



**THE UNIVERSITY  
OF THE  
WEST INDIES**

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# UWI GLOBAL NEWS

Volume 3, Issue 1, October 2021

## *Global Engagement and The UWI's Revenue Revolution*



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## Our Mission

To lead The UWI's global strategic initiative by building robust partnerships, fostering opportunities for collaboration and resource mobilization and strengthening internal coordination.

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## Message from The Pro Vice-Chancellor for Global Affairs

# Global Engagement and The UWI's Revenue Revolution

Dr. Stacy Richards-Kennedy

In an ever-changing global landscape, marked by increasing interdependence, strategic international engagement has become a critical mission for ensuring the relevance and competitiveness of academic institutions. No longer is it a desirable activity but rather, an institutional imperative.

At The University of the West Indies, having a global outlook has been a mainstay. However, the carefully-calibrated infusion of internationalization into research, teaching, advocacy and partnerships is one of the cornerstones of our UWI Triple A (Access, Alignment, Agility) Strategic Plan 2017-2022. Thanks to the visionary leadership of our Vice-Chancellor, Professor Sir Hilary Beckles, and the dedicated efforts of staff and students across our five Campuses and ten international centres (which have been geographically displayed on the cover of this newsletter), The UWI made a significant leap in the 2022 Times Higher Education rankings, placing it among the top 1.5% of all universities globally. This is no small feat for a young, public, regional university serving 17 territories and operating in a region that has been grappling with low growth and high debt for decades.

While the current convergence of a climate crisis, a public health crisis and a financial crisis exacerbated by the COVID-19 pandemic is posing severe challenges for higher education institutions all over the world, this disruption has also opened doors for tremendous change. Such transformations, however, require investment and the injection of new resources to provide fiscal space for new strategic initiatives. The UWI is thus committed to leveraging its excellent reputation and ranking to embark on a robust revenue generation drive in support of its continued growth and financial sustainability.

The Office of Global Affairs (OGA) will continue to build on the foundation laid by previous Pro Vice-Chancellors for Global Affairs, Ambassador Richard Bernal and Dr. Luz Longworth, and play its part in helping to steer this important institutional mandate. Faced with the urgency of now, the OGA will work with all UWI Campuses, international centres and our network of global partners to:

- Implement a **one-UWI global engagement strategy** for increased coordination and coherence across The UWI system;
- Activate **global engagement opportunities** for international scholarship, mobility, research collaborations and increased international students;
- Consolidate The UWI's **global presence** through dynamic work programmes led by the university's international centres;
- Align The UWI's **global partnerships** with the university's strategic priorities to maximize value generation and resource mobilization; and
- Harness **global connections** to extend the **reach and impact** of The UWI's teaching, research and innovation.

As we transition to the second phase of our UWI Strategic Plan, embarking on the revenue revolution will represent a point of inflection in our regional university's evolution. It will, no doubt, require our collective tenacity, agility and resourcefulness. I am confident that as one-UWI, we will optimize all opportunities to share our Pelican pride and the region's greatest gift with the world, while at the same time, laying a financially sustainable foundation for future generations. The OGA team and I are looking forward to working with you to advance this critical mission and to achieving (or better yet, surpassing) our set targets!



# The Canada-Caribbean Institute

## From Idea to Fruition

By Mrs. Lisa Hamilton-Braithwaite, Programme Officer, Office of Global Affairs, The UWI

**T**wo years after the signing of the MoU to establish the Canada-Caribbean Institute (CCI) on May 7, 2019, founding members Brock University and The University of the West Indies (The UWI), can reflect with pride on the progress made from idea to fruition. The initiative is an effort on the part of the two institutions to direct, collate and advance the educational and economic imperatives of Canada and the Caribbean. This collective approach to engagement through the work agenda of CCI holds promise for member institutions to contribute to the United Nations Sustainable Development Goals (UNSDGs) and successfully address the challenges confronting both Canada and the Caribbean.



Beginning with the inaugural Canada-Caribbean Research Symposium where the institute was launched, The UWI and Brock have taken small deliberate steps forward. These steps included establishing the governance framework including a Constitution and Bylaws as well as a number of public engagement activities aimed at initiating conversation on topical issues relevant to Canada, the Caribbean and the diaspora community. Among the various activities was a webinar hosted on April 30, 2020, at the height of the Covid-19 pandemic that focused on the systematic vulnerabilities that put at risk the health and safety of seasonal farm workers and that plague the advancement of the Canadian farm work programme.

Titled “Seasonal Farm Workers in Canada during the COVID-19 Pandemic,” the event was moderated by then Pro Vice-Chancellor, Global Affairs, Ambassador Dr. Richard Bernal and drew participation from approximately 100 persons representing the diplomatic and consular corps, universities, advocacy organisations, the media, and other interested parties.

Additionally, with the support of the Canadian High Commission, the institute hosted the first ever, “Maple and Palm Forum,” on February 25, 2021. The nearly two-hour long event which was streamed live on UWItv, was held under the theme, “Cultures of ‘Work’: Migration, Music, Media and Memory from Canada to Jamaica.” The forum served to satisfy The UWI’s strategic intention to develop scholarship and teaching in Global Comparative Cultural Studies and Applied Cultural Studies; recognize the long-standing support of the Canadian Government for the region including the establishment of the CCI and celebrate the historical ties and explore the cultural connections between Canada and the Caribbean.



*Office of Global Affairs staff as they greet the newly appointed High Commissioner of Canada to Jamaica. (L-R) Mr. Ian Forrest, Programme Officer, Global Affairs; Dr. Luz Longworth, former Pro Vice-Chancellor, Global Affairs; H.E Ms. Emina Tudakovic, High Commissioner of Canada to Jamaica; Mr. Kevin Gilhooly, Political/Economic Counselor for the Canadian High Commission to Jamaica.”*

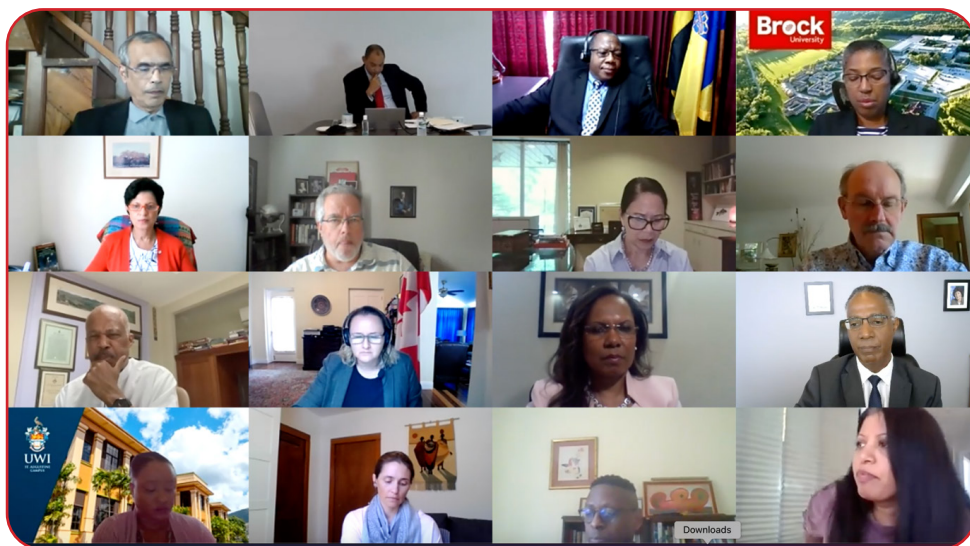
Only a month later, on April 29, 2021, the CCI hosted a virtual forum titled “Revitalizing Canada-CARICOM Trade and Investments.” The forum was moderated by Dr. Keith Nurse, President/ Principal, The Sir Arthur Lewis Community College and included key presentations from Mr. Joseph Cox, Assistant Secretary General for Trade and Economic Integration at CARICOM and H.E Mr. Mark Berman, High Commissioner of Canada to Guyana and Suriname. Presenters identified several challenges to trade between the regions including the retreat of Canadian banks, high rates of youth unemployment and low rates of digital penetration in some territories. At the same time, they expressed optimism at the prospects that lay ahead as the two regions emerge from the pandemic and pointed to opportunities in the areas of supply chain management, clean energy, service delivery, digital transformation, electronic commerce and financial services. Ultimately, it was recommended that both sides nurture and build on the pre-existing opportunities and exploit the emergent ones. ■



*Pictured from Top L-R: Dr. Keith Nurse, President/Principal, The Sir Arthur Lewis Community College; Dr. Luz Longworth, former Principal, The Open Campus & former Pro-Vice-Chancellor, Global Affairs, The UWI; Dr. Gervan Fearon, former President & Vice-Chancellor, Brock University and Mr. Joseph Cox, Assistant Secretary General for Trade and Economic Integration, CARICOM.*

On June 16, 2021, the CCI's steady march forward saw The UWI and Brock University welcoming participants from government, private enterprise and universities across Canada and the Caribbean to the Inaugural meeting of the CCI Governing Board. At that first meeting, members discussed the framework for establishing the vision, mission and strategic plan for the institute.

Looking ahead and taking careful next steps, the newly assembled Board will work to craft the strategic direction of the Institute.



*Pictured from Top L-R: Prof. Prakash Persad, President, University of Trinidad & Tobago; Mr. Don Wehby, Chief Executive Officer, Grace Kennedy Ltd.; Prof. Lincoln Edwards, President, Northern Caribbean University; Dr. Camille Rutherford, Vice-Provost, International, Brock University.*  
*2<sup>nd</sup> Row L-R: Dr. Luz Longworth, former Pro-Vice-Chancellor, Global Affairs, The UWI; Mr. Robert Ready; Mrs. Donette Chin-Loy Chang; Dr. Peter Mascher, Vice-Provost, International Affairs, McMaster University.*  
*3<sup>rd</sup> Row L-R: Prof. Sir Hilary Beckles, Vice-Chancellor, The UWI; H.E. Ms. Emina Tudakovic, High Commissioner of Canada in Jamaica; Dr. Stacy Richards-Kennedy, former Director, Global Partnerships and Sustainable Futures, The UWI; Dr. Gervan Fearon, former President & Vice-Chancellor, Brock University.*  
*4<sup>th</sup> Row L-R: Dr. Talia Esnard; Ms. Sara Berman, Director, Ryerson International, Ryerson University; Dr. Michael Bucknor; Ms. Vinitha Gengatharan, Executive Director, York International, York University.*



# UWI/UNILAG Joint Institute of African and Diaspora Studies Recruits First Cohort of Students

By Prof. John Ayotunde (Tunde) Isola Bewaji



(<https://www.mona.uwi.edu/marcom/newsroom/entry/6674>)  
©John Ayotunde (Tunde) Isola Bewaji (2021)

On May 17, 2017, The University of the West Indies (The UWI) and the University of Lagos (UNILAG) signed a memorandum of understanding for the establishment of an institute. The UWI – UNILAG Institute of African and Diaspora Studies, was designed to facilitate the development of joint academic programmes and research activities for the development of the Caribbean, the African Continent and African Diaspora.

At the signing of the agreement, Professor Sir Hilary Beckles, Vice-Chancellor, The UWI, declared, “the UNILAG – UWI Institute will shrink the Atlantic Ocean into a very small river as we bridge the gap between Africa and the African Diaspora.” Speaking of Africa and the economic and industrial development of our two regions, he highlighted the contributions of the late Sir Arthur Lewis, to the discourse. He went on to suggest that both sides have been operating in silos and viewed the UWI – UNILAG Institute as the mechanism to “bring scholars from the African Diaspora to teach

and research in collaboration with their African counterparts.” In a similar way, Professor Rahamon Bello, Vice-Chancellor of University of Lagos, stated that, “The UNILAG – UWI Institute of African and Diaspora Studies will bind our two zones together. The future of Africans in Africa and in the Diaspora requires our collaboration if we are to have a place in the global conversation and we have to have this Union to come up with the answers that are credible and deliverable. Our collaboration will be greatly influential in how our world moves.” (<https://www.mona.uwi.edu/marcom/newsroom/entry/6674>).

Capitalizing on the energy from the signing ceremony, the UNILAG began the operations of the Institute at the JP Clarke Building, within their Faculty of Arts, in 2018. With collaboration from colleagues at the University of the West Indies, it brought together researchers in clusters to teach the joint UNILAG/ UWI Masters in African and Diaspora Studies.

In The UWI's efforts to reactivate the collaboration with UNILAG, in May, 2021, Dr. Luz Longworth, former, Pro Vice-Chancellor, Global Affairs and former Principal of UWI Open Campus, appointed retired Professor John Ayotunde Isola Bewaji to operationalize the MOU on the UWI/UNILAG Joint Institute of African and Diaspora Studies at the University of the West Indies. Since that time, the UWI/UNILAG Institute of African and Diaspora Studies, through the School of Graduate Studies and Research, has recruited the first cohort of students, who have commenced classes with their Lagos, Nigeria counterparts. Through Professor Bewaji's hard work, the programme makes manifest, The UWI's "Triple A Strategy" of Access, Alignment and

Agility. Further, it ensures that Africa and its diaspora consolidate the vision of bringing our peoples closer together intellectually, creating our own narratives about our humanity, developing sound knowledge systems necessary to empower our peoples to move forward into the future with boldness.■

The UNILAG/UWI Joint Institute of African and Diaspora Studies at UNILAG in Lagos is a member of the University of Bayreuth, Germany, African Cluster Centre of Excellence. The UWI/UNILAG Joint Institute of African and Diaspora Studies at the University of the West Indies can be reached at: [iads@open.uwi.edu](mailto:iads@open.uwi.edu).

## A New Day for Caribbean Tourism: Revitalized and Digitized



By Dr. Michelle McLeod

Director & Lecturer, Centre for Hotel and Tourism Management, The UWI  
The UWI COVID-19 Task Force – Tourism Expert

The Caribbean tourism industry professionals and practitioners have faced its greatest challenge in this modern era with a sense of hope that a brighter day is ahead. The myriad of crises that the tourism industry has to handle means that tourism as an activity has to constantly come into focus. From natural disasters to economic and health and safety crises, tourism, being a travel reliant, customer-driven industry has to find new ways to improve delivery of products and services. A slow down or even a halt in tourism activity is an opportunity to build capacity. The United Nations Development Programme (UNDP) and its partners, The University of the West Indies Open Campus (UWI OC) and the Frankfurt School of Finance and Management are implementing a [Future Tourism Project](#). The Future Tourism Project's implementation has two main components. First, a series of [Regional Policy Dialogues](#) (RPD) that focused on the challenges and opportunities to rebuild Caribbean tourism were held and delivered by various expert panelists. Following

the RPD, country-specific reports on the status of the tourism industry will also be developed. Second, the digitization of Micro, Small and Medium Enterprises (MSMEs) in the Eastern Caribbean involves Open Training, Technical Assistance and Financial Assistance under the [Business Adaptation Programme](#).

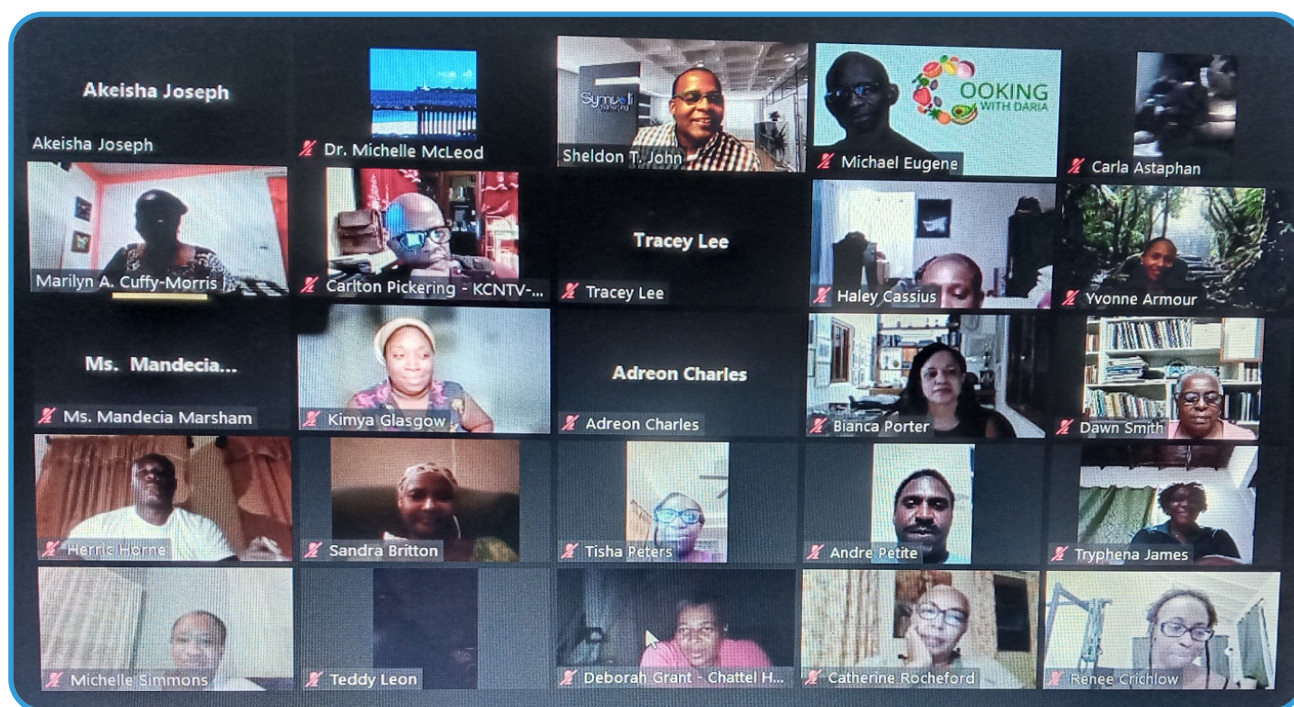
The UWI Open Campus has delivered Training Areas in Digital Technologies, Financial Planning and Marketing to over 200 MSMEs and awarded Digital Badges and Certificates to those participants who successfully completed the Business Adaptation Programme. The Open Training will be built upon customized technical support courses and mentoring to provide MSMEs with an opportunity to restart, realign, re-engineer and reinvent their businesses. The Future Tourism Project is still being implemented, however, businesses have already begun the process to create new and updated websites and have a Social Media presence that will improve the digital footprint of these businesses.



Other areas of digitization such as electronic payment methods and digitizing accounting records are also being implemented. Effective use of QR codes has been a highlight. Thereby, the UNDP's Future Tourism Project has given businesses of the Eastern Caribbean tourism industry a much needed boost.



Figure: Advanced Marketing Training Area (a snapshot)



Source: Author

With tourism arrivals in 2020 being up to some 75% decline, any rebirth of tourism has to meet improved standards of quality and adapt to the latest available technology. The process to regrow tourism will not be overnight and does require knowledge, skills and competencies about tourism products and services, and the delivery of these in a seamless manner. Creating the demand for a Caribbean tourism product and service has to be supported with new and creative ideas. This level of innovation occurs in a collaborative space as MSMEs co-compete to improve the tourism value chain. An opportunity to integrate across the islands of the Eastern Caribbean will redound to the benefit of Caribbean tourism. Connectivity on all levels throughout the tourism supply chain has to be reworked using technological advances, to ensure the smooth transition to Caribbean tourism's New Day. The ease

of doing business and delivery of quality products and services are two benefits from this initiative.

The UWI has been readily engaged with the recovery of Caribbean tourism. The UWI COVID-19 Task Force continues to provide information resources for recovery of the Caribbean tourism industry on its website (<https://www.uwi.edu/covid19/resources/resources-tourism>). Even before the first verified case of COVID-19 came, the UWI COVID-19 Task Force mobilized and informed on the response. While the road ahead to full recovery of the tourism industry is some way ahead, the advancement of MSMEs to continue to contribute to the tourism industry as tourism restarts has been made possible. Such an initiative can benefit other MSMEs throughout the region as business growth will result in community growth and economic prosperity for the Caribbean. ■



# The UWI and CDB Heads Discuss New Development Paradigm for Caribbean Post-COVID Recovery

**D**r. Gene Leon, new President of the Caribbean Development Bank (CDB), was the featured guest at a forum which was held on August 18, 2021, at The UWI Regional Headquarters. The forum was the first of a series of engagements aimed at strengthening the alignment between the strategic priorities of the Caribbean Development Bank (CDB) and The University of the West Indies (The UWI). Through their partnership, the two institutions are committed to advancing solutions aimed at tackling public health issues as well as the financial and climate crises currently facing the Caribbean.



L-R Dr. Gene Leon, President of the Caribbean Development Bank;  
Dr. Stacy Richards-Kennedy, Pro Vice-Chancellor, Global Affairs,  
The UWI.

The event underscored the need to “revisit development paradigms and adapt new strategies that are more fit for purpose and can effectively address the challenge of poverty and inequality in the region.” It was attended by key university stakeholders, including Dr Carla Barnett, new Secretary-General of CARICOM, the Honourable Bruce Golding, former Prime Minister of Jamaica and Ms Diane Edwards, President of Jamaica Promotions Corporation (JAMPRO).

The forum opened with remarks by Pro Vice-Chancellor (PVC), Global Affairs, Dr. Stacy Richards Kennedy, who contextualized the challenges brought to bear by the pandemic on the economies of the Caribbean. In particular, she spoke of the disruptions to schooling; the increasing digital divide and the attendant deleterious effects in terms of educational outcomes, human capital and the productivity of an entire generation. Despite the challenges, she suggested that the pandemic can be viewed as an opportunity for the Caribbean to re-center higher education, research and innovation in our regional development strategies, and to prioritise the resilience of public institutions



L-R: Mrs. Mariame McIntosh Robinson, President and CEO, First Global Bank; Prof. Sir Hilary Beckles, Vice-Chancellor, The UWI; Ms Diane Edwards, President of JAMPRO; Mr. Julian Robinson, Member of Parliament and Opposition Spokesman on Finance, Planning and the Public Service; Mrs. Andrea McNish, University Bursar.

as a necessary precursor to community and country resilience. To that end, she highlighted the importance of the event particularly as reshaping efforts would require investments, political will and collective action.

Speaking as Chairman of the proceedings, The UWI's Vice-Chancellor, Professor Sir Hilary Beckles, suggested the need for new paradigms, concepts and policies, to remobilise Caribbean people for a recovery. According to VC Beckles, "We desperately need a new development conception, we need new economics, new political thinking and new civil society advocacy around these issues". Pointing to chronic diseases, climate change and the COVID-19 pandemic as the "triple Cs" afflicting the region, he noted that The UWI and CDB are deeply aligning themselves as regional partners to advance the Caribbean's post-COVID recovery.

In his presentation, Dr. Leon expressed the need to "create a purpose-driven region that identifies with a common set of goals and visions, and we go about doing this, through the 3Rs: re-imagining, rebalancing and repositioning". As the region emerges from the pandemic he noted the critical role reserved for educational systems like The UWI in Knowledge, Innovation, Diagnostics and Strategies (KIDS). He concluded that the region's key priorities are education, digital transformation and implementation capacity deficit reduction.

In the open discussion segment of the forum, CARICOM Secretary-General Dr Barnett, not only echoed Dr. Leon's call to reimagine, rebalance, reposition but suggested the need to innovate as well. She noted that

"create a purpose-driven region that identifies with a common set of goals and visions, and we go about doing this, through the 3Rs: re-imagining, rebalancing and repositioning".

our future rests not only on our willingness to adopt new approaches but also on our effectiveness in executing. Ms Diane Edwards however, challenged the CDB to catalyse more regional investment and more strategic projects. The JAMPRO president explained, "I think what we're lacking is that bridge between the vision and the strategy and the actual implementation. She proposed the creation of a project preparation facility for the strategic projects needed that would mobilise the capital around them in order to make an impact.

As partners in Caribbean development, The UWI and CDB will continue to align their strategic priorities to advance the region's post-COVID recovery. ■



The Hon. Bruce Golding, former Prime Minister of Jamaica



L-R Dr. Damien King, Executive Director, Caribbean Policy Research Institute; Dr. Franklin Johnston, Director, Professional Services Unit, Mona School of Business (MSBM); Prof. Terrence Forrester, Chief Scientist and Managing Director, UWI Solutions for Developing Countries (SODECO); Ms. Minna Israel, Special Advisor to the Vice-Chancellor.

# International Partners Join Forces with The UWI to Launch Global Climate-Smart Institute

**By Mr. Dale James Programme Manager and Mr. Kevin Manning, Cluster Management Officer  
Office of Global Partnerships and Sustainable Futures, The UWI**

**O**n Thursday, 7 October, 2021, The University of the West Indies (The UWI) launched the Global Institute for Climate-Smart and Resilient Development (GICSRD). This was an historic event, building on The UWI's many decades of outstanding leadership in scientific research on climate change, resilience, disaster risk reduction and sustainable development issues. Leveraging The UWI's international ranking among the top 1.5% of universities globally, The Global Climate-Smart Institute will harness The UWI's research and teaching across a wide range of disciplines to facilitate increased multi-disciplinary collaborations, more impactful research collaborations, new online programmes and increased global advocacy.

Following a series of consultations across The UWI's five Campuses and with international development partners to help shape its thematic focal areas, operational guidelines and engagement strategy, the Global Climate-Smart Institute was approved by the University Council earlier this year and established as the first-of-its-kind virtual hub and a demonstration of UWI's collective response to the multi-dimensional challenges posed by the climate crisis. It will bring together UWI's best scholarship to deliver solutions-oriented projects that tackle issues related to global warming, rising sea levels, coastal erosion, flooding, drought, climate-smart agriculture, etc. It will also serve to amplify the voice of Caribbean Small Island Developing States (SIDS) and strengthen the science-policy interface to support the translation of research into policy and practice.

The Office for Global Partnerships and Sustainable Futures (OGPSF) has played a key role marshalling technical and financial support from leading international partners for the launch and roll-out of UWI's Global Climate-Smart Institute. This is consistent with the

thrust of the second phase of our UWI Triple A Strategic Plan, which focuses on 'The Revenue Revolution'.

At the virtual launch, a range of development partners endorsed The UWI's decision to establish the Global Climate-Smart Institute. Statements of support were delivered by The Honourable Gaston Browne, Prime Minister of Antigua and Barbuda and Chairman of CARICOM; Ms Elizabeth Riley, Executive Director of the Caribbean Disaster Emergency Management Agency; Dr Luis Felipe López-Calva, Assistant Secretary General and Regional Director of the United Nations Development Programme; Lord Mark Malloch-Brown, President of the Open Society Foundations; Ms Justine Lucas, Executive Director of Rihanna's Clara Lionel Foundation; and Professor Ian Jacobs, President and Vice-Chancellor of the University of New South Wales on behalf of the International Universities Climate Alliance.

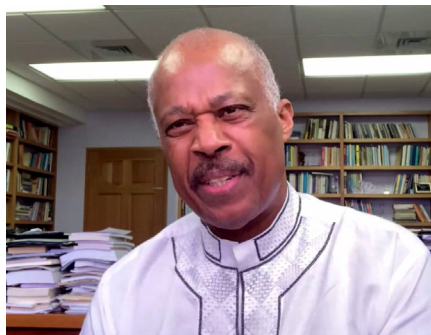
These strategic partnerships will allow the university to tap into a wider pool of technical and financial resources to accelerate and scale up the important work of the Global Institute, which will be critical to reinforcing the vital role played by universities in advancing the 2030 sustainable development agenda.

International partnerships are pivotal to the resourcing and recognition of flagship initiatives such as The Global Institute for Climate-Smart and Resilient Development, which will no doubt reinforce The UWI's positioning as a global leader on climate action (SGD-13). We are indeed thankful to all our partner institutions for continuing to demonstrate their commitment to The UWI and the contribution our regional university is making to building more inclusive and sustainable societies in the Caribbean. ■





**The Hon. Gaston Browne**  
Prime Minister, Antigua & Barbuda and Chairman  
of CARICOM



**Prof. Sir Hilary Beckles**  
Vice-Chancellor, The UWI



**Dr. Stacy Richards-Kennedy**  
Pro Vice-Chancellor, Global Affairs, The UWI



**Prof. John Agard**  
Executive Director, Global Institute for C  
Climate-Smart Resilient Development



**Ms. Elizabeth Riley**  
Executive Director, Caribbean Disaster Emergency  
Management Agency (CDEMA)



**Dr. Luis Luis Felipe López-Calva**  
UN Assistant Secretary General, UNDP Assistant  
Administrator and Regional Director for Latin  
America and the Caribbean



**Lord Mark Malloch-Brown**  
President, Open Society Foundations



**Ms. Justine Lucas**  
Executive Director, Clara Lionel Foundation



**Prof. Ian Jacobs**  
President and Vice-Chancellor, University of  
New South Wales on behalf of the International  
Universities Climate Alliance



**Mr. Kevin Manning**  
Cluster Management Officer, Global University  
Consortium



# The University of the West Indies Five Islands Campus and The Antigua State College Sign a Major Agreement

By Ms. Sharon Estwick, Administrative Assistant, The Office of Global Affairs, The UWI



L-R: Professor Densil Williams, Principal of the UWI Five Islands Campus; Dr. Jacqueline Peters-Richardson, Acting Principal of The Antigua State College; Mrs. Jacinta Meade, Head Department of Business Studies at The Antigua State College and Dr. Curtis Charles, UWI's FIC Director of Academic Affairs

**T**he University of the West Indies (The UWI), in building on the “Access” pillar of the 2017-2022 Strategic Plan, has made a major step in making university education more accessible to Antiguan and Barbudans.

In April 2021, the Office of Global Affairs and The UWI's Quality Assurance Unit, led by Programme Officer Mrs. June Wheatley-Holness, conducted a Quality Evaluation exercise of the Antigua State College's Department of Business Studies Associate Degree (AD) programmes. These included the AD in Accounting; Business Administration; Human Resource Management; International Business; and Marketing for a 2+2 articulation arrangement with The University of the West Indies Five Islands Campus (The UWI FIC).

Articulation involves the recognition of the Tertiary Level Institutions (TLIs) associate degrees either for normal matriculation or for advanced placement (either course exemption or for recognition of the associate degree as equivalent to the first level of the relevant bachelor's degree at The UWI).

The articulation agreement which took effect in August of The UWI's 2021-2022 academic year, was signed on June 4, 2021 and allows students of The Antigua State College, Department of Business Studies, to enter The UWI FIC with credit exemptions.

During the signing ceremony, The UWI's FIC Principal, Professor Densil Williams, indicated that the articulation arrangement is a step toward increasing the number of persons from the Eastern Caribbean accessing higher education whilst Dr. Curtis Charles, Director of Academic Affairs reiterated the benefits from the collaboration. ■



L-R: Professor Densil Williams; Principal of the UWI Five Islands Campus and Dr. Jacqueline Peters-Richardson; Acting Principal of The Antigua State College.



# Experiencing Humber College's Beyond Covid 19: Global Systems Gap Challenge

*A partnership with the City of Toronto*

**By Mr. Ian Forrest, Programme Officer II, Office of Global Affairs, The UWI**

In early 2019, Humber College paid us a visit at the Regional Headquarters (RHQ). Ambassador Dr. Richard Bernal (the then PVC) invited Dr. Christine Marrett (now retired Senior Programme Officer) and myself to join him in meeting with the delegation.

I left that meeting impressed. Impressed for a number of reasons. Enough times people come to us in the desire to start relations between them and us. In the case of Humber, The MOU between their institution and ours had already been signed, at least a month before and they happily brought it to our attention and shared it with us. From the meeting, it became clearer too, how we would solve a key part of paying for our student and staff mobility to Canada - the Canadian Government through existing facilities, would pay for it.

Two months or so after that meeting, a study abroad delegation from Humber, came to see us at RHQ. It was just about the time we were working with the Canadian High Commission to host Canada's then Minister of Immigration, Refugees and Citizenship, Hon. Ahmed Hussen. We thought it fortuitous Humber was there at the time and at our invitation, they attended the event and became part of the historic record of the Minister's visit to Jamaica.

For this and other reasons, I have always welcomed our opportunities to partner with Humber. One can't help but get the feeling, they are a school with intention and pluck. Their own commitment to facilitate access for their students, alignment with industry and the agility with which they move to get things done is nothing short of impressive.

This past May into June, for 6 weeks, I got the opportunity to participate in an exciting opportunity. The chance to serve as Mentor in a Beyond Covid 19: Global Systems Gap Challenge that Humber College was partnering with the City of Toronto to stage. In this second staging of the Challenge, I had the good fortune of being one of 6 international mentors involved, the others drawn from Kenya, The UK, Pakistan and Mexico.

My co-mentor was Nalini Andrade, Manager of Humber's International Development Institute. We had charge of Team 36, a very diverse and enthusiastic team comprised equally of males and females. As I recall, the three male students were all in India and the male mentor was based in Jamaica. The three female students were based in Canada as was the female mentor. Most if not all of us were born outside of Canada.

Our challenge theme was economic development. The problem we selected was tackling the gaps in providing internet connectivity to all of Toronto's people, even as for people of the developing world, to already have 95% of your city's people covered would be a blessing beyond imagination given the current reality and the havoc the pandemic was wreaking on learning in underserved communities globally. However, when laid against the background of broadband connectivity being a right, when thinking about how ubiquitous the need for the internet is to access the most basic of services, who would want to be even in the 5 percent without it. And if a City wanted to plug that hole for its citizens and we could help, it was indeed a noble mission. We pursued it with gusto.







The Hon. Mr. Ahmed Hussen, former Canadian Minister of Immigration, Refugees and Citizenship (6<sup>th</sup> from back-left) and H.E. Ms. Laurie Peters (1<sup>st</sup> from back-right), former Canadian High Commissioner to Jamaica as they spend a moment with fellow Canadians from Humber College, at the OGA organized "Conversation" with the Minister (May 20, 2019) at the UWI Regional HQ.  
Humber Students and Faculty were on Study Abroad trip to Jamaica.

We lost one of the girls due to her being unable to sustain the balance between working and doing the challenge. Thereafter we were resolute not to lose anyone else. We endeavoured to make it as safe and as welcoming space as we could, encouraging our mentees to feel as though they and their ideas mattered. We did not lose another.

We did not win the challenge, but the learning was good. The camaraderie was good. Understanding Gap Analysis. Appreciating what it was to work across vastly different time zones and cultures. Recognizing there is no uniform profile of who the tertiary student is and appreciating that even as you give of your time to benefit others, there is benefit in the exercise for you too. I appreciate how practical the challenge was and realize how impressive it will be for the students that participated, drawn from across the world as they were, to add it to their resumes and LinkedIn profiles.

Easily I look forward to being part of the challenge again and with intention and some luck, have students from The UWI join me as well.■

For this and other reasons, I have always welcomed our opportunities to partner with Humber. One can't help but get the feeling, they are a school with intention and pluck. Their own commitment to facilitate access for their students, alignment with industry and the agility with which they move to get things done is nothing short of impressive.

# The UWI and FutureLearn: Making MOOCs Together

By Dr. Lora Pilgrim, Director, The Office of Online Learning, The UWI

**M**assive Open Online Courses (MOOCs) have been increasing in popularity in recent years as educational institutions and subscribers alike recognize the value of such offerings. Most of the world's leading higher education institutions have established partnerships with the major MOOC providers to deliver courses, micro-credentials and degrees to millions of subscribers worldwide. In 2020, MOOC providers launched over 2800 new courses, 19 online degrees, and 360 micro credentials, while the number of learners registered on MOOC platforms increased by thirty-three percent <sup>[1]</sup>.

Over the past decade, The UWI has embarked on a number of efforts to expand its offerings globally. While The University has made significant strides in enhancing its global profile through impressive rankings and various international collaborations, it has fallen short of achieving its enrolment targets for each strategic planning cycle. The primary reasons have been that financial and other resource constraints have inhibited investments in areas that are vital to the effective roll-out of programmes and courses to the global market. A partnership with a MOOC provider offers an opportunity to expand UWI's offering to a massive global audience without the concomitant investment in the infrastructure, market research and various resources. The primary objectives for delivering MOOCs at The UWI are: a) increased global visibility, b) revenue generation, and c) increased enrolment resulting from global recruitment.

After evaluating partnership proposals from three major MOOC providers (Coursera, edX, and FutureLearn), The UWI decided to enter into an agreement with



FutureLearn. The partnership with FutureLearn was formally established on July 1, 2021 and allows The UWI to deliver an unlimited number of MOOCs and re-runs on the FutureLearn platform for three years.

The Office of Online Learning is coordinating the MOOC project and has received over forty ideas for possible MOOCs from interested faculty members, who must now consider the MOOC strategy that will be employed to ensure a successful MOOC. Some questions that should be considered to guide the MOOC strategy include:

1. What is the primary purpose of the MOOC?
2. Who is the target audience?
3. Are students likely to opt for certification in this area, or would the interest be a matter of curiosity?
4. What is/are the unique selling point(s) of the course(s) to be offered?
5. What type of MOOC should be offered (standalone or linked to an existing programme)?



Standalone courses are useful for responding to opportunities or global trends but might not offer subscribers a direct path to an advanced course of study by way of an existing programme. Courses that constitute part of existing programmes offer the advantage of a clear pathway for MOOC student recruitment into full degree programmes.

Subject areas for standalone courses also need to be thoughtfully considered. Not all niche subjects will necessarily translate into successful MOOCs. A course in Caribbean Folklore, for example, might attract large numbers of interested subscribers, but they might not opt for certification or pursue further studies in the area. Hence, the delivery of such a MOOC will advance knowledge of the subject area, but might not generate significant revenue or recruitment prospects. It is therefore important to conduct market research or

solicit advice from the MOOC provider with respect to market insights when considering which MOOCs to offer.

The opportunity for The UWI to expand its global reach through a partnership with FutureLearn to create MOOCs is one to be grasped by every faculty. If you are interested, please contact the Office of Online Learning for further information ([ool.rhq@uwi.edu](mailto:ool.rhq@uwi.edu)).■

1. <https://www.classcentral.com/report/mooc-stats-2020>; accessed July, 2021

Adapted from:

The Office of Online Learning.(2021). *A Draft Framework for the Development of MOOCs at The UWI*. The University of the West Indies.

## Happy Retirement *Dr. Luz Longsworth*



Dr. Luz Longsworth first joined The UWI thirty-nine years ago. During that time, she served in various capacities in academia and administration the most recent of which was as Pro Vice-Chancellor, Global Affairs. Although holding the office for only one year, Dr. Longsworth achieved much in terms of advancing The UWI's global agenda. Through collaboration with external partners including institutions, foreign missions and development agencies, she has expanded The UWI's partnerships by building on the foundation laid by her predecessor. Among her many successes as Pro Vice-Chancellor, was the reactivation of the Masters programme under the UWI/UNILAG Joint Institute of African and Diaspora Studies as well as erecting the legal and governing framework for the the Canada-Caribbean Institute.

We thank Dr. Longsworth for her contribution to The Office of Global Affairs, congratulate her on her retirement and wish her all the best in all her future endeavours.





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