



THE UNIVERSITY OF THE WEST INDIES
CAVE HILL • MONA • OPEN • ST. AUGUSTINE



Academia in Action

Vice-Chancellor's Report
to University Council 2015 / 2016

- **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

GULF
OF
MEXICO

THE BAHAMAS

CAYMAN
ISLANDS

JAMAICA

BELIZE

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**

UWI's Unique Position

As a regionally-based university with global connections and commitments, The University of the West Indies (The UWI) is uniquely positioned to energize the Caribbean's next phase of growth.

Since its inception in 1948, The UWI has evolved from a fledgling college of the University of London to a full-fledged independent, regional University with close to 50,000 students. Today, The UWI is the largest, most longstanding higher-education provider in the English-speaking Caribbean, with three landed campuses and an Open Campus. We have faculty and students from more than 80 countries and collaborative links with 160 universities globally; offering undergraduate and postgraduate degree options in Food & Agriculture, Engineering, Humanities & Education, Law, Medical Sciences, Science & Technology, and the Social Sciences.

The UWI's research priorities align closely with development priorities identified by The Caribbean Community (CARICOM) and take into account areas of concern to the region, such as environmental issues, health and wellness, gender equity and the critical importance of innovation and entrepreneurship to future Caribbean growth.

www.uwi.edu

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Vice-Chancellor
Professor Sir Hilary Beckles

Pro Vice-Chancellor, Graduate Studies and Research
Professor Dale Webber

Pro Vice-Chancellor, Planning
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Pro Vice-Chancellor, Undergraduate Studies
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Vice-Chancellor's Report



Professor Sir Hilary Beckles
Vice-Chancellor, The UWI

6

Campus Principals' Reports



Professor V. Eudine Barriteau
Pro Vice-Chancellor & Principal,
Cave Hill Campus

52



Professor Archibald McDonald
Pro Vice-Chancellor & Principal,
Mona Campus

53



Dr Luz Longworth
Pro Vice-Chancellor & Principal,
Open Campus

54



Professor Brian Copeland
Pro Vice-Chancellor & Principal,
St. Augustine Campus

55

Pro Vice-Chancellors' Reports



Professor Alan Cobley
Pro Vice-Chancellor,
Undergraduate Studies

56



Professor Dale Webber
Pro Vice-Chancellor,
Graduate Studies & Research

57



Professor Andrew Downes
Pro Vice-Chancellor,
Planning & Development

58

University Bursar's Report



Mrs Andrea McNish
University
Bursar (Ag.)

59

University Registrar's Report



Mr C. William Iton
University
Registrar

60

This publication is complemented by a robust online presence offering more comprehensive details on the University's activities and achievements during the 2015-2016 period. Delve deeper into the report by visiting 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



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

Academia in Action:

Revitalizing Caribbean Development

The UWI was not established to serve itself, but to serve the Caribbean nations. It seeks to connect imagination to action and to revitalize Caribbean development.

Re-energizing Regional Growth

Published financial indicators suggest that the Caribbean economy will remain beneath the watermark of global growth in the short to medium term. We are confronted with the notion that the region's economic development agenda has stalled and that our youth will become primary stakeholders of societal poverty.

Sir Arthur Lewis and Sir Alister McIntyre, former Vice-Chancellors of The University of the West Indies, were known for their refusal to accept the inevitability of structural, endemic poverty in the Caribbean. Like them, as an economic historian, I believe that The UWI exists to identify and implement development agendas that facilitate regional economic and social growth.

This is no easy task, particularly in these times of galloping global political, economic and social change and upheaval. As a region of small developing states we must unflinchingly face the impact of contentious changes in governance in the United States, United Kingdom and Europe, along with major related shifts in global trade and economic arrangements, from Brexit to the US intended withdrawal from both the Trans-Pacific and Transatlantic Trade and Investment Partnerships. In this context, the challenges to Caribbean growth and the well-being of our citizens are real and likely to intensify in the coming years.

These challenges call for new, creative thinking and policy activism: connecting imagination to strategic action.

Imagination is essential because, as a popular variation of Albert Einstein's words aptly indicates: 'A problem cannot be solved on the same level of consciousness that created it.' Or as CARICOM Secretary-General, Ambassador Irwin LaRocque, stated during the *Forum on the Future of the Caribbean* in Trinidad & Tobago in 2015:

'We must be prepared to open our minds to new ideas, and to thinking differently. Allowing ourselves to be shaken out of our conventional thinking modes and approaches is an essential prerequisite in our quest for the future development of the region.'

UWI alumni such as the late Sir Derek Walcott, who joined Sir Arthur Lewis as one of the region's most renowned Nobel Laureates, demonstrate the potential, hope and accomplishment of the region. Their lives show us that through imagination, dedicated service, and creativity, we can help shape new possibilities in the Caribbean and contribute to a more humane world.

The UWI has an unprecedented opportunity to help guide the region from a more reactive position to more creative use of our local and regional resources. We can also help forge new strategic alliances, informed by historical connections, that go beyond the old world order. In other words, to fulfill the mandate of revitalizing Caribbean development, The UWI is willing to depart from the status quo and sustain its sense of passion, purpose and connection to the people of the region. Such a rekindling of the activist university calls for:

- **REVITALIZING CARIBBEAN DEVELOPMENT**
- **EXPANDING ACCESS**
- **RESEARCH-LED POLICY & ACTION**
- **INNOVATION & ENTREPRENEURSHIP**
- **TAKING UWI TO THE WORLD**
- **STRATEGIC PLANNING & COMMUNICATION**

Only creative thinking, relevant research applied to innovation, and a conscious greater support for entrepreneurship among a wider cross-section of the society, can help shape a more vibrant, equal, and resilient Caribbean future.

The UWI: Net Contributor to the Region

The Moore Report conducted in 2014 clearly demonstrated the significant net contribution made by The UWI to Barbados' economy. Were similar studies to be done in Jamaica and Trinidad & Tobago, they would no doubt also indicate that The UWI is a net revenue generation centre, and a financial partner in development. The Moore Report found that—through foreign exchange earnings—the contribution of the Cave Hill Campus to the Barbados economy rivalled Barbados' other industries (e.g. earning five times as much as the sugar industry). The Campus also generated, on average, approximately BDS\$200 million of additional economic activity (or over 2% of the island's GDP).

The UWI's Business Development, Consulting and Research arms all generate income, in addition to sharing much-needed expertise with regional and global stakeholders. Through donors (including alumni and members of the Caribbean diaspora), foreign governments and international organizations, including multilateral development agencies, The UWI also attracts much-needed funding and investment to the region. The Moore Report helps demonstrate that private and public investment in The UWI impacts positively on the economic life of the Caribbean.

Moore Report Findings



CAVE HILL CAMPUS' FOREIGN EXCHANGE EARNINGS

5 times that of the sugar industry
\$11 MILLION less than the earnings from the rum industry

CAVE HILL CAMPUS ACCOUNTED FOR



OF BARBADOS GROSS DOMESTIC PRODUCT

CAVE HILL CAMPUS GENERATES ANNUALLY



\$200 MILLION
in additional economic activity (2% GDP)



\$80 MILLION
estimated in foreign exchange



\$44 MILLION
campus' overseas students contributions (0.5% GDP)

The Activist University at Work

As Vice-Chancellor of The UWI, I am dedicated to the active and engaged role and functions of the academic community in promoting growth in both the economy and the society, and achieving their sustainability to assure competitive industries and a more civil and sophisticated society. We are determined to be more engaged—locally, regionally, and globally—to actively confront the region's challenges in the search for sustainable solutions and revitalize Caribbean development. I believe we have made a great deal of impact in 2015-2016 in demonstrating service to the region. We hold dear our commitment to be a beacon for the transformation of ourselves, our institution and society.

The UWI is part of a series of networks aimed at crafting a new, more holistic vision for Caribbean development. As the region's leaders work to identify a coherent plan of action for collective progress, it is important to continue to make the process of discussion inclusive: encouraging the contribution of students and other Caribbean youth, as well as stakeholders from different sectors of society.

Caribbean Future Forum

The Caribbean Future Forum was born from the need for UWI-Civil society platform to discuss crucial problematic areas that affect the Caribbean region. It is considered the first practical outcome from the Forum on the Future of the Caribbean which took place in Trinidad & Tobago in May 2015 at The University of the West Indies, St. Augustine and the Hyatt Regency Hotel, Port of Spain.

The Forum brought together a variety of stakeholders: heads and ministers of government, directors of regional and international organizations, members of the diplomatic corps, academics, private sector leaders, youth, civil society and policymakers from within and outside the region, to strategically re-envision a transformed Caribbean by 2050; incorporating the new models of development for the continued prosperity of all Caribbean peoples.

In activating 'A Strategic Vision for the Caribbean 2050', in May 2016, the publication, 'Shifting the Frontiers, an action framework for the Future of the Caribbean' was launched at the Learning Resource Centre, UWI, St. Augustine. The publication offered a distillation of the key points derived from the forum and highlighted the main areas that require action for the region's development.

Engaging International Development Partners

With a mandate from the CARICOM Heads of Government to work with the tertiary education sector in the region to formulate a strategy for engaging with International Development Partners to drive Caribbean development, in November 2016, The UWI gathered a working group made up of the following organizations, to clarify and pursue this agenda.

- The UWI
- The Caribbean Community (CARICOM)
- Association of Caribbean Tertiary Institutions (ACTI)
- University of Trinidad & Tobago (UTT)
- University of Technology (UTech), Jamaica
- University of Guyana
- Anton de Kom University (ADEKUS), Suriname
- Université d'État d'Haiti (State University of Haiti)

Professor of Practice

As part of its efforts to deepen academy-industry partnerships and to connect The University's teaching and research to relevant issues impacting industry in the region, The UWI has introduced the position of Professor of Practice, as approved by The University Appointments Committee on September 21, 2015. This gives departments the opportunity to host distinguished professionals and experts in their fields, either practicing or retired, to fixed-term teaching positions; making practical knowledge and real-world situations part of our students' educational experience.

Revitalizing Caribbean Development

Brexit: Implications for the Caribbean

The UWI hosted symposia with political, financial and business leaders on the implications of the UK's decision to leave the European Union (EU) based on the June 23, 2016 referendum. These symposia were held at The UWI Regional Headquarters in Jamaica, the Sir Arthur Lewis Institute of Social & Economic Studies (SALISES) in Trinidad & Tobago, and the Earl Barrow Centre for Creative Imagination in Barbados. The fora raised issues such as the depreciation of the pound and its potential impact on investments, tourism and remittances, as well as the standing of the Caribbean's trade and funding agreements with the EU.

Some of my own recommendations to CARICOM in response to 'Brexit' included:

- launching a Task Force with The UWI, to research, monitor and report on the developments of the UK-EU negotiations and their repercussions for the region.
- establishing a Regional Research and Development Fund to facilitate innovation within the private sector and strengthen entrepreneurship.
- examining and strengthening the agreements made through CARIFORUM, particularly the EU Economic Partnership Agreement, and taking full advantage of the agreements negotiated by the African Caribbean and Pacific States (ACP) and the Community of Latin American and Caribbean States (CELAC).
- pursuing opportunities for alliances and trade with Asian, Pacific and African states.

The Caribbean Growth Forum

Launched at The UWI in 2012, the CGF is a joint initiative by the Compete Caribbean Program, the Inter-American Development Bank, the World Bank, and the Caribbean Development Bank (CDB). It is supported by the Canadian International Development Agency, the United Kingdom's Department for International Development, the CARICOM Secretariat, and The University of the West Indies.

The Forum facilitates public-private dialogue around issues central to creating sustainable and inclusive growth. It encourages an action-oriented dialogue around key policy reforms needed in three areas:

- (i) Investment Climate
- (ii) Skills and Productivity
- (iii) Logistics and Connectivity.

Many Caribbean territories have drafted or completed national growth strategies. Therefore, the Forum's aim is to identify the priorities within these three areas (listed above) that can contribute to these national strategies. The Steering Committee is comprised of the Secretary General of CARICOM, President of the CDB, and the Vice-Chancellor of The UWI. The Advisory Board is comprised of a mix of public and private sector representatives, civil society, academia and young people from across the region. The CGF's methodology has been designed to result in a consensual, concrete action plan with specific responsibilities and timelines, along with built-in transparency and accountability mechanisms to make sure that, over time, results are delivered.

The University of the West Indies recognizes the importance of institutional strengthening in the region and so continues to play a lead role in aligning the institution with the key drivers of growth.

COMING TOGETHER FOR CARIBBEAN DEVELOPMENT

With a mandate from CARICOM, The University of the West Indies recently brought together international donors and tertiary education partners for consultations on restructuring the Caribbean higher education system to better drive economic growth in the region. More than 50 representatives attended the two-day event, which took place from November 3-4, 2016 at The UWI St Augustine's University Inn and Conference Centre. The consultations stemmed from a CARICOM meeting in July 2015, where The UWI Vice-Chancellor, Professor Sir Hilary Beckles, highlighted the importance of tertiary education to national and regional development.

Day 1 of the consultations was attended by representatives of tertiary education institutions from CARICOM member states and centred on developing partnerships and shared understanding. On Day 2, international development partners joined in the discussion. Presentations highlighted (1) the Africa Centres for Excellence, supported by the World Bank, which provide a template for alignment of industry and academia; (2) building capacity for research and innovation among Caribbean Tertiary Level Institutions; and (3) facilitating the tertiary education sector's support for CARICOM Governments through programmes and projects that address regional development needs.

During the consultations, The UWI invited international donors to increase their investment in research, in order to drive the innovation necessary to create competitive industries. A University Office of Academic-Industry Partnership has been established to drive this process, under the heading "UWI for Economic Growth".

The major outcomes of consultation included:

- Identification of opportunities for development programmes/projects where regional approaches are likely to be more effective and efficient
- The need for a survey of tertiary level institutions to determine strengths, weaknesses and areas of particular interest, and to identify the institutions that have capacity to lead programmes/projects
- Identification of capacity-building required to improve implementation/aid effectiveness

A Working Group chaired by Dr. David Rampersad (david.rampersad@sta.uwi.edu) was formed to develop an action plan for presentation to the CARICOM Inter Sessional Heads of Government in February 2017. The plan, which will be formulated through continued consultation with International Development Partners, Tertiary Level Institutions, members of government and the private sector, as well as CARICOM representatives, will align with CARICOM's Human Resource Development Strategy 2030, as well as with the UN's Sustainable Development Goals, to re-energize Caribbean growth.

The UWI invited international donors to increase their investment in research, in order to drive the innovation necessary to create competitive industries.



Participants gathered on day one of the consultations between CARICOM tertiary education sector and international development partners at The UWI in November 2016.

SEEKING JUSTICE FOR ALL

The CARICOM Reparations Commission, chaired by The UWI Vice-Chancellor Sir Hilary Beckles, 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 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 emerging societies such as the Caribbean, at a significant economic and social loss.

The Commission has identified ten points of action that go beyond financial reparations to include support for educational development, health and medical systems, and other pressing needs in the Caribbean (<http://caricomreparations.org/>). Reparations would therefore benefit not only people of African descent, but all Caribbean citizens.

Professor Sir Hilary Beckles, author of *Britain's Black Debt: Reparations for Slavery and Native Genocide in the Caribbean* (UWI Press 2013) is a longtime advocate of reparations. He advanced the call for reparatory justice at a meeting at the House of Commons in London, UK, on January 28, 2016. The meeting, hosted by Member of Parliament Diana Abbot, was attended by political leaders, academicians, and representatives of civil society. It was designed to share information and develop strategies across Britain and the Caribbean to advance the movement for reparatory justice.

"This is not about retribution and anger... it is about the building of bridges across lines of moral justice."

The UWI Vice-Chancellor, Sir Hilary Beckles,
Keynote address at Harvard Law School, Feb. 22, 2016

In an inaugural lecture on Race and the Curriculum at Oxford University, Professor Beckles also spoke on reparatory justice at the invitation of the University's Vice-Chancellor, Professor Louise Richardson. In addressing students and faculty at one of the UK's oldest and most illustrious academic institutions, Professor Beckles stated that reparatory justice is not a call for handouts as many believe. He noted, "On the contrary, it is a renewed call for development cooperation between Britain and the Caribbean." Vice-Chancellor Beckles proposed that Britain establish a facility like the Jewish Reparation Fund, paid into by Germany and other European nations after the Holocaust, which drives Israeli development projects.

On February 22, 2016, Vice-Chancellor Beckles also delivered a distinguished public lecture at Harvard Law School in the US, titled "**Reparatory Justice for Global Black Enslavement: The Greatest Political Movement of the 21st Century**". Drawing attention to the Black Lives Matter movement, Sir Hilary indicated that there was a present need for reparatory justice, to build bridges across lines of moral justice. Prof. Annette Gordon-Reed, Charles Warren and Carol Pforzheimer Professor at the Radcliffe Institute and Professor of Law at Harvard University, also pointed to the importance of understanding that "slavery was not just a system of holding people in bondage. It was holding people in bondage for a purpose...to make money off of their bodies." This system therefore accrued an economic as well as moral debt that calls out for justice.



Professor Sir Hilary Beckles speaking on Reparatory Justice for Global Black Enslavement at a public lecture at Harvard University. PHOTO COURTESY: HARVARD UNIVERSITY.



At Oxford University, Professor Sir Hilary Beckles delivers the inaugural lecture in the Race and the Curriculum in Oxford lecture series. His topic - Britain's Black Debt: Reparatory Justice and the Restoration of 'moral nation status'.

Social Justice Central to Development

The UNDP's Caribbean Human Development Report 2016, titled "Multidimensional Progress: human resilience beyond income" highlighted the need to rethink the methods for ranking development in the region's countries that go beyond per capita income, economic growth rates and Gross Domestic Product (GDP). The Caribbean HDR called on governments, the private sector and all of society to rethink the region's progress along multidimensional lines, inspired by the 2030 Agenda for Sustainable Development... The Report clearly stated that "[N]othing that reduces the rights of people and communities or threatens environmental sustainability can be considered progress..." (<http://hdr.undp.org/en/content/regional-human-development-report-2016-caribbean>)

There is an urgent need in the region to grapple with the social dimension of development. This requires us to confront the effects of our history and address ongoing issues of inequality and injustice, in order to create a more inclusive and equitable society for all Caribbean people. As an activist university, The UWI has a crucial role to play in supporting this movement toward multi-dimensional development. Some examples of our contribution to equity and justice for all include:

- The call for Reparatory Justice for generations of uncompensated labour forced upon enslaved Africans and their descendants in the Caribbean, which has contributed to impoverishment of the region: an issue taken up by the CARICOM Reparations Commission, of which I am Chair.
- The IMPACT Justice Project (<http://caribbeanimpact.org/>): a five-year regional justice sector reform project funded by the Government of Canada, implemented from within the Caribbean Law Institute Centre, Faculty of Law, UWI Cave Hill, to enhance access to justice for men, women, youth and businesses in 13 CARICOM Member States.
- Research, fora and public engagement undertaken by the Institute of Gender and Development Studies at the Cave Hill, St. Augustine, and Mona campuses to address gender-based violence, the rights and contributions of women, healthy manhood and masculinity, issues of sexuality and sexual health, and the drafting of both National and UWI Gender Policies for equal status and opportunities for all men and women in the region (<https://sta.uwi.edu/igds/CaribbeanGenderResearch.asp>).

Expanding Access

The UWI continues to work toward the goal of at least one university graduate in each and every household in the Caribbean, equipped to meet the needs of their communities and the wider region. Enhancing The UWI's distance and online learning capacities are crucial in achieving this goal, along with connecting to community colleges and tertiary education programmes across the region.

New Office of Online Learning

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. From September 2015, the Open Campus Task Force (<http://www.uwi.edu/opentaskforce/>), chaired by Prof. Alvin Wint, examined ways to maximize the Campus' capability, in terms of its governance, finance, structure, strategies, and integration, particularly in relation to the proposed Colleges of The UWI (CUWI) system.

The final report of the task force was submitted to the Vice-Chancellor with the following outcomes:

- An Office of Online Learning (OOL) is to be established within the Regional Headquarters.
- The OOL would lead online programme development and be the body to which campuses submit their requests for approval of online programmes.

- This Office would initially be staffed by persons who are currently in Academic Programming and Delivery (APAD) and it should have a Director who reports to the Vice-Chancellor through a Board or an Online Committee of the Board for Undergraduate Studies and Board for Graduate Studies, chaired by the Vice-Chancellor or his nominee.
- Campuses would have representation on the oversight body and each campus should have a Campus Coordinator for Online Learning who would work with the OOL in channelling and developing proposals.
- The Coordinating Unit for the Single Virtual University Space (SVUS) project would operate within this new office, under a revised designation.

College of The UWI (CUWI) System

The UWI has invited all governments already committed to establishing a university college, to do so within The UWI system, and will work with these institutions to facilitate this process. The University will connect to all interested and qualified community colleges and tertiary education programmes in the region, offering them our robust support for advanced teaching and learning.

An implementation team chaired by the Pro Vice-Chancellor and Principal of the Open Campus, Dr. Luz Longworth, has been established, to lead the development of the CUWI System—offering students of diverse background and ages access to quality tertiary education in their local context, improving and expanding access to higher education across the region.



Commonwealth Secretary-General, Rt. Hon. Patricia Scotland QC, with Professor Sir Hilary Beckles at The UWI Regional Headquarters in July 2016.

Listening to Our Youth

The UWI is committed to engaging and empowering the Caribbean's youth and facilitating opportunities for their voices to be heard on issues that affect the region.

Caribbean Youth Speak

In July 2015, 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 Secretary General took the time to engage university students and representatives of youth organizations across the region on the theme "Caribbean Youth Speak: The World We Want Post-2015", 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.

Town Hall Meeting with Youth

The UWI was pleased, in July 2016, to host a conversation with the Commonwealth Secretary-General, Rt. Hon. Patricia Scotland, QC at The UWI Regional Headquarters. Attended by more than 200 young people, the meeting sought to engage Caribbean youth to tackle some of the world's most pressing challenges. According to Secretary-General Patricia Scotland, "The world is facing enormous challenges; we need you to be part of the solution." The town hall followed a five-day workshop at The UWI Mona Campus centred around Goal #11 of the UN's Sustainable Development Goals: "What can our generation of the Commonwealth do now to make our cities more inclusive and safe by 2030?" Participants were immersed in a series of activities to understand some of the world's most pressing issues and work in groups to develop solutions. The July 8 Town Hall brought the week to a close; giving participants the chance to present their ideas to the Secretary-General as she searches for exciting new initiatives to champion on the global stage.

UWI-Youth Development Programme

On International Youth Day, August 12, 2016, The University of the West Indies launched The UWI-Youth Development Programme (UWI-YDP). Established as a project within the Office of the Vice-Chancellor, the UWI-YDP's vision is to become a clear advocate for youth development at The University, responding to the needs of young people and youth organizations in the Caribbean.

UWI COMMITTED TO CARIBBEAN YOUTH

On International Youth Day, August 12, 2016, The University of the West Indies launched The UWI-Youth Development Programme (UWI-YDP) at the Cave Hill School of Business, Barbados. Under the theme “The Road to 2030: Eradicating Poverty and Achieving Sustainable Consumption and Production”, the launch represented a renewed commitment from The University to meaningfully engage with the region’s youth.

Established as a project within the Office of the Vice-Chancellor, the UWI-YDP’s vision is to become a clear advocate for youth development at The University, responding to the needs of young people and youth organizations in the Caribbean. The programme will also provide strategic guidance for key youth development organizations throughout the region, offering them technical and other forms of support.

At the launch, The UWI-YDP’s Ad hoc Working Committee was represented by three young activists, Chairman, Mr. Michael Joseph; Deputy Chairman, Mr. Kevin Manning and Mr. Damani Parris, Secretary. Citing startling figures on youth crime and underdevelopment in the Caribbean, the Committee expressed hope for collaboration with representatives from state agencies, the Caribbean Development Bank (CDB), the United Nations (UN), the Barbados Investment and Development Corporation (BIDC) and the IADB, who were present at the launch, to improve the lives of young people in the region.

The UWI Vice-Chancellor, Professor Sir Hilary Beckles, in delivering the feature address, pointed to the movement of engaged and alert young people gaining ground throughout the world—the Black Lives Matter movement

Established as a project within the Office of the Vice-Chancellor, the UWI-YDP’s vision is to become a clear advocate for youth development at the University, responding to the needs of young people and youth organizations in the Caribbean.

being one of the most notable, initiated by young women in the United States. Vice-Chancellor Beckles challenged the audience to consider that, “There is no movement of youth political engagement that can be identified with clear and specific objectives for change and transformation [in the Caribbean]. This has to concern all of us who are educators...”

The UWI owns its responsibility to the next generation and intends to take up the challenge to provide youth with the keys to their own future. Following the launch, the programme coordinators began gathering data to inform The UWI-YDP’s agenda and to produce an up-to-date ‘Status of the Youth Report’, based on which The UWI-YDP will announce its first projects. These projects will focus on people aged 16-35 years and empower Caribbean youth to become healthy, active and empowered citizens, both within the region and internationally.



(L-R) Mr Kevin Manning, Vice-Chancellor Professor Sir Hilary Beckles and Mr Michael Joseph as they respond to feedback at the launch of The UWI's Youth Development Programme (UWI-YDP).

UWI: EXPERT SOLUTIONS

UWI Consulting is the gateway to specialized expertise on small state and developing country issues. UWI Consulting was created in 2007 as an initiative of the then Vice-Chancellor, Professor E. Nigel Harris. Since 2008, the consulting arm of The UWI has been offering research and professional services that promote creative and innovative practices in a wide range of areas such as health, education, sustainable development, environmental management, institutional reform, business process re-engineering, small island development states, technology, governance, trade policy formulation and economic growth. UWI Consulting also has the capacity to implement projects in the public and private sectors, on behalf of international and other organizations.

In 2016, Ms. Lisa Cummins was appointed new Executive Director of The UWI Consulting team. She brings to the position, years of experience in diplomacy, Caribbean regional development, trade, international relations, public policy and private sector development.

UWI Consulting is the first port of call for those seeking to find the highest calibre of expertise in the region. The University of the West Indies has by far the largest and most significant concentration of advanced knowledge and technical skill in the Caribbean. In addition, through its partnership arrangements, UWI Consulting can also mobilize expertise from The UWI's significant global network.



Ms Lisa Cummings, Executive Director, UWI Consulting.

ONE CARIBBEAN FIGHT AGAINST ZIKA

The Zika virus, spread by *Aedes* mosquitoes, brings major human costs to the region. It can cause microcephaly (a lifelong incurable condition associated with incomplete brain development) and other congenital defects in the babies of pregnant women infected with the virus. The UNDP refers to the effects of Zika on the region as ‘an unfolding crisis’.

Given its regional and global networks and expertise, The UWI has a crucial role in containing the spread of the Zika virus and helping Caribbean nations effectively address its impact. A UNDP Socio-economic Impact Assessment of the Zika Virus in Latin America and the Caribbean reveals that beyond “economic costs...the Zika virus has the potential to widen gender and health inequities.” Due to higher risk of exposure and the absence of social safety nets, the poorest and most vulnerable bear the highest cost of the virus, with women carrying the heaviest burden.

The spread of Zika and its effects go beyond the health sector, to include issues related to housing, sanitation, gender inequality, socio-economic status and urban infrastructure. Combating the virus therefore requires a multi-sector response involving a wide range of stakeholders. The University of the West Indies (UWI) regional symposium to address Zika in March 2016 in Barbados, brought together UWI experts, CARICOM leaders, technical experts from the regional ministries, Caribbean tourism organizations, international health agencies and members of the diplomatic corps, to plan joint responses to this public health threat.

Mere days after the WHO declared Zika a public health emergency, The UWI Vice-Chancellor also convened a regional Zika Task Force of eminent scientists, clinicians, educators and public health leaders to coordinate the university's response and lend expert advice and consultative support to the



(L-R) Professor Clive Landis Deputy Principal of The UWI Cave Hill and Vice-Chancellor, Professor Sir Hilary Beckles engage the media at a regional Zika press conference held by The UWI in March 2016.

region. The Task Force offers The UWI's research expertise and capacity in areas of vector control, clinical research, laboratory assay development, economic impact analysis, education, grant resource mobilization, patient database management, and communication. A major European Union Horizon 20/20 ZikAction grant was awarded to Task Force member, Prof. Celia Christie-Samuels, to fund research investigating the link between maternal Zika virus infection and the development of foetal brain abnormalities in Caribbean populations.

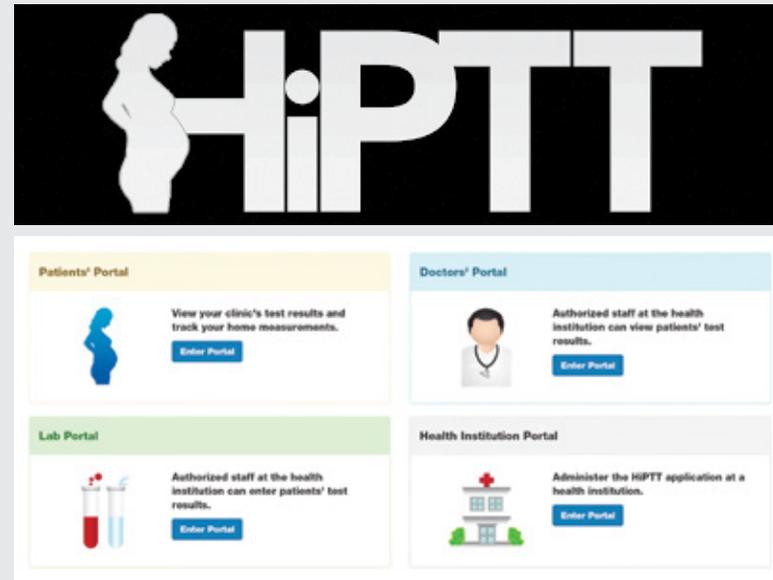
The UWI has also taken the lead in the area of Guillain-Barré syndrome (GBS) monitoring, by developing a Caribbean Zika GBS database. This was rolled out to Caribbean neurologists and critical care physicians in November 2016, with the assistance of the Pan-American Health Organization (PAHO).

DIABETES IN PREGNANCY: TECHNOLOGY FOR HEALTH

Diabetes and its related complications are at epidemic proportions in Trinidad & Tobago. Pregnant women are at greater risk for developing diabetes, which poses serious threats to babies and mothers, including an increased chance of foetal abnormalities and higher rates of maternal mortality.

The Helen Bhagwansingh Diabetes Education, Research and Prevention Institute (DERPI) at The UWI St. Augustine Campus, established a national screening and treatment programme for diabetes in pregnancy. To support the programme, an ICT application was developed called HiPTT – Hyperglycemia (or high blood sugar) in Pregnancy in Trinidad & Tobago.

HiPTT works through an integrated system that supports the flow of information between patient, doctor and medical laboratories, for the better management of diabetes in pregnancy. The app will automatically provide interpreted test results and reports to registered patients. Healthcare providers will be notified of any abnormal results and can review and provide real-time feedback to pregnant women. Medical labs will be able to easily provide electronic reports, enabling doctors to conveniently review a patient's medical results via mobile device or desktop computer. These features will significantly improve the detection of diabetes earlier in pregnancy, and facilitate timely medical interventions, that can save the lives of mothers and their babies.



The heart of HiPTT is a Web portal which supports the full cycle of data entry, flow and visualization between patient, doctor and medical laboratories for the management of diabetes in pregnancy.

The HiPTT Team consists of lecturers from The UWI St. Augustine's Department of Clinical Medical Sciences and the Faculty of Engineering, members of DERPI, and the Caribbean Industrial Research Institute's Centre for Enterprise Development (CARIRI CED), with support from Microsoft. The Health in Pregnancy project is a DERPI initiative with support from the National Gas Company (NGC), an i2i Grant from the Trinidad & Tobago's Ministry of Planning and Sustainable Development, the Rotary Club of St. Augustine, Community Chest and 2001 Carpet World, with technical support from Microsoft and CARIRI.

REVERSING DIABETES

A path-breaking study offers hope to the one in five Caribbean people and the 400 million people worldwide suffering with Type 2 diabetes. Diabetes is one of the major chronic illnesses in the Caribbean that brings with it a range of other health issues, including possible blindness and loss of limb. Given diabetes' link to diet and lifestyle, The UWI Chronic Disease Research Centre (CDRC) at the Cave Hill Campus, along with Virgin Unite, the Diabetes Association of Barbados and the Barbados Diabetes Foundation, has launched a Barbados Diabetes Reversal Study (BDRS). This study evaluates the possibility of reversing diabetes by adopting an eight-week very low calorie diet, followed by weight maintenance, to restore blood sugar to healthy levels. The study of patients from a wide range of ages (20-70 years old) began in January 2015, and was led by Prof. Nigel Unwin of The UWI CDRC, building on the work done by Prof. Roy Taylor at Newcastle University in the UK. If effective in larger studies, this research could change the way Type 2 Diabetes is treated in the future, with the potential to save lives throughout the Caribbean and around the world.



Professor Nigel Unwin of the Chronic Disease Research Centre at Cave Hill (second from right) poses with businessman and philanthropist, Richard Branson and colleagues at the launch of the Barbados Diabetes Reversal Study (BDRS).
PHOTO COURTESY: www.virgin.com

Diabetes is one of the major chronic illnesses in the Caribbean that brings with it a range of other health issues, including possible blindness and loss of limb.

THE UWI AND PARTNERS LEAD REGIONAL RESPONSE TO NON-COMMUNICABLE DISEASES

The regional response to the grave threat posed by non-communicable diseases (NCDs) must be intensified immediately if the health, wellbeing and development gains of Caribbean people are to be protected. This was the key message emerging from a major regional workshop held on February 24-25, 2016 at the Hilton Trinidad. The workshop, titled Uniting to Stop the NCD Epidemic – Time to Accelerate Action forms part of an evaluation project stemming from a 2007 endorsement from CARICOM of the Port of Spain Declaration on NCDs. The project, funded by the Canadian International Development Research Council (IDRC), is led by The University of the West Indies (UWI) on behalf of the CARICOM and the Pan American Health Organization (PAHO).



Participants of the implementation workshop for the evaluation of the Port of Spain Declaration. Seated L-R are: Professor John Kirton, University of Toronto; Professor Karl Theodore, HEU Centre for Health Economics; Dr C. James Hospedales, Caribbean Public Health Agency (CARPHA); Dr Rudy Cummings, Caribbean Community (CARICOM); Hon. Donville Inniss, Minister of Industry, International Business, Commerce and Small Business Development, Barbados; Dr Alafia Samuels, Chronic Disease Research Centre (CDRC); Professor, Sir Trevor Hassell, Healthy Caribbean Coalition; Dr Maddy Murphy, The UWI and Professor Nigel Unwin, Chronic Disease Research Centre (CDRC).

INDUSTRY/ACADEMIC PARTNERSHIP CAN DELIVER ECONOMIC GROWTH

A partnership between The University of the West Indies and the private sector in the Caribbean can help deliver economic growth in Jamaica and other countries in the region.

Addressing a Breakfast Forum hosted by the Private Sector Organization of Jamaica (PSOJ), Vice-Chancellor, Professor Sir Hilary Beckles said that “in every sector, The UWI has the capacity, the science and technology required by the private sector to perform at the highest levels of efficiency and productivity.”

“An industry/academia partnership is critical to moving the Jamaican and Caribbean economies into “full wealth creation mode”, he declared.

Referencing the vision of the Economic Growth Council (EGC) towards the achievement of 5% growth in Jamaica’s Gross Domestic Product within four years, he said that “there is no reason why Jamaica could not attain 5 in 4 though there are some social constraints that make it difficult. We must identify these and remove them to align to growth.”

Pointing to the University’s Strategic Plan 2017-2022, Sir Hilary said that “the solution to the sluggish economies of the region is in the alignment of The UWI capabilities and private sector resources.”

In this regard, one of the initiatives being pursued by the University is the establishment of a series of technology parks in Jamaica, Barbados and Trinidad & Tobago which will bring The UWI’s expertise in the areas of science, technology and innovation to work with the private sector to test and develop products for commercialization and export. This is part of a wider effort to partner with the private sector to find solutions to problems and apply innovation to industrial development.

“Our graduates can become incubators for small and medium enterprises and The UWI will bring the science and technology, the private sector the capital and together we will forge economic growth”, Sir Hilary declared.



(L-R) Hon. Michael Lee-Chin, O.J., Chairman of the Economic Growth Council (EGC) greets Sir Hilary Beckles, Vice-Chancellor, The University of the West Indies (UWI) and his colleagues Ambassador Richard Bernal, Pro Vice-Chancellor Global Affairs; Prof. Archibald McDonald, Principal, The UWI Mona and Prof. Dale Webber, Pro Vice-Chancellor Graduate Studies. Sir Hilary led The UWI team at a stakeholders meeting with the Economic Growth Council at Jamaica House on December 12, 2016. Outlining various innovations, new programmes and partnerships with international universities, Sir Hilary assured the EGC that “The UWI is fully on board with 5 in 4” the target set by the EGC of 5% growth in Gross Domestic Product in four years (2020). The EGC is a body appointed by Prime Minister The Hon. Andrew Holness in 2016 to consult widely and advise Cabinet on a collection of broad platform policies and reforms that would facilitate economic growth.

Research-led Policy & Action

The University of the West Indies continues to undertake cutting-edge research, developing academic-industry partnerships for business and innovation, and offering consultancy services to the private and public sector in areas key to sustainable development in the Caribbean.

The UWI is committed to:

- **offering research-led solutions** to the region's problems
- supporting the immense creativity of Caribbean people and **linking creativity to income-generation**
- developing innovations that **make new use of local resources**
- **encouraging entrepreneurship** and business development among our students and faculty, as well as in the wider Caribbean, as a means of job-creation, attracting investment, diversifying our economies, and boosting trade
- **increasing academy-industry partnerships** that combine research with innovation, in order to stimulate economic growth and opportunity in the region.

Some Research-led Solutions in 2015-2016

- The appointment of a **new Executive Director for UWI Consulting** (www.uwiconsulting.com), which has grown to be a major provider of research, strategy and enterprise consultancy services to governments, companies, and non-governmental institutions operating in the Caribbean.

- A multi-sector **Zika Task Force** to battle the spread and impact of the Zika Virus in the Caribbean (www.uwi.edu/zika/).
- A ground-breaking **Diabetes Reversal Study**, led by The UWI Chronic Disease Research Centre (<https://www.cavehill.uwi.edu/cdrc/home.aspx>), with the potential to save millions of lives in the region and around the world.

Innovation & Entrepreneurship

The future of the Caribbean economy depends on an active drive to support innovation and entrepreneurship that includes a wider, more diverse cross-section of our society. The creative industries, sport, renewable energy, and local/regional food production are only a few of the areas in which The UWI is spearheading entrepreneurship and business development as a key driver of sustainable economic growth in the region.

Some Innovation & Entrepreneurship Developments in 2015-2016

- The **Centre for Food Security and Entrepreneurship's** work to encourage and facilitate Caribbean agri-business and food production.

- **Research, training and innovation in Renewable Energy**, including new postgraduate programmes, feasibility studies, and other investigations of the use of solar, wind, geothermal and biogas energy across The University, as well as the **construction of a Net-Zero Building** on the Mona Campus in Jamaica, as a prototype for more energy-efficient, disaster-resistant construction in the region.

- The **Greater August Town Film Festival** (<http://www.gatffest.com/>), started by the Centre for Tourism and Policy Research at The UWI Mona Campus, which showcases local and regional films, while encouraging the development of the film industry in Jamaica. The festival team created **The UWI Community Film Project**, to equip youth from disenfranchised communities with skills in filmmaking and video production: empowering them to become creative entrepreneurs.

- The UWI has initiated plans to establish a Faculty of Sport to build on the Caribbean's global reputation for sporting stars and The University's enhanced sporting facilities, to become an internationally-recognized teaching, research and training centre in sport and sports-related disciplines.

FOOD SECURITY AND ENTREPRENEURSHIP

Agri-business and food security are key to the Caribbean's socio-economic development. In light of this, The UWI established the Centre for Food Security and Entrepreneurship (CFSE) at the Cave Hill Campus, headed by Leonard Wellington O'Garro, a professor of Plant Pathology. The CFSE exists to encourage and facilitate innovation in Caribbean agri-business and food production—such as finding new and creative uses for local and regional plants e.g. medicinal plants, as well as cassava, breadfruit and cocoa products. Related projects, powered by academy-industry partnerships, are underway across The UWI's campuses in Barbados, Jamaica and Trinidad & Tobago.

In one example, the CFSE has received funding from the Caribbean Development Bank (CDB) amounting to US\$140,000 to establish a training programme for artisan chocolate manufacturers in the Caribbean. The project has developed a postgraduate training programme for persons currently involved in, or wishing to enter the chocolate industry.

In the past year, the CFSE engaged in several projects, including:

- advancing a physical development plan for a well-designed, environmentally friendly, state-of-the-art science/agri-business park;
- implementing a R&D programme in support of the West Indies Sea Island Cotton industry in the Caribbean in partnership with the Ministry of Agriculture, Barbados, to introduce a stock of pedigree seeds to arrest the deterioration of the West Indies Sea Island Cotton produced in Barbados;
- partnering with the Government of St. Vincent and the Grenadines to rehabilitate the arrowroot industry, which is in drastic decline;
- launching the Caribbean Sail Cargo Initiative designed to supply Caribbean agricultural produce to areas of demand within the CARICOM region;
- conceptualizing the use of a "green label" to identify agricultural produce not associated with the use of fossil fuels to create niche market opportunities for farmers in the same way the "organic label" is used in the marketing of primary and value-added agricultural produce;



Leather products made from Barbados Blackbelly Sheep.

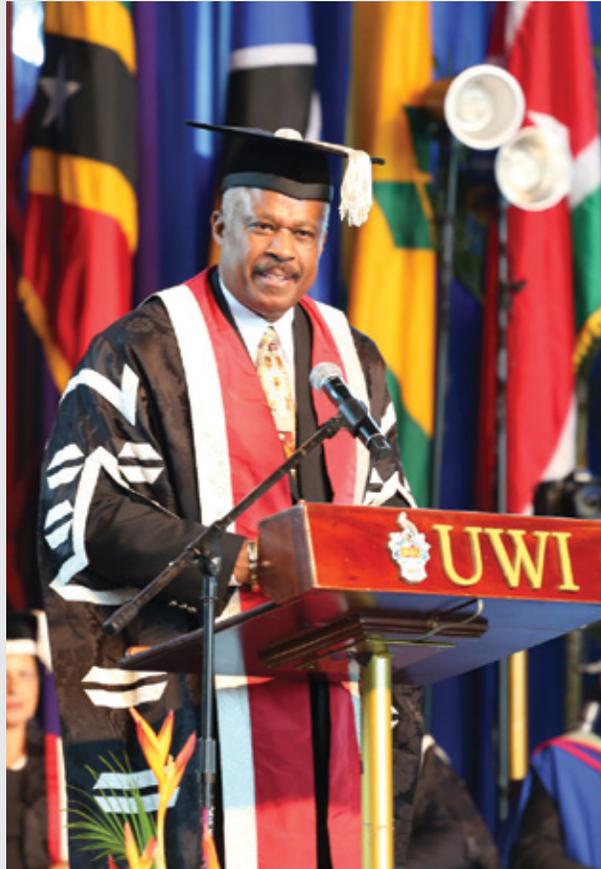
- the development of an "app" which will integrate market information from producers, retailers and Caribbean Sail Cargo Initiative shippers;
- implementing a R&D programme in support of the medicinal herb sector in the Caribbean with investor-partner, Eden Herbs Inc.;
- assisting St. Vincent and the Grenadines in the development of a new economic sector based on marine bio-prospection, to upgrade the value of marine biodiversity to make it attractive for investment;
- implementing a programme of support for the Blackbelly Sheep industry in Barbados and the establishment of a leather industry based on the Barbados Blackbelly Sheep, with investor-partner, local company, Island Leathers Inc.;
- and the launch of a programme to support the farming sector in Barbados utilizing farm plots located at the Dukes Project site.

With initiatives like these, The UWI aims to empower a new generation of entrepreneurs to create goods and services developed from local resources; securing long-term sustainable food production and agri-business in the region.

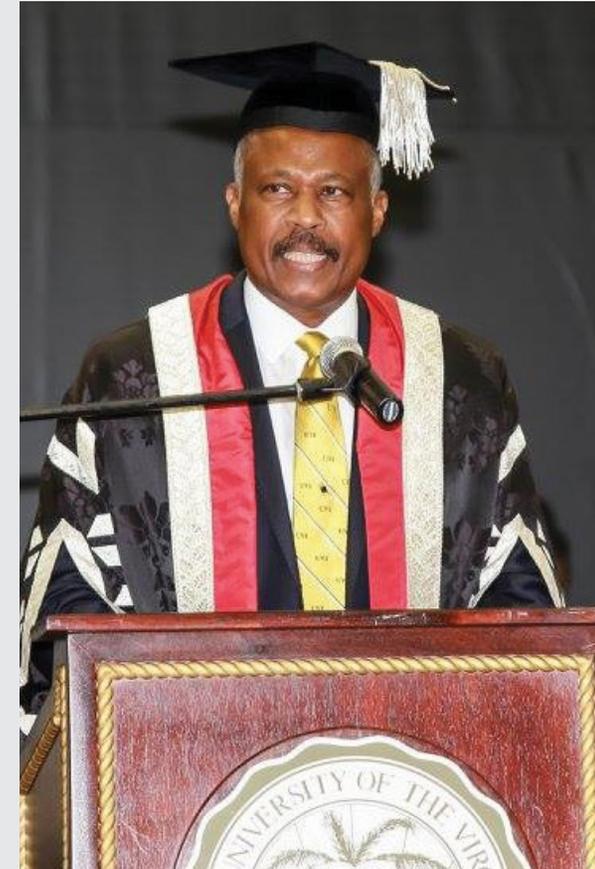
HIGHLIGHTS & HONOURS



Dominica's second highest state award – the Sisserou Award of Honour – is conferred on Professor Sir Hilary Beckles during the country's 2016 independence celebrations; in recognition of his contribution to the Commonwealth of Dominica and the region in the field of education.



Professor Sir Hilary Beckles at one of the 2016 graduation ceremonies. The UWI conferred 11 honorary degrees to persons of eminence; and graduated thousands of persons with first degrees, higher degrees, certificates and diplomas.



Professor Sir Hilary Beckles receives an honorary doctorate from the University of the Virgin Islands.



Professor Sir Hilary Beckles and the recipients of the Vice-Chancellor's Awards for Excellence 2015-2016. Back row: L-R - Mr Floyd Reifer, Professor Jayaraj Jayaraman, Professor Sir Hilary Beckles, Professor Verene Shepherd, Mr Jessel Murray. Front row: L-R - Dr Farid Youssef, The Department of Electrical and Computer Engineering (represented by Ms Camille Renaud and Dr Fasil Muddeen), Professor Jennifer Knight-Madden.

RENEWABLE ENERGY: RESEARCH, TRAINING AND ACTION

In a world of limited fossil fuels, as well as environmental and economic shifts, renewable energy is the future. The UWI received funding from the European Union and the Inter-American Development Bank for a four-year project in Barbados, Jamaica, and Trinidad & Tobago that will build support for innovation in renewable energy technologies, as well as stimulate entrepreneurship in the sector. This initiative is part of The University's wider focus on renewable energy for sustainable development in the region.

The Faculty of Science and Technology at 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 UWI Cave Hill recently conducted training workshops in Solar PV and Biogas Technology involving people from various industries, including the agricultural sector. In Trinidad & Tobago, The UWI St. Augustine Campus offers workshops and is undertaking research in Geothermal Energy, Solar Thermal Energy, Solar Photovoltaic and Wind Energy.

On the Mona Campus in Jamaica, the primary focus of the Solid State Electronics Research Laboratory in the Department of Physics is the development and utilization of alternate energy sources through photovoltaic cells. The Lab has undertaken a feasibility study for the design, development, installation and use of large-scale photovoltaic energy in the Faculty of Pure and Applied Sciences. This effort is partially supported by The Mona Institute of Applied Sciences, which has been funded by the Canadian High Commission (CHC) through a Green Fund Project.

With the assistance of the Environmental Foundation of Jamaica, the Department is also assessing the use of wind-generated electricity at Munro, St. Elizabeth. The first phase of the project has been completed and plans are underway to investigate the feasibility of developing Wind Farms in some areas of this parish, known as the "bread basket" of Jamaica because of its focus on agriculture.

The energy sector is critical for the entire Caribbean and often represents a source of economic vulnerability, since all other forms of economic activity hinge upon having a reliable and cost-effective supply of energy. There is a high demand for trained technical personnel, executives and other professionals in the area of sustainable energy systems. In order to meet this need, The UWI is therefore expanding its offerings to include an MSc in Renewable Energy and MSc in Renewable Energy Management.

Students in these programmes will be provided with a multidisciplinary knowledge of energy sources, distribution technologies and efficient use of renewable energy in building and industrial processes, as well as essential tools for management in this area. Through these and other programmes and initiatives, The UWI is helping the region to make the essential transition to using our indigenous and plentiful renewable resources.

UWI is helping the region to make the essential transition to using our indigenous and plentiful renewable resources.



BETTER BUILDING

Across The UWI, efforts are being made to reduce energy costs and examine alternative, renewable sources of energy. As part of this effort, the People's Republic of China is assisting with the completion of a co-generation plant at the Mona Campus in Jamaica, in order to provide a more efficient supply of energy to the campus. Co-generation is a more thermodynamically efficient use of fuel that both generates electricity and makes use of the thermal energy produced in fuel combustion, for heating and cooling purposes.

As part of the movement toward renewable energy, The UWI is constructing the region's first Net-Zero Building (NZEB) on the Mona Campus in Jamaica. The US\$500,000 building will serve as a prototype for the construction of similar structures in the region. This project is being implemented by The UWI's Institute for Sustainable Development, with technical assistance from the United Nations Environment Programme (UNEP) and funding from the Global Environment Facility.

Net-Zero Buildings present a ground-breaking reduction in energy costs for the region, since they produce enough renewable energy to more closely match their energy consumption requirements, thereby reducing the use of non-renewable energy in the building sector. For instance, The UWI Net-Zero Building will reduce energy consumption by 40% and excess power generated by the building will be sold to the Jamaica Public Service Company under a net billing arrangement. It is also expected to save up to 30% in water consumption under everyday conditions. This is crucial on a campus that has faced water woes and in a country and world increasingly plagued by changing rainfall patterns and drought.

The building, which will be adapted to local climate conditions, will also be used as an emergency shelter, since its design includes greater resilience to natural disasters including hurricanes, storms, floods, drought and earthquakes. It will include conference facilities as well as a centre for research on renewable energy.

As part of The UWI's commitment to fostering productive academy-industry partnerships that drive regional development, in addition to its primary funding and implementation partners, this innovative building project involves the cooperation of a wide range of public and private stakeholders in Jamaica, including the:

- **Bureau of Standards**
- **Caribbean Academy of Sciences**
- **Ministry of Environment & Climate Change**
- **Ministry of Energy, Science & Technology**
- **Incorporated Master builders Association**
- **Hotel & Tourist Association**
- **Institution of Engineers**
- **Public Service Company Ltd**
- **Institute of Architects**
- **Meteorological Service**

The UWI Net-Zero Building project is expected to catalyze a shift in building forms and technologies throughout the region, making net-zero energy construction the preferred option in the Caribbean.



Artist's impression of the net zero energy building currently in construction at The UWI Mona.

GATFFEST: CREATIVE ENTREPRENEURS

The creative industries are an area of major potential growth for the Caribbean economy and society. Caribbean cultural forms such as Carnival, steelpan, reggae, dancehall and more, have all resonated on the global stage and become part of multi-million dollar industries (from tourism to music). The ability for the region to capitalize on these inventions to the benefit of the Caribbean people depends on support for connecting creativity to entrepreneurship, ownership and business development.

One such effort, the Greater August Town Film Festival (<http://www.gatffest.com/>), the fastest growing community film festival in the Caribbean, has been led by the Centre for Tourism and Policy Research at The UWI Mona Campus. The spirit of GATFFEST is one of social and community upliftment, cooperation and human development. Director Ian Boxill, Professor of Management Studies, puts it this way: "We are not merely a film festival... GATFFEST is fast becoming the catalyst and the medium for story tellers converging in Jamaica, exchanging thoughts and ideas and critically advancing the filmmaking techniques on par with the best in the world."

The festival not only showcases local, regional and international films, but it also aims to develop the Caribbean film industry, by equipping independent filmmakers. Now in its fourth year, GATFFEST is organized annually under the auspices of The UWI Community Film Project (UWICFP), as a space for social commentary, expression and community participation. The festival, now held in multiple locations in Kingston and Montego Bay, includes workshops on grassroots and independent filmmaking, and a School Competition that encouraged students from 25 high schools to create and submit films.

The UWI Community Film Project is a unique initiative to train young people from troubled communities in the technical and artistic elements of filmmaking. Funded by the World Bank, this project took place in partnership with the Jamaica Social Investment Fund (JSIF). Last summer, 18 young people from seven communities participated in the training programme. Mona Sue-Ho, Social Development Manager at JSIF told The Jamaica Gleaner that "JSIF will be utilizing the skills of these filmmakers to create videos to support social marketing campaigns aimed at public education."

Since its inception, the Community Film Project has trained over 130 young people, through partnerships with the Office of the Campus Principal, the Grace Kennedy Foundation and other supporters. According to Prof. Boxill, "Many of the[se young people] have grasped the opportunity and gone on to excel as videographers, editors, animators...", becoming the next generation of creative entrepreneurs.

The ability for the region to capitalize on these inventions to the benefit of the Caribbean people depends on support for connecting creativity to entrepreneurship, ownership and business development.

**UWI
COMMUNITY
FILM PROJECT**
The University of the West Indies, Mona

GATTFEST FILM FESTIVAL 2016

Enter at GATTFEST@gmail.com

ENTER YOUR SHORT FILM NOW!

MORE THAN GAMES: SPORT FOR DEVELOPMENT

As CLR James' key work *Beyond a Boundary* indicates, sport is central to Caribbean societies. Sports personalities in cricket, football and athletics have become the region's heroes, attaining global recognition and praise. Sport is also unique in its contribution to society because of its power to impact all areas of human development.

In 2015-2016, the St. Augustine and Cave Hill campuses hosted conferences focused on sport. At The UWI St. Augustine, the 2nd biennial conference of Sport Studies and Higher Education focused on *Physical Literacy: Gender, Science, Sport and Development*. The conference on the Cave Hill Campus, titled *The Game Changer: Professionalize and Transform*, addressed the potential of sport for development across a range of sectors including tourism, gender equality, youth and community engagement, science and technology.

The first graduates of the joint UWI-University of New Brunswick MSc in Sports Science graduated at the Cave Hill Campus in October 2015. Vice-Chancellor Sir Hilary Beckles also presented Honorary Graduate Dr. the Hon. Usain Bolt OJ with the inaugural Alumni Exemplar Sports Award on Thursday, October 29, 2015, at The UWI Regional Headquarters, in recognition of Dr. Bolt's outstanding sportsmanship and record-breaking athletic performance. The Vice-Chancellor stated that Dr. Bolt is a sports legend, deserving of this special Exemplar award which highlights his talent, zeal and determination. Going forward, the award will be presented every three years to outstanding alumni in the field of sports.

On April 27, 2016, the Vice-Chancellor established a new awards programme to recognize student athletes' exemplary performance in sports at the

university level, as well as their integrity, volunteerism and commitment to other aspects of university life. Cricketer Chadwick Walton of the Cave Hill Campus and Mona Campus student and badminton-player Katherine Wynter, took the titles of Sportsman and Sportswoman of the Year, representing these ideal UWI student athlete characteristics. Describing his vision for the awards, the Vice-Chancellor said, "Sports inspire, motivate and energize us all. The University has a responsibility to celebrate [these athletes'] discipline, talents and excellent performances. It is our hope that creating this opportunity will help pave the way to The University becoming more recognized regionally and internationally as a centre for sports excellence".

At the ceremony, Vice-Chancellor Beckles also honoured athletes who have shone a spotlight on the region through their sporting accomplishments. Special awards were presented to former UWI students Jason Holder, current captain of the West Indies Test and One day International Cricket Team, track and field athlete and Rio 2016 Olympian, Jehue Gordon, cricketers Deandra Dottin and Carlos Brathwaite who represented the West Indies during the 2016 Women's and Men's World Cup T20 matches.

In its upcoming 70th anniversary year, The UWI plans to establish a Faculty of Sport to build on the Caribbean's global reputation for sporting excellence, to become an internationally-recognized teaching, research and training centre in sport and sports-related disciplines such as sports science, sports medicine, physical therapy and rehabilitation, sports management, tourism, entrepreneurship, law, sports engineering, sports nutrition, and more. The Faculty of Sport would enable The UWI to demonstrate the potential of sport as a catalyst for development in the region.



(L-R) UWI Sportsman of the Year 2016, Chadwick Walton, Vice-Chancellor, Professor Sir Hilary Beckles, Trinidad and Tobago Minister of Sport and Youth Affairs, The Honourable Darryl Smith and Managing Director of RBC (which sponsored the event) Mr Darryl White.

Taking UWI to the World

It is a time of changing global alliances and major shifts in international politics, trade and economic agreements, from Britain's withdrawal from the European Union, to the United States' withdrawal from both the Trans-Pacific and Transatlantic Trade and Investment Partnerships.

As Small Developing States, our countries are particularly vulnerable to these shifts. These changes provide an opportunity for the Caribbean to strengthen our regional political and economic union, as well as to deepen trade, economic and cultural connections with South America, the Caribbean Diaspora, as well as the African, Asian and Pacific states.

The UWI has become increasingly 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, sport, 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 universities and industry partners in Latin America, North America, Africa, Europe and Asia, to access technology, expertise and resources to best meet the region's needs.



In a historic venture into the global market, The UWI partnered with the State University of New York (SUNY) to establish the SUNY-UWI Center for Leadership and Sustainable Development. At the launch event, (L-R) SUNY Empire State College President Merodie A. Hancock; Pro Vice-Chancellor and Principal of The UWI Open Campus, Dr Luz Longworth; SUNY Board of Trustees Chairman, H. Carl McCall; Vice-Chancellor, Professor Sir Hilary Beckles; SUNY Provost and Executive Vice-Chancellor, Alexander N. Cartwright; and UWI Pro Vice-Chancellor for Global Affairs, Ambassador Richard Bernal.

We are connecting to international universities and industry partners in Latin America, North America, Africa, Europe and Asia, to access technology, expertise and resources to best meet the region's needs.

UWI & NORTH AMERICA

SUNY-UWI Center for Leadership and Sustainable Development

Officially launched in September 2016, the SUNY-UWI Center for Leadership and Sustainable Development located at the SUNY Global Center in New York, provides a focal point for members of the Caribbean diaspora to engage with The UWI, including artists, academics, business people, and leaders in different fields. It is governed by an advisory board guided by Executive Director Elizabeth Thompson.

Joint UWI-SUNY research projects are already underway in Citizen Security, Natural Products and Medicinal Chemistry, the Health of Coral Reefs, Cardiovascular Health, and Climate Change. The Center is committed to facilitating additional research relevant to democratic participation, leadership, and governance, finding solutions to specific problems constraining the achievement of the United Nations' Sustainable Development Goals in the Caribbean, while also focusing on groups that have faced barriers to equal opportunities.

In time, the Center will offer joint UWI-SUNY degrees and professional training, including continuing adult education. Plans include the creation of a Master's programme in Leadership and Sustainable Development, as well as the establishment of a think tank and network of experts focused on solutions to issues facing the Caribbean, for greater social mobility and economic growth.

In 2017, the Center is planning its first major symposium on the Crisis in Correspondent Banking, and the implications for the Caribbean.

UWI & LATIN AMERICA

UDUAL Membership

The UWI has become a member of the Unión de Universidades de América Latina y el Caribe (UDUAL), an organization founded in 1949 to affirm and deepen relationships among Latin American universities and organizations such as the United Nations and Organization of American States (OAS). UDUAL also helps facilitate the exchange of faculty, students, researchers and alumni among its member universities, along with publications and other research and teaching materials.

At its General Assembly in December 2016 in Cordoba, Argentina, the UDUAL elected The UWI Vice-Chancellor as Alternate Vice President of UDUAL for the Caribbean region. Participation in UDUAL and this leadership role afford The UWI an invaluable platform to promote awareness about its degree programmes and forge education partnerships with sister universities from UDUAL's extensive membership. This exposure and engagement opens immediate doors for cooperation and collaboration at the highest level. The leadership position assumed by The UWI along with full participation in UDUAL deliberations translates into possibilities for influencing the hemispheric dialogue and outcomes as they relate to higher education.

Of particular note is the niche advantage enjoyed by The UWI as the leading and most reputable English language university in the Caribbean and in close proximity to the non-English-speaking Latin American countries, where there is a significant demand for top quality university training in the English language at an affordable, competitive rate. Universities in Latin America are keen to partner with The UWI as a member of UDUAL.

Teaching English as a Second Language

Gillian M.S. Bristol, former Ambassador Extraordinary and Plenipotentiary of Grenada to the United States of America, replaced Mrs Annette Insanally as Director of The University of the West Indies' Latin American Caribbean Centre (LACC), with effect from August 1, 2016. A university-wide initiative, the LACC develops programmes to facilitate closer integration and cultural and academic exchange between agencies in Latin America, the Caribbean and Europe. As head of the LACC, and part of the newly established Office for Global Affairs, Ambassador Bristol is leading a working group on the harmonization of UWI's English as a Second Language programme under The One UWI philosophy.

President of Panama, His Excellency Juan Carlos Varela, visited The UWI Cave Hill Campus in July 2015 and The UWI signed a Memorandum of Understanding with Panama's Ministry of Education to strengthen the English language proficiency of Panamanian teachers. The UWI was therefore pleased to welcome its first cohort of 129 teachers from Panama in November 2015, and a further forty Panamanian students in March 2016 for a four-month programme in English, Tourism and Business.

The English-immersion programme for Venezuelan engineers and professionals at The UWI is still in place despite changes in Petrocaribe. The most recent cohort was received in December 2016. Colombian English-immersion students have also been providing conversational Spanish training for staff and students at the Mona and Cave Hill campuses.

UWI & AFRICA

Development Bridge between Caribbean and Africa

The Caribbean has historical political, economic and cultural links to the African continent, dating back to colonialism and enslavement, extending through Pan-Africanism, and continuing today. Home to 54 countries with hundreds of languages, cultures and peoples, the continent has seen a period of rising economic growth. An analysis by *The Economist* found that from 2000 to 2010, six of the world's ten fastest-growing economies were in sub-Saharan Africa, due in part to the increasing development of manufacturing and service industries alongside the continent's famously rich natural resources.

The UWI aims to continue and extend the links between the Caribbean and Africa. In 2017, The University will activate a partnership with South Africa's University of Johannesburg. The UWI-Johannesburg Institute for Global African Affairs is intended to be the development bridge between the Caribbean and Africa. It will be a co-owned and managed institute and will operate within the two universities. It will conduct joint research, teaching, and public advocacy around the many issues related to sustainable economic and social development. The Institute proposes to deliver, in the next academic year, a joint master's degree in Global African Affairs that focuses on trade, diplomacy, economic development, cultural industries, and areas of growth for 21st century Africa and the Caribbean.



Vice-Chancellor, Professor Sir Hilary Beckles delivers the distinguished lecture at the Inaugural J.F Ade Ajayi Memorial Lecture at the University of Lagos in Nigeria.



University of Oxford Vice-Chancellor, Professor Louise Richardson pictured with UWI Chancellor, Sir George Alleyne and Vice-Chancellor, Sir Hilary Beckles during a special convocation at which she received an honorary doctor of laws degree from The UWI.

UWI & THE UK

Oxford Vice-Chancellor

Helps Launch New UWI Scholarship

Professor Louise Richardson, the first female Vice-Chancellor of Oxford University, delivered a keynote address at the launch of the McIntyre/Nettleford Scholarship in June 2016. The scholarship fund, for high-achieving youth from disenfranchised backgrounds, honours two of The UWI's former Vice-Chancellors, Sir Alister McIntyre and the late Professor Rex Nettleford. Both men are among a list of distinguished Caribbean nationals who graduated from Oxford University. The event was attended by several Rhodes Scholars and other alumni of Oxford University, including Ms. Mariame Robinson, President and CEO of First Global Bank, which sponsored the event.

In her remarks, she noted that, "An investment in an endowment for scholarships today, will have grown exponentially by the time The UWI celebrates its centenary—many lives will be transformed in the process."

The UWI was also pleased to confer an Honorary Doctor of Laws Degree on Professor Richardson for her achievements in higher education.

The British Foundation for The University of the West Indies (BFUWI)

The BFUWI (<http://thebfuwi.org/>), in collaboration with Caribbean Diaspora for Science, Technology and Innovation (CADSTI) and Future Think, launched a STEM coaching club for Caribbean students in the UK preparing for GCSE examinations. The Foundation also organized a Science, Technology, Engineering and Mathematics (STEM) seminar for students at Imperial College, academic home of Dr. Mark Richards (BFUWI trustee), in conjunction with Barbadian Professor Cardinal Warde of the Massachusetts Institute of Technology (MIT), head of the Caribbean Science Foundation and CADSTI in London. These initiatives were part of the BFUWI's efforts to encourage students in the Caribbean diaspora in the UK to excel in and pursue advanced study in STEM fields—a critical aspect of the global knowledge economy and an important area for growth in the Caribbean and the developing world.

UWI & ASIA

Sophia University (Japan) Collaboration

Following on a Memorandum of Understanding that was signed in early 2015, 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 between the two universities, eight UWI Business and Technology students representing each of The UWI's four campuses, spent January 2016 in Japan on an exchange programme funded by the Japan-based Association for Promotion of International Cooperation (APIC).



Eight UWI students during a one-month exchange programme at Sophia University in Japan, where they attended courses in Japanese Business and Economy, Media and Contemporary Issues in Japan and Japanese Language.

A joint seminar was held in October 2016 to share the work being done at The UWI Mona Campus in Coastal Zone Management and Marine Ecosystems. In November 2016, Professor Anne McDonald of Sophia University delivered a lecture at The UWI on *Charting Island Futures: Exploring Effective Policies in the Face of*

Climate Change and Environmental Challenges". Faculty from The UWI St. Augustine Campus also visited Sophia University in the summer of 2016 to conduct research and Sophia faculty plan to visit the Cave Hill Campus in 2017.

UWI-China Institute of Information Technology

China is a world leader in science, technology and manufacturing, and an emerging global superpower. In 2016, The UWI signed an agreement with Suzhou's Global Institute of Software Technology (GIST) to establish The UWI-China Institute of Information Technology. In September 2016, the Institute admitted its first cohort of students to the co-designed BSc Software Engineering programme (<http://www.uwi.edu/softwareengineering/>).

A total of forty students, studying at The UWI's Mona and Cave Hill campuses, will complete the final two years of the 2+2 degree programme in China. These students will receive a diploma from GIST in addition to their Bachelor's degree from The UWI. Similarly, Chinese students registered at the GIST in Suzhou, China, will complete the last two years of their degree at The UWI. The Institute is currently seeking to recruit its second cohort of students to the BSc programme.

The University of the West Indies was also pleased, in December 2016, to receive official recognition of its degrees in China. This landmark development signals that UWI degrees are now accepted by China's highest education authorities. It is an acknowledgement of the regional institution's high quality; compatible to the standards met by other internationally renowned universities in the UK, EU, US and Canada, which have sought to establish themselves in China. It paves 'a silk road for education', fostering deeper collaboration between the Caribbean and China, as both Caribbean students as well as Chinese students studying at any of The UWI's campuses now have the assurance that their degrees will be accepted by future Chinese employers. This recognition by the People's Republic of China, through its Ministry of Education, provides further validity of The UWI's educational offering, and will be an important catalyst to recruiting more students from China, and other countries around the world.



The Suzhou Industrial Park (SIP), located in Suzhou, China.

Strategic Planning & Communication

The University of the West Indies is ready and willing to contribute to the formation of a wider Caribbean vision, even 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 Finance; Employee Engagement and Development; Internal Operational Processes; Teaching, Learning and Student Development; Research and Innovation; and Outreach.

Strategic Plan 2017-2022

Throughout 2015-2016, The University's leadership has been engaged in the Strategic Planning process for the 2017-2022 period, around a 'Triple A' Vision for The UWI:

- widening **Access** to quality tertiary education;
- greater **Alignment** of The UWI as one university, with academic-industry partnerships relevant to the region's needs;
- **Agility** and alertness in engaging global connections and possibilities.

Facing Financial Challenges

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 realized 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. In light of this, accessing financing for operational activities and for special initiatives is a challenge for both private and public sector partners. The University 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.

ATTAIn held consultations across The UWI campuses and presented their findings to Executive Management in 2016. Recommendations were made for efficient resource allocation in the following areas:

- Organization and Governance
- Administration
- Facilities Management
- Technology
- Finance Operations
- Budgeting
- Academic Financial Effectiveness
- Student Services
- Revenue Generating Activities

In summary, preliminary reports have indicated that The UWI's financial future faces a very high risk of ill-health, without significant changes. A principal concern has been that our annual operations for the past five years have been increasingly volatile resulting from 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 energize alternative

revenue strategies, in addition to making expense modifications, in order to counter the structural deficit.

Unifying the University

A significant part of increasing The UWI's efficient use and allocation of resources, involves unifying and rationalizing our operations across all four campuses. In December 2015, The One UWI Task Force co-chaired by Dr. Wendy Grenade (Cave Hill), Professor Densil Williams (Mona), Dr. Joel Warrican (Open Campus), and Dr. Hamid Ghany (St. Augustine), was assembled to:

- identify strategies to promote a unified and coherent University among internal and external stakeholders.
- review the Meeks Report (2011) with a view to identify what follow-up action is needed.
- examine all major administrative processes that relate to students, staff and other stakeholders to determine the level of harmony and consistency.
- review our Enterprise Solutions that is, Banner Students and Finance and PeopleSoft etc., to determine the level of harmony and consistency.
- make such recommendations as deemed necessary to promote the concept of The One UWI.

The Task Force has submitted its report and made recommendations. Among the recommendations being actively pursued are the harmonization of landed campuses and the Open Campus in the delivery of online education; practices and functions in human resource management; research, publication and innovation; and teaching and learning; and the establishment of a UWI Academy of Leadership and Management.

VISION	AN EXCELLENT GLOBAL UNIVERSITY ROOTED IN THE CARIBBEAN			
MISSION	TO ADVANCE LEARNING, CREATE KNOWLEDGE AND FOSTER INNOVATION FOR THE POSITIVE TRANSFORMATION OF THE CARIBBEAN AND THE WIDER WORLD.			
CORE VALUES	INTEGRITY	EXCELLENCE	DIVERSITY	STUDENT CENTREDNESS
STRATEGIC GOALS	ACCESS	ALIGNMENT		AGILITY
STRATEGIC OBJECTIVES	<p>To be a University for All.</p> <p>To be the University of first choice for alumni and non-student customers seeking products and services for all things Caribbean.</p> <p>Improving the quality of Teaching and Learning and Student Development.</p> <p>Improving the quality, quantity and impact of Research, Innovation and Publication.</p>	<p>Promote greater Activism and Public Advocacy.</p> <p>Increase and Improve Academic /Industry Research Partnerships.</p> <p>Promote a cohesive Single UWI Brand Consciousness.</p>		<p>Establish a physical presence of The UWI on all continents.</p> <p>Restore Financial Health to The UWI.</p> <p>Generate economies of scale and scope for The UWI.</p> <p>Foster a Creative, Caring, Accountable, Motivated, Professional (CAMP) Team.</p> <p>Foster the Digital Transformation of The UWI.</p>

UNIVERSITY-WIDE PORTFOLIOS



Professor Densil Williams
Academic-Industry Partnership and Planning



Professor Alan Cobley
Access and Quality



Professor Dale Webber
Advanced Studies, Innovation and Research



Ambassador Richard Bernal
Global Affairs



Professor Eudine Barriteau
Student Services and Centeredness



Principal Archibald McDonald
Financing the Built Environment



Dr. Luz Longworth
Open Campus and SUNY-UWI Centre



Professor Brian Copeland
ICT and One UWI

NEW LEADERSHIP

The UWI welcomed staff to new leadership positions, including recently appointed Pro Vice-Chancellor and Principal of the St. Augustine Campus, Professor Brian Copeland; the new Pro Vice-Chancellor of Planning, Professor Densil Williams; and Ambassador Dr. Richard Bernal, the new Pro Vice-Chancellor of Global Affairs.



**Professor
Brian Copeland
Pro Vice-
Chancellor and
Campus Principal,
St. Augustine**

BSc (Eng) (UWI), MSc (Toronto), PhD (USC)

Prof. Copeland is a distinguished scholar, an experienced engineer, and respected university administrator. He coordinated the Steelpan Initiatives Project (SIP) which saw the development and patenting of the G-Pan and the Percussive Harmonic instrument (P.H.I.): electronic forms of the traditional steelpan. Prof. Copeland has won many awards, including being the first ever recipient of the Order of the Republic of Trinidad & Tobago, the nation's highest honour. He has served The UWI in many roles, including as Dean of the Faculty of Engineering. Prof. Copeland is known for demonstrating concern for students, and has shown deep commitment to the well-being of the University. Within Trinidad & Tobago, and the wider Caribbean, he is respected as a professional of integrity and a citizen concerned with the development of the people and communities that The UWI exists to serve.



**Professor
Densil Williams
Pro Vice-
Chancellor,
Planning**

BSc (UWI), MSc (UWI) PhD (Manchester)

Prof. Williams has focused his scholarly attention on how small and medium-sized enterprises from developing economies can internationalize their operations in order to improve their chance of survival. He is the author of two books and his work is highly respected locally, regionally and internationally. Prof. Williams is also well-respected as a teacher both at the undergraduate and graduate levels at The UWI. He has made significant contributions to leadership and administration at the University, including serving on the steering committee for the Mona Campus' accreditation process, and as Campus Coordinator for the 2012-2017 UWI Strategic Plan. During his tenure as Deputy Executive Director, the newly merged Mona School of Business and Management (MSBM) saw a 50% increase in research output and Prof. Williams led the development of the School's first strategic plan.



**Ambassador Dr. Richard Bernal, O.J.
Pro Vice-Chancellor, Global Affairs**

B.Sc., MA, Ph.D. (Economics), and MIPP (International Public Policy)

In the new role of PVC Global Affairs, Ambassador Bernal will guide The UWI toward deepening its regional engagement and expanding its international partnerships and global connections.

Bernal leaves his role as Director at the Inter-American Development Bank (IDB) to join the leadership of The UWI. The new post combines Ambassador Bernal's renowned skills and experience as a diplomat, technocrat and scholar.

For eight years, Dr. Bernal was Director-General of the Caribbean Regional Negotiating Machinery (CRNM) with responsibility for trade negotiations for the Caribbean Community (CARICOM). He was principal negotiator in the CARIFORUM-European Union Economic Partnership Agreement and Free Trade Area of the Americas (FTAA) negotiations. For over ten years, Dr. Bernal was also Jamaica's Ambassador to the United States of America and permanent representative to the Organization of American States. He taught international economics and development economics at The UWI for seven years and was a research fellow at the Institute of Social and Economic Studies.

"I am pleased to be given the opportunity to serve The University of the West Indies. I have always had an abiding love for the institution where I was a student and lecturer. Returning to The UWI and the Caribbean is a homecoming. I am fully committed and looking forward to the challenge and to giving back to the institution which provided the foundation of my career."

Ambassador Dr. Richard Bernal, new PVC Global Affairs

One UWI Teaching Delivery

Foundation courses are a selection of first-year undergraduate orientation classes intended to develop the knowledge and skills necessary for graduates of The UWI and future Caribbean leaders. Four foundation courses were introduced in 1997 to give all undergraduate students a University-wide experience and underpinning for their studies. Today, all our undergraduate students must satisfy nine credits of foundation courses as part of their degree programme.

One of the key steps toward The One UWI philosophy—connecting students and faculty across campuses—has been the re-design of foundation courses across The University, to allow students to benefit from lectures and tutorials from instructors on other campuses through the use of digital technology. This process began with the Caribbean Civilization course as a pilot in September 2016.

One UWI Shared Leadership

The UWI welcomed staff to new leadership positions, including recently appointed Pro Vice-Chancellor and Principal of the St. Augustine Campus, Professor Brian Copeland; the new Pro Vice-Chancellor of Planning, Professor Densil Williams, and Ambassador Richard Bernal, the new Pro Vice-Chancellor of Global Affairs, appointed to deepen The UWI's regional engagement and expand our international reach.



The Honourable Dr Keith Rowley, Prime Minister of Trinidad & Tobago reveals the Honour Roll as he is inducted into the Prime Ministers' Park which honours UWI graduates who are or have been heads of government.

In addition to roles for the Pro Vice-Chancellors that align with The UWI's new strategic vision, the Campus Principals have also been tasked with specific areas of focus that extend across the entire university, to further encourage The One UWI coherence and connection across all our campuses.

Connecting with Caribbean Leaders

As part of his first official visit to Jamaica as Prime Minister of the Republic of Trinidad & Tobago in July 2016, The Honourable Dr Keith Rowley, engaged in a number of activities at his alma mater. His schedule included meetings with the Vice-Chancellor, a special address to The UWI's executive management team, as well as Trinidad & Tobago students of UWI, Mona and a town hall meeting at The UWI Regional Headquarters. He also toured the Mona Campus and was inducted into "Prime Ministers' Park" in honour of UWI graduates who are or have been Heads of Government.

Strengthening The University of the West Indies' connections and contribution to the Bahamas, during 2016, the Vice-Chancellor Sir Hilary Beckles paid a courtesy visit to Prime Minister The Hon. Perry Christie of the Bahamas and held meetings with the Minister of Education, President of the College of the Bahamas, students and staff at The UWI's Centre for Hotel and Tourism Management (CHTM) and Clinical Sciences Programme, and visited the site proposed for the establishment of The UWI Open Campus location.



Open Communications

The UWI has established new paradigms for communicating with stakeholders. All major presentations, governance meetings and events are streamed live and made accessible to the media and general public, with supporting press conferences held immediately after the meetings to engage the media on issues of importance.

A New Paradigm in Communication: UWItv

A key element of The UWI's public outreach is UWItv, which began broadcasting in December 2016 and is still in its nascent stages (www.uwitv.org). UWItv is a new multimedia public information and education service offered through a tripartite partnership with The University of the West Indies, CaribVision (the regional cable service of the Caribbean Media Corporation) and

EMANCIPATE. EDUCATE. DONATE.

In August 2016, The UWI launched its first Global Giving Week (<https://www.uwi.edu/giving/>) with the theme 'Emancipate. Educate. Donate.' It marked the beginning of an annual tradition to connect with The UWI's friends, alumni, private sector partners and other supporters, to fund its efforts toward regional development.

Initiated by The Office of the Vice-Chancellor through its Institutional Advancement Division, the week of giving was launched in multiple locations throughout the region and endorsed by global patron, The UWI Chancellor, Sir George Alleyne, as well as other illustrious regional patrons.

The campaign aimed to stimulate and foster a culture of interaction and philanthropy across The UWI's regional and international networks. Individuals and organizations were invited to crowdfund around the areas of support that mattered most to them. They could also make direct contributions toward:



Global Patron
**Chancellor Professor
the Hon. Sir George Alleyne**



Antigua and Barbuda
**His Excellency
Dr. Sir Rodney Williams**
Governor-General of Antigua and Barbuda



Barbados
**The Rt. Hon.
Owen Arthur**
Former Prime Minister of Barbados



Belize
**His Excellency
Sir Colville Young**
Governor-General of Belize



Jamaica
**The Most Hon.
P. J. Patterson**
Former Prime Minister of Jamaica



Saint Lucia
**Her Excellency
Dame Pearlette Louisy**
Governor-General of Saint Lucia



The Bahamas
**Her Excellency
Dame Ivy Dumont**
Former Governor-General of The Bahamas



Trinidad and Tobago
**His Excellency
Anthony Carmona**
President of Trinidad and Tobago

- Expansion of The University's international reach, via partnerships with institutes of higher learning in the USA, Europe and Latin America.
- Building and improving sporting and other facilities across The UWI and enhancing its international reputation in sporting and performance excellence.
- Strengthening The UWI's capacity to drive regional development through research and innovation.
- The goal of a UWI graduate in every household in the Caribbean in the first half of the 21st century.



JMMB Merchant Bank team leader Donna Duncan Scott (right) presented their cheque for US\$1million to Professor Archibald McDonald, Pro Vice-Chancellor and Principal of The University of the West Indies (UWI), Mona (2nd left) for the UWI Global Giving Week at the programme launch at The UWI Regional Headquarters on Friday April 8, 2016. Vice-Chancellor Sir Hilary Beckles, launched the programme aimed at raising resources to fund research, educate and prepare leaders and drive regional development.



(L-R) UWI Vice-Chancellor, Professor Sir Hilary Beckles; UWI Chancellor, Sir George Alleyne; Mr Derwin M. Howell - Executive Director, Republic Bank Limited; Ms. Jacqueline Quamina – Executive Director/ Group Legal Counsel, Republic Bank Limited and Professor Clement Sankat, then Pro Vice-Chancellor and Principal, The UWI St. Augustine Campus, at the St. Augustine Launch of Giving Week on April 29, 2016. "With the launch of this Global Giving programme we hopefully will see the coming of the day when our nation starts being defined by how much and how well we provide for each other." Derwin Howell, Executive Director, Republic Bank Limited



Professor Eudine Barriteau, Pro Vice-Chancellor and Principal, The UWI Cave Hill Campus presents a personal donation of BDS\$5,000 at the Cave Hill launch of Giving Week on May 27, 2016.



On July 8, 2016 at the St. Lucia launch of Giving Week, The UWI Alumni Association – St. Lucia Chapter makes a donation of EC\$2,500 to the cause to Dr Luz Longworth, Pro Vice-Chancellor and Principal, The UWI Open Campus.

the RJR Group in Jamaica. The hub of its operations is The University's Regional Headquarters in Jamaica; with supporting production teams spread across all four UWI campuses.

UWI tv showcases and delivers a diversity of UWI-programming to millions of viewers in 22 Caribbean countries as well as the large Caribbean Diaspora communities in New York, Toronto, Montreal, London and Europe.

The cable service is complemented by a robust web and social presence, allowing users to access content in real time or on demand. The UWI tv website www.uwitv.org allows access to all the programmes broadcast on the cable TV networks at the viewer's convenience - anywhere, any time and on any device. Site visitors can also search a database containing archived UWI content covering a wide range of subjects over the past five years; making it an invaluable resource on Caribbean matters, for students, scholars, librarians, researchers, documentarians and journalists throughout the region and across the world.

UWI tv's four main programming pillars seek to "capture the voices of all of The UWI."

- **Region Talk:** Places The UWI at the centre of conversations about regional issues and challenges facing the region
- **Generation Nexx:** Focuses on student matters and student features
- **Research Room:** Engages researchers, thinkers, innovators and covers the latest research output of the regional institution
- **Pelican Pride:** Is a weekly magazine programme profiling The UWI in the community, alumni, and happenings at the University

Engaging our Alumni and Partners: Global Giving Week

In August 2016, The UWI launched its first Global Giving Week (<https://www.uwi.edu/giving/>) with the theme 'Emancipate. Educate. Donate.' a fundraising initiative aimed at establishing an annual tradition of engagement with The UWI's vast network of alumni and corporate partners, in support of The University's efforts toward regional development.

Conclusion

The Activist University at Work

In some quarters, it is being said that the Caribbean's development agenda has stalled. Rudderless, some say, the region is adrift and without a plan of action. The most effective response is to call for the rekindling of the Caribbean spirit that has brought 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.

As Vice-Chancellor of The UWI, I am dedicated to the active and engaged role of the academic community in promoting growth in both the economy and the society. By focusing on sustainability, we can build competitive industries while developing a more civil and sophisticated society.

My deepest thanks to you: the entire leadership team, the wider UWI community, and our network of partners and stakeholders, for your hard work and support. I believe that, through your efforts, we have demonstrated academia in action in 2015-2016, in service to the region. There is no doubt that working together, we can revitalize Caribbean development.



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

52-60

Campus Principals' Reports

Pro Vice-Chancellors' Reports

University Bursar's Report

University Registrar's Report



Professor V. Eudine Barriteau

PRO VICE-CHANCELLOR AND PRINCIPAL, CAVE HILL CAMPUS

“But the central and seminal value of the creative imagination is that it functions as a civilizing and humanizing force in a process of struggle.”
George Lamming – The Education of Feeling

During the academic year 2015-2016, The UWI Cave Hill community continued to work together to fulfil its commitments to the peoples of Barbados and the OECS. We faced challenges but as we have done over the last ten years, the Campus continued to weather the storm caused by the lasting economic recession that confronts not only Barbados but the entire Caribbean region.

The effects of these were compounded by the introduction of the Government’s policy that Barbadian students registered throughout The UWI system would be required to pay tuition fees; resulting in a decrease in enrolment, which is most marked amongst our more mature students.

Within this context of financial constraint and reduced enrolment, we focused on the continuous evaluation of our operations. We continued to offer our best and to maintain the highest quality assurance standards.

During the year, our priorities included growing student enrolment while maintaining financial sustainability. In so doing, we monitored our internal operating processes, especially the administrative and teaching and learning systems, and established measurable quality benchmarks by which we could measure improvements. We supported our students through grants and scholarships and by providing a range of options for the payment of tuition fees.

The Campus is pleased to record the expansion of the English as a Second Language (ESL) programme. We were able to successfully provide academic oversight of the Teach English Caribbean (TEC) programme which saw 79 Ecuadorian teachers trained under our franchised programme at the St. Vincent and the Grenadines Community College and the Dominican State College. We hosted and graduated another 50 of these students at Cave Hill. The Campus also welcomed 39 Panamanian high school/pre-university students for the four-month English as a Second Language (ESL) programme with a cultural integration course undertaken in the final month.

The Campus introduced the BSc Software Engineering: Mobile Application Technologies, delivered through The UWI China Institute of Information Technology (UWICIT); part of the Vice-Chancellor’s vision of expanding the global footprint of The UWI.

Through our Smart Campus initiative, we are revolutionizing the education system, expanding accessibility for students who are differently-abled and for those whose careers or lives do not permit them to be in a physical classroom for every class. The Smart Campus harnesses information technologies, deploys our blended learning policy, and provides students with options in terms of how they access learning. As we further operationalize our Smart Campus, we seek to integrate the neighbouring Warrens business community by designing a Smart Campus/Smart City proposal, positioning the Cave Hill Campus as an integral, but seamless driver of services, resources, and intellectual capital in an urban, business and residential community.

As a campus we are attuned to the needs of our region, and readily respond.

Read the **CAMPUS PRINCIPAL’S** full report online at www.uwi.edu/vcreport



Professor Archibald McDonald

PRO VICE-CHANCELLOR AND PRINCIPAL, MONA CAMPUS

In academic year 2015-2016, The UWI Mona Campus continued to restructure and redevelop its programmes, operations and facilities to provide a world class education to current and potential students, and to undertake research and public service that redound to Jamaica and the region's economic, cultural and social development.

We pursued a number of initiatives to raise funds, foster employee engagement and development, achieve greater efficiency in the internal operational processes through application of information technology, enhance student learning and development, nourish the existing culture of routine curricula renewal, design scholastically current and market-responsive programmes aimed at growing student enrolment, and undertake research towards nation building and the advancement of scholarship.

Further, we pursued new institutional linkages, and consolidated existing ones for mutually rewarding research, teaching and learning opportunities. Our faculty and staff redoubled efforts to contribute to strengthening our communities and national institutions

through public service and outreach activities. All of these endeavours were designed to sustain and promote the competitiveness of The University of the West Indies, Mona Campus in a globally dynamic tertiary education environment, and to also produce balanced work-ready graduates who will continue to impact the nation and region's development towards global competitiveness.

None of our many achievements over the year would have been possible without the commitment and enthusiasm of our competent faculty and staff. They have rallied to the call for transformation. I look forward to their continued support and direction as we continue to build our University's global reputation.

Read the **CAMPUS PRINCIPAL'S** full report online at www.uwi.edu/vcreport



Dr Luz Longsworth

PRO VICE-CHANCELLOR AND PRINCIPAL, OPEN CAMPUS

A campus for the times . . . A campus for the future

Any parent knows that a child's ninth birthday is an occasion not only for the usual joy and celebration, but also of anticipation for the next milestone: entering double digits. Double digits force you to stop and reflect on the achievements and challenges encountered, and this, the Open Campus' ninth year, is no different.

In the last nine years, the Open Campus has moved from a fledgling campus to one which, while inevitably affected by the trying economic climate, continues to prove its value to the people in the region by bringing The University of the West Indies to under-served communities and increasing access to its many programmes and services. It does so at 44 sites in 17 countries across the region, not only providing high-quality education for those who wish to further their studies for personal or professional development, but also increasing the presence of the University in the region and becoming a valuable means for ensuring that communities know that The UWI is here to serve its people and give back to its communities in myriad ways.

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

Through the many outreach activities in all 17 countries in which the Campus is present, we are proud to assist our communities however needed. When Tropical Storm Erika ravaged Dominica in August 2015, the Campus rallied together to collect monetary and other donations for those affected, and the Open Campus student guild in Dominica was instrumental in the distribution of the donated items.

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

The academic year 2015-2016 was also one in which the late Professor Rex Nettleford's concept of "Inward Stretch, Outward Reach" was central to our operations. Having completed the Open Campus Task Force Governance Review, the Campus redoubled its efforts in preparing its internal operations to assume its new role in the University.

Read the **CAMPUS PRINCIPAL'S** full report online at www.uwi.edu/vcreport



Professor Brian Copeland

PRO VICE-CHANCELLOR AND PRINCIPAL, ST. AUGUSTINE CAMPUS

Traditionally, the Principal's review examines the past year and highlights major successes. Since I am all about change in the way we do things, I choose instead to share with you some insights into the future that we envision, and that we intend to deliver, for the St. Augustine Campus.

None of this vision is achievable without the total engagement of all participants, on and off the Campus.

Back in 1968, Barbados Prime Minister, Sir Errol Barrow reminded us that no university can survive unless it keeps service to the communities that support and sustain it front and centre as a constant mantra.

That is why the people of the Caribbean look to us to fulfil that mandate in an environment characterized by regional economic volatility and uncertainty. As oil and gas reserves diminish, as climate change creeps inexorably onwards, and tourism proves its fickleness, we are mindful of those words of wisdom.

Our multicultural developing countries are constantly struggling to juggle competing economic needs so as to deliver engaging and relevant learning experiences for

all learners. The scope of the challenge is daunting. Yet, if we don't overcome this challenge, our nations will never reach developed status and will remain mired in a cycle of 'developing' or 'emerging' nations, with our best minds seeking fortunes abroad.

We recognize that the University must deliver nationals who are ready to revitalize the Caribbean and securely place it on a path to sustainable development. It must advance learning, create knowledge, and foster innovation for the positive transformation of the Caribbean. It must do so with integrity and excellence while remaining people-centred in the way that Caribbean people know and trust.

How will the St. Augustine Campus do so? The Campus has considered five thematic areas which are inexorably linked to the strategic goals of access, alignment, and agility. These are:

1. **UWI's Brand and Core Values:** further articulating UWI's brand and identity as part of a strategy to shape our future to better serve our various stakeholders.

2. **Making UWI Relevant in the Environment:** using our resources to push boundaries in research; and use that research to push products and processes to be a major engine for fuelling economic, social, and ecological growth.
3. **Focus on UWI Students:** looking beyond the traditional qualification criteria to identify a "richer" intake of students.
4. **Focus on UWI Graduates:** providing them with the requisite skills to contribute to societal development and growth.
5. **Cultural Revitalization:** engaging and retaining staff, enhancing the student experience, and ensuring the necessary management systems and processes are in place to support this culture.

In pursuit of these strategic goals, we will initially focus on three areas in this first year of strategic plan implementation: curriculum and pedagogical reforms, the positioning of a Centre for Entrepreneurship and Innovation, and system and process overhaul.

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Professor Alan Cobley

PRO VICE-CHANCELLOR, BOARD FOR UNDERGRADUATE STUDIES

The academic year 2015-2016 was the fourth year of the University's Strategic Plan 2012-2017. The Office for the Board of Undergraduate Studies (OBUS) Operational Plan 2014-2017 listed several major initiatives to be led by BUS under the broad strategic perspective of 'Teaching, Learning and Student Development', a number of which were completed during the year under review.

The Quality Assurance Unit (QAU) organized 20 quality assurance reviews during 2015-2016, and conducted several quality evaluations. At the national level, the QAU was heavily engaged in promoting academic quality in partner tertiary level Institutions across the Eastern Caribbean, and at the regional level, were active participants in the work of the Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE).

In the review year, OBUS undertook a range of student engagement and experience initiatives. Among them were the adjustment to the failing bands in the GPA policy, cross-campus revision of the Caribbean Civilization foundation course, and harmonization of degree programmes within the Faculty of Science and Technology. The Office also continued its administration of regional scholarships, which give support to some of the region's brightest and best students attending The UWI.

Read the **PRO VICE-CHANCELLOR'S** full report
online at www.uwi.edu/vcreport



Professor Dale Webber

PRO VICE-CHANCELLOR, GRADUATE STUDIES AND RESEARCH

For the 2015-2016 academic year, the School for Graduate Studies and Research continued its focus on the strategic initiatives identified in the current Strategic Plan 2012-2017, with a view to improving the overall student experience as well as the research environment at The UWI. Effective October 2015, the research portfolio of the School was merged with graduate studies and the Pro-Vice-Chancellor, Graduate Studies assumed responsibility for Research. Important initiatives undertaken in this regard include operationalisation of the research clusters identified in the strategic plan, as well as the alignment of the work of the centre-funded research institutes and centres with these clusters to meet the needs of the region. The completion of a UWI research database was identified as being critical to these initiatives, and work is continuing to develop and populate the database.

In the reporting period, the Board approved 19 new graduate programmes and revised 25 with restructured content, modified titles and delivery modes, and additional specialisations. Enrolment in graduate programmes experienced a 5% growth over the previous year, largely due to the increased number of Open Campus' programme offerings. There was a significant increase in graduate scholarships allocation for the 2015-2016 academic year to BD\$1,403,590.

The Office of Research also undertook a number of activities to maintain and develop The UWI's competitiveness in winning externally-funded research grants, and influencing future funding opportunities. While the past decade records a positive trend in income generated from international research grants, the sums won in 2014-2015 and 2015-2016 were lower than in 2013-2014; reflecting a period of transition in international funding programmes.

Read the **PRO VICE-CHANCELLOR'S** full report
online at www.uwi.edu/vcreport



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), are responsible for University-wide strategic planning, institutional research, development funding and project management.

During the academic year 2015-2016, UOPD continued to monitor the implementation of the Strategic Plan 2012-2017 and began preparations for the University's Strategic Plan 2017-2022.

Institutional research projects were completed across several areas, including Tracer Study of Graduates; Undergraduate Experience; Postgraduate Experience; Non-tuition fee Expenditure of Students; and Predictors of Degree Performance.

The Office also produced the second issue of the Higher Education and Statistical Review which focused on Productivity and Performance at The UWI.

The Office coordinated the submission of data to ranking agencies such as U-Multirank, Times Higher Education/Thomson Reuters, and UI GreenMetric, and used this information to assess the international competitiveness of the University.

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 and assisted with the management of projects implemented by the Open and Mona campuses and the Regional Headquarters.

Read the **PRO VICE-CHANCELLOR'S** full report online at www.uwi.edu/vcreport



Mrs Andrea McNish

UNIVERSITY BURSAR / CHIEF FINANCIAL OFFICER (ACTING)

While The University of the West Indies has benefitted from decades of financial support from regional governments, the reality is that this support is insufficient to adequately sustain the activities of the institution. The UWI continued to face funding challenges throughout the review period August 1, 2015 through to July 31, 2016, which required the institution to find innovative ways to thrive in the ever-changing higher education arena.

The UWI operations for the financial year 2015-2016 reflected a deficit of BDS\$18.7 million (compared to the 2014/2015's BDS\$59.4 million deficit). Though the proportion of government contributions to total income remained constant over the review year (at 46%), it has gradually declined over the years, which has led to a shift in the focal point of The UWI's Strategic Plan.

The institution saw a reduction in central expenditure, which reflected the reduced impairment provision made for receivables in 2016 of BDS\$16 million, compared with BDS\$56.5 million in 2015.

In the period under review, The UWI's income generating activities accounted for 32% of its total income, which has been used to support the operations of the University as it continues to feel the effects of the shortfall in government funding.

Read the **UNIVERSITY BURSAR'S** full report online at www.uwi.edu/vcreport



Mr C. William Iton

UNIVERSITY REGISTRAR

During the year under review, the Office of Administration (OA) continued to discharge its normal operational responsibilities but also undertook several significant strategic initiatives pursuant to the University's Strategic Plan.

The Office of Administration continued its lead role in promoting "people-centric culture" within the University with a view to improving the levels of employee engagement and productivity within the organization. In this regard the Office adopted the Barry Wehmiller Leadership philosophy of "Everybody Matters" and conducted workshops at the Regional Headquarters as well as the St. Augustine Campus, which focussed on the self, the team and the business. It is anticipated that all levels of leadership will be exposed to these workshops as we promote an "employee-centric culture."

The other major area of strategic focus was that of internal processes. Some progress was achieved in the review and harmonization of recruitment and admissions processes but there is still considerable work to be done.

The OA was integrally involved in the strategic planning process and assisted in the co-ordination of several retreats to prepare the Strategic Plan 2017-2022.

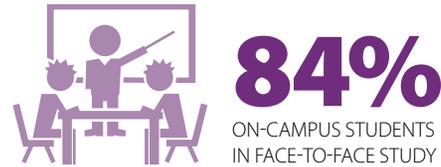
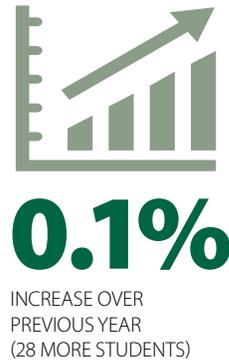
During the period under review, the Vice-Chancellor commissioned three major task forces viz the One UWI Task Force, the Open Campus Task Force and the Task Force to examine the Financial Health of the University. The University Registrar was a member and resource person and the OA serviced the One UWI and Open Campus Task Forces. The recommendations emanating from these task forces were passed on to Implementation Committees and are being actively pursued.

Read the **UNIVERSITY REGISTRAR'S** full report online at www.uwi.edu/vcreport

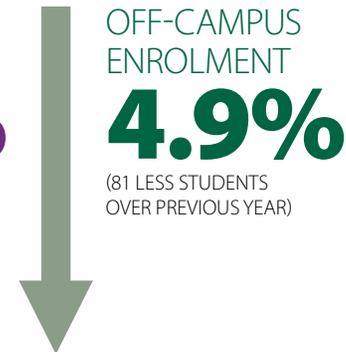
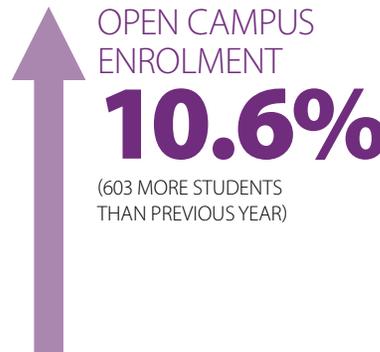
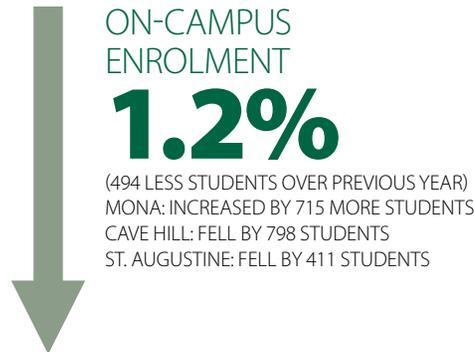
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Student Enrolment Statistics

2015 / 2016

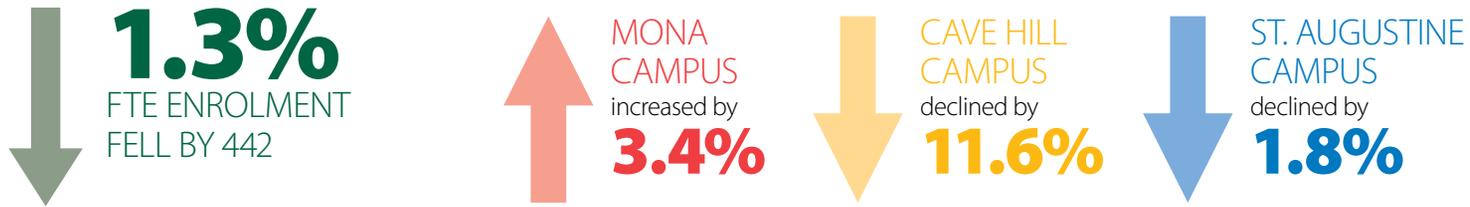


Tertiary level institutions: 998 students
Distance education programmes: 389 students
Affiliated institutions: 121 students
External: 80 students



As a proportion of total university enrolment, off-campus enrolment accounted for 3.2%, of which tertiary level institutions accounted for 2.0%, distance education 0.8%, affiliated institutions 0.2% and external students 0.2%.

FULL-TIME EQUIVALENT (FTE) ENROLMENT: (ON-CAMPUS)



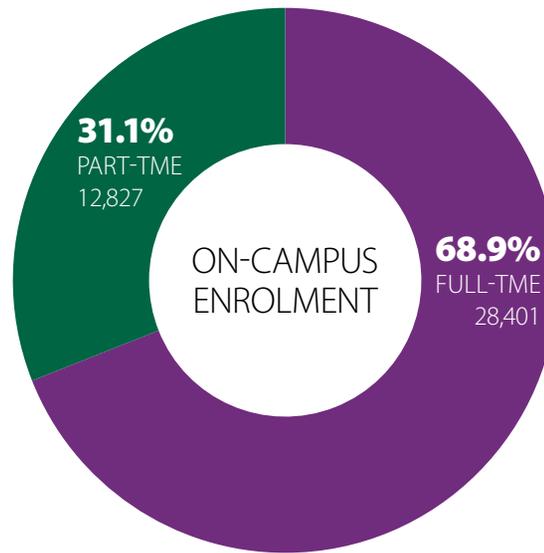
CAMPUS ENROLMENT IN SCIENCE AND TECHNOLOGY PROGRAMMES

(inclusive of Engineering, Food & Agriculture, Medical Sciences and Science & Technology)

52.2%
ST. AUGUSTINE

45.9%
MONA

26.2%
CAVE HILL



Mona Campus continued to record a higher full-time enrolment than St. Augustine and Cave Hill.

77% MONA
64% ST. AUGUSTINE
63% CAVE HILL

FTE IN FIRST DEGREES

79% TOTAL FTE STUDENTS PURSUING FIRST DEGREES

At the Campus level:
FTE pursuing first degrees

85% MONA
84% CAVE HILL
71% ST. AUGUSTINE

HIGHER DEGREE ENROLMENT

16% 1% DECLINE OVER PREVIOUS YEAR

20% ST. AUGUSTINE
14% MONA
13% CAVE HILL

FACULTIES WITH MOST FTE STUDENTS



1. SOCIAL SCIENCES



2. MEDICAL SCIENCES



3. SCIENCE & TECHNOLOGY

Student Enrolment Statistics 2015 / 2016

ENROLMENT BY GENDER

TOTAL UNIVERSITY ENROLMENT



ON-CAMPUS ENROLMENT



OPEN CAMPUS ENROLMENT



OFF-CAMPUS ENROLMENT



PROPORTION OF FEMALES

- 85.0%** OPEN CAMPUS
- 69.1%** MONA
- 66.6%** CAVE HILL
- 62.9%** ST. AUGUSTINE

FEMALE-DOMINATED FACULTIES



LAW



SOCIAL SCIENCES



HUMANITIES
& EDUCATION



MEDICAL
SCIENCES

MALE-DOMINATED FACULTIES



ENGINEERING

71% MALE
29% FEMALE

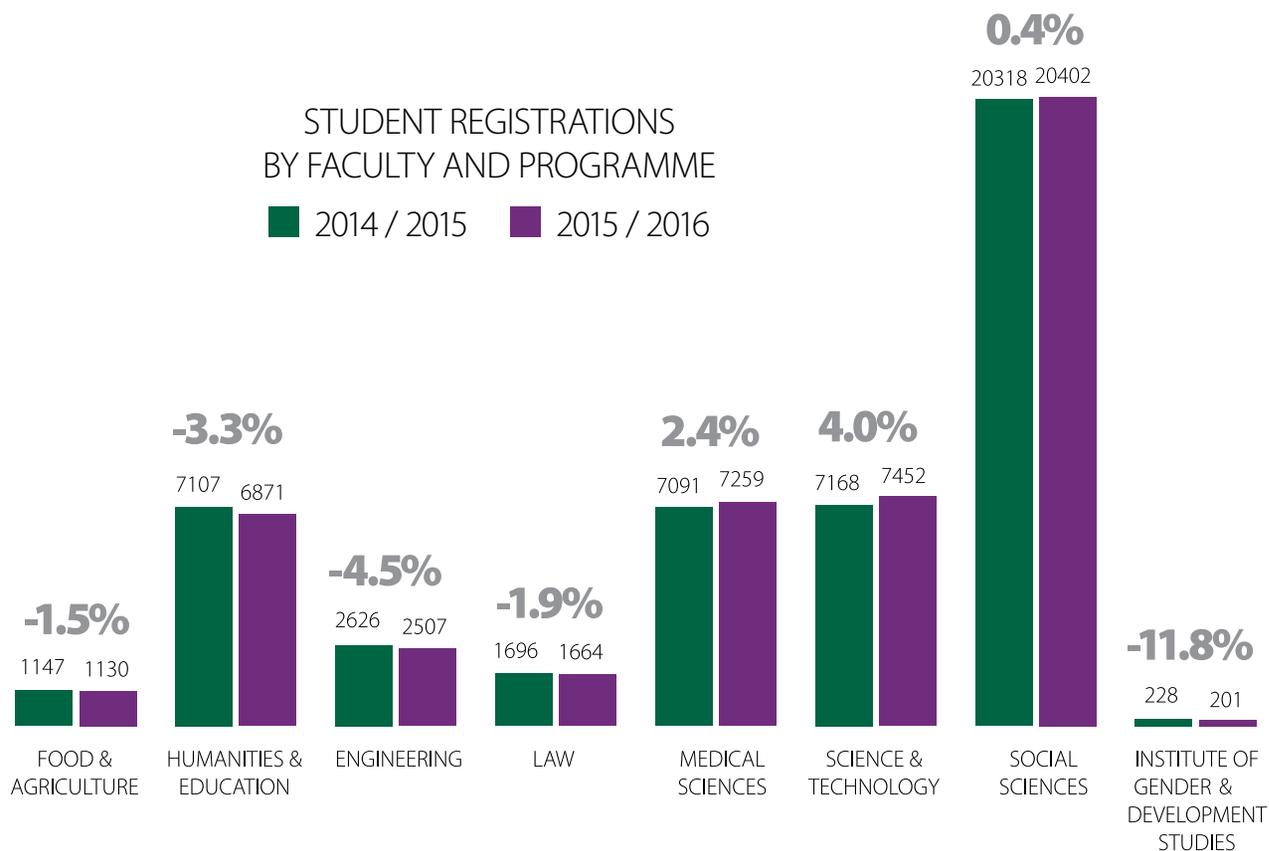


SCIENCE & TECHNOLOGY

55% MALE
45% FEMALE

STUDENT REGISTRATIONS BY FACULTY AND PROGRAMME

■ 2014 / 2015 ■ 2015 / 2016



MOST STUDENTS BY DISCIPLINE

MONA

Medical Sciences
Science & Technology
Social Sciences
Gender & Development
Studies

ST. AUGUSTINE

Engineering
Humanities & Education
Food & Agriculture

CAVE HILL

Law

ON-CAMPUS ENROLMENT

The University of the West Indies continues to cater to a predominantly undergraduate student population.

75.9%
UNDERGRADUATE PROGRAMMES

24.1%
POSTGRADUATE PROGRAMMES

88.5%
OPEN CAMPUS
UNDERGRADUATE PROGRAMMES

GEOGRAPHICAL DISTRIBUTION OF STUDENTS

40.6%



TRINIDAD AND TOBAGO

35.6%



JAMAICA

10.9%



BARBADOS

8.3%



OECS COUNTRIES

OECS countries include Antigua and Barbuda, Dominica, Grenada, Montserrat, St. Kitts/Nevis, St. Lucia, and St. Vincent and the Grenadines.

2.9%

OTHER CARIBBEAN COUNTRIES

1.7%

INTERNATIONAL (NON-CONTRIBUTING COUNTRIES)

ON-CAMPUS OECS STUDENTS

3.1% of total on-campus enrolment (1,277 students)

1.4% CAVE HILL

0.7% MONA

1.1% ST. AUGUSTINE

OPEN CAMPUS

38.2% of students originate from OECS countries

ENROLMENT FROM NON-CONTRIBUTING COUNTRIES

1.7% (819 students)

Non-contributing countries' enrolment by Campus

2% ST. AUGUSTINE (363 students)

1.3% MONA (222 students)

2% CAVE HILL (156 students)

0.7% OPEN CAMPUS (42 students)

2% OFF-CAMPUS (36 students)

As a regional university, The University of the West Indies enrolls students predominantly of Caribbean origin



THE UNIVERSITY
OF THE
WEST INDIES

CAVE HILL • MONA • OPEN • ST. AUGUSTINE