>
1,621	553	1,068	2,644	1,161	1,483	3,491	853	2,638	0	0	0	0	0	0	11,629	4,141	7,488
0	0	0	0	0	0	344	59	285	0	0	0	0	0	0	694	155	539
362	169	193	325	145	180	1,645	534	1,111	18	5	13	0	0	0	4,269	1,655	2,614
1	0	1	20	7	13	19	4	15	0	0	0	0	0	0	78	32	46
<b>1,984</b>	<b>722</b>	<b>1,262</b>	<b>2,989</b>	<b>1,313</b>	<b>1,676</b>	<b>5,499</b>	<b>1,450</b>	<b>4,049</b>	<b>18</b>	<b>5</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,670</b>	<b>5,983</b>	<b>10,687</b>
3,468	986	2,482	5,848	2,639	3,209	11,976	3,347	8,629	10	1	9	0	0	0	29,005	9,506	19,49
0	0	0	0	0	0	495	99	396	0	0	0	0	0	0	876	212	664
990	363	627	867	407	460	3,516	1,136	2,380	54	9	45	4	2	2	8,447	2,954	5,493
27	12	15	66	34	32	92	23	69	1	0	1	0	0	0	350	140	210
<b>4,485</b>	<b>1,361</b>	<b>3,124</b>	<b>6,781</b>	<b>3,080</b>	<b>3,701</b>	<b>16,079</b>	<b>4,605</b>	<b>11,474</b>	<b>65</b>	<b>10</b>	<b>55</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>38,678</b>	<b>12,812</b>	<b>25,866</b>
98	1	97	0	0	0	3,954	774	3,180	0	0	0	0	0	0	5,138	971	4,167
0	0	0	0	0	0	44	7	37	19	4	15	0	0	0	63	11	52
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	119	18	101
<b>98</b>	<b>1</b>	<b>97</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,998</b>	<b>781</b>	<b>3,217</b>	<b>19</b>	<b>4</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,320</b>	<b>1,000</b>	<b>4,320</b>
791	47	744	269	115	154	416	120	296	0	0	0	0	0	0	2,438	548	1,890
0	0	0	8	3	5	82	21	61	0	0	0	0	0	0	315	74	241
768	38	730	83	30	53	291	87	204	0	0	0	0	0	0	1,815	323	1,492
23	9	14	178	82	96	43	12	31	0	0	0	0	0	0	308	151	157
<b>5,374</b>	<b>1,409</b>	<b>3,965</b>	<b>7,050</b>	<b>3,195</b>	<b>3,855</b>	<b>20,493</b>	<b>5,506</b>	<b>14,987</b>	<b>84</b>	<b>14</b>	<b>70</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>46,436</b>	<b>14,360</b>	<b>32,076</b>



**Table 3: On- and Off-Campus Student Registrations by Programme and Campus, 2009/2010**

PROGRAMME LEVEL	UNIVERSITY			CAVE HILL			MONA			ST AUGUSTINE			OPEN CAMPUS		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
<b>On-Campus/ Open Campus</b>															
First Degree	10,386	23,112	33,498	2,276	4,842	7,118	3089	7169	10,258	4,141	7,488	11,629	880	3,613	4,493
Associate Degree	91	554	645	-	-	-	-	-	-	-	-	-	91	554	645
Certificate	154	500	654	6	4	10	0	0	0	147	486	633	1	10	11
Diploma	69	216	285	36	87	123	15	34	49	8	53	61	10	42	52
Advanced Diploma	141	334	475	1	12	13	27	87	114	113	232	345	0	3	3
Higher Degree	2,831	5,260	8,091	336	654	990	935	2,126	3,061	1,542	2,382	3,924	18	98	116
Specially Admitted	140	210	350	33	55	88	75	109	184	32	46	78	0	0	0
<b>Sub-Total</b>	<b>13,812</b>	<b>30,186</b>	<b>43,998</b>	<b>2,688</b>	<b>5,654</b>	<b>8,342</b>	<b>4,141</b>	<b>9,525</b>	<b>13,666</b>	<b>5,983</b>	<b>10,687</b>	<b>16,670</b>	<b>1,000</b>	<b>4,320</b>	<b>5,320</b>
<b>Off-Campus</b>															
Distance Education	162	713	875	0	0	0	162	713	875	0	0	0	-	-	-
Affiliated Institutions	52	174	226	0	0	0	52	174	226	0	0	0	-	-	-
Tertiary Level InSt	196	879	1,075	74	241	315	109	605	714	13	33	46	-	-	-
External	138	124	262	0	0	0	0	0	0	138	124	262	-	-	-
<b>Sub-Total</b>	<b>548</b>	<b>1,890</b>	<b>2,438</b>	<b>74</b>	<b>241</b>	<b>315</b>	<b>323</b>	<b>1,492</b>	<b>1,815</b>	<b>151</b>	<b>157</b>	<b>308</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Registration</b>	<b>14,360</b>	<b>32,076</b>	<b>46,436</b>	<b>2,762</b>	<b>5,895</b>	<b>8,657</b>	<b>4,464</b>	<b>11,017</b>	<b>15,481</b>	<b>6,134</b>	<b>10,844</b>	<b>16,978</b>	<b>1,000</b>	<b>4,320</b>	<b>5,320</b>

**Table 4:** Comparison of FTE\* Enrolment between 2008/2009 and 2009/2010

Campus & Faculty/School	2008/2009	2009/2010	Number change	% change
<b>CAVE HILL</b>				
Humanities & Education	974	911	-64	-6.5
Law	482	563	82	16.9
Clinical Medicine & Research	173	185	12	6.6
Pure and Applied Sciences	914	1,006	92	10.1
Social Sciences	3,267	3,469	203	6.2
Institute of Gender & Development Studies	5	10	5	0.0
Special Admittance	36	44	8	22.2
<b>Total</b>	<b>5,849</b>	<b>6,186</b>	<b>337</b>	<b>5.8</b>
<b>MONA</b>				
Humanities & Education	2,132	2,279	147	6.9
Law	62	193	131	211.3
Medical Sciences	1,998	2,214	216	10.8
Pure and Applied Sciences	2,080	2,344	264	12.7
Social Sciences	4,055	4,413	358	8.8
Institute of Gender & Development Studies	17	24	7	41.2
Graduate Studies	2	3	1	66.7
Special Admittance	103	109	6	5.3
<b>Total</b>	<b>10,448</b>	<b>11,577</b>	<b>1,129</b>	<b>10.8</b>
<b>St AUGUSTINE</b>				
Sciences & Agriculture: Agriculture	814	700	-114	-14.0
Humanities & Education	2,267	2,368	101	4.4
Engineering	1,875	1,869	-6	-0.3
Law	76	51	-25	-32.9
Medical Sciences	1,660	1,816	156	9.4
Sciences & Agriculture: Sciences	2,458	2,749	291	11.8
Social Sciences	3,630	3,988	358	9.9
Institute of Gender & Development Studies	20	17	-4	-17.5
Special Admittance	44	40	-5	-10.2
<b>Total</b>	<b>12,844</b>	<b>13,596</b>	<b>752</b>	<b>5.9</b>
<b>UNIVERSITY</b>				
Sciences & Agriculture: Agriculture	814	700	-114	-14.0
Humanities & Education	5,373	5,557	184	3.4
Engineering	1,875	1,869	-6	-0.3
Law	620	807	188	30.3
Medical Sciences/Clinical Medicine & Research	3,831	4,214	383	10.0
Pure and Applied Sciences/Sci. & Agri.: Sciences	5,452	6,099	647	11.9
Social Sciences	10,952	11,870	918	8.4
Institute of Gender & Development Studies	42	50	9	20.5
Graduate Studies	2	3	1	66.7
Special Admittance	183	192	9	4.9
<b>Total</b>	<b>29,141</b>	<b>31,359</b>	<b>2,218</b>	<b>7.6</b>

\*For purposes of computing FTE, 2 part-time students are counted as one FTE. No weighting is given for postgraduate students. It should be noted that these FTE figures are only computed for on-campus students.



**Table 5: Actual FTE Enrolment by Campus and Faculty/School, 2009/2010**

Faculty/School	CAVE HILL	MONA	ST AUGUSTINE	TOTAL
Science & Agriculture: Agriculture	0	0	700	700
Humanities & Education	911	2,279	2,368	5,557
Engineering	0	0	1,869	1,869
Law	563	193	51	807
Medical Sciences/Clinical Medicine & Research	185	2,214	1,816	4,214
Pure & Applied Sciences/Sciences and Agriculture: Sciences	1,006	2,344	2,749	6,099
Social Sciences	3,469	4,055	3,988	11,870
Institute of Gender and Development Studies	10	17	17	50
Graduate Studies	0	2	0	3
Special Admittance	44	103	40	192
<b>Total</b>	<b>6,186</b>	<b>10,448</b>	<b>13,596</b>	<b>31,359</b>
Science & Technology %	19	39	52	41

Note: The Science and Technology group includes the Faculties of Sciences and Agriculture, Pure and Applied Sciences, Engineering, Medical Sciences and the School of Clinical Medicine and Research.

**Table 6: FTE Student Enrolment by Campus, Gender and Programme, 2009/2010**

	UNIVERSITY			CAVE HILL			MONA			ST AUGUSTINE		
	T	M	F	T	M	F	T	M	F	T	M	F
<b>ON-CAMPUS</b>												
<b>Undergraduate</b>												
1st Degree	25,241	8,362	16,879	5,341	1,712	3,629	9,308	2,796	6,512	10,593	3,854	6,739
Certificate	370	87	283	8	5	3	0	0	0	362	82	280
Diploma	141	34	108	62	18	44	38	11	27	42	5	37
<b>Sub-Total</b>	<b>25,752</b>	<b>8,482</b>	<b>17,269</b>	<b>5,410</b>	<b>1,735</b>	<b>3,675</b>	<b>9,346</b>	<b>2,807</b>	<b>6,539</b>	<b>10,996</b>	<b>3,940</b>	<b>7,056</b>
<b>Graduate</b>												
Higher Diploma	341	92	249	12	1	12	64	15	49	265	76.5	188.5
Higher Degree	5,075	1,764	3,311	720	243	478	2,059	642	1,417	2,296	879	1,417
<b>Sub-Total</b>	<b>5,416</b>	<b>1,856</b>	<b>3,560</b>	<b>732</b>	<b>243</b>	<b>489</b>	<b>2,123</b>	<b>657</b>	<b>1,466</b>	<b>2,561</b>	<b>956</b>	<b>1,605</b>
Specially Admitted	192	84	108	44	17	28	109	44	65	39	23	16
<b>Total</b>	<b>31,359</b>	<b>10,421</b>	<b>20,937</b>	<b>6,186</b>	<b>1,995</b>	<b>4,192</b>	<b>11,577</b>	<b>3,508</b>	<b>8,069</b>	<b>13,596</b>	<b>4,919</b>	<b>8,677</b>
Postgraduate Degree %	16	17	16	12	12	11	18	18	18	17	18	16



**Table 7: University Enrolment by Campus, Student Status, Gender and Programme, 2009/2010**

	UNIVERSITY			CAVE HILL			MONA			ST AUGUSTINE			OPEN CAMPUS		
	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
<b>Student Status</b>															
Full-time	24,039	8,016	16,023	4,030	1,301	2,729	9,488	2,875	6,613	10,521	3,840	6,681	-	-	-
Part-time	14,639	4,798	9,841	4,312	1,389	2,923	4,178	1,266	2,912	6,149	2,143	4,006	-	-	-
<b>Subtotal</b>	<b>38,678</b>	<b>12,814</b>	<b>25,864</b>	<b>8,342</b>	<b>2,690</b>	<b>5,652</b>	<b>13,666</b>	<b>4,141</b>	<b>9,525</b>	<b>16,670</b>	<b>5,983</b>	<b>10,687</b>	-	-	-
Open Campus	5,201	982	4,219	-	-	-	-	-	-	-	-	-	5,201	982	4,219
<b>Undergraduate</b>															
1st Degree	33,498	10,386	23,112	7,118	2,276	4,842	10,258	3,089	7,169	11,629	4,141	7,488	4,493	880	3,613
Associate Degree	645	91	554	-	-	-	-	-	-	-	-	-	645	91	554
Certificate	654	154	500	10	6	4	0	0	0	633	147	486	11	1	10
Diploma	285	69	216	123	36	87	49	15	34	61	8	53	52	10	42
<b>Subtotal</b>	<b>35,082</b>	<b>10,700</b>	<b>24,382</b>	<b>7,251</b>	<b>2,318</b>	<b>4,933</b>	<b>10,307</b>	<b>3,104</b>	<b>7,203</b>	<b>12,323</b>	<b>4,296</b>	<b>8,027</b>	<b>5,201</b>	<b>982</b>	<b>4,219</b>
<b>Graduate</b>															
Higher Diploma	475	141	334	13	1	12	114	27	87	345	113	232	3	0	3
Higher Degree	8,090	2,831	5,259	990	336	654	3,061	935	2,126	3,923	1,542	2,381	116	18	98
Sub-Total	8,565	2,972	5,593	1,003	337	666	3,175	962	2,213	4,268	1,655	2,613	119	18	101
Off-Campus	2,438	548	1,890	315	74	241	1,815	323	1,492	308	151	157	-	-	-
Specialty Admitted	351	140	211	88	33	55	184	75	109	79	32	47	-	-	-
<b>TOTAL ALL</b>	<b>46,436</b>	<b>14,360</b>	<b>32,076</b>	<b>8,657</b>	<b>2,762</b>	<b>5,895</b>	<b>15,481</b>	<b>4,464</b>	<b>11,017</b>	<b>16,978</b>	<b>6,134</b>	<b>10,844</b>	<b>5,320</b>	<b>1,000</b>	<b>4,320</b>
% Male/Female	-	30.9%	69.1%	-	31.9%	68.1%	-	28.8%	71.2%	-	36.1%	63.9%	-	18.8%	81.2%



**Table 8:** Percentage Distribution of Male and Female Registrations in On-Campus & Open Campus First Degree Programmes by Faculty/School and Campus, 2009/2010

Faculty/School	CAVE HILL		MONA		ST AUGUSTINE		OPEN CAMPUS	
	M	F	M	F	M	F	M	F
		%		%		%		%
Science & Agriculture: Agriculture	0	0	0	0	39	61	46	54
Humanities & Education	25	75	25	75	22	78	17	83
Engineering	0	0	0	0	68	32	-	-
Law	27	73	22	78	20	80	-	-
Medical Sciences/Clinical Medicine & Research	23	77	23	77	34	66	1	99
Pure & Applied Sciences/Sciences	52	48	43	57	44	56	46	54
Social Sciences	29	71	29	71	24	76	21	79
<b>Total</b>	<b>32</b>	<b>68</b>	<b>30</b>	<b>70</b>	<b>36</b>	<b>64</b>	<b>19</b>	<b>81</b>

**Table 9:** Comparison of On-Campus/ Open Campus Enrolment between 2008/2009 and 2009/2010

Campus & Faculty/School	2008/2009	2009/2010	% change
<b>CAVE HILL</b>			
Humanities & Education	1,427	1,397	-2.1
Law	527	611	15.9
Clinical Medicine and Research	174	188	8.0
Pure & Applied Sciences	1,143	1,240	8.5
Social Sciences	4,559	4,893	7.3
Institute of Gender and Development Studies	6	13	116.7
<b>Total</b>	<b>7,836</b>	<b>8,342</b>	<b>6.5</b>
<b>MONA</b>			
Humanities & Education	2,635	2,882	9.4
Law	62	194	212.9
Medical Sciences	2,086	2,313	10.9
Pure & Applied Sciences	2,260	2,552	12.9
Social Sciences	5,324	5,687	6.8
Institute of Gender and Development Studies	24	34	41.7
Graduate Studies	3	4	33.3
<b>Total</b>	<b>12,394</b>	<b>13,666</b>	<b>10.3</b>
<b>St AUGUSTINE</b>			
Sciences & Agriculture: Agriculture	925	806	-12.9
Humanities & Education	2,792	3,014	8.0
Engineering	2,252	2,309	2.5
Law	76	51	-32.9
Medical Sciences	1,799	1,984	10.3
Sciences & Agriculture: Sciences	2,664	2,989	12.2
Social Sciences	5,003	5,499	9.9
Institute of Gender and Development Studies	23	18	-21.7
<b>Total</b>	<b>15,534</b>	<b>16,670</b>	<b>7.3</b>
<b>OPEN CAMPUS</b>			
Sciences & Agriculture: Agriculture	16	13	-18.8
Humanities & Education	1,024	1,192	16.4
Law	0	0	0.0
Medical Sciences	67	98	46.3
Social Sciences	3,931	3,998	1.7
Institute of Gender and Development Studies	34	19	-44.1
<b>Total</b>	<b>5,072</b>	<b>5,320</b>	<b>4.9</b>
<b>UNIVERSITY</b>			
Humanities & Education	7,878	8,485	7.7
Engineering	2,252	2,309	2.5
Law	665	856	28.7
Medical Sciences/Clinical Medicine & Research	4,126	4,583	11.1
Pure & Applied Sciences/Sciences & Agriculture	7,008	7,600	8.4
Social Sciences	18,817	20,077	6.7
Institute of Gender and Development Studies	53	84	58.5
Graduate Studies	3	4	33.3
<b>Total</b>	<b>40,802</b>	<b>43,998</b>	<b>7.8</b>



**Table 10: Total On-Campus Registration of Students by Faculty/School and Country of Origin – 2009/2010 – All Campuses**

COUNTRY	AGRICULTURE	HUMANITIES	EDUCATION	ENGINEERING	LAW	MS/CM*	PAS/S&A: SCIENCES**	SOCIAL SCIENCES	GRADUATE STUDIES	IGDS	TOTAL	% OF TOTAL
Anguilla	0	2	1	0	1	2	0	3	0	0	9	0.0
Antigua & Barbuda	2	18	0	1	7	13	5	91	0	0	137	0.4
Bahamas	2	9	0	2	15	176	24	29	0	0	257	0.7
Barbados	11	1,235	1	95	153	276	1,045	4,292	0	11	7,119	18.4
Belize	0	10	2	5	32	18	10	38	0	0	115	0.3
British Virgin Islands	0	2	0	0	6	16	1	3	0	0	28	0.1
Cayman Islands	0	1	0	0	0	5	1	0	0	0	7	0.0
Dominica	6	10	0	14	10	21	24	65	0	0	150	0.4
Grenada	3	11	0	8	19	6	9	45	0	0	101	0.3
Guyana	3	10	2	17	7	29	15	55	0	3	141	0.4
Jamaica	16	2,731	6	76	295	1,747	2,372	5,459	4	31	12,737	32.9
Montserrat	1	4	0	1	4	2	1	5	0	0	18	0.0
St Kitts/Nevis	2	10	0	5	13	13	14	48	0	0	105	0.3
St Lucia	11	31	2	18	9	31	37	130	0	0	269	0.7
St Vincent & The Grenadines	4	45	1	15	25	26	98	203	0	0	417	1.1
Trinidad & Tobago	738	1,994	1,016	2,022	246	1,780	3,058	5,470	0	16	16,340	42.2
Turks & Caicos Islands	0	1	0	1	0	4	0	2	0	0	8	0.0
Others	7	130	8	29	14	320	67	141	0	4	720	1.9
Unknown	0	0	0	0	0	0	0	0	0	0	0	0.0
<b>All Campuses</b>	<b>806</b>	<b>6,254</b>	<b>1,039</b>	<b>2,309</b>	<b>856</b>	<b>4,485</b>	<b>6,781</b>	<b>16,079</b>	<b>4</b>	<b>65</b>	<b>38,678</b>	<b>100.0</b>

Note: Education figures are included with Humanities at the Mona and Cave Hill Campuses

\*Medical Sciences/Clinical Medicine & Research \*\*Pure & Applied Sciences/Sciences & Agriculture: Sciences

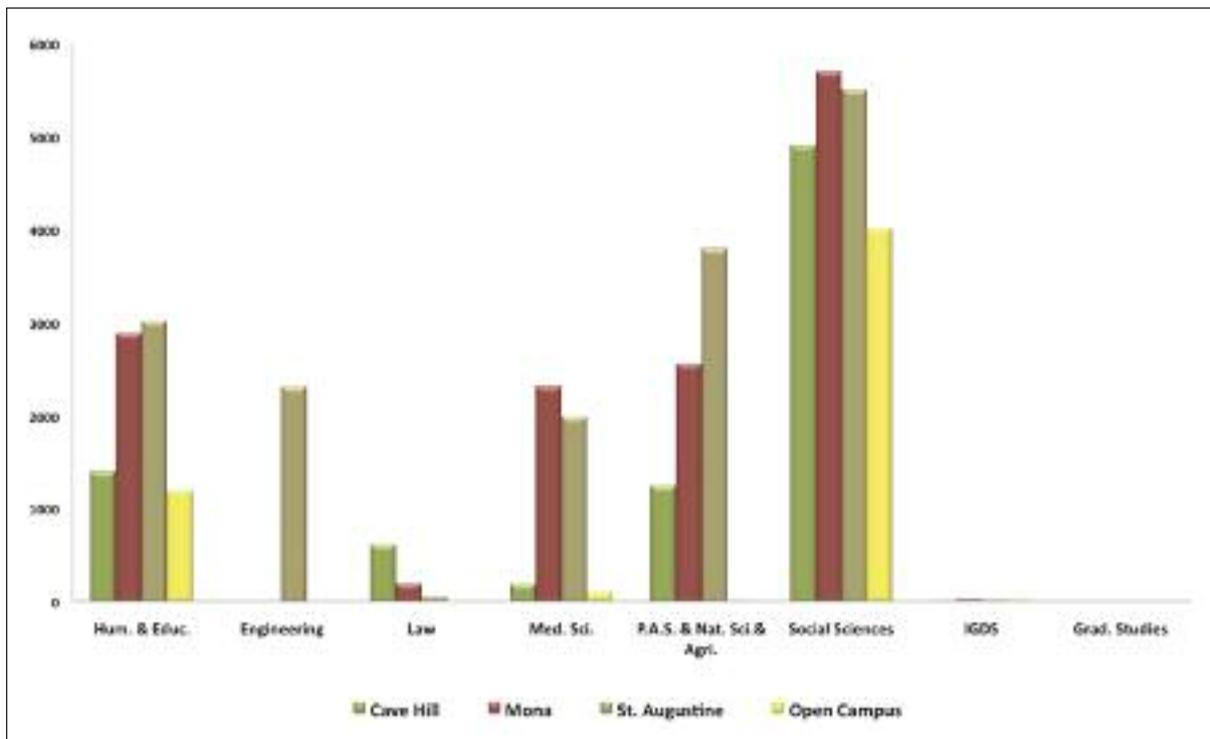


**Table 11:** Number of OECS Students as a Percentage of Total On-Campus Student Population by Campus, 2006/2007 to 2009/2010

COUNTRY	2006– 2007	Total Students	%	2007– 2008	Total Students	%	2008– 2009	Total Students	%	2009– 2010	Total Students	%
Cave Hill	634		1.9	617		1.8	629		1.8	635		1.6
Mona	205		0.6	182		0.5	167		0.5	200		0.5
St Augustine	304		0.9	303		0.9	346		1.0	352		0.9
<b>Total</b>	<b>1,143</b>	<b>33,140</b>	<b>3.4</b>	<b>1,102</b>	<b>34,483</b>	<b>3.2</b>	<b>1,142</b>	<b>35,764</b>	<b>3.2</b>	<b>1,187</b>	<b>38,678</b>	<b>3.1</b>

Note: The Organisation of Eastern Caribbean States (OECS) comprises the following countries: Antigua & Barbuda, Dominica, Grenada, Montserrat, St Kitts/Nevis, St Lucia and St Vincent and The Grenadines.

**Graph 2:** UWI On-Campus & Open Campus Student Enrolment by Faculty and Campus, 2009/2010





**Table 12: Total University Enrolment by Campus and Country of Origin, 2009/2010**

	Total		On Campus						St Augustine						Open Campus						Off Campus						Total University					
			Cave Hill			Mona			St Augustine			Open Campus			Off Campus			Total University														
	T	M	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F									
Anguilla	9	3	6	3	3	1	0	1	2	0	2	45	11	36	3	1	2	59	15	44												
Antigua & Barbuda	137	37	100	23	76	21	8	13	17	6	11	147	24	124	103	21	82	388	82	306												
Bahamas	257	87	170	21	27	139	48	91	70	18	52	4	1	13	98	33	65	369	121	248												
Barbados	7,119	2,372	4,747	2,212	4,544	150	48	102	213	112	101	138	19	123	99	16	83	7,360	2,407	4,953												
Belize	115	45	70	18	40	41	17	24	16	10	6	89	29	64	64	14	50	272	88	184												
British Virgin Islands	28	7	21	12	3	9	2	6	8	2	6	12	2	10	22	2	20	62	11	51												
Cayman Islands	7	4	3	2	1	5	3	2	0	0	0	3	0	3	6	1	5	16	5	11												
Dominica	150	57	93	28	62	19	7	12	41	22	19	322	57	266	83	8	75	556	122	434												
Grenada	101	30	71	18	53	7	3	4	23	9	14	335	78	271	33	2	31	483	110	373												
Guyana	141	64	77	28	31	25	9	16	57	27	30	40	7	33	71	50	21	252	121	131												
Jamaica	12,737	3,839	8,898	183	52	12,377	3,692	8,685	177	95	82	1,254	253	1,018	1,402	258	1,144	15,410	4,350	11,060												
Montserrat	18	6	12	10	2	4	2	2	4	2	2	59	9	51	0	0	0	78	15	63												
St Kitts/Nevis	105	47	58	21	32	26	14	12	26	12	14	164	32	133	16	2	14	286	81	205												
St Lucia	269	87	182	98	66	41	9	32	130	46	84	388	67	334	125	23	102	795	177	618												
St Vincent & The Grenadines	417	146	271	88	157	61	18	43	111	40	71	244	39	210	23	5	18	689	190	499												
Trinidad & Tobago	16,340	5,628	10,712	430	90	443	130	313	15,467	5,408	10,059	1,561	328	1,278	216	89	127	18,162	6,045	12,117												
Turks & Caicos Islands	8	1	7	2	0	5	1	4	1	0	1	0	0	0	1	0	1	9	1	8												
Others	720	352	368	120	48	293	130	163	307	174	133	151	14	136	73	23	50	943	389	554												
Not Defined	0	0	0	0	0	0	0	0	0	0	0	246	30	217	0	0	0	247	30	217												
All Countries	38,678	12,812	25,866	8,342	2,688	13,666	4,141	9,525	16,670	5,983	10,687	5,320	1,000	4,320	2,438	548	1,890	46,436	14,360	32,076												