



THE UNIVERSITY  
OF THE  
WEST INDIES

CAVE HILL • MONA • OPEN • ST. AUGUSTINE

# VICE-CHANCELLOR'S REPORT TO UNIVERSITY COUNCIL

# 2014/2015



- 10 Oxford's Vice-Chancellor, Professor Louise Richardson hosts VC as part of Oxford's commitment to "opening serious discussion about reparations and curriculum diversity."
- 11 VC welcomes UN Secretary General, Ban Ki Moon to The UWI Cave Hill Campus.
- 12 VC delivers a public lecture at Harvard on "Reparatory Justice for Global Black Enslavement: The Greatest Political Movement of the 21st Century."
- 13 US President Barack Obama speaks at The UWI Mona Campus.



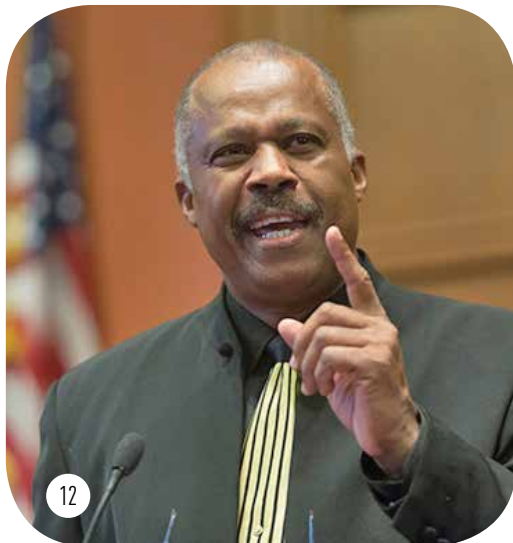




- 1 World's fastest man, Usain Bolt is honoured with The UWI Vice-Chancellor's Inaugural Alumni Exemplar Sports Award.
- 2 VC with US Congressman John Conyers, Jr., Dean of the Congressional Black Caucus.
- 3 VC with Machel Montano at the American Foundation for The University of the West Indies Annual fundraising Gala.
- 4 VC addresses the Congressional Black Caucus' Annual Conference.
- 5 VC makes a special book presentation to Rev. Jesse Jackson.



- 6 The UWI partners with the Global Institute of Software Technology to establish the UWI-China Institute of Information Technology.
- 7 VC with former Prime Minister of Jamaica, The Most Hon. P.J. Patterson and Danny Glover and during Mr. Glover's visit to Jamaica.
- 8 VC is installed as the 8th Vice-Chancellor of The University of the West Indies.
- 9 The UWI enters into collaboration with Japan's Sophia University.



## PREFACE

The 2014/2015 Vice-Chancellor's Report to University Council reports on activities undertaken across the four campuses over the last academic year, in the University's ongoing journey to fulfil its strategic mission.

This report—which reflects the August 2014 to July 2015 academic year, is unique in that it covers the sitting of two Vice-Chancellors at The University of the West Indies. Professor E. Nigel Harris demitted office in April 2015 after serving as Vice-Chancellor for 10 years. In May, Professor Sir Hilary Beckles was installed as The UWI's 8<sup>th</sup> Vice-Chancellor and there's been little time for settling into his new capacity.

Vice-Chancellor Beckles began his tenure zeroing-in on The UWI's strategic growth agenda, focused on partnership building with other universities, governments, international agencies, and public and private institutions worldwide. This saw him meeting with numerous stakeholders including influential, international personalities to advance dialogue on new and ongoing areas of collaboration with the University. Here is a look at some highlights within his first year.

# A GLOBAL UNIVERSITY FOR OUR CARIBBEAN WORLD

GULF  
OF  
MEXICO

THE BAHAMAS

- **CAVE HILL CAMPUS**, Barbados
- **MONA CAMPUS**, Jamaica
- **ST AUGUSTINE CAMPUS**, Trinidad
- **OPEN CAMPUS**

Anguilla  
Antigua  
Bahamas  
Barbados  
Belize  
Bermuda  
British Virgin Islands  
Cayman Islands  
Dominica  
Grenada  
Jamaica  
Montserrat  
St Kitts and Nevis  
St Lucia  
St Vincent and  
the Grenadines  
Trinidad and Tobago  
Turks and Caicos

- **THE UNIVERSITY OF THE WEST INDIES  
CENTRE FOR HOTEL AND TOURISM  
MANAGEMENT**

Nassau, Bahamas

● BELIZE

●  
CAYMAN  
ISLANDS

● ●  
JAMAICA

CARIBBEAN SEA

↑  
●  
BERMUDA



● TURKS AND CAICOS

BRITISH  
VIRGIN  
ISLANDS



● ANGUILLA

ST KITTS AND NEVIS



MONTSERRAT



● ANTIGUA AND  
BARBUDA

● DOMINICA

ST LUCIA



ST VINCENT AND  
THE GRENADINES



GRENADA



Cave Hill



●  
**BARBADOS**

St Augustine



**TRINIDAD  
AND  
TOBAGO**

## OUR MISSION

To advance education and create knowledge through excellence in teaching, research, innovation, public service, intellectual leadership and outreach in order to support the inclusive (social, economic, political, cultural, environmental) development of the Caribbean region and beyond.

## OUR VISION

By 2017, the University will be globally recognised as a regionally integrated, innovative, internationally competitive university, deeply rooted in all aspects of Caribbean development and committed to serving the diverse people of the region and beyond.

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**Professor  
Sir Hilary Beckles**  
Vice-Chancellor, The UWI

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**Mr Archibald Campbell**  
University  
Bursar

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Cave Hill Campus

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Pro Vice-Chancellor & Principal (Ag.),  
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Pro Vice-Chancellor & Principal,  
St. Augustine Campus

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**Mr C. William Iton**  
University  
Registrar

This publication is complemented by a robust online presence offering more comprehensive details on the University's activities and achievements during the 2014/2015 period. Delve deeper into the report by visiting [www.uwi.edu/vcreport](http://www.uwi.edu/vcreport)

### REPORTS AVAILABLE ONLINE INCLUDE

- FULL CAMPUS REPORTS
- REPORTS FROM REGIONAL HEADQUARTERS' OFFICES, SPECIALISED CENTRES, UNITS AND INSTITUTES
- FINANCIAL REPORTS
- FULL STUDENT STATISTICS

# THE UWI LEADERSHIP TEAM

*Chancellor*

**Sir George Alleyne**

*Vice-Chancellor*

**Professor Sir Hilary Beckles**

*Pro Vice-Chancellor, Graduate Studies and Research*

**Professor Dale Webber**

*Pro Vice-Chancellor, Planning and Development*

**Professor Andrew Downes**

*Pro Vice-Chancellor, Undergraduate Studies*

**Professor Alan Cobley**

*University Registrar*

**Mr. C. William Iton**

*University Bursar/Chief Financial Officer*

**Mr. Archibald Campbell**

*University Chief Information Officer*

**Mrs. Brigitte Collins**

*University Counsel*

**Mrs. Laleta Davis-Mattis**

*University Librarian*

**Mrs. Karen Lequay**

*University Marketing & Communications*

**Dr. Dawn-Marie De Four-Gill**

## CAVE HILL CAMPUS

*Principal & Pro Vice-Chancellor*

**Professor V. Eudine Barriteau**

*Deputy Principal*

**Professor R. Clive Landis**

*Campus Registrar*

**Mr. Kenneth Walters**

*Campus Bursar*

**Ms. Lisa Alleyne**

*Campus Librarian*

**Dr. Grete Pasch**

## OPEN CAMPUS

*Principal & Pro Vice-Chancellor (Ag.)*

**Dr. Luz Longworth**

*Deputy Principal*

**Professor Julie Meeks**

*Director*

*Open Campus Country Sites*

**Dr. Francis Severin**

*Campus Registrar*

**Mrs. Karen Ford Warner**

*Chief Financial Officer*

**Ms. Sheryl Whitehall**

*Chief Information Officer*

**Mr. Tommy Chen**

*Campus Librarian*

**Mrs. Karen Lequay**

## MONA CAMPUS

*Principal & Pro Vice-Chancellor*

**Professor Archibald McDonald**

*Deputy Principal*

**Professor Ishenkumba Kahwa**

*Campus Registrar*

**Dr. Camille Bell Hutchinson**

*Campus Bursar*

**Mrs. Elaine Robinson**

*Campus Librarian*

**Dr. Paulette Kerr**

## ST. AUGUSTINE CAMPUS

*Principal & Pro Vice-Chancellor*

**Professor Clement Sankat**

*Deputy Principal*

**Professor Rhoda Reddock**

*Campus Registrar*

**Mr. Richard Saunders**

*Campus Bursar*

**Mrs. Andrea Taylor-Hanna**

*Campus Librarian*

**Mr. Frank Soodeen**

# REKINDLING THE ACTIVIST UNIVERSITY

Our legendary first Vice-Chancellor, Sir Arthur Lewis, was known for his determination to detach the Caribbean world from the colonial scaffold thereby launching an era of social development and economic growth within the emerging democratic ethos the people were demanding.

In many respects, this ideological mantle was passed to another distinguished economic historian, or development economist as some would say, my mentor and intellectual hero, Sir Alister McIntyre, our fifth Vice-Chancellor.

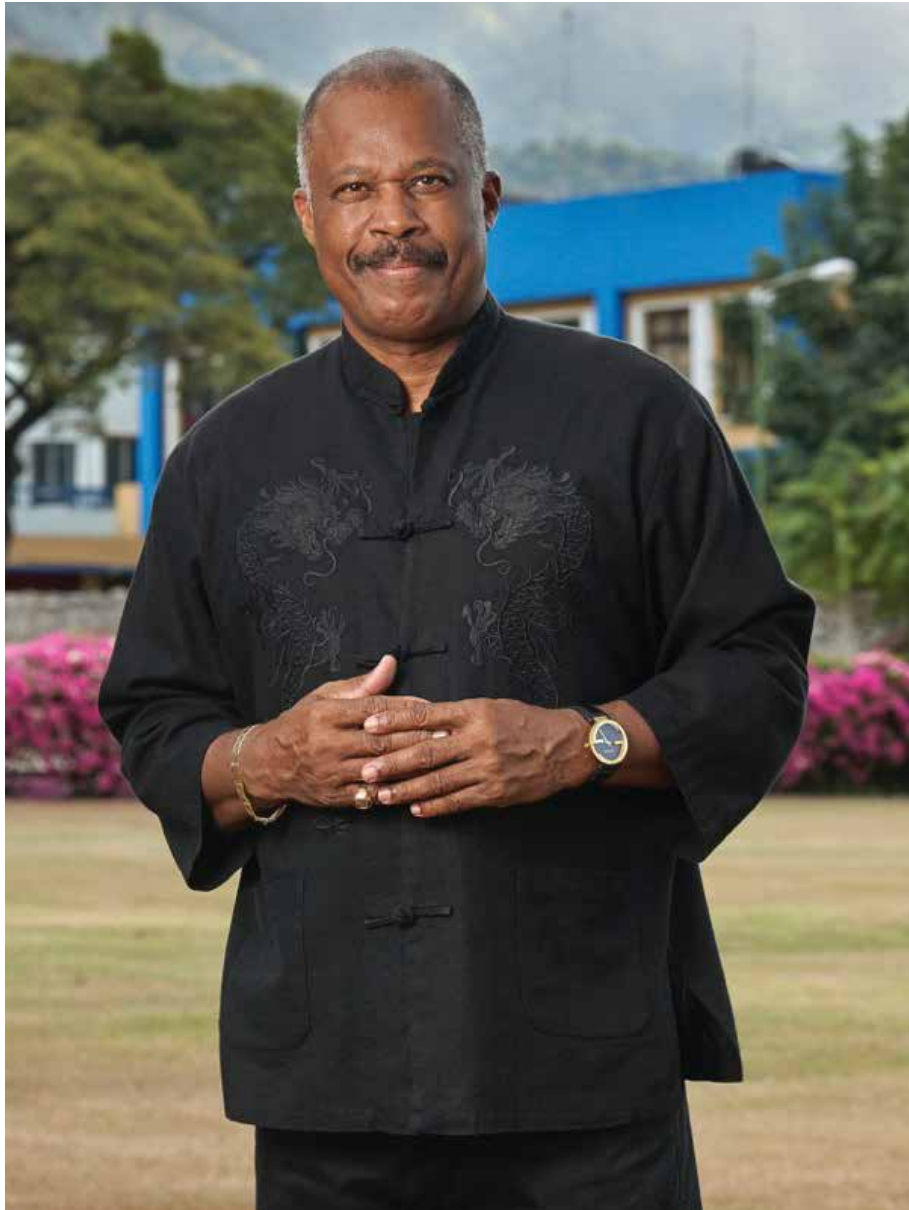
Impatience with the persistent poverty of our region continues to serve as a force that binds us together. The

visionary role of The UWI they defined in driving our development as a Caribbean nation remains bright. In this regard, I will seek to honour their legacies by rekindling the spirit of Caribbean self-reliance and development sustainability.

This report highlights some of our collective achievements in the 2014/2015 year, and addresses a vision for the future that will enable The UWI and our region to overcome the pressing challenges we face. In some areas it speaks to the consolidation of initiatives launched by my predecessor, Professor E. Nigel Harris, who in his term as Vice-Chancellor, took our university some distance away from where he found it, and for which we owe him a debt of gratitude.

We begin with an identification of a fundamental truth: Universities are not built to serve themselves. The UWI was built and sustained in order to serve the people of the Caribbean and to enhance humanity's development globally. The Caribbean is one nation created as a unique civilization. It continues to be influenced and fertilized by many cultures and is inferior to none but equal to all. The initiatives, programmes and projects showcased in this reporting period underscore the work of our colleagues, and illustrate the institution's deep-rooted commitment to service.





Professor Sir Hilary Beckles, Vice-Chancellor, The University of the West Indies

Universities are not built to serve themselves. The UWI was built and sustained in order to serve the people of the Caribbean...The Caribbean nation must find its way as one.

# PASSING THE BATON

Sir Hilary Beckles, eminent economic historian, scholar, and advocate, succeeded Professor E. Nigel Harris in the role of Vice-Chancellor of The UWI, in May 2015. In response to a Caribbean faced with economic, environmental and social challenges, Vice-Chancellor Beckles has proposed a “Triple A Vision” to rebuild our economic competitiveness, achieve economic growth, and drive our region out of recession.

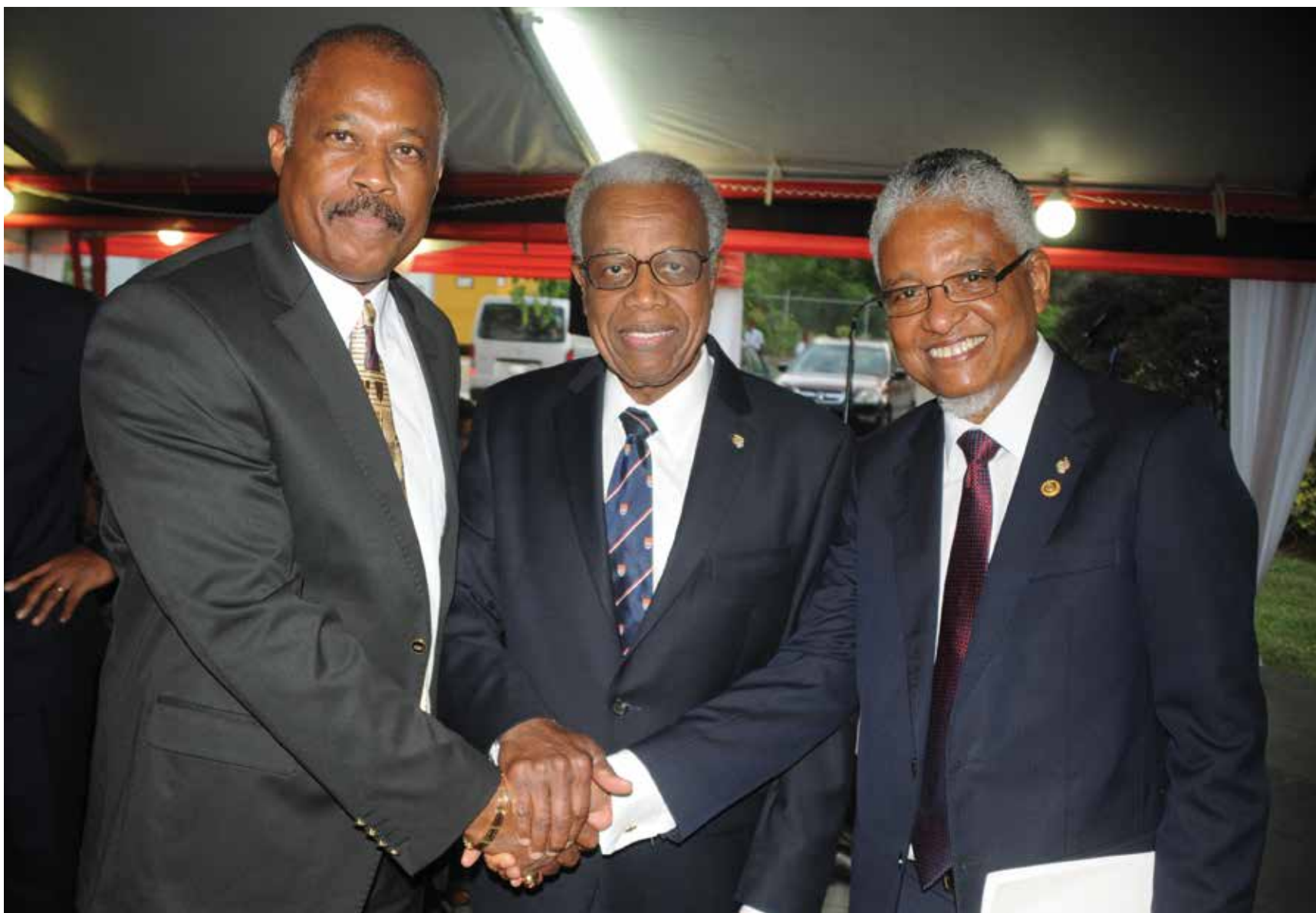
## VC BECKLES’ TRIPLE A VISION

- **Alignment of industry and academia for wealth creation**
- **Access expansion**
- **Alertness to global opportunities**

In 2004, Professor E. Nigel Harris, a distinguished clinician, researcher and administrator, was appointed Vice-Chancellor of The UWI. Some of The University’s key achievements during his tenure include:

1. **THE OPEN CAMPUS**, serving over 20,000 students in 17 Caribbean countries, through multi-modal teaching and learning.
2. **STRATEGIC PLANS 2007-2012 AND 2012-2017**, establishing a clearer mission, vision, and goals for The UWI.
3. **EXPANSION AND MODERNISATION OF THE UWI CAMPUSES**, through development of the physical, ICT, and institutional infrastructure.
4. **INCREASED STUDENT ENROLMENT**, from 29,000 to over 52,000 students.
5. **A REGIONAL HEADQUARTERS** of The UWI, built at Mona, Jamaica.
6. **RENEWED RESEARCH AGENDA** focused on issues directly affecting the lives of people in the region.
7. **UWI STAT (STUDENTS TODAY, ALUMNI TOMORROW)** programme for student leaders in key areas of need in the Caribbean.
8. **NEW PROGRAMMES**, Courses and Centres of specialised knowledge including the Diplomatic Academy of the Caribbean and The UWI Disaster Risk Reduction Centre.
9. **LAUNCH OF THE SINGLE VIRTUAL UNIVERSITY SPACE** for remote access to UWI courses.
10. **STRONGER REGIONAL AND INTERNATIONAL CONNECTIONS**, with multilateral organisations, tertiary education institutions, donors, and partners.

New Vice-Chancellor Sir Hilary Beckles takes up this legacy and calls on the entire UWI community to come together, to take a leadership role in the Caribbean’s economic and social renewal.



Chancellor of The University of the West Indies, Sir George Alleyne (centre) witnesses the symbolic passing of the baton between incoming Vice-Chancellor Designate, Professor Sir Hilary Beckles and outgoing Vice-Chancellor, Professor E. Nigel Harris during Professor Harris' Farewell function in April 2015.

## Sustainability

Our University faces severe financing challenges.

Over the years, we have worked with our contributing governments, private sectors and donor partners to ensure that value for money is realised and that their investment in our teaching, research and outreach yields positive and measurable returns. We have also increased our capacity to leverage intellectual and infrastructure assets to financially supplement funding received. I wish to underscore here, our deep gratitude to our contributing governments and corporate partners for their ongoing support. The region continues to grapple with the global economic recession. Accessing financing for operational activities and for special initiatives is a challenge for private and public sector partners. The University has engaged the services of consulting firm ATTAIn to assess our financial health and to make recommendations for improving the manner in which we allocate resources to achieve maximum efficiency. Preliminary reports have indicated very high risk of ill-health. A principal concern has been that our annual operations for the past five years have been increasingly volatile resulting from, *inter alia*, impaired government receivables and employee benefit obligations. Efforts to improve our own revenue generation have not significantly impacted increasing structural shortfalls. We shall have to energise alternative revenue strategies in addition to making expense modifications in order to counter the structural deficit.

In some quarters, it is being said that the regional development agenda has stalled; that the region has run out of energy and ideas. Rudderless, it is said, the region is adrift and bereft of a basic plan of action. The most effective response to this discourse is to call for the **rekindling of the Caribbean spirit** that has brought

We need to increase the functional coherence of our institution and go into the wider world with one voice and one identity—a unified intellectual force to serve Caribbean peoples and the wider world, in the most efficient and practical way.

the region thus far out of bondage—slavery, indenture, and colonialism, and has given it the confidence to build independent nations that are sustainable and can serve as models for cultural diversity, tolerance and social stability.

## One University serving One Caribbean

It is time for the region to enter the next phase of our political independence project. The Caribbean nation must find its way as one. The idea of formal Caribbean integration, with the free movement of citizens and borderless trade, born out of shared economic and social vision, has faded in some circles and is faced with doubt and cynicism in others. However, it is becoming increasingly clear that the best hope for our regional states to survive and thrive in the face of major global shifts, is together as one unified Caribbean.

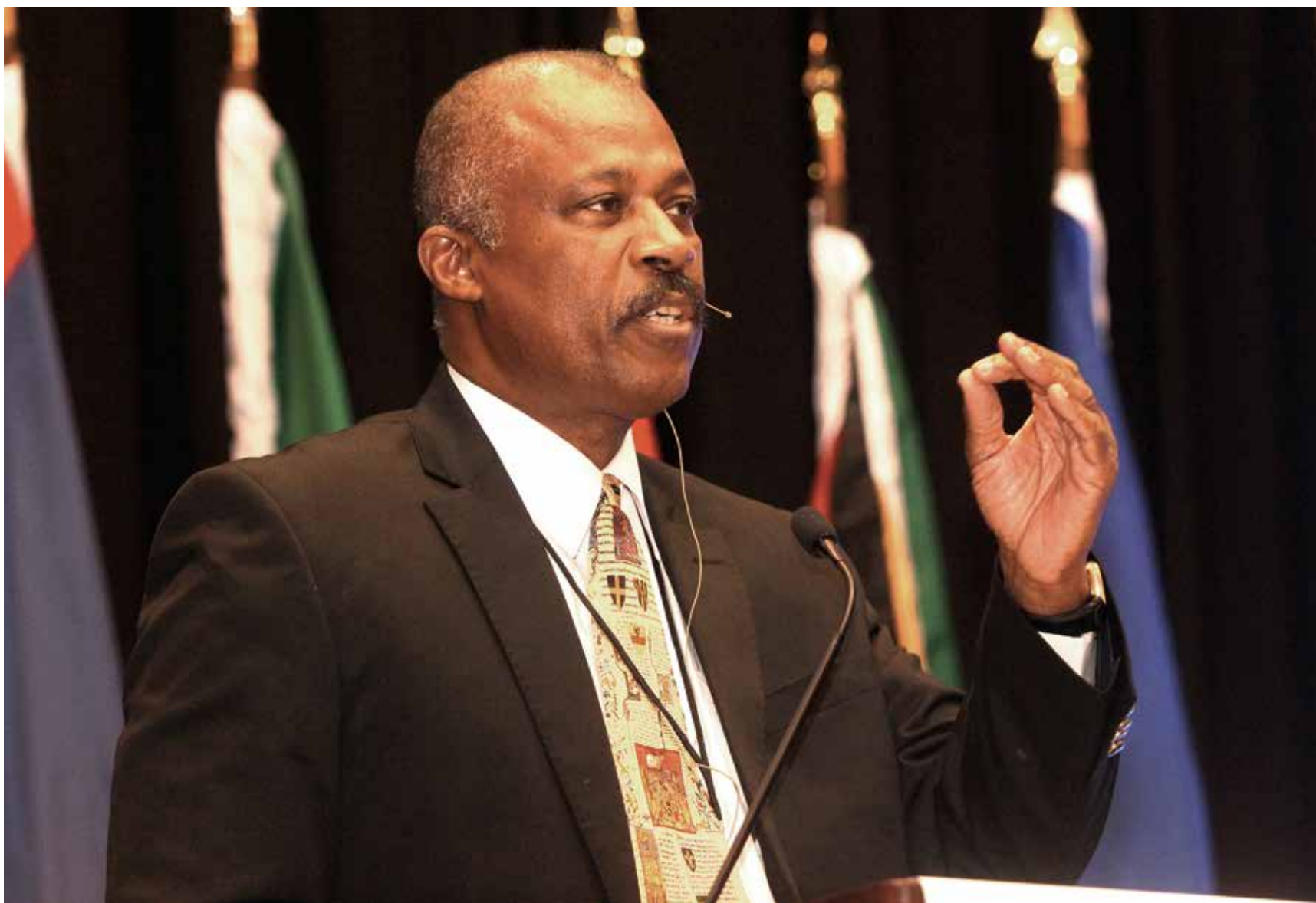
As one of the most longstanding and resilient regional institutions, The UWI must re-energise its role in bringing the region together for sustainable development and economic growth. To achieve this, The UWI itself must function, and be perceived, as one. As it comes together, we can present one of the greatest examples and drivers of an integrated, resilient Caribbean, creative enough to sustain positive economic growth and social development.

## The Activist University

This report shows the considerable volume and range of work and service undertaken by this university in the past academic year. But there is so much more to be done. Our focus has been on the re-creation of the activist university. We are determined to be more locally engaged, externally engaged, engaged globally and re-energised to confront the region's challenges in the search for sustainable solutions. The insistence upon involvement has guided our strategy. Activism in respect of all the major challenges facing the region, from public health to poverty eradication, technology innovation to food security, will be our approach to consolidating the relevance of The UWI.

The University of the West Indies is ready and willing to contribute more to the formation of a wider Caribbean vision, especially as we enter the next cycle of our own strategic planning. As we approach the end of our 2012-2017 Strategic Plan (<http://www.uwi.edu/strategicplan.asp>), we are assessing how far we've come in terms of our strategic perspectives—Finance; Employee Engagement and Development; Internal Operational Processes; Teaching, Learning and Student Development; Research and Innovation; and Outreach. We look forward to joining with you, our stakeholders, to collectively define a 2018-2023 Strategic Plan that best meets the region's needs.





**TALKING ABOUT A DEVELOPMENT REVOLUTION:** Just days after assuming office as new Vice-Chancellor of The UWI, Professor Sir Hilary Beckles delivered the Opening Statement on Day 2 of the Forum on the Future of the Caribbean (May 6, 2015) at the Hyatt Regency Trinidad, where he called for the rekindling of the Caribbean development revolution.



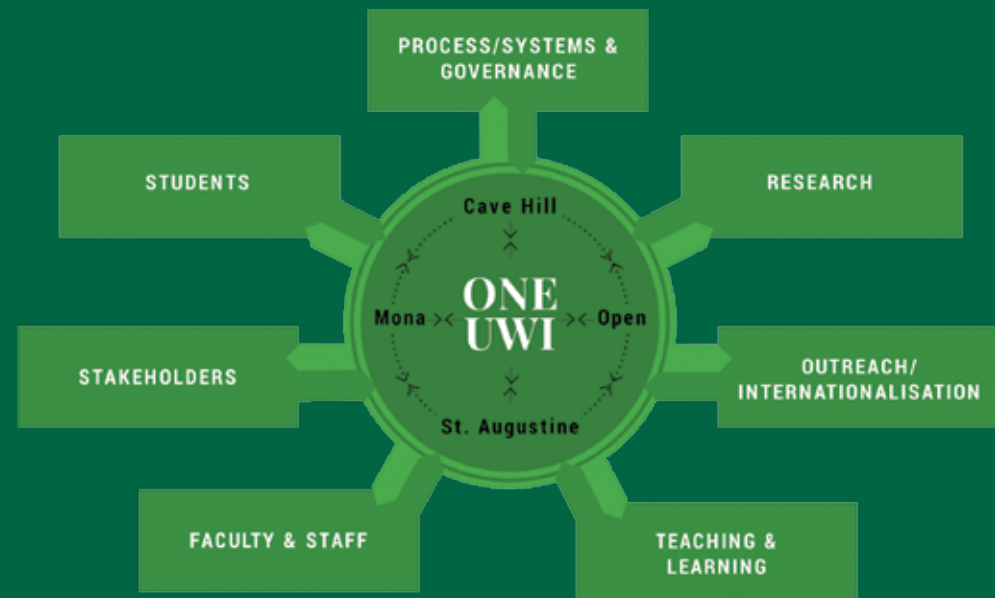
# ONE UWI SERVING ONE CARIBBEAN

**One Caribbean.** More than a slogan, it is the rallying cry of people, such as participants in the Caribbean Future Forum (<http://caribbeanfutureforum.com>), who realise that coming together is the Caribbean's best chance to survive the major economic, environmental and social challenges threatening the region. As the most long-standing regional institution, The UWI is committed to Caribbean integration. To achieve this goal and better meet the needs of the people of the region, The UWI is taking steps to become more unified at every level, for a coherent university system across all four campuses.

The *One UWI Task Force* is working toward increasing the efficiency and harmony of the University's governance and administrative processes.

The *Transformation Committee*, led by the University's Chief Financial Officer, is working together with contributing governments and other stakeholders, to minimise increases in costs and maximise revenue generation across the University.

The UWI is also deepening its links across the region. An *Open Campus Task Force* will enhance teaching and outreach to the campus' 20,000 plus students in 17 countries. Furthermore, in response to requests from Community and Teachers' Colleges in Jamaica and the Organisation of Eastern Caribbean States, the University has proposed a *Colleges of The UWI (CUWI) System* which will connect The UWI to all interested and qualified community colleges in the region, offering them support for and access to advanced teaching and learning. This is a vital step toward a more resilient, high-quality tertiary education system, that brings the Caribbean together.



“We, in the Caribbean, are one people, one nation, creators of a civilization influenced and fertilized by many, inferior to none, equal to all. The Caribbean nation must find its way as one.”

Vice-Chancellor Sir Hilary Beckles

## THE ONE UWI TASK FORCE



Sir Hilary Beckles  
Chair



Dr. Hamid Ghany  
Co-Chair



Prof. Densil Williams  
Co-Chair



Dr. Joel Warrican  
Co-Chair



Dr. Wendy Grenade  
Co-Chair



Dr. Dawn-Marie De  
Four-Gill



Dr. Francis Severin



Mr. Don Rojas



Mr. Ian Randle



Mrs. Deborah Souza-  
Okpofabri  
Secretary

## OPEN CAMPUS TASK FORCE



Prof. Alvin Wint  
Chair



Prof. Jonas Addae



Prof. Jessica  
Byron-Reld



Ms. Janet Caroo



Mr. Tommy Chen



Dr. Anna-May  
Edwards-Henry



Mr. Twain Edwards



Sir Howard Fergus



Prof. Mark Figueroa



Mr. C. W. Iton



Ms. Aneka Lee  
Open Campus Guild of  
Students Representative



Dr. Luz Longworth



Dr. Jennifer Obidah-  
Alleyne



Mrs. Marjorie  
Rose-Parkes  
Secretary

"This is one university, it is one institution, it's a unified intellectual force, it is here to serve Caribbean peoples and it must do this in the most efficient and practical way" - Professor Sir Hilary Beckles.  
Members of The One UWI Task Force ([www.uwi.edu/oneuwitaskforce](http://www.uwi.edu/oneuwitaskforce)) and Open Campus Task Force ([www.uwi.edu/opencampustaskforce](http://www.uwi.edu/opencampustaskforce))

## “Triple A” Strategic Vision

The UWI's priority has to be rebuilding our economic competitiveness and the achievement of economic growth and development, to drive our region out of recession. To get us out of the recession into which we were pushed, we need an **activist university** committed to conceptualising and implementing solutions aimed at improving the quality of life in the Caribbean. Bringing activism to the fore, we launch the “Triple A” strategy:

- **Alignment** of industry and academia for wealth creation and distribution
- Expansion of **Access** to tertiary education
- **Alertness** to global opportunities.

We are committed to achieving our goal of Caribbean economic and social renewal through these six principles that will guide our “Triple A” strategy.

### 1. INTEGRATION

*Reshaping The UWI into one indivisible academy that moves a unified Caribbean forward.*

### 2. ACCESS

*Making education the building block of our economic development and social progress by ensuring and equipping at least one university graduate in every Caribbean household.*

### 3. PEOPLE IN FOCUS

*Celebrating the rise of everyday Caribbean men and women, as citizens with energy and ideas to shape and mould the trajectories of our communities.*

### 4. JUSTICE

*Rekindling revolutionary intellectual engagement that presents our region with radical alternatives toward freedom and social justice.*

### 5. INNOVATION

*Building strong industry-academy links, in which innovation and value creation are prioritised.*

### 6. EXPANSION

*Making The UWI a global university for our region.*

In the remainder of this report, we discuss some of ways that these principles have already begun to influence our evolution.

## INTEGRATING UWI & THE REGION

Caribbean coherence is crucial to our survival in the new global economy. The challenges our countries face can best be addressed together as a region. Our UWI must therefore, more than ever, function not as four separate universities, but one indivisible academy.

**University-wide ICTs** are an important part of making The UWI a more efficient, integrated and cost-effective institution, offering improved access to cross-campus data, such as financials, human resources, and student information. One example is our recently established shared student administration system, Ellucian Banner, for online applications, registration, student fees and academic information. Another example is The UWI Libraries Information Connection (UWI LINC), an online resource developed by The UWI Press and UWI Libraries that makes 230 of the Press' E-books available to students and faculty across the University.

**The One UWI Task Force** involves the formation of an internal, cross-functional team that will examine governance and administrative processes, to increase harmony and efficiency across The UWI's four campuses.

The **Transformation Committee** is led by The University's Chief Financial Officer, with the support of our contributing governments, to minimise increases in costs and maximise revenue generation.

Future plans for a more unified UWI, to serve a united Caribbean, include:

### **More cross-campus staff and student collaboration:**

Support for joint research and conferences, Intercampus Games, and a University-wide Student Guild.

**A Regional Tertiary Education Council:** Based on the initial conception of former Vice-Chancellor Sir Alister McIntyre and advanced by Professor E. Nigel Harris, The UWI is joining with CARICOM to pursue the establishment of a Council that would “promote access, equity, quality, accountability, competitiveness and financial stability to the tertiary system,” throughout the region.

**Teaching and Learning:** A revolution in UWI teaching has begun. We have determined that each UWI student, irrespective of their campus location, must receive a UWI-wide teaching and learning experience as an intrinsic part of what it will be to be a UWI graduate. Starting with the Foundation Courses we are redesigning delivery to make cross-campus teaching mandatory.

These courses, beginning with Caribbean Civilization in September 2016, will be taught across campuses with all students receiving lectures, tutorials, and instruction from other campuses. This will be followed by other Foundation Courses the following year. In this regard we are creating a new and revolutionary approach to UWI teaching and learning in line with the technology capacity.

**UWI-TV:** In July 2016, as part of ongoing efforts to share broadly the extensive intellectual resources of the University, the UWI-TV project will begin weekly broadcasts of UWI-branded television programming on Caribvision's cable network which broadcasts to 19 Caribbean country markets as well as to the large Caribbean diaspora markets in New York, Toronto and London. The video programmes will be archived on the UWI-TV's website and YouTube channel for global access on demand and will include coverage of distinguished lectures, conferences and symposia.

### INCREASING ACCESS TO QUALITY EDUCATION

Wealth creation with a view to eradicating poverty in our region is critical. In light of this, knowledge households are a critical building block of our economic development and social progress. We must continue to work toward the day when there will be at least one university graduate in each and every household, equipped to fulfill their dreams, as well as to meet the needs of their communities and the wider region. The UWI is furthering this goal through:

**Links to Teachers' and Community Colleges:** Eight government-funded Teachers' Colleges in Jamaica, signed a Heads of Agreement with The UWI authorising the University to award Bachelor of Education (BEd) degrees on their behalf. In addition, through their Ministers of Education, these Teachers' Colleges, along with Community Colleges in the Organisation of Eastern Caribbean States (OECS), requested more integral links with The UWI to help them develop in terms of: Governance; Quality Assurance; Financing and Fee structure; Staff Development; Library Systems; ICT Systems.

The University responded with a proposal for the: **Colleges of The UWI (CUWI) System**, through which The UWI will connect to all interested and qualified community colleges and tertiary education programmes in the region, offering them the University's support for advanced teaching and learning. The Government of St. Vincent and the Grenadines, The UWI-Sir Arthur Lewis Community College Joint Committee (St. Lucia) and the Government of Antigua and Barbuda are considering an agreement that if secured, can serve as a model for development of the wider CUWI system. CUWI offers substantial benefits to both The UWI and the Colleges in the region.

#### Benefits to the University:

- *Fulfilling our mandate for outreach, while addressing increasing competition for students in the region, from local and external institutions.*
- *Cost recovery from equitable charges for services provided by the central university to the CUWI.*

#### Benefits to the Colleges:

- *Students of diverse backgrounds and ages can receive a UWI education in a smaller, more communal context, without having to relocate from their country and disrupt family and work life.*
- *Access to The UWI's libraries, IT and staff development resources.*
- *Progressive development of the Colleges' human resource and quality assurance mechanisms – improving the standard of education available in the region.*

**Our Open Campus Task Force** (<http://www.uwi.edu/opentaskforce/>): The Open Campus was established in 2008 to develop online and distance learning, as well as other pedagogical technologies to reach underserved areas of the Caribbean community. The Open Campus Task Force will propose ways to maximise the campus' capability, in terms of its Governance, Finance, Structure and Strategies, and Integration, particularly in relation to the proposed Colleges of The UWI (CUWI) system.

#### UWI and Haiti:

In 2013, a Memorandum of Understanding was signed between the Government of Haiti and the Caribbean Community to give support to Haiti in areas such as Teacher Education, Agriculture, Nursing, and Business Administration. In 2014 the proposal was finalised for provision of:

- *Professional attachments at The UWI for Haitian university administrators.*
- *English for Academic Purposes to Haitian students.*
- *Graduate Scholarships to Haitian students.*
- *Single Virtual University Space (SVUS) pilot in Haiti.*

### KEEPING CARIBBEAN PEOPLE IN FOCUS

Even as The UWI reaches out in a more unified way, to serve the region as a whole, the focus remains on pursuing the well-being of the everyday people of the Caribbean, bringing people from different walks of life together, to take an active role in rebuilding the region.

### Rally Round Dominica

When Tropical Storm Erika hit our sister isle of Dominica in August 2015, it caused severe flooding and landslides, resulting in injury, loss of life, and widespread damage to property. The UWI quickly sent a cross-functional task force to the island, comprising geo-technical engineers, public health and water conservation experts, and other professionals, to assist the Government of Dominica in its reconstruction efforts. This team worked closely with the Caribbean Disaster Emergency Management Agency (CDEMA).

Then, in collaboration with the West Indies Cricket Board (WICB), The UWI hosted a T20 Cricket Match at the Kensington Oval in Barbados, to raise funds in support of the people of Dominica. Professor Sir Hilary Beckles led a UWI Vice-Chancellor Celebrity XI team against a WICB President's Celebrity XI. Among those signed up to play for the charity event were West Indies Men's Team Captain, Jason Holder, West Indies Women's Team Captain Stafanie Taylor, Former West Indies captain Brian Lara, former player, Ian Bradshaw, Tobago-born footballer Dwight Yorke, Jamaican Olympian, Yohan Blake, along with Caribbean-based international cricketers Dwayne Bravo, Keiron Pollard and Denesh Ramdin.

### Informing the Caribbean's Response to Zika

In response to the latest public health threat, The UWI launched a regional Zika Task Force that brought

together experts in a number of areas with several broad objectives including an aggressive and scientifically based prevention strategy to eliminate breeding sites for *Aedes aegypti*; developing an effective communications strategy to share information on prevention and public health widely via radio, television, and social media; establishing a regional observatory working with the Caribbean Public Health Agency to research and analyse the Zika outbreak and associated health complications in the Caribbean; and to conduct economic impact studies and engage with Ministries on outbreak preparedness.

A regional symposium was held on March 4 and 5, 2016 that involved Ministries of Health, donor agencies, relevant national and regional agencies, and tourism stakeholders and among its outcomes was the establishment of an information portal ([www.uwi.edu/zika](http://www.uwi.edu/zika)) for collating and disseminating information about the virus to researchers, government agencies, and individuals.



The 12-member UWI Zika Task Force is chaired by Deputy Principal of The UWI Cave Hill Campus and experienced medical researcher, Professor Clive Landis (third from left). Members include: Professor Winston Moore, Economist; Professor Surujpal Teelucksingh, Medical Researcher; Angela Mc Rose, Infectious Disease Epidemiologist; Professor Dave Chadee, Environmental Health Researcher; Professor John Lindo, Medical Researcher; Professor Celia Christie-Samuels, Infectious Disease Paediatrician; Dr. Glenford Howe, Social Policy Analyst; Dr. Veronica Simon, Head of The UWI Open Campus, St. Lucia; Professor Dale Webber, UWI Pro Vice-Chancellor for Graduate Studies and Research; Eric van Gorp, a virologist at the Erasmus Medical Centre, Holland; and Dr. Dawn-Marie De Four Gill, The UWI Director of Marketing and Communications (not in photo).



No true maroon-blooded West Indies fan can pass on a good game of cricket. But throw in the fact that it was for charity, and the guarantee of seeing your favourite West Indian celebrity in action, and you've just described a deliriously exciting match.

Such was the mood on September 27, 2015—a stark contrast to the anxious faces across the region exactly one month before—when the island of Dominica was struck by Tropical Storm Erika. It was a major setback for a territory which has earned its moniker as the nature island of the Caribbean, with its 365 rivers, enchanting rainforests, and famous Morne Trois Pitons. Losses have been estimated in the millions. In a show of



support, The University of the West Indies (The UWI) and the West Indies Cricket Board (WICB) teamed up to urge the people of the region to "Rally Round Dominica". It was felt that a celebrity T20 showdown between the Vice-Chancellor's Celebrity XI and the WICB President's Celebrity XI was the perfect way for the region to strike back.

The goal was to raise US\$1 million for the

cause from corporate donations, ticket sales, a live telethon, and a text donation drive. Many fans would readily agree that to see former Manchester United striker, Dwight York, and Olympic silver medallist, Yohan Blake, share a field with cricket legends Brian Lara and Sir Curtly Ambrose, was worth every penny. And words can hardly describe the unadulterated pain of watching Chanderpaul being dropped twice in one over of clever bowling by Vice-Chancellor Professor Sir Hilary Beckles. At the end of the day, it wasn't terribly important that Lara made 68 runs for The UWI side. Or that, despite his efforts, The UWI went under. The real victor was the resilient West Indian spirit—the one that never fails to summon us to rally!



"Sport is a social way in which we can collectively get together and celebrate the resilience of the people of Dominica as we raise funds. We care for them. We are concerned with the circumstances they have to deal with...These two institutions: The WICB and The UWI came together to do the right thing, which is to assist our people in their time of need." – Professor Sir Hilary Beckles at the press conference announcing the Celebrity T20 Match.

# BEYOND THE BOUNDARY

With the West Indies cricket team's stunning victory over England in the 2016 World T20 tournament in India, supporters can now celebrate three winning teams in the same year, with its Men's, Women's and Under-19 teams all earning victories in their respective tournaments. As scholar C.L.R. James made clear in "Beyond a Boundary", cricket has long been about more than just the game—becoming, over time, a touchstone for key aspects of the history and future of the West Indies.

Caribbean people can also boast top athletes in several disciplines, far beyond the region's small size. In light of this, The UWI has renewed its focus on sport as a driver of development in the region. The University has upgraded its sport infrastructure, most recently completing the Usain Bolt Sports Complex at the Cave Hill Campus, named after the world-renowned record-breaker, who also received the Vice-Chancellor's inaugural Alumni Exemplar Sports Award. The state-of-the-art facility features stands named after athletes Obadele Thompson, Kirani James, and Ryan Brathwaite, and includes a FIFA certified artificial field, IAAF certified track, biomechanic labs, classrooms, and a high performance centre.



The Usain Bolt Sports Complex at The UWI Cave Hill Campus in Barbados.

The UWI is proud to count some of its students and alumni among the leading athletes in the world. At the same time, the University also enables students to excel in aspects of sport that take place off the field, by currently offering or developing programmes in sports science, medicine, psychology, performance, tourism, and management.

In 2016, The UWI St. Augustine Campus will host its 2<sup>nd</sup> Biennial Interdisciplinary Conference on Sport Studies and Higher Education, ahead of the Summer Olympics in Brazil - <https://sta.uwi.edu/conferences/16/sportstudies/>. According to Vice-Chancellor Beckles, the next phase of growth involves developing high performance centres on each campus, within a joint Faculty of Sport, shining a spotlight on West Indian sport as a unifying and creative force.

The UWI is proud to count some of its students and alumni among the leading athletes in the world.



Vice-Chancellor, Professor Sir Hilary Beckles was the guest speaker at the prestigious award ceremony held at the Jamaica Pegasus, where sprinters Usain Bolt and Shelly-Ann Fraser-Pryce were named 2015 RJR Sports Foundation National Sportsman and Sportswoman of the Year.



## SEEKING JUSTICE FOR ALL

### Reparatory Justice

Among the challenges we face, there are some aspects of our condition in the Caribbean that are a result of ongoing impacts of our colonial history. Sir Arthur Lewis, our first Vice-Chancellor and Nobel Laureate in Economics, in his 1938 book, “Labour in the West Indies”, argued that the centuries of unpaid, enslaved labour in the Caribbean, had to be addressed as part of the region’s economic development.

The CARICOM Reparations Commission, of which I am Chair, is calling for reparatory justice, to account for the forced displacement of over 12 million people from the African continent by European colonial powers, and over 350 years of enslavement and unpaid labour by them and their descendants, which made a significant contribution to the rapid development and accumulation of wealth, held today by European nations, private corporations and individual families. By contrast, the British Slavery Abolition Act of 1833, which required the payment of £20 million to slave owners in compensation for loss of “property”, left formerly enslaved people landless, homeless and uncompensated, setting future generations and our emerging societies, at a significant economic and social loss.

The Commission has identified ten demands that go beyond financial reparations, to include support for educational development, health and medical systems, and other pressing needs in the Caribbean.

### IMPACT Justice

The UWI is spearheading a regional justice sector reform project, funded by the Government of Canada,

and implemented by the Caribbean Law Institute Centre in The UWI Faculty of Law, Cave Hill Campus. The project’s goal is to enhance access to justice for women, men, youth, and businesses in 13 CARICOM Member States.

One of the project’s initiatives is Caribbean Law Online (CariLAW)—a searchable database of cases decided in the region’s courts, dating back to the 1950s, originally funded by USAID.

CariLAW now has 3,063 subscribers (over 2,000 regional subscribers, as well as people from beyond the region) who have access to the more than 36,000 records in the database, for the more effective delivery of justice in the Caribbean.

## INDUSTRY-ACADEMY PARTNERSHIPS & INNOVATION

Socially-responsible wealth creation and increased economic independence, are also priorities for the region. Countries that have achieved sustainable economic growth, have done so based on the platform of industry-academy collaboration, in which innovation and value creation are prioritised. Without good applied research there can be no innovation. The UWI is therefore directing its large research network toward this goal, building strong industry-academy links as a matter of urgency (<http://www.uwi.edu/research>).

**Global Research Network:** Through programmes such as EDULINK and Erasmus Mundus, The UWI is conducting collaborative research projects with 150 universities and partner organisations, in 50 countries around the world.

### The University’s “Research Priorities” Programme

was established to build capacity in the following areas identified as key to Caribbean competitive growth. This will enable us to pursue new, profitable avenues for intra-regional and global trade, as well as developing areas of consultancy and expertise in:

- *Agro-Technologies and Food Security*
- *Energy Efficiency and Sustainability*
- *Convergent ICT Applications*
- *Cultural Industries*
- *Tourism Development, Management and Sustainability*
- *Human Security*
- *Governance and Regulatory Matters*

Some examples of innovative industry-academy initiatives include:

#### Agro-Technology:

##### International Fine Cocoa Innovation Centre

The Caribbean produces the finest cocoa in the world, used in the world’s leading chocolate brands. This project will establish a Centre for training cocoa farmers in emerging technologies to produce the best quality cocoa. The Innovation Centre will also feature a modern factory and processing facility to develop, brand and market cocoa products for regional and international sale. Funded by the African, Caribbean and Pacific (ACP) Group States’ Science & Technology Programme and spearheaded by The UWI Cocoa Research Centre at The UWI St. Augustine Campus in Trinidad and Tobago, a longstanding leader in international cocoa research. (<http://ifcic.center/>)

### **Food Security:**

#### **UWI Cassava Flour**

The UWI has forged a partnership with the Continental Baking Company Limited and the Government of Jamaica to produce cassava flour and bread on a large scale. With support for local farmers, as well as public and private investment, it is estimated that the increased use of cassava flour could lead to savings of US\$6 million a year in Jamaica alone, by substituting as little as 10% of the country's wheat flour import bill.

### **Resource Commercialisation:**

#### **Products for Lake Asphalt**

The UWI signed a Memorandum of Understanding with Lake Asphalt of Trinidad and Tobago (1978) Limited (Lake Asphalt) to collaborate on research, development and commercialisation of asphalt and asphalt-based products. Scientists in the Chemistry Department at The UWI St. Augustine have produced four asphalt-based products, a primer, sealant, plastic cement, and a marine coating—which can be commercialised by Lake Asphalt, for international distribution, pending further agreements.

### **Medicine:**

#### **Bio-Tech Research & Development**

The UWI Mona Campus has signed a Memorandum of Agreement with Bio-Tech R&D Institute Limited to conduct joint research and pharmaceutical development on the medicinal potential of Jamaican plants. The UWI's research will focus on indigenous plants that have the potential to develop medications used in the

treatment of illnesses such as cancer and diabetes.

The Bio-Tech Institute will invest J\$59 million into renovating the Pharmacology building on the Mona Campus, making it a state-of-the-art research laboratory. The Institute will also make a recurring contribution of J\$6 million per annum, for the next three years, to provide a minimum of two post-doctoral fellowships and two postgraduate scholarships to candidates working within the collaborative field. Bio-Tech will further facilitate training of UWI students and staff in pharmaceutical research, development and marketing. The UWI will in turn offer training to Bio-Tech personnel through specifically-designed programmes in the Faculties of Science and Technology, and Medical Sciences.

### **Renewable Energy:**

#### **Teaching and Research Laboratory**

The Faculty of Science and Technology on The UWI Cave Hill Campus in Barbados launched a Renewable Energy Teaching and Research Laboratory to facilitate research and greater linkages between the University and private sector companies involved in renewable energy. The Centre received solar panels from companies such as Williams Evergreen, Solar Dynamics and Claytone Products, Innogen, Ensmart Inc., and Barbados Light and Power Holdings Renewable. The facility is also working closely with the Barbados Renewable Energy Association and will offer training to students and members of the public in the use of renewable energy technologies. This initiative is part of the University's wider focus on renewable energy for sustainable development in the region. The UWI received funding

from the European Union and the Inter-American Development Bank for a four-year project in Barbados, Jamaica, and Trinidad and Tobago that will build and support innovation in renewable energy technologies, as well as stimulate entrepreneurship in the sector.

### **EXPANDING GLOBALLY**

In order to survive and grow, our University has to become even more global in its outlook and sphere of operations. We continue to build expertise in fields such as the marine sciences, creative and cultural industries, agro-innovation and renewable energy, in order to become a centre of excellence in these areas, for the world. At the same time, we are connecting to international university and industry partners, to access technology, expertise and resources, to best meet the region's needs.

### **UWI's global collaborations include:**

#### **Technology Innovators: China and Japan**

China is a world leader in science, technology and manufacturing, and an emerging global superpower. Japan is one of the world leaders in scientific and medical research, as well as a technology innovator in robotics, electronics, and the automotive industry. It has the world's third largest budget for research and development (US\$130 billion).

- The UWI signed an agreement with Suzhou University, home of the Global Institute of Software Technology (GIST), to establish a UWI-China Institute of Information Technology, which will begin operations in 2016.



An agreement was also made with China Agricultural University, to establish an Agricultural Innovation Park in Orange Grove, Trinidad.

- A Memorandum of Understanding was signed with Sophia University in Tokyo, one of the top private universities in Japan, in the presence of the Hon. Portia Simpson Miller, former Prime Minister of Jamaica, and H.E. Shinzo Abe, Prime Minister of Japan. The MOU will facilitate faculty/student exchanges, joint research, conferences, workshops and international training programmes between the two universities.

#### **South-South Partnerships: Brasil, Colombia and more**

- The University of the West Indies and the Coimbra Group of Brazilian Universities signed an agreement strengthening the relationship between the two institutions. Shortly thereafter, the Organisation of American States (OAS) and Coimbra announced the launch of more than 500 scholarships for Master's and Doctoral programmes, <http://www.oas.org/en/scholarships/brazil.asp>, to which UWI students are encouraged to apply. Brasil is also offering 100,000 scholarships for their students to study abroad, particularly in English-speaking countries, such as The UWI member states.
- The UWI has developed several collaborative research and exchange agreements with Higher Education Institutions in Colombia. This relationship has enabled 450 UWI students to spend periods of up to a year in Colombia as

Language Exchange students. In addition, 350 Colombians have spent time at The UWI campuses as Exchange Students and Spanish Language Teaching Assistants.

- Joint research is being developed with the National University of Colombia at San Andrés, in Marine Biology, Sustainable use of Fishable Resources, and Coastal Zone Management. And a delegation from the Network of State Universities of the Colombian Caribbean (SUE Caribe) visited The UWI to discuss specific areas for future collaboration.
- Following a very successful visit by the President of Panama to Barbados during which he paid a visit to the Cave Hill Campus, an arrangement has been made for Panamanian students to conduct English language immersion at the Cave Hill Campus. The first cohort of 100 students is expected to arrive at the beginning of 2016.

#### **Caribbean Diaspora: UWI in New York UWI-SUNY Centre for Caribbean Governance, Leadership and Development**

The State University of New York (SUNY) system encompasses 64 institutions with a total of 463,000 students and 7,500 degree programmes, across New York State making it the largest public system of higher education in the United States. The proposed UWI-SUNY Centre will be a key location for The UWI overseas, in a place that is home to a significant number of the Caribbean diaspora.

It will provide a focal point for members of the diaspora to engage with The UWI, including artists, academics, business people, and leaders in different fields. The Centre will also offer Caribbean people an additional space to come together in New York, for building networks, enhancing the visibility of The UWI and Caribbean's contributions to the world, while making valuable investments in the region.

#### **Research Collaboration**

Areas for collaboration to be explored under an expanded UWI-SUNY agreement, include Agro-Technology and Food Security, Information and Communication Technology, Cultural Industries and the Arts, History, Africana Studies, and Pharmacy. Six projects, aligned with The UWI's research priorities for the region, have already received seed funding, focusing on: Citizen Security, Natural Products and Medicinal Chemistry, the Health of Coral Reefs, Cardiovascular Health, and Climate Change.

Other research collaboration initiatives include:

- UWI-London University (STEM initiative)
- UWI-New Brunswick (Double Degree in Sports Science)
- UWI-University of South Florida (Sport initiative)
- UWI-University of Ghana (Centre for Africana Studies)



Reciprocal agreements were forged at this trip by Professor Sir Hilary Beckles to the People's Republic of China in 2015, where talks began with the Global Institute for Software Technology (GIST) about the establishment of a UWI-China Institute of Information Technology.



The UWI has taken an historic step with the GIST (Global Institute of Software Technology) in Suzhou, China to create a UWI-China Institute of Information Technology (UWICIT) which will see its first cohort of students reading towards a BSc degree in software technology from September 2016.

(l-r): Professor Sir Hilary Beckles, Vice-Chancellor of The University of the West Indies (The UWI); the Honourable Ronald Thwaites, Jamaica's former Minister of Education; Dr Wang Bin Tai, Executive Chairman of the Global Institute of Software Technology, Suzhou, China; and Professor Archibald McDonald, Principal, UWI Mona Campus, following the press conference at The UWI Regional Headquarters to announce the establishment of the UWI-China Institute of Information Technology .





“This AIP is probably the most significant step made in recent times by our regional institution towards developing national and regional sustainable food security, as this project is being used as a development model for Caribbean agriculture... [the park will] re-engineer the way our Small Island Developing States grow and produce food intensively.”

- Professor Clement Sankat, Pro Vice-Chancellor and Campus Principal, The UWI St. Augustine Campus at the launch of the first phase of The UWI/ China Agricultural University (CAU) Agricultural Innovation Park (AIP) at the university's 200 acre farm at Orange Grove, Trinidad. The primary objective of the park is to showcase advanced intensive agricultural production methodologies, using technologies and best practices from China and our indigenous Caribbean knowledge of food production.

Sharan Singh, Director of The UWI St. Augustine's Office of Institutional Advancement and Internationalisation; Huang Xingyuan, Ambassador of the People's Republic of China to Trinidad and Tobago; Campus Principal and Pro Vice-Chancellor, Professor Clement Sankat; Jiang Peimin, Chairman of University Council, CAU; and Dr. Isaac Bekele, Dean of the Faculty of Food and Agriculture, The UWI, St. Augustine.



“With a Caribbean Diaspora population of approximately 6 million people in the US, one-third of whom reside in the NYC metro area, there is a considerable, mutual need for continued collaboration between SUNY and UWI” - SUNY Board of Trustees Chairman, H. Carl McCall.

In February 2015, executives of The UWI and SUNY met at The UWI to explore options for greater collaboration between the two institutions, which first signed a Memorandum of Understanding in January 2013. Later in September 2015, a day of meetings was convened in New York focused on scholarly partnerships already underway at SUNY and UWI, as well as three emerging, overarching areas of focus—health, online and distance education, and youth leadership.

Chancellor Nancy Zimpher, Chairman Carl McCall and members of the SUNY System Administration staff with Vice-Chancellor, Professor Sir Hilary Beckles, Pro Vice-Chancellor and Campus Principal (Ag.) of the Open Campus, Dr. Luz Longworth and Executive Director, Central Office of Regional and International Affairs, Dr. David Rampersad.





Sending students to the Caribbean will help us to send the message that we want to have much closer ties with the region.”  
- His Excellency Juan Carlos Varela, President of the Republic of Panama

As a special invitee to the 36<sup>th</sup> CARICOM Heads of Government Summit, President Varela led a delegation including his Ministers of Education, Commerce and Industry, Public Security and Vice Minister of Foreign Affairs, on a visit to The UWI Cave Hill Campus where he met with Professor V. Eudine Barriteau and her team to discuss ways in which The UWI could provide training for Panamanian teachers and pre-university students. President Varela alluded to the possibility of Panama seeking to send at least 2,000 teachers and 1,300 students annually to learn English. Read more in Principal Barriteau's report on page 48

Pro Vice-Chancellor and Campus Principal, Professor V. Eudine Barriteau welcomes His Excellency Juan Carlos Varela, President of the Republic of Panama to The UWI Cave Hill Campus in July 2015.



The UWI enters into collaboration with Japan's Sophia University.

**Future Steps toward making The UWI a Global University for the Caribbean**, include:

- The establishment of an Office for Global Affairs and the appointment of a Pro Vice-Chancellor for Global Affairs.
- The infusion of international awareness and focus into all aspects of The UWI, including student events, teaching, learning, and research.
- Increased support for foreign language learning among faculty, staff, and students, to be better able to connect and communicate across the region.
- Activating and engaging The UWI's vast alumni network, for industry and academy projects that find real solutions to pressing challenges in the region.
- Facilitating diaspora investment. In 2014, the Caribbean received US\$5.1 billion in remittances. This presents an opportunity for partnering with the diaspora to support research, innovation, and outreach, toward the Caribbean's economic and social development.
- The attainment of international accreditation of The UWI as a single institution. The UWI is accredited regionally, several programmes have international accreditation and we are also members of UDUAL (The Association of Universities of Latin American and the Caribbean), an organisation through which we shall be pursuing accreditation with Latin American agencies. However, we could improve our international ranking by developing a comprehensive international accreditation strategy that would build reputation.

**Coming Together**

We must not retreat, therefore, from the principles of the Caribbean dream. It is with gratitude that I, as part of the dedicated leadership team here at The UWI, work together with our faculty, staff and students. Each one of you has a role to play in this next phase of our development. I am calling for a rekindling of our intellectual engagement; for our thinkers to connect to the work of those who came before us, and use it to find new sources of energy. We must be unafraid to go beyond the boundaries of the status quo. Young 21<sup>st</sup> century intellectuals, artists and activists must present our region with new and radical alternatives, rooted in the rich field of our imagination. We must rise up to restore that which matters most: our love of liberty and social justice.



**Professor Sir Hilary Beckles**

*Vice-Chancellor, The University of the West Indies*

It is time  
for us to  
renew the  
Caribbean  
Spirit.

# WORLD LEADERS

The UWI hosted an historic meeting between *the Secretary-General of the United Nations and youth of the region*, held in person at the Cave Hill Campus and accessible simultaneously by video-conference at the Mona, St. Augustine, and Open Campus sites across the region.

The UN Chief was in Barbados for the 36<sup>th</sup> CARICOM Heads of Governments Summit. He took the time to engage university students and representatives of youth organisations across the region on the theme “*Caribbean Youth Speak: The World We Want Post -2015*”. The Secretary-General engaged students on a range of pressing issues, including youth unemployment, non-communicable diseases, gender equality, gender violence, climate change, vulnerabilities of small island states, alternative sources of energy, and education.

Professor W. Andy Knight, Director of The UWI's Institute of International Relations and Symposium Moderator said, “It is clear to me...that the youth of this region want a greater say on the issues that affect them directly. They are ready to take their rightful place as decision makers, not just recipients of decisions made for them.”

The UWI also hosted the first ever meeting between *President Barack Obama of the United States of America*, and the CARICOM Heads of Government.

“[Youth] are not just leaders for tomorrow; you are torchbearers for today.”

United Nations Secretary-General  
Ban Ki-moon

President Obama also talked with 350 students and young leaders from the wider Caribbean, at a Town Hall meeting at the Mona Campus in Jamaica. He launched *the Young Leaders of the Americas Initiative (YLAI)*, which will provide 250 fellowships each year to enable participants from the United States and the Caribbean to develop joint business and civil society initiatives. President Obama then answered questions from the floor, noting that young people will shape the future of our countries, region, and the planet, making it important to hear their views and invest in their leadership.



Vice-Chancellor, Professor Sir Hilary Beckles and UN Secretary General, Ban Ki Moon at The UWI Cave Hill Campus in Barbados.

“We are calling the year 2015 a time for global action – and young people are crucial to building the world we want...In the past decade and a half, we have achieved much. Global poverty has been cut by more than half. More girls are in school. We have made progress in the fight against HIV/AIDS and other killer diseases. Here in the Caribbean, there have been similar successes. But around the world, we have to do more. Cutting poverty in half was never our ambition. Usain Bolt does not stop at 50 metres. We want to finish the race.” - UN Secretary General Ban Ki Moon at the UN youth symposium, *Caribbean Youth Speak* on July 3, 2015.



The UN Chief engaged students and representatives of youth organisations across the region under the theme *The World We Want Post -2015*.





“The bonds between us are extraordinarily strong. The Caribbean is a place of extraordinary beauty, people of enormous spirit, unique talents, a wonderful culture. We are bound by friendship and shared values, and by family. And we have a great stake in each other’s success...And I wanted to meet today so that we could take some time to focus on the unique opportunities and challenges that this region faces.”  
 – President Barack Obama during his historic meeting with Caribbean Community (CARICOM) leaders at the Regional Headquarters of The University of the West Indies, Mona, Jamaica on April 9, 2015.

From left: Prime Minister of the Commonwealth of The Bahamas and Chairman of CARICOM, the Rt. Hon. Perry Christie; Prime Minister of Jamaica, the Most Hon. Portia Simpson Miller; President of the United States, Barack Obama; Secretary General of CARICOM, Irwin LaRocque; Out-going Vice-Chancellor of The UWI, Professor E. Nigel Harris; and Vice-Chancellor Designate, Professor Sir Hilary Beckles in a group photo during the summit held at The UWI.



# GOING GLOBAL

In order to survive and grow, The University of the West Indies must go global. Across all four campuses, the University continues to build expertise in fields such as the marine sciences, creative and cultural industries, agro-innovation and renewable energy, to become a centre of excellence in these areas, for the world. At the same time, we are connecting to international university and industry partners, to access technology, expertise and resources, to best meet the region's needs.

## **China**

China is a world leader in science, technology and manufacturing, and an emerging global superpower. The UWI signed an agreement with Suzhou University to establish a UWI-China Institute of Science and Technology in 2016. An agreement was also made with China Agricultural University, to establish an Agricultural Innovation Park in Trinidad.

## **Japan**

Japan is one of the most advanced countries in terms of scientific and medical research, as well as a technology innovator. It has the world's third largest budget for research and development (US\$130 billion). The UWI signed an MOU with Sophia University in Tokyo, one of the top private universities in Japan, to facilitate faculty/student exchanges, joint research, conferences, workshops and international training programmes.

## **Brasil**

The UWI signed an agreement with the Coimbra Group of Brazilian Universities to strengthen the relationship moving forward. The Organisation of American States (OAS) and Coimbra then launched more than 500 scholarships for Master's and Doctoral Programmes - <http://www.oas.org/en/scholarships/brazil.asp>, to which UWI students are encouraged to apply. Brasil is also offering 100,000 scholarships for their students to study abroad, particularly in English-speaking countries, such as The UWI member states.

## **Colombia**

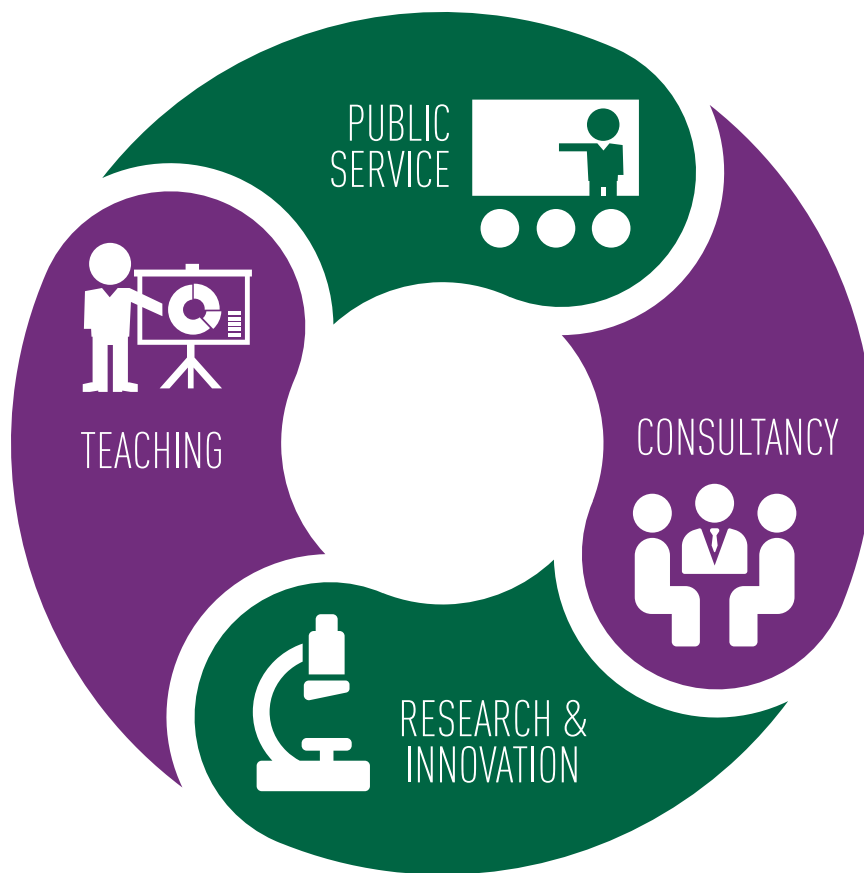
The UWI has developed several collaborative agreements with Higher Education Institutions in Colombia. This enabled 450 UWI Language Exchange students to spend up to a year in Colombia. In addition, 350 Colombians have been Exchange Students and Spanish Language Teaching Assistants at The UWI.

Joint research is being developed with the National University of Colombia at San Andrés, in Marine Biology, Sustainable Use of Fishable Resources, and Coastal Zone Management. A delegation from the Network of State Universities of the Colombian Caribbean (SUE Caribe) visited The UWI to discuss specific areas for future collaboration.

## **New York**

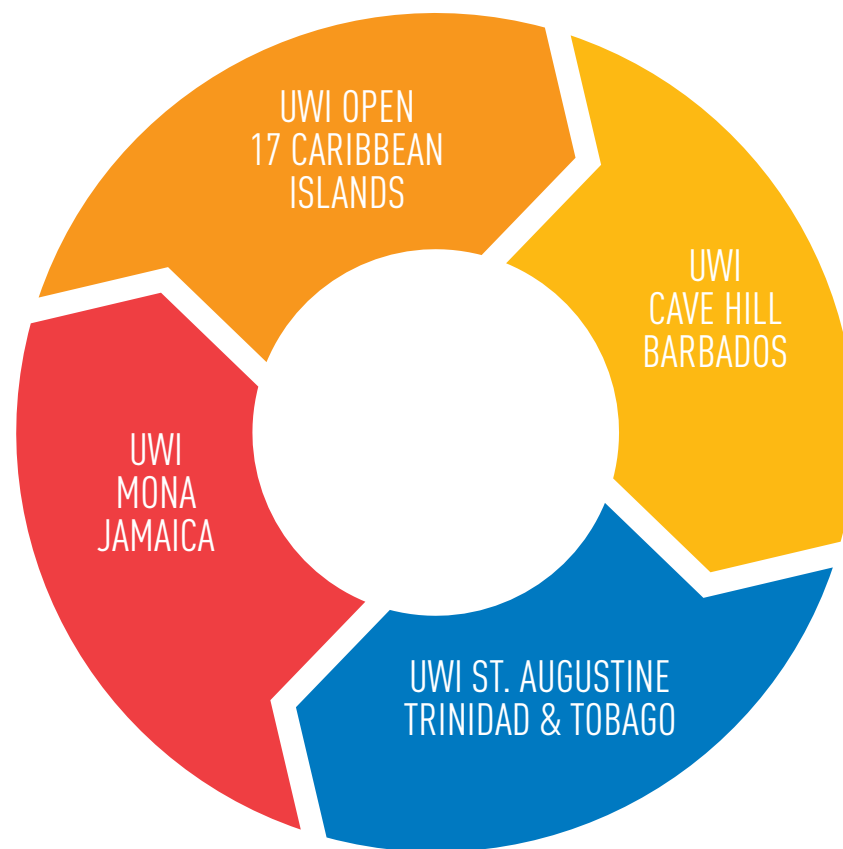
The State University of New York (SUNY) system encompasses 64 institutions, 463,000 students, and 7,500 degree programmes in New York State. The proposed UWI-SUNY Centre for Caribbean Governance, Leadership and Development will be a key hub for The UWI overseas, particularly for connecting more deeply with the Caribbean diaspora.

Additional areas for collaboration explored under The UWI-SUNY agreement include Agro-Technology and Food Security, ICTs, Cultural Industries, History, Africana Studies, and Pharmacy. Six projects, aligned with The UWI's research priorities for the region, have already received seed funding, with a focus on Citizen Security, Natural Products and Medicinal Chemistry, Coral Reefs, Cardiovascular Health, and Climate Change.



OUR SERVICES

## OUR ONE UWI BRAND OF EDUCATION



# SAVING OUR BLUE ECONOMY

Sargassum, a thick, vine-like seaweed for which the Sargasso Sea is named, has developed something of an infamous reputation, from the time of Columbus and other 15<sup>th</sup> century explorers. Since then, the seaweed, which can form dense “mats” on the surface of the ocean, has garnered fantastical and somewhat menacing references in film, music, and literature (see Jean Rhys’ bold retake of “Jane Eyre” in the novel “Wide Sargasso Sea”).

In reality though, Sargassum offers food and safe habitats for marine species, including sea turtles. Sargassum can even support healthy beach ecosystems and strengthen dunes that protect coastal areas from storms. However, due to climate change, large-scale deforestation, and increased erosion leading to spikes in nutrients like nitrogen and phosphorus in the world’s oceans, Sargassum growth has reached unprecedented levels. In the Caribbean, the seaweed has been taking over beaches, damaging coral reefs and fisheries, and posing a threat to all those whose livelihood depends on the sea.

So, in August 2015, The UWI Cave Hill Campus hosted a **Sargassum Symposium**, that brought together scientists from across the University, with key stakeholders in Caribbean tourism, business, and fisheries, to address the Sargassum invasion. Rather than simply assessing the threat posed to tourism and marine life, the symposium took a new perspective – **exploring innovative uses for the seaweed** that could reduce its environmental impact, while reaping economic benefits for local communities.

Members of the public and private sectors shared Sargassum’s potential as an organic fertilizer and feed for livestock, as well as a number of product prototypes under development, ranging from soap and flour, to plywood and biomass pellets. The symposium launched a repository of information for researchers, entrepreneurs and developers interested in these and other Sargassum-related initiatives. The University of West Indies is working to secure funding for further research and development of this rich field – transforming our ‘Sargasso seas’ from threat to treasure. To learn more, visit <http://www.sargassum-at-cermes.com/>.



Pro Vice-Chancellor and Principal Professor V. Eudine Barriteau delivering Opening Remarks at the Sargassum Symposium.

In the Caribbean, the seaweed has been taking over beaches, damaging coral reefs and fisheries, and posing a threat to all those whose livelihood depends on the sea.



PHOTO BY: ROMEL HALL



# CAMPUS PRINCIPAL'S REPORT



## PROFESSOR V. EUDINE BARRITEAU

PRO VICE-CHANCELLOR & PRINCIPAL, CAVE HILL CAMPUS



On May 1, 2015, the Cave Hill Campus entered The UWI's history book with the elevation of its principal, Professor Sir Hilary Beckles to the position of Vice-Chancellor of The University of the West Indies.

On May 30, 2015, the campus had the further distinction of hosting Sir Hilary's installation ceremony as it celebrated the occasion with its sister campuses and hundreds of local and regional dignitaries.

The fourth Principal of the Cave Hill Campus, Professor Sir Hilary Beckles took up the mantle of the principalship of the Cave Hill Campus in 2002. Celebrated today, as a visionary and transformational leader, Sir Hilary immediately began to create a modern, internationally respected campus. In response to the needs of the campus' public and private stakeholders, and on the recommendation of the Fields Commission, Sir Hilary led the campus and especially the Faculty of Social Sciences in overhauling its curricula and creating a suite of self-financing graduate programmes which supported the strategic development of Barbados and the OECS.

The campus community salutes Vice-Chancellor Professor Sir Hilary Beckles for his role in the creation of a modern Cave Hill Campus and his significant contribution to the development of the Caribbean region.

Under his watch, the School for Clinical Medicine and Research was upgraded to a full Faculty of Medical Sciences, with the launch of the MB BS programme in 2008; and the Student Economic Empowerment Desk (SEED) was brought on-stream to provide students with the tools necessary to start their own business on graduation. During his tenure, student enrolment expanded from 4,363 in 2002 to 8,634 in 2013, prior to a decline resulting from changes in the Barbados Government's tuition fee policy. In 2013, the campus gained institutional accreditation from the Barbados Accreditation Council on the basis of the recommendation of an expert review team. The team noted that the campus *had done well and better than most higher education institutions in anticipating the impacts of the global financial recession*.

Cognisant of the infrastructural requirements of a modern university campus and the needs of an expanding student population, and with the support of the Government of Barbados and Barbados' corporate community, Sir Hilary changed the physical landscape of Cave Hill with the construction of a range of buildings including:

- CLICO Complex for Teaching Excellence (2004) and the Sagicor Centre for LifeLong Learning and Teaching (2006).
- The Errol Barrow Centre for Creative Imagination (2006).
- Department of Computer Science, Physics and Math Office Block (2006).
- The Student Services Building (2006).
- E-commerce building (2007).
- A Staff Lounge (2007).

- The 3Ws Oval, and the surrounding Pavilion and Media Centre (2007 & 2008).
- The CARICOM Research Building (2008).
- Postgraduate Teaching Complex (2008 & 2010).
- The New Administration Building (2010).
- The Faculty of Medical Sciences Laboratory and Teaching Complex (2009 & 2012).
- CLR James Building (2011) and the adjacent Quaw's Quest Memorial Park (2013).
- Additional facilities for the Cave Hill School of Business (2013).
- The Keith Hunte Hall (2013).
- The Nelson Mandela Park (Phase 1 2013).
- The Usain Bolt Sports Complex (2015).

His transformation of the campus also included the expansion and refurbishment of existing structures and the beautification of its environs, of which he was a passionate and involved advocate.

Through the implementation of the Students' Amenities fees, Sir Hilary also led the campus in the development of strategies for the enrichment of the students' total university experience. Thus, the campus' sports facilities were expanded with the provision of: a new hockey field, a world class all-weather FIFA-rated football field and a state-of the art athletics track named in honour of Barbados' World Champion, Ryan Brathwaite. Sports Cave Hill allowed for the integration of sports into campus life, and the Academy of Sports, with its academic programmes, provides additional opportunities for the region's young sportswomen and men.

One of Sir Hilary's most significant achievements—and perhaps one which is dearest to his heart—has been the Sir Arthur Lewis Scholarships, named in honour of St. Lucian Nobel Laureate and founding Vice-Chancellor of The University of the West Indies. These scholarships have afforded hundreds of OECS nationals the opportunity to pursue degrees at the Cave Hill Campus. A major initiative under this programme has been the *Arthur Lewis Indigenous Awards*, which are offered to the Kalinagos of Dominica, the Mayas and Garifunas of Belize and the Garifunas of St. Vincent and the Grenadines.

Sir Hilary accomplished all the above while maintaining an enviable scholarly portfolio and publication profile; championing the cause of tertiary education for all and more lately leading the CARICOM region in its fight for Reparatory Justice.

The campus community salutes Vice-Chancellor Professor Sir Hilary Beckles for his role in the creation of a modern Cave Hill Campus and his significant contribution to the development of the Caribbean region.

The academic year 2014/2015 saw little progress toward the finalisation of plans to settle the outstanding arrears due to the campus. During the year, the campus' economic crisis was deepened by the announcement by the Government of Barbados that it would no longer pay tuition fees for Barbadian students registered at The UWI. In response to this new policy, which came into effect at the start of academic year 2014/2015, the campus established a committee led by Dr Donley Carrington to determine the commercial financial instruments, which were available to fund students' education and to develop a methodology that would constitute best practice for student funding of tuition. In addition, a survey by Mr Dwayne Devonish and Dr Dion Greenidge provided the campus with information on students' ability to pay tuition fees. As a result, the Student Tuition Plan, which allowed students to pay their tuition in installments over several months was established. The Tuition Learning Centre, led by the Office of Corporate, Student and Alumni Relations (OSCAR) and the Office of Student Services (OSS) provided the students with information and support. The campus also hosted a number of fairs, which allowed students to interact directly with all of the island's financial institutions.

In addition, the campus established a Financial Aid Committee, chaired by the Business Development Officer, which was responsible for reviewing applications and recommending undergraduate students deserving of assistance, through scholarships and grants. The scholarships offered full annual tuition fee waiver whereas the grant represented a partial tuition waiver of 50% of a student's annual tuition fees. Award recipients were required to complete a period of volunteer service. During the year 123 awards were granted to undergraduate students.

In addition to these measures to support new and returning students, the campus continued to implement a wide range of cost-reduction measures, which included:

- The freezing of vacant positions;
- Replacing fluorescent bulbs with LED lights to reduce electricity cost and replacing old air condition units with energy efficient systems;
- Rationalisation of programmes to avoid duplication;
- Elimination of under-subscribed courses and liaising with faculties to deliver multi-disciplinary courses.

While the campus continued to be deeply troubled by its financial situation and especially by the negative impact that the new tuition policy will have on the human resource development of Barbados, and especially on persons in the lower income brackets, it has taken comfort in the continued support of the Government of Barbados which has provided the campus with sufficient funds in time to meet the campus' monthly payroll as well as some relative alleviation of outstanding debts. The campus records its deepest gratitude to the Cave Hill community, especially the members of the faculties, the administration and staff and the Guild of Students for the positive spirit with which they have collectively faced the financial constraints over the last nine years. The campus also notes with gratitude the continuing commitment of the private sector and individual members of the public who have supported the campus and students through scholarships and bursaries.

#### GRADUATION PERFORMANCE

One thousand, four hundred and thirty (1,430) students received undergraduate degrees. One hundred and nineteen (119) students received first-class honours degrees, 562 persons received upper-second class degrees and 446 received lower-second class degrees while 301 graduated with pass degrees.

At the graduate level, 22 persons received doctoral degrees including eight persons from the Faculty of Humanities and Education, 12 from the Faculty of Medical Sciences and one each from the Faculties of Science and Technology and Social Sciences.

Cave Hill Campus: Not defined  
by its current circumstances



## EXPANDING OPPORTUNITIES AND ENHANCING THE CURRICULUM

On-campus enrolment as of February 2, 2016 stood at 6,065. This is a decrease of 798 students or approximately 12% over the 2015 registration figures of 6,863. While the Faculty of Social Sciences continues to account for the largest number of student, i.e. 3,369 or approximately 56% of the total student population, it has also experienced a decrease of over 12%.

The Faculty of Humanities and Education continues to see the greatest decrease, approximately 18% in undergraduate and graduate enrolment. Enrolment in the Faculties of Law and Science and Technology has declined by appropriately 18% and 7%, respectively. It must be noted that enrolment in the Faculty of Medical Sciences has grown by over 8%.

## THE FACULTY OF HUMANITIES AND EDUCATION

During the year under review, all departments within the Faculty of Humanities and Education focused on re-evaluating their programmes to ensure breadth, relevance, quality and attractiveness.

As a result, the Department of History and Philosophy included a new survey course in Caribbean History. The Department of Language, Linguistics and Literature revamped the *BA Linguistics, Languages and Literature* and the *BA Linguistics, Literature and Education* and introduced two new undergraduate programmes *BA Applied Linguistics with Communication Studies* and *BA Language and Society*.

The School of Education completed the development of its graduate diploma in *Education for Primary Teachers* and was engaged in obtaining approval for the new *BEd in Early Childhood Education*, which is expected to be delivered in August 2016.

## Secondary Students Exposed to Campus Life

Conscious of the need to introduce students as early as possible to the Cave Hill Campus, the Faculty of Humanities and Education launched its first annual “UWI 101”. The brainchild of Dr Jennifer Obidah, Dean of the Faculty, UWI 101 is a one-week programme that introduces students, between the ages of 15-17 years, enrolled in secondary school, to life as a student of the Cave Hill Campus. Under the sponsorship of FirstCaribbean International Bank, 81 students from 18 of the 24 secondary schools in Barbados had the opportunity to take a wide range of courses taught by members of all five faculties. Students also spent one night at one of the halls of residence, and participated in activities delivered by the Office of Student Services.

## New Translation Bureau Launched

*Removing Cultural Barriers and Promoting Trade & Communication*

On May 27, 2015, Senator Dr Esther Byer, Minister of Labour, Social Security and Human Resource Development, opened the Department of Languages, Linguistics and Literatures (LLL)'s Translation Bureau. The Minister emphasised the importance of the Bureau by noting “recently Barbados lost out on hosting an OAS meeting because it was felt—not by the OAS, but by our delegation, that Barbados did not have the translation capacity! But no longer! ...Our ability to provide the required services contributes to our efforts to host large events which attract large numbers of participants and results in the earning of foreign exchange”.

The Bureau offers services in Spanish, French, Portuguese, German and Mandarin and has translated 45 documents since its opening.

## Language Students Give Service Abroad

The Faculty announced that six Spanish-language and eight French-language students were selected to teach English in Columbia, France and Guadeloupe, respectively. This is in keeping with the Faculty's strategic objective of engaging its students in activities that not only extend their knowledge and expertise in humanities and education, but prepare them to improve the human condition through their contributions to the world of work.

## THE FACULTY OF LAW

During the year, following a competitive and intensive international recruitment campaign seven new staff joined the Faculty of Law at the lecturer and senior lecturer levels.

The Faculty also revised its regulations, updating and modernising them and removing supplemental examinations except in special cases. Following the adoption of the new regulation on supplemental examinations the Faculty adopted a general policy guideline which generally allows supplemental exams in cases where: (1) a student has failed no more than two courses, (2) both were in Level III, and (3) both failures were at a very high (F1) level. The aim of this policy is to offer supplemental examinations to those students who are most likely to successfully pass them.

### **Regional Justice Programme**

The IMPACT Justice Project was officially launched on April 30, 2015. IMPACT Justice is a regional justice sector reform project implemented by the Caribbean Law Institute Centre under an agreement between the Canadian Department of Foreign Affairs, Trade and Development and the Cave Hill Campus.

The project is headed by Professor Velma Newton and The University of the West Indies is represented by Dr David Berry, Mr Jeff Cumberbatch and Professor Eddy Ventose of the Cave Hill Campus and Dr Christopher Malcolm of the Mona Campus.

The project consists of Technical Advisory Groups in Legislation and Treaty Drafting; Legal Profession and Education; Public Legal Education; Legal Databases and Alternative Dispute Resolution.

IMPACT Justice achievements during the year included:

- The submission in March 2015, of the final report of the consultant engaged to prepare a background paper on *sexual harassment legislation* in the CARICOM region with a view to updating the 1996 CARICOM Model Bill.
- A workshop held in Trinidad and Tobago on December 5, 2015, attended by DPPs, senior police and customs officers, as well as by representative of the Regional Security System and of the British Development Division in Barbados on financial crimes legislation.
- Two workshops held in Barbados from November 20-25 which will lead to the preparation of manuals on drafting instructions for Permanent Secretaries and legislative drafters.

- Financial assistance to three students enrolled in the Legislative Drafting programme of the Faculty of Law, Cave Hill Campus. The project expects to fund additional students.

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

In spite of the negative impact of the introduction of tuition fees on student enrolment across all faculties, the Faculty of Medical Sciences was able to maintain its enrolment number during the academic year 2014/2015. Since 2008, approximately 64 new students are admitted annually to the MB BS programme, with total enrolment over five years now standing at over 300. Approximately, half of the students admitted are Barbadian nationals with the majority of the remainder coming from Trinidad and Tobago and The Bahamas.

The third cohort of students to enter the full five-year MB BS degree programme at Cave Hill wrote their final examinations in May-June 2014 with their counterparts from the Mona and St. Augustine campuses. Of the 44 students who wrote the examinations, 35 were awarded the MB BS, with 14 eligible for honours based on the GPA system.

### **Closer Alliance between Public Health Group and CDRC**

Academic year 2014/2015 also saw the building of closer relationships between the Public Health group at the Faculty of Medical Sciences (FMS) and the Chronic Disease Research Centre (CDRC). The aims of the CDRC/Public Health research strategy are to support national and regional disease prevention and control policies and programmes, and to contribute to a reduction in health inequities or disparities, both between and within Caribbean countries.

The overarching goal of the strategy is to ensure that the research is relevant to the health needs of the Caribbean and that there is active support for translation of its findings to support interventions to improve health.

### **THE FACULTY OF SCIENCE AND TECHNOLOGY**

During the year, the Faculty began the *Science for ALL* initiative, which focused on collaboration and sharing in order to strengthen the relationships between all Science and Technology stakeholders within the Caribbean region.

One important outcome of this initiative is the determination that all future Faculty activities must be accessible to students with physical and learning disabilities. The policy also extends to the Faculty's public initiatives and for its engagement with members of the disabled community at large.

### **Project FUSE-IT**

During the year, the Faculty also launched the FUSE-IT (FST Undergraduate Student Experience) Initiative) which is geared to improving the overall student experience from the first registration to graduation. Initiatives under the projects included:

- Launch of the "Meet the Dean" sessions which takes place once per semester;
- The creation of a Faculty Disability policy that outlines the procedures to be used to accommodate students with disabilities who register for programmes within the Faculty;
- The Faculty Computer Science Society, brainchild of the Faculty IT Technician, Mr Maurice Beckles. The society provides students with the opportunity to apply the theories and ideas gained

in the classroom to real world problems through simulations, internships, and community work. A major success for the Society was the development of a mobile web app for the School of Education Biannual Conference that took place on June 1-4, 2015, at Cave Hill. The app enabled participants to see the schedule of conference presentations.

### THE FACULTY OF SOCIAL SCIENCES

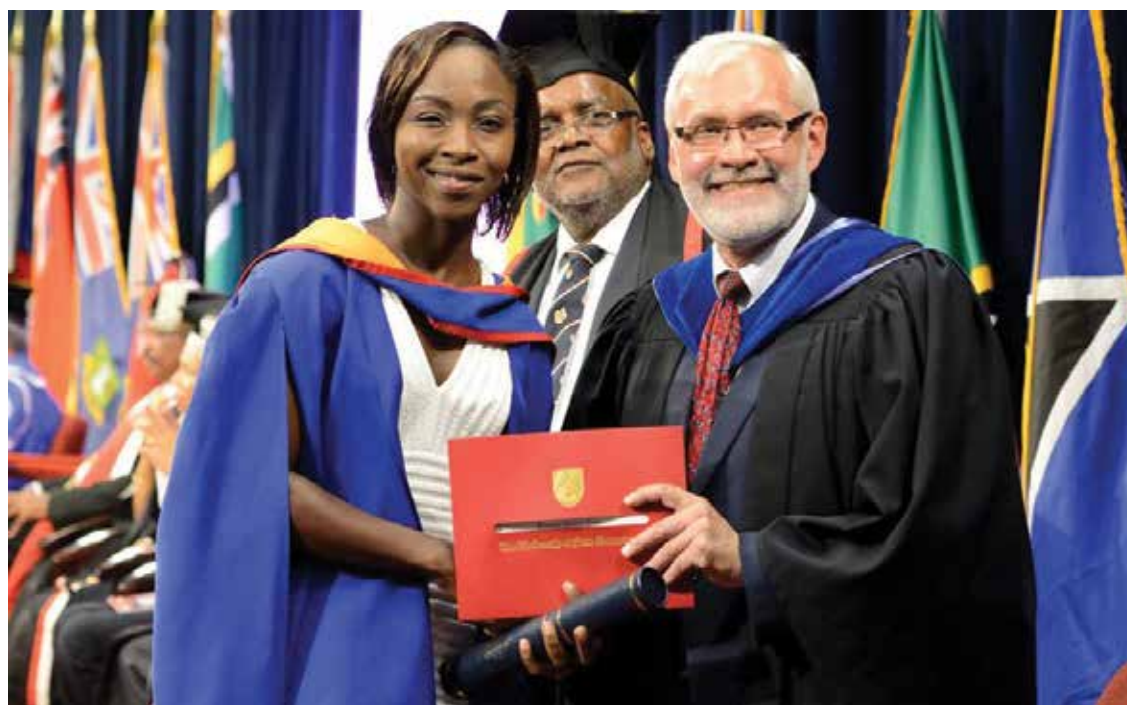
#### Academic Sport Programmes

The campus is pleased to report that there has been a steady growth in the academic sports programmes over the past two years. To date, 64 students are enrolled in the *BSc Sport Sciences* programme and 10 students in the *MSc Sport Sciences* programme. In October, five students graduated with distinctions from the Master's programme, the first double diploma programme offered by the Cave Hill Campus. These students receive diplomas from The UWI and the University of New Brunswick (UNB).

In September 2015, five undergraduate students travelled to the University of New Brunswick as part of the semester abroad programme.

#### SEED Small Business Development Centre (SBDC)

During the year, SEED—the brainchild of Professor Sir Hilary Beckles—continued to work towards the establishment of a Small Business Development Centre (SBDC) under a pilot project with the Ministry of Industry, International Business, Commerce and Small Business Development and the Barbados Investment Development Corporation. The project was funded by the Organisation of American States (OAS). Under this public/private/academic partnership project, SEED together with the other organisations provide assistance to small businesses.



First graduates of the MSc Sports Science, the first double diploma programme offered by The UWI and the University of New Brunswick

#### University of South Florida Collaboration (USF)

In 2014, SEED collaborated with the University of South Florida (USF) to bring PhD students in environmental engineering to Barbados to work with SEED entrepreneurs interested in sustainability, and to develop a commercial enterprise in nutrient management. The group, supported by The UWI as well as USF faculty conceptualised a “waste to wealth” project using treated wastewater to grow crops. This idea was successfully proposed to the Barbados Water Authority. The project entitled “Non-traditional university partnerships for sustainable nutrient management research, education, and innovation in Barbados” was presented to the Caribbean Water and Wastewater Association (CWWA).

### THE CERTIFICATE IN UNIVERSITY LEVEL TEACHING AND LEARNING

The Postgraduate Certificate in University Teaching and Learning (CUTL) reported another successful year with both new and established faculty participating in the programme. Twenty-four lecturers commenced the programme in September 2014, while 16 graduated in October 2015, thus bringing the total number of graduates to 107. Another 77 members of faculty continue at various stages in the programme.

### Supporting the Revised GPA System

During the year, the Centre for Excellence in Teaching and Learning (CETL) continued training to prepare faculty and staff for the introduction of the revised GPA system. Training included workshops conducted on a discipline-specific basis; on-demand training and support to departments and individual members of faculty on assessment methods, the design of rubrics and tables of specifications and examination paper construction.

Following the results of Semester 1 examinations which suggested the need in some areas for further specific guidance with respect to examination paper construction and grading, a practical workshop was organised, to address these areas. The workshop utilised examples of examination items, and assessment instruments to demonstrate best practices and provide opportunities for the participants to critically analyse their exam papers and scoring rubrics and make changes as they worked individually and collaboratively with peers.

### THE CENTRE FOR FOOD SECURITY AND ENTREPRENEURSHIP

During the review period, the Centre for Food Security and Entrepreneurship was instrumental in the development of a number of initiatives, which led to the campus signing agreements or memoranda of understanding. These included agreements with the:

- CHF Caribbean Inc. for a grant of US\$88,887.00 for the procurement of electrical, wind and solar systems for the operation of the S.V. Ruth schooner under the Caribbean Sail Cargo Initiative.

- Island Leathers Inc. on behalf of the CFSE for the support of the Barbados Black Belly Sheep Industry. The first phase of the support will see the conversion of over 5,000 cured Black Belly sheep skins to leather through the leadership of the CFSE. The second phase will bring into existence a facility to produce cured meats for local consumption and for export. The CFSE has secured the grant financing for the facility.
- Caribbean Development Bank (CDB) for a grant of US\$140,000.00 for the development of a curriculum for a *MSc Chocolatier* degree in support of the cocoa/chocolate industry in Caribbean cocoa-producing countries. This training programme is a component of the Chocolate Academy that is to be located at Cave Hill. The CFSE has already secured grant financing for the facility to house the chocolate academy. This is a follow-up to an MOU previously signed with Spagnvola Chocolatiers in Maryland, USA.

In addition, the CFSE has successfully coordinated the provision of loan funds of US\$2.5 million for the Government of St. Vincent and the Grenadines for the restructuring of the arrowroot industry. The Centre has also coordinated the provision of over US\$400,000.00 in grant funds for technical assistance studies, which address the restructuring of the arrowroot industry. The restructuring will see the introduction of a new factory and equipment for processing arrowroot starch, and for the improved methods for cultivating the arrowroot crop. The CFSE is the implementing agency for the restructuring work in collaboration with the Ministry of Agriculture, St. Vincent and the Grenadines.

During the year, the CFSE also completed the physical plans for converting the Cave Hill Campus' land at Dukes Plantation into an agri-business science park. It is expected that the Park will include the following facilities:

- Administration facilities
- Conference Centre (to accommodate 500 persons)
- Breakout space and restrooms
- Restaurant
- Retail Shops
- Vegetable/Fruit Facility
- Standards Laboratory
- Field Station
- Chocolate Academy
- Hot Sauce Processing Facility
- Fruit Processing Facility
- Vegetable Processing Facility
- Meat Curing Facility
- Cotton Processing Facility
- Mechanical Room

Professor Leonard O'Garro, Director of the CFSE, has led the discussions on behalf of the campus, for the funding arrangements for the development of the Park.

### INTERNATIONALISATION

#### Chinese Partnership Forged to Create New University

On January 21, 2015, Pro Vice-Chancellor and Principal, Professor Sir Hilary Beckles signed an agreement with the Suzhou-based Global Institute of Software Technology (GIST), to pursue the establishment of an application-oriented degree-level institute with the support of the Jiangsu International Foundation for Education Excellence.



# NEW ENTREPRENEURS

The University of the West Indies' *Student Entrepreneurial Empowerment Development (SEED)* Project at the Cave Hill Campus, is an exciting programme aimed at encouraging students to start their own businesses. SEED offers a co-curricular course, open to all Cave Hill students, that provides a safe, educational environment in which to explore entrepreneurial ideas. It offers students interactive sessions, hosted by entrepreneurs and members of the local community, that focus developing students' innovative business ideas from the ground up. (<http://www.cavehill.uwi.edu/seed/>)

SEED members are also given access to relevant information and resources, including the process of drafting business plans and conducting market research, organisations that support small business development, related legislative frameworks, and opportunities for financing.

Other stakeholders working to advance entrepreneurship in the region include the *Branson Centre for Entrepreneurship* - <http://bransoncentre.co/caribbean/> and infoDev's *Entrepreneurship Program for Innovation in the Caribbean (EPIC)* - <http://www.infodev.org/EPIC>, a seven-year \$20 million programme

Entrepreneurship is key in the Caribbean, particularly since recession in many countries is limiting the number of jobs available for graduates.

funded by Government of Canada that offers financing, training and capacity development for sustainable enterprises throughout the Caribbean, with a focus on digital entrepreneurship, climate technology, and woman-led entrepreneurship.

*Accelerate Caribbean* (<http://www.acceleratecaribbean.com>) is a programme designed by infoDev, aimed at supporting business enablers in the public, private and education sectors, through a tailored package of training and mentorship, bringing together key stakeholders to facilitate an environment that supports entrepreneurship and innovation, much like the work being done with student entrepreneurs in The UWI SEED.



The new entity emerging from this joint venture will be called Suzhou UWI Global Institute. As part of the agreement, a sister institution, The UWI-China Institute of Information Technology is to be set up at the Cave Hill Campus, which will supply the facilities. Furnishings and teaching materials will be provided by GIST with new curriculum systems to be discussed and determined jointly, with some disciplines to be chosen for 2+2 articulations—students spending two years in China and two at The UWI. All course credits and dual degrees will be recognised by both entities.

#### **Cave Hill Hosts Inaugural Confucius Institute Board Meeting**

The inaugural meeting of the Board of the Confucius Institute was held on April 2, 2015 in the Main Conference Room of the Cave Hill Campus. The meeting was co-chaired by Professor Sir Hilary Beckles and Professor Huang Jin, President of the China University of Political Science and Law (CUPL). Sir Hilary welcomed the participants and noted the historic nature of the meeting. It was agreed that in addition to staff and student exchanges, consideration would be given to the development of a Master's in Chinese Law at the Cave Hill Campus.

The meeting approved the 2014/2015 budget of US\$150,000.00 which included:

- US\$21,750.00 for the furnishing of two classrooms capable of seating 60 persons, a seminar room for 15 persons, 4 offices, a print room, bathroom and storage facilities;
- US\$70,860.00 for equipment;
- US\$11,400.00 for office expenses;
- US\$45,990.00 for an opening Ceremony and Chinese cultural activities.

#### **Cave Hill Coordinates Teach English Caribbean Programme**

On June 22, 2015, the Cave Hill Campus signed a contract with the Ecuadorean Ministry of Higher Education, Science, Technology and Innovation (SENESCYT), Ecuador's governing body of higher education, for the *Enseña Inglés Caribe 2015* (Teach English Caribbean 2015) programme. The programme started in November 2015 with 129 students, 50 of whom are registered at Cave Hill.

This teacher-training project is part an Ecuadorian presidential initiative to address the low levels of English proficiency among English teachers in Ecuador as demonstrated by international proficiency tests. The overall aim is to prepare Ecuadorian teachers to have more of a positive influence on the education system and hence, enable its citizens to become even more competitive at the local and international levels.

The UWI Cave Hill Campus has overall responsibility for academic quality of the TEC programme, which is delivered at The UWI Cave Hill, the St. Vincent and the Grenadines Community College (SVGCC) and the Dominica State College (DSC). The Ecuadorean scholars will follow two major areas of study in this seven-month programme; namely, English as a Second Language (ESL) which focuses on improving teachers' linguistic proficiency through an Integrative Communicative approach to teaching the language and Teaching English as a Second language (TESL).

#### **Professor Barriteau Welcomes Panamanian Delegation to Cave Hill**

On July 3, 2015, Professor Eudine Barriteau welcomed His Excellency Juan Carlos Verela Rodriguez, President of the Republic of Panama and members of his delegation which included: the Minister of Education, Her Excellency Marcela Paredes de Vásquez, Vice Minister of Foreign Affairs, His Excellency Luis Miguel Hincapié and the President's Advisor, His Excellency Jonattan Del Rosario, to the Cave Hill Campus.

The purpose of the visit was to discuss ways in which the campus could provide training for Panamanian teachers and pre-university students. President Rodriguez noted that sending Panamanian to the Caribbean would help to send the message that Panama wanted to have much closer ties with the region.

In welcoming the delegation to Cave Hill, Professor Barriteau stated the campus was "working closely with the Government of Barbados whose interest in the higher educational sector as an export industry, intersects with the Cave Hill's internationalisation strategy." She also noted that Cave Hill had an admirable record in the teaching of English as a foreign language. She indicated that since 2008, hundreds of Venezuelan middle managers employed in their country's oil industry as well as nationals from Chile, Colombia and Martinique, had graduated from the campus' ESL programme.

The visit of the Panamanian delegation ended with a tour of the campus including the language training facilities.

The campus expects to receive an additional 90 students from Panama during academic year 2015/2016.

### International Medical Students

The Faculty of Medical Sciences at the Queen Elizabeth Hospital continues to coordinate an active clinical elective programme for medical students from international medical schools. Between 2009 and 2012, over 300 such students were accepted for placements at the QEH. During the year in review, 72 students were accepted. While the majority of students came from the UK and Germany, there were also students from Belgium, Austria, Spain, Australia, New Zealand, USA, Cuba, Jamaica and St. Vincent.

The visiting students provide valuable opportunities for social interaction while they spend periods ranging from four to twelve weeks working alongside the UWI clinical students. The funds generated from this programme are used to assist Cave Hill's students to pursue their clinical electives overseas.

### Cave Hill Campus Hosts

#### UN Secretary-General's Youth Symposium

On July 2, 2015, Professor Sir Hilary Beckles, Vice-Chancellor of The UWI hosted His Excellency Mr Ban Ki Moon, Secretary-General of the United Nations in the youth symposium "*Caribbean Youth Speak: The World We Want Post-2015*" which took place at the Walcott Warner Theatre, Errol Barrow Centre for Creative Imagination. The symposium provided an opportunity for the Secretary-General, to obtain the views of the young people of the Caribbean on the following themes: Climate change, Political participation, Youth unemployment, Gender-based violence, non-Communicable diseases and Crime and violence.

Over 200 persons between the ages of 16-35 from youth groups and organisations across Barbados attended the symposium while students from St. Augustine and Mona campuses, Antigua, Bahamas and St. Vincent and the Grenadines participated via video link. The symposium was live-streamed throughout the Caribbean.

The Secretary-General warmly commended Cave Hill Campus' visually impaired student, Ms Janile Odle who gave the welcome address on behalf of the youth of the Caribbean.

### RESEARCH AND INNOVATION

The fifth annual research week held from February 23-27, 2015 under theme *Cave Hill on the Cutting Edge: Issues and Solutions*. Activities featured during the week included lectures, symposia, panel discussion poster exhibitions of ongoing research activities that are having significant impact on regional and international development.

During the week *Outstanding Researcher Awards* were presented to:

- Professor Alina Kaczorowska-Ireland - Faculty of Law.
- Dr Alok Kumar - Faculty of Medical Sciences.
- Professor Julia Horrocks - Faculty of Science and Technology.
- Dr Philmore Alleyne - Faculty of Social Sciences.
- Dr Halima Deshong - Institute for Gender and Development Studies: Nita Barrow Unit.

*Special awards* were presented to: *Barbados Lionfish Project*.

*The Best Applied Research: The Future Reefs in A Changing Environment (FORCE Project).*

The following projects received the *Most Internationally Successful Research Team Awards*:

- *The CARICOM Political Declaration on NCDs Six Years On: An Evaluation to Accelerate Further Multi-Sectoral Implementation.*
- *The Caribbean Law Institute Centre (CLIC) - Improved Access to Justice Project (IMPACT Justice).*
- *University Rights Advocacy Project (U-RAP).*

### FUNDING FOR RESEARCH

During the year, faculties continued to be engaged in developing and submitting proposals to further the research activities of staff and students.

The campus is pleased to recognise the following grants, which were received during 2014/2015:

- US\$115,000.00 from *Virgin Unite* to CDRC Investigators Professor Nigel Unwin, Andre Greenidge, Clive Landis to determine the acceptability and transferability of a very low calorie diet plus structured long-term support in Barbados.
- CDRC led by Professor Nigel Unwin obtained CAN\$795,000.00, from the *Canadian International Development Research Centre* to evaluate, seven years on, the implementation of the *CARICOM NCD Summit Political Declaration* in order to learn lessons that will support and accelerate its further implementation and will inform the attainment of the UNHLM NCD commitments.



- CERMES was awarded a contract of BDS\$86,000.00 by the *United Nations Food and Agricultural Organisation* to conduct the project entitled “*Implementation of the Project Development Phase of the GEF SCCF Adaptation Project – Climate Change 4 Adaptation in the Eastern Caribbean Fisheries Sector*”.
- Dr Crawford and Ms Inniss-Grant received BDS\$26,148.00 from the *Foreign and Commonwealth Office's Strategic and Bilateral Programme Fund* under the auspices of the *British High Commission of Barbados* for the *Human Rights, Sexual Equality and Youth in Barbados* project.
- Dr Tonya Haynes was awarded US\$30,000.00 from *Dag Hammarskjöld Foundation* (DHF) to host the successful regional consultation, *Caribbean Partnerships for Economic Justice and Sustainability*, from January 6-7, 2015.
- The IGDS: NBU successfully secured funding for the *11th Caribbean Institute for Gender and Development*. The Institute received US\$40,000.00 from *UN Women* for lecturers' travel, participants' accommodation and curriculum development and US\$50,000.00 from the *Caribbean Development Bank* (CDB) for participants' subsistence (meals allowance), lecturers' and tutors' payments, training materials and office supplies.

#### **CAPITAL DEVELOPMENT**

During the period under review, the campus remained mainly focused on its efforts on the upkeep physical environment. Construction work continued on the West Stand of the Usain Bolt Stadium. The West Stand seats approximately 600 persons in its tiered seating and also houses the programme in Sports Science, a joint MSc programme with the University of New Brunswick, Canada. Work on the building started in the summer of 2013 and was scheduled to be completed in 2015, after some major delays. The office of the Academy of Sport was relocated to the facility in the summer of 2015.

Work continued at a slow pace on the Nelson Mandela Freedom Park. When fully completed, the park will consist of two large level areas and will include accommodation for an amphitheatre, gazebos, bar, washrooms and security kiosk. The work on this site started in August 2013 and is being undertaken in phases. Phase I saw the completion of the terraced areas and retainer walls and was substantially completed in March 2014, with other works, including landscaping, being undertaken afterwards to bring the park up to a usable stage.

Work commenced in March 2014, on the building, which is intended to house the Confucius Institute. The existing hockey pavilion is being transformed by the addition of basement offices and by two floors above to provide office and teaching space for the Institute along with additional offices for other staff members of the campus. When completed the Confucius Institute will house a classroom capable of seating 65 persons, a smaller seminar room for 15 persons, four offices, a print room, bathrooms for staff and students and a small storeroom.

However, due to financial difficulties experienced by the contractors, work continued at a very slow pace during the year under review and still remains incomplete.

The campus completed the design work and received permission from the Town Planning Office to proceed to the construction phase on the Centre for African and Brazilian Studies (formerly called the Multi-Faith Centre) during the year under review. However, the construction proceeded at a very slow pace during the year.

#### **RECOGNISING OUR PARTNERS**

##### **Alumni Scholarship Initiative**

The Alumni Association and the Cave Hill Alumni Office partnered with several organisations to encourage alumni within these organisations to either join together to give scholarships or to give a personal scholarship. As a result, alumna Mrs Natasha Thompson, Financial Controller of Goddard Enterprises Limited offered a personal scholarship in memory of her grandmother.

##### **Courtesy Garage Presents**

##### **Cave Hill with a Green Vehicle**

In October 2014, Mr Patrick McDonald, Director of Courtesy Garage, Barbados presented the Cave Hill Campus with a natural gas powered station wagon. During the handing-over ceremony, which included Dr Colin Depradine, Dean of the Faculty of Science and Technology and other senior members of the campus management team, Mr McDonald noted that the vehicle would assist the campus in containing its energy costs and in furthering research into the various energy options for transportation on the island.

Sir Hilary who received the car on behalf of the campus indicated that the University had prospered over the years largely as a result of the generosity of the private sector.

#### **Graduate Placement Programme**

The Graduate Placement programme, which is collaboration between The UWI Cave Hill and the CIBC FirstCaribbean International Bank seeks to transition students from the classroom to the world of work.

During the year:

- Nine graduates from the disciplines of accounting and banking and finance were offered three-month placements at the CIBC/FirstCaribbean International Bank;
- Eight graduates from the disciplines of computer science, marketing, human resources and electronics were placed at Digicel Barbados for an initial period of three months from August 2015. All these contracts were extended to March 2016;
- The Barbados Accreditation Council employed one graduate for three months.

As a result of these placements, two graduates have found full-time employment, one at Digicel and the other at the Barbados Accreditation Council.

#### **Prizes, Scholarships and Donations**

The Cave Hill Campus is extremely pleased to acknowledge the following new scholarships, which were established during the academic year:

- Ermine Holmes Memorial Award - BDS\$1,500.00.
- Barbados Association of Bermuda Scholarship - BDS\$6,000.00.
- Campus IT Services (CITS) Award - BDS\$3,000.00.
- Enterprise Growth Fund Limited Scholarship (Two awards) - BDS\$3,000.00 each.
- Institute of Chartered Accountants of Barbados Scholarship - BDS\$3,000.00.
- Unicomer/Courts “Dare to Dream” Award (10 Awards) - BDS\$3,000.00 each.
- CIBC FirstCaribbean awarded two one-time Rik Parkhill Scholarships worth BDS\$10,000.00 each in honour of Mr Parkhill, whose tenure officially ended on December 31, 2015.

# ACCESS UWI ANYWHERE

Imagine being able to study at The UWI from anywhere in the world, without leaving your hometown. The future is here, with the **Single Virtual University Space (SVUS)** - <https://www.uwi.edu/svus/>: A technology-enabled environment that allows students to access the University's best teaching and learning resources, without having to leave their home countries. This development not only lowers costs to both students and the University, but it also aims to make The UWI's world-class programmes available to students from diverse backgrounds, enabling them to apply new knowledge and expertise to their respective communities.

So far, three SVUS pilots offered students remote access to courses in Telemedicine, Development Studies, and Teaching. Through the Telemedicine project at the Hugh Wynter Fertility Management Unit at The UWI Mona Campus, medical students on other campuses were able to attend lectures on Sexual and Reproductive Health, view live operations, and interact with surgeons, using state-of-the-art videoconferencing facilities.

The UWI has received funds from the Caribbean Development Bank to do a cost-benefit analysis and business plan for the SVUS, toward expanding its range of offerings. Soon English as a Second Language (ESL), Business, Tourism and Nursing courses will be available via SVUS - taking UWI programmes to a growing network of students in Guyana, Haiti, Latin America, and Ghana.



Prof. E. Nigel Harris (left), (former) Vice-Chancellor of The University of the West Indies (UWI), congratulates Prof. Joseph Frederick (right), Director, Hugh Wynter Fertility Management Unit (HWFMU) at the launch of the UWI's Single Virtual University Space (SVUS) and Telemedicine Pilot at the HWFMU, Mona. At centre is Dr. Shaun Wynter, Consultant, HWFMU.

A technology-enabled environment that allows students to access the University's best teaching and learning resources, without having to leave their home countries.



Demonstrating the Skills Lab: Real time demonstrations of minimal access surgery were shared with the Open Campus sites at Cave Hill, (Barbados) and St. Augustine (Trinidad).



# CAMPUS PRINCIPAL'S REPORT



## PROFESSOR ARCHIBALD MCDONALD

PRO VICE-CHANCELLOR & PRINCIPAL, MONA CAMPUS



The academic year 2014/2015 challenged The University of the West Indies, Mona Campus to respond creatively to the overarching imperative to further diversify our income streams, so as to continue to provide quality services to our students and our national and regional communities.

As this report highlights, we not only increased our income through novel arrangements with public and private sector partners who understand the value of higher education to national development, but we also succeeded in advancing our standing as the region's premier university.

Despite the harsh economic climate in which students are challenged to fund their university education, student enrolment continued on an upward trend in the 2014/2015 academic year. In collaboration with stakeholders in Western Jamaica, the campus advanced plans to exponentially increase student intake at the Western Jamaica Campus, as well as to target a significant international student population to boost our financial standing.

The successes of the past year are directly related to the talent, enthusiasm, hard work and commitment of faculty, staff and administration. They bolster my resolve to continue in the tradition of developing this academy to respond to the changing global environment.

Accordingly, one of our priorities in the reporting year, was to address the pressing issue of our teaching facilities both at the Mona Campus and the Western Jamaica Campus. Among other things, we expanded the teaching facilities at the Western Jamaica Campus, and officially opened the Faculty of Medical Sciences Teaching and Research Complex (FMS TRC), a world-class facility that heralds a new era of advancement for medical teaching and research. To facilitate our students' ease of access to our teaching facilities, we broke ground for new student accommodation that is currently in occupancy stage.

Our researchers and innovators continue to provide high impact research aimed at influencing national policy and impacting our communities. Areas such as, research on *cannabis sativa* (Ganja) has led to an MOU with the Ganja Growers and Producers Association that will enable our small farmers to grow cannabis plants for the purpose of conducting research. On the global scene, the UWI Cardiac Surgery Simulator (UWI CSS) developed in the Faculties of Medical Sciences and Science and Technology in 2001, and refined in academic year 2014/2015 in the Department of Computing, is positioned to begin a general trend towards international adoption of a systematic approach to the use of simulation in cardiac surgical training.

In addition, we introduced a number of new academic programmes in response to national development priorities—programmes such as those in entrepreneurship, renewable energy management and technology, biotechnology, computer systems and civil engineering, medical physics, food and agro-processing, enterprise and risk management, and film production.

The successes of the past year are directly related to the talent, enthusiasm, hard work and commitment of faculty, staff and administration. They bolster my resolve to continue in the tradition of developing this academy to respond to the changing global environment.

#### **FUNDING THE MONA CAMPUS**

Increasingly, our students are finding it difficult to finance their tertiary education, however heavily subsidised. At the same time, demand for higher education is expanding, though a tapering off was evident in the reporting academic year.

At the level of the institution, students' inability to pay negatively impacts cash flow, as has been the case in recent years, including 2014/2015, and so it is a real threat to efficient operations and optimal service delivery.

#### **Cash Flow Challenges**

The growing costs of higher education and the decline in government contributions, have significantly impacted the University's original funding formula. In academic year 2006/2007, with 15,412 students, the University had so diversified its income streams in response to spiraling costs and dwindling government contributions that "donor income and other projects" accounted for 32% of the academy's income compared with 55% government contributions.

In 2014/2015, governments' contribution to The UWI, Mona Campus amounted to 32% of the economic cost of the institution, while students paid 17%.

Our attempt, in the reporting year, to restructure our banking facilities in order to achieve a better distribution of cash inflows over future financial years represents a significant step in the effort to address the cash flow challenges. Simultaneously, the campus was able to reasonably contain expenditure on core areas of operation, driven largely by some major cost reduction initiatives undertaken by the Bursary in 2014/2015.

#### **Diversifying Income Streams**

In the reporting year, the campus forged ahead aggressively with new financing models aimed at addressing students' financial needs, academic programme development, research and innovation, and infrastructural development. The efforts made at all levels of the institution during the year speak to the campus' commitment to the varied approaches to financing its operations. Administration, faculty and staff all did their part to attract income that amounted to some 51% of total revenue, the highest in the history of The UWI, Mona Campus. The targeted areas of revenue growth continued to support the campus in the face of reduced funding from governments, and marginal increases in tuition fee for government-subsidised academic programmes.

#### **Self-financing Programmes**

By far, the programme, which brings in the largest revenues is the full fee-paying programme in medicine, followed by the undergraduate law degree programme. Of note is the Faculty of Social Sciences' enhancement and expansion of its self-funded programmes, currently amounting to some 20, and netting surpluses in excess of

J\$67 million. The Faculty's Weekend Programmes netted J\$8 million, and Summer School, J\$20 million.

Among the campus' self-financing programmes are those that target international students. There was an increase of approximately 42% in the number of international students studying under the medical elective programme. The number of international students from non-contributing countries also saw an increase in the numbers.

### **Commercial Activities**

The second strategic area of operation targeted for growth was the campus' commercial activities. Administration, faculties and student groups continued to forge strategic private and public sector partnerships with local and international organisations and universities to bolster funding for the strengthening of the academy's institutional capacity, teaching and learning, research, as well as for student support. Some of our partnerships include:

- Private Sector Organisation of Jamaica
- Total Jamaica Ltd
- University of Minnesota
- Government of Jamaica (through the Planning Institute of Jamaica and the Ministry of Health)
- FST Resource Mobilisation Unit
- Wallenford Coffee Company
- Jamaica Public (JPS) Foundation
- UWI/ Ministry of Education National College for Educational Leadership (NCEL) Aspiring Principals Programme

### **Partnering for Infrastructural Development**

The UWI Mona's strategic positioning to exponentially increase student intake at the Western Jamaica Campus, as well as to target a significant international student population make it imperative that the campus provide state-of-the-art teaching, learning and research facilities, as well as housing accommodation.

Following the signing of a strategic partnership agreement in May 2014, plans were put in place to develop the Hartmont Property, 12 acres adjacent to the Cornwall Regional Hospital, that will offer medical and nursing programmes in Western Jamaica. Plans are also underway to develop another 50 acres at Barnett Estates to house other programmes.

Infrastructural development at the Mona Campus was also pursued and in September 14, 2014, ground was broken for student accommodation for 1,584 students. Five hundred and seventy-six (576) rooms were delivered for the start of the 2015/2016 academic year. This initiative was the result of a public-private partnership between the Mona Campus, developers and the operator, K (138 Student Living Jamaica) Limited and estimated at J\$4 billion.

In addition, an MOU with CHEC, a Chinese company, to construct a student centre and auditorium and a 150-room hotel, to complete the Mona Campus co-generation plant, develop College Commons, and rebuild the University Hospital of the West Indies, was also finalised.

### **Addressing the Campus Water Supply Problems**

It goes without saying that world-class teaching facilities require amenities, such as efficient air-conditioning systems, electricity and water supply that maximise the delivery of a quality curriculum. The campus is particularly pleased that aggressive efforts were made to address the perennial water supply problems. On behalf of the University Principal McDonald signed a Build, Operate and Transfer (BOT) agreement with North Star Development Jamaica Ltd in September 2014. Through this agreement, North Star engaged the services of an international hydrologist and successfully identified water aquifers located on UWI property. One aquifer was successfully drilled and water discovered. The required tests were carried out and the campus received the potable water seal of approval. It was subsequently agreed that the test well would be converted into a production well, and all efforts are on in earnest by North Star Development, Jamaica Ltd to provide Mona with its own water distribution facility in the very near future.

### **End-of-year Operating Performance**

Without doubt, as the many forged partnerships attests, in recognition of the value of higher education to economic development, there has been a strong community effort in developing The UWI Mona Campus.

The campus achieved a net revenue surplus of J\$82,227,168 for the financial year ended July 31, 2015. The novel approaches to funding the University are beginning to bear fruit, and chart the new direction that will ensure the institution's sustainability and quality in the future.



### **ENGAGING, DEVELOPING AND RECOGNISING STAFF**

The Mona Campus continues to prioritise the personal and professional development of its staff so as to ensure exceptional service to our students, and competent management of the institution. The most recent survey of staff engagement with the Mona Campus indicates an improved level of satisfaction with the institution, and suggests that the institution's efforts to more fully engage its staff are reaping some reward.

The Human Resources Management Division (HRMD) researched and reviewed globally, among other things, retention strategies, and non-salaried benefits used by other universities, with a view to developing a framework for a Total Rewards programme, and recommendations for implementing the programme.

Other areas of focus to engage staff include:

- *Career Planning*
- *Research supervision skills development*
- *Staff recognition*
- *Promotions*

The campus recognised the outstanding work of a number of employees, who were recipients of the Vice-Chancellor Awards. The Mona Campus also boasted no less than 13 national honourees who were recognised for their stellar contributions to the country.

### **WORLD-CLASS TEACHING, LEARNING AND STUDENT DEVELOPMENT**

#### **Targeted Enrolment Growth in Strategic Areas**

The Mona Campus sought to focus enrolment growth on strategic areas, namely the applied sciences, the Western Jamaica Campus, regional and international students, students with disabilities, male enrolment, and graduate studies. Thus, within the overall modest four percent (4%) increase in enrolment over the last three academic years, there was exponential growth in all but one of these targeted areas in academic year 2014/2015.

This targeted increase in enrolment is the result of the measures taken over recent years to introduce programmes that fulfil the country's demand for development-driven industries such as engineering, medical sciences and sports; the development of human capital in the fast-growing western region of Jamaica; introduction of programmes that cater to the interests of the male population; and inclusion of the minority population with disabilities.

#### **Enrolment by Faculty**

The Faculty of Medical Sciences registered a 20% increase in enrolment, and in the Faculty of Science and Technology there was an 8% growth. Significantly, the male registration in this Faculty was 46%, with a 32% overall male enrolment at the campus.

#### **Enrolment by Country of Origin**

As mentioned previously, there was a dramatic increase in the number of new regional and international students (130 to 390), with international student increase accounting for some 21%.

#### **Enrolment in the Western Jamaica Campus**

The strategic thrust towards expanding student growth in western Jamaica also paid rich dividends. The number of new students grew by 35% over the previous year at the Western Jamaica Campus where the programmes delivered include Information Technology, Accounting, Tourism Management, Medical Sciences, Banking and Tourism, HR Management, Management Studies, Operations Management, International Business and General Management.

The campus had been proactive in acquiring additional classroom and office space off campus. This resulted in the opening up of six new classrooms, new staff offices, the Mona School of Business and Management, the conference room, and the movement of the Facilities Management Unit to more comfortable surroundings.

### **Growth in Admission of Special Students**

The Office of Special Student Services (OSSS) remains steadfast in its objective to continue to be a pillar of strength for students with special needs. It is a beacon for other tertiary institutions in Jamaica and for individuals who, despite the odds, aspire for the preservation of human dignity and self-autonomy. The number of students with a reported medical condition increased over the period, from 129 in 2012/2013, to 153 students in 2014/2015. These students reported medical conditions, including diabetes, dyslexia, epilepsy, mobility impairment, visually or hearing impairment, or a heart condition.

### **2015 Graduates**

Some 3,522 students graduated in 2015, an increase of 6% over 2014.

### **Graduate Studies**

Notwithstanding the 2012-2017 Mona Campus Operational Plan's projected 2% annual growth in graduate students, there was, disappointingly, static growth in graduate studies enrolment in 2014/2015. The overhaul of the operations of the Office of Graduate Studies, and a targeted enhancement of graduate supervision, taken over the last five years, seek to redress what has been a tardy growth trend, while ensuring enhanced quality of graduate degrees. Significantly, approximately 33% of research degree candidates are registered in the Faculty of Science and Technology.

The Office of Graduate Studies and Research launched its new publication "**GRAB**", intended to serve as a sensitisation tool to educate, remind and update students and staff about relevant changes to the graduate regulations. This, we expect, will enhance the student experience and enable greater effectiveness in our administrative processes.

### **Preparing the Student Body for Entry into University**

As students' academic performance is influenced by how well they are prepared for entry into the higher education environment, the campus places strong emphasis on its orientation processes. One of the many innovative inputs into this year's orientation sessions was the International Student Office's introduction of a webinar series for all incoming regional and international students. The webinar was aimed at engaging non-Jamaican students in pre-orientation sessions to assist them with preparations to arrive in Jamaica and on the campus. The sessions ran for four weeks, from July 14 to August 4, 2015, and included staff from the International Students Office, the Billings and Receivables Section of the Bursary and the Office of Student Services and Development.

The International Orientation session saw a 100% increase in the number of students and family members attending, and all students who actively participated in the general orientation sessions agreed that the programme, themed "Shaping the Distinctive Graduate", helped them to adjust to their new environment both academically and socially.

### **Enhancing a World-class Curriculum**

The Mona Campus is constantly engaged in strengthening and upgrading its curriculum in response to student and environmental demand. Thus, academic programmes are constantly reviewed and new programmes are added to reflect current industry needs and development priorities.

This year, in response to growing demand, The Western Jamaica Campus expanded its suite of programmes and majors, at both the graduate and undergraduate levels, to include the *BSc Entrepreneurship* and the *BSc Political Leadership, Strategy and Management*.

A growing demand for executives and other professionals with a specialisation in the area of sustainable energy systems, prompted the Department of Physics to launch the *Master of Science in Renewable Energy Management* and the *Master of Science in Renewable Energy Technology*. The programmes target natural scientists, engineers and technical-related professionals, as well as administrators, policymakers, lawyers and others from the social sciences.

In addressing one of the priority areas in the current UWI Strategic Plan, the *Master and Postgraduate Diploma Programme in Biotechnology* were introduced, facilitating The UWI and the Caribbean region's involvement in an area which is promising the fastest growth, and recognised for its potential to offer solutions to global problems, ranging from food security and health, to clean energy and environmental sustainability. The Faculty of Science and Technology added the *MPhil/PhD in Applied Physics*. The Department of Geography and Geology added a *major in Geosciences* and a *minor in Human Geography*.

At the Caribbean Institute of Mass Communication (CARIMAC) four innovative, new degree programmes, with over 40 new courses, were introduced in 2014/2015, whilst an undergraduate programme, *Film and Animation*, and the *Master in Media Management and Integrated Marketing Communication* were developed for introduction in academic year 2015/2016. The Institute also restructured its journalism degree programme.

SALISES also effected a noticeable enhancement in a new course titled *Caribbean Integration Institutions (Study Tour Experience)* course. The course supports the Principal's Regional Initiative on Caribbean Integration. Participants will visit the Secretariats of the Organisation of Eastern Caribbean States (OECS) and the Caribbean Community (CARICOM) as well as key regional institutions headquartered in the campus countries of The UWI. The course will expose students to the historical evolution of regional governance institutions and facilitate their investigation into the influence of various internal and external political, socioeconomic and cultural factors on the institution-building process.

The Mona School of Business and Management (MSBM) revised its MBA programme to eliminate the Executive MBA (EMBA) programme and, instead, offer one MBA with two learning pathways, instead of both the MBA and EMBA as separate programmes. The programme will be offered full-time and part-time. The revised programme is more in keeping with international standards and will help to facilitate stronger collaboration with the business community.

Similarly, the Department of Sociology, Psychology and Social Work (SPSW) restructured the BSc Social Work programme. The new programme aims to strengthen students' skills in social intervention, and provide specialised training on methods of responding to the particular challenges faced by the school system. The SPSW also proposed a revision of its existing MSc Sociology programme, so as to bring it in line with the UWI Graduate Studies regulation that all taught MSc programmes should have no less than 35 credits.

The Department of Government also revised and renamed both the BSc and MSc in Public Sector Management. The BSc programme, which will be offered at both Mona and the Western Jamaica Campus, was renamed BSc in Public Policy and Management, and the MSc was renamed MSc in International Public and Development Management.

The Faculty of Medical Sciences launched the Doctor of Dentistry (DDS) programme at the official opening of the FMS TRC and medical students now benefit from expansion of rotations at the islands' hospitals. The most recent site, the St. Ann's Bay Hospital, came into service in June 2015.

### **International Recognition of UWI Academic Programmes**

The UWI Mona Campus prides itself on its global recognition as a world-class university.

Upholding this tradition, the FMS DDS programme completed submission to the CAAM-HP, in preparation for the full accreditation site visit that was scheduled for November 2015. The UWI School of Nursing began the process towards seeking accreditation of its programmes from the CAAM-HP, to become the first Nursing School in the region to be accredited by CAAM-HP.

Significant developments in the Mona School of Business and Management (MSBM) was the construction of a finance lab using Bloomberg technology. The School was also re-accredited by the Association of MBAs (AMBA) for a further three years, after a comprehensive review of its E/MBA programmes. These upgrades, no doubt will contribute to further the excellent rankings MSBM achieved, as published in Eduniversal Best Masters Ranking 2014/2015.

### **Supporting Services, Facilities and Programmes**

The supporting services, facilities and programmes are integral to the quality of an academic institution's curriculum. Some examples in academic year 2014/2015, which augmented the campus' world-class curriculum include:

### ***The Mona Library***

The Library paid special attention to new and underserved academic departments, resulting in an increase in the number of students attending specialised information literacy sessions.

The Library also continued to sustain its relationship with the Office of Graduate Studies and Research (OGSR), and to impact the work of graduate students through its thesis consultation and scrutiny initiative. This programme has led to a significant decrease in instances of plagiarism and other technical challenges associated with dissertation development. While the number of consultations/scrutiny almost tripled during the year, face-to-face consultations outnumbered that of theses sent directly from OGSR. Some 105 consultations were done and 60 theses scrutinised.

In the review period, the Library received Eddy Seaga's donation of his collection to the Caribbean Leaders' Collection.

### **RESEARCH AND INNOVATION**

The UWI, Mona's research and innovation capacity continues to provide high impact research aimed at influencing national policy and offering insights into problems of national importance.

#### **UWI Pioneers Legal Cultivation of *cannabis sativa* (Ganja)**

The amendment to the drug law has enabled the Faculty of Medical Sciences to participate in research with international agencies. This supported efforts to remodel an area at the Faculty of Medical Sciences Research and Training Complex to house a 'Green House'. A Press launch for the symbolic planting of Jamaica's first legal cannabis plant on the grounds of the Complex was held by the Principal. There were other notable efforts by the Mona Campus to establish itself as the leader and centre of marijuana research in the region.

#### **Outstanding Research Student Achievements**

The Mona Campus continues to blaze a trail of excellence in research and innovation by our students. Most notable was the Department of Computing entering and emerging winners of the AgriHack coding competition organised and sponsored by the Dutch Technical Centre for Agricultural and Rural Cooperation (CTA), as a part of the Caribbean Week of Agriculture (CWA). The Google Transit App for JUTC by a student as well as The UWI Smart House App, are among a number of innovations which must be mentioned.

### **Research Days**

The research emanating out of The UWI, Mona Campus was showcased in the annual Research Days activities held in academic year 2014/2015 on February 9-11 under the theme, *Innovating for development through science, creativity, productivity and governance*. The activities provided investors, policy-makers, the public and private sectors opportunities to learn about, evaluate and apply current research work. More than 100 research projects relating to applications in *food security, science and technology, alternative energy, climate change, ICT, Sports, economics, governance, education, entrepreneurship, and crime* were exhibited. Additionally, the campus facilitated daily tours, faculty displays, book launches, seminars and lectures.

### **OUTREACH**

#### **Connecting with External Communities**

The Mona Campus continues to expand the range of programmes that target the strengthening and broadening of our relationship and influence on neighbouring communities, the nation and the region. Faculties and other units developed and/or sustained initiatives that brought important national, regional and international visibility to the University. In addition, Faculty members continued to chair, or otherwise serve on a variety of Boards and public sector committees, thereby influencing policy development in strategic development areas.



### **Enhancing Campus Visibility**

The campus merged its recruitment, marketing and communications portfolios, in keeping with the University's strategic objective to '*re-engineer academic and administrative operational processes and procedures to make them more efficient and effective...*'. The merger is intended to facilitate an integrated approach to developing and executing an institutional marketing plan and to strengthen the Mona Campus' marketing to important target audiences. The unit finalised the campus' redesigned website, which was launched in September 2014. This was a massive exercise, aimed at increasing the University's visibility in the wider society. It included the development of new landing pages geared to specific target markets or specific areas of interest consistent with UWI's strategic priorities, and features (landing pages, video testimonials, hashtags, SEO) for future online marketing purposes.

In the aftermath of the launch, MaRComm leveraged Facebook and its *On Campus* radio programme to consistently promote the UWI.edu domain, driving traffic to the research, recruitment and home pages, faculties and news areas of the site. As a result, in the immediate aftermath, website traffic increased by 16.4% to uwi.edu (Mona domain) and the number of users moved up 16%. Website traffic increased 25% to the *myspot* domain covering all departmental news websites, with the number of users up 20%.

### **Enhancing Student Services**

On an annual basis the Mona Campus awards scholarship, bursaries, grants, meals and books to students needing such support.

#### **Scholarships**

The efforts made at the level of the central administration, faculties and units to establish external partnerships for funding research and student tuition support resulted in the increase in the value of externally funded research grants, which in academic year, 2014/2015, rose by some J\$237 million over the previous year; and scholarships to students, which also increased over the previous year.

In the Faculty of Medical Sciences alone, some 600 students received support, inclusive of bursaries, grants and scholarships, amounting to more than J\$500 million. At the beginning of the academic year, the Faculty of Social Sciences supported SALISES in its effort to award two students from the MSc Development programme graduate scholarships at a value of J\$400,000.00 each.

#### **Improved Customer Service**

The Bursary created a Student Call Centre to address student call-in financial queries. The Call Centre is currently equipped to make inbound and outbound calls. This facilitated timely responses and better customer service to students.

Further the Bursary provided additional computers in Student Administrative System (SASS) to expand the student self-service facilities; increase the unit's staff complement to fill needed service gaps; invested in the Bursary's staff development in customer service and unit operation, locally and overseas; extended opening time; and reduced lunch time to half-an-hour during registration. The unit deployed more back-office staff to the front to reduce processing time, and simplified some of its procedures. The Bursary also introduced technological interventions that reduce the processing time of the services offered by the section, and initiated rigorous evaluation, monitoring and measurement of performance through online surveys and mystery shoppers.

### **Student Achievements**

The Mona Campus celebrates the achievements of its students during the reporting academic year. Among the notable achievements:

- Dr Tariq Parker, MBBS Class of 2014, received the 2015 Rhodes Scholar Award. He will go on to study Neurosurgery at Oxford.
- Mona Debaters emerged the 2015 UWI Intercampus Postgraduate Debates Champions.
- Garrick Donaldson and Rashaun Watson placed 1<sup>st</sup> and 2<sup>nd</sup> respectively in the South Western Black Student Leadership Conference's Oratorical Contest, held on January 24, 2015 in Texas, USA.
- Mona School of Business and Management (MSBM), Thamar Binns, Kacey-Ann Nelson and Jodi-Ann Stephenson, were awarded the 2014 NCB Vision Award for the best business plan for the final year undergraduate entrepreneurial project.

- Xavienne Roma Richardson was named winner of the Inaugural Gloria Lyn Memorial Prize aimed at raising the visibility of literature at The UWI.
- UWI Mona Students and Alumni made up the full cohort of youth inducted as Jamaica Youth Ambassadors (JaYAP) 2015-2017.
- Kizanne James, student in the MBBS Class of 2016 was selected for the Global Youth Leadership programme.
- Alia Wedderburn, secured first place in the 2015 Skills in Action competition organised by the UNESCO-UNEVOC International Centre for Technical and Vocational Education and Training.
- UWI Pelican Isheka Binns broke the CARIFTA under 20 Javelin Record in St. Kitts & Nevis for Team Jamaica. Binns threw 49.72m, which is also a National Junior Record, to take gold for the country.
- The UWI Mona footballers created history by advancing to the National Premier League, making The UWI the first tertiary level institution to play at this level.
- Rochell Clayton – FHE College Women's 400m hurdles event at the Penn Relays held May 2015.

# GIRLS CHANGE THE WORLD

The UWI Open Campus is responsible for implementing a project that will improve the lives of hundreds of children in the Caribbean. The project is part of a more than US\$1.45 million grant from the United States Agency for International Development (USAID), for improving citizen safety and security in the region. In partnership with the Child Development Agency (CDA), The UWI Open Campus Caribbean Child Development Centre (CCDC), based in Mona, Jamaica, will establish a transitional living programme for children in State care.

The UWI will create a safe and well-equipped living space that can house 40 girls, for a transitional period leading up to their exit from State care at age 18. The programme will offer the young women job and life-skills training, as well as mentorship for independent living.

During the launch of the programme at The UWI's Regional Headquarters, the Government of Jamaica's then Youth and Culture Minister, the Hon. Lisa Hanna, spoke of the need for more transitional care facilities, to serve the 5,000 children in 50 homes across the island.

At the same time, she celebrated the fact that ongoing reforms of the state-care system in Jamaica had enabled marked improvements in academic achievement, giving former wards of the State the opportunity to attend universities such as The UWI.

Investing in these women has a positive impact on the entire society. USAID's data shows that, "An educated woman has a positive ripple effect on her health, family, community and society as a whole" (<https://www.usaid.gov/>). In other words, through UWI initiatives such as the Transitional Care Project, we all benefit.



Former Prime Minister of Jamaica, Portia Simpson Miller at the official ground breaking ceremony for the construction of the Caribbean's first State-funded Transitional Living Programme for Children in State Care. Also in attendance, (former) Youth Minister, Lisa Hanna and US Ambassador to Jamaica, Luis G. Moreno.

The UWI will create a safe and well-equipped living space that can house 40 girls, for a transitional period leading up to their exit from State care at age 18.

# EDUCATED GIRLS = BETTER WORLD



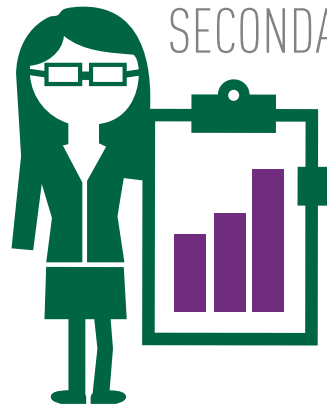
INCOME INVESTMENT  
FROM EDUCATED  
WOMEN  
INTO  
THEIR  
FAMILY



>3%  
GDP

WHEN 10%  
MORE GIRLS  
GO TO SCHOOL  
A COUNTRY'S  
GDP INCREASES

COUNTRIES WITH HIGHER LEVELS OF FEMALE  
SECONDARY SCHOOL ENROLMENT HAVE



LOWER MATERNAL MORTALITY RATES,  
INFANT MORTALITY RATES,  
LOWER BIRTH RATES,  
LOWER RATES OF HIV/AIDS,  
BETTER CHILD NUTRITION.



[www.usaid.gov](http://www.usaid.gov)

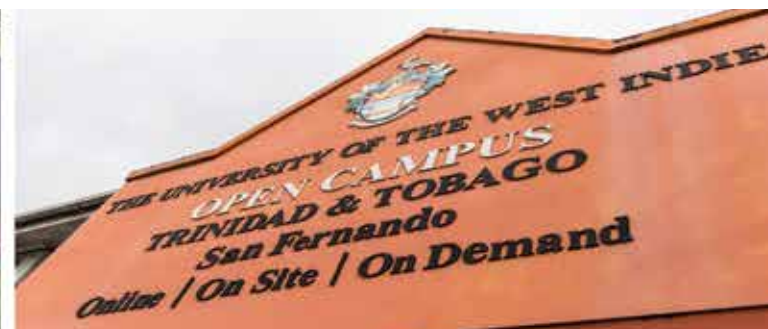


# CAMPUS PRINCIPAL'S REPORT



## DR LUZ LONGSWORTH

PRO VICE-CHANCELLOR AND CAMPUS PRINCIPAL (AG.), OPEN CAMPUS



During the academic year 2014/2015, The UWI Open Campus continued to serve a diverse body of students ranging in age from 19-69 in 17 Caribbean countries through 50 national and regional offices and country sites, with over 440 full-time academic and administrative staff. A total of 21,534 face-to-face and online certificate, undergraduate and graduate students were enrolled, with 773 total student graduates: 106 with first-class honours, and with 108 postgraduate degrees awarded. Research projects and social development activities continued to attract some US\$3 million in external funding, plus CDN\$18 million from the Canadian Government under the Strengthening Distance Education in the Caribbean (SDEC) project.

The 2014/2015 academic year was one of change and challenge for the Open Campus. Professor Eudine Barriteau who started the academic year as the new Campus Principal, was appointed principal of the Cave Hill Campus effective May 1, 2015 and the campus saw another change of leadership for the last quarter. However, the strategic path that had been outlined for the campus continued unabated and I wish to thank Professor Barriteau for her brief but stellar stewardship of the campus. The transition although quick, has been smooth and the work of the campus has progressed with the entire team coalescing around the achievement of the strategic goals outlined for the period 2012-2017. The year's focus was around three cross cutting themes of expansion, penetration and financial sustainability which permeated all of our activities during the year.

The 2014/2015  
academic year was  
one of change and  
challenge for the  
Open Campus.

The Open Campus' focus during the academic year, 2014/2015 was on stabilising its financial status through regular communication with supporting governments, exploring new institutional partnerships with the private and public sectors, launching new programmes at the undergraduate and graduate levels and increasing the marketing of the campus' programmes. Although the lack of payments by some governments resulted in tremendous cash flow constraints, the campus did not fall into a state of paralysis and has continued to focus on the mandate given it by the University to lead

its thrust in online and distance education, providing pathways for access to a UWI education to populations in The UWI 12 and underserved communities and to continue research and outreach to these communities.

#### **FINANCIAL SUSTAINABILITY**

Expenditure was once again kept to a minimum during the year and was significantly less than budgeted. The campus again reduced the portion of revenue allocated to government contributions to 35.9% when compared to the prior year of 37.3%. Revenue from special projects

rose from 4.7% of total revenue in the prior year to 8.7% in 2014/2015. Given the extremely difficult economic situation of most of our contributing governments the campus actively sought to develop new sources of revenue that would continue to support the campus' mandate and commitment to the region.

The Open Campus Country sites (OCCs) were influential in sourcing financial support. They collaborated with private and government agencies to offer courses, certificate programmes and conduct workshops. Their appeals were also successful in receiving donations from corporate organisations and donor agencies which were integral in offsetting costs necessary for the production of country conferences, workshops, lecture series and project funding. The Caribbean Child Development Centre (CCDC) sourced and received generous project grants. Namely, the Transitional Living Programme for Children in State Care project which is funded by USAID and the Child Rights Sustainability Initiative, funded by UNICEF Jamaica. The Embassy of the Republic of China (Taiwan) generously donated computer equipment which has upgraded the computer labs and offices at the St. Kitts and Nevis sites. One of the immediate benefits was the expansion of the number of face-to-face course offerings at both sites. The Universal Service Fund (USF) project and the Turkish government also tremendously supported the campus. While the Open Campus Jamaica benefitted from technological upgrades donated by USF, the Turkish government donated a high definition video conference bridge (Cisco Telepresence MCU 4520) to CARICOM which is installed in the Open Campus Miami Data Centre. The Open Campus will continue to support CARICOM meetings with this cutting edge technology.



Dr Luz Longsworth, Pro Vice-Chancellor and Principal, (Ag.) of The UWI Open Campus and Mr. Wavell Hinds, President and CEO, WIPA signing the MOU.

The Open Campus also began discussions with other groups to develop new partnerships that will have financial benefits for the campus. These included the initiation of discussions at the end of the academic year for the development of MOUs with the West Indies Players Association, The Jamaica Trade and Investment Promotion Agency (Jampro), the Organisation of American States (OAS) among others. These are expected to bear fruit in the 2015/2016 academic year and beyond.

The Open Campus not only benefitted but also donated to communities that we serve. The Grenada site donated furniture to the Blessed Sacrament Roman Catholic School and The Pine site in Barbados donated computers to a number of primary and secondary schools in its catchment area. The Open Campus wishes to thank all of its institutional partners for their gracious donations and financial support.

#### EMPLOYEE ENGAGEMENT

Employee engagement and development is crucial to the achievement of all of the strategic goals of the campus. Staff in all departments and sites participated in training programmes in planning, marketing, communication skills among others.

The Global Affairs Canada Strengthening Distance Education in the Caribbean (GAC-SDEC) project also fully funded a capacity building workshop on research, publication and prior learning assessment recognition (PLAR) for heads of sites and programme officers. The workshop was held in Barbados in July 2015. The HR division developed a comprehensive internal training programme utilising the skills of staff in the Open Campus and sister campuses to deliver training via Zoom to scores of staff members.

Staff were also engaged through several town hall meetings across the region where new developments in the campus were shared by the Principal, Deputy Principal and other members of the leadership team. All divisions of the Open Campus had internal divisional retreats and the Open Campus leadership team agreed to increase the frequency of its meetings. It should also be noted that arrangements were made to implement a retirement programme which is intended to prepare colleagues who are nearing retirement for life after The UWI. The Open Campus is committed to the development of necessary protocols to operationalise initiatives for the benefit of staff across the campus and will continue to expand these opportunities.

#### INTERNAL OPERATIONAL PROCESSES

The Open Campus continues to improve its services to its students and other stakeholders through ongoing refinement of processes or the introduction of new ones. By far the most important change that began in the 2014/2015 year was the implementation of the new Banner enterprise resource planning system. This is a key element of the Global Affairs Canada (GAC) formerly the Department of Foreign Affairs, Trade and Development (DFATD)-Strengthening Distance Education in the Caribbean (GAC-SDEC) project. The project facilitated the purchase of enterprise servers to outfit the production environment, and contracts for developer services and supporting products for the registration and application process were executed.

New student and instructor workstations for over 30 sites were funded by the GAC-SDEC. The project also provided training to staff of the Computing and Technical services (CATS) division in areas critical to the future success of ERP within the Open Campus. The implementation of the new system for the Open Campus

made good progress in several areas. As the proposed implementation deadline approaches, the campus has begun to plan for the process and culture change that this new ERP system will require.

The campus also continued to strengthen its academic quality and programming, ensuring that all tutors and facilitators were fully trained with the development of a full suite of online training courses for facilitators and course coordinators. The academic programme and delivery division developed 18 new undergraduate and graduate programmes which were offered in August 2015 including the innovative EdD programmes in leadership in higher education and in school systems. These were funded through the GAC-SDEC project. APAD also developed a collaborative approach with the relevant industry sector leaders by the formation of Programme Advisory Committees.

There was also growth in the Continuing and Professional Education (CPE) programmes with over 40 new programmes under development at the end of the academic year 2014/2015.

The Consortium for Social Development and Research (CSDR) also recorded an active year which saw its individual units developing new certificate and accredited MPhil/PhD programmes. Some of the new courses have already been approved by the Academic Quality Assurance Committee (AQAC), a sub-committee of academic board.

The CSDR led the way in groundbreaking research in the key areas of Youth Work and Development, Child Rights, Labour and Productivity and Gender Issues. Colleagues continue to publish and the campus is developing a good repository of research and



publications on online learning and technological innovation in higher education.

The Open Campus Country sites are the campus' frontline for "taking the University to the people". All sites were involved in seminars, workshops, country conferences, distinguished lectures and cultural presentations across the region and also made significant contributions to national and regional development. The UWI Open Campus Dominica for example was a major partner in the hosting of the Nature Island Literary Festival (NILF) and Book Fair from August 6-9, 2015 under the theme "Beyond The Green: Nature, Environment and Caribbean Literature". The activities included book launches, readings and musical performances, films and free workshops with internationally acclaimed authors, playwrights, poets and publishers. We are very proud of the number of distinguished lecture series now being hosted in each of our UWI 12 countries and in which colleagues from sister campuses are able to participate, bringing the wealth of their research to audiences around the region.

All of the achievements and activities mentioned above have one sole focus and purpose—improving the experience for our students. The first core principle that guides us in the Open Campus is that of student-centredness. All of the activities and efforts of the campus are focused on creating a better student experience and ensuring that we serve our students better each day. Specifically we are keen on improving their experience online as well as on site.

The GAC-SDEC project will enhance the student experience through the implementation of the new student management system and already has borne fruit in the development of better facilities in some sites.

We were also happy to launch the site redevelopment project in St. Vincent and the Grenadines in May 2015 which will enhance the site in Kingstown and provide more comfortable and functional accommodations for students and staff.

Staff in APAD and the Registry have redoubled their efforts to ensure that students' academic progress is monitored and their experience from recruitment to graduation is a positive one. An innovation that was introduced in the academic year under review was the use of "Zoom rooms" which allowed groups of prospective students to meet with administrators and programme managers during the application process to clarify and counsel applicants. The Open Campus library continues its support for both online and local face-to-face students despite the very limited resources available. The online access to a librarian is an innovative way to provide support for our students who do not have the typical access to academic libraries in their communities.

### **MARKETING**

A number of printed media, live television and radio interviews were conducted during the period under review. As Principal, I sought to market the pivotal role that online tertiary education will play in the future. The use of technology in higher education is now becoming the norm, in traditional and non-traditional universities.

The Open Campus allows the flexibility of learning that is necessary especially to our more mature students who are unable to spare the time to do the traditional type of on campus learning. The online experience allows for that flexibility and for a more productive workforce as they are able to remain in the workplace. Open Campus also allows for accessibility to higher education to

residents of underserved communities that, prior to the Open Campus, was not possible.

The Open Campus also utilised various social media platforms as an integral component of its marketing strategy. The Open Campus' Facebook, Twitter, and Flickr accounts were actively monitored. Additional social media platforms are to be utilised as the Open Campus seeks to expand its reach online and engage wider audiences.

### **THE OPEN CAMPUS TASK FORCE**

The Chancellor, on the recommendation of the Vice-Chancellor, has set up a Task force to make recommendations for "further strengthening the capacity and leadership of The UWI to provide online, distance and outreach education". The Task force, chaired by Professor Alvin Wint, will engage in wide consultations giving the Open Campus staff every opportunity to make submissions or participate in focus groups ensuring that the views of the Campus community are adequately represented. The Task force is expected to report to the University Council in April 2016 and we look forward to the implementation of the recommendations to strengthen The UWI Open Campus role and improve our operations.

### **PLANS FOR THE FUTURE**

The Open Campus will continue its focus on its mission of providing access to persons who would not normally be able to get a UWI education through more traditional modalities. Consonant with the vision articulated by our new Vice-Chancellor, the Open Campus will play a key role in taking The UWI to the world. This can only be done through strengthening our partnerships with governments, industry and the private sector, NGOs, and other elements of our communities. The

# Consonant with the vision articulated by our new Vice-Chancellor, the Open Campus will play a key role in taking The UWI to the world.

Open Campus is also very committed to the vision that, together with our sister campuses, we will bring our strengths in online and distance learning and outreach to serve the larger project of One UWI presence in the region and the world. The Open Campus must now build on the foundation of the last eight years and with the added boost of the inputs from the GAC-SDEC project focus on the following:

- improving the overall service to our students including ease of access to support services and academic counselling;
- strengthening our partnership with our sister campuses to enhance and facilitate the offer of a wider choice of programmes;
- focusing on continuing and professional education and workforce development to help to build entrepreneurial skills in the region, particularly among adults who are already in the workforce or who are retooling for new careers;
- developing partnerships with other organisations who are keen on expanding their training through an online and regionally scalable model;
- ensuring that our staff are engaged and fully involved in the change process as the Open Campus evolves and contributes to The UWI 2017-2022 strategic plan.



The UWI Open Campus partners with the Commonwealth of Learning to offer its first Open Educational Resource Programme in Youth Development Work.

(From left to right): Commonwealth Deputy Secretary-General Deodat Maharaj; J Professor Asha Kanwar, President and CEO of the Commonwealth of Learning and Professor Clement Sankat, Pro Vice-Chancellor and Principal, The UWI St. Augustine Campus at the official signing of the Memorandum of Understanding in The Bahamas on June 23, 2015.

# GROWING LOCAL

Eating local food means better health and more savings for the people of the Caribbean, not to mention the potential for niche exports from the Caribbean, to international markets. With rising import bills, limited foreign exchange earnings, and high levels of obesity-related illness, **food security** has once again become a major issue for the region. The University of the West Indies is addressing this and other challenges, through a renewed focus on **industry-academy partnerships**, positioning The UWI as the place where cutting-edge research meets innovative solutions, in fields such as agro-technology and agro-business.

## Cave Hill

The Cave Hill Centre for Food Security and Entrepreneurship (CFSE) launched several food initiatives, including:

- facilitating a Memorandum of Understanding with five countries in the Organisation of Eastern Caribbean States (OECS) aimed at addressing food security in the region, signed during a symposium on enhancing the value of **cassava production**, at the 3 W's Oval Pavilion.
- partnering with companies such as Island Leather Inc. to produce **leather products and cured meats** through the Barbados Black Belly Sheep Industry.
- securing a loan of US\$ 2.5 million for the Government of St. Vincent and the Grenadines, along with grant funds for technical assistance studies, for the re-structuring and modernisation of the **Arrowroot** Industry.
- completing plans for converting campus lands at Dukes Plantation into an **agri-business** science park.

## Mona

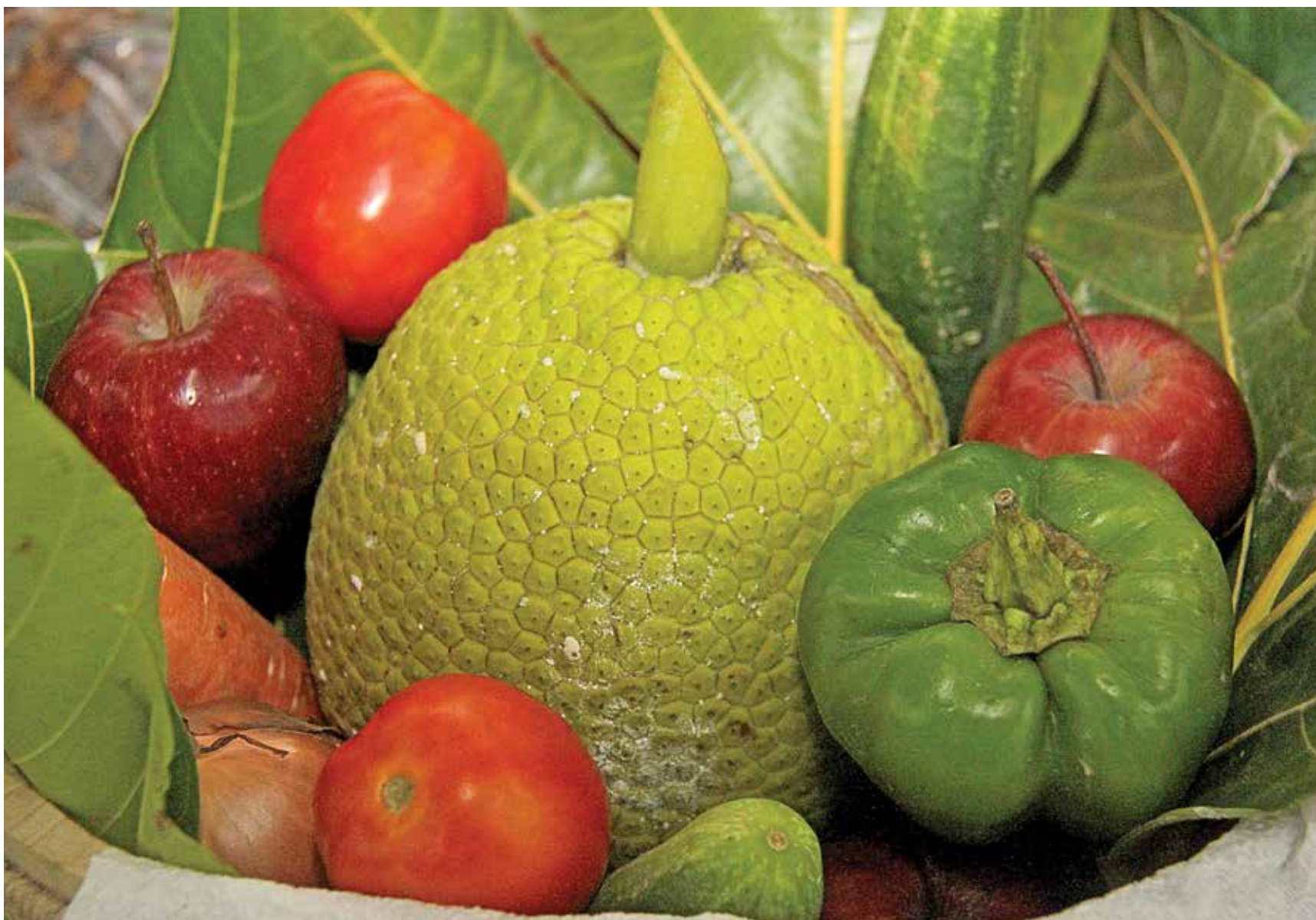
At the Mona Campus, similar initiatives were underway, as The UWI forged a partnership with the Continental Baking Company Limited and the Government of Jamaica to produce **cassava flour and bread** on a large scale. Cassava flour is more nutritious than refined wheat flour, and it is gluten-free. With support from local farmers, as well as public and private investment, it is estimated that the increased use of cassava flour could lead to savings of US\$6 million a year in Jamaica alone, by substituting as little as 10% of the country's wheat flour import bill. Campus Principal, Professor Archibald McDonald predicted that the University would soon start producing other food and agro-based products, including **UWI Blue Mountain Teas**.

## St. Augustine

The UWI St. Augustine Campus hosted an International **Breadfruit Conference**, bringing together a wide range of stakeholders to share information on entrepreneurship, research and product development, for increased commercial use of breadfruit and breadnut in the Caribbean.

The campus has also established a new **International Fine Cocoa Innovation Centre**, funded by the African, Caribbean and Pacific (ACP) Group States' Science & Technology Programme and spearheaded by The UWI Cocoa Research Centre. The Caribbean produces some of the finest cocoa in the world, used in the world's leading chocolate brands. The Centre will therefore train cocoa farmers in emerging technologies to produce the best quality cocoa and chocolate products for regional and international markets: (<http://ifcic.center/>)





An exciting opportunity to revive agriculture in the Caribbean: The 2015 International Breadfruit Conference, "Commercialising breadfruit for food and nutrition security" was successfully hosted at the St. Augustine Campus from July 5-10, 2015.



# CAMPUS PRINCIPAL'S REPORT



## PROFESSOR CLEMENT SANKAT

PRO VICE-CHANCELLOR AND CAMPUS PRINCIPAL, ST. AUGUSTINE CAMPUS



The 2014/2015 academic year in review was indeed a special year for The UWI St. Augustine Campus. We celebrated 55 years of service to the people of Trinidad and Tobago (our host country) and the wider Caribbean region having been established in 1960 through the merging of the Imperial College of Tropical Agriculture (ICTA) and the University College of the West Indies (UCWI). When one looks at the 55 year journey of The UWI St. Augustine Campus, it is more than evident that there has been tremendous growth. What began in 1960 as a single faculty campus (the Faculty of Agriculture) with 39 undergraduate students, 28 graduate students and a few staff members has blossomed into what we have today – a campus with seven faculties, over 18,000 students and close to 4,000 staff members; a Campus that now produces nearly 4,000 graduates on an annual basis. The largest within The UWI system. Not only has the St. Augustine Campus expanded physically, but as an institution, it has asserted itself and assumed its place in society as an intellectual leader, a driver of national and regional development and a shaper of Caribbean identity. The UWI St. Augustine Campus has demonstrated commitment, perseverance and resilience in the pursuit of reach, quality and excellence. Despite the drastic decline in

Not only has the St. Augustine Campus expanded physically, but as an institution, it has asserted itself and assumed its place in society as an intellectual leader, a driver of national and regional development and a shaper of Caribbean identity.

oil prices on the international market which has affected our host country Trinidad and Tobago and therefore is likely to have a profound effect on our subvention from the Government of Trinidad and Tobago going forward; the achievements and activities of the 2014/2015 academic year, and for 55 years, demonstrate just what the St. Augustine Campus has sought to do; lay the ground work and infrastructure for a modern university whose research and graduates shine like a beacon, producing the leaders of our societies and guiding the people of the Caribbean towards a promising future, despite the 'stormy' financial environment. It is within this context that the St. Augustine Campus presents its report for the academic year 2014/2015 under the theme – Leadership. Action. Impact. Future.

The UWI St. Augustine Campus remains the largest campus of The UWI not just in terms of students, but also in terms of staff. We now have over 4,500 employees. In this context, we remain one of the largest employers in Trinidad and Tobago.

#### **ENROLMENT**

According to official records compiled by the Campus Office for Planning and Institutional Research (COPIR), total enrolment at the end of the 2014/2015 academic year was 19,191, inclusive of both on-campus and off-campus registration.

Looking at the COPIR's figures going back to the 2007/2008 academic year, after five consecutive years of growth averaging 4% per annum, on-campus registration stagnated last year and one can now observe a leveling off of student enrolment. Over the last three years, our student enrolment has remained stable between 18,000 to 19,000 students annually. It is worth noting that The UWI St. Augustine Campus is also continuously meeting its strategic target of having 1/3 of the student population at the postgraduate level.

#### **STAFF**

The UWI St. Augustine Campus remains the largest campus of The UWI not just in terms of students, but also in terms of staff. We now have over 4,500 employees. In this context, we remain one of the largest employers in Trinidad and Tobago.

#### **NEW PROGRAMMES**

In response to market driven demand, the campus has been rationalising its programme offering. Both at the undergraduate and postgraduate levels, a number of new programmes, relevant to industry and national developmental needs were introduced. Examples of new programmes introduced include—the BSc in Criminology and Criminal Justice; the MSc in Biodiversity Conservation; the DM Neurosurgery; and the MPhil/PhD in Tropical Crop Protection among many others. In addition, the Pre-Science Programme returned to the Faculty of Science and Technology for the academic year 2014/2015 and provides students who would not normally have an opportunity for a UWI education to jump start their career in Science and Technology, Agriculture, Engineering and Medical Sciences for example.

#### **GRADUATION**

At the graduation ceremonies held in October 2015, there were 3,920 graduates including 54 MPhils and 25 PhDs awarded in various fields. Eight eminent persons, each of whom epitomises excellence, dedication and service to the people of the Caribbean region were conferred with honorary degrees. These include Mr. Gerard A. Besson; Mr. Hollis Raymond Charles; Justice Ralph Narine; Madame Justice Jean Angela Permanand; Mr. Rajkumar "Krishna" Persad; Mr. David Rudder; Mr. A. Norman Sabga; and Dr. Marjorie Thorpe.

### New Appointments

Three new deans were appointed at The University of the West Indies (UWI) St. Augustine ahead of the academic year 2015/2016. Effective August 1, 2015, *Professor Stephan Gift* (Faculty of Engineering), *Professor Terence Seemungal* (Faculty of Medical Sciences) and *Professor Ann-Marie Bissessar* (Faculty of Social Sciences).

Four new professors were appointed during the review period. In the Faculty of Medical Sciences, *Dr Francis Dziva* was elevated to the position of Professor of Veterinary Bacteriology, *Dr Patrick Akpaka* was promoted to the rank of Professor of Medical Microbiology and *Dr Dilip Dan* became Professor in the Department of Clinical and Surgical Sciences. *Dr Bopanna Chowdary* was appointed Professor of Manufacturing Systems and Engineering, Faculty of Engineering.

Although outside of the review period, the campus also wishes to note the appointments of *Mrs Andrea Taylor-Hanna* as Campus Bursar, *Mr Frank Soodeen* as Campus Librarian, and *Ms Allison Dolland* as Deputy Campus Librarian.

### HONOURS, AWARDS AND ACHIEVEMENTS

Staff and students of The UWI St. Augustine Campus continue to leave a positive imprint on society through their diverse contributions. This is demonstrated in the many national and regional honours, awards and achievements they continue to receive on a consistent basis. Over this reporting period, special recognition must be paid to staff members. *Professor Dilip Dan* (Clinical Surgical Sciences) received the Hummingbird Gold Medal for “loyal and devoted service to Trinidad and Tobago”. *Professor Dave Chadee* (Department of Life Sciences) received an award from the Caribbean

Public Health Agency (CARPHA) for his “Outstanding Contribution in the Area of Public Health including Vector Control.” Dean of the Faculty of Law, *Professor Rose-Marie Belle Antoine* was elected President of the Inter-American Commission on Human Rights, OAS, Washington and also appointed Chair of the CARICOM Regional Commission on the Decriminalisation of Marijuana. *Dr Sharon Le Gall* was appointed a temporary Senator to the Parliament of the Republic of Trinidad and Tobago. *Professor Surendra Arjoon*, one of the 2014/2015 recipients of the Vice-Chancellor’s Awards for Excellence was ranked 5<sup>th</sup> internationally on the list of most cited articles for a specific article “*Virtue Theory as a Dynamic Theory of Business*”.

Students also continued to shine internationally, validating the high quality of education being provided by the campus. *Cherrelle Dacon* (BSc (Hons) Biochemistry) became the second St. Augustine graduate in three years to win a Commonwealth Rhodes Scholarship; and we have just learnt that *Zahra Gomes* who graduated in October 2015 with first-class honours BSc General degree with a double major in Physics and Mathematics and a GPA of 4.29, the highest ever achieved by anyone at the St. Augustine Campus won the prestigious Commonwealth Caribbean Rhodes Scholarship 2015. In addition, *Michael Rochford* won the Best Emerging Trinidad and Tobago Film Maker, and Level I Engineering student, *Jason Renwick* won a 2015 Ames Honour Award for his outstanding technical contributions to electronics prognostics during his internship and for his unprecedented support to NASA’s education mission. In addition, a team from the Faculty of Law won the prize for the “Best Team from an Academic Institution” at the Caribbean Court of Justice (CCJ) VII Annual International Law Moot Court Competition and *Aaron St. Louis aka “The Voice”* a UWI

St. Augustine student won the 2016 International Soca Monarch.

*The Alma Jordan Library* won a regional award for restoring and digitising analogue tapes of broadcast material produced by Trinidad and Tobago Television (TTT) from 1968 to 1985. It is a joint project with the faculties of Engineering and Humanities and Education and the Trinidad and Tobago Government Information Services Limited (GISL). Forty hours of digitised cultural and heritage content are now stored and accessible at the Alma Jordan Library.

### TEACHING, LEARNING AND STUDENT DEVELOPMENT

#### Restructuring Student Services

At The UWI St. Augustine Campus, we are always concerned with improving the range and quality of services offered to our main stakeholders—our students. With this “*student centeredness*” approach in mind, St. Augustine is pleased to report that a new Division of Student Services and Development (DSSD), to be led by Dr Deirdre Charles was approved to begin operation in August 2015. This new division replaces the former Student Advisory Services (SAS) and includes new services such as Community Engagement and Service Learning, Student Life & Development, and Counselling, Career, Co-curricular and Community Engagement among others. This division will also lead our students ‘preparation’ for the ‘world of work’ through training and engagement with potential employers—recruitment services.



### State-of-the-art Technology Teaching Lab

The UWI St. Augustine Campus launched its first state of the art *SMART Technology Teaching Lab* at the Teaching and Learning Complex of The UWI St. Augustine Campus. The lab marks an important step in the expansion of the Campus' Blended Learning Programme, which has been in pilot phase from 2012 to 2014. The CETL Technology Laboratory, named after Dr Edwards-Henry is a dynamic space that will use SMART technology and online tools as an avenue for lecturers to become familiar with cutting-edge technologies to enhance their teaching skills.

### Expansion of Medical Sciences

In the year of its 25<sup>th</sup> anniversary, the Faculty of Medical Sciences launched several expansion projects in nursing, dentistry, and opened a new staff/student lounge. In May 2015 The UWI School of Nursing was formally launched within the *Academy of Nursing and Allied Health* at a new location in El Dorado, east Trinidad. The UWI School of Nursing remains the only tertiary education institution in Trinidad and Tobago that offers specialist training for nurses. The Faculty of Medical Sciences also formally opened *The UWI Arima Dental Clinic*, a modern facility dedicated to delivering dental services to the surrounding community, also in east Trinidad. This was followed by a sod-turning ceremony for the expansion of the School of Dentistry at the Eric Williams Medical Sciences Complex at Mount Hope.

### Accreditation

The School of Dentistry was accredited by the American Dental Association (ADA) and the Commission on Dental Accreditation (CODA) as a centre for the Lutheran Medical Centre-Advance Education in Dentistry General Registration. At the Faculty of Engineering, the MSc Petroleum Engineering was

re-accredited by the Institute of Engineering and Technology, UK up to 2019. The BSc Electrical and Computer Engineering and all of its programmes including the graduate programmes were accredited and for the first time—for the maximum period of five years.

### UWI Fete Funds TT\$1 million in Bursaries

On this, the 25<sup>th</sup> anniversary of The UWI Development and Endowment Fund all-inclusive carnival fete, dubbed, "Welcome Home", the fund awarded TT\$1 million in bursaries to 146 female and 54 male students—local and regional—across all seven faculties. This year's award ceremony included the launch of the Trevor Boopsingh Scholarship for students in the Petroleum Engineering programme. The National Gas Company of Trinidad and Tobago (NGC), as part of their commitment to invest in education has pledged to donate TT\$1 million to the fund annually for a period of five years.

### UWI Interns wow IBM

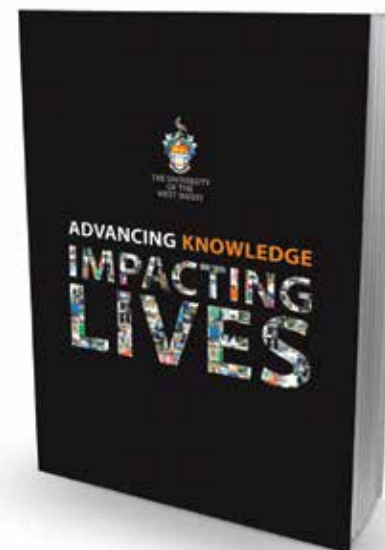
For seven years, one level-two student from the Department of Electrical and Computer Engineering (DECE) in the Faculty of Engineering was chosen annually to participate in a 10-12 week internship programme at IBM's Research Headquarters in New York. Each year the decision to renew was based on the performance of the previous intern. In 2014 the quality of previous participants was recognised as, for the first time, the intern selected, *Hanna Abdool*, was allowed to incorporate IBM's patented, cutting edge research into her own project upon returning to The UWI.

This is just one of the many valuable internships now available to students. This year, the Institute of Banking and Finance of Trinidad and Tobago also partnered with The UWI St. Augustine Campus to provide graduate

internships in the banking sector. In a similar vein, the project for final-year Communications Studies students charged them with partnering with private sector companies and non-governmental organisations and putting their academic training to work to find solutions to their real world business communications problems. In some cases, the final presentations not only earned the students grades, but jobs after graduation.

### RESEARCH AND DEVELOPMENT

The St. Augustine Campus, in partnership with the National Gas Company of Trinidad and Tobago Ltd. (NGC), held the 2<sup>nd</sup> *UWI-NGC Research Expo 2015* coinciding with the 55<sup>th</sup> Anniversary of the campus. The Expo was attended by hundreds of members of the general public, particularly schools, and featured the research being conducted by staff and students across all faculties.



At this Research Expo, the St. Augustine Campus took the opportunity to launch its second research publication entitled, *“Advancing Knowledge: Impacting Lives”* edited by Professor Patricia Mohammed. Commissioned under the auspices of the Office of the Campus Principal, this publication gave our campus the opportunity to demonstrate quite vividly the contributions which the St. Augustine Campus continues to make to society through the research of our dedicated professors.

In order to improve the general administration of graduate studies a *Research Supervisors’ Development Course* was launched by the Office of Graduate Studies and Research. *Thesis Tracker End-User Testing Workshops* were also held and a 12-month pilot project was initiated with support from the Campus Research and Publication (CR&P) Fund.

#### **Progress on the Agricultural Innovation Park (AIP)**

Our partnership with the China Agricultural University (CAU), through our local Confucius Institute continue to blossom. In October 2015, the first phase of the *UWI-CAU Agricultural Innovation Park* was launched in the presence of the Chairman of CAU, Professor Jiang Peimin. This Innovation Park concept represents an ambitious vision of putting agriculture in a wider agri-business model so as to enhance its commercial and financial attractiveness and appeal. We will be utilising technology, biotechnology, mechanisation, new varieties and climate-smart intensive agricultural production systems, which can be a model to apply to all of our small island developing states.

#### **Impacting Lives – the RDI Fund**

Established in 2012, *The UWI-Trinidad and Tobago Research and Development Impact Fund (RDI Fund)* supports research in the areas of Climate Change and Environmental Issues; Crime, Violence and Citizen Security; Economic Diversification and Sector Competitiveness; Finance and Entrepreneurship; Public Health; and Technology and Society. In the 2014/2015 academic year the first completion reports were received for five projects—four from the first cohort of approved projects and one from the second cohort. This was a significant milestone as it provided an opportunity to evaluate the early successes of the Fund, which seeks to support projects designed to have impact in the short to medium term (3-5 years). In all, 29 projects have been approved for funding since the Fund was established in 2012.

#### **Other Research Funding and Partnerships**

The Office of Research Development and Knowledge Transfer (ORDKT) is carrying out its mandate to support the campus in managing access to external grant funding and building strategic partnerships. In 2014/2015, TT\$184 million in new funds were raised. These funds are restricted to specific research projects.

#### **CONFERENCES AND LECTURES**

Newly-appointed professors of The UWI are encouraged to give public lectures to share their specific areas of research with the wider community. This year, five Professorial Inaugural Lectures were held including - *Professor Bharat Bassaw - “Gestational Diabetes Mellitus (GDM): A Critical or Controversial Viewpoint”*; *Professor Christopher Oura - “From African Swine Fever to Ebola: Can we win the battle to control infectious disease?”*; *Professor Derek Chadee - “Fear of Crime: To be or not to be afraid”*; *Professor Asoke Basu - “A Journey with*

*Parasites: Focusing Concern, Control, and Eradication in Tropical Regions”*; and *Professor Patrick Akpaka - “Microbes without borders, tracking the molecular epidemiology of germs”*.

Conferences, workshops and seminars are also common avenues to share the findings of research conducted on the campus and to communicate with peers and the wider public. Among the most notable events held during the 2014/2015 academic year were some mainstays on the campus calendar, such as the *Conference on the Economy (COTE) 2014: Addressing Contemporary, Local and Regional Challenges for Sustainable Development* (dedicated to the late Professor Dennis Pantin).

There were also some exciting new additions that drew participants from around the world and which were appreciated by the wider public. They included the *Forum on the Future of the Caribbean*, a very unique well attended Caribbean conference; the *International Breadfruit Conference: Commercialising Breadfruit for Food and Nutrition Security*; the *Inaugural Oil and Gas Law Conference: Key Legal Issues in Oil and Gas Law*; the *CCJ Symposium: Advancing the Case for Regionalism and Indigenous Jurisprudence*; *“The Need for Economic Diversification: Falling Oil Prices and its Implications on the T&T Budget”*; and the *Roots of Caribbean Constitution* among many others.

#### **New Journals**

One new journal was launched this academic year—the *Journal of Human Communication Studies in the Caribbean (JHCSC)*, which is the first journal of human communication studies in the English-speaking Caribbean. Spearheaded by Dr. Godfrey Steele of the Department of Literary, Cultural and Communication

Studies, it is also the first journal hosted by the Alma Jordan Library (AJL) to create an online subscription service to give access to its online and print versions.

### Supporting Expansion

The Alma Jordan Library received a special grant of US\$10,000.00 from the US Embassy for the development of the Law Collection and an additional sum of TT\$2,000,000.00 from the Bursary to be spent on material for the South Campus Library.

### OUTREACH

The campus has taken a multi-faceted approach to its local outreach, in particular, that includes live events such as conferences, workshops, open days and other fora; printed media such as its monthly newsletter, *UWI Today*, a reinvigorated STAN Magazine spearheaded out of the Office of the Campus Principal, and a significant social media presence. In the 2014/2015 academic year, the campus, through its Office of Institutional Advancement and Internationalisation, continued to expand its international links with countries such as Brazil and Cuba while deepening existing relationships with institutions in Europe, North America and, particularly, China.

Among the major marketing and communications developments this year were the establishment of a bi-weekly Research Column published in the Trinidad Express, introduction of the Principal's newsletter distributed electronically to staff, 'UWI Beat' published in the press, the production of a Welcome video for students and the development of Communication Plans for various entities such as the Confucius Institute, the University Inn & Conference Centre and the Cocoa Research Centre.

### Alumni Engagement

The first phase of the Alumni Reconnection Campaign was completed, and Phase two is in development. The aim is to engage the many graduates from the campus, to improve the interaction with them and develop a culture of giving back to their alma mater. Several engagement, sponsorship, and networking activities were held to better build relationships with alumni, supporters, advocates and donors.

### Internationalisation

Students from non-contributing countries made up a small percentage of on-campus enrolment, but it is worth noting that although they numbered less than 400 in all, they represented 52 countries and came from almost every continent. The campus' ACS initiative initially targeted students from Curacao, Guyana and Suriname. This year 27 undergraduate and 103 postgraduate students from these countries were enrolled on the campus.

Approval was given by Campus F&GPC for the construction of "The UWI-Trinity House" on campus. This "House" is to be the focal point for Trinity College, Hartford, Connecticut to have a presence on campus for the support of its students and staff engaged in research on Trinidad and Tobago's cultural traditions and the construction began.

### Events

For three days, from June 16 to 18, 2015, secondary school students and the general public had a chance to experience UWI at the campus' **Open Day**. All were invited to get familiar with the campus through student-led campus and faculty tours. The Campus Principal hosted secondary school principals from across the nation at his annual **Secondary School Principals Appreciation Day**.

The second edition of the Principal's **Diplomatic Brunch** brought ambassadors and high commissioners from the Caribbean, Latin America, North America, Africa, Europe, Australia and Asia together with UWI academics and administrators to hear about the latest developments on the campus, and to enjoy a local brunch and discuss collaboration between their countries and The UWI.

UWI Honorary Graduate legendary musician and bandleader Roy Cape, and leading provider of audio visual technology, Media 21 Limited, gave their generous support to the first **Classic Concert: A Caribbean Man. A Tribute to Black Stalin**. This was a benefit concert, with net proceeds of the event paid to another UWI Honorary Graduate: veteran calypsonian Leroy Calliste (Black Stalin), to help defray his medical expenses.

The 12<sup>th</sup> edition of **The UWI SPEC International Half-Marathon** attracted 1,200 local, regional and international athletes. Cuban runner, Richer Perez, won the overall race while Kenyan, Caroline Kiptoo, retained the women's title. The St. Augustine Campus hosted the biennial **Inter-campus Games** from May 21-28, 2015. The Mona team retained the top spot with the Cave Hill and St. Augustine campuses taking second and third place overall respectively. In other sports news, St. Augustine's Dragon Boat racing team, consisting of staff and students, won the B division of the Ambassador's Cup at the Chinese Arrival Dragon Boat Festival held in October 2014.

## **MOUS AND OTHER AGREEMENTS SIGNED IN 2014/2015**

Many of the successful developments on the campus have had their genesis in little more than a promise, a handshake and a brief stroke of a pen. From there have come new facilities, new research, new programmes and new opportunities for the people of the Caribbean. Below are just a few agreements undertaken by the St. Augustine Campus with local and international entities that are expected to bear real fruit in the near future.

### **The NWRHA – Medical Training**

The MOU with the North West Regional Health Authority (NWRHA) for the construction of a state-of-the-art Teaching and Student Facility at the General Hospital, Port of Spain, to house students and staff of The UWI St. Augustine's Faculty of Medical Sciences.

### **ANSA McAL – Journalism, Entrepreneurship and Psychological Research**

The MOU signed with the ANSA McAL Group launched the *Guardian Media School of Journalism*, the *Anthony N. Sabga School of Entrepreneurship* and signaled the reopening of the *ANSA McAL Psychological Research Centre*.

### **The Yucatan Centre of Scientific Research – Agriculture**

The MOU with the Yucatan Center of Scientific Research covers clonal propagation of tropical plants that will help to scale up production of agricultural produce and will help to boost commercialisation efforts in agriculture throughout the region, thereby advancing the sustainable development of the Caribbean. Agricultural technicians from all the countries of the Caribbean were trained in a three-week programme funded by the Government of Mexico.

### **The University of Havana – International Relations**

The University of Havana and the Institute for International Relations (IIR) signed an MOU for the exchange of faculty and students, the joint hosting of conferences, the development of a module on Cuba-Caricom relations for the Diplomatic Academy of the Caribbean, and the development of a joint research project examining the impact of a “post-embargo” Cuba on the Caribbean.

### **MOU on Geospatial Information Management**

The Association of Caribbean States (ACS), UWI St. Augustine, Mexico's National Institute of Statistics and Geography (INEGI) and the Embassy of the United Mexican States in Trinidad and Tobago signed an MOU in March 2015, agreeing to work towards achieving the objectives of the “United Nations Committee of Experts on Global Geospatial Information Management” initiative (UN-GGIM) and of the “Caribbean Platform of Territorial Information for Disaster Prevention” (PITCA) project. These projects are funded by the Government of Mexico, with the Department of Geomatics Engineering and Land Management of the Faculty of Engineering taking the lead.

### **China-UWI STA Confucius Institute (CI) – A Partnership in Bloom**

Some of the most productive partnerships developed over the past few years have been with institutions in China. The establishment of a Confucius Institute (CI) on the campus has bred a new interest in Chinese language and culture, and engagement with the China Agricultural University (CAU) and the Crop Research Institute of Guangdong Academy of Agricultural Sciences (CRIGAAS) will have a significant impact on the Agricultural Innovation Park (AIP).

On September 27, 2014, the Confucius Institute (CI) at UWI St. Augustine held the “Confucius Institute Day” celebration on the bustling Brian Lara Promenade in Trinidad and Tobago's capital city, Port-of-Spain. This was a momentous occasion filled with fun, laughter, learning and cultural exchange. In addition, in October 2014, The UWI St. Augustine-Confucius Institute entered its first Dragon Boat Racing team which won its category at the Trinidad and Tobago Dragon Boat Race competition.

## **DISTINGUISHED OPEN LECTURES**

The UWI St. Augustine's Distinguished Open Lectures bring public speakers of the highest calibre from the worlds of academia, business, the arts and civil society to our campus to share their thoughts and ideas. The series is meant to provoke discussion and debate and the lectures are intended to be accessible to a general audience. The St. Augustine Campus hosted the **CARICOM Leaders' Lecture Series** with **The Right Honourable Owen Arthur, former Prime Minister of Barbados** and the **Prime Minister of St. Lucia, Dr Kenny Anthony** delivering excellent lectures. Other Distinguished Lectures were delivered by **His Excellency José Miguel Insulza, Secretary General of the Organisation of American States (OAS)** - “*Latin America and the Caribbean, Good News with Many Challenges*” and **Professor Elkana Shmuel Wolf - Professor of Plant Physiology** - Vigevani Chair in Agriculture, as well as Dean of the Robert H. Smith Faculty of Agriculture, Food and Environment at the Hebrew University of Jerusalem, Israel - “*Food Security in the 21<sup>st</sup> Century*”.



### DISTINGUISHED VISITORS TO THE CAMPUS

Distinguished visitors to the St. Augustine Campus included - His Excellency, Michel Joseph Martelly, President of the Republic of Haiti; the Trinidad and Tobago Ambassador to the People's Republic of China, Professor Chen Zi Ming of the China Conservatory of Music; His Excellency Guillermo Vázquez Moreno, Ambassador Extraordinary and Plenipotentiary of the Republic of Cuba to Trinidad and Tobago; French Ambassador to Trinidad and Tobago, His Excellency Hédi Picquart; His Excellency Brigadier David A. Granger, President of the Co-operative Republic of Guyana; and His Excellency Takashi Uto, Parliamentary Vice Minister for Foreign Affairs of Japan.

### EMPLOYEE ENGAGEMENT AND DEVELOPMENT

The wage-sensitive local climate and difficult economic circumstances have posed a challenge to employee engagement and there has been a degree of industrial discontent since the financial crisis of 2008. Still, the campus has made some progress in this area, instituting programmes to prepare junior employees to take on senior positions as they become available. A future leaders programme was introduced, providing formal coaching and mentorship to junior members of staff. This programme resulted in 100% internal hires.

The Environmental Committee was reactivated and the existing health and safety programme was reviewed. Inspection reports were complete for all buildings as well as applications for fire certification. A policy for Occupational Health Surveillance and Substance Abuse programmes was approved by Campus Finance and General Purposes Committee (F&GPC) and an OHSE Training needs analysis was completed for several departments.

### INTERNAL OPERATIONAL PROCESSES

With regard to improving academic and administrative processes on the campus, there was notable progress during this review period as the campus sought to optimise the use of available technology to generate and share data and information. Particular mention should be made of the development of a *Campus Business Intelligence Solution* that allows for data-driven decision-making. This perhaps more than any other development will have the greatest impact on the shaping of our campus in the future.

Other key developments include the creation of a *Land Repository* as the basis for a comprehensive land records management system and implementation of phase two of the introduction of *smart ID cards* so that they were used for the first time in the examination process.

A *Campus ICT Spend Analysis* was completed and was benchmarked with other universities across North America and the Caribbean. The findings showed that when compared to our counterparts, IT vendor spend per student at the campus was significantly lower.

### INFRASTRUCTURE

#### UWI St. Augustine South Campus Penal/Debe

We have made significant progress at The UWI St. Augustine South Campus – Penal/Debe over the last few years, a project that is unprecedented in the history of our own regional University of the West Indies; a landmark project that will change the face of our St. Augustine Campus and our university in Trinidad and Tobago. On July 31, 2015 a “topping off” ceremony was held to acknowledge progress of construction works in the Faculty of Law building. The event was also the occasion for the official handover of the lease agreement for the site, which was done in the presence

of the Chancellor of The UWI, Sir George Alleyne, the Vice-Chancellor of The UWI, Professor Sir Hilary Beckles, the Prime Minister of Trinidad and Tobago, Honourable Kamla Persad-Bissessar and the President of the Cooperative Republic of Guyana, His Excellency Brigadier David A. Granger among many other government and university leaders.

#### The Diplomatic Academy of the Caribbean

The building to house the Diplomatic Academy of the Caribbean was formally opened on August 21, 2015 in the presence of the former Minister of Foreign Affairs, the Honourable Winston Dookeran.

#### Major Projects in Progress

- Steve Bennett Building at the Faculty of Medical Sciences
- Completion of 3rd Floor Labs, Teaching and Learning Complex
- Canada Hall Expansion and Renovation – Phase two

#### Upcoming Projects

- The New Department of Creative and Festival Arts Building, Gordon Street
- The UWI/Republic Bank Development Project
- Construction of Trinity-UWI House
- The Centre for Spiritual Life
- The Cardiovascular Centre
- The Warner Street Staff Housing Project

## FINANCIALS

Regional governments continue to experience very minimal rates of growth while at the same time having to service significant debt burdens. This has made it very difficult for some governments to maintain their financial commitments to the campus. The campus' operating results recorded a deficit of TT\$185.8 million compared to a deficit of TT\$23.4 million for the previous year. Contributing significantly to this deficit is a provision of TT\$165.9 million relating to long outstanding amounts due from various governments.

Total consolidated income for the year ended July 31, 2015 totaled TT\$1,114.7 million a decrease of TT\$3.6

million from the previous year. Total expenditure for the year including depreciation, employee benefits obligations and finance costs amounted to TT\$1,300.5 million, increasing by approximately TT\$159 million or 13.9%. The campus has made substantial provisions for impairment of receivables amounting to \$165.9 million.

Of significance to the campus was the issue of the payment of salary arrears, which impacted negatively on the expenditure statement of the campus with no subvention received to fund the arrears. While approval to increase Campus Grants Committee (CGC) tuition fees was given by the Council of The UWI, this has not yet been implemented.

## Commercialisation

The Office of Institutional Advancement and Internationalisation (OIAI) implemented a *Mobile Vending Policy*. Four new mobile unit vendors began operations on the campus in 2014/2015 and the commercial operation on campus grew 8% in 2015 contributing to a 20% increase in income over 2014. A *Venue Rental Policy* was also developed to govern the rental of the auditoriums, halls and lecture theatres which may be under-utilised at different times of the year, and which can generate additional revenue for the campus whilst developing and maintaining close stakeholder relationships both internally and externally.



In December 2014, the St. Augustine Campus held its first Service Excellence Awards to recognise staff at all levels who had lived up to the campus' ideals of service excellence.

# GIVING BACK

In March 2013, at Immaculate Conception High School in Jamaica, when Sathara Hendricks assured her friends that she was going on to study at The University of the West Indies, there was one small problem. She had no idea where the money was coming from for tuition or books. As Sathara prepared her application, her mother, a single parent, was laid off, followed by the cousin who had offered to be her student loan guarantor. Not one to give up on her dreams, she applied for and received a **UWI-Toronto Benefit Gala Scholarship** for three years of undergraduate study at The UWI Mona Campus.

When Sathara was invited to speak at the seventh annual fundraiser in Toronto, it was the first time she had travelled on an aircraft out of Jamaica. She told donors this simple truth, “I would not be here without you.” Sathara is now an honours student and representative for the **BA in Integrated Marketing at the Caribbean Institute of Media & Communication**. CARIMAC recently celebrated its 40<sup>th</sup> Anniversary by introducing new programmes such as Digital Media Production, and launching plans for expansion that include new studio and classroom facilities, as well as courses in burgeoning creative fields such as Animation, Game Design, and Film.

Perhaps the most important work Sathara has done so far, however, is to establish a bursary at her former primary school, enabling students to move on to the next stage of their education. She is one of many UWI students giving back in areas of need. The UWI STAT (Students Today, Alumni Tomorrow) initiative was established by the Office of the Vice-Chancellor to nurture ambassadors who would be leaders to fellow students, alumni, and The UWI community. To date, **seven UWI STAT Ambassadors have been awarded Rhodes Scholarships**, including Cherrelle Dacon and Tariq Parker in 2015. STAT students give of their time and effort, working toward **Caribbean Integration, HIV/AIDS Prevention, Disaster Mitigation and Risk Management** and other areas of need in the Caribbean.



Scholarship recipient, Sathara Hendricks, at The UWI-Toronto Benefit Gala.

The UWI STAT (Students Today, Alumni Tomorrow) initiative was established by the Office of the Vice-Chancellor to nurture ambassadors who would be leaders to fellow students, alumni, and The UWI community.

# CHARACTERISTICS OF THE UWI GRADUATE





# PRO VICE-CHANCELLOR'S REPORT



## PROFESSOR ALAN COBLEY

PRO VICE-CHANCELLOR, BOARD FOR UNDERGRADUATE STUDIES



## TEACHING, LEARNING AND STUDENT DEVELOPMENT

### Revised GPA Policy

After 18 months of planning, the new regulations for the revised Grade Point Average (GPA) Policy came into effect on August 1, 2014. During the course of the academic year, a major effort was put into monitoring the implementation of the revised policy to ensure its appropriate application across the University. This required both vigilance and significant collaboration on the part of the Office of the Board of Undergraduate Studies (OBUS), the Office of Administration, Campus Registrars and Examination Sections, Deans and Heads of Department to address any issues that arose. While some members of academic staff struggled with the shift in grading culture, which the revised policy required, the Centres for Excellence in Teaching and Learning (CETL) provided them with critical support during the change process. Special mention must be made of the online assessment workshop provided by Dr Anna-May Edwards-Henry (CETL, St. Augustine).

An important related development was the decision regarding a university-wide alignment in the Faculty of Medical Sciences' assessment policy. This resulted in the adoption of the GPA in the Level II programme at Cave Hill and Levels I and II at St. Augustine.

Another significant parallel project was the implementation of a new university-wide undergraduate student transcript using the Banner software under the direction of Ms Sonia Nurse (Banner Unit, St. Augustine).

A major effort was put into monitoring the implementation of the revised policy to ensure its appropriate application across the University.

## COLLEGES OF THE UWI

OBUS was involved in extensive internal discussions on the *Colleges of The University of the West Indies* (CUWI) concept, and had significant input into the associated Statute 50 approved by University Council in April 2015.

## FOUNDATION COURSES

A subcommittee of BUS chaired by Mr Anthony Perry (SPO, OBUS) reviewed the foundation courses and the associated Foundation requirements first introduced in 1999 to consider their continuing fitness for purpose, and made recommendations for adjustments.

## PROGRAMMES CHECKLIST

A checklist for the submission of Online and Multimode programmes was developed and approved as an appendix to the standard Undergraduate Programme Proposals template to allow scrutiny by the Board of the special features associated with the delivery of such programmes. During the review period, 21 new or revised undergraduate programmes were approved, including six new degree programmes to be offered online by the Open Campus.

## QUALITY ASSURANCE

The Quality Assurance Unit (QAU) organised a bumper crop of 24 quality assurance reviews during 2014/2015, as follows:

### Cave Hill

Psychology (School of Education and Faculty of Social Sciences)  
Theology (Codrington College)  
French  
Economics  
Law

### Mona

Theology (St Michael's Theological College and United Theological College)  
Asian Languages (Mandarin and Japanese)  
CARIMAC  
Romance Languages (Spanish and French)  
Linguistics  
Institute of Caribbean Studies

### Open Campus

Banking and Finance

### St. Augustine

Spanish (Department of Modern Languages and Linguistics)  
Life Sciences  
Literatures in English Section, Department of Literacy, Cultural and Communications Studies  
Mechanical and Manufacturing Engineering  
Political Science (formerly Government Unit)  
Computing and Information Technology

### Institutes, Centres and Units

Seismic Research Centre (St. Augustine)  
Arthur Lok Jack Graduate School of Business (St. Augustine)  
Centre for Resource Management and Environmental Studies (Cave Hill)  
Errol Barrow Centre for Creative Imagination (Cave Hill)  
HEU Centre for Health Economics (St. Augustine)  
Institute for Sustainable Development (Regional Headquarters)  
Institute for Sustainable Development (Mona)  
Disaster Risk Reduction Centre (Mona)  
Environmental Management Unit (Mona)  
Institute for Hospitality and Tourism (Mona)

The Unit also conducted 15 Quality Evaluations, which are the first preparatory step towards a full QA review.

QAU Officers worked with the Academic Quality Assurance Committees (AQACs) and the Campus Committees for Graduate Studies and Research to encourage timely implementation of the recommendations of review teams. Concerns about the security and appropriate dissemination of Quality Assurance reports led to the addition of a Confidentiality Statement on all reports, and the creation of a secure online repository for their storage. At the same time, the QAU website was revised and re-launched with a range of new features. This effort was led by Dr Sandra Richards in collaboration with the University Chief Information Officer (UCIO)'s office.

An important new initiative was the creation of the University Task Force on Quality, chaired by the Pro Vice-Chancellor, BUS, which grew out of a proposal drafted by the QAU for an integrated quality management system at The UWI. The Task Force held its first meeting in June 2015.

## REGIONAL CONFERENCE

The major 'quality-related' event during the year was the QAU and CETL Regional Conference 'Institutionalising Best Practice in Higher Education' which was held at the St. Augustine Campus, June 24-26, 2015. There were over 150 participants, including representatives from several local, regional and international institutions. This outstanding conference was conceived, planned and executed in large measure through the leadership of Dr Sandra Gift, with support from colleagues in the QAU.

## STRENGTHENING REGIONALISM

### Scholarships

OBUS continues to administer a range of regional undergraduate scholarships, whether funded by University Grants Committee (UGC) or donors. These are an important means of supporting the brightest and best students from across the region to attend any campus of The UWI. Scholarships managed in 2014/2015 included 124 UWI Open Scholarships, 19 CXC/UWI scholarships, 40 AFUWI Scholarships and 27 Toronto Gala scholarships. New named scholarships added during the year included the Minna Israel Family Scholarship, and the Western Union 'Pride of the Caribbean' Scholarships. The total value of scholarships administered by OBUS was in excess of BDS \$4 million. A 'Scholars' Breakfast' was held at Regional Headquarters in February 2015, with the kind support of

Minna Israel of the Institutional Advancement Division. Of 61 regional scholarship holders who graduated as part of the class of 2015, 24 achieved first-class honours, while six achieved distinctions or honours in Medicine.

### Regulations

Efforts continued to encourage all faculties to harmonise their regulations and the content of common degree programmes across the University.

### Regional and International Partnerships

The Chair, BUS participated in a meeting of a Committee of Experts convened by the Association of Universities of Latin America and the Caribbean (UDUAL) at the University of Campinas in Brazil in February 2015. The meeting began the process of creating an accreditation and evaluation body for Latin

America and Caribbean. Following this development, the University subscribed to full membership in UDUAL in July 2015. The Chair attended a meeting held in Alcala, Spain, of the Council of the Permanent Academic Forum of Latin American and the Caribbean and the European Union (FAP LAC-UE) in April 2015. He also served as a member of the Caribbean Examinations Council and was appointed to represent the University on the CARICOM Human Resource Development Commission.

## STAFF MATTERS

**Kay Thompson** (SPO, Cave Hill), was awarded her doctorate from SUNY Albany in July 2015, while **Dr Sandra Gift** (SPO, St. Augustine), received the Vice-Chancellor's Award for Excellence in Administration for 2014/2015.

## PUBLICATIONS

*OBUS News* is a one-page electronic newsletter, which keeps the wider University community informed on the matters discussed, and the decisions taken at each meeting of BUS. Three editions were published during the year – in October, February and June.

*The UWI Quality Circle*, the newsletter of the QAU, seeks to support and deepen the culture of quality at The UWI. Volume 17 of *The UWI Quality Circle* entitled 'The UWI Quality Management System and Student Engagement' was co-edited by Dr Sandra Gift and Dr Anna Kasafi Perkins.

*The UWI Quality Education Forum*, No. 20 (December 2014)—our own refereed journal on Teaching and Learning—was published fully online for the first time. The theme was: 'Student Populations and Increased Educational Provision: Analyses and Responses'.



Scholars Breakfast event in February 2015 at The UWI Regional Headquarters Building.



# PRO VICE-CHANCELLOR'S REPORT



## PROFESSOR DALE WEBBER

PRO VICE-CHANCELLOR, GRADUATE STUDIES AND RESEARCH



### NEW GRADUATE PROGRAMMES

The School for Graduate Studies and Research continued to provide new and relevant graduate programmes, and refreshed the content and the mode of delivery of existing ones. The Board approved 18 new graduate programmes, and revisions to 20 existing programmes in 2014/2015. Of particular note is the increase in the number of programmes being offered by the Open Campus, to include a suite of Management programmes, as well as an online Doctor of Education (EdD) in Educational Leadership.

#### Mona

- MPhil/PhD in Law
- Fellowship in Maternal Foetal Medicine and Emergency Obstetrics
- MSc in Renewable Energy Technology
- MSc in Biomedical Research
- MSc in Renewable Energy Management
- Postgraduate Diploma in Loss, Grief and Trauma Management
- MA in Integrated Marketing Communication
- Fellowship in Critical Care Medicine
- Postgraduate Diploma in Forensic Science with specialisations in Forensic Biology, Forensic Toxicology and Crime Scene Investigation
- MPhil/PhD in Applied Physics with specialisations in Climate Studies, Medical Physics and Alternative Energy
- Postgraduate Diploma and MSc in Biotechnology

The Board approved  
18 new graduate  
programmes, and  
revisions to 20  
existing programmes  
in 2014/2015.

### **Open**

Doctor of Education in Educational Leadership with specialisations in Higher Education and Schools and Education Systems  
Postgraduate Diploma and MSc in Management and Educational Leadership  
Postgraduate Diploma and MSc in Management Studies  
MSc in Management Studies with specialisations in Human Resources Management, Marketing and Public Sector Management

### **St. Augustine**

MPhil/PhD in Law  
MPhil/PhD in Tropical Crop Protection  
MSc in Biomedical Physics with specialisations in Medical Physics and Movement Science and Rehabilitation

## **GRADUATE ENROLMENT AND STUDENT SUPPORT**

### **Graduate Enrolment**

Enrolment in graduate programmes for the 2014/2015 academic year was 9,817, a 10% decrease over last year's enrolment. This decrease was largely due to a 17.6% decline in enrolment at the St. Augustine Campus. For the University as a whole, about 70% of graduate students were registered as part-time. There continued to be about 16% doing research degrees of which about 42% are registered as full-time students.

### **UWI Graduate Scholarships**

The allocation for graduate scholarships for the 2014/2015 academic year was BDS\$979,270.00, a reduction of 15% over the previous year. This allowed for a total of 29 scholarships to be awarded as follows:

- Cave Hill - 4
- Mona - 13
- St. Augustine - 12

### **UWI 12+2 Scholarships**

The UWI has offered one graduate scholarship, covering tuition fees for four years, and a stipend of US\$10,000.00 per year for two years, to each of the UWI non-residential campus countries for students pursuing a PhD degree in research priority areas identified by their governments. To date, one scholarship has been awarded under this scheme to a student from St. Lucia and arrangements are being finalised for another from St. Vincent and the Grenadines. We continue to work alongside the relevant persons in these countries with a view to awarding these scholarships in a greater number of contributing countries.

### **ParCa Scholarships**

The International Development Research Centre (Canada) provided five scholarships, with an average annual value of US\$10,000.00, to research students pursuing MPhil and PhD studies related to Climate Change.

### **EKACDM Scholarships**

Under the EKACDM project, the Department of Foreign Affairs, Trade and Development of Canada provided five scholarships per year over a four-year period, each with an annual value of US\$10,000.00, to graduate students pursuing studies in a broad range of areas related to vulnerability, risk, mitigation and economics of natural hazards.

### **CCRIF Scholarships**

Three scholarships, each valued at US\$11,000.00, were again offered by CCRIF (The Caribbean Catastrophe Risk Insurance Facility), to students registered in a number of programmes across the campuses—MSc Natural Resource Management (Disaster Management), MSc Natural Resource and Environmental Management (Climate Change), MSc Civil and Environmental Engineering and MSc Building and Construction Management. Two students were awarded scholarships for the 2014/2015 academic year to pursue studies at The UWI Cave Hill Campus.

### **OAS Scholarships**

A total of 12 scholarships, valued at US\$7,000.00 each, were awarded under a Memorandum of Understanding signed between The UWI and the OAS for the award of partial scholarships to students from OAS Member States registered for select graduate degree programmes at all campuses of The UWI.

### **Commonwealth Scholarship**

The Association of Commonwealth Universities offered one graduate scholarship tenable at The UWI to citizens of low/middle income Commonwealth countries.

The scholarship included full tuition fees, a monthly/quarterly stipend, an arrival allowance, as well as one economy class return airfare. The School managed the selection process, and the committee received 142 applications. The successful candidate from Bangladesh and will pursue the Master in Public Health (MPH) at The UWI Mona Campus.

### QUALITY ASSURANCE REVIEWS

The Quality Assurance Unit organised and coordinated 20 disciplinary reviews during the 2014/2015 academic year. These included reviews of research and taught graduate programmes in those disciplines/departments in which these programmes are offered. The disciplines/departments reviewed are listed on [page 88](#)

### CAPACITY DEVELOPMENT

The School for Graduate Studies and Research drove the development and implementation of several courses, workshops and seminars in 2014/2015.

#### Supervisor Development Course

This course was piloted in the 2013/2014 academic year at The UWI Cave Hill Campus, and was offered on all three residential campuses in 2014/2015, with excellent feedback from the participants. The course was developed in collaboration with the Centres for Excellence in Teaching and Learning (CETL) in an effort to improve the skills and knowledge of supervisors and to enhance the quality of graduate supervision.

#### Research Ethics Course

The two-credit online Research Ethics course developed in 2013/2014 on the existing Collaborative Institutional Training Initiative (CITI) platform continued to be available to all registered graduate students of The UWI in 2014/2015.

#### Commonwealth Secretariat Training Course

The Board for Graduate Studies and Research was asked to certify a course entitled *International Architecture for Environment and Sustainable Development (IAESD)* offered by the Commonwealth Secretariat. The course material was reviewed and the recommendations made for its strengthening were accepted by the Commonwealth Secretariat and incorporated in a revised course. A Campus Committee will review this shortly for delivery to all campuses.

#### Thesis Tracker Workshops

The Thesis Tracker is an electronic system being developed in collaboration with the University's Chief Information Officer (CIO), which will help to track the thesis examination process. Workshops to demonstrate the capabilities and use of the system were held on the Mona, Cave Hill and St. Augustine campuses and were enthusiastically received by all involved in the process—students, supervisors and staff. It is expected that all campuses will implement the Tracker in the 2015/2016 academic year.

The Campus Coordinators, Graduate Studies and Research have implemented various initiatives and developmental seminars/workshops/webinars with the aim of improving throughput and all-round development of graduate students. These included areas such as achieving success in graduate research, copyright principles, interview techniques, financial literacy, professional dress and grooming, time and stress management, leadership and entrepreneurship.

### POLICIES AND PROCEDURES

The revision of the *Regulations for Graduate Diplomas and Degrees* was approved by the Board for use beginning in the 2014/2015 academic year, and the new *University Regulations on Plagiarism for Graduate Diplomas and Degrees* were included as an Appendix to the revised Graduate Regulations.

Work began on the review of a number of policy and procedural documents in use for graduate studies and research to bring them into harmony with the new revised Graduate Regulations. This included revisions to the *Thesis Guide*, which was completed and will be submitted to the Board for approval in the 2015/2016 academic year. The revision of the *Manual of Procedures for Graduate Diplomas and Degrees* continued and should also be completed in 2015/2016.

With the recent amendments to the undergraduate GPA Policy, the draft graduate *GPA Policy* was revised and circulated to faculties and academic boards for further discussion. It was also presented to the Board for Graduate Studies and Research, where it was recommended that implementation be deferred until the issues at the undergraduate level were resolved.

In collaboration with members of the Faculty of Medical Sciences and the Quality Assurance Unit, work is being undertaken to develop a mechanism for harmonising the DM programme administration across the University. This is a timely initiative as the Standing Committee on Ordinances and Regulations (SCOR) is also now reviewing the Regulations for Postgraduate Clinical Programmes.



The Office of Research, through its Intellectual Property Management Unit, completed the revision of The UWI IP Policy to produce a new 'UWI Policy on Intellectual Property Management and Commercialisation'. This was approved by F&GPC in May 2015. Work continued on the development of a paper entitled 'Towards the Development of a Policy on the Formation and Operation of Spin-Off Companies at The University of the West Indies'. A new policy entitled 'Terms and Conditions for Grant-funded Postgraduate Studentships' was developed and approved in July 2015.

### **INTER-CAMPUS AND INTERNATIONAL COLLABORATION**

Several activities to encourage international and inter-campus collaboration for The UWI's researchers, and thereby to facilitate the operation of The UWI as one regional institution, were supported during the reporting period. These included:

- Support for UWI staff attending a Grant Writing Workshop as Facilitators and Participants held at the Cave Hill Campus in August 2014;
- Participation of UWI staff in the ACP Secretariat's Annual Stakeholders' Meeting held in Belgium in October 2014;
- Participation of UWI staff in a Workshop facilitated by Wilmerhale Associates at the Mona Campus on Commercial Potential of UWI Patents and Development of a Commercialisation Strategy in November 2014;
- Travel of UWI staff to participate in the Annual Scientific Meeting of the Tropical Medicine

Research Institute at the Mona Campus, November 2014;

- Presentation of papers by UWI graduate students at the Association for International Agricultural and Extension Education, The Netherlands, April 2015;
- Contribution towards the Regional Conference: Institutionalising Best Practice in Higher Education, June 2015;
- Participation of UWI staff in the University-Industry Interaction Conference 'Moving from the Knowledge Economy to the Human Economy', in Germany, June 2015;
- Participation of UWI staff in the Conference entitled 'Promoting a Culture of Safety: Building Resilience to Disasters and Stimulating Sustainable Development' in St. Vincent and the Grenadines, March 2015;
- Meeting of UWI staff from Cave Hill and St. Augustine to prepare a grant application for EU funding on Gender and Development Studies, February 2015;
- Contribution to the Sir Arthur Lewis Centennial Conference hosted by the Sir Arthur Lewis Institute for Social and Economic Studies and held in St Lucia, January 2015;
- Contribution to the development costs of a UWI Gender Policy, March 2015;
- Payments for the registration and maintenance of UWI Patents, 2014/2015.

### **RESEARCH FUNDING AND INTERNATIONAL PARTNERSHIPS**

The University-wide system for informing potential UWI applicants of research funding opportunities, and for coordinating, selecting, facilitating and enhancing the quality of research proposals being prepared across the University for submission to international funding programmes, often in collaboration with partner universities, continued to maintain The UWI's competitiveness for externally-funded research grants. Currently, there are active research partnerships with about 117 different institutions in 50 different countries spread across the Caribbean, Latin America, Canada, the USA, Europe, Africa and the Pacific. The value of new external grants won by The UWI was about BDS\$60 million in 2014/2015.

### **COMMERCIALISATION OF RESEARCH**

Sixteen UWI patents were filed, granted and are active. Most of these were filed and granted in the US, but some have also been filed and granted in the UK, Germany, France, Switzerland, Japan, China, South Africa, Hong Kong and Trinidad and Tobago. A further five patents have been filed and decisions are pending, and a further two are currently being assessed within The UWI for decisions on whether they meet the criteria for filing.

An MOU between Lake Asphalt of Trinidad and Tobago (1978) Limited (Lake Asphalt) and The UWI sets the framework for a potentially valuable commercialisation initiative. The UWI has produced four asphalt-based products that Lake Asphalt wishes to mass produce for commercial purposes. These products are a primer, a sealant, plastic cement and a marine coating, all of which have been quality tested internationally with very positive results. We are currently negotiating specific agreements for each product with Lake Asphalt with regard to how The UWI will be compensated for the use of its Intellectual Property in product development.

The UWI is also supporting the Cocoa Research Centre's implementation of the 'International Fine Cocoa Innovation Centre' project funded by the ACP Science and Technology programme to a value of €2.17 million. Important end-products are a modern processing facility to showcase and train cocoa farmers in the emerging technologies to produce the best quality cocoa, as well as a cocoa factory to develop, brand and find markets for the chocolate products produced. This project is a fine example of The UWI linking research to industry development.

#### MANAGEMENT OF CENTRES AND INSTITUTES

The Office of Research continued to oversee the operations of RHQ-funded Institutes and Centres on behalf of the Vice-Chancellor.

**IFCIC**  
International Fine Cocoa  
Innovation Centre

www.ifcic-centre

## THE NEW FACE OF THE COCOA BUSINESS

### THE NERVE CENTRE OF A BILLION DOLLAR INDUSTRY

The cocoa industry is an almost 100 billion dollar industry, poised to grow by another 20% over the next decade. According to World Cocoa Foundation between 40-50 million people depend on cocoa for their livelihood.

While most of the cocoa in the global market is traded as 'bulk cocoa' there is a small but emerging segment of the market referred to as 'fine' or 'flavour cocoa' which fetches a significant premium price, often 3-4 times that of bulk cocoa. Consumers in this higher end of the market segment are becoming more selective, demanding better quality, advanced standards of food safety and origin-specific flavours with quality certification and traceability, and are prepared to pay higher prices for products that meet these sophisticated standards. Many countries in the Caribbean are already regarded as exclusive fine cocoa producers, which offers an opportunity to build a niche fine cocoa industry.

The International Fine Cocoa Innovation Centre (IFCIC), the nucleus of the Caribbean cocoa industry's development established under an EU/ACP Science and Technology funded project, is the brainchild of The UWI Cocoa Research Centre and its partners.

### INTERNATIONAL FINE COCOA INNOVATION CENTRE (IFCIC)

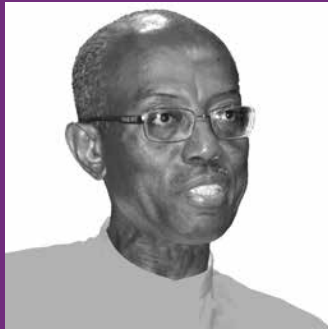
IFCIC will support the development of a niche, branded, value-added Caribbean cocoa industry by creating a model nexus that

- showcases innovations along the value chain for a successful bean-to-bar model.
- encourages value addition through intermediary manufacturing support or product diversification through incubator services.
- provides apprenticeship training at every segment of the value chain.
- offers a range of 'knowledge services' to propel private sector investment and growth.
- creates a museum and visitor centre that links to cocoa-based agro tourism development.
- cultivates a supportive environment to nurture business development.

#### THE NERVE CENTRE OF A BILLION DOLLAR INDUSTRY

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# PRO VICE-CHANCELLOR'S REPORT



## PROFESSOR ANDREW DOWNES

PRO VICE-CHANCELLOR, OFFICE OF PLANNING AND DEVELOPMENT



The University Office of Planning and Development (UOPD), in conjunction with the University Project Management Office (UPMO), is responsible for University-wide *strategic planning, institutional research, development funding and project management*.

During the academic year 2014/2015, UOPD organised an Executive and Senior Management Retreat at the St. Augustine Campus during the period August 21-22, 2014 to discuss a review of the first two years of the Strategic Plan 2012-2017 and preparations for the University's Operational Plan for 2014-2017. Presentations were also made on the quality of data in The UWI and the ranking of The UWI in the international ranking systems.

The professional staff continued their *institutional research* projects in the following areas:

- i) *Tracer Study of Graduates;*
- ii) *Undergraduate Experience;*
- iii) *Postgraduate Experience;*
- iv) *Employee Feedback on the Strategic Plan 2012-2017;*
- v) *Non-tuition fee Expenditure of Students; and*
- vi) *Predictors of Degree Performance.*

During the academic year 2014/2015, UOPD organised an Executive and Senior Management Retreat at the St. Augustine Campus during the period August 21-22, 2014 to discuss a review of the first two years of the Strategic Plan 2012-2017 and preparations for the University's Operational Plan for 2014-2017.



The Office also launched the inaugural *Higher Education and Statistical Review* which focused on *Trends in Higher Education*. This report was submitted to the University's Council at its meeting in April, 2015.

*Country/Campus Briefs* were prepared by staff. These reports helped to provide the context within which the University's Strategic Plan has been implemented.

The Office coordinated the submission of data to the following ranking agencies: *U-Multirank*, *Times Higher Education/Thomson Reuters*, and *UI GreenMetric*. This information was used to assess the international competitiveness of the University. The results indicate that The UWI needs to enhance its research and innovation perspective in order to advance in the ranking schemes.

The Office completed a review of the *Strategic Plan 2007-2012*, which contains conclusions and recommendations which would help to inform future strategic planning exercises.

Professional staff completed papers on the project management experience at The UWI and also the estimation of project costs.

As part of the *employee development perspective*, staff was engaged in various training programmes:

- Mr. Harold Wall completed his MBA at the Edinburgh Napier University;
- Ms. Nella Stewart gained the Project Management Professional (PMP) certification and completed Level 1 of the SCUP Institute programme;
- Dr. Halima-Sa'adia Kassim completed training in Supervisory Skills at the Arthur Lok Jack School of Business;
- Dr. John Gedeon attended training in Leadership;
- Ms. Ann St. Hill attended a business forum on Development in Action;
- Ms. Sharon Skeete attended a seminar on Information Security Awareness; and
- Xavaunik Brown and Christopher Thomas completed Safety Monitoring and Fire Warden training.

In terms of its *internal operations*, the UOPD/UPMO held four staff meetings during the year and also met with the Campus Planning Offices and Quality Assurance Units on two occasions to discuss institutional research projects. The UOPD's website was redesigned and the Documentation Centre strengthened with the addition of new material. The UOPD worked with the University Chief Information Officer to enhance the database for planning and institutional research. A long-term project on strengthening the University's information system was initiated.

*Training workshops* were designed and offered to staff across the University in Strategic/Operational Planning and the Balanced Scorecard (BSC) to help departments and faculties with their planning and reporting processes.

The UPMO designed and convened workshops in *project management* and *non-research proposal development*. These workshops are expected to enhance the expertise of University staff in the two areas.

The UPMO also assisted with the *management of projects* implemented by the Open and Mona campuses and the Regional Headquarters.



Pro Vice-Chancellor, Planning and Development, Professor Andrew Downes and former Vice-Chancellor, Professor E. Nigel Harris at the Executive & Senior Management Retreat in August 2014.

# FUNDING THE ENTERPRISE

Although government contributions remained constant over the prior year, its perpetual decline over time has led to a shift in the focal point of the University's strategic plan.

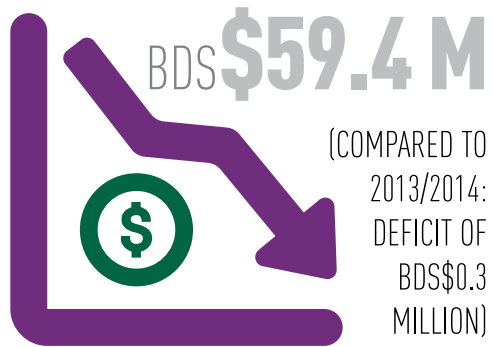
The University's income generating activities contributed 29% of its total income and supported the operations of the University which continued to feel the effects of the shortfall in government funding. Income generating activities included full fee-paying programmes and commercial operations such as rented properties, halls of residence and concessionaires operating on the campuses.

At the same time the University continued to contain its administrative costs below 10% of total expenditure across the University.

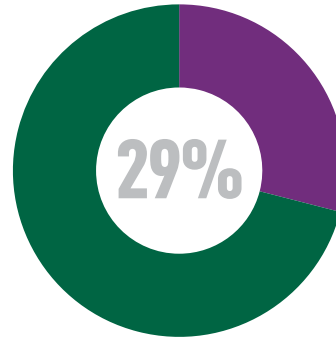
To broaden its funding base, The University pursued the development of self-financing teaching programmes such as the MSc Counselling, MSc Education, MSc International Management, MSc Tourism and Hospitality Management, the operations of the School of Dentistry, and programmes in the Faculties of Medical Sciences and Law, as well as franchised programmes with colleges and other institutes across the Caribbean.

Although government contributions remained constant over the prior year, its perpetual decline over time has led to a shift in the focal point of the University's strategic plan.

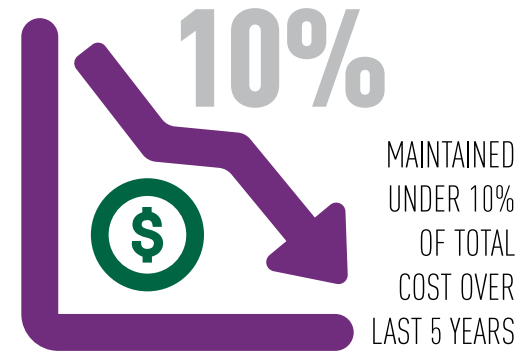
## 2014/2015 OPERATIONS DEFICIT



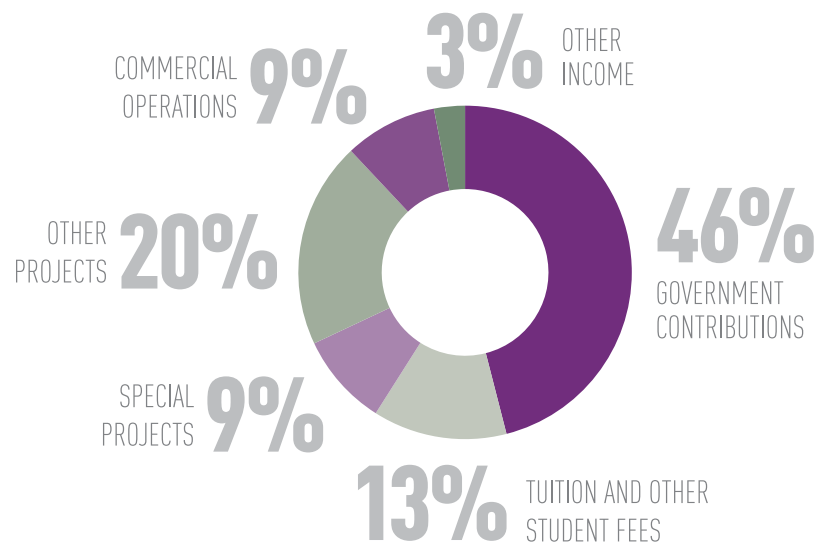
## INCOME GENERATING ACTIVITIES CONTRIBUTION OF TOTAL INCOME



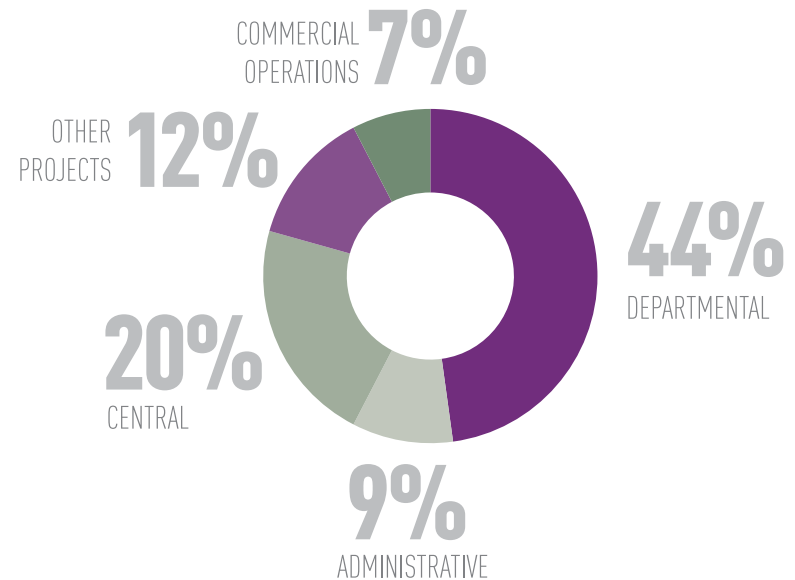
## ADMINISTRATIVE COSTS



## SOURCES OF INCOME



## EXPENDITURE



CENTRAL EXPENDITURE CONTINUES TO BE IMPACTED BY OUTSTANDING GOVERNMENT CONTRIBUTIONS, PUBLIC SECTOR INVESTMENT PROGRAMME (PSIP) ADVANCES, GOVERNMENT SCHOLARSHIPS AND STUDENT RECEIVABLES.



# UNIVERSITY BURSAR'S REPORT



MR ARCHIBALD CAMPBELL  
UNIVERSITY BURSAR



### FUNDING THE ENTERPRISE

The University of the West Indies has benefitted from decades of financial support from regional governments; however this remains insufficient to adequately sustain the activities of the institution. The University therefore continued to face funding challenges throughout the review period August 1, 2014 through to July 31, 2015, and it is against this background that the institution remained vigilant in finding innovative ways to thrive in the ever changing higher education arena.

### APPROVAL OF GOVERNMENT CONTRIBUTIONS

The budgets for the Biennium 2015/2016 and 2016/2017 of the University—four campuses, Regional Headquarters (RHQ) and the University Hospital of the West Indies (UHWI)—were reviewed by the Technical Advisory Committees (TACs) at the meetings held on February 12 and 13, 2015 in the Cayman Islands. These committees comprised representatives from the Ministries responsible for tertiary education of the various contributing countries, mainly permanent secretaries or other senior officers; a senior officer from the Ministry of Finance from the respective campus countries and the Permanent Secretary of the Ministry of Health, Jamaica.

The meetings of the Campus Grants Committees (CGCs) and the University Grants Committee (UGC) took place on March 18, 2015, at The UWI Regional Headquarters, Jamaica. Represented at the meetings were the finance ministries of the three campus countries, Ministers responsible for tertiary education of the contributing countries, and the Minister of Health, Jamaica, along with other senior government representatives. These committees reviewed and approved the recommendations of the TACs.

In accordance with the terms of reference for the Grants Committees 'the chairmanship of the UGC should rotate amongst the Ministers of Finance of Barbados, Jamaica and Trinidad and Tobago, on a triennial basis.' The UGC meeting was chaired by Dr. the Honourable Peter Phillips.

### SUMMARY OF CONSOLIDATED FINANCIAL PERFORMANCE

The Financial Report and Consolidated Financial Statements for the year ended July 31, 2015 were approved by the University Finance and General Purposes Committee on October 28, 2015.

The operations of the University for the financial year 2014/2015 reflected a deficit of BDS\$59.4 million (2014: BDS\$0.3 million deficit).

The sources of income for the year were: Government Contributions 46% (2014: 46%), Tuition and Other Student Fees 13% (2014:15%), Special Projects 9% (2014:7%), Other Projects 20% (2014: 21%), Commercial Operations 9% (2014:8%) and Other Income 3% (2014: 3%). Though government contributions remained constant over the prior year, its perpetual decline over time has led to a shift in the focal point of the University's strategic plan.

The categories of expenditure and their percentages of the total were: Departmental 44% (2014:46%), Administrative 9% (2014:8%), Central 20% (2014:19%), Other Projects 12% (2014:14%) and Commercial Operations 7% (2014:6%). Central expenditure continues to be impacted by the impairment provision made for government contributions outstanding, PSIP advances, government scholarships and student receivables.

The University's engagement in other income generating activities contributed to 29% of its total income. This was used to support the operations of the University which continued to feel the effects of the shortfall in government funding. These income generating activities included the full fee-paying programmes in the Faculties of Law and Medicine, as well as commercial operations which included rented properties, halls of residence and concessionaires operating on the campuses.

Due to the budgetary constraints faced by the University, it has been incessant in its drive to contain costs. Administrative cost has been kept below 10% of total expenditure across the University over the past five years.

#### **BROADENING THE FUNDING BASE AND REDUCING OVERDEPENDENCE**

The University continued to broaden the funding base and reduce overdependence on any one source of funding. In this regard the University pursued the development of self-financing teaching programmes such as the MSc Counselling, MSc Education, MSc International Management, MSc Tourism and Hospitality Management, the operations of the School of Dentistry, and programmes in the Faculties of Medical Sciences and Law. These programmes are full fee-paying and have been generating resources to enhance the capability and capacity of the University.

Another important area of engagement for The UWI with the wider community has been its franchised programmes. The franchising arrangements allow colleges and other institutes across the Caribbean to offer the university-designed and branded courses/programmes to thousands of Caribbean students annually. Franchise fees should be reflective of the economic cost of designing and monitoring of these programmes. The UWI's intention is to expand access to its programmes and also to build institutional capacity in terms of community colleges and link them to The UWI. The franchise fees charged by the University remained unchanged for a number of years and are currently being revised to a level which will allow The UWI to effectively meet its objectives while simultaneously ensuring that the related quality assurances are maintained on a sustainable basis.

#### **PRODUCTIVITY ENHANCEMENTS AND EFFICIENCY THROUGH OPTIMISATION**

In funding the enterprise, the University placed great emphasis on achieving the strategic objective through the optimisation of new and existing resources and through productivity enhancement and efficiency gains. In this vein, the University continued to realise cost saving benefits from implementing various strategic measures, while enhancing the delivery of service. Specific attention was paid to the enhanced use of technology.

#### **Pension Administration**

The University provides pension benefits for retired employees by the operation of two defined-contribution plans, one, the Federated Superannuation Scheme for the Universities (FSSU), for academic and senior administrative staff, and the other for non-academic staff. The University also provides third scheme which is a defined-benefit plan for administrative and technical staff. Additionally the University provides supplementation to members under the FSSU who have met the specified criteria.

As the University continues to evolve, the functionalities available to members under these schemes have been enhanced. Additionally, the University continuously evaluates the efficacy of these schemes to ensure that benefits to members are optimised.

With a maturing employee population, the University's net obligations in respect of its undertaking to supplement pensions, as well as its obligations under the defined-benefit plans continue to grow. Particular attention to the management of these pension liabilities is a central focus of the University.

#### **Risk Management and Insurance**

It is recognised that the University, by its very nature, is a constantly changing and dynamic entity. With such dynamism come risks. The aim therefore is to protect the University, not by avoiding the various actions that make the University function as a University, but rather by bringing about a realisation that there can be rational planning incorporated within every function to minimise the loss exposure.

Whilst financing these losses through traditional insurance channels have placed a heavy financial burden on the University, insurance continues to provide an important source of contingent capital for this organisation. Increasing premiums coupled with varying degrees of coverage uncertainty and the accelerated internationalisation of the University has presented greater risk exposure and prompted the University to continuously evaluate alternative risk transfer arrangements.

Whilst commercial insurance remains a major plank of the University's risk transfer strategy, investigation into alternative insurance options continued during 2015. Discussions regarding the captive insurance as a viable option are now at an advanced stage with proposals for operationalising a UWI Captive insurance company being actively reviewed.

## INITIATIVES FOR IMPROVEMENT OF OPERATIONAL EFFICIENCY

### Banner Finance

The University is fostering improved efficiency with regards to its administrative culture. Generating timely and accurate financial information continued to play a major part in supporting this initiative across the University, as well as increasing its competitiveness.

Banner Finance, which is widely used as the accounting software in higher education institutions, is utilised by all campuses of the University, for processing and reporting financial information. The Open Campus and the Mona Campus are currently operating with Version 9 of the Banner Finance software; the remaining campuses and the RHQ are aiming to get there by the end of the next financial year.

### Grants Management

The Research Accounting and Grants Billing Module continued to facilitate the management of international grant funding. These allowed The UWI to better compete internationally for grants, and enhanced the efficiency in monitoring and accounting for research projects, as well as provided more timely reports to its grantors. The grants management section of the Office of Finance and representatives from the other campuses attend the Society for Research Administrators (SRA) Conference annually, and participate in courses geared towards certification in grants management.

Despite the successes of the past, new initiatives continue to drive the focus of financing the enterprise. The University recognises the value of efficient utilisation of the scarce resources of the people of the Caribbean and commits to be a good steward.



University Bursar, Archibald Campbell, delivering his presentation to delegates at the meetings of the Technical Advisory Committee



# UNIVERSITY REGISTRAR'S REPORT



MR C. WILLIAM ITON  
UNIVERSITY REGISTRAR



During the period under review, the Office of Administration serviced the Search Committee for the new Vice-Chancellor and assisted in the transition arrangements for the seamless transfer of the reins of power. In that regard, the Office handled all the arrangements for the extra-ordinary meeting of Council which approved the appointment of Professor Sir Hilary Beckles as Vice-Chancellor. The University Registrar chaired the planning committee for the installation of the Vice-Chancellor which was successfully staged on May 30, 2015.

The Office of Administration also organised a befitting farewell function for outgoing Vice-Chancellor, Professor E. Nigel Harris, which was held on the evening before our annual Council meeting in April, 2015.

Thirteen graduation ceremonies were also coordinated by the Office of Administration which began with the Open Campus Graduation Ceremony on October 11, 2014 followed by ceremonies at the Cave Hill Campus on October 18, 2014, then on October 22, 2014, at St. Augustine and culminated with ceremonies at Mona on November 1, 2014. For the first time in our history, an honorary degree was conferred virtually at the 2015 ceremonies—to Professor Emeritus Sir Geoff Palmer who was based in Glasgow, Scotland.

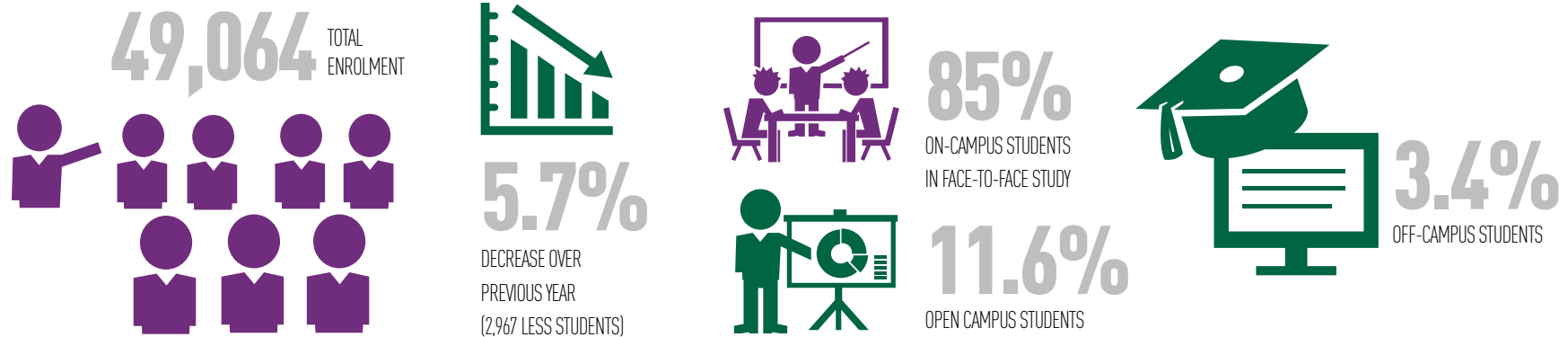
During the period under review the Office of Administration re-administered the university-wide Employee Engagement survey in conjunction with our partners SurveyIntelligence. The results of the 2015 survey were almost identical to the results of the 2012 survey and suggested that there was a need for a redoubling of efforts in that regard. Particularly within the Regional Headquarters, several new interventions were planned to promote a greater sense of community, among them the successful staging of the first Sports Day for Staff in the Regional Headquarters as well as the hosting of a very impactful Wellness Fair.

The Office of Administration processed the appointment of nine professors throughout the system during the period under review.

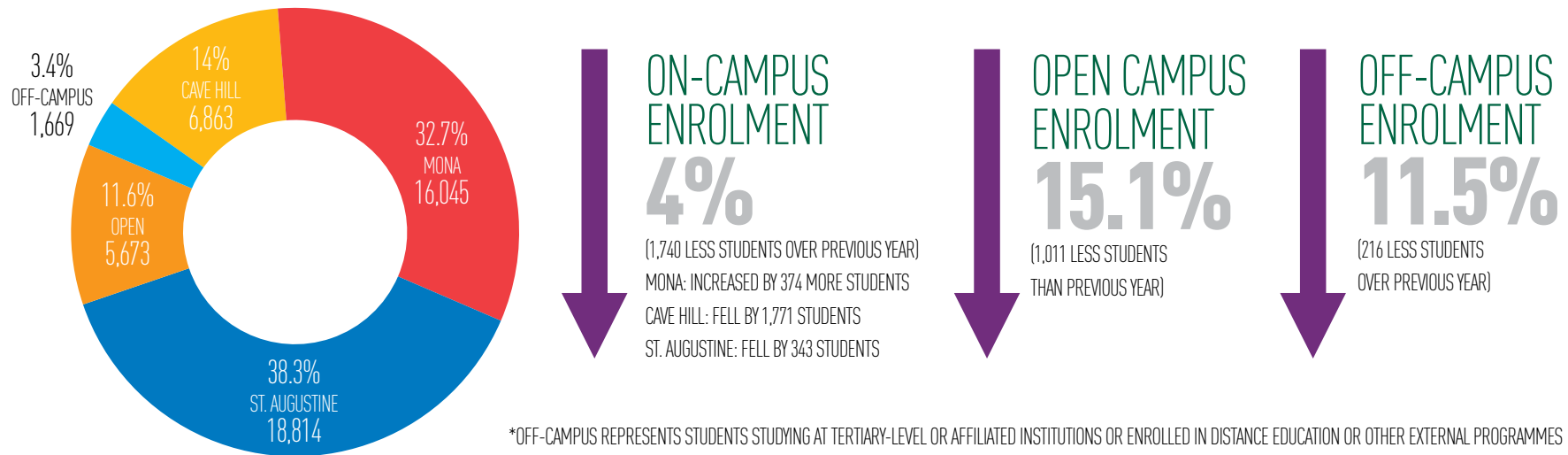
The University Archives under the guidance of the Acting Archivist continued to play a significant role and hosted a very well received week of activities during Archives week.

The staff in the Office of Administration continue to strive for continuous improvement as it serves its various customers.

# STUDENT ENROLMENT STATISTICS 2014/2015



## ENROLMENT BY CAMPUS



## HIGHEST ENROLMENT



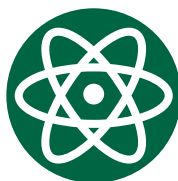
### 1. SOCIAL SCIENCES



2. MEDICAL SCIENCES



3. SCIENCE & TECHNOLOGY



### SCIENCE & TECHNOLOGY ENROLMENT

# 51.2%

AT ST. AUGUSTINE:

THE HIGHEST PROPORTION OF STUDENTS PURSUING SCIENCE AND TECHNOLOGY PROGRAMMES (INCLUSIVE OF ENGINEERING, FOOD & AGRICULTURE, MEDICAL SCIENCES AND SCIENCE & TECHNOLOGY).

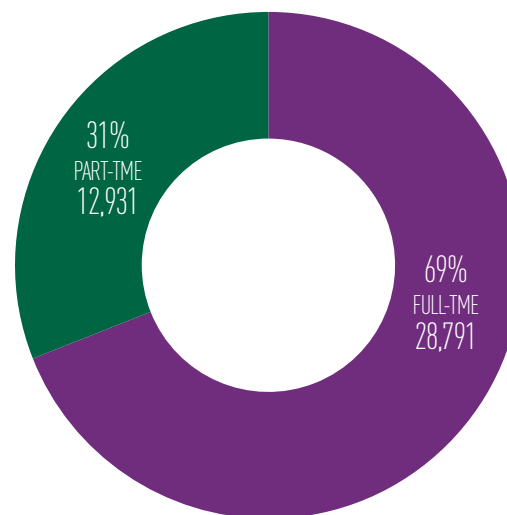
# 45.7%

AT MONA

# 23.7%

AT CAVE HILL

## FULL-TIME AND PART-TIME (ON-CAMPUS)



# 2.2% INCREASE

IN FULL-TIME ENROLMENT  
(COMPARED TO PREVIOUS YEAR)



## ENROLMENT BY GENDER



### FEMALE : MALE RATIOS

**65.2% : 34.8%** FOR ON-CAMPUS ENROLMENT

**84.7% : 14.3%** FOR OPEN CAMPUS ENROLMENT

**81.5% : 18.5%** FOR OFF-CAMPUS ENROLMENT

### HIGHEST PROPORTION OF FEMALES

**85.7%** OPEN CAMPUS

**68.9%** MONA

**67.2%** CAVE HILL

**63.1%** ST. AUGUSTINE

### FEMALE-DOMINATED FACULTIES



LAW



HUMANITIES & EDUCATION

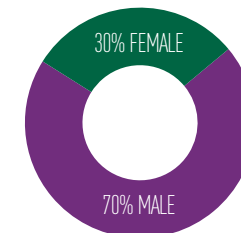


SOCIAL SCIENCES

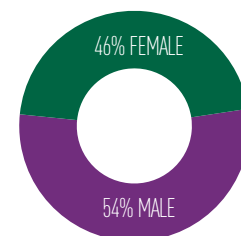


MEDICAL SCIENCES

### MALE-DOMINATED FACULTIES



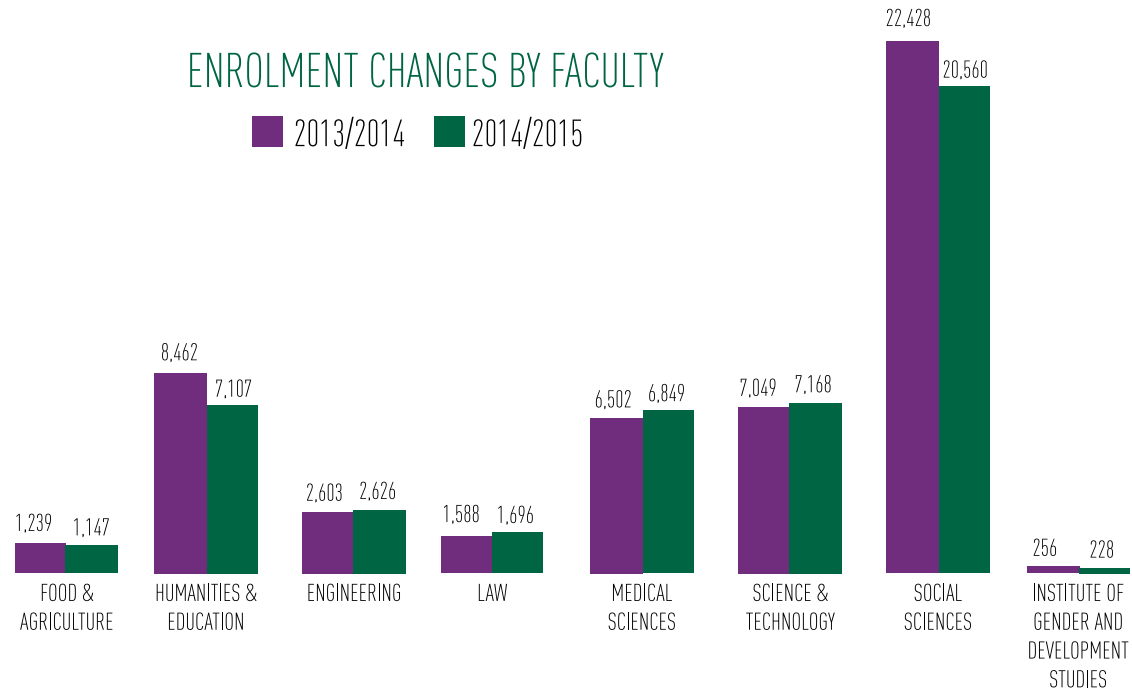
FACULTY OF  
ENGINEERING  
(ST. AUGUSTINE)



SCIENCE &  
TECHNOLOGY  
(CAVE HILL)

## STUDENT REGISTRATIONS BY FACULTY AND PROGRAMME

### ENROLMENT CHANGES BY FACULTY



THE UNIVERSITY OF THE WEST INDIES CONTINUES TO CATER TO A PREDOMINANTLY UNDERGRADUATE STUDENT POPULATION.

**76.3%**  
UNDERGRADUATE  
PROGRAMMES

**23.7%**  
POSTGRADUATE  
PROGRAMMES

**93.8%**  
OPEN CAMPUS  
UNDERGRADUATE PROGRAMMES

## GEOGRAPHICAL DISTRIBUTION OF STUDENTS

AS A REGIONAL UNIVERSITY, THE UNIVERSITY OF THE WEST INDIES ENROLS STUDENTS PREDOMINANTLY OF CARIBBEAN ORIGIN

41.6%



TRINIDAD AND TOBAGO

34.2%



JAMAICA

12.2%



BARBADOS

7.4%



### OECS

**2.7%** ON-CAMPUS STUDENTS FROM OECS

**1.3%** AT CAVE HILL

**0.5%** AT MONA

**0.9%** AT ST. AUGUSTINE

**36.2%** OECS STUDENTS AT OPEN CAMPUS

### NON-CONTRIBUTING COUNTRIES

**1.7%** ON-CAMPUS  
(691 STUDENTS)

\*OECS COUNTRIES INCLUDE ANTIGUA AND BARBUDA, DOMINICA, GRENADA, MONTserrat, ST. KITTS AND NEVIS, ST. LUCIA, AND ST. VINCENT AND THE GRENADINES.







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