



A N N U A L   R E P O R T   20  
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17

# MATTA SEASON

There is a time of year on our Campus when the word “lime” could refer only to the small, sour citrus fruit; some classes and tutorials suddenly swell in size and everyone focusses on what matters. This time when exams are around the corner, is what UWI students have traditionally referred to as “matta season”. In 2016/2017, faced with testing times, at the St. Augustine Campus it was matta season on an institutional scale.

## VISION & MISSION

***The enduring mission of The UWI is:***

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

***The vision of The UWI is that:***

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

***The core values of The UWI*** that guide its mandate, policy and decision making include integrity, intellectual freedom, excellence, civic responsibility, accessibility, diversity and equity.

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## CHAIRMAN'S REVIEW



The current Annual Meeting comes at a critical juncture as the year being covered – 2016/17 – represents the end of the 2012/2017 Strategic Plan period and ushers in the new Triple A Strategic Plan 2017-2022. It is also worth noting that the reporting year 2016/17, was arguably one of the worst in Trinidad and Tobago's economic history, as a drastic fall in petroleum prices precipitated major cutbacks in government spending. Obviously, because of the funding model in which about 50 per cent of our Campus's budget is financed by the Trinidad and Tobago's Government subventions, the impact was automatically transferred to the Campus Finances. In short, during the year under review, the Campus faced significant financial constraints.

Despite this, the story that runs through the many documents being presented at this Annual Business meeting, is not one of a Campus being blindsided by a crisis and scrambling to make disorderly adjustments. Rather, it's a story of a Campus firmly committed to doing more with less, in order to achieve its major goals. It is a demonstration of tremendous resilience on the part of management, staff and students.

The many achievements of the past year and the strategic adaptations that are required to cope with the changing economic conditions, are detailed in Principal Copeland's comprehensive report. Permit me to touch briefly on a few selected issues that will be discussed in greater detail during the morning's proceedings.

The new Triple A Strategic Plan for the five year period 2017-2022, places a high priority on the need for the UWI to play a critical role in revitalizing Caribbean Development. At this current juncture, Trinidad and Tobago is perhaps a text

book example of the regional malaise – a fact that creates a special opportunity (and responsibility) for the St Augustine Campus.

There is widespread agreement that restoring growth and economic stability in Trinidad and Tobago calls for economic diversification and that this needs to be driven by innovation and entrepreneurship. The St. Augustine Campus is well-equipped if not to lead, certainly to play a critical role in this revolution.

Over the past few years, our research output has been increasing impressively and we have been placing more emphasis on impactful research. More recently, the Campus has also been seeking to inculcate a culture of innovation and entrepreneurship in final year students in several disciplines.

Universities worldwide are engine rooms for game changing technologies and processes, and it is time that our University is seen as a key player in our national diversification strategy. To advance this process, however, there is a critical need for more research funding from Government as well as from the local private sector. I also support the lament made by Principal Copeland in a recent Conference on Diversification, “that the local private sector has not sufficiently taken advantage of the capabilities existing at the University by supporting the relationship between research, product development and entrepreneurship”.

Our Charter reminds us that our University exists to serve the community. To this end, the Campus has begun to seek out opportunities for community involvement, particularly

with less-fortunate and under-served groups. Unfortunately, our worsening economic situation has brought to the fore a whole range of social problems, which cry out for university research and interventions. We certainly need to do more in this regard. This approach will help not only the recipients of the services but could be a perfect way of weaving a culture of social responsibility into the fabric of today’s UWI experience.

I would like to recognize the Campus’ dedicated efforts to continue to improve teaching and learning; to increase focus on curriculum reform in order to make program offerings better aligned to the needs of our societies as well as the various initiatives aimed at improving the quality of service delivery to students. These initiatives will also contribute to enhancing the university experience.

There is a saying that “you should never allow a crisis to go to waste”. As Chairman of the Campus Council, over the years I have commented on the risk inherent in our financing model with its heavy dependence on government funding. With the budgetary constraints now being faced, I am pleased to see a greater urgency in efforts to diversify funding sources through more full-fee programmes, the commercializing of research output and by leveraging intellectual property opportunities. These efforts will need to be greatly expanded to produce a funding model more conducive to long term sustainability.

**Ewart Williams**  
Chairman – Campus Council  
St. Augustine Campus  
The University of the West Indies

## PRINCIPAL'S REVIEW

**This year's theme is one that should resonate particularly with our alumni, students and staff. In UWI parlance, "Matta Season" is that period of exam preparation where there is focus, singularity of purpose and deliberate coalescing around an end goal. It touches on the challenges of the past year and gives a sense of the urgency and diligence we applied in meeting and overcoming them. As such, while this 2016-2017 Annual Report provides the usual coverage of our achievements and a bit of our aspirations, I thought it fit to dedicate this section of the to the points of introspection that dominated our focus since I assumed the role of Principal at The UWI St Augustine Campus.**

The journey began with a very probing question of why should education be a priority for any nation. Here in the Caribbean, and elsewhere in the world, it is taken for granted that education is a sacrosanct provision, a primary responsibility of governments for their citizens and parents for their children. However, none will doubt the fact that, particularly in economically challenging times, national health, sustenance and security assume a higher priority than education. The usual thinking, of course, is that education and training is required to enable citizens to get meaningful jobs and to provide for the human resource requirements of the nation. While this is absolutely spot-on, we at St Augustine opine that there is a more fundamental justification for education. This is comprehensively captured in a single word – survival.

From a national perspective, the de facto rationale for education can easily be summarised as empowerment for survival and success (survival at a higher level?) in the job market. This, of course, creates private benefits that

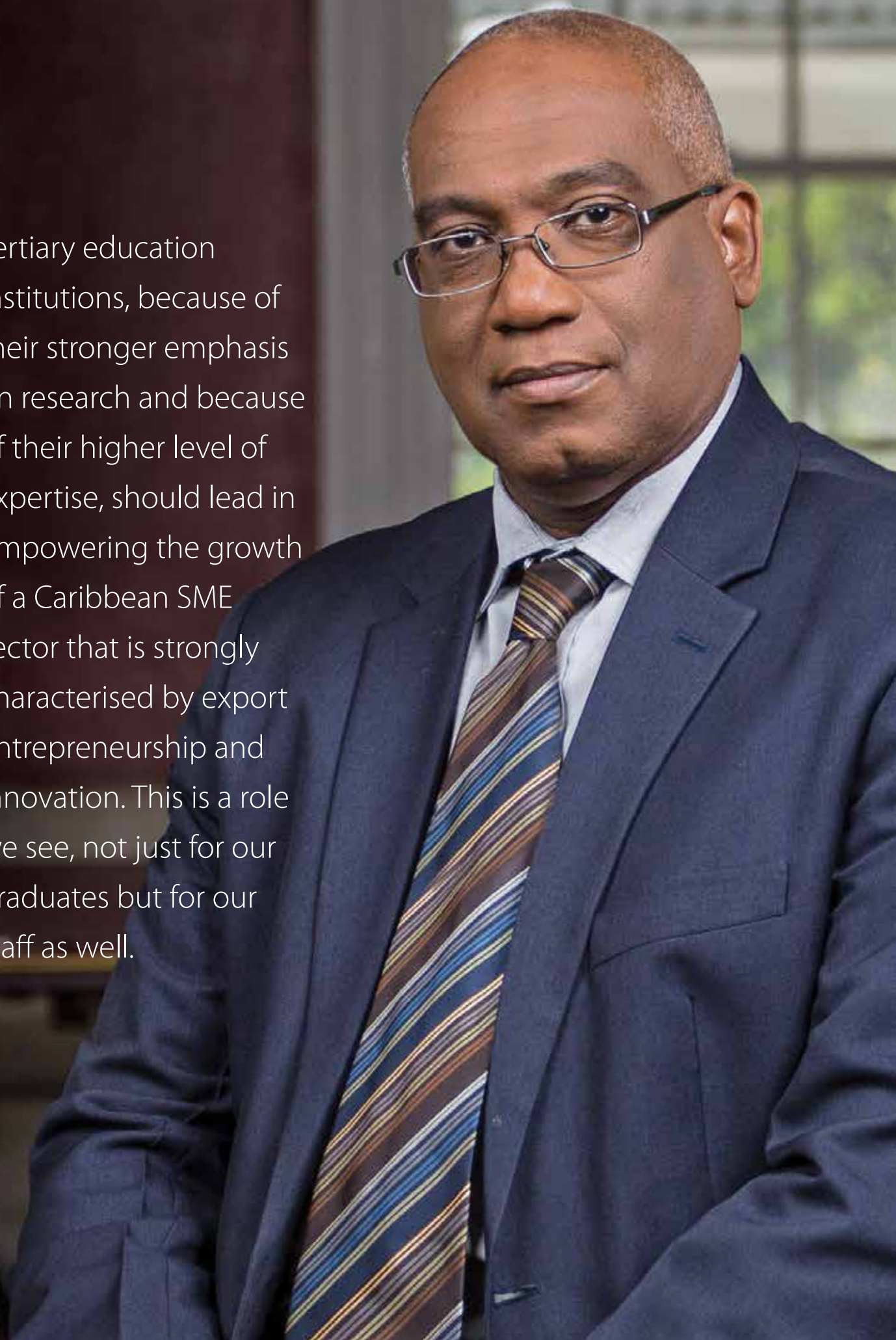
"include better employment prospects, higher salaries, and a greater ability to save and invest" (Bloom et al <sup>1</sup>). However, perhaps more importantly, it also creates a human capital resource that directs, administers and operates the national job market infrastructure that supports the social, ecological and economic activities that contribute to national survival, well-being and prosperity.

Beyond this, a well-designed national education system must take full cognizance of the nation's future. At the very least, this should involve a deliberate "foresighting" of the world of the future and an assessment of the survival and growth priorities in the national and regional contexts. From this, the nation would estimate the education and training needs for the labour force of the future and drive the national education system to deliver. Happily some of this "foresighting" is being done by some institutions such as the International Labour Organisation (ILO) who recently hosted a research consultation session at St Augustine on the Future of Work in the Caribbean. Prominent in their consideration is the growing trend of the adoption of automation in production and its impact on the distribution of wealth and the consequent impact on the income gap.

For developing nations to get ahead, efforts must go beyond education and training to better equip citizens to use new technologies developed elsewhere. Our national education systems must also seek to strengthen the culture of research that leads to export entrepreneurship and innovation. By its very definition, innovation, through the "newness" of what is produced, enhances competitiveness. In our deliberations, we have surmised that there is a need to strengthen the Small and Medium-sized Enterprise (SME) sector so that it contributes much more significantly to the national economy.



Tertiary education institutions, because of their stronger emphasis on research and because of their higher level of expertise, should lead in empowering the growth of a Caribbean SME sector that is strongly characterised by export entrepreneurship and innovation. This is a role we see, not just for our graduates but for our staff as well.



## PRINCIPAL'S REVIEW

In this regard, we have noted the examples of the German Mittlestand and the SME sector in Costa Rica, each of which earns some 30% of the foreign exchange in their respective countries. Tertiary education institutions, because of their stronger emphasis on research and because of their higher level of expertise, should lead in empowering the growth of a Caribbean SME sector that is strongly characterised by export entrepreneurship and innovation. This is a role we see, not just for our graduates but for our staff as well.

The scope of education for survival has a dual dimension that is all too often overlooked. One aspect covers basic survival skills that ensure that citizens can survive when societal support systems collapse as, for example, as a result of a natural or man-made disaster. We do not have to look very far to justify this position. In the past year alone, we have seen the Caribbean suffer from the impact of hurricanes of unprecedented magnitude, we have seen the suffering of the citizens of Venezuela and, only just recently, received news of the breach of the sea defence systems in Guyana consequent to extraordinarily high levels of tidal activity. Moreover, even over the past few decades, we have witnessed the decline of Caribbean economies and the consequent impact on poverty levels. A 2013 Commonwealth report <sup>2</sup> that showed that more than 20% of Trinidad and Tobago are living below the poverty line.

When citizens fall into abject poverty, facing hunger every single day, one wonders if the national education system should not have better prepared them for these eventualities. This is not to say that Governments have been

unresponsive. For example, not too long ago the Government initiated a program to teach low-income women basic life-skills. Programmes such as these should be mandatory for all citizens.

The second aspect at this level of survival treats with physical literacy and mental wellness. In 1979 Kolesov and Ponomarev <sup>3</sup> spoke of the philosophy of what they called a “physical culture” in the then Soviet Union, which was and still is a powerhouse in sport, and how it “promotes the population’s involvement in work and public life and raises production efficiency.” At the very heart of physical literacy is the individual’s knowledge and understanding of body and mind, both embodied in the concept of wellness and in the optimal use of their natural assets – building self-efficacy, and the strengthening of a “physical culture”. This therefore speaks directly to national impact both in physical competence and literacy, public health and wellness, the ability to survive challenging physical circumstances, as well as human development and success in sport. This concept underpins the Campus’ philosophy for the St Augustine Academy of the new Faculty of Sport.

The University launched its new Triple-A 5-year strategic plan in August of 2017. This discourse on the importance and value of education motivated the St Augustine Campus’ contribution to the plan, particularly in regard to the Core Values and the key strategic initiatives that will provide the initial focus for the Campus. The key strategic initiatives agreed for this Campus have been premised on a vision that has been well described and encapsulated in six thematic areas:



- **Innovation and Entrepreneurship**
- **Curriculum and Pedagogical Reform**
- **Systems and Processes Review**
- **Financial Model Review**
- **HR systems review to bring about cultural change and revitalisation**
- **Brand and Soul**

The Innovation and Entrepreneurship strategic initiative is a deliberate and determined departure to change the culture of the University to one that ensures that its research output brings tangible benefits to Caribbean society, primarily in the economic space but ultimately in the social and ecological spaces as well. This is the Campus' response to the mandate for education referred to above, of preparing our graduates and our nations for the future and for contributing to the revitalization of the Caribbean. It is a significant departure from a longstanding tradition in which priority was placed on research for publication. The other thematic areas are to provide support for this paradigm shift even as they seek to improve the effectiveness of the UWI's core traditional business in teaching, research and outreach and to forge a much more efficient operational climate. In effect we have gone back to our core rationale and operations with the clear intent of reengineering them. This will not only prime the new innovation initiative for success but will make for a lean, modern and agile organisation.

### **Brian Copeland**

Pro Vice-Chancellor & Campus Principal  
St. Augustine Campus  
The University of the West Indies

<sup>1</sup> Higher Education and Economic Development in Africa, David Bloom, David Canning and Kevon Chan, World Bank Human Development Sector- Africa Region, February 2006. Accessed at See ILO website at <http://www.ilo.org/global/topics/future-of-work/lang-en/index.htm>

<sup>2</sup> National Report: Trinidad and Tobago - A civil society review of progress towards the Millennium Development Goals in Commonwealth countries, Commonwealth Foundation, 2013. Accessed at [https://commonwealthfoundation.com/wp-content/uploads/2013/10/MDG%20Reports%20T&T\\_FINAL\\_2.pdf](https://commonwealthfoundation.com/wp-content/uploads/2013/10/MDG%20Reports%20T&T_FINAL_2.pdf)

<sup>3</sup> Physical Culture and Sports, A.I. KOLESOV and N. I. PONOMAREV in The Great Soviet Encyclopedia (1979), accessed at <https://encyclopedia2.thefreedictionary.com/Physical+Culture+and+Sports> on November 26th 2017

## MANAGEMENT TEAM



Professor  
Brian Copeland



Professor  
Indar Ramnarine

CAMPUS BURSAR



Mrs Andrea  
Taylor-Hanna

CAMPUS REGISTRAR



Mr Richard  
Saunders

CAMPUS LIBRARIAN



Mr Frank Soodeen

## MATTA SEASON HIGHLIGHTS

Like many of its students, the Campus has been consistently putting in the work, but there is nothing like a tough economy to make individuals, organisations and nations stop and re-focus on what really matters. Even without the budget cuts of the last two years, however, 2016/2017 would have been a period of introspection. It was the final year of The University's 2012-2017 Strategic Plan and the Campus was already putting things in place for the next round of institutional accreditation due in late 2017.

It was the perfect opportunity to pull apart and piece together the processes affecting the key activities of the Campus – research, teaching and learning; and key stakeholders – students, staff and Caribbean society, and to re-assess current imperatives in light of day-to-day trials and the future needs of the region. The general approach was a variation of a familiar business adage - “do more of what matters, and keep finding ways to do them better even with less.”

Still, amidst the challenges, the changes and the sometimes difficult choices, just as many a student will attest, and as recounted in the highlights that follow, there was much to celebrate and to be proud of, even in the heart of our “Matta Season.”

**A note on the numbers:** The enrollment, graduation and staff data used in this report are official figures generated in November 2017.

## Enrolment & Matriculation

Total student enrolment for the 2016/2017 academic year stood at 18,279, up by 1.73% over the previous year. There was significant growth in the faculties of Law where the number of postgraduate students more than doubled and Science & Technology where postgraduate figures were up 13% over the previous year. Overall, however, postgraduate enrolment remained stable although the number of persons pursuing taught programmes dipped by 2%. Enrolment in research programmes continued to rise, albeit at a slower rate (3%) when compared to previous years. Total undergraduate enrolment was down 3% although there was modest single-digit growth in the faculties of Science & Technology (5%) and Medical Sciences (1%). In total, the largest faculty, Social Sciences experienced a 3% decline while the smallest faculty, Law, grew by 13%.

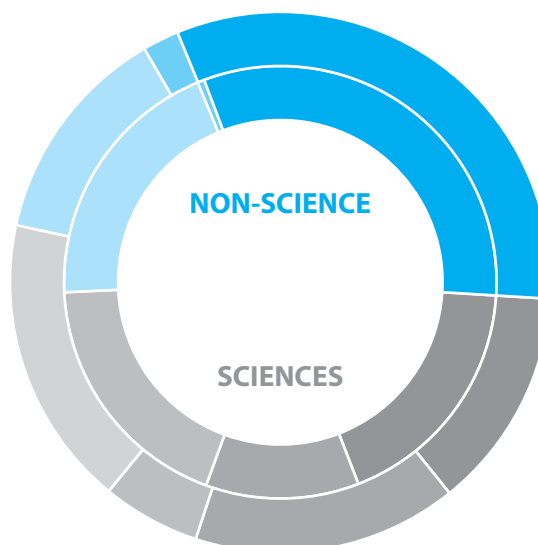
Applications for the 2016/2017 academic year rose by 7% to just over 12,000 and the Campus welcomed roughly 3,500 new undergraduate students at its 14th Matriculation Ceremony held in September 2016. Undergraduate students accounted for 67% of the student population. Among those entering in 2016 was Raquel Le Blanc, the President's Medal winner for Business, who accepted a place at the Faculty of Law. That Faculty also welcomed its first PhD student, Afiya France, a Lecturer in the Faculty. She is doing her research in the area of Health Law.

While there is no doubt that entry into the undergraduate programmes at the Faculty of Law will continue to be highly competitive, attracting students who have excelled academically, the Faculty devised the Makandal Daaga Scholarship in Law, specifically to encourage applicants who meet normal matriculation requirements for the LLB programme and are engaged in social activism. The scholarship was approved by The University in 2016/2017.

## Enrolment Comparison

Enrollment in Science-Related Faculties

**2001: 48%**  
**2016: 51%**



**The Matriculation Register** was signed by Ms Asmita Nankissoon, a first-year student in the Bachelor of Medicine and Bachelor of Surgery (MBBS) programme in the Faculty of Medical Sciences.

# MATTA SEASON HIGHLIGHTS

## Graduation

It's the most wonderful time of our year! The Graduation ceremonies held in October 2017 celebrated the achievements of 4,610 students including the first cohort of graduates from the BSc Dental Hygiene programme. This was 11% more overall and 30% more at the postgraduate level. Those awarded first degrees made up 53% of the total and 34% had earned higher degrees.

Four eminent persons were awarded honorary degrees at the ceremonies:



**Ms Hazel Brown**  
LLD  
*Consumer and women's rights activist*



**Mr Winsford Devine**  
DLitt  
*Prolific calypso composer*



**Mr Andrew Marciano**  
DLitt  
*Calypsonian and entertainment entrepreneur*



**Professor Emeritus Clem Secharan**  
DLitt  
*Historian, writer and scholar*

The full list of valedictorians is as follows:



**Ms Zia Barnard**, Bachelor of Science, Biology with Specialisations in Biotechnology and Microbiology, First Class Honours, Faculty of Science & Technology



**Ms Karisa Bridgelal**, Bachelor of Arts, Literatures in English with Double Minors in Human Resource Management and Psychology, First Class Honours, Faculty of Humanities & Education



**Mr Yenver Caesar**, Bachelor of Science, International Relations (Special), Public Sector Management (Minor) First Class Honours, Faculty of Social Sciences



**Ms Sofiyya Hassanali**, Bachelor of Science, Optometry, Second Class Honours (Upper Division), Faculty of Medical Sciences



**Mr Rondelle Keller**, Bachelor of Laws, First Class Honours, Faculty of Law



**Ms Amy Victor**, Bachelor of Science, International Relations (Special), Spanish (Minor), Second Class Honours (Upper Division), Faculty of Social Sciences



Both Ms Barnard and Mr Caezar are from St. Lucia; and Ms Hassanali was the first graduate from the Optometry programme to be named valedictorian for the Faculty of Medical Sciences.

View the award of honorary degrees and hear the inspiring messages from this year's recipients compiled in an online episode of **Pelican Pride** on [uwitv.org](http://uwitv.org).

Hear what our valedictorians had to say!

**View Generation Nexx (Part 1 and Part 2)** on [uwitv.org](http://uwitv.org).

## Staff

Of the 3,405 staff on the Campus, 84% were employed full-time (2,868). Almost half of this number (48%) were classified as Administrative, Technical & Service (ATS) Staff; 20% were classified as Academic, 13% as Academic Support and 6% as Senior Administrative/Professional Staff. There were 537 part-time employees on the Campus, 231 were Academic Staff and 285 provided Academic Support. The ratio of students to teaching staff was 23:1.

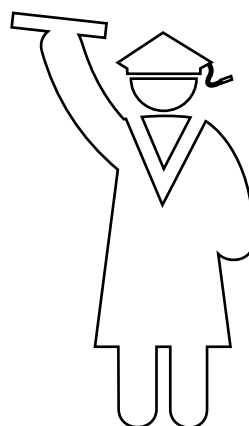
## New Leadership

### Principal Gets a Formal Welcome

The Induction Ceremony of **Professor Brian Copeland** as Pro Vice-Chancellor and Principal of the St. Augustine Campus took place at the Daaga Auditorium on July 8, 2017. During the ceremony, the new Principal was formally endowed with the responsibilities of his appointment and had the opportunity to share vision for the Campus.

## Graduation 2017

# 4,627



The **highest number of** St. Augustine graduates including a record **55 PhDs**



## MATTA SEASON HIGHLIGHTS



As is tradition, the new Chancellor is robed by the presidents of the Guilds of Students from the four Campuses.

### New Chancellor Installed

On September 16, 2017, the St. Augustine Campus was privileged to host the installation ceremony welcoming the University's sixth Chancellor, **Mr Robert Bermudez**.

### New Deputy Principal

**Professor Indar Ramnarine** was appointed as Deputy Principal of the St. Augustine Campus from August 2017. He succeeded Professor Rhoda Reddock, who had served as Deputy Principal at the Campus since August 2008. Professor Ramnarine is a former Dean of the Faculty of Science & Technology (FST).

### New Dean

**Dr Brian Cockburn** was appointed Dean of the Faculty of Science & Technology, replacing Professor Indar Ramnarine who took up the position of Deputy Principal. Dr Cockburn had been a Senior Lecturer in the Department of Life Sciences and Deputy Dean (Outreach) in the Faculty. He also served as Chair of the Campus Committee on Examinations and as Campus Public Orator. **Professor Rose-Marie Belle-Antoine** was re-appointed as Dean, Faculty of Law.

## New Directors

**Professor Jessica Byron-Reid** was appointed Director of the Institute for International Relations (IIR), at The UWI St. Augustine Campus with effect from August 1, 2016. Previously she was Professorial Fellow at SALISES, Mona Campus (2015-2016) and former Head of the Department of Government, Mona Campus (2010-2013).

At the Sir Arthur Lewis Institute of Social & Economic Studies (SALISES), **Dr Hamid Ghany** replaced Professor Patrick Watson as Director. Dr Ghany was a Senior Lecturer in the Department of Political Science and former Dean of the Faculty of Social Sciences (2003-2012).

Jamaican Olympian **Grace Jackson** was appointed Director of Sport at the St. Augustine Campus effective September 30, 2017. A celebrated track and field athlete who won silver in the 200m at the 1988 Seoul Olympics Games and gold in the 4x400m relay at the 1989 World Games, Ms Jackson received the Order of Distinction (OD) from the Government of Jamaica along with several other prestigious awards. Prior to her appointment she held the position of Sports Development Director at the Mona Campus.

## New Professors

In December 2016, two new professorial appointments were announced at the St. Augustine Campus:

- **Professor Elizabeth Walcott-Hackshaw** (Faculty of Humanities & Education) is both an accomplished scholar in French Literature and a creative writer with a record of distinguished original work.
- **Professor Jerome De Lisle** (Faculty of Humanities & Education) is a prolific author in all forms of academic writing and enjoys high regard within the community of education leadership studies.

Three more professorial appointments were made with effect from February 8, 2017:

- **Professor Yuri Clement** (Faculty of Medical Sciences) has an established international reputation in the area of herbal supplements and natural products.
- **Professor Rahul Naidu** (Faculty of Medical Sciences) has been actively involved in teaching and clinical/community-based research as well as leading undergraduate courses related to Preventive Dentistry and Dental Public Health, particularly among vulnerable groups in society.



Former Campus Principal and Pro Vice-Chancellor, Professor Clement Sankat (left) with his successor, Professor Brian Copeland at Professor Sankat's official farewell.



## MATTA SEASON HIGHLIGHTS

- **Professor Chalapathi Rao Adidam Venkata** (Faculty of Medical Sciences) has worked for more than 28 years in both the didactic and problem-based learning methodologies. His research on hormone receptor and HER-2Neu study in Breast Cancer was the first in the Caribbean and had a significant impact with a spin-off of being introduced as a routine test for Breast Cancer management.

The Campus also recognised three new Emeritus Professors - **Professor Balswaroop Bhatt** (Mathematics), former Deputy Principal, **Professor Gurmohan Kochhar** (Mechanical Engineering) and **Professor Vijay Naraynsingh** (Medical Surgeon). You can read more about their contributions in the September 2016 issue of **UWI Today**.

### New Public Orator

**Professor Christine Carrington** of the Faculty of Medical Sciences replaced Dr Brian Cockburn as Public Orator. Each campus of The UWI has its own Public Orator who prepares and delivers citations at University functions such as graduations, awards ceremonies and convocations.

### National Awards

Dr Mark Kirton of the Institute of International Relations received the Award of the Golden Arrow from the Cooperative Republic of Guyana in May 2017, for his sterling contribution in the field of education in Guyana and the Caribbean.

### Vice-Chancellor's Awards 2017

The St. Augustine Campus swept four of the six categories at the 2017 Vice-Chancellor's Awards for Excellence:

- Excellence Award for Teaching - **Dr Jacqueline Bridge**, Department of Mechanical & Manufacturing Engineering
- Excellence Award for Research Accomplishments - **Professor Chris Oura**, School of Veterinary Medicine
- Excellence Award for Contribution to Public Service - **Dr Indra Haraksingh**, Department of Physics
- Excellence in International Collaboration (Globalisation Award) - The Project for Ecosystem Services – **Professor John Agard**, Principal Investigator, Department of Life Sciences



## 9th Bi-Annual UWI/Guardian Group Premium Teaching Awards

The UWI/Guardian Group Premium Teaching Award is a collaborative effort that commenced in 2000 and is celebrated every other year. Eight members of the teaching staff were nominated with the eventual awardees being:

- **Ms Marcia Nathai-Balkissoon**  
(Faculty of Social Sciences)
- **Dr Chandra Shekhar Bhatnagar**  
(Faculty of Social Sciences)
- **Dr Chris Maharaj**  
(Faculty of Engineering)

To date, 35 teaching faculty have been recognised through the awards programme coordinated by the Centre for Excellence in Teaching and Learning (CETL).

The awards ceremony held in September 2016 on the theme *Student-Teacher Partnerships: The crux of learning*, featured **Professor Dan Butin** as the guest speaker. Professor Butin is the Founding Dean of the School of Education and Social Policy at Merrimack College, USA. Approximately 300 persons attended the event.

## International Research Awards

**AgriNeTT**, the UWI research project that uses information and communications technology (ICT) to support Caribbean agriculture was one of two recipients of the FRIDA Award 2016. FRIDA is the acronym for the Regional Fund for Digital Innovation in Latin America and the Caribbean.

## Arts Awards

First-year Law student, **Sasha-Ann Moses** won the National Women's Action Committee (NWAC) Calypso Queen 2017 title with her song, *The Main Witness*. Her composition channelled the plight of people living in inhumane conditions under the local witness protection programme.

Third-year UWI Film Production student **Amir Ali**'s 30-minute short film, *Who I Say I Am*, was judged Best T+T Short Film – Documentary and won United Nations T+T Award for Best Emerging Documentary Filmmaker at the trinidad+tobago film festival 2016 (ttff/16).

## Sports Awards

Sprinter **Nyoshia Cain**, first-year student in the Faculty of Social Sciences, participated in the 2016 Paralympic Games in Rio de Janeiro, Brazil (September 7-17, 2016) and ran home with the bronze medal in the Women's 100m (t44) category with a personal best of 13.10.



Amir Ali

## MATTA SEASON HIGHLIGHTS

**Vikash Mohan**, captain of the St. Augustine Men's Cricket team was named the Vice-Chancellor's Sportsman of the Year when the inaugural ceremony took place in May 2017. Vikash was a final-year Mechanical Engineering Student at St. Augustine and had previously led youth teams in Trinidad from Under13 to Under19.

Vikash's St. Augustine teammate, **Amir Jangoo**, made his First Class debut as a wicketkeeper/batsman with Trinidad and Tobago against Barbados in April 2017, balancing a First Class cricket career with being a student in the Faculty of Food & Agriculture.

**Brittany Joseph** became the 2017 National Senior and Junior Table Tennis Champion of Trinidad and Tobago. Brittany and her UWI teammate, **Catherine Spicer**, captured six table tennis titles on the local circuit in 2017. At the 2017 UWI Games, Brittany Joseph was adjudged the most valuable female player in the tournament.



Vikash Mohan



Nyoshia Cain

The **UWI St. Augustine Men's Football team** won the Tertiary Sport Association of Trinidad and Tobago (TSATT) football league.

The **UWI St. Augustine Men's Basketball** team placed second in the Tertiary Sport Association of Trinidad and Tobago (TSATT) league.

The **UWI St. Augustine netballers** won the All Sectors Netball League and placed second in the TSATT Netball League.

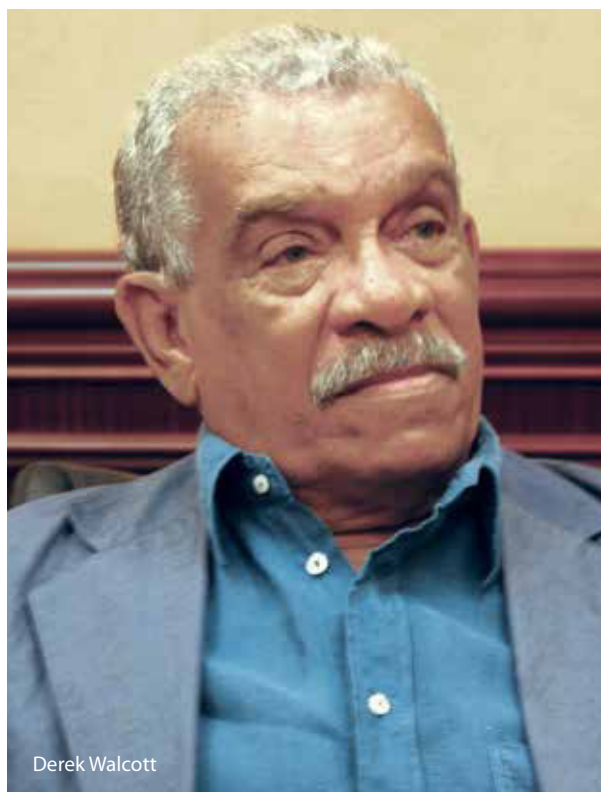
The ever-consistent **UWI St. Augustine swim team** performed exceptionally well, winning the 2017 UWI Games title, and the **UWI STA cricket team** played unbeaten on their way to the top of the podium.



## Farewell

In March 2017 the region and the world said farewell to **Sir Derek Walcott**, Nobel Prize-winning poet, playwright, dramatist, artist, critic and cultural and political commentator. Walcott, an alumnus of The UWI Mona Campus, graduated in 1953 and was awarded an honorary (DLitt) in 1973. His literary works are known and lauded internationally. He was awarded the Nobel Prize in Literature in 1992. The Derek Walcott Collection at the Alma Jordan Library on the St. Augustine Campus was named to UNESCO's prestigious Memory of the World Register in recognition of its international significance. He was knighted in 2016 when his native St. Lucia celebrated its 37th anniversary of political independence from Britain.

He founded the Trinidad Theatre Workshop in Port of Spain, and in 2014 he launched the Derek Walcott Theatre Arts Scholarship, an annual award for Theatre Arts students at the St. Augustine Campus.



Derek Walcott



Anthony N. Sabga

In May 2017 Honorary Graduate, **Anthony N. Sabga**, ORTT Chairman Emeritus of the ANSA McAL Group passed away at the age of 94. In 1998, Mr Sabga was conferred the honorary Doctor of Laws (DLaw) for his contribution to the entrepreneurial landscape of Trinidad and Tobago. Motivated by a strong desire to give back to the country that had given him so much, Mr Sabga and by extension the ANSA McAL group have had strong ties to The UWI. In 1989 ANSA McAL funded a building that housed the ANSA McAL Psychological Research Centre. In 2005, he launched the Anthony N. Sabga Caribbean Awards for Excellence. In reflecting on his life and contributions, Pro Vice-Chancellor and Campus Principal Professor Brian Copeland remarked: "Sabga is best known for his acumen for cultivating business opportunities, but his legacy of generosity towards The UWI and the country as a whole will never be forgotten."



Professor Stephan Gift  
Faculty Dean

### Faculty of Engineering

The Department of Electrical & Computer Engineering (DECE) won the Vice-Chancellor's Award for Departmental Excellence in 2016. The Department's BSc in Electrical & Computer Engineering programme has been accredited by the Institute of Engineering and Technology (IET) for over 25 continuous years. The MASc programme was accredited for the 2015 to 2019 intakes and its accreditation has been back-dated to 2012. The Department has also introduced many innovative ideas to promote learning and thinking outside the traditional curriculum. The introduction of annual summer internships with IBM, National Aeronautics and Space Administration (NASA), and Boeing in the USA, as well as involvement in robotics group activities and software competitions, have all been "life changing" events according to students. One of the most successful learning initiatives has been the Community Service Learning Project which challenges students to identify and solve issues in a local community. DECE's graduates are often described as eloquent, proficient, and knowledgeable with a sound ability to lead and apply new technologies and provide solutions; a testimony to the Department's quality.

For the period 2016/2017 at the Faculty of Engineering, the Department of Chemical Engineering succeeded in having the MSc in Petroleum and Reservoir Engineering re-accredited for five years by the Energy Institute of London; and the BSc in Mechanical, Mechanical with a minor in Biosystems, as well as the MSc programmes in Engineering Asset Management and Manufacturing Engineering & Management in the Department of Mechanical & Manufacturing Engineering were also re-accredited for five years.



Dr Wayne Ganpat  
Faculty Dean

## Faculty of Food & Agriculture

In 2016/2017, the Faculty of Food & Agriculture (FFA) signed Memoranda of Understanding with several organisations including regional Tertiary Level Institutions (TLIs), the Caribbean Council of Higher Education in Agriculture (CACHE) and the Bahamas Agriculture and Marine Science Institute (BAMSI). The Faculty developed three new undergraduate Certificate programmes and one postgraduate MSc to be offered in 2017/2018.

One of the highlights for the year was the successful planning and execution of a three-day Agricultural Exposition - TechAGRI Expo 2017. Approximately 8,000 patrons, including 2,500 school children, visited the 100 booths featuring products from local and regional agripreneurs. The FFA hosted the annual ten-day training workshop for regional Plant Quarantine Officers; and a well subscribed, four-week agricultural Vacation Camp for children and young people aged 7-19 years. The latter is the second camp of its kind and is intended to interest children in agriculture and related technologies from a young age. During the reporting period the Faculty reintroduced its professional development short courses, starting with five courses over an eight-week period.

The University Field Station (UFS) continued to increase production of meat and milk in 2016/2017. However, large expenditures such as security fees and salaries consumed a significant portion of its earnings. The Agricultural Innovation Park (AIP) continued to produce crops which were sold to supermarkets and to UWI staff and students at its popular pop-up markets held each week on the main campus.



Dr Heather Cateau  
Faculty Dean

### Faculty of Humanities & Education

As the Faculty of Humanities & Education (FHE) joined the rest of the Campus and the University in drafting the new strategic plan, it increasingly turned its focus on ways on which it could spark innovation and generate income. The Faculty grappled with what this meant for its disciplines and began a period of introspection. Members sought to transform the Faculty's traditional offerings and further develop non-traditional dimensions of the disciplines subsumed under the Schools of Humanities and Education. While the FHE was challenged by budgetary cuts and the freezing of staff positions, the new economic context reinforced the imperative that change was needed. The Faculty therefore focused on four key areas:

*Income-earning services* linked to areas of specialisation in the Humanities and Education disciplines: Translation Services; Conversational Language Learning; Teaching of English as a Foreign Language; Language Examination Sites; Continuing Professional Development; and Consultancies.

*Demands of Students and External Stakeholders* for new courses in areas such as Journalism, Heritage Studies, Cultural Studies, and specialised areas in Education.

*Connections to Social, Economic and Developmental Needs* such as planning for a Psychoeducational Diagnostic and Intervention Centre; workshops for secondary school teachers, outreach to schools; and forging stronger ties with the public and private sectors, and

*Creating closer links with underserved communities*, particularly in areas where the Faculty recognises it has a social responsibility, such as Deaf Sign Language; Speech Language Pathology; and outreach to schools and communities.



Professor Rose-Marie  
Belle Antoine  
Faculty Dean

## Faculty of Law

As the Faculty of Law underwent its first Quality Assurance Review which evaluated its core objectives and operations, the level of introspection prompted the Faculty to look at its contribution to the legal profession in the Caribbean. Normally, the competition for entry into the Faculty is so great that many worthy prospects are denied as entry is based solely on academic merit. In an effort to widen access, this year the Faculty spearheaded the introduction of a new scholarship named after the late social and political activist, Makandal Daaga. The scholarship is specifically for applicants engaged in some form of social activism, who meet normal University matriculation requirements.

Implementing the European Union (EU)/Faculty of Law Human Rights project continued to be an important area of focus this year, and a significant innovation was the launch and steady development of the International Human Rights Clinic. The Faculty introduced a course that is specifically tailored to support the Clinic, which in turn benefits students by bringing together traditional and innovative learning techniques as it promotes active lawyering skills and draws on experience and input from NGOs and practitioners.

Apart from teaching and research, the Faculty invested significant time and resources into facilitating continuing legal education and education and awareness events for major stakeholders and the public at large. Of note were the Faculty's hosting of the second Oil & Gas Conference, the inaugural Legislative Drafting Workshop, the EU/Faculty of Law Human Rights Open Day and the Special Parliamentary Session on the Death Penalty. Faculty members were regular contributors to the Dean's column in the *Trinidad Express* newspaper, and there were special screenings of short-films on human rights to sensitise the public further on that issue. All of these initiatives had a deep and wide impact on diverse stakeholders in the public and private sectors.





Professor  
Terence Seemungal  
Faculty Dean

### Faculty of Medical Sciences

The Faculty of Medical Sciences, like the rest of the Campus, was faced with further reductions in payments by the Government of the Republic of Trinidad and Tobago (GORTT). Among the solutions approved for implementation in 2017/2018 were proposals to recruit higher numbers of foreign students and full-fee paying students.

The Senior Joint Planning Committee (SJPC), a mandate of a 2008 Cabinet Minute, to carry forward the MOU between The UWI and the Regional Health Authorities (RHAs) was activated. The work of this body and its subcommittees will enhance the alignment between the Faculty, the RHAs and the Ministry of Health.

Accreditation exercises in 2016/2017 resulted in the MBBS programme receiving accreditation until 2019, based on the combined response by all the campuses submitted to CAAM-HP (Caribbean Accreditation Authority for Education in Medicine and other Health Professions). The DVM (Doctor of Veterinary Medicine) programme was accredited for another four years and the DDS (Doctor of Dental Surgery) programme for an additional two years until 2018.

Teaching started in the new undergraduate Diploma in Paediatric Haematology/Oncology Nursing programme, with a cohort of 13 students from across the Caribbean.

The publication rate of the Faculty for refereed articles increased from 133 in 2015/2016 to 151 this year, an increment of about 14%. To boost its research potential, the Faculty appointed a Professor of Research and Biostatistics. The increased emphasis is to be welcomed as this helps to establish the Faculty as a world-class institution.





Dr Brian N. Cockburn  
Faculty Dean

## Faculty of Science & Technology

The Faculty of Science & Technology (FST) is positioning itself to become a key player in the Caribbean's quest for clean, renewable energy. Locally, a smart-grid cyber security training programme was held for managers and policy-makers at the Trinidad and Tobago Electricity Commission (T&TEC), and the Campus signed a tri-partite MOU with the University of Guyana and Florida International University to collaborate on renewable energy projects.

The FST is painstakingly putting measures in place to establish Industry Liaison Committees to ensure its programmes maintain the ability to not only respond but also to forecast stakeholder needs and scientific and technological trends. Greater engagement with alumni is a key part of this strategy. In keeping with the Faculty's ongoing attention to impactful curriculum reform, revised BSc Computer Science and BSc Information Technology programmes were introduced, along with a new MSc in Biomedical Physics and a self-financing MSc programme in Data Science.

Across the Faculty, internships are being formally integrated into degree programmes. This year, 20 students of the Department of Computing & Information Technology benefitted from a collaboration between the Faculty and the First Citizens (FC) Group of Companies; an MOU signed with the Trinidad and Tobago Bureau of Standards and the Ministry of Health afforded opportunities to students of the Biomedical Technology (BMET) Special; and through and agreement with the University of Vermont, foreign internships were available to BMET students who received the highest grade point averages.



Professor  
Ann Marie Bissessar  
Faculty Dean

### Faculty of Social Sciences

There was a slight decline in the total number of students enrolled in the Faculty of Social Sciences, but the Faculty continues to be the largest on the St. Augustine Campus. During the period under review, the Faculty hosted a number of impactful outreach sessions, seminars and conferences which attracted large audiences. The lecturers in the Faculty were also actively engaged in a number of outreach activities including service on various Boards and Commissions.

The Faculty encompasses four main disciplines - Political Science, Economics, Management Studies and Behavioural Sciences, and is therefore well placed in this time of economic downturn, to provide research and services to government ministries and departments.

To promote continuous curriculum renewal aligned to the attributes of the UWI graduate, a Faculty Curriculum Committee and Departmental Curriculum Committees were established to vet programme and course proposals. The Department of Management Studies conducted a comprehensive review of the curriculum at both the undergraduate and postgraduate levels.





Teaching and research are the lifeblood of the St. Augustine Campus. It is through transformation, change and being at the frontiers of knowledge that would enable graduates to make significant contributions to the economic and social development of the region. In this regard, the variety and quality of the academic experience are of critical importance to this University. Our key focus, therefore, is to ensure and assure educational gains so that St. Augustine graduates are in good stead to improve their own lives and the lives of their families and communities.

The St. Augustine Campus continued to refine its programme offerings to ensure that they are in step with the needs of the wider society, and update the measures in place to assess and improve the quality of course delivery and access. While a few new programmes were introduced in 2016/2017, faculties paid particular attention to revising existing offerings to ensure they are aligned with the local and regional needs in both the public and private sectors, based on consultation. Technology was used to improve the student feedback process and to promote quality teaching.

The Campus also invested heavily in initiatives that provide students with opportunities to grow beyond their academic pursuits and to contribute to the wider community. This year, the new Division of Student Services and Development (DSSD) came into operation, pulling together several student support services, but in the face of the new financial reality, was challenged to live up to its new mandate.

## New Programmes

### Undergraduate

- Diploma in Paediatric Haematology/Oncology (Faculty of Medical Sciences)

### Postgraduate

- MSc in Applied Psychology (Faculty of Social Sciences)
- MSc in Data Science (Faculty of Science & Technology)
- MSc in Biomedical Physics (Faculty of Science & Technology)

## Coming Soon

The Accreditation Council of Trinidad and Tobago (ACTT) has granted approval for the St. Augustine Campus to offer the following programmes through the Faculty of Social Sciences:

- Bachelor of Science in Marketing
- Bachelor of Science in Human Resource Management
- Master of Science in Management Studies
- Master of Science in Aviation Management
- Master of Science in Tourism Development and Management
- Postgraduate Diploma in Tourism Development and Management
- Postgraduate Diploma in Management Studies

The Department of Literary, Cultural and Communication Studies in the Faculty of Humanities & Education designed and got approval for a BA degree in Journalism.

## Encouraging Excellence in Teaching and Learning

<https://sta.uwi.edu/cetl/>

The 2016/2017 academic year marked the 20th anniversary of the Centre for Excellence in Teaching and Learning (CETL), which was established to promote best practices in teaching and learning across the University. To do this, the Centre offers different levels of training to lecturing staff, provides a mechanism for student feedback, and recognises excellence in the field.

### *Student Evaluations Now Online Only*

As of September 2016, the entire process of Student Evaluation of Lecturers and Courses (SELC) was converted to an online system. This will help to address the 18-month back-log of completed paper forms and facilitate in-depth analyses of course delivery issues. With support from the Guild of Students, the response rate among students was more than 33%. This success drew the attention of the Chair of the Board for Undergraduate Studies, and led to

CETL staff being appointed to University-wide committees looking at ways to improve the process of course and lecture evaluation by students. A related measure meant to improve the learning experience for students was the introduction of a session for faculty on Course Outline Review Essentials.

In 2016/2017, more than 300 courses were reviewed, and 90% of them required revisions. In response, CETL launched a new workshop on how to develop a course outline that is ready for an approval recommendation. A new, fully online course, called 'Ten Steps to the Perfect Course Outline' was scheduled for launch in October 2017.

### *Learning Technologies*

Among teaching staff on the Campus there was increased interest in the use of technologies beyond white-boards to enhance teaching. CETL identified numerous pieces of free-software and conducted workshops to train staff of how to use them. There was particular focus on creating animated movies using PowToons, editing video using ScreenCast, and recording audio feedback. Similar training was made available to teaching staff enrolled in the Postgraduate Certificate in University Teaching and Learning (CUTL) programme.

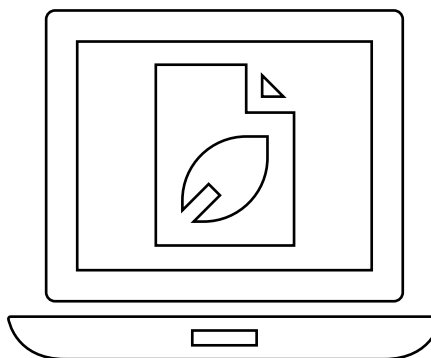
### *Professional Development*

Staff at St. Augustine may access a range of professional development activities to enhance their teaching skills. In addition to formal, face-to-face courses and workshops, there are now options such as learning communities and virtual learning which make professional and organisational development modules (pods) more engaging and accessible. In March 2017, for instance, with the assistance of Fulbright Scholar, **Dr Jayne McGuire**, the Campus established its first "teaching circle" where a group of 12 faculty committed to working together over a specified period as a learning community where ideas can be shared and innovations showcased. Future teaching circles were scheduled for November 2017 and February 2018.

CETL also introduced a weekly virtual series called "Monday Morning Madness". Forty-eight participants completed the 26 sessions held throughout the year - the highest level of participation for any of the workshops offered during the period. Because of its success, the St. Augustine CETL is to offer these sessions to the other campuses.

Teaching staff now have access to aggregated free online resources such as podcasts, part of an iPod lecture series featuring the work of leading experts in a specific field, and ePods (eElectronic Professional Development Activities) developed in-house by CETL to deal with topics specific to the Campus. This year, the Centre concentrated on developing information or 'how to' videos for the Student Evaluation of Lecturers and Courses (SELC).

**20,000**  
Sheets of paper saved



by converting the  
Student Course Evaluation  
to an online only format.

## *Postgraduate Certificate in University Teaching and Learning (CUTL)*

Twenty-three teaching staff completed the UWI Postgraduate Certificate in University Teaching and Learning (CUTL) in the 2016/2017 academic year. They join the 161 persons who have graduated from this programme at the St. Augustine Campus since 2009. There are plans to expand the annual cohort from 25 participants to 50, and starting in 2017/2018, as part of the orientation programme organised by the Human Resource division, new teaching staff will be encouraged to sign up for the programme in the 2nd year of their first contract, helping to ensure that more teaching staff complete CUTL in a timely manner. As part of a University-wide assessment of the impact of the CUTL, the St. Augustine Campus began conducting skills repository surveys between August and October 2017. Results will be reported in 2018/2019.

## *Masters in Higher Education Programme (MHED)*

Six students who started the programme prior to 2015 are now completing their projects. Most students take three years to complete this final phase of their degree, but the programme itself has been on hold for the last three years, and in the past two years only one potential student has approached the Centre for admission into the programme. Given the low demand, CETL plans to transfer this programme to the Faculty of Humanities & Education which will then determine if the programme should be continued.

## *Blended Learning*

Discussions are on-going with the Faculty of Engineering, the School of Education and the Faculty of Science & Technology on introducing three additional blended programmes between 2016 and 2018. St. Augustine's flagship blended programmes are the Postgraduate Diploma in Sport Management, the Diploma in Management of HIV Infection, Diploma and MSc in Agri-Food Safety and Quality Assurance Programme.



As part of their orientation, teaching staff are automatically signed up for the PG Certificate in University Teaching and Learning.

## *Academic Advising*

Restructuring and development of Academic Advising on the Campus continued during the review period. It was agreed that the name of the programme would be changed to Academic Advising and Mentoring to capture the essence of good academic advising, and to emphasise that it should be more than advice on registration and the selection of courses. A draft programme was developed for use by faculties and departments to deliver an Academic Advising and Mentoring Training Workshop which would give structure to the informal procedures in practice on the Campus.

## *The Caribbean Teaching Scholar (CTS) Journal*

As reported in 2015/2016, staffing issues, in particular the vacant Research Fellow's position, affected the ability of CETL to continue publishing the *Caribbean Teaching Scholar Journal*. Its last publication, Volume 7, Number 1, was in April 2017. The journal was suspended in May 2017.





## Student Development

<https://sta.uwi.edu/deputyprincipal/home>

The Campus invests significant resources into ensuring that students not only have a world class academic experience, but also that they have a safe and supportive social environment with opportunities to grow as citizens of the world. Student development is so important that it is a major part of the responsibilities allocated to the Office of the Deputy Campus Principal. Among the major accomplishments of this reporting period were the operationalisation of the Student Amenities Fund and the expansion and strengthening of the Community Engagement Programme.

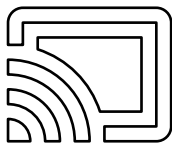
Former Deputy Campus Principal, Professor Rhoda Reddock (2nd from left) with students testing out the new computers purchased through the Student Amenities Fund.

### *The Student Amenities Fund*

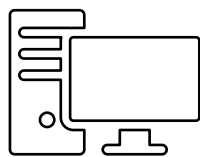
The Student Amenities Fund (SAF) is resourced in part by an annual TT\$500 amenities fee introduced at the start of the 2016/2017 academic year. The fee is to be paid at the start of each academic year by all students registering at the St. Augustine Campus, with the exception of specially admitted and exchange students. The Fund is used to develop and enhance student amenities at the Campus and to support services provided to students via the Division of Student Services and Development (DSSD).



## How the Student Amenities Fee was used in 2016/2017



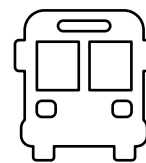
Phase One of the campus WIFI upgrade



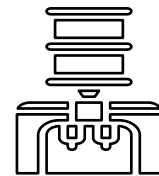
New computers in student labs in common areas



New gym equipment



Four more shuttle buses



Water coolers introduced to some common areas

## *Managing Student Matters*

The Office of the Deputy Principal is the place students turn to as a last resort to have matters resolved. In 2016/2017 the Office received approximately 321 matters, of which 33% were related to registration issues - mainly requests to de-register; to add courses; and to drop courses. 'Complaints about the length of time taken to deal with matters', 'requests for leave of absence' and 'financial assistance' accounted for roughly another 30% of all of the matters requiring resolution or attention.

## *Expanding Community Engagement*

The UWI was created to serve the people of the Caribbean, and weaving service and social responsibility into the fabric of today's UWI experience, the Campus hopes graduates will continue to live according to these values in the future.

During this review period the following programmes were initiated under the Community Engagement Programme (CEP):

- The Department of Social Work's **Farm Road Project**, a three to five-year initiative which targets the Farm Road fence-line neighbourhood to address high attrition and high youth crime. This project has seen much progress and is currently one of the more active projects in the programme.
- The Faculty of Medical Sciences set up the **One Health/Community Engagement** project in partnership with the Ministry of Community Development, the Tunapuna/Piarco Regional Corporation and other relevant stakeholders.
- The Seismic Research Centre began an initiative to involve students in standards four and five in two **community engagement activities** each year, with the support of UWI student volunteers.
- A Crop Science, Food Production Service Learning initiative was set up as part of a two-credit course called **Agri-Community Service Learning**.

The CEP received a boost from visiting Fulbright Senior Scholar, **Professor Michael Cuyjet**, who helped improve its structure, build awareness and create a manual for developing Service Learning and Community Engagement activities and establish a Community Engagement and Service Learning Advisory Committee chaired by the Deputy Principal with representatives from each faculty, students, and other stakeholders.

The Careers, Co-Curricular and Community Engagement Department of the Division of Student Services and Development (DSSD) developed **#FoodAcrossBorders** which received overwhelming response from the general campus population in the form of donations to Venezuela. In May 2017, 20 students participated in the **Alternative Break Experience** which took them to Grenada for five days. There they married their year of theoretical learning with experiential learning by participating in leadership, team building, volunteer opportunities and cultural experiences. The **U+WE Cares Stationery Drive** invited the wider campus to donate stationery items for children of the Heroes Foundation.

## *The Co-curricular Programme*

<https://sta.uwi.edu/cocurricular/index.asp>

The Co-curricular Programme (COCR) benefits from the oversight of the Office of the Deputy Principal, while day to day implementation now falls under the Careers, Co-curricular and Community Engagement Department of the Division of Student Services and Development.

**First Aid and CPR**, delivered by the Health Services Unit, and **Foreign Language in Theatre Performance**, delivered by the Faculty of Humanities & Education were introduced during this reporting period. The first **Co-curricular Awards Ceremony** was held in 2016 to recognise graduates who participated in the COCR programme over the past five years. They received their COCR certificates, in keeping with the new policy to provide these certificates upon graduation.

## Student Services

<https://sta.uwi.edu/dssd/about/mission.asp>

Following international best practice, during the review period, three new departments were established in the Division of Student Services and Development (DSSD) - Financial Advisory Services (FAS) to manage the allocation of scholarships and bursaries and to provide financial advice and guidance; Careers, Co-Curricular and Community Engagement (CCC) to develop learning opportunities outside of the classroom setting, to prepare students for life after graduation and the world of work; and Student Accommodations On and Off Campus to provide on and off campus accommodation guidance to students and to centralise the general administration for on-campus accommodation. Previously, all of these services were provided under a single unit.

The Academic Support Disabilities Liaison Unit (ASDLU) underwent changes as well, becoming the **Student Life and Development Department (SLDD)** with an expanded portfolio that now includes responsibility for regional and international students, as well as postgraduate and mature students. The Student Activity Centre (SAC) Unit was also recast as the **Student Activities/Facilities and Commuting Students** department and is now charged with developing programmes specifically for commuting students.

The SAC now houses the new Student Accommodations department, making it far more accessible to all students. That unit is also part of a framework developed to centralise the operations of the five halls of residence and plans for a virtual hall experience for commuting students. Other initiatives under development include an annual award ceremony to recognise and celebrate students' achievements and service outside of the classroom, an internal staff recognition programme and other programmes tailored to suit the needs of distinct student categories such as first generation students.

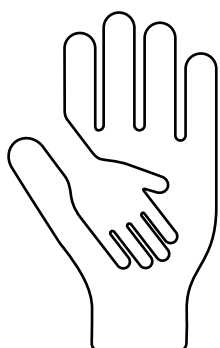


Love Walk 2017 organised by the DSSD

Under The University's Statutes, the Guild of Students is an established body that seeks interests of and is accountable to the student population. In response to recommendations contained in a 2013 review, the Guild Office was linked directly with Division of Student Services and Development in order to streamline and harmonise its administrative operations with the other campuses and, importantly, facilitate support for stronger student governance. For the first time, work plan documents were created for each Guild Office staff member, clarifying responsibilities and linking positions directly to the Departmental goals.

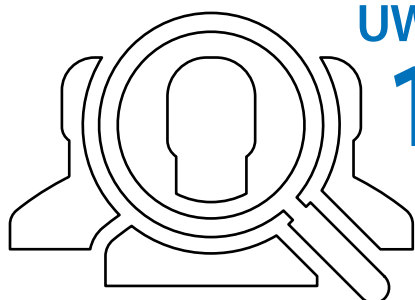
The transformation from Student Advisory Services (SAS) to DSSD over the last two years has brought all of the support services departments and functions under one umbrella, facilitating an integrated and holistic approach to the delivery of services to students. However, budget and human resource shortfalls severely impacted the Division's ability to achieve some of the changes originally envisioned. Even so, existing staff shouldered additional responsibilities in order to ensure that students continued to receive a high level of service and support.

# Student Support



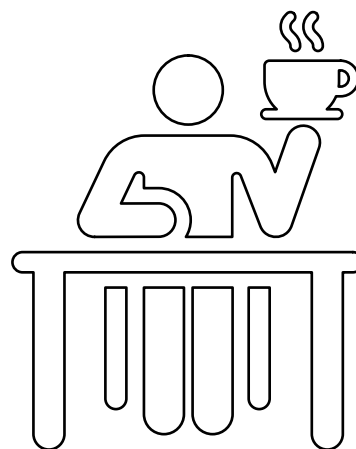
## Adopt-A Student TT\$124K

raised from 66 Staff  
who supported  
66 students



## UWI Temps 1093 student applicants

500 hired by 37  
departments on Campus



## Operation Hot Chocolate 1500

students received a hot  
drink and a light snack  
over two nights while  
studying for exams

## Smart Start 390 prospective students

attended the  
half-day session  
in July 2017



## Safe Space



## 32 LGBTQ

students and supporters  
met weekly to help reduce  
stigma and prejudice



## World of Work 1200

students  
registered

For more on these and  
other programmes, visit  
<https://sta.uwi.edu/dssd/index.asp>

## Health Services

<http://sta.uwi.edu/health/>

The Health Services Unit (HSU) plays a critical role in maintaining the health and wellbeing of members of the Campus community by providing cost effective, evidence based and technology driven health care services. In 2016/2017, the Health Services Unit focused on the expansion of emergency care services while maintaining core ambulatory clinic functions.

The First Aid Training Programme recruited and trained eighty-four professionals and students as American Heart Association (AHA) First Aiders capable of administering early health care interventions in urgent situations, thus contributing to better outcomes. A special group of UWI Staff members were trained in Coaching the Emergency Vehicle Operator (CEVO), and one staff member is being trained as an Emergency Medical Technician (EMT). In order to make the emergency services available for a full 24 hours, HSU has partnered with Campus Security to have 10 security staff receive EMT and CEVO training.

Most patients requiring further care are transported to Eric William Medical Sciences Complex. During this review period, the Medical Transport Services made 24% fewer trips, taking 90 patients to the EWMSC. Overall, however, use of the service increased by 34%. At the medical clinic there was a 17% increase in the use of the medical services and 11% for nursing services.

There was a 13% increase in the number of sick leave certificates submitted, mainly during the final examination period in Semester II. The Faculties of Science & Technology, Social Sciences and Engineering recorded the highest number of sick leave submissions - 612, 517 and 261 respectively, accounting for 73% of medical certificates submitted for the year.



The HSU's Dietetic and Nutrition services were used primarily by students (97%) as opposed to staff who will be encouraged to use the service more in the future. However, having just one dietitian available on only one day per week compromised the intended expansion of the services. The most frequent issues were related to weight management and healthy eating guidelines.

The Pharmacy at the Health Services Unit experienced a 10% decrease in revenue, possibly the result of the decision to close the pharmacy on Saturdays in an attempt to curb operational costs. However, general services such as the filling of CDAP and other prescriptions, and the provision of vaccines for purchase continued to be well supported by the Campus community.

The Health Services Unit conducted two signature health promotion programmes. This year, 278 persons visited the Optometry/Vision clinic with staff members accounting for the majority of visits (49%) and students accounting for 35%. The Prostate Clinic was accessed by 66 persons. The figures indicate that preventive health care and wellness continue to be at the forefront of the minds of the Campus community.



## RESEARCH & INNOVATION



Innovation Conference

From the beginning, the St. Augustine Campus was rooted in research which, like much of the foliage on its grounds, was part of the legacy of the old Imperial College of Tropical Agriculture (ICTA). Now the Campus is ready for the next stage where its research will become the foundation for innovation.

This was a milestone year for the UWI-Trinidad and Tobago Research and Development Impact Fund (RDI Fund). The Campus intends to move forward with the positive lessons learned from this successful collaboration between academia and government, and apply them to new initiatives that will transition the research on the Campus to innovative and entrepreneurial initiatives.

### The Research and Development Impact Fund (RDI Fund)

<https://sta.uwi.edu/rdifund/>

The UWI-Trinidad and Tobago Research and Development Impact Fund (RDI Fund) was established in 2012 specifically to bring the research capacity and expertise of the Campus to bear on pressing development needs facing Trinidad and Tobago and the Caribbean. These are reflected in the six core areas identified as follows:

- **Climate Change and Environmental Issues**
- **Crime, Violence and Citizen Security**
- **Economic Diversification and Sector Competitiveness**
- **Finance and Entrepreneurship**
- **Public Health**
- **Technology and Society: Enhancing Efficiency, Competitiveness and Social and Cultural Wellbeing**



The 2016/2017 academic year was a year of transition for the Fund. At the project level, for the first time, there were more completed projects than projects in implementation. Of the 31 projects supported, 21 submitted completion reports, only three had been cancelled and seven were at varying stages of implementation. At the administrative level, the new Campus Principal, Professor Brian Copeland assumed duties as Chair of the Technical Evaluation Committee (TEC) of the RDI Fund and its Secretariat was shifted from the Office of the Campus Principal to the Office of Research Development and Knowledge Transfer (ORKDT).

### RDI Impact

Over the past five years, the 31 RDI projects have benefitted some 200 local communities in diverse areas such as music therapy interventions, farmer training, a wide range of environmental and public health sampling, neurobehavioural testing, flood risk assessments, wildlife surveys, work/life balance seminars, awareness raising for healthcare professionals, prison interventions, language documentation, establishment of protected agriculture structures, and population surveys.

This year the Fund received the first impact reports from projects which were at least one year past completion. The reports revealed that benefits continue to accrue to their respective stakeholders and many are already informing policy in several key ministries and state agencies including the Trinidad and Tobago Police Service, the Solid Waste Management Company, the Environmental Management Authority, the Tobago House of Assembly, the Ministry of Agriculture, the Ministry of Planning, and many more.

The projects are serving as launch pads for social innovation and development solutions and have attracted TT\$53 million (in cash and in kind) in additional external funding. This amount is more than three times the TT\$17.3 million actually disbursed thus far through the Fund. Most of this additional support has gone to related, follow-on or scaled up versions of research activities conducted as part of their RDI Fund projects. This testifies to the relevance

and impact of the initial projects and shows that the Fund has emerged as an excellent seed funding model for research and development, facilitating a quintuple helix approach by bringing together the capacity and resources of five partners - academia, government, private sector, development agencies and civil society - to work on pressing development issues and multiplying the impact of their collective efforts.

### Funding for the Future

The UWI is positioning the Fund as a prime vehicle to help development and industry partners achieve their national and regional development objectives, and is seeking the reinstatement of dedicated funding from the Government of the Republic of Trinidad and Tobago (GORTT). Given the Fund's track record thus far and its potential to maximise impact in the near to medium term, it is important that its mandate be renewed, its processes strengthened and its financial sustainability be actively pursued.

Researchers on the Campus continue to show tremendous interest in applying their expertise to pressing development needs, but funding continues to be a serious challenge. Under the prevailing tough economic circumstances, innovation and competitiveness are absolutely essential to drive the diversification agenda and increase efficiency and competitiveness across the board.

### Real World Research

Just how have RDI funded projects made a difference? Take a look at the following examples from across a range of sectors.

#### Agriculture

Plants need sun, soil, water and nutrients to grow. But in order to grow a successful business, today's farmer needs data. **AgriNett** is an agriculture knowledge ePortal created to provide intelligent decision-making support for crop and livestock enterprise management. The project has spawned six free android apps to assist farmers and policymakers, including two for the Caribbean Agricultural Research and

## RESEARCH & INNOVATION

Development Institute (CARDI) and one for the World Summit on the Information Society (WSIS) Secretariat post project completion. The project team, led by **Dr Margaret Bernard**, also created several open access databases, making previously hard to find data easily accessible to anyone interested in using it including policy makers, researchers, farmers, other app developers and consumers. The project was one of two recipients of the FRIDA Award 2016 for its contribution to Digital Innovation in Latin America.

The development of advanced precision agriculture techniques for crop management and risk assessment in Trinidad and Tobago by **Dr Govind Seepersad** produced three citrus technology videos, two of which are being used by the Ministry of Education to prepare CAPE students.

### Health

In the field of medicine, the ability to diagnose a patient quickly and accurately can mean the difference between life and death. The Surveillance, Characterisation and Management of Antibiotic Resistance in Common Bacterial Pathogens in Trinidad and Tobago project led by

**Professor Jayaraj Jayaraman** developed diagnostic procedures and techniques capable of reducing current local diagnostic times from several days or even weeks to just a few hours. Of the isolates tested, there were several strains which could not be detected using Polymerase chain reaction (PCR) techniques and could potentially include some novel strains.

The project team established a local antimicrobial resistance working group that regularly brings together some 40 microbiologists, lab technicians, researchers, students, health professionals, health authority representatives, physicians, policy makers and members of local communities. The project team also hosted one highly subscribed training session on the new techniques which stakeholders hope will become an annual event.

### Environment

Led by **Dr Denise Beckles**, the project to assess the impact of the contaminants produced by the Guanapo landfill on the

surrounding environment produced a comprehensive report on the chemical, hydrological and environmental aspects of the landfill. The report included recommendations for mitigation which became the subject of a Joint Select Committee Meeting of the Trinidad and Tobago Parliament and numerous media reports. It has since been used to direct policy at the Trinidad and Tobago Solid Waste Management Company Ltd. (SWMCOL) and as a source of information for the Land Settlement Agency (LSA).

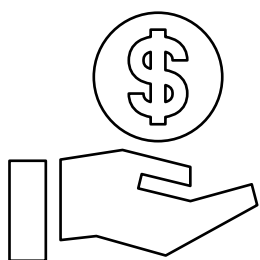
SWMCOL adopted several of the recommendations contained, including waste diversion strategies to limit the amount and type of waste entering the landfill, and requested and received funding in 2016 from the Government of the Republic Trinidad and Tobago (GORTT) Public Sector Investment Programme (PSIP) for mitigation strategies at the landfill, and was also granted TT\$1 million to establish a pilot leachate treatment system scheduled to be installed in 2017.

SWMCOL was subsequently named as the host of a contaminated site remediation demonstration project funded by the Global Environment Facility (GEF), and which is part of a larger regional project entitled *“Development and Implementation of a Sustainable Management Mechanism for POPs in the Caribbean”*.

This project partnership has also resulted in the development of a much longer term university-industry collaborative relationship as SWMCOL continues to allow both undergraduate and postgraduate UWI students access to their sites for research purposes. As such, there are now two new student projects examining the efficiency of the new leachate treatment systems at SWMCOL.

The LSA has used the project’s data to better evaluate the relocation efforts it was considering in the interest of the residents currently residing illegally at the landfill.

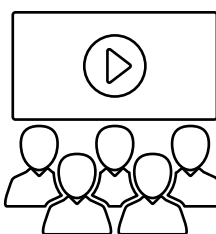
The work done by this team was recognised at the 2016 UWI-NGC Research Awards with both a Faculty Award for *Best Research Team - Encouraging Multidisciplinary Research* and a Campus Award for *Most Impacting Research Project*.



**TT\$17.4m**  
funds disbursed



**31**  
projects  
funded to date

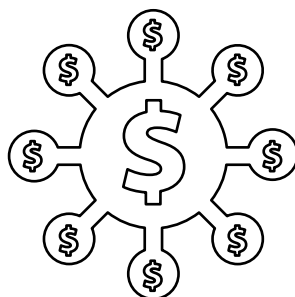


**157**  
conference  
presentations

**131**  
graduate  
students funded

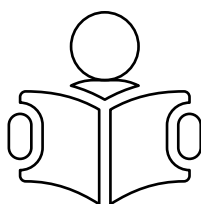


**127**  
workshops  
and seminars



**200**  
communities  
impacted

**41**  
peer-reviewed  
articles



**176**  
new partnerships



## RESEARCH & INNOVATION

### Society

The question of Work/Life Balance; Its Impact on the Productivity of Working Men and Women and on the Wellbeing of Ageing Populations in Trinidad being tackled by Professor Patricia Mohammed and her team is already achieving interesting outcomes through the development of indigenous methodologies and by leveraging local and regional partnerships. The team developed a collaborative partnership with the Trinidad and Tobago Electricity Commission (T&TEC) and conducted work/life balance seminars at each of T&TEC's 13 station locations throughout the country, interfacing with more than 500 staff members. The group is also partnering with the National Insurance Board (NIBTT) to do similar activities as well as examine issues related to the retirement age.

### Agricultural Innovation Park (AIP)

There are plans to restructure the Agricultural Innovation Park (AIP) to include investors from the private sector, (local or international). The Park was established in October 2015 in partnership with the China Agricultural University (CAU) at the University's 200 acre farm at Orange Grove. The primary objective of the park is to showcase advanced intensive agricultural production methodologies, using technologies and best practices from China and indigenous Caribbean knowledge of food production.

In its continuing bid to build capacity through partnership with China Agricultural University (CAU), the FFA hosted CAU President, Professor Bingsheng KE in October 2016. Updates on the progress and future plans for the Agricultural Innovation Park (AIP) were discussed and President KE indicated that two new greenhouses and new seeds had been shipped and were expected to arrive in Trinidad in January, 2017. Alternative plans suggested for the future of the AIP revolve around 50 acres which would be used by The University for research and teaching, and the remaining 150 acres would be engaged with private entities. A team of CAU scientists planned to visit the Campus in early in 2017 to work out details.

### Other Research Seismic Research

The research undertaken by The UWI Seismic Research Centre (SRC) is focussed on developing a better understanding of the geologic processes at work in the region so as to reduce risk and promote sustainable development. The Caribbean region has not seen its largest earthquake for well over 150 years and background seismicity in the region appears to be intensifying. During the past year the seismograph network recorded at least 7,982 earthquakes occurring in our area of responsibility, which represents an approximate 60% increase over the last reporting period.

The strongest earthquake for the period occurred, in December 2016, near the south-west of Tobago and was strongly felt throughout Tobago, across Trinidad and as far north as Saint Lucia. The Kick-'em-Jenny undersea volcano near Grenada, erupted in April 2017 and activity at the Soufrière Hills Volcano in Montserrat, while at a low level, continued to be closely monitored by the Montserrat Volcano Observatory, a facility managed by the SRC under contract with the Government of Montserrat. Other volcanoes in the region exhibited background levels of activity except for the Boiling Lake in Dominica which experienced another episode of rapid reduction and refilling of the lake.



Stacey Edwards, Education and Outreach Officer with the Seismic Research Centre sharing earthquake safety tips with school children.

## Crime

Using GPS Tracking to Reduce Homicides and Shootings in Trinidad and Tobago; Being a Witness in Trinidad and Tobago; Law Enforcement Challenges with Cyber Crime in Trinidad and Tobago; and a Study on the Impact of Organised Crime on Societies in Small Island Developing States - these were some of the topics covered by UWI St. Augustine researchers at the 1st International Criminology Conference on Crime, Criminals, Criminality, and Criminology at Historic Whittemore House, in Washington, DC. The six students (five postgraduate and one undergraduate) comprised the largest contingent of presenters from any one university at the October 2016 conference. Abstracts and video recordings of many of these and other presentations are available at the Policy Studies Organisation website.

## Nelson and Caledonia Islands Excavation

In January/February 2017 the Department of History of the Faculty of Humanities & Education, in collaboration with the University of Vienna and the National Trust of Trinidad and Tobago, embarked upon the first phase of an ongoing project - initial exploratory excavation at the Nelson and Caledonia islands off the north-west coast of Trinidad. This project operates along the lines of an MOU signed between the St. Augustine Campus and the University of Vienna. A resident team of six individuals (including three FHE postgraduate students) conducted extended research on the islands daily during the period 29 January 2017 to 4 February 2017. This initial phase of excavation yielded several artefacts and archaeological finds which have prompted and confirmed a second phase of the project carded for January-February 2018. The Five Islands (Nelson, Pelican, Lenegan, Caledonia, Craig and Rock) were used by the Warao and Nepuyo tribes of the First Peoples as a stopover fishing and bartering stop. Between 1866 and 1917, 114,000 Indentured Indian Labourers were processed on Nelson Island and the neighbouring Five Islands. In the mid-20th century, Nelson island was used as a detention centre for persons accused of treason or sedition.

## Commercialising Research

<https://sta.uwi.edu/ordkt/>

As government subventions to the Campus have decreased consistently over the last few years, the Office of Research Development and Knowledge Transfer (ORDKT) continues to explore avenues to reduce reliance on government funding by taking initiatives to increase external grant funding and sponsored research. More emphasis was placed on commercialisation of research output and leveraging intellectual property opportunities both within the academic community as well as within private enterprise.

### *Proposals Submitted for Research Funding*

The ORDKT provides valuable support to academic staff preparing proposals for submission to donor agencies. In 2016/2017 they succeeded in steering a number of projects through the process, including a *'Methanol-Biofuel Diesel Substitution Pilot Study'* which was funded by the Government of the Republic of Trinidad and Tobago (GORTT) under the 11th EDF (European Development Fund) and was valued at US\$185,230; a project looking at the *'Development of Low Cost Chocolate Processing Equipment'* was also funded by the National EDF in the amount of TT\$700,000 while TT\$1.4 million in EDF funds went to support a Human Rights Clinic project. A proposal to reduce the incidence of early childhood dental caries in Trinidad and Tobago found favour with the Borrow Foundation (US\$10,000) and another on *'Rights for Children and Youth Partnership; Strengthening Collaboration in the Americas'* was funded by the Social Sciences and Humanities Research Council, Canada to the value of CDN\$2.5 million.

The ORDKT provided guidance to about 45 Faculty staff on proposal preparation in the focal areas of climate change mitigation; renewable energy; climate smart agriculture; coastal zone management; life cycle analyses; one health; landscaping and groundsmanship; protected agriculture; STEM education (robotics) and lab services. As they have progressed, these projects have expanded The UWI's network with the community, NGOs, CBOs, major corporate sponsors and local and international government/funding agencies and served to emphasise and give life to The UWI's mission.



## LIBRARY RESOURCES

The Alma Jordan Library (AJL) took a number of difficult decisions regarding acquisitions and related activities, but also used the opportunity to implement innovative projects to improve efficiency of certain processes and operations.

### *Rationalising Print and ePublications*

Where possible, the AJL gave preference to the acquisition of electronic resources, and in the face of a significant budget cut, made an aggressive decision to trim the Library's electronic resources down to a core selection that could be managed under any circumstances. The deselection exercise was based on a review of usage statistics and Faculty programmes to determine which resources were still needed, and which should be cancelled. The funds saved were allocated to the acquisition of books.

With the acquisition of fewer print materials came fewer physical items to be processed by copy cataloguing staff. This correlates with a 50% decline in the number of updates and exports to the databases used to track the movement of physical items. Staff took this opportunity to change the way it treats with items received and to focus on projects such as integrating the print collections from the Department of Creative & Festival Arts and the Film Studies Unit (both in the Faculty of Humanities & Education) into the AJL's collection; updating and cleaning up databases; and working on the West Indiana Special Collection (WISC) and other in-house retrospective conversion activities.

### *Centralising Services*

The Library took a significant step towards centralising its technical services when it finally published the **Libguide eBook** in September 2016. In the works since a year earlier, it was designed to replace the static list which served as a holding place for links to the Library's various eBook platforms. Apart from an alphabetical list, the interactive guide hosts a carousel and provides other user information. Since its publication this Guide has received a total of 4,303 views, the largest number for any of The UWI's current research guides.

The Medical Sciences Library (MSL) is now part of the AJL's centralised environment. The AJL took full responsibility for all ordering and receipt of library material for the MSL in August 2016. Seventy items (69 print and 1 eBook) were received and processed this year, at a total cost of TT\$67,043.58.

Monographic orders were suspended but this provided the Acquisitions Unit with time to focus on automating some of its processes, including an online Parcel Delivery form (for packages received by the Unit) and an online interactive Booklist Form so that lists may be submitted to the Library and the Bookshop online.

### *UWI Scholar*

The Library continued to maintain the UWISpace institutional repository and the Open Journal System (OJS) and developed **UWIScholar**, a central portal where the research of the Campus (and ultimately the University) could be made accessible and transparent to everyone.

Currently, information about ongoing research activities, researcher expertise, research accomplishments, publications and other outputs, is dispersed among several research units, individuals, and systems across The UWI and elsewhere. After a number of attempts over the years (including MORD, UWIRD, RIMS), UWIScholar will centralise this information and serve as the front end to an integrated system that will include data archiving, scholarly communication, and the preservation of the intellectual output of The UWI. A module is also being developed that will allow the offices of research on the respective campuses to track the progress of funded research, generate reports, and bring persons and research units together in a cross disciplinary environment to work on research projects. Profiles for most St. Augustine Campus staff have already been set up in the system, and data for the other campuses will be entered during the 2017/2018 academic year. The platform at <https://uwischolar.sta.uwi.edu/> was carded for official launch at the UWI Research Days on the Mona Campus in early February 2018.

### Special Collections

The UWI acquired the papers of **Dr Anne Walmsley**, renowned for her research and writing on Caribbean arts and her work in publishing Caribbean writers through Longman's Press.

### Publications

The *Tropical Agriculture Journal* (TA), published by the Faculty of Food & Agriculture was established to publish the results of original research on aspects of agriculture that would lead to greater productivity and sustainability in tropical regions. Since its inception in 1924, 94 volumes of the Journal have been published, all in printed format. In 2016/2017, collaborative effort

with the Alma Jordan Library resulted in the development of an online system, and a web-based manuscript submission and peer-review system, for TA. In addition, individual articles and issues can now be purchased online via credit card. In 2016, Special Issue 1, International Breadfruit Conference was published and is now available on TA's website for purchase.

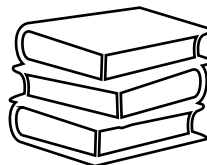
'*In the Fires of Hope Volume 2- Essays on the Modern History of Trinidad and Tobago 1962-2012*' was formally launched on February 3. This is the follow-up to Volume I – '*In the Fires of Hope: Trinidad and Tobago at 50*', which was released a year earlier by The UWI's Department of History in collaboration with the National Archives of Trinidad and Tobago.

## The Alma Jordan Library in 2018



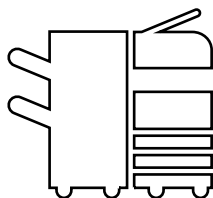
**252**  
**BOUND THESES**

for **62** students,  
earning over **\$21,000**



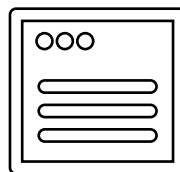
**69,635**  
**LOANS**

**15%** from the  
reserve collection



**137,269**  
**COPIES**

of **1.2 million** pages  
costing **TT\$354,978**



**85,086**  
**WEBSITE USERS**

over **258,468** sessions  
and **800,712** page views



**11,328** VIEWS  
of **14** LibGuides

Connect with the Library on their Facebook page, launched in 2016/2017.

## OUTREACH

Interaction with the wider community is important for the University and the Campus to fulfil its mandate to serve the region. At the national level, community engagement includes facilitating nearby primary schools with access to sporting grounds and facilities on the Campus; providing health and legal services at low or no cost to the public; seminars, lectures, conferences and other public fora; exposure to a range of performing and visual arts; and serving on government and private sector boards and committees.

At the regional level the Campus provides its services and expertise to the wider Caribbean in all areas, particularly

economic research and advice, technical expertise in areas such as education, agriculture, engineering and seismology; and the Faculty of Social Sciences maintains a close relationship with Tertiary Level Institutions in St. Kitts, St. Lucia and St. Vincent. Internationalisation of the Campus continues as it forges links with extra-regional institutions; the public continues to be informed of the work being undertaken by and opportunities available at the Campus through Marketing and Communication; and there is a renewed effort to engage with our Alumni.

The following are some of the main outreach events that took place in 2016/2017.



## Professorial Lectures

**Professor Patrick Hosein** delivered his inaugural professorial lecture on “Research, Innovation and Education in STEM”, drawing on his broad experience in the tech sector abroad. He is credited as the person who connected Trinidad and Tobago to the Internet in the early 1990s and currently serves as CEO of the Trinidad and Tobago Network Information Centre (TTNIC), the body which manages the .tt domain on the Web. Professorial inaugural lectures allow newly-promoted or appointed professors to inform colleagues in the University and the general public about their past, present and future research.



## Distinguished Lectures

The 2017 Sir Arthur Lewis Distinguished Lecturer was **Professor James A. Robinson** of the University of Chicago's Harris School of Public Policy. Professor Robinson is a developmental scholar, widely recognised as the award-winning co-author of *Why Nations Fail: The Origins of Power, Prosperity, and Poverty*. The free public lecture was part of the 18th Annual Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) Conference held in Port of Spain in April 2017 under the theme “Small Nations, Dislocations, Transformations, Sustainable Development in SIDS”. The conference was hosted by SALISES St. Augustine in collaboration with the Central Bank of Trinidad and Tobago.

It was a packed house at the Teaching and Learning Complex when **Maxine Williams**, Global Director of Diversity at Facebook, delivered her Distinguished Lecture in April 2017 on “Social Media and the Creation of Global Communities”. The public event was initiated by the Office of Institutional Advancement and Internationalisation (OIAI).

In July 2017, The UWI Vice-Chancellor **Professor Sir Hilary Beckles** delivered the feature address at the 30th Dr Eric Williams Memorial Lecture, speaking on the theme *The University Sector and Economic Development in the Caribbean*. The lecture series is hosted annually by the Board of the Central Bank of Trinidad and Tobago.





## OUTREACH

### Exhibitions

#### *Tech-Agri Expo*

Of all the exhibitions and public displays held on the Campus this year, the biggest was the TechAgri Expo 2017. Held over three days in March 2017, the event featured 100 organisations and agri-entrepreneurs and attracted 8,000 visitors. Organised by the Faculty of Food & Agriculture, it featured the latest initiatives in local agriculture in the areas of innovation, entrepreneurship and commercialisation.

In addition to experiencing demonstrations and explanations of the science behind local agriculture, patrons took the opportunity to shop for fresh meats such as rabbit, fresh produce, local honey, cocoa, coffee, tea, rice, chocolate, wine and even jewelry crafted from plant and animal materials. Also on display were composting, aquaponic and hydroponic systems for home farmers, and small ruminants such as goats, pigs, rabbits and agouti. There were games for young and old, and opportunities to take a selfie in the driver's seat of the latest farming vehicles or with the newest local superhero – Agriman.

The exhibition was held to raise the profile of a sector tainted by the twin legacies of slavery and indentureship, and to show school children in particular, the science behind agriculture and the new career possibilities.

You can read more about TechAgri Expo in the April 2017 issue of UWI Today. Visit the Faculty's Flickr account for photos and follow TechAgri Expo 2017 on Facebook to keep up with the latest developments (including the further adventures of Agriman).

#### *Other Exhibitions*

The Department of Mechanical & Manufacturing Engineering (DMME) hosted their Open Day, Conference and Exhibition themed **Engineering for Economic Diversification** – a showcase of Capstone Projects developed by final-year BSc students. A list of inventions developed within the Department was published in the May 2017 edition of UWI Today and included a cocoa pod splitter, peelers for cassava and breadfruit, a fish scaler, a coconut water extractor and an automatic coconut grater.

The School of Education Family Development and Children's Research Centre (UWI-FDRC) organised the **Caribbean Food Revolution Food and Art Exhibition 2017**. To encourage healthy lifestyles and eating habits among pre-schoolers (notoriously picky eaters) and their parents, the exhibition was preceded by activities where the children grew their own food, cooked and ate what they grew, and expressed what they learned through art. For more, read the story in the July 2017 issue of UWI Today.

The Faculty of Law collaborated with the **European Union** to host a **Human Rights Open Day** in January 2017. The Open Day was held to raise the public's awareness on modern-day human rights issues through panel discussions, student debates, short films and displays.

### The Arts

Film students screened nine productions at the ttff 2016 and the Department of Creative and Festival Arts (DCFA) presented more than 32 musical performances, visual arts exhibitions, and theatrical plays in 2016/2017. Among them was the **Joyful Two Tour** featuring the **UWI Arts Chorale** and the **UWI Arts Steel**. The groups toured Central America for two weeks in July 2017, presenting six concerts and three workshops, principally in Belize City and Belmopan, Belize, and Chetumal, Mexico, hosted by the University of Belize and the University of Quintana Roo, respectively. The tour concluded with both groups performing at the Installation of **Professor Clement Sankat** as the President of the University of Belize.

### Sports

The UWI Sport and Physical Education Centre (SPEC) boasts some of the best sporting facilities in Trinidad & Tobago, which are shared with the community – from the schools in the surrounding neighbourhood, to national athletes and teams such as the **Trinidad and Tobago National Women's Football Team** who practiced at UWI SPEC during the review period. In 2016/2017 UWI SPEC was again an important point of contact for students, staff and the wider community.





(L-R) Olympic silver and bronze medalist, Wendell Mottley, Principal Copeland and Olympic gold sprinter, Hasley Crawford at the launch of the National Gas Company's National Heroes Project, *Invicta: The Crawford Legacy*.

### *UWI SPEC International Half Marathon*

<http://sta.uwi.edu/spec/marathon/>

Cuban marathoner, **Richer Perez** won the 14th edition of The UWI SPEC International Half Marathon held on October 29, 2017. **Tonya Nero** of Trinidad and Tobago produced a record-breaking performance to capture the 2017 UWI SPEC Half Marathon Female Champion title. Ms Nero crossed the finish line in a time of 1:16:32, smashing the previous record of 1:17:30. The UWI SPEC was pleased to once again have the support of First Citizens as a presenting sponsor. The race attracted 1,300 local, regional and international participants. In an effort to keep the race fresh and innovative, official pacemakers were introduced to help runners manage their time and pace. The race raised TT\$24,997.52 for the **Trinidad and Tobago Cancer Society**, the charity of choice this year.

### *UWI Games 2017*

The team from the St. Augustine Campus earned third place at the 2017 UWI Games held at the Cave Hill Campus in Barbados. Team St. Augustine finished with 76 points but were overall winners in cricket, swimming and table tennis.

### *T20 Cricket*

After two weeks of competition, **Cane Farm Sports Club** bested 11 other teams to win the 2017 UWI-UNICOM T20 Cricket Tournament. Demerara Cricket Club out of Guyana, fell to the locals by 67 runs at the final played on the Sir Frank Worrell Cricket Ground at UWI SPEC. The winning team received TT\$40,000 in cash and a champion's trophy.

## Conferences

**2nd UWI Oil and Gas Conference** (June 8-9, 2017) – Faculty of Law in conjunction with Shell and EOG Resources. The conference addressed the current legal challenges in the Energy Sector in light of the decline in oil prices and how this scenario affects oil exploration agreements as well as energy exploration and production. The conference programme is available online and you can view the full proceedings on [uwitv.org](http://uwitv.org).

***The Caribbean, Melting Pot of the Americas: From Upheaval and 'Origins' to the Historical Future and its Representations.*** (October 13-15, 2016) – Faculty of Humanities & Education, Department of Modern Languages and Linguistics (MLL), and Bordeaux Montaigne University in France. The proceedings took place in French, English and Spanish and made use of the real-time translation capability at The UWI's Centre for Language Learning (CLL).

***Managing Development in Caribbean Economies: Managing for Development in a Volatile Economic Environment: Addressing the Diversification Challenge - Conference on the Economy (COTE) 2016*** (October 13-14, 2016) – Faculty of Social Sciences, Department of Economics. This year's honoree was Mr Martin Franklin, retired Senior Lecturer and former Head of the Department of Economics.

## ***Toward a National Innovation System for Competitiveness and Diversification - The First Innovation Conference***

(June 27-28, 2017) – The UWI in collaboration with the Ministry of Planning, the Economic Development Advisory Board (EDAB), the European Union and the IDB. Among other things, this conference allowed for a broad discussion of the National Innovation Policy for Trinidad and Tobago. In his address to the conference, Campus Principal, Professor Brian Copeland suggested the creation of a properly coordinated and financed National Innovation System (NIS), ideally comprised of four elements:

- Centres of Excellence designed to exploit a few strategically selected technologies and create knowledge advantages;
- Business development facilities (not funded on a project-by-project basis), e.g. Dubai's centre for alternative energy; SMEs; entrepreneurs in clusters who can exploit the opportunities created by the centres or provide Development & Research (D&R) ideas to the centres;
- A financing system that provides physical and human resources; D&R grants; seed money; venture capital and encourages corporate venturing; and
- A local test and adopt market that can be used in feedback and feedforward modes to inform the SMEs and centres.



The core function of the NIS would be to provide a framework to support collaboration among government, academia and industry.

**The 3rd Biennial Department of Behavioural Sciences Postgraduate Research Conference featured a Roundtable Power Forum on Policing.** Members included Commissioner of Police (Ag.) Stephen Williams, Director of the Police Complaints Authority (PCA) David West and Justice Gillian Lucky and Ms. Elizabeth Solomon, Visiting Research Fellow from the Institute of International Relations. Titled "The Importance of Interdisciplinary Research in the Caribbean: Alleviating Inequalities/Integrating Approaches," the Conference was held from March 22 to 23, 2017. Read about their contributions in the April 2017 edition of UWI Today.

## Get Ready for St. Augustine@60!



Our Campus is two years away from another milestone and you're not going to want to miss this!

Visit [www.sta.uwi.edu/alumni/](http://www.sta.uwi.edu/alumni/) to subscribe to our mailing list and don't forget to spread the word!

Alumni Database Count  
**68,000**



UWI Open Day, May 2017.

## Shaping Public Opinion

When it came to the issues of the day, the Sir Arthur Institute of Social and Economic Studies (SALISES) and the Institute for Gender and Development Studies (IGDS) continued to be at the fore, helping to shape opinions nationally and regionally. This year the very popular and informative SALISES Forums treated with the Government of the Republic of Trinidad and Tobago's proposed changes to GATE (the Government Assistance for Tuition Expenses Programme); the 2016 US Presidential Election; Eliminating Violence Against Women; Post-Budget Forum; and International Women's Day.

The IGDS has been hosting public forums and engaging (training) students in activism. In October 2016, to commemorate the International Day of the Girl Child, the IGDS partnered with the Coalition to End Child Marriage in T&T to present a Public Forum on the Marriage Acts in Trinidad and Tobago, called Too Young to Wed. The legislation raising the legal age of marriage was eventually passed in Parliament in June 2017 and proclaimed into law in September of that year. The presentations are available on the IGDS UWI St. Augustine Unit's YouTube channel.

## OUTREACH

### Marketing & Communications

With the high volume of information on developments, projects and policies at the St. Augustine Campus, ensuring that key messages reach primary stakeholders requires careful planning and innovative strategies. Strategy development and planning for internal and external communication remains a core function of the Marketing and Communications (M&C) Office. Plans developed range from short term communiqués developed to raise awareness or longer term plan to change behaviour in some way. During the academic year 2016/2017 strategic communication supported the successful implementation of the new Student Amenities Fee. The dynamic process which included monitoring student feedback saw the establishment of a dedicated student queries email, dialogue between members of Senior Campus Management and the student body at a student forum as well as the introduction of the Student Payment Plan among other tactics. Communication strategies were also developed to support other major campus-wide projects including the roll-out of The University's new strategic plan – The Triple A Strategy; New traffic restrictions; and Continuing Institutional Accreditation.

Also of significance is the renewed approach to student recruitment which entailed a deep dive into prospect and student data and holistic strategy that integrated traditional and digital promotional tactics. The M&C Office also counsels the leadership team and part of this function includes speech and presentation preparation and counsel on delivery. This is quite an active role as the senior team supports the Campus community by being actively involved in all events and activities which necessitates strategic positioning both internally and externally.

### *Brand Reputation and Management*

The Marketing and Communications Office continued its strategic Issues Management function producing four robust internal reports on Crisis Communications issues with related response strategies. The counsel offered to the Campus Management Team included guidance on responses to media reports. All issues were resolved through stakeholder consultation and media engagement.

### *Public Relations*

The monthly *UWI Today* published in the *Trinidad Guardian* retained its position as the Campus' front line outreach publication as *UWI Today* consistently featured the Campus' research advancements. M&C also continued to keep its publics engaged and strengthened media relationships disseminating, and gaining traction for over 80 press releases during the period and an average of three television appearances per week on the morning television shows or radio programmes.

Resulting from the strengthened relationships with the local media, press coverage was consistent for the 330 campus events hosted during the academic year. Earned media coverage was particularly high for the Campus' signature events including Graduation, the UWI SPEC International Half-Marathon, the Installation of the Chancellor and the Induction of the new Campus Principal. These were featured in all three dailies, earned coverage on other traditional media platforms including television and radio, and gained thousands of social media live views and engagements collectively.

The Marketing and Communications Office continued to record and share media traction with the University management via **UWI in the News** a daily cross-campus media monitoring report generated manually within the Office.



### *UWItv*

UWI-TV is a multi-platform channel that's owned and operated by The University of the West Indies (UWI) whose hub of the operations is located at the Region Headquarters of The UWI in Mona, Jamaica. The channel broadcasts daily on cable television in partnership with Caribvision (a Barbados-based division of the Caribbean Media Corporation) and with RJR Communications Group in Jamaica. The content is also streamed on the Web and on several social media platforms and hundreds of video files are available on demand via a searchable database on the channel's website **www.uwivt.org**

Once UWItv was launched in December 2016, the St. Augustine Campus was engaged to produce content and repurpose existing material for its programming. To date, the Campus has been generating a steady stream of content that falls into the programming areas which include; Region Talk, Student Voices/Generation NeXX; Caribbean Campus/Research Room; Pelican Pride and Specials and Documentaries.

### *Digital & Social Media Strategy*

In 2016/17 academic year, the first digital strategy was launched to support Student Recruitment in the form of the **#BeUWI** Campaign. Launched in November 2016 and continuing to July 2017, the campaign combined traditional communications (press, billboards and radio) with a robust digital approach (incorporating a Social Media campaign and Programmatic Online Advertising). The campaign resulted in over 18,000 unique users across Facebook, Twitter and Instagram platforms. Over 25,000 website clicks were generated for Online Advertising via the web and Social Media.

The Campus made further inroads with event live streaming as part of the outreach and engagement strategy. The service was expanded to include YouTube Live in addition to Facebook Live and Ustream. A major rationale for the use of YouTube was the fact that the service is not only reliable

but it is also free which allows for wider viewership. The Distinguished Open Lecture with Global Head of Diversity at Facebook, Maxine Williams had the highest number of views on a Facebook Live stream for the period – 9,332 views.

### *Social Media Reach (2016/2017):*

Facebook followers numbered 53,321 as at July 2016 and 60,140 as at July 2017. There was an 11.6% increase in user engagement over the period. There were 11,557 persons following the Campus on Twitter as at July 2016 and 12,723 as at July 2017. Overall, growth was consistent in the last academic year and there was a focus during this period to better understand the use of the platforms. Changes were therefore made to the type of content posted on Facebook which accounted for increased engagement levels with greater use of video and live video. On Twitter, more emphasis was placed on increasing the frequency of tweets posted to the platform which accounted for the growth in followers.

### *Marketing Research*

The M&C Office has been working towards developing baseline data for many of the events and projects under its purview. This is to ensure that a proper trend analysis is done leading to improved services.

During the period in review, the Office continued to capture and analyze satisfaction data for the major Campus activities including Graduation, Matriculation, Half-Marathon, 'No thoroughfare', UWI Life, Student Recruitment and UWI Fete. The data and reporting provide a robust report with insights to the Registrar to inform future decisions. Significantly during the period was the work done to support Institutional Accreditation in the form of planning and moderating several focus groups with the Campus community. Data from this exercise was used in the final Self Study report to the Accreditation Council of Trinidad and Tobago (ACTT).



## OUTREACH

### *Publications*

Print may not be dead, but it certainly can be expensive, so the St. Augustine Campus continues to wean itself off of printed publications as a medium for sharing information with students, staff and the wider public. The Publications desk at the Marketing & Communications Office has been supporting the transition to digital dissemination and is increasingly acting in the realm of content curation; finding the most accessible and cost effective modes of digital and print dissemination to suit various audiences; and ensuring the consistency of information shared in multiple formats such as online booklets and websites. This exercise has brought to light information gaps on the lower level pages of the Campus website and in the 2017/2018 academic year, M&C will be exploring sustainable digital options to address these.

In 2016/2017, for the first time, those persons accepted into undergraduate programmes received fully digital offer packages. This was an initiative of the Student Admissions Office, supported by Campus IT Services and the Publications desk at M&C. Offers to postgraduate students had been fully digital for some time. The Campus also accepted a proposal from M&C to print only limited copies of the Faculty Handbooks/Booklets. This was done based on student feedback and once the necessary legal considerations had been satisfied. This measure saved the Campus some \$200,000.00 in printing costs.

While there were printed copies of the 2015/2016 Annual Report, the companion Faculty Report was distributed primarily in an electronic format online, saving the Campus roughly \$70,000.00 in printing costs.

For faculties and departments requiring collateral for specific programmes, Word templates were devised for each faculty in 2016/2017. These could be easily edited within the Faculties without special skills or software and with limited support from M&C. Most were sent directly to targets in an electronic format but they could also be printed. Where there were requests or a need for printed material,

with the exception of the Annual Report and the Graduation Commemorative booklets, these jobs continued to be sent to the Campus Multimedia Production Centre (MPC).

### *Advertising*

The Campus continued to reduce spending on print advertising. Of the 169 advertisements placed during the reporting period, only 51 were institutional advertisements (brand, student recruitment and human resources). All other ads were related to specific projects or programmes with specific project funding. In the past, student recruitment was the major contributor to the advertising spend on the Campus. This was severely curtailed in the 2016/2017 recruitment period as the Campus launched the first digital **#BeUWI** campaign.

### *Events*

The Office provided support for 330 projects and events, comprising a mix of signature campus events and ad hoc faculty and department events over the period. Among the signature events were: First Year Experience, Campus Principal's Induction, Chancellor's Installation, Graduation, Matriculation, T20 National Tournament, International Half-Marathon and World of Work. Ad hoc events included lectures, research symposia, open days, conferences, book launches, media launches, exhibitions and cultural activities. The events team was involved in all of these projects at various levels from promotional to planning committees some of which spanned short, medium and long-term planning cycles.

### **Fundraising & Alumni Affairs**

During the 2016/2017 academic year, the Fundraising & Alumni Affairs Unit of the Office of Institutional Advancement and Internationalisation (OIAI) continued to promote fundraising to support specific needs and projects at the St. Augustine Campus that would contribute to its stability, and financial independence. At the same time it sought to position the Campus as a legitimate beneficiary worthy of philanthropic support. The Office generated revenue through fundraising campaigns such as the **Classic Concerts 2016: Fundraiser for Roy Cape** (TT\$850,000) and **Global Giving Week 2016** (TT\$10,000).



Local Designer, Sheldon Warner on the runway with one of his models at UWI InStyle 2017.

The UWI Instyle Fundraising Fashion Show was launched in May 2017 with the support of local fashion designers who embraced the show as a networking opportunity. Together with faculties and institutes, the Office reviewed and restructured the list of projects to be funded based on the financial climate and evolving strategic objectives of the Campus and University.

The Unit also continued to reposition and energise the Campus' relationship with its graduates through a quarterly newsletter, networking events and the development of a "**UWI Connect**" mobile application targeted to St. Augustine Alumni to promote its **Reconnection Campaign** (to be launched in 2018). More than 20,000 persons now receive the quarterly **Alumni Newsletter**, published and circulated by the Office. Over the past three years there has been a 13% increase in readership and the following on LinkedIn surpassed 5,000 readers within the same period.

## Internationalisation

The Internationalisation arm of the OIAI, the International Office, promotes a global outlook on the Campus through annual events such as Exchange Fairs and International Day, and by arranging cultural performances which are often open to the general public.

Four new EU projects funded 13 undergraduate and nine postgraduate students abroad. EU funding brought three foreign staff to St. Augustine from the **University of Guyana**, the **University of Technology Papua New Guinea**, and the **Institute of Technology Dominican Republic**, while four UWI staff visited counterparts at the **National University of Samoa** and the **University of Peace in East Timor**. The total EU funding generated over the period was TT\$3.6 million.

The International Office arranged tours for 40 students and faculty visiting from three US universities (**Western Kentucky, Georgia State, and Albany State**) and forged new international partnerships with **Earth University, Costa Rica; the University of Oviedo, Spain and the University of Brunswick European Law School. Spelman College, Albany State University, Texas A&M, and University of Pennsylvania** have expressed interest in visiting The UWI during their 2018 summer semester. However, the current economic circumstance is having a significant impact on our operations which will affect The UWI incoming study tour programme.

The **UWI Discovers** programme organises outbound study tours for staff and students which are culturally immersive. In 2016, 16 participants touched down in South Africa and then China in August 2017. The programme is intended to create global citizens who possess the skills to positively transform the Caribbean and the wider world. Upcoming trips are planned for Cuba, Jamaica and a return visit to South Africa, and the focus will be on making the tours more accessible, especially for students. There will also be short tours to Tobago and even around Trinidad.

## OUTREACH

### Memoranda of Understanding

Each year the Campus enters into Memoranda of Understanding (MOUs) with local and foreign entities that are intended to bring mutual benefit to all parties involved. Three significant agreements signed during the review period could ultimately have profound effects on regional economies, Caribbean international relations and the way people work – both at home and abroad.

In September 2016 The UWI Cocoa Research Centre (The UWI CRC) signed a project agreement for funding from the **Inter-American Development Bank (IDB)** to support the development of successful private sector business models within the cocoa sector. Additionally, MOUs were signed to launch collaborations between **Belmont Estate in Grenada** and **Trinidad and Tobago Fine Cocoa Company** to foster cooperation and provide technical support. The IDB-funded project titled *Improving Marketing and Production of Artisanal Cocoa from Trinidad and Tobago (IMPACTT)* aims to improve the livelihoods for cocoa growers by integrating small farmers and community co-operative producers into the value chain for the supply of premium cocoa and cocoa products, facilitating access to high-value domestic and international markets.

The UWI Institute of International Relations (IIR)/ Diplomatic Academy of the Caribbean (DAOC) and **Instituto Matias Romero** signed a historic five-year MOU in November 2016. The aim of the MOU is to strengthen ties between both countries through the development of diplomatic academic activities on matters of mutual interest. These include designing courses and training programmes in various types of diplomacy, economic diplomacy, diplomatic protocol, conference diplomacy and multilateral negotiation; participation of young diplomats in programmes conducted by either or both parties; exchange of information on activities of common interest particularly those relating to participation in the regional and international fora involving diplomatic academies and other diplomatic training institutes; sharing of experiences on diplomatic academic education; exchange of specialised publications on diplomacy, foreign policy, international relations and similar topics; and any other activities agreed on by both parties.



In January 2017 the **Caribbean Court of Justice (CCJ)** launched a new electronic court management system that will enhance its efficiency and its accessibility for regional users. That same month, Campus Principal Professor Brian Copeland signed a MOU with Sir Dennis Byron, President of the CCJ, for the Department of Mathematics and Statistics (DMS) to develop the financial structure for the system's electronic filing component. The CCJ's Electronic Case Management System is made up of several components, one of them being Folio, an e-filing portal. Attorneys and litigants can use Folio to file cases online. A crucial part of this service is developing a transparent and fair fee structure for users. The technical expertise for this will be provided by the Actuarial Science Programme of The UWI DMS.

The UWI St. Augustine Campus and the **Societe D'economie Mixte D'amenagement De La Ville Du Lamentin/Company of Mixed Economy of Management (SEMAVIL)** signed a MOU for research collaboration in January 2017. The Institute for Gender and Development Studies (IGDS) and the Social Work Unit, Department of Behavioural Sciences, Faculty of Social Sciences, The UWI, are undertaking the study with SEMAVIL, entitled *Work/Life Balance and Ageing: How to Develop a Sustainable Business Model for Social and Homecare for Better Ageing*, a related and aligned component to the existing UWI/RDI project. This partnership expands the Research and Development Impact (RDI) Fund sponsored research project, and links directly to initiatives by the French government to deal with the growing problem of ageing in urban planning and development.

## Serving the Common Good

It is estimated that on average there are 700 refugees in Trinidad and Tobago at a time (mid-2017 estimate). The majority come from Cuba, then Venezuela, followed by Syria and Bangladesh. The **Living Water Community** works with the **United Nations High Commissioner for Refugees (UNHCR)** to provide protection. In 2017 they partnered with the Teaching English to Speakers of Other Languages

(TESOL) programme and the DSSD's Office of Community Engagement for the **U, We and Refugees programme** to teach English to refugees.

To address the unintended negative fallouts due to the improper use of the Internet and social media in today's society, Campus IT Services (CITS) continued to partner with **CyberSafeTT** for a third year running in conducting **Cyber Safety Awareness Programmes** throughout Trinidad and Tobago. In 2017 they visited 12 schools and addressed more than 2,000 students and were invited to speak at NALIS Summer Camps, the Equal Opportunities Commission and AMCHAM (Youth) Energy Conference. Topics included Cyber Bullying to Social Media and Mental Health.

Centre for Health Economics (HEU) developed a **National Social Mitigation Plan 2017-2022: Building Resilience to Secure Our Nation** and an Implementation Plan for the Ministry of Social Development and Family Services, Trinidad and Tobago with recommendations to buffer/cushion the social and economic impact of the downturn in the economy. The HEU provided Health Financing advice and technical support to Ministries of Health and Social Security Boards on National Health Insurance across the Caribbean.

The Department of Chemistry is working with the **Tunapuna/Piarco Regional Corporation** to use discarded tyres in road paving. This project will reduce the amount of tyre waste, re-use waste rubber as a resource and reduce the requirement for new road paving material while increasing the lifetime of the road.

In October 2016 the Institute for Gender and Development Studies (IGDS) conducted a drive to deliver goods and basic necessities to Haiti following *Hurricane Matthew*. Goods that were collected and shipped included, sanitary napkins, over the counter drugs, toothpaste and toothbrushes, bars of soap, packs of new underwear, adult diapers, wet wipes, assorted Band-Aids and other related items.



## EMPLOYEE ENGAGEMENT & DEVELOPMENT

Across the organisation, staff participated in workshops and learning modules organised by the Human Resource Division.

During the review period, Campus IT Services engaged a consultant to help define a reorganised ICT Department that will encompass all ICT staff on the Campus. The intention is to provide a much more aligned, effective and service oriented ICT organisation structure.

In August 2016, after two years of negotiations, the Estate Police Association (EPA) and the St. Augustine Campus signed a Memorandum of Agreement (MOA) on behalf of the Estate Police Persons employed by the Campus. The agreement is for the period August 1, 2011 to July 31, 2014 for an overall increase in salaries of 8% broken down as follows: 1% for the first year, 1% for the second year and 6% for the third year. The MOA also included increases in allowances: cost of living, subsistence and call out and call back allowances.



In June 2017, staff participated in person and online in Conversations with the Principal, where Professor Copeland outlined the strategic direction of the Campus to 2022.





## INTERNAL OPERATIONAL PROCESSES

### *Data for Decision-making*

The Campus continuously scans its environment and uses information management systems to allocate resources, respond to changes in the internal and external environments as well as to stakeholder needs. The Campus Office of Planning and Institutional Research (COPIR) works with faculties and administrative units to monitor institutional performance, provides statistical analysis, survey design, data management and preparation of reports on the analysis of data, highlighting particular observations and trends.

In the 2016/2017 academic year, through the COPIR, the Campus produced the Graduate Tracer Survey on the Class of 2015, a report on the results of the Speak Your Mind (SYM) Survey 2015/2016, Incoming Student Surveys for 2015 and 2016, and the *Student Statistical Digest 2012-2016*. Many of these are annual projects and updated versions will be produced in the coming year. Among the exciting projects to be undertaken in the following year, the COPIR will play an important role in the Campus' participation in the U-Multirank Survey 2017. U-Multirank is an initiative of the European Commission's Directorate General for Education and Culture (DG EAC). It is intended to be a user-driven, multidimensional and multi-level ranking tool in higher education and research.

### *Legal Support for Good Governance*

The Campus Legal Office, established in January 2013, ensures compliance with national laws, University

regulations and policies and conformance to good governance principles by the Campus and by extension, the University. It provides legal guidance and advice to Campus management and supports the Campus in ethical decision making. During this review period the Legal team helped invoke and manage the processes for two disciplinary proceedings against Academic staff for misconduct, leading to hearings before Campus Disciplinary Committees and resulting in termination of employment of the offending staff members. These were examples of a zero tolerance approach by the Campus for non-compliance. The Campus Legal support was also key to the termination of the contractor in the South Campus project and providing strategic legal guidance and support for completion of the project including all related procurement and contracting activities.

### *Implementing the Sexual Harassment Policy*

The UWI Sexual Harassment Policy was approved, and implementation began in 2016/2017 with a training workshop for Sexual Harassment Advisors (SHAs) and other relevant stakeholders. The training was conducted in two phases: the first, facilitated by the Dean of the Faculty of Law, and the second by the Counsellor with the Counselling and Psychological Service (CAPS), Division of Student Services and Development. The next steps in the process include development of a process map to outline the steps that the SHAs would take when dealing with complaints; and development of a Sexual Harassment policy guide for SHAs. Physical and logistical amenities will also be needed such as administrative support and a confidential interviewing space.

### *Students Connect with the Principal*

In February 2017 Campus Principal Professor Brian Copeland met with the student body to share his vision for the Campus.



# INFRASTRUCTURE

## Campus Projects

Financial constraints significantly limited the number of projects that the Campus Project Office (CPO) was able to move to the construction phase during this reporting year. The one significant project on which construction started was the new walkways and administration block renovation at Canada Hall. Lack of Cabinet approval for several proposed PSIP (Public Sector Investment Programme) funded projects and the Government's slow release of funding for capital projects also posed major challenges.

### *The UWI St. Augustine South Campus, Penal-Debe*

In 2016/2017 the focus continued to be on The UWI St. Augustine South Campus, Penal-Debe project. This project represents a major expansion of the St. Augustine Campus to the southern area of Trinidad. Using lands allocated by the Government of Trinidad and Tobago, the first phase got underway in 2011 when a firm of Project Managers (Acuitas Caribbean Ltd) was hired. China Jiangsu International Economic-Technical Cooperation Corporation (CJIETCC), the Design-Build contractor, was engaged in August 2012 and work commenced on site in September of that year with a completion date set for February 2014.

The project experienced significant delays and in November 2016, The UWI terminated the Design-Build contract and took over the project. Working with the project consultants, a completion strategy for Phase 1A of the Campus was developed. The works were divided into seven packages which were awarded to local contractors, including two who were previously involved in the project.

The first part of this Phase 1A (a general academic/administration building, a Student Union building, and a Students' Hall of Residence) should be ready for occupation by mid-2018 at an estimated cost of TT\$584 million. Phase 1B (Library, Cricket Pavilion, Playfields, Associated External works, Associated Services infrastructure) will require a further TT\$92 million to complete.

The UWI South Campus project is funded under the Public Sector Investment Programme (PSIP). The UWI has not requested any additional funds from the Government of the Republic of Trinidad and Tobago (GORTT) to complete the project however legal steps to recover damages from the former Design-Build contractor are in process.

In March 2017, following protests by students from the Faculty of Law outside the meeting of the Campus Council, the Principal and Campus Management held a special forum specifically for Law students to answer their questions about the completion of the South Campus and the plans for the Faculty to move there. At that time the Campus issued a statement saying that "a firm decision with respect to what aspect of The UWI's teaching and learning will be relocating to the Penal-Debe campus has NOT yet been decided."

The Campus reconvened an Operationalisation Committee which originally comprised representatives from all stakeholder groups, including key administrative departments and the President of the Guild of Students, and was expanded to include additional student representatives, such as the Head of the Law Society, and other Faculty student leaders.

Students and staff were assured that the move to the South Campus would be made "when there is an appropriate academic ecosystem; one that is firmly connected to the St. Augustine Campus, and is fully equipped with the supporting student amenities."

### **UWI-SA SOUTH CAMPUS UPDATE**

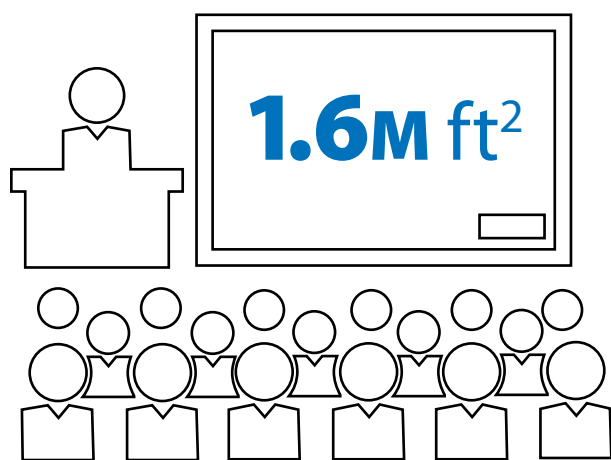
As at March 2018, there was no final decision regarding use and relocation of the Campus's operations. Campus Principal Professor Brian Copeland commented "At every stage of this project we remain cognizant of the significant amount of taxpayers' dollars that has been spent on this campus even before construction stopped. It is incumbent on us to complete the works and then seek to maximize the site's full potential for the benefit of current and future citizens."

### *Completion of the Third Floor of the Teaching and Learning Complex - Laboratories and Student Areas for the Faculty of Science & Technology*

This project involved the installation of the equipment and systems for one Life Sciences Lab and three Chemistry Labs. Despite several issues with integrating the new systems with the existing, the project was completed and handed over to the Faculty in May 2017. The estimated cost for this project is TT\$8.56 million.

### *Construction of a New Building for the Department of Creative & Festival Arts, Cheeseman Avenue, St. Augustine*

Phase 1 of this project includes administrative offices, classrooms, design studios, a new wastewater treatment plant (WWTP) and other associated services and infrastructure. This project is a Design-Build (DB) contract. The contract was awarded to UNICOM Limited and signed on July 8, 2015. The project is now completed and was handed over to the Department in mid-2017. The total contract sum is TT\$21.9 million.



### **Total teaching, laboratory, and library space of the St. Augustine Campus**

Source: The Continuing Institutional Accreditation Self Study Report 2017

### *Canada Hall Expansion & Renovation*

A contract for Phase 2, North Block was awarded in April 2014 and after some delays was eventually completed and handed over in August 2016. The current estimated cost for completion of Phase 2 is TT\$18 million, including TT\$15.5 million for the construction works and the remainder for Furniture Fixtures & Equipment (FF&E) items.

Renovation of the Administration Building and Construction of New Walkways (Phase 3) was tendered in early 2017 and a contract was awarded in June of that year. Construction works commenced in July 2017 and were scheduled for completion by the end of December 2017. The cost for this phase is approximately TT\$3.6 million.

### *International Fine Cocoa Innovation Centre – Factory and Associated Facilities*

This project involved the construction of buildings to house a Chocolate Factory and an Incubator at The UWI Field Station. The Factory is to be outfitted with equipment to be purchased with grant funding from the EU/ACP. The incubator will provide support to micro, small and medium-sized entrepreneurs who are looking to develop their business in the area of chocolate production. Conceptual designs were prepared by the CPO in collaboration with the Cocoa Research Centre.

The construction works are divided into two phases. Phase 1 is the renovation of an existing structure, to accommodate offices and the Cocoa Museum. Phase 2 is the construction of a new factory building to house the cocoa processing equipment. Phase 1 will be tendered in late 2017 and a contract should be awarded by early 2018. The tendering for Phase 2 is dependent on the sourcing of funding for this project. The total project cost is estimated at TT\$8 million.

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### *Renovation of 2nd Floor of the Compton Bourne Building for Law Faculty Offices*

This project will create new administrative offices for the Faculty of Law. The area had to be re-designed to meet their needs and tenders were invited in July 2017. A contract should be awarded by end of 2017 and construction should commence in early 2018 when the facilities are vacated by the current occupants, the Caribbean Centre for Money & Finance (CCMF). The works should be completed by mid-2018 at an estimated cost of TT\$2.5 million.

### *In the Works*

A number of other major projects were in either their planning or design phases. Those where construction work is expected to begin within the next 12 to 24 months are:

- Renovation of the former Republic Bank location for Marketing & Communications (M&C)
- New Psychological Research Centre Building
- New Student Plaza, St. Augustine Circular
- New Building for Campus Security – Department of Facilities Management (DFM) to implement with CPO assistance
- Faculty of Social Sciences Mediation Centre
- New Administrative/Teaching Building for the Faculty of Science & Technology

It must be noted that funding for these projects is expected to come from various sources including internal resources, PSIP funding from the Government of the Republic of Trinidad and Tobago (GORTT), and contributions from private entities. Several of these projects are on hold awaiting confirmation of funding.

## Facilities Management

The Department of Facilities Management (DFM) is responsible for maintaining the buildings, facilities and grounds of the Campus. Operating within the context of budget reductions, the DFM sustained a level of maintenance activities but all service contracts were re-negotiated to obtain lower prices and a review of the Division's business processes commenced.

This year, building works focused on roof repairs to the Learning Resource Centre (LRC) and the Dagga Auditorium, while a number of other spaces were modernised, including those housing Internal Audit and the Office of Planning; the Department of Clinical Sciences at the Port of Spain General Hospital; and the washrooms at the Department of Management Studies. Construction of a building to facilitate expansion of the School of Dentistry at the Eric Williams Medical Sciences Complex at Mount Hope was about 90% completed at the end of the year.

The St. Augustine Campus is renowned for its many beautiful and diverse flora - trees and shrubs - many of which were brought from other tropical countries across the world and date back to the days when the grounds belonged to the Imperial College of Tropical Agriculture. This year the DFM undertook the pruning of a significant percentage of the over 1,000 trees to not only improve their appearance, but also to reduce the risk of falling branches. This is an ongoing but expensive exercise and an expert tree management system is now being considered.

While the Campus as a whole continued to conserve electricity by managing usage, the DFM successfully converted a few buildings from fluorescent lighting to LED lights. The ultimate goal is for campus-wide conversion to reduce electricity consumption, and while the cost of new fixtures continues to be prohibitive, prices continue to fall. Similarly, efforts to install solar powered lights for external lighting are being stymied by the initial set-up costs.

Also part of the commitment to “greening” its operations, the Campus continued to replace existing R22 AC by R410A refrigerant systems. The latter comply with Trinidad and Tobago’s obligations under the Montreal Protocol to discontinue the use of ozone depleting systems. Even so, in-house research continues to find alternatives for the R410 refrigerant which has global warming properties.

## Technology

ICT is one of the key enablers for the University in that it provides the underlying mechanisms necessary to successfully respond to the financial, resource, process change and other challenges facing the institution.

During the review period, across the Campus there were several examples of the use of technology to improve service delivery while cutting costs. The Centre for Excellence in Teaching and Learning (CETL), for example, converted its entire phone/paper-based workshops registration system to a self-registration process using free online registration software that keeps track of participants and supports online evaluations. CETL also completed the conversion of the Student Evaluation of Lecturers and Courses (SELC) to an online system, making it easier to collect, analyse and disseminate feedback. The Halls of Residence paper-based application system was moved online, the Campus developed a central hall resident database and introduced online payment for hall caution fees as well as a central system for processing and tracking caution fee refunds.

## Campus IT Services

Among the top IT issues identified in the Triple A Strategy Plan are information security; data-informed decision making; sustainable funding; data management and governance; higher education affordability; and digital transformation of learning.

### *Blackboard Collaborate Web Conferencing*

The UWI Triple A Strategy 2017-2022 has set a target for undergraduate student enrolment of 65,000 students across all four campuses by 2022. This represents an almost 50% increase in five years. Online course delivery will be key in this effort. The Blackboard Collaborate Web Conferencing platform is a cloud-based platform, accessible globally and made available to UWI faculty for online, real-time course delivery. The platform is available across the University and is fully integrated with our learning management system, Moodle. It is anticipated that the new platform will promote active learning by increasing accessibility for all users and increasing interaction between students and teachers. When fully utilised it will support a variety of teaching and learning styles in the online environment and facilitate mobile learning.

### *The Campus Business Intelligence Solution*

The Business Intelligence (BI) framework solution at The UWI, St. Augustine, was designed to be a sustainable solution so that decision makers would benefit from enhanced centralised access and availability of high quality data, with consistent and standardised interpretation across the organisation that supports effective decision making, improved reporting and analytic capabilities. Additionally, the institution benefits from improved knowledge retention and the ability to improve collaboration and sharing of best practices with partner organisations.

### *Microsoft SharePoint 2010 Document Management system*

In the past year, the arms of the Campus charged with spearheading the Continuing Institutional Accreditation Self-Study and Strategic Planning process, participated in a pilot of SharePoint Online. SharePoint provides a simple, secure and efficient way to share and collaborate on documents that is less cumbersome than email. It eliminates duplication by acting as a central storage area for documents and it improves collaboration by allowing



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the simultaneous editing of documents, thereby, saving a significant amount of time, money and paper; part of The UWI's green university policy. This new version is a major upgrade that offers benefits such as anywhere and anytime access, and improved security and collaboration for authorised users. The planned wider rollout will contribute to the digital transformation of The UWI, which is one of the strategic objectives for the University.

## Other IT Upgrades

The Campus upgraded to the Moodle 3.3 eLearning environment and implemented Phase 1 of the Campus wireless upgrade. The Campus Area Network at the Faculty of Medical Sciences was also upgraded, the coverage of the Wireless LAN infrastructure at the Faculty was upgraded and expanded, and 427 new computers were installed in Phase 1 of a programme to refresh the student computer labs. The Banner Document Management System (BDMS) was upgraded and Banner ERP and PeopleSoft were migrated to new hardware platforms.

The projects outlined above were undertaken by the Campus IT Services (CITS), which sought to reorganise its own processes in order to improve its service and overall efficiency. The unit completed an organisational redesign to bring together all persons providing IT services on the Campus under one umbrella; and expanded the Service Desk request handling system to include the PC Network Support team of Campus IT Services, allowing CITS to track the nature of more types of service requests.

## Security

The Campus Security Services specifically focuses on students as the major stakeholders and concentrates on promoting students' safety and security awareness. During this reporting period, staff were trained in critical areas of security operations such as Police Duties, Firearm Use and Retention, Court and Court Procedures, Customer Service, First Aid and CPR, Managing Self, Industrial Relations, Risk Assessment, Report Writing, Protocol, Professional Development for Security Officers, Safety Leadership,

Supervisory Development and Emergency Medical Technician Certification. Officers also benefited from training in all aspects of policing, delivered by the Provost at the Police Academy.

The UWI Estate Police is represented on the St. Joseph District Police Station Council. This facilitates effective collaboration with the State Police and has resulted in an assortment of strategic initiatives, which include joint exercises, and increased information sharing. This has helped strengthen crime detection, prevention and investigation strategies on the Campus.

Access control was a key concern this year - manning the main entrance/exit points and conducting stringent checks for UWI ID Cards. The main campus was converted into a "No Thoroughfare Zone" in 2016 at the start of Semester 1, allowing only authorised vehicles (those displaying valid UWI vehicle permits) to enter the Campus via the North and South Gates from Monday to Friday, only. All others are directed to the Visitors' Entrance at the Daaga Gate. The implementation of the No Thoroughfare Zone has led to greater control and monitoring of persons and vehicles on Campus; and less vehicular traffic on the Campus. Together with an increase in police presence, the measure has acted as a deterrent for those seeking to engage in criminal activity on Campus.

Among the noteworthy initiatives undertaken during the review period was a substantial investment in the Campus' Security Surveillance System. CCTV cameras, network devices and storage devices were refreshed, and the System is undergoing a complete upgrade to ensure stability and functionality.

The Campus is also considering a proposal to outfit students with personal emergency devices that can alert UWI Estate Police, private security and the state police when the wearer is in an active or hostile event. The devices would relay positional information, thereby reducing response time and guiding the security force response.

## FINANCES

Globally, commodity producing economies, particularly oil and gas, were facing extremely difficult challenges. Trinidad and Tobago proved no different and as a result the Campus was asked to reduce its government funded operating budget by a further 7%, in addition to the 7% reduction imposed the previous year. This is significant as the Government of the Republic of Trinidad and Tobago (GORTT) provides 96.5% of government contributions to the Campus. In response, the Campus implemented cost containment strategies that resulted in a 4.7% reduction in expenditure. Meanwhile, prudent management of investment funds coupled with a small increase in at least one area of revenue generation meant that overall income declined by just 2.3%. In a season of continued austerity however, the Campus will have to become even more innovative to deliver on its quest to produce graduates who can support the revitalisation of Caribbean Development.

### Commercialisation

The Campus welcomed a new commercial provider (Maria's Bakery) at The UWI RBL Plaza effective August 2017 but overall, commercial occupancy over the past year dropped by 16% from 60 to 52. This trend is expected to be reversed in the next year or so as the Commercial Unit in the OIAI has engaged a number of stakeholders to provide a range of commercial products and services at the Plaza. The Unit also continued to promote mobile vending as a cost effective and more dynamic option to fixed spaces. To ensure mutually beneficial relationships with concessionaires, the OIAI hosted town hall meetings, performed scheduled site visits, addressed concerns/ complaints and ensured leases were renewed on a timely basis.

As the Campus seeks to revise its financial model, the Office continues to assist faculties and departments in commercialising their existing projects. During this review period the OIAI worked with the Cocoa Research Centre (CRC) to commercialise a UWI chocolate bar and with The School of Optometry to develop a UWI Optical Store to complement the existing Optometry Clinic. Space audits were conducted to identify under-utilised facilities.



### The University Farms

The University Field Station (UFS) continued to increase production of meat and milk in 2016/2017. However, large expenditures such as security fees and salaries consumed a significant portion of its earnings.

### Campus Income

Total consolidated income for the year ended July 31, 2017 totalled TT\$1,071.4 million which was 2.3% below the income of the previous year. Income from contributing governments was down by 3.7% (TT\$20.8 million). Overall, income from special projects and other projects, including The UWI ROYTEC (TT\$43.6 million) and St. Augustine Enterprises Co. Ltd. (SAECL) (TT\$3.1 million), declined 5.1% to TT\$164.8 million. Commercial Operations (Bookshop, Central Stores, Multi-media Production Centre, the Halls of Residence and the rental of commercial spaces on Campus) earned TT\$34 million; 3.9% less than the prior year.

Tuition and other student fees were relatively flat but income earned from other teaching activities rose by 1.5% to TT\$220.9 million, and deliberate and focused management grew the investment portfolio by TT\$10.2 million, a 47.2% increase over the previous year. Surplus funds are invested in bank deposits, long term government guaranteed bond and equity investments.

# FINANCES

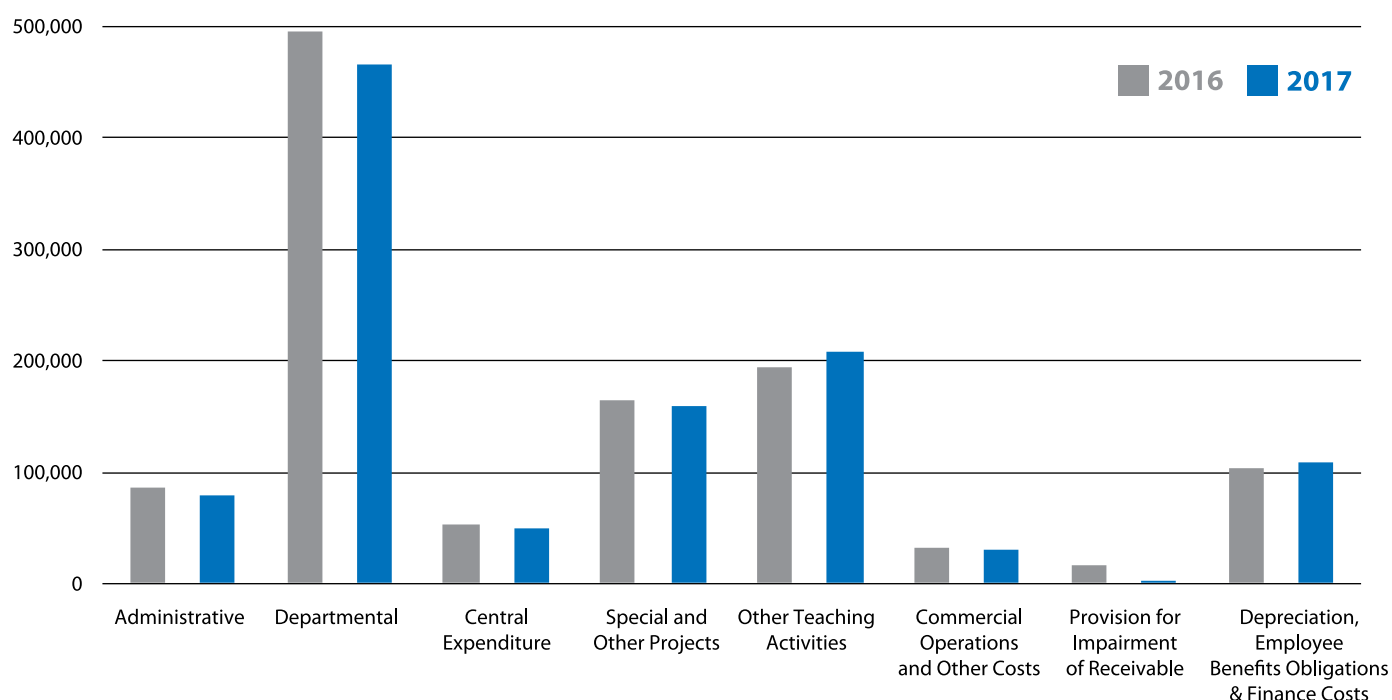
## Campus Expenditure

Total expenditure for the year before depreciation, employee benefits obligations and finance costs totalled TT\$992.5 million, a decrease of approximately TT\$49.1 million or 4.7%. This decline in overall expenditure was the result of the cost containment strategies set out below:

- Freezing unfilled positions • Staff reductions via attrition
- Service contracts to part-time teaching staff reduced from one year to nine months
- Renegotiating service agreement contracts with vendors to reflect a 15% reduction in cost
- Reorganisation of workflow to reduce overtime

### Campus Expenditure

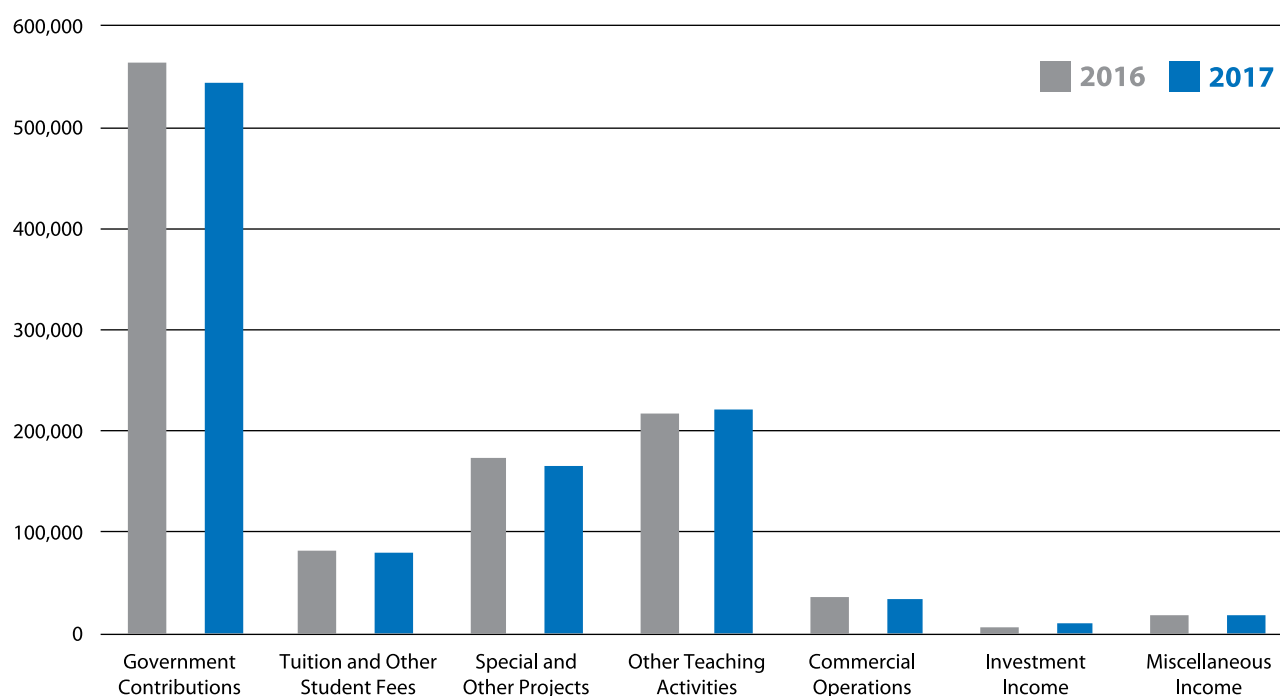
	\$'000	\$'000
EXPENDITURE	2016	2017
Administrative	86,724	79,444
Departmental	495,544	465,256
Central Expenditure	52,599	49,479
Special and Other Projects	164,048	159,355
Other Teaching Activities	193,907	208,373
Commercial Operations and Other Costs	32,273	30,514
Provision for Impairment of Receivable	16,500	83
Depreciation, Employee Benefits Obligations, & Finance Costs	104,084	107,919
<b>Total Expenditure</b>	<b>1,145,679</b>	<b>1,100,423</b>



As the St. Augustine Campus contributes to the implementation of this strategy, we remain sensitive to the economic constraints being faced by our regional governments, recognising that they contribute approximately 50% of the total income of the Campus. We are committed, therefore, to working closely with them to minimise any negative impact which might be experienced by the University. Key to the success of this strategy therefore would be the provision of information and advice for decision-making, and to enable the Campus to increase its earnings from non-governmental sources, cost containment and more efficient allocation of existing resources.

### Campus Income

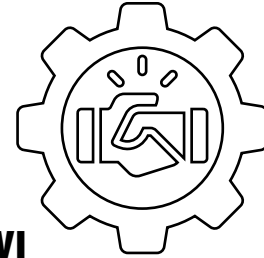
	\$'000	\$'000
INCOME	2016	2017
Government Contributions	563,903	543,181
Tuition and Other Student Fees	80,924	80,020
Special and Other Projects	173,730	164,846
Other Teaching Activities	217,501	220,983
Commercial Operations	35,468	34,050
Investment Income	6,896	10,155
Miscellaneous Income	18,435	18,167
<b>Total Income</b>	<b>1,096,857</b>	<b>1,071,402</b>



## CONCLUSION

Across the globe, many other universities are experiencing financial challenges similar to those facing The UWI and the St. Augustine Campus. This is also not the first time the Campus or the country, for that matter has had to weather a harsh economic climate. Those who went before found innovative solutions to ride out those storms until better and brighter days appeared. What is different today is that Trinidad and Tobago, in particular, is not simply going through a bad patch. The University is being called upon to clear a new path for itself and for the region; and to reinvent itself to lead a new generation to that long-promised land of self-sufficiency and innovative competitiveness.

As the Campus embarks on the first year of the new Strategic Plan and its 60<sup>th</sup> anniversary in 2020, the primary consideration is how to infuse economic, ecological and social innovation and entrepreneurship into our programme delivery to enable The UWI graduate to drive the Caribbean ever closer to the sustainable development goals.



**To partner  
with The UWI  
St. Augustine Campus  
in creating a new Caribbean,  
you can reach out to us via  
[www.sta.uwi.edu](http://www.sta.uwi.edu)**





In 2017 The University adopted a new Strategic Plan:



### The UWI Triple A Strategy 2017-2022: Revitalizing Caribbean Development

#### 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 • Gender Justice  
Diversity • Student Centredness

#### The Triple A Strategy

Execution of the plan will revolve around three action areas – improving **Access** by the people of the Caribbean to the University's resources; ensuring **Alignment** with the needs of the region; and improving the **Agility** of the University to adjust to the ever-changing environment in which it operates.

### Strategic Objectives of the St. Augustine Campus

**AC1** To be a University for All.

**AC3** Improving the quality of Teaching and Learning and Student Development

**AL2** Increase and Improve Academic/Industry Research Partnerships.

**AG2** Restore Financial Health to The UWI.

**AG3** Generate economies of scale and scope for The UWI.

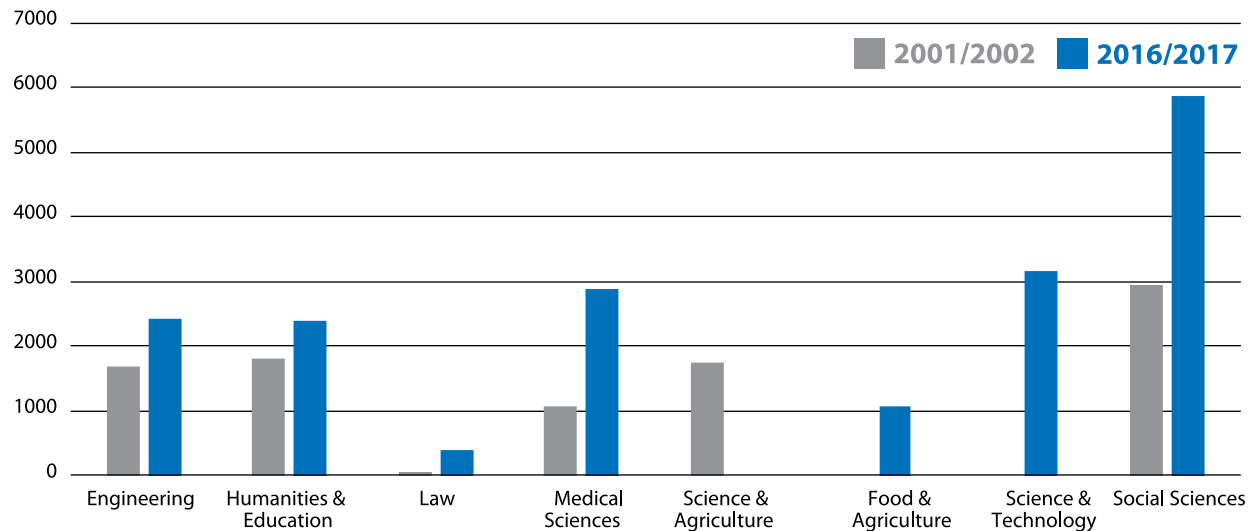
**AG4** Foster a Creative, Caring, Accountable, Motivated, Professional (CAMP) Team.

## STATISTICS

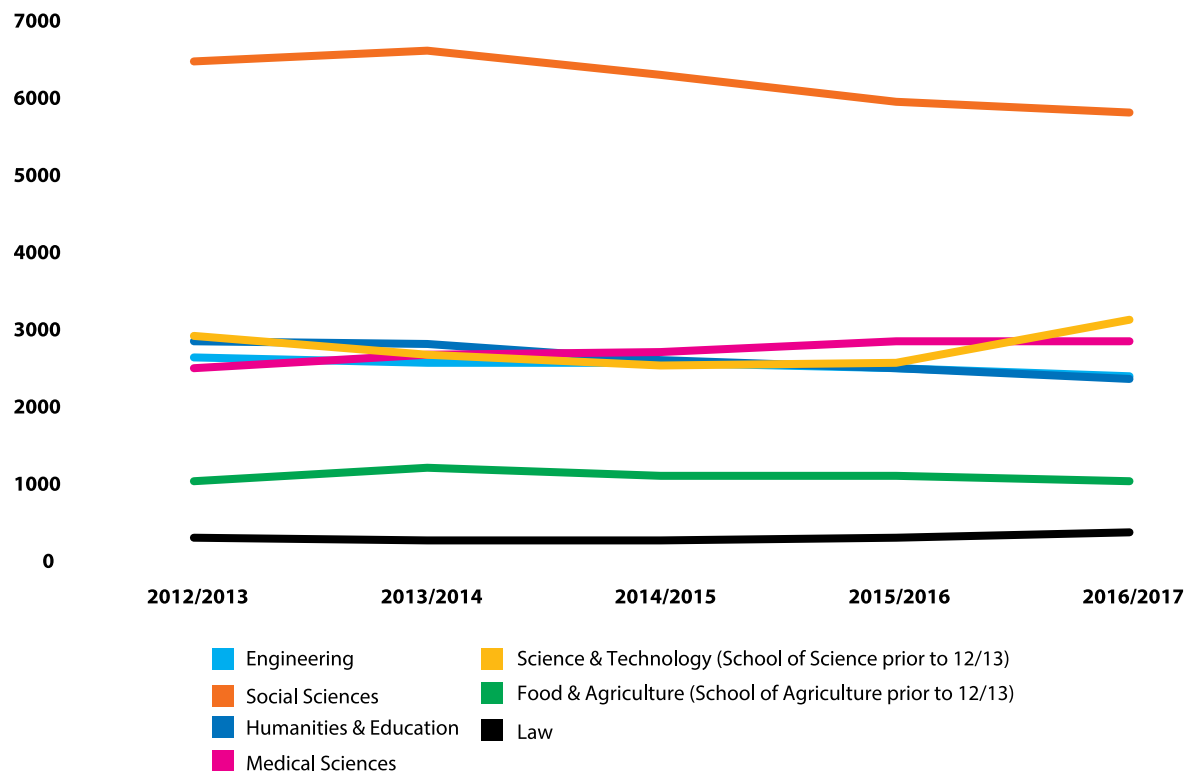
### A note on the numbers:

The enrollment, graduation and staff data used in this report are official figures generated in November 2017.

Comparative Distribution of Campus Enrollment by Faculty  
**2001/2002 & 2016/2017**



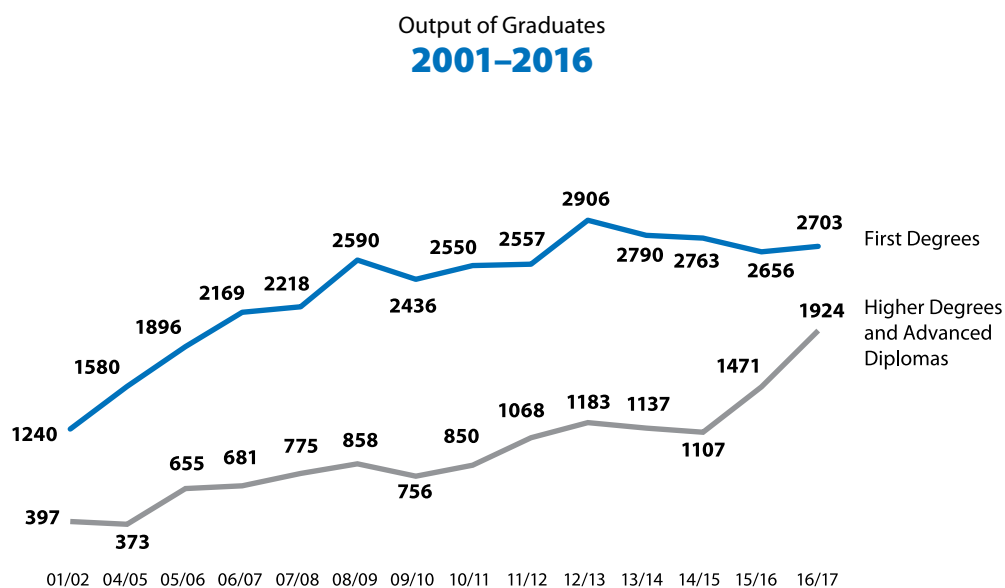
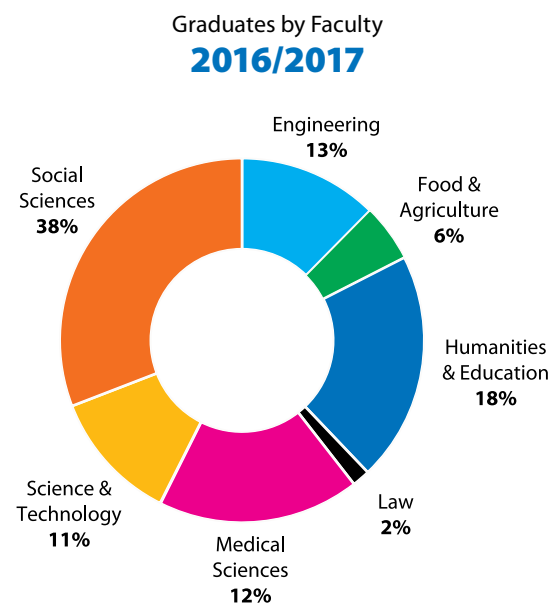
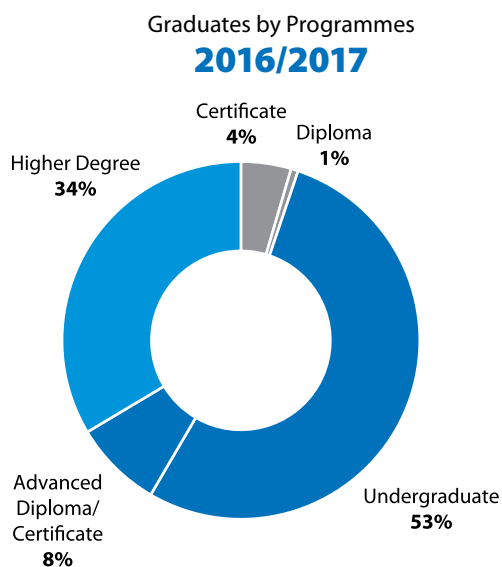
Trends in Campus Enrolment Growth by Faculty  
**2012/2013 - 2016/2017**



## STATISTICS

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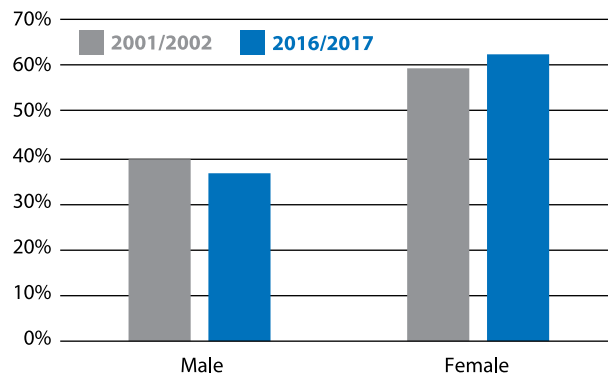


## STATISTICS

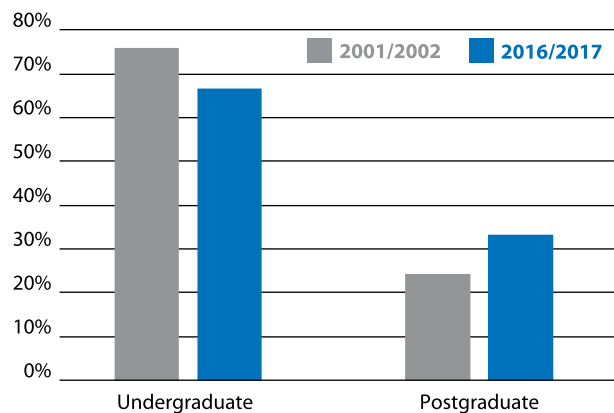
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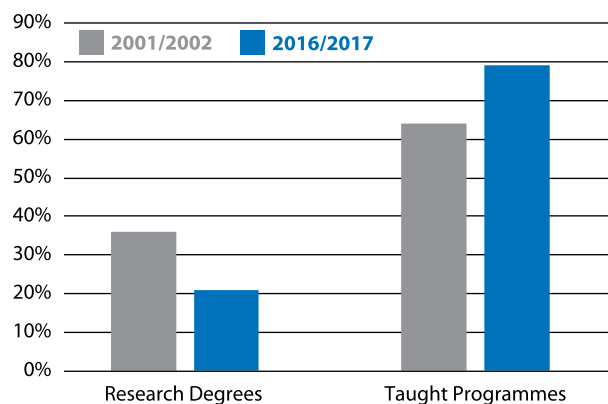
Comparative Distribution of Campus Enrollment by Gender  
**2001/2002 & 2016/2017**



Comparative Distribution of Campus Enrollment Between Undergraduate and Postgraduate Levels  
**2001/2002 & 2016/2017**



Comparative Distribution of Postgraduate Enrollment between Research Degrees and Taught Graduate Programmes  
**2001/2002 & 2016/2017**



# ENROLLMENT AND OUTPUT PROFILE 2001 - 2017

## On-Campus Enrollment by Programme Level and Delivery Mode

	2001/2002	2011/2012	2016/2017	% Increase in Enrollment 01/02-16/17
- Full-Time First Degree Enrollment	4647	10396	9815	
- Part-Time First Degree Enrollment	713	615	463	
- Evening		1193	876	
<b>Total On-campus Enrollment in First Degree Programmes</b>	<b>5360</b>	<b>12204</b>	<b>**11154</b>	<b>108%</b>
On-campus Enrollment in Certificate and Diploma Programmes	430	588	517	
<b>Total On-campus Undergraduate Enrolment</b>	<b>5790</b>	<b>12792</b>	<b>11671</b>	<b>102%</b>
Higher Degrees, Advanced Certificates & Diplomas	1851	6049	5843	
<b>Total On-campus Enrollment</b>	<b>7641</b>	<b>18841</b>	<b>17514</b>	<b>129%</b>
Ratio of Female : Male Students (On-Campus Enrollment)	1.5:2	2:1	2:1	
Trinidad & Tobago Students as a % of On-Campus Enrollment	0.882	92%	0.92	
UWIDEC & Online Programmes**	418		-	
Off Campus (Affiliated Institutions & other Tertiary Level Institutions)	127	195	106	
Other Students (Undeclared & Summer)	na	588	675	
<b>Total Enrollment: On-Campus/Distance /Online/Affiliated Institutions</b>	<b>8186</b>	<b>19624</b>	<b>**18303</b>	<b>124%</b>

\*As of the Academic Year 2007-2008, students enrolled with the Open Campus (formerly UWIDEC) are not counted as students of the St. Augustine Campus.

\*\* Total On-Campus Enrollment in First Degree Programmes is minus 8 students with missing student session classifications.

## Distribution of Enrollment by Faculty

	2001-2002	2011/2012	2016/2017
Engineering	1424	2636	2413
Food & Agriculture			1069
Humanities & Education	1409	3218	2404
Law	45	255	396
Medical Sciences	1002	2208	2880
Science & Agriculture	1457	4228	
Science & Technology			3174
Social Sciences	1859	6413	5854
<b>Total</b>	<b>7211</b>	<b>18958</b>	<b>18190</b>

## Output of Graduates

<b>Degree Programmes &amp; Advanced Diplomas Only</b>	2001-2002	2011/2012	2016/2017
First Degrees, Certificates and Diplomas	1240	2863	2703
Higher Degrees & Advanced Diplomas	397	1111	1924
<b>Total</b>	<b>1637</b>	<b>3974</b>	<b>4627</b>

\* Figures for years prior to 2012/2013 represent degree programmes and advanced diplomas only.









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CAMPUS