



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



Vice-Chancellor's Report

to University Council 2016 / 2017



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

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

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

Nassau, Bahamas





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

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

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

For more information, visit www.uwi.edu

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Robert Bermudez

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Vice-Chancellor's Report



Professor Sir Hilary Beckles
Vice-Chancellor, The UWI

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ON THE COVER

1. Sir Derek Walcott, one of the finest intellects of the 20th century, a globally respected alumnus of The UWI, and one who exemplified the ethos our University holds dear.
2. IMF's Managing Director, Ms. Christine Lagarde, pays an official visit to The UWI Regional Headquarters.
3. In New York: Vice-Chancellor, Professor Sir Hilary Beckles with Congresswoman Yvette D. Clarke, Ninth Congressional District of New York, and SUNY Chairman, H. Carl McCall at the SUNY-UWI Center for Leadership and Sustainable Development's round table discussion on the strategic engagement between the Caribbean and the US.

This publication is complemented by a robust online presence offering more comprehensive details on the University's activities and achievements during the 2016–2017 period. Visit www.uwi.edu/vcreport to delve deeper into:

- **Full Campus Reports**
- **Reports from Vice-Chancellery offices, departments, specialised units and centres.**
- **Financial Reports**
- **Full Student Statistics**

Vice-Chancellor's Report



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

The Missing Link:

Research and Innovation

A core function of universities in the past two centuries has been their direct contribution to the productive transformation and competitiveness of economies. These processes are driven by the recognition that economic growth can be planned, attained and sustained with the invitation and deployment of university-level inputs into the wealth-creation process.

This realisation has resulted in the rational response of investing greater sums of capital in the university sector by the state and private participants in the economy. In postcolonial economies like these in the Caribbean the matter of raising the quality of the social capital in order to attract and energise higher levels of capital investments is an even greater imperative for the university sector.

The sluggish recovery of Caribbean economies from the 2007/2008 global financial recession is now evident. The English-speaking sub sector is the most sluggish of all. This is the sector that hosts The University of the West Indies and has been the recipient of its greatest output over the last 70 years. It is here that the evidence shows most clearly that a shortage of critical skills for economic development, more so than capital shortage, continues to be the principal constraint on innovative economic activity.

While it is true that economic sluggishness in the region preceded the global financial recession, and has survived it, becoming an endemic economic feature, the business of UWI economic researchers has been to identify and assist in removing these constraints. On all our campuses this concern has been the principal passion of professors in the relevant disciplines.

Driving our economies out of the doldrums and into the mainstream of global economic recovery is our top strategic priority. There is no competing objective. Other objectives are residual and contingent. Social justice matters, for example, in our contexts, are intricately bound to economic prosperity. Unless the region doubles its economic growth performance in the next few years many social gains will be reversed and lost.

The University has correctly adopted a posture of responsibility and accountability in this regard. But arguably, this has long been its location in development discourse from the time of Sir Arthur Lewis, its first Vice-Chancellor, through to Sir Alister McIntyre, the region's preeminent trade and development economist.

There have been many conceptual positions on the matter of achieving economic growth and sustainable development from the 1960s to the 1990s—the time span identified with the finest work of these UWI giants. With regard to both theoretical implication and practical application, The UWI's input into the positive growth trajectory has been there all along, impactful and measurable.

This is another magnificent moment for The UWI. As the region's premier research academy, it is situated at a critical crossroad in the development of the regional economy.

There is now an urgency about this moment. Frustration with failure to attain even moderate levels of economic growth is palpable. For this reason, it is critical that the academic community be seen with its sleeves rolled up, and doing its share of the heavy lifting. There is consensus on this matter; and there is convergence in the thinking of academia and industry. It is just a matter of aligning and focussing entrepreneurial and intellectual action in the sophisticated fashion found in postmodern economic cultures.

This is another magnificent moment for The UWI. As the region's premier research academy, it is situated at a critical crossroad in the development of the regional economy. Knowing the specific details of the juncture will require quality research and clear thinking.

In effect, this is the third stage in the development of Caribbean global economic competitiveness. The long colonial period was the first phase. It was characterised by the price competitiveness of primary products. Moderate average economic growth was achieved—though deploying enslaved, indentured and other forms of oppressed labour.

The second stage witnessed the transition from primary products to the hegemonic financial services and tourism sectors. The new economy provided impressive rates of economic growth in the early postcolonial economies. The region was able to compete at the levels of both price and quality. In this stage there was a gradual improvement in living standards, though, in general, poverty remained endemic as a result of very extreme income distribution.

This third phase will be associated with research and innovation, driven primarily by application within academic-industry alignment. This is how the tertiary education sector can come to the fore. This is the University's moment to engage industry and impact productivity and competitiveness. The search for greater market share, for both established industries and startups, will be through innovation that is research-driven. The discourses around economic sustainability have suggested general agreement around the role of the University.

It is for these reasons that The UWI's five-year Strategic Plan 2017–2022 is entitled 'Revitalising Caribbean Development'. It seeks to situate the academic community precisely at the core of the commercial convergence. In centering the need for greater 'alignment' of industry and academia, it calls for agility in a tripartite arrangement of State, private capital, and advanced human resources. Such partnerships suggest radical access to research funds in order to promote the culture of innovation in production.

Three principal pillars—**Access, Alignment and Agility**—are represented as the '**Triple A**' concept that defines the Strategic Plan. It calls for the creation of technology parks as places of convergence where entrepreneurs and academics seek to industrialise research findings.

The migration of academic research into the boardrooms of industrialists, producing the commercial convergence, should be established as a normal aspect of productive living. The presentation of such a proposal to the Economic Growth Council of Jamaica, for example, and the preliminary planning at the Penal-Debe site in South Trinidad, and the creation of a software technology centre in Bridgetown, Barbados, represent the University's dedication to the importance of this thinking and the integrity of its actions.

These developments constitute the University's commitment to the search for new engines of economic growth. Funding the academy to enable its performance will be a critical first step. Without adequate funding, important first steps cannot be taken with any certainty and the opportunity lost to connect the missing link.

The challenge, thankfully, is not staggering. The creation of dedicated infrastructure within the University's ecosystem in order to integrate the processes of innovation, enterprise, and investment is within the available resource capacity of governments and the private sectors. The use of available university buildings for incubator projects and startups can be actualised with skillful reallocations. The provision of such dedicated spaces is a tried and proven global strategy.

A top priority of the University, then, is to devise methods to migrate the mountain of manuscripts and other forms and expressions of research and innovation out of the faculties and libraries into the interior of enterprises. This is as vital a step as those taken to fund the research in the first place. The silence of the silos must be breached for faculties and factories to emerge as classmates in the wealth-creation culture. Corridors that customarily divide must be converted into causeways for concerted action between old and new actors willing to create value for the future.

The normalisation of this physical interface and mental encounter will serve to eradicate residual tensions that still exist between academia and industry. Such doubt is but an ancient relic of a much misunderstood past in which the University was derided for allegedly harbouring hard-nosed communists and producing cohorts of unproductive soft-sofa armchair socialists. The hatchet is buried and the hammer is in hand to partner in building diversified, competitive, resilient economies for the 21st century Caribbean.



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

DRIVING RESEARCH AND INNOVATION

On May 17, 2017, The UWI and the Private Sector Organisation of Jamaica (PSOJ) signed a Memorandum of Understanding (MOU) to collaborate on research to drive innovation. The MOU establishes an innovation committee, initially consisting of members of the PSOJ and The UWI, who may later on invite other institutions to participate. The committee will “support research activities and apply their outputs to the needs of the private sector”.

Speaking at the signing event, Vice-Chancellor, Professor Sir Hilary Beckles, noted the importance of innovation to the development of the Jamaican economy: “The UWI has the ability to do the research required by the private sector to drive innovation.”

“We all have our sleeves rolled up to drive Jamaica out of recession and achieve ‘5 in 4’—economic growth of five per cent by 2020. We are focused on fostering a culture of emigration of UWI research into the region to rebuild competitiveness and development of new product streams,” Sir Hilary continued.



CEO, Private Sector Organisation of Jamaica (PSOJ), Dennis Chung (second left) and Vice-Chancellor, Professor Sir Hilary Beckles (second right) following the signing of a Memorandum of Understanding establishing the joint innovation committee to drive research and innovation. They are flanked by PSOJ member, Twain Richardson (left) and Pro Vice-Chancellor, Planning, The UWI, Professor Densil Williams.

ACCELERATING TECH ENTREPRENEURSHIP

Two UWI Alumna are among

an all-female group of winners of PitchIT Caribbean, a Caribbean Tech Entrepreneurship Competition. The programme aims to enhance mobile app development within CARICOM, helping to accelerate mobile app entrepreneurs through the startup life cycle, from ideation to pitch, from pitch to market and from market to maturity.

Trinidadian, Kelly-Ann Bethel of SKED (an alumna of both the St. Augustine and Cave Hill campuses), and Jamaican, Monique Powell of QuickPlate (an alumna of the Mona Campus) were among the top five developers who destroyed the stereotype of male dominance in the field. Each received US\$5000, in seed funding to develop their businesses. They have also been awarded spots in PitchIT Caribbean business accelerators across the region.

PitchIT is the central operation of the Caribbean Mobile Innovation Project (CMIP), which is part of the Entrepreneurship Programme for



Winning teams from the PitchIT Caribbean Challenge competition show off their US\$5,000 prizes for finishing in the top five following two days of competition in Port of Spain, Trinidad from December 2-3, 2016. From left: Danielle Tait of The Interview JM from Jamaica, Kelly-Ann Bethel of SKED from Trinidad & Tobago; Ayana St. Louis of D Carnival Scene from Trinidad & Tobago; Karlene Francis, World Bank's Programme Officer of the Entrepreneurship Programme for Innovation in the Caribbean (EPIC); Nerissa Greenway representing IndeTours from Montserrat and Monique Powell of QuickPlate, Jamaica.

Innovation in the Caribbean (EPIC). In turn, EPIC is an initiative funded by the Government of Canada and executed by infoDev/World Bank Group, through a three-party Caribbean consortium, led by UWI Consulting Inc., working along with The Mona School of Business

and Management, and Mona Business Support Services. The effort is a prime example of the power of collaboration between The UWI and its international partners, who share the University's objective of a more diverse, globally marketable technological sector within the Caribbean.

PRESENTATION OF GRADUATES



As always, our graduation ceremonies

at The UWI are a cause for great pride and satisfaction, not only in the sheer number of students who have made it their tertiary establishment of choice, but also because these graduates are entering the work force and returning to their communities filled with the unquenchable thirst for further knowledge, the spirit of community service, and the sense of regional unity that The UWI has instilled in them.

Over 10,000 graduates across 10 ceremonies in 2016/2017

Then Chancellor, Sir George Alleyne conferred degrees at a total of ten ceremonies hosted by the University's four campuses to celebrate the achievements of thousands of graduands across the region.

A total of 10,202 students graduated, of which 6,574 completed their undergraduate degrees, while 2,721 completed higher degrees; 103 completed diplomas; 231 completed certificates, 36 completed associated degrees, 499 completed postgraduate diplomas and 38 completed postgraduate certificates.

Eleven honorary degrees were also awarded to eminent persons in various fields:

Open Campus

- Dr. Sir Prince Ramsey – DSc

Cave Hill Campus

- Mr. Richard Anthony Best – DLitt
- Sir Trevor Carmichael – LLD
- Dr. Carissa Etienne – DSc
- Dr. Carol Jacobs – DSc

St. Augustine Campus

- Professor KE Bingsheng – DLitt
- Reverend Daniel Teelucksingh – LLD
- Mr. Anthony Williams – DLitt

Mona Campus

- Mrs. Shelly-Ann Fraser-Pryce – LLD
- Mr. Daniel 'Danny' Glover – DLitt
- Ms. Lorna Goodison – DLitt



Building Bridges to the World

In 2016/2017, the University continued to strengthen its global presence, leveraging its reputational excellence to expand its global footprint.

Institute for Global Africa Affairs

In March 2017, The UWI and the University of Johannesburg (UJ) in South Africa signed a Memorandum of Agreement for the establishment of an Institute for Global Africa Affairs. The Institute, jointly owned by The UWI and UJ, will be managed by a board of directors, and will operate at both universities. It will focus on research and policy development and assist with curriculum development. Its establishment will create an opportunity for the exchange of professors and students, and for the examination of issues pertinent to both regions, including economic development; entrepreneurship; post-colonial governance; climate change; and youth and their identity. It is expected that a joint Master's degree in Global Africa Studies will soon be introduced, to be followed by a joint PhD programme.

UNILAG-UWI Institute of African and Diaspora Studies

In May 2017, The UWI and the University of Lagos (UNILAG) in Nigeria also signed a Memorandum of Understanding for the establishment of the UNILAG-UWI Institute of African and Diaspora Studies, to

advance the exchange of cultural, social ideas and research excellence for the development of Africa and the African Diaspora. It will be located at UNILAG. Starting in the 2017/2018 academic year with a Master's degree in African and Global Studies, the Institute will see the exchange of faculty and students, collaboration over Caribbean, African and international publications, as well as collaborative research in disciplines such as democracy in Africa and the African Diaspora; reparation for slavery; poverty; economic governance; culture and national development; language development; the philosophy behind national integration; and the fostering of solidarity in global issues.

The SUNY-UWI Center for Leadership and Sustainable Development

The SUNY-UWI Center is a direct response to the critical need to increase the leadership skills and capacities and opportunities for full civic participation among young people in the Caribbean, the Caribbean diaspora and the urban areas of New York. The UWI and the State University of New York (SUNY) individually have significant ties to the Caribbean diaspora, a largely untapped resource for impacting sustainable economic development in the Caribbean and New York. The Center is a deliberate effort to combine these interests toward increased impact as The UWI

and SUNY manage their roles as agents of change and sustainable development. SUNY is the largest comprehensive public university system in the US and this partnership signals a key activation of The UWI's strategic global expansion agenda. The Center is preparing to launch the first dual Master's degree in Sustainability and Leadership in 2018.

The UWI China Institute of Information Technology

Following the signing of a Memorandum of Agreement confirming the Institute in February 2016, a software engineering programme designed with a concentration in mobile application technologies (Android and iOS environments) was officially offered in September 2017 with a beginning cohort of 40 students. The programme follows a 2+2 format, in which students spend the first two years in the Caribbean at any of The UWI campuses—in this initial phase either Mona or Cave Hill—and the second two years in China at the Global Institute of Software Technology (GIST). This partnership allows students to take advantage of the strong industrial links between the Institute and technology companies in the heart of China's "Silicon Valley", including the guarantee of paid internships at Fortune 500 companies in Suzhou Industrial Park. In 2018, The UWI readies its first cohort of 35 students to embark on the China leg of their studies.

GLOBAL AFFAIRS



The SUNY-UWI Center for Leadership and Sustainable Development was officially launched on September 20, 2016 at the SUNY Global Center in New York. The Center builds on areas identified in previous UWI-SUNY agreements and includes research relevant to democratic participation, leadership, and governance, with a focus on solutions to specific problems constraining the achievement of the United Nation's Sustainable Development Goals, and also on serving groups that have faced barriers to equal opportunities.



Representatives of The UWI, the Global Institute of Software Technology (GIST) and Jiangsu University at the signing of the agreement to establish the Jiangsu University Suzhou Caribbean Institute (JUSCI) in China. The JUSCI will be a degree-granting institution for the development of human capacity in the Caribbean and China, promoting collaboration through the exchange of expertise in pedagogy, training modalities, curriculum design, and management techniques. Its main focus will be in the areas of Science and Technology, allowing Caribbean IT professionals to integrate seamlessly with Chinese companies and professionals for development.



From left to right: Vice-Chancellor and Principal of the University of Johannesburg, Professor Ihron Rensburg, Pro Vice-Chancellor and Principal of The UWI, Cave Hill Campus, Professor V. Eudine Barribeau, and Vice-Chancellor of The UWI, Professor Sir Hilary Beckles at the signing of the Memorandum of Agreement for the establishment of the Institute for Global Africa Affairs.



Vice-Chancellor, Professor Sir Hilary Beckles, and Vice-Chancellor of the University of Lagos (UNILAG), Professor Rahamon Bello (2nd right) with colleagues from both universities following the signing of the Memorandum of Agreement to establish the UNILAG-UWI Institute of African and Diaspora Studies.



Five months after its launch, the SUNY-UWI Center for Leadership and Sustainable Development hosted its first major public event—a Symposium titled “The Crisis in Correspondent Banking and its Impact on Sustainable Economic Development in the Caribbean”. The symposium, held at the SUNY Global Center in New York on Monday, February 13, 2017, aimed at increasing understanding of the issues and discussing possible solutions related to correspondent banking, attracted a range of finance and banking experts.



The MSc Sport Sciences degree is a double degree offered jointly by The UWI Cave Hill Campus and the University of New Brunswick, Canada. It exposes students to interdisciplinary knowledge of the field of sports, combining sports science with sport and recreational management, physiology, psychology, nutrition and biomechanics; research and analytical skills to assist with the administration, design, monitoring and implementation of a Sports programme; best practice in sports science and sports management and practical experience across the sub-fields of sport.

STRENGTHENING US-CARIBBEAN STRATEGIC ENGAGEMENT

On Monday, September 18, 2017, the SUNY-UWI Center for Leadership and Sustainable Development hosted a round table discussion titled *The Third Border: Increasing Opportunities for U.S. Caribbean Strategic Engagement*.

The event brought together subject matter experts from The University of the West Indies (The UWI) and the State University of New York System (SUNY) along with other academics, diplomats, politicians, business leaders and interest groups to discuss the strategic engagement between the Caribbean and the United States.

A special feature of the session was an address by Congressman Eliot Engel, Ranking Member on the House Foreign Affairs Committee, and co-author of the legislation—United States-Caribbean Strategic Engagement Act, known as H.R. 2939—which was passed in the United States Congress and mandates a new long-term strategy to strengthen ties between the US and the Caribbean region.

The round table was one of a series of initiatives hosted by the SUNY-UWI Center, focused on raising awareness of issues affecting the Caribbean, Small Island Developing States (SIDS) and their diaspora in the period under review.



Congressman Eliot Engel (via video conference from Belize), Ranking Member on the House Foreign Affairs Committee.



Vice-Chancellor, Professor Sir Hilary Beckles with Congresswoman Yvette D. Clarke, Ninth Congressional District of New York, and SUNY Chairman, H. Carl McCall.

PREPARING FOR CHINA



In 2018, The UWI will prepare for the departure of its first set of students for Suzhou, China as part of the BSc Software Engineering programme. Strategic partner, the Global Institute of Software Technology (GIST) based in Suzhou, will receive the students for the completion of their third and fourth years of the joint BSc programme.

Since 2015, Vice-Chancellor, Professor Sir Hilary Beckles has been pioneering a strategy to establish a UWI Centre in China that will produce a generation of software engineers for the Caribbean, in order to lay the foundation for the much needed digital revolution in the region. President of the People's Republic of China, Xi Jinping, agreed with CARICOM to facilitate industrial technology transfer to the region during his visit to the Caribbean in 2015. It is noted that The UWI, with the support of the Government of Jamaica, has been implementing this vision.

In December 2016, Ambassador Niu Qingbao, of the Embassy of the People's Republic of China in Jamaica, affirmed The UWI's status as an approved university by the Ministry of Education of the People's Republic of China. This landmark development signalled the acceptance of UWI degrees by China's highest education authorities; an acknowledgement of the regional institution's high quality; comparable to the standards met by other internationally renowned universities, which have sought to establish themselves in China. It paves "a silk road for education", fostering deeper collaboration between the Caribbean and China; as both Caribbean students and Chinese students studying at any of The UWI's campuses now have the assurance that their degrees will be accepted by future Chinese employers.

As The UWI continues its expansion in China, in 2018, it will advance plans to establish a UWI-China Campus in Jiangsu.



Vice-Chancellor Professor Sir Hilary Beckles (3rd left, seated) and Minister of Education, Senator the Hon. Ruel Reid (4th right, seated) and other officials of The UWI at a meeting with Software Engineering Students at the Mona campus students. The purpose of the meeting was to discuss the terms and conditions of the students' departure for Suzhou, China later this year as part of the BSc Software Engineering programme.

Deepening Links across the Region

Advancing the CUWI System

Led by Pro Vice-Chancellor and Principal, Dr. Luz Longsworth as Chair of the CUWI Implementation Committee, the University significantly advanced its proposal for a Colleges of The UWI (CUWI) system in 2016/2017. The system which is intended to connect The UWI to all interested and qualified community colleges in the region, is a vital step toward a more resilient, high-quality tertiary education system that brings the Caribbean together.

In the period under review, seven colleges in Jamaica indicated their intent to become Colleges of The UWI

Bethlehem Moravian College

Sam Sharpe Teachers' College

GC Foster College of Physical Education

Church Teachers' College: Moneague

Shortwood Teachers' College

St. Joseph's Teachers' College

Moneague College



Seven colleges handed over letters of intent to become colleges of The UWI.



Arthur Lok Jack Global School of Business

The UWI-Arthur Lok Jack Global School of Business (ALJGSB), based in Trinidad & Tobago was established in 1989 as the Institute of Business (IOB), a collaboration between

The University of the West Indies and the private sector. Its initial investors included the Royal Bank of Trinidad & Tobago, Republic Bank Ltd., Neal & Massy, Ansa Mc Al and Trinidad Cement Ltd. Today, the School continues to enjoy strong endorsement from the business community.

In the reporting period, the Vice-Chancellor led a team which included Professor Brian Copeland, Pro Vice-Chancellor and Principal, The UWI St. Augustine Campus and Professor Densil Williams, Pro Vice-Chancellor, Planning, for special discussions with the Board of the ALJGSB. These discussions resulted in the establishment of a new Memorandum of Understanding between The UWI and the School, which not only provides for a rationalised and modernised relationship, but also improves the School's governance model, policy and operations.

CONVERSATIONS WITH THE IMF AND EU

To secure our future,

circumstances demand that we conceive a 21st-century Caribbean economy focussed on economic sustainability and resilience, and a re-energised phase of nation building.

At the 2017 High Level Caribbean Forum: Unleashing Growth and Strengthening Resilience, in Jamaica, IMF's Managing Director, Christine Lagarde reflected on the critical importance of deepening Caribbean growth to insulate the region from external shocks and building in resilience. She offered the perspective that stronger economic growth was the essential foundation for a more resilient Caribbean.



IMF's Managing Director, Ms. Christine Lagarde, pays an official visit to The UWI Regional Headquarters. She also delivered a special lecture at a student forum on The UWI Mona Campus.



Mr. Stefano Manservigi, Director-General of Directorate General, International Cooperation and Development (DEVCO), European Union delivers a Distinguished Open Lecture on The EU and the Caribbean: A Proposal for a Modern Partnership Beyond 2020 at The UWI Regional Headquarters.

Mr. Stefano Manservigi, Director-General for International Cooperation and Development in the European Commission, led a high-level European Union (EU) delegation to Jamaica for regional and bilateral talks with several high-level government representatives from Jamaica and the wider Caribbean. In a special distinguished lecture delivered at The UWI's Regional Headquarters, at the invitation of Pro Vice-Chancellor, Global Affairs, Ambassador Dr. Richard Bernal, the Director-General spoke about the EU's desire to establish separate arrangements with members of the African, Caribbean and Pacific (ACP) group, as it prepares to enter into a new partnership agreement with these countries which is focused on all parties' common interests and values which will go beyond development policy only.

Special Vulnerabilities of the Caribbean

The world looked on in horror as many Caribbean territories were pummelled in rapid succession by fierce and powerful Category Five storms during the hurricane season of 2017. Hurricanes Irma and Maria slammed into our islands one after the other, flattening homes and public buildings, destroying crops and devastating the peaceful lives of millions of residents of this region. The UWI's Open Campus sites were not spared, in particular the Dominica site, where over 90% of the buildings were severely damaged. The resulting loss of life and infrastructural damage across the region created a humanitarian crisis.

It exposed the special vulnerabilities of the Caribbean and the need to strengthen its resilience. As we deal frontally with the challenges of global climate change, it is incumbent upon us to work with all major stakeholders—public and private—to explore options for building resilience in the region, including risk mitigation.

The UWI, cognisant of its commitment to be our neighbours' keeper, immediately began collaborating with the Caribbean Disaster Emergency Management Agency (CDEMA), as well as Heads of Government to mobilise its resources and expertise to provide support and relief to the affected territories.



The UWI's approach was two-pronged. The first "rapid response" phase concentrated on providing emergency relief aid and experts to assist in the areas of greatest need as identified by the impacted states, such as infrastructure, housing, agriculture, tourism, and psychosocial counselling. Special response teams visited Antigua, Barbuda and Dominica to assess the damage and formulate a relief strategy. The relief teams included members of staff with expertise in engineering, land management, sociology, psychology and social work, particularly those with training and expertise in recovery response after disasters.

The second phase, which focused on recovery and rehabilitation, concentrated on the mobilisation of expertise to assist in the restoration of the

affected islands with priority placed, from The UWI's perspective, on the sectoral areas of education and healthcare.

The UWI and CDEMA also agreed to rally resources for disaster relief and construction within the Caribbean, through a newly established Caribbean Emergency Management Association (CEMA), intended to mobilise networks, friends and stakeholders, including private sector, civil society, Non-Government Organisations (NGOs), media and tertiary institutions specifically in North America, for supporting the disaster relief requirements in the Caribbean. A commitment was made that CEMA will be hosted in the American Foundation for The University of the West Indies (AFUWI) office in New York.

RALLYING 'ROUND THE WEST INDIES



Vice-Chancellor, Professor Sir Hilary Beckles (left) is presented with a cheque for US\$100,000 by Mr Donald Austin, Chief Executive Officer, Sagicor Life Eastern Caribbean, (centre) and Mr Brenton Hilaire, Agency Manager, Sagicor Life, Dominica (right) during the post-match presentation. The money will go towards rebuilding schools and hospitals across Caribbean islands impacted by hurricanes Irma and Maria earlier this year.



Spectators at the Celebrity T20 Cricket Hurricane Irma/Maria Relief Benefit at the 3W's Oval, Cave Hill, Barbados.

Hundreds of patrons including students turned out in a show of support at the 3W's Oval, Cave Hill, Barbados for the Celebrity T20 Cricket Hurricane Irma/Maria Relief Benefit. The match, hosted by The UWI in partnership with platinum sponsor, Sagicor Financial Corporation as well as Flow Sports Premier, aimed to raise awareness and funds to rebuild schools and hospitals across Caribbean islands that suffered significant damage during the passage of hurricanes Irma and Maria. A Sagicor-UWI ICONS XI team played against a Prime Ministers' XI and saw the Prime Ministers' XI win by 7 runs when the match was curtailed by rain. The friendly match featured several dramatic highlights, including Vice-Chancellor, Professor Sir Hilary Beckles' impressive score of 39 runs, with two sixes among them. Total funds raised amounted to US\$111,591.18, including contributions from Sagicor, other corporate partners, online and cash donations.

CHAMPIONING A CULTURE OF RESILIENCE

In 2017, three of The UWI's locations were inoperable for over three months with its Open Campus site in Dominica almost totally destroyed by Hurricane Maria. The UWI itself, therefore, did not escape the impact or the message of the need for deliberate attention to mainstreaming resilience into our way of working, thinking and living.

The call for The UWI to define its role and commitment as a higher education institution in a transition towards a more resilient society comes at a time when there is mounting concern about the repeated and extensive losses to Caribbean economies and societies mainly from the impact of natural hazards.

There is a clear role for higher education institutions in preparing society through the integration of research, teaching, and action for adapting to a changing climate.

The UWI has a long history of involvement in the area of hazard assessment and management going back to the establishment of the Seismic Research Centre at St. Augustine in 1957 and the Earthquake Unit at Mona in 1985. Efforts to drive the integration of disaster risk management into the UWI curricula were led by the pioneering work of the 1981 Pan Caribbean Disaster Preparedness and Prevention Project (PCDPP) which was the result of a partnership with United Nations Disaster Relief Organisation (UNDRO), the Caribbean Community (CARICOM), the



Pan-American Health Organisation/World Health Organisation (PAHO/WHO) and the Red Cross as well as Canada, the United Kingdom and the European Economic Community.

The UWI represents CARICOM's largest single diversified reservoir of competences and expertise that if strategically harnessed can contribute significantly to altering this trajectory of increasing loss of critical and scarce resources. Recognising that it must be on the frontline of this charge to resilience, the University has embarked on a diverse set of initiatives in championing the cause of resilient development in the Caribbean, supported by the Vice-Chancellor himself and academic leaders across the University.

Resilience Working Group

The UWI is in the process of constituting a Resilience Working Group, drawn from the University's renowned leaders in climate science, disaster risk management, environment sciences, social sciences, medicine, law, engineering and management studies, to provide strategic guidance to the University's work in this area of resilience. This group is expected to be inaugurated by the end of May 2018. Meanwhile, work has already begun to strengthen the disaster planning process across all campuses.



On September 13, Vice-Chancellor, Professor Sir Hilary Beckles as part of a special team, visited Antigua and Barbuda to assess the hurricane damage and formulate a relief strategy following Irma's destruction.



Resilience Consultant/Advisor

The Office of the Vice-Chancellor announced the appointment of Mr. Jeremy Collymore as Resilience Consultant/Advisor with effect from November 1, 2017, who will focus on consolidating and operationalising The UWI's commitment to strengthening its capacity to support the Caribbean region in the development of a culture of resilience and resilience planning as part of the continued implementation of its Triple A Strategy.



Professor John Agard,
St. Augustine Campus



Dr. David Smith,
Mona Campus



Professor Leonard Nurse,
Cave Hill Campus



Dr. Luz Longworth,
Open Campus

SDG YOUTH ADVOCACY CAMPAIGN

Youth Speak Out on "The Caribbean We Want"

Through the Office of Development, The UWI collaborated with the United Nations Development Programme (UNDP) to launch a campaign to engage and empower young persons throughout the Caribbean region to advocate for sustainable approaches to development for future generations. The UWI/ UNDP initiative, called the "SDG Youth Advocacy Campaign" was launched in April 2017 via a live region-wide webcast, where Caribbean youth activists described the Caribbean they want to live in by 2030. Among the speakers were Michael Joseph from Barbados, Project Coordinator of The UWI Youth Development Project (UWI-YDP); Malene Joseph of Trinidad and Tobago, representing the Global Shapers Community Port of Spain Hub; and Leanna Kalicharan from Guyana, representing the Youth Arm of the Sustainable Development Solutions Network (SDSN) Caribbean Chapter.

They put forward several suggestions for attaining this vision of their Caribbean future. These included more dynamic partnerships with a focus on community cooperation and involvement; greater linkages across policy structures, with emphasis on education; and a

Ajay Rameshwarsingh : 1st Place - Photography Competition.



united Caribbean that has adopted and implemented all 17 SDGs through national policies, with more youth initiatives.

The UWI Director of Development, Mrs. Stacy Richards-Kennedy, explained that The UWI's role in this initiative was aimed at bringing the SDGs more into focus for UWI

students, and for Caribbean youth in general. Project partner, United Nations Resident Coordinator and UNDP Resident Representative in Trinidad and Tobago, Mr. Richard Blewitt, also reiterated that, "the Goals are not achieved by governments, but by the people, and the youth must become champions of development in their schools, communities and respective countries."

Terence Thompson : 2nd Place - Photography Competition.



Hakeem Thompson: Special mention - Photography Competition.



Campaign activities included a photography competition themed "Through the Lens of Caribbean Youth" and a Youth Forum at the Caribbean Action 2030 Conference held at The UWI, Mona in June 2017. Young persons across the Caribbean were invited to submit examples of research and service learning projects addressing development challenges in the Caribbean, which was packaged as a short film and premiered at the Caribbean Action 2030 Conference. It is available on UWItv for viewing on demand at www.uwitv.org.



Shilton Doelatip : 3rd Place - Photography Competition.

RESPONDING TO REGIONAL LEADERSHIP CHALLENGE

Plans are underway for The UWI, in 2018, to officially launch a ground-breaking online course in Transformational Leadership to equip Caribbean leaders and technical managers in the public and private sector, as well as civil society and development organisations, to implement the 2030 Sustainable Development Goals (SDGs) for the region.

The UWI Open Campus, in partnership with PEMANDU Associates of Malaysia, developed the Certificate Course on Transformational Leadership to Achieve SDGs, with support from the Caribbean Development Bank (CDB) and the United Nations Development Programme (UNDP).

The short-term Continuing and Professional Education (CPE) 40-hour course covers core elements from the field of leadership, results-based management, sustainable development and the execution of inter-sectoral projects in support of SDGs. The customised certificate course focusing on building technical capacity will educate leaders about maximising the limited resources (human, financial, institutional, etc.) of Small Island Developing States (SIDS); managing the process of operationalising the SDGs; and building a culture committed to the 'discipline of execution' through systematic goal setting, identification of indicators, monitoring, reporting and re-alignment of strategy and resources.



CDB Economist, Mr. Kevin Hope; Vice-Chancellor, Professor Sir Hilary Beckles; Mrs. Stacy Richards-Kennedy, The UWI Director of Development; and Dr. Luz Longworth, Pro Vice-Chancellor and Principal, The UWI Open Campus at the course launch event.



Mr. Kevin Hope, Economist at the Caribbean Development Bank (CDB), speaking at the launch of the specialised online course. This unique course offering was developed in partnership with the CDB, the UNDP and PEMANDU Associates of Malaysia.

CARIBBEAN ACTION 2030



In late 2016, Coordinator of the Institute for Sustainable Development (ISD) at The UWI, Dr. David Smith, was selected to be part of a group of 15 international experts to work on the United Nations (UN) Global Sustainable Development Report. The

appointment was made by former Secretary-General, Ban Ki-Moon. The Global Sustainable Development Report is intended to provide guidance from a scientific perspective to support implementation of the recently agreed UN 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs). It is a key component of the mechanism to follow up and review progress of the 2030 Agenda and aims to strengthen the science-policy interface and provide a strong evidence-based instrument to support policymakers in promoting poverty eradication and sustainable development.

A regional conference designed to advance and accelerate regional action on the most comprehensive blueprint for eliminating extreme poverty, reducing inequality, and protecting the planet the world has ever seen —the Sustainable Development Goals (SDGs), took place at The University of the West Indies in Kingston Jamaica—from June 28 to 30, 2017.

The UWI's Institute for Sustainable Development (ISD) and Sustainable Development Solutions Network (SDSN) with the Sir Arthur Lewis Institute for Social and Economic Studies (SALISES), the UNDP and the Government of Jamaica sponsored the Caribbean Action 2030 Forum which focussed on ways to help the Caribbean achieve the SDGs. ISD and SDSN arranged the attendance of several delegates including youth representatives and speakers from

PEMANDU Associates in Malaysia. This included Dr. Idris Jala, former Minister in the Government of Malaysia and head of PEMANDU, the government entity responsible for Malaysia's economic and governance transformations. ISD also arranged for Professor Jeffrey Sachs, Director of the Center for Sustainable Development at Columbia University and Director of the SDSN to attend the forum and deliver the keynote address. Professor Sachs also attended a round table meeting with heads of delegations including several Caribbean Ministers of Government, members of the UN and NGOs from the region.

SDSN, the ISD and the Caribbean Policy Research Institute (CAPRI) worked together on a project to improve the data on SIDS included within the SDG

Index and Dashboard, an international instrument for measuring progress towards the SDGs. The work was presented at the Caribbean Action 2030 meeting. As a result of this research, more Caribbean SIDS have been included in the SDSN SDG assessment and Dashboard; and are able to use the Dashboard to monitor their achievement of the SDGs.



Sport and Economic Development

If there is one thing that unites Caribbean people, cutting across social, economic, ethnic, cultural, age and gender lines, it is sport. The Caribbean has been home to some of the world's greatest sports stars. Sport is also the point where several other disciplines interconnect, including entertainment, tourism, technology, and medicine. It is an industry that this region can develop to diversify our economies and make them competitive. In keeping with its mission

to support regional development, and with a view to capitalising on the US\$145 billion earned annually within the sporting industry, The UWI launched the Faculty of Sport in July 2017.

Led by newly appointed Dean, Dr. Akshai Mansingh, the new Faculty of Sport is a strategic move toward developing our Caribbean's tremendous sporting capacity and translating it into economic growth. As

the first new faculty in 40 years, it is intended to become an internationally recognised teaching, research and training centre in sport and sports-related disciplines. As it becomes operational in the 2017/2018 academic year, it will consolidate programmes offered across all four campuses under a 'One UWI' umbrella of knowledge, built upon three disciplinary pillars: teaching, learning and research; professional outreach and engagement; and public outreach and community development.





Cricketer, Rowman Powell, Vice-Chancellor, Professor Sir Hilary Beckles and Dean of the Faculty of Sport, Dr Akshai Mansingh share a light moment at the official launch the Faculty on Wednesday 26 July, 2017 at The UWI Regional Headquarters in Jamaica.

THE MAKING OF CHAMPIONS

The UWI Games 2017

The UWI Games is a biennial event in which the swiftest, strongest, most agile UWI athletes meet head to head, campus against campus. Among them are rising stars who have represented their country at the highest levels of international competition. Taking place from May 25 to June 2 at the Cave Hill Campus, the 2017 edition was without argument a highlight of the University's calendar. Five hundred athletes from territories throughout the region participated. The face-off took place across ten disciplines: football, cricket, hockey, basketball, volleyball, swimming, tennis, table tennis, netball, and, of course, track and field. Appropriately themed "The Making of Champions", the event profiled the spirit of competition, the hunger for success, and the determination to do one's best as athletes stepped up to give their all for their teams. In the end, the Mona Campus reclaimed the title as champions, nudging Cave Hill Campus into second place, to be followed by St. Augustine Campus and Open Campus respectively.



The Games also provided the invaluable opportunity for participating students, staff, and administrators to meet and mingle with their counterparts from other campuses, forming friendships and alliances that can last a lifetime. This bonding, this coming together to celebrate and to compete, represents the true spirit of the 'One UWI' philosophy.

Equally important, these Games spoke eloquently of the wealth of athletic talent that lies within our Caribbean people, awaiting the kind of development that can be provided by institutions such as the new Faculty of Sport. The Games also provide the chance to analyse the effectiveness of athletic training methods being used, and to adjust where appropriate.

The event was perhaps a foretelling of the tremendous potential that The UWI now holds in its hands, to be a key agent in the transformation of sport and athletics within the Caribbean, to unite it, mine its wealth, and show the world what we have to offer.

Vice-Chancellor's Sports Awards

The second annual UWI Vice-Chancellor's Sportswoman and Sportsman of the Year Awards ceremony coincided with the opening ceremony of The UWI Games held in May 2017 at the Cave Hill Campus. Eleven student athletes from across the University's four campuses were nominated, from which one female and one male received the top titles.

Vikash Mohan, the current captain of the St. Augustine Men's Cricket Team, was named Sportsman of the Year. Vikash has previously led youth teams in Trinidad from Under13 to Under19. He is a final-year Mechanical Engineering Student at St. Augustine.

Shimona Nelson, the Sportswoman of the Year 2017, is a first-year student who plays netball, basketball and throws the javelin. She took up a scholarship in 2016 after being scouted by The UWI Mona Sports Programme and is pursuing a degree in Psychology at Mona.

Established in 2016, the Vice-Chancellor's Sportswoman and Sportsman of the Year Awards honour top student-athletes for their outstanding performance in academics, athletics, service and leadership. Nominees not only excel in their sporting discipline at the local and international level, but also have a minimum grade point average (GPA) of 2.0.



Sportsman of the Year: Vikash Mohan, a cricketer from St. Augustine.



Sportswoman of the Year: Shimona Nelson, a netballer from Mona.

RESTORING PRIDE AND PERFORMANCE OF WEST INDIES CRICKET

Shivnarine Chanderpaul Honoured at Vice-Chancellor's Cricket Match

Veteran Guyanese cricketer and former captain of the West Indies Cricket team, Shivnarine Chanderpaul, was honoured at The UWI Vice-Chancellor's XI Cricket Match in February 2017 at Warner Park, Basseterre, St. Kitts. The Vice-Chancellor's XI Cricket Match took the form of a 50-over warm-up match preceding England's tour of the West Indies for a three-match ODI series. Chanderpaul's son, Tagenarine Chanderpaul, who played as a member of the Vice-Chancellor's XI team against the English opponents, accepted the special tribute and commemorative plaque on his father's behalf in a brief ceremony during the half-time break. The senior Chanderpaul ended his 22-year international career in 2016, and this award was offered in recognition of his outstanding contribution to the game. The brainchild of the late Sir Frank Worrell, The UWI Vice-Chancellor's XI Cricket Match has been a tradition in regional cricket for over 20 years. It celebrates the historic partnership between The UWI and the West Indies Cricket Board of Control (WICB).



Tagenarine Chanderpaul accepts a commemorative plaque on behalf of his father Shivnarine Chanderpaul from Governor General of St. Kitts and Nevis, Sir S. W. Tapley Seaton.

10th Anniversary of CCC

In 2017, the Combined Campuses and Colleges (CCC) Marooners marked its 10th year of keen competition. The Marooners comprise the best of the best from all campuses, competing among top regional and international teams. This participation receives the enthusiastic support of the coaches, staff, faculty and students, and the team's collective hunger to gain the competitive edge is proof that students of The UWI never need to choose between academics and athletics. It represents part of a multi-pronged approach to regaining the West Indies' place among the cricket elite. The CCC team seeks the best athletes from regional tertiary institutions, and offers them the best training available, thus developing players who can proudly take their place on any top-tier regional team.

Now, ten years later, the programme intends to take cricket to another level, with the establishment of the SAGICOR UWI Sports Science Labs for Biomechanics and Exercise Physiology. The programme has



The Combined Campuses & Colleges (CCC) Marooners team

also embraced mental skills training, having engaged the services of David Scott, Sports Psychologist, from The University of New Brunswick in Canada. The UWI is dedicated to creating a new cadre of

cricketers within the Worrell tradition, who will restore the pride and performance of West Indies cricket.

Installation, Inductions, Farewells & Celebrations

New Leadership

In the period under review, The UWI welcomed Mr. Robert Bermudez as new Chancellor of The University of the West Indies. Mr. Bermudez began his seven-year term in July 2017 as the University's 6th Chancellor, succeeding Sir George Alleyne, who served as Chancellor for two consecutive seven-year terms since 2003.

Mr. Bermudez has been an entrepreneur for over 40 years, having overseen the growth of his family-owned business to a regional business throughout the Caribbean and Latin America. During his distinguished career, he served as Chairman or Board Director for several other corporate bodies in Trinidad and Tobago and the Caribbean.

The appointment of a Chancellor whose professional life has been spent outside of academia is an indication of The UWI's determination to recalibrate its philosophies and focus on radically transforming the nature of its operations and its quality of service and commitment, including creating more strategic alliances with the business community. Chancellor Bermudez' vision for the University outlines a keen sense of the mission, effectiveness, relevance and interdependence of academia and the economy.



As part of the installation ceremony's ritual, Chancellor Bermudez is robed by the Presidents of the Student Guild Councils across the four campuses.



Former Chancellor of The UWI, Professor Emeritus Sir George Alleyne receives a gift at the farewell dinner in his honour.



The induction of Dr. Luz Longsworth Pro Vice-Chancellor & Principal The UWI Open Campus.

In March 2017, Dr. Luz Longworth was formally inducted as Pro Vice-Chancellor and Principal of the Open Campus during a ceremony held in Belize, where Dr. Longworth lived and worked for many years.

Professor Brian Copeland, was also officially inducted in July 2017 as Pro Vice-Chancellor and Principal of the St. Augustine Campus.

The reporting period recorded several new appointments. Dr. Joseph B. Powell succeeded Mrs. Linda Speth as General Manager of The UWI Press. Professor Jessica Byron was appointed Director of the Institute for International Relations (IIR) at the St. Augustine Campus. Former Ambassador Extraordinary and Plenipotentiary of Grenada to the USA, Ms. Gillian M.S. Bristol, was appointed Director of Latin American Caribbean Centre (LACC). Mrs. Stacy Richards-Kennedy was appointed Director of Development in the Office of the Vice-Chancellor.

Farewells

Even as the institution welcomed some colleagues to new posts of influence, it also said a grateful and respectful farewell to persons who passionately served The UWI.



Professor Brian Copeland, Campus Principal at The UWI St Augustine is inducted by then Chancellor, Sir George Alleyne.

In April 2017, the University celebrated the career of Professor Emeritus Sir George Alleyne as Chancellor of The University of The West Indies with a farewell dinner held in his honour at the Cave Hill Campus. His second consecutive seven-year term as Chancellor formally ended in July 2017.

Former Pro Vice-Chancellor and Campus Principal of the St. Augustine Campus, Professor Clement Sankat, was also honoured with a special retirement reception in September 2016 at The University Inn and Conference Centre.



Professor Clement Sankat (left) with his successor, Professor Brian Copeland at Professor Sankat's official farewell.

Vice-Chancellor's Report

UWItv's First Anniversary

The UWI established UWItv in December 2016.

The multimedia public information and education service was immediately hailed as a “game-changer in Caribbean education and public outreach”. It represents a partnership between The UWI, CaribVision (the regional cable service of the Caribbean Media Corporation) and the RJR Group in Jamaica.

The channel showcases a range of UWI-related content that can potentially be accessed by millions of viewers in 22 Caribbean country markets, along with those in Caribbean Diaspora communities in the United States, Canada, the United Kingdom and Europe. It has a presence on applicable cable channels, as well as

online via its own website, YouTube channel and social media sites such as Facebook. This allows its content to be accessed in real time or on demand, from virtually anywhere.

UWItv hosts a vast searchable video database, and is an invaluable resource for students, scholars, librarians, researchers, documentarians and journalists throughout the region and across the world.

During its first year, the platform live-streamed important events such as symposia, regional meetings and conferences, and served as a medium for disseminating messages on culturally significant issues and events.

Its first anniversary was celebrated with a commemorative event and awards ceremony at the Errol Barrow Centre for Creative Imagination at Cave Hill Campus. Feature speaker, President of Caribbean Broadcasting Union (CBU) and Managing Director of the RJR Communication Group, Jamaica, Mr. Gary Allen, described the platform as “a source of information—for people in the Caribbean about the Caribbean...”.

His voice was joined by several others, commending UWItv on the role it has begun to play in disseminating information and sharing opinions across the region. A major endorsement came from the President of the Caribbean Development Bank (CDB), Dr. William



At the UWItv Anniversary & Awards Ceremony, (from left to right): Professor Sir Hilary Beckles, Vice-Chancellor of The UWI; Mrs. Patricia Atherley, special awardee; Mr. Julian Rogers, recipient of the inaugural UWItv award; Ms. Janet Caroo, Managing Director, UWItv and Dr. William Warren Smith, President, Caribbean Development Bank.

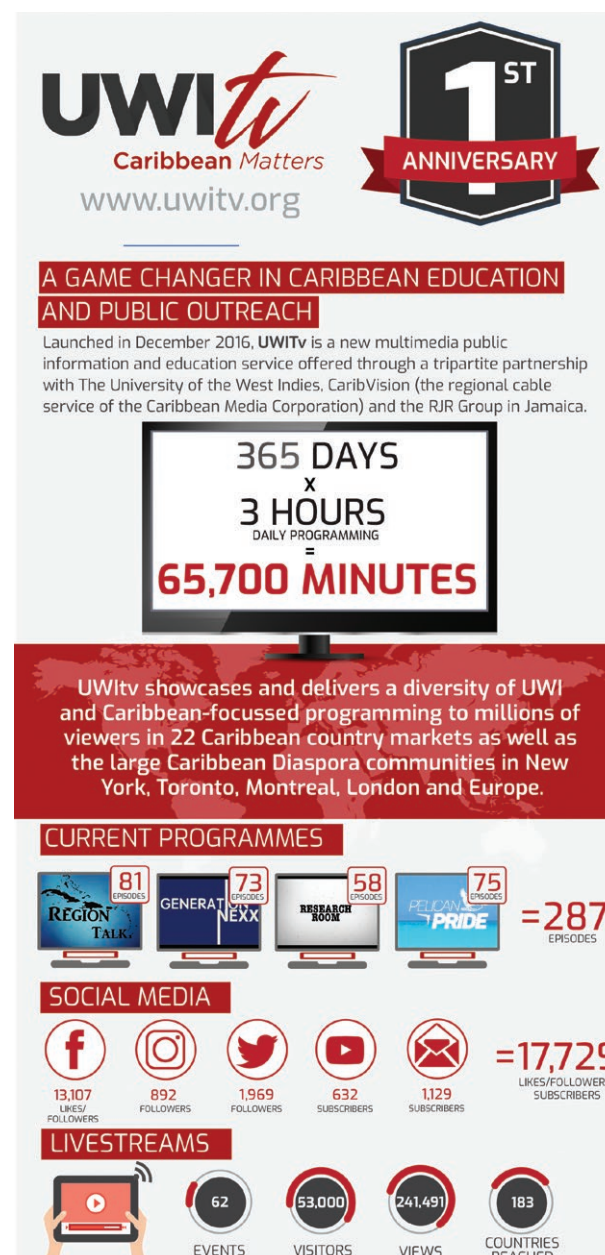
Warren Smith, who announced the Bank's agreement to invest US\$130,000, to be used for technical and other support for the further development of the platform.

An inaugural UWItv award will also be presented to broadcasting's quintessential Caribbean man, Julian Rogers. Guided by its ethos "Caribbean matters", UWItv deemed it fitting to pay tribute to Rogers' 54-year career of contributions to Caribbean press, radio and television and as a ground-breaking presenter and programme-maker, owner/manager, trainer and consultant.

UWItv is a demonstrable outcome of partnerships between industry and academia, which forms part of the 'Triple A' Vision outlined in The University's new strategic direction: alignment between industry and academia for wealth creation and distribution; expansion of access to tertiary education; and increased agility to global opportunities. Its existence helps to expand the University's reach beyond Caribbean borders, offering the opportunity for greater conversation with the rest of the world. The transformative initiative is deeply rooted in the 'One UWI' philosophy and is poised to drive regionalism through solution-based discourse and public education.



Professor Sir Hilary Beckles on stage with Mr Julian Rogers as Rogers accepts his inaugural UWItv award.



THE VICE-CHANCELLOR'S FORUMS

In 2016, Vice-Chancellor, Professor Sir Hilary Beckles initiated a series of public discussions, titled "The Vice-Chancellor's forums". The ongoing series seeks to bring together regional academics and experts to discuss and offer informed analysis, perspective and context to important political, social and economic developments in the region. Since inception of the series, topics covered to date include:

- **The Golding Report on CARICOM – Jamaica Relations**
- **Economic Transformation with Social Growth: W. Arthur Lewis's Contribution**
- **Irma and Maria (Part 1 & 2): Relief, Reconstruction and Reparations**
- **Taming the Caribbean Crime Monster: A Solutions Agenda**
- **The Novelty of Putin's Patrimonialism: Analysing Russian Regime Change**
- **"Fidel Forever": The Life and Legacy of a Caribbean Giant**
- **The Grenada Constitutional Reform Referendum**
- **The Caribbean Say on USA Today (US Presidential Election Analysis)**
- **Brexit and its implications for the Caribbean**



Vice-Chancellor, Professor Sir Hilary Beckles (second right) makes a point at the forum, "Brexit and its Implications for the Caribbean". With him are (l-r) Bruce Golding, Chair of Jamaica's CARICOM Review Commission; David Fitton, British High Commissioner to Jamaica; Dr. Dana Dixon, Executive Business Development & Research, Jamaica National Building Society; and Dr. Damien King, Co-Executive Director, Caribbean Policy Research Institute.



Vice-Chancellor, Professor Sir Hilary Beckles (left), in discussion with former Jamaican Prime Minister, Hon. Bruce Golding (centre), Chair of the 2016 CARICOM/CARIFORUM-relations review commission and former Assistant Secretary General, CARICOM, Ambassador Byron Blake at the Vice-Chancellor's Forum on the Golding Report.



Ambassador Dr. Richard Bernal, Pro Vice-Chancellor Global Affairs, addresses the audience at the forum titled "Taming the Caribbean Crime Monster: A Solutions Agenda"



(l-r) Vice-Chancellor, Professor Sir Hilary Beckles, with Professor Stephen Hanson, Vice Provost for International Affairs and Director of Reves Center for International Studies, College of Williams and Mary, USA; Ambassador Carlton Davis, OJ; and Ambassador Derrick Heaven, following Professor Hanson's presentation at The UWI Regional Headquarters on "The Novelty of Putin's Patrimonialism".



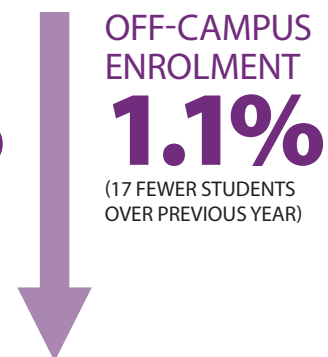
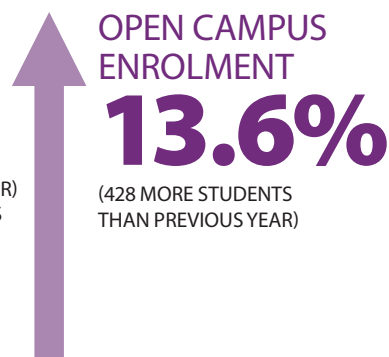
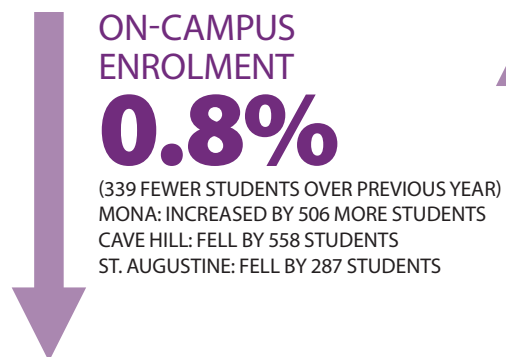
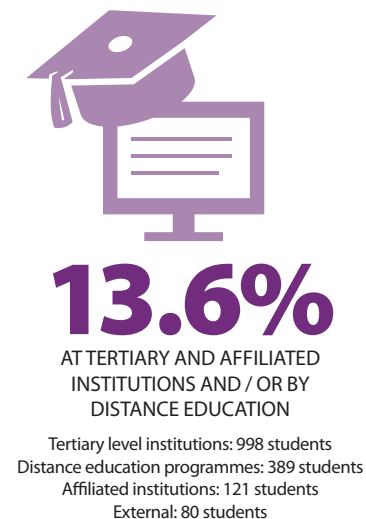
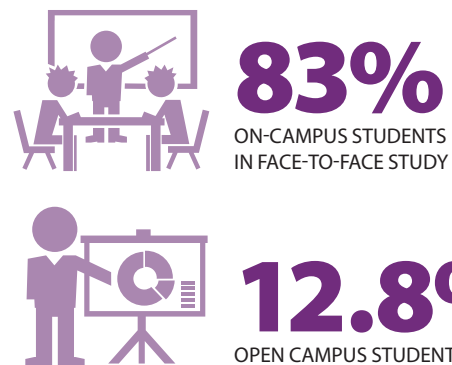
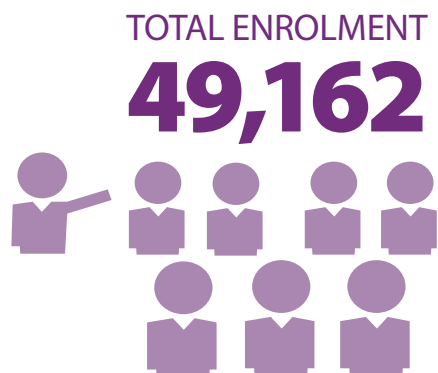
Mr. Ronald Jackson, Executive Director, Caribbean Disaster and Emergency Agency (CDEMA), presents as part of the panel discussion on Recovery, Reconstruction and Resilience, during the forum on "Irma and Maria: Relief, Reconstruction and Reparations."

2017 VICE-CHANCELLOR'S AWARDS FOR EXCELLENCE



Vice-Chancellor, Professor Sir Hilary Beckles (centre) with the Vice-Chancellor's Awards for Excellence 2016/2017 awardees.
Left to right are: Professor John Agard; Professor T. Alafia Samuels; Dr. Indra Haraksingh; Professor Chris Oura; Dr. Jacqueline Bridge and Professor Ian R. Hambleton.

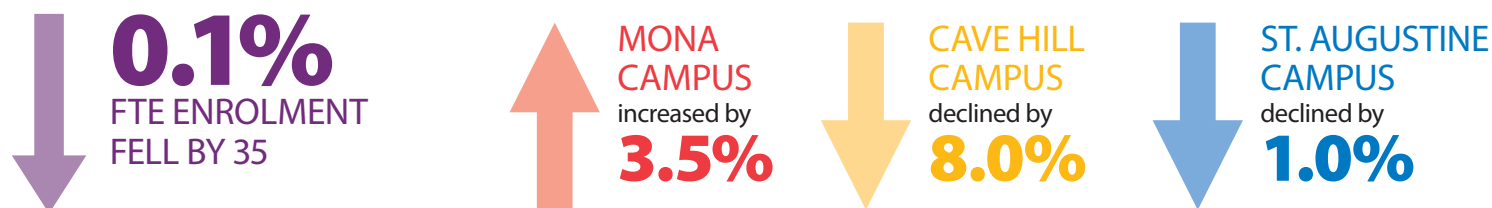




As a proportion of total university enrolment, off-campus enrolment accounted for 3.2%, of which tertiary level institutions accounted for 1.9%, distance education 0.9%, affiliated institutions 0.2% and external students 0.2%.

Student Enrolment Statistics 2016 / 2017

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



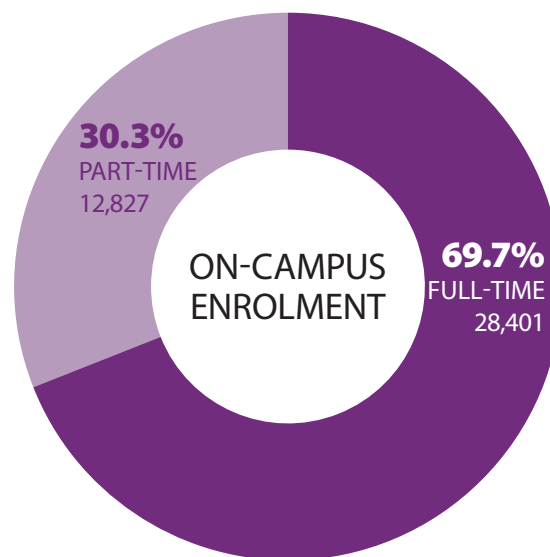
CAMPUS ENROLMENT IN SCIENCE AND TECHNOLOGY PROGRAMMES

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

52.8%
ST. AUGUSTINE

44.9%
MONA

29.6%
CAVE HILL



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

76.9% MONA
64.5% ST. AUGUSTINE
64.7% CAVE HILL

FTE IN FIRST DEGREES

79% TOTAL FTE STUDENTS PURSUING FIRST DEGREES

At the Campus level:
FTE pursuing first degrees

85% MONA
86% CAVE HILL
70% ST. AUGUSTINE

HIGHER DEGREE ENROLMENT

16% SAME AS LAST YEAR

21% ST. AUGUSTINE
14% MONA
12% CAVE HILL

FACULTIES WITH MOST FTE STUDENTS

-  1. SOCIAL SCIENCES
-  2. MEDICAL SCIENCES
-  3. SCIENCE & TECHNOLOGY

*For purposes of computing FTE, two part-time students are counted as one FTE.
It should be noted that these FTE figures are only computed for on-campus students.

ENROLMENT BY GENDER

TOTAL UNIVERSITY ENROLMENT



ON-CAMPUS ENROLMENT



OPEN CAMPUS ENROLMENT



OFF-CAMPUS ENROLMENT



PROPORTION OF FEMALES



MALE-DOMINATED FACULTIES



ENGINEERING (St. Augustine)

71% MALE
29% FEMALE

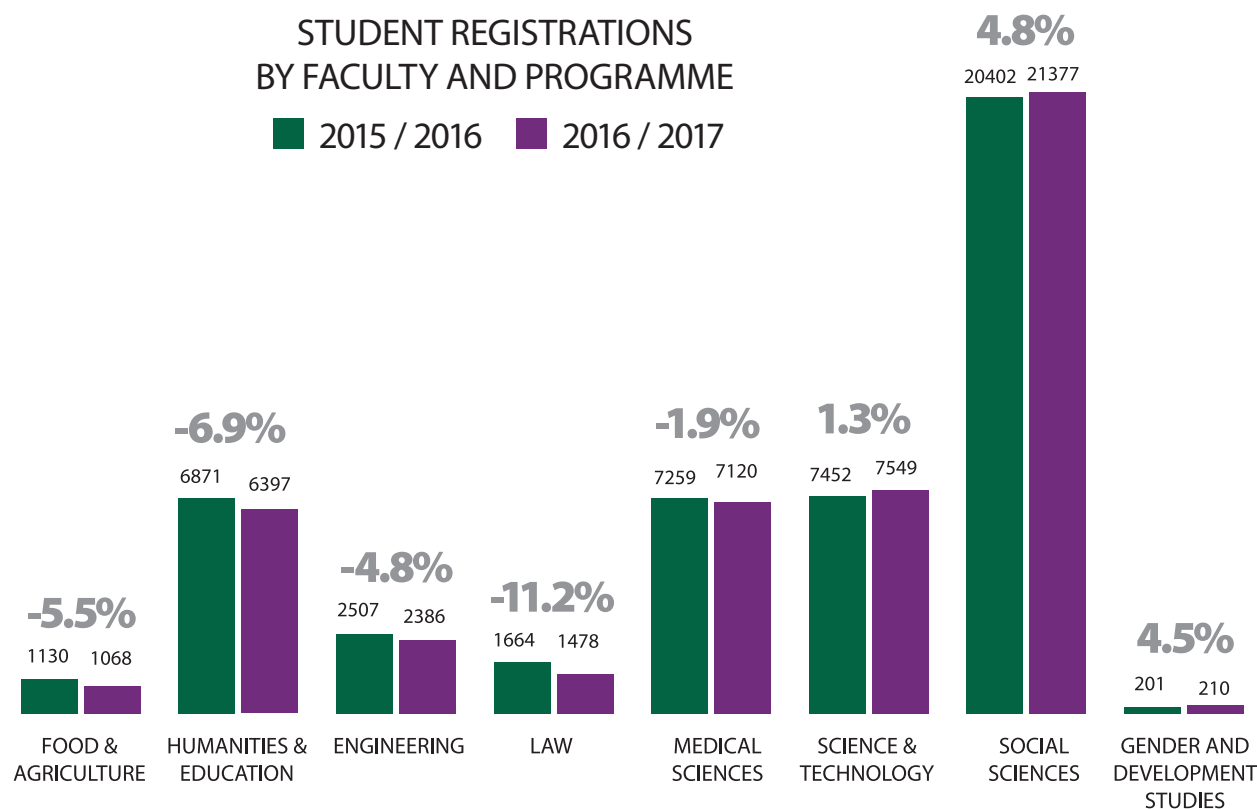


SCIENCE & TECHNOLOGY (Cave Hill)

51% MALE
49% FEMALE

STUDENT REGISTRATIONS BY FACULTY AND PROGRAMME

■ 2015 / 2016 ■ 2016 / 2017



MOST STUDENTS BY DISCIPLINE

Social Sciences registered the highest proportion of on-campus student enrolment at each campus.

ST. AUGUSTINE

1. Social Sciences **31.7%**
2. Science & Technology **17.5%**

MONA

1. Social Sciences **42.1%**
2. Medical Sciences **21.7%**

CAVE HILL

1. Social Sciences **54.7%**
2. Science & Technology **17.4%**

OPEN CAMPUS

1. Social Sciences **79.9%**
2. Humanities & Education **20%**

ON-CAMPUS ENROLMENT

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

76.6%

UNDERGRADUATE PROGRAMMES

23.4%

POSTGRADUATE PROGRAMMES

87%

OPEN CAMPUS
UNDERGRADUATE PROGRAMMES

GEOGRAPHICAL DISTRIBUTION OF STUDENTS

40%



TRINIDAD AND TOBAGO

36.5%



JAMAICA

9.8%



BARBADOS

8.6%



OECS COUNTRIES

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

3.6%

OTHER CARIBBEAN COUNTRIES

1.5%

INTERNATIONAL
(NON-CONTRIBUTING COUNTRIES)

ON-CAMPUS OECS STUDENTS

3% of total on-campus enrolment (1,239 students)

1.2% CAVE HILL

0.7% MONA

1.1% ST. AUGUSTINE

OPEN CAMPUS

39.4% of students originate from OECS countries

ENROLMENT FROM NON-CONTRIBUTING COUNTRIES

1.6% (669 students)

Non-contributing countries' enrolment by Campus

2% ST. AUGUSTINE (368 students)

1.2% MONA (208 students)

2% CAVE HILL (93 students)

0.06% OPEN CAMPUS (43 students)

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



Professor V. Eudine Barriteau

PRO VICE-CHANCELLOR AND PRINCIPAL, CAVE HILL CAMPUS, BARBADOS

The academic year 2016/2017 was one in which the Cave Hill Campus enjoyed several successes in spite of the continued financial crisis with which it continues to be faced. These successes were due to the dedication and support of our staff and students as well as that of our benefactors in both the public and private sectors.

One of our notable achievements during the period was the successful completion of the Institutional Accreditation Mid-Cycle Review conducted by the Barbados Accreditation Council (BAC) during the period March 30–31, 2017.

The review team of Mr John Randall (leader) and Dr. David Wissman stated that Campus' Mid-Cycle Self Evaluation Report was reflective and analytical and addressed the various challenges faced by the Cave Hill Campus. The evaluators found "that while the Campus has faced significant financial challenges arising from the recession, from continuing outstanding payments due from the Government of Barbados, and from the introduction of student fees, it had anticipated some of these changes and is managing them as well as could be expected in

difficult circumstances". The team further noted that the Campus and the University have leadership that is well equipped to address the challenges they face.

Overall, the team commended the Cave Hill Campus for: the cultural change towards a greater acceptance of professionalism in teaching and learning; the work of the Centre for Excellence in Teaching and Learning (CETL); the Guide to the Academic Quality Management System prepared by the Campus' Academic Quality Assurance Committee (AQAC) and the proactive management of its financial challenges. The Campus is committed to the recommendation of the reviewers that greater attention needed to be paid to improving its internal operating processes.

We are also extremely pleased to report that the evaluation team concluded "the Campus and the University continue to operate academic systems that enable them to have confidence that they meet international standards in the programmes they operate and the degrees they award".

Another major achievement was recognition by the National Committee on Foreign Medical Education

and Accreditation (NCFMEA), of the Department of Education, USA, that the standards used to accredit the MBBS programme of the Faculty of Medical Sciences, Cave Hill Campus, are equivalent to those used for the accreditation of US medical schools. This has important implications for the internationalisation of the Campus' medical programme.

In order to maximise on this decision, a rapid response team under the chairmanship of Dr. Kenneth Connell, Deputy Dean, Faculty of Medical Sciences was commissioned to develop an optimum public information programme. Since then, its scope was expanded to become a task force on articulation and to explore opportunities to work with international medical programmes to expand opportunities to attract international students to study medicine at the Cave Hill Campus.

The Campus is grateful for the leadership provided by the Honourable Ronald Jones, Minister of Education, Science Technology and Innovation, Mrs. June Chandler, Permanent Secretary, Ministry of Education, Science Technology and Innovation, and Mrs. Lorna Parkin, Executive Director of CAAM-HP who prepared and submitted the extensive documentation required by the NCFMEA.

OPENING OF MANDELA FREEDOM PARK

The Cave Hill Campus was honoured to have Ms. Ndelika Mandela, granddaughter of Nelson Mandela, join Professor Ihron Rensburg, Vice-Chancellor of the University of Johannesburg; UWI Vice-Chancellor, Professor Sir Hilary Beckles; to declare open the Mandela Freedom Park on March 28, 2017 in a celebratory evening of performance, and witnessed by Prime Minister, the Honourable Freundel Stuart.



Cave Hill Campus – Barbados

As we indicated in the last year's Report to Council, the development of the Faculty of Science and Technology is a major strategic focus of the Campus. We are therefore pleased to report that during the year, the Caribbean Development Bank (CDB) approved the Campus' request for technical assistance for a Conceptual Study for the Enhancement Project for the Faculty of Science and Technology (FST). The objective of the study is to assist the Campus in determining the programmatic, institutional and infrastructure requirements for a revitalised Faculty. Three of the five consultant firms who responded to the request for Expressions of Interest (EOI) were shortlisted and invited to submit technical proposals and associated costing. To date, two of the three firms have met the deadline for the submission of proposals. These have been evaluated by the Campus Evaluation Team.

During the year, the Campus received the Town and Country Planning Department's approval of the detailed plans for the development of the Dukes Lands at St. Thomas. Professor Leonard O'Garro, Director of the Centre for Food Security and Entrepreneurships (CFSE) will be leading on the recommendations required by the Department. The objective of this project is to develop a state-of-the-art Agribusiness Park, which will position Barbados to become a regional hub for entrepreneurial development, educational training and cutting edge, agri-business research in a 21st century, expansive, multi-faceted complex. A significant portion of land has been set aside for farming. The park will accommodate agro-processing and meat curing facilities, chocolate manufacturing and training facility, cotton processing facilities, food standards laboratory, sewerage treatment plant, and a 500-seat conference facility.

During the year, the Campus welcomed the establishment of The UWI Faculty of Sport, of which the Academy of Sport at Cave Hill became a department. We also congratulate Mrs. Amanda Reifer, Head, Academy of Sport, on receiving the National Sports Council's 34th Annual Sports Award Administrator of the Year award and The UWI Cave Hill Sports Club on being named the Council's Sports Club of the Year.

Cave Hill successfully hosted the largest ever UWI Games from May 24 to June 2, 2017 under the theme 'The Making of Champions'. The 2017 Games introduced new standards of medical care for athletes, consistent with best practices established for multi-discipline sporting events. An innovation was the creation of a UWI Games app developed by Cave Hill software engineering student, Mr. Theo Taylor, under the supervision of Dr. Janak Sodha, Head of the Department of Computer Science, Mathematics and Physics. The app housed a database of the athletes and provided a schedule of events, a geo-location feature, and live score updates. Deputy Principal, Professor Clive Landis chaired the Campus' local coordinating committee.

We are very pleased to report that the Campus in collaboration with the RBC Royal Bank of Canada hosted the inaugural RBC Race for the Kids charitable 5k run on April 17, 2017. The event raised BD\$63,000 which provided scholarships for students and supported the Campus' First Year Experience (FYE) programme. The RBC Race for Kids also supported students facing mental health issues.

In collaboration with the Ministry of Sport and Culture, the Campus was pleased to co-host the CARIFESTA XIII Symposium. Dr. Marcia Burrowes, senior lecturer, Cultural Studies served as Co-Convener of the Symposium. The Errol Barrow Centre for the Creative Imagination hosted a wide range of events between August 19-23. The Symposium was of course embedded within the activities of the Festival which ran for 10 days between August 17-27, 2017. During 2017, Cave Hill joined with its sister campuses in preparing to celebrate The UWI's 70th Anniversary in 2018. A campus-wide 70th Anniversary Committee chaired by Dr. Henderson Carter, Senior Lecturer in the Department of History and Philosophy will oversee the development of an exciting year-long programme of activities to be implemented in 2018. The first of these activities, a church service, was held at St. Patrick's Cathedral on Sunday, January 28, 2018.

The Cave Hill Campus continued to enjoy the support of benefactors in the wider community, and is extremely pleased to acknowledge the following new scholarships which were established during the academic year:

- The Edgar and Joan Hyman Scholarship valued at BD\$15,000 over three years
- The Co-operators General Insurance Company Ltd (CGICL) Scholarship valued at BD\$5,000
- The Freddie Miller Memorial Scholarship valued at BD\$30,000 over three years
- The Carlos Holder Memorial Scholarship valued at BD\$2,000

The Campus also established the Dwight Venner Memorial Scholarship in honour of the late Sir Dwight Venner, the longest serving Governor of the Eastern Caribbean Central Bank. Two scholarships would be awarded annually to students primarily from the OECS to study Economics or Banking and Finance.

ADOPTION OF THE UWI STRATEGIC PLAN 2017-2022

A major focus for the Campus, during the review period, was a comprehensive strategic planning exercise as it developed Cave Hill's input into the wider University Triple A Strategic Plan 2017-2022, Revitalising Caribbean Development. The Campus' consultative process was wide-ranging involving discussions across the institution and including SWOT analyses by all faculties, institutes and centres; a successful one-day management retreat on November 22, 2016 and a Town Hall meeting held on December 6, 2016 to inform staff on the strategic planning initiatives.

A critical component of the Campus' strategic planning process was its development of the Smart Campus Initiative. This is a major reorienting of the Campus' mode of delivery of higher education goods (i.e. degrees and certificates) and services (i.e. research, expert advice and consultancies) to meet the human resource needs of Barbados and the region. The new model seeks to harness information technology to transform all services, faculties, administrative processes and most importantly pedagogical strategies. The UWI cannot revitalise Caribbean

development and continue to use antiquated pedagogical platforms and service systems. Critically, the Smart Campus Initiative will assist with advancing the attainment of the Triple A goals, particularly the goal of access which the Campus is prioritising. It also generates new revenue earning strategies. The Smart Campus Initiative was presented to the Technical Advisory Committee (TAC) and the annual meeting of Campus Council in January and March 2017, respectively. It was finally rolled out after full consultation and adoption, at a Town Hall Meeting held on September 13, 2017.

Given the decrease in student numbers since the introduction of student payment of tuition fee, the Campus has decided expanding access would be a major focus over the first two years of the strategic planning cycle. Eight of the Campus' 15 strategic initiatives are aligned to The UWI's strategic goal of increasing access.



Professor Archibald McDonald

PRO VICE-CHANCELLOR AND PRINCIPAL, MONA CAMPUS, JAMAICA

The theme of the reporting year's annual report, Harnessing Resources for Economic and Social Growth, while succinctly capturing this University's raison d'être, also encapsulates the Mona Campus' mission over The UWI 2012–2017 Strategic Plan, as well as the Campus' accomplishments over the reporting 2016/2017 academic year, the final year of the Plan period.

The Plan focussed on six perspectives: financial, employee engagement and development, internal operational processes, teaching, learning and student development, research and innovation, and outreach. The Mona Campus assigned "owners" to each, and monitored achievements against the objectives set out under the perspectives.

FINANCIAL

Against the background of static government contributions to our budget, we revisited our funding model and resolutely sought to harness expanded and strengthened relationships with private- and public-sector partners to provide basic amenities such as a reliable water supply, improved teaching facilities and increased student housing.

EMPLOYEE ENGAGEMENT AND DEVELOPMENT

A number of initiatives, deployed through the Office of the Campus Registrar and each faculty and campus unit, including professional training opportunities

and development of a performance management system that has as one of its foci, staff rewards and recognition, have set the stage for strengthened staff empowerment and ownership of the academy.

INTERNAL OPERATIONAL PROCESSES

We harnessed our IT services to expand enterprise computer-based information systems in support of improved academic and administrative process efficiency. This initiative broadly targeted areas such as student academic performance, workforce development, financial transactions and facilities management.

TEACHING, LEARNING AND STUDENT DEVELOPMENT

We increased student intake by some 12% over the Strategic Plan period, introduced new, and modified existing programmes at the undergraduate and postgraduate levels to align them to student and sector demands and, with our private sector partners, grew financial support to students, all with a view to developing the region's human capital.

RESEARCH AND INNOVATION

We highlight the Campus' success at harnessing its faculty's research and innovation capacity to find solutions to the myriad social and economic challenges facing our country and region. The impact that these efforts make will depend on our policy-makers' uptake of the researchers' recommendations, and we implore their engagement and financial support in the interest of our region's growth.

OUTREACH

Understanding that economic development rests with the empowerment of a nation's people, the Mona Campus focussed on developing the human capital of our neighbouring and underserved communities. Our work in the Greater August Town and Mona Common communities serves as a template for community development in Jamaica and throughout the Caribbean.

As we move into the new 2017–2022 Strategic Plan period, with its goals towards greater access, alignment and agility, the Mona Campus' dedicated faculty, staff and administration will continue to ensure that we are fully equipped with the tools and ammunition to effectively shape and support the region's future through increased public and private sector partnerships to enhance The UWI's reputation as the region's higher education vanguard institution.

I am pleased to welcome Mr. Earl Jarrett as the Campus' new Council Chairman. He assumed duties in the current academic year, succeeding Dr. the Honourable Marshall Hall who did yeoman service to the Campus for some nine years. Mr. Jarrett's commitment to Mona is well known, and we look forward to his contribution as, together, we grow our capacity to harness the region's resources towards development and sustainability.

RESEARCH DAYS

The 18th staging of the Mona Campus' annual Research Days, under the theme "Driving Development through Research and Innovation", was aimed at making the public aware of the academy's research skills honed over these 69 years and positively impacting Jamaica's economic development. The media, including social media, was integrally engaged in the three-day exhibit, which showcased recent research. Crime, Human Rights and

Justice emerged as an underlying theme, especially in the faculties of Law, Social Sciences and Medical Sciences. More than 4,500 persons, including students, visited the main exhibition. In all, there were 60 major exhibits, 127 posters and 50 interactive displays.

There were also other signature events, including forums, public lectures, panel discussions, book launches and tours of heritage sites, that contributed

to visitors' appreciation of the depth and breadth of The UWI expertise and acquired institutional knowledge.

The work of 23 researchers and their teams, as well as six students was highlighted in the Research for Development booklet. Their research covered a wide range of topics, many of which are linked to the economic agenda.





Dr. Luz Longsworth

PRO VICE-CHANCELLOR AND PRINCIPAL, OPEN CAMPUS

The Open Campus, while undoubtedly affected by the region's economic challenges and extreme weather events, remains resilient and valuable as it opens doors to life-changing learning.

The Campus continues to serve and positively impact the lives of its students and constituents throughout the Caribbean and beyond and we are extremely proud of our service to those who otherwise may not have had easy access to higher education.

The 2016/2017 academic year was a year of remarkable transitions for our Campus. We undertook our most ambitious technological project in our history with the transition to the Banner Student System, which was done within the project timeline and within the budget. The staff of the Campus sacrificed much to complete this transition, which, while not without its challenges, was done with tremendous sensitivity to ensuring that the students were minimally affected. In addition to this, the 2012–2017 Strategic Plan moved seamlessly towards the 2017–2022 Triple A Strategy, and the Campus once again worked in teams to develop the strategic initiatives which will drive the achievement of the vision of “Revitalising Caribbean Development” over the next five years.

Central to the rolling out of The University of the West Indies' new Strategic Plan 2017–2022, the Triple A Strategy – Access, Alignment and Agility, the

Campus forged ahead with its plans to assist in the revitalisation of the Caribbean's economic growth and development, leading to improved well-being of the people of the Caribbean. The Campus was therefore committed to, inter alia, strategic initiatives such as strengthening student access, success and support as well as strengthening teaching and learning programmes.

The Open Campus participated fully in the process of developing its strategic initiatives within the framework of The UWI Triple A Strategic Plan. In March 2017, the Campus Strategic Planning team met with Pro Vice-Chancellor of Planning, Professor Densil Williams and the team from the University Office of Planning for a workshop to discuss the overall process of planning and monitoring the Campus' execution of its initiatives. A virtual Town Hall meeting was also held with Professor Williams and his team to discuss the strategic initiatives, with over 200 staff members from across the region participating in the interactive session.

The Campus finalised five strategic initiatives as indicated below:

- **Flexible Teaching and Learning**
- **Continuing and Professional Education**
- **Student Success**
- **Innovation Centres**
- **Staff Morale and Engagement**

The growth in our Continuing and Professional Education (CPE) programmes was identified as one of the conduits for increased access to the Campus' many programmes and services. In support of the drive for continuous learning, retooling and increasing skills of persons in industry across the region, new CPE programmes of six months' duration were developed and launched. There have also been increases in the offering of undergraduate and graduate programmes, including the introduction of the Campus' first doctoral programmes: Doctor of Educational Leadership in Higher Education and Doctor of Educational Leadership in Education Systems and Schools. These doctoral programmes were groundbreaking initiatives of the Campus and have been very well received by both internal and external stakeholders.

The Campus also continued work on positioning its core values—student friendly, agile, enabling, accessible and respectful—within The UWI Triple A Strategic Plan.

Under the “Access” pillar, the Open Campus is mandated to take The UWI to the world and it is prepared to and proficient in achieving the required results. A major thrust is for greater and more affordable access to higher education in the Caribbean region. We are therefore committed to partnering with sister campuses and sharing our expertise in the use

THE SPIRIT OF RESILIENCE



Pro Vice-Chancellor and Principal of The UWI Open Campus,
Dr. Luz Longworth, travelled to Dominica to support staff and students after hurricanes Irma and Maria.



Antigua / Barbuda



Dominica

of online technologies to assist them in achieving this first pillar.

Under “Alignment” the Campus will be focusing on aligning its presence in each country with economic drivers. One such initiative is the creation of strategically placed Centres of Innovation and Entrepreneurship.

For “Agility” it is pivotal to the Campus’ success to develop robust systems that will better serve our students, both administratively and academically. The Campus has been exploring the use of predictive and adaptive analytics to enable the tracking and predicting of students’ performance through digital data traces. This platform would enable the Campus to evaluate results and tailor appropriate interventions to increase student academic performance. It would also enable us to design unique change management strategies to facilitate successful operational and performance outcomes. The Campus will also focus on Goal AG4 of the Strategic Plan—Foster a Creative, Caring, Accountable, Motivated, Professional (CAMP) Team—to build an engaged and even more committed team.

Improvements in operational processes were realised in the 2016/2017 academic year with the launch of the new Banner Enterprise Resource Planning Student Management System My UWI, My Open Campus. This system, which was fully funded by the Global Affairs Canada – Strengthening Distance Education in the Caribbean (GAC-SDEC) project, was developed to streamline all of the Campus’ online administrative and academic processes in key areas such as student management, finance, teaching and learning and data management. The system is set to improve access, action response and support for student services, as well as increase productivity and student management across the distributed environment of the Open Campus.

Virtual Town Hall Meetings, on-going staff and student training and training videos uploaded to the Campus’ website were some of the successful campaigns used to sensitise and prepare stakeholders for the implementation of Banner, and the transition, while not without the expected challenges, was successfully completed in June 2017.

Another achievement of note for the Campus was the successful development and launch of its new website on August 4, 2016. The new design was done strategically with our key audiences in mind and structured to be more responsive, allowing for an optimal browsing experience across a wide range of devices. This new website is in keeping with The UWI Website Re-alignment Project 2013 and was supported by the GAC-SDEC project.

In these challenging times, new financial strategies are increasingly important and the Campus set about building capacity and increasing efficiency in its operations in the 2016/2017 academic year. Strategies adopted by the Campus for alternative revenue generation included income source diversification through strategic collaborations and partnerships and creating operational efficiencies in human, physical and technological resources. The Business Development Unit has been working steadfastly in growing strategic partnerships with industry, governments and non-governmental organisations. One such example is that on August 11, 2016, The UWI Open Campus and the General Secretariat of the Organisation of American States (OAS) through the Executive Secretariat for Integral Development signed a Memorandum of Understanding (MOU) which symbolises the commitment of both parties to implement the project “Expanding the Socioeconomic Potential of Cultural Heritage in the Caribbean.” Out of this partnership two graduate courses on Museum Management were offered by the Open Campus. Such partnerships and collaborations were instrumental

in increasing income generation, offsetting some operational expenses, adding to the outreach efforts of the Campus, and increasing the visibility of the University, and we look forward to continuing existing partnerships and creating new ones in the future.

Financially, while there remains a gap in government contributions, the Campus’ pre-eminent goal was one of increasing financial inflows while simultaneously tightly controlling costs. Such activities included upgrading facilities with the installation of new equipment and technology to reduce utility costs and to conserve energy.

DISCUSSIONS WITH IBM CANADA

A team from IBM Canada’s Higher Education division, accompanied by their local counterparts, visited with members of the Open Campus in February 2017. The team presented a range of services that they could offer to the Open Campus. Of particular interest to the Open Campus were the following:

- Use of the Watson system to provide student support services such as the 24 hour helpdesk
- Access to Data Analytics courses that could be adapted for use in the Open Campus
- Possible collaboration with IBM and Industry to develop Collaborative Innovation Centres which would serve as Centres for Data Collection and Analysis

Two representatives of the Open Campus, Professor Julie Meeks, Deputy Principal, and Dr. Ngoni Chipere, Planning and Development Officer, participated in a Data Science Expo at Carleton University in Ottawa, Canada in April 2017. We are now well advanced in formulating a regional project that will bring state of the art technology training to our youth through this collaboration with IBM Canada and Carleton University.

The leadership and staff of the Open Campus extend gratitude to our institutional partners for their continued kind donations and financial support and the confidence they have in our brand.

MID-CYCLE ACCREDITATION REVIEW

The Campus received the final report from the Barbados Accreditation Council (BAC) and was again heartened by its content. The Campus satisfied the requirements for continued accreditation for the remainder of the accreditation cycle (2016-2019). The summary of the final report stated, inter alia, that:

- The Open Campus has made significant progress since accreditation. There has been excellent progress on both the recommendations of the accreditation report and on the tasks identified by the Campus itself in the course of its self-evaluation. Where action is still in progress there are clear plans and timelines for completion.
- There is a strong culture of continual improvement. Quality assurance and programme approval systems remain broadly as they were at the time of accreditation. This pattern of stable systems improving over time, and evolving to meet changing needs, is a characteristic of a mature institution.
- Many of the systems used by the Open Campus are systems of the University as a whole; this is likely to become more pronounced as the University proceeds with its 'One University' integration strategy.

The Open Campus expresses gratitude for the Barbados Accreditation Council's continued support and confidence in the Campus' operations.

APPOINTMENT OF CHAIRMAN, OPEN CAMPUS COUNCIL

The University Council approved the appointment of Ambassador Dr. June Soomer as the new Chairman of the Open Campus Council at its annual meeting on April 27, 2017, held at the Cave Hill Campus. Ambassador Soomer assumes this post after the untimely passing of former Chairman, Sir K. Dwight Venner, in December 2016. Ambassador Soomer is charged to formally guide the strategic, financial and administrative affairs of the Open Campus within the University's new strategic direction, regional priorities and global initiatives.

The leadership and staff of the Campus extend heartiest thanks to Dr. Lennox Honychurch, who was appointed Acting Chairman of the Open Campus Council, for his stellar performance of duties during the transitional period.

PLANS FOR THE FUTURE

At the end of the academic year 2016/2017 the Campus was justly proud of its achievements despite the financial challenges which had affected government contributions and student tuition fee payments. However, it was the heart-breaking devastation of Hurricanes Irma and Maria that slowed down our plans to accelerate growth in Semester 1 of 2017/2018, as we grappled with the near total destruction of our site in Dominica and the near crippling of our operations in Anguilla and Tortola, with students, staff and sites in St. Kitts, Turks and Caicos and St. Maarten being negatively affected.

The word "Resilience", however, fully captures the spirit of our people and we have begun to rebuild and regroup to continue to support our students' learning experience. Without a doubt our major challenge for the future is to ensure that all our sites are made climate resilient as we face the fact that we are in a

region vulnerable to extreme weather systems such as hurricanes. We are therefore deliberately targeting site maintenance and the rebuilding of our Dominica site as priorities for the 2017/2018 year to ensure that we are prepared for the challenges which climate change may bring to the region.

The Open Campus is also very excited about the growing number of partnerships with regional and international organisations to design new and innovative programmes for Continuing and Professional Education. As a key strategic initiative, the Campus will be enhancing its structure in order to capitalise on the growing demand for CPE, both in blended and fully online modalities.

Starting from the 2017 academic year the Campus has begun preparing for a major international marketing thrust and has identified key programmes and courses to target the international market. In order to ensure that international students receive similar student service and care to those students who live near physical sites, the Registry has established a Virtual International Students Office (VISO), which will ensure that students applying and studying with us from outside of the region will have an excellent experience.

As we celebrate The UWI's 70th Anniversary and the Open Campus' 10th year of establishment as a full campus, we take the opportunity to reflect on where we have come from and recommit to providing the best educational experience for all our students and stakeholders. As we move into this new phase of our existence we are proud of our growth and resilience through many storms, living up to our motto of being "A campus for the times and a campus for the future". As ever, our goal is to continue to open doors to life changing experiences for students, both within the region and without, for many years to come.



Professor Brian Copeland

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

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 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 are necessary 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 al¹). 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 cognisance 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

INNOVATION CONFERENCE

The UWI St. Augustine Campus was pleased to partner with the Economic Development Advisory Board (EDAB) and other sponsors to host the first two-day Innovation Conference from June 27–28, 2017 at the Teaching and Learning Complex, The UWI St. Augustine.

Speaking at the Opening Day, Pro Vice-Chancellor and Principal, Professor Brian Copeland, told the gathering that a major element of the day was that it had managed a coalescing of vital forces. “What is significant about today, though, is the wide cross-section of participants – a coming together of individuals with differing perspectives – from the public and the private sectors, from academia and government, from international agencies. Yet, we come together with one common cause: the need, no – absolute imperative – to increase Research, Development and Innovation in (RDI) Trinidad and Tobago.”

“We at The UWI believe that a deliberate response to the Innovation Imperative is a major strategy to achieving sustainable development,” Professor Copeland said.



From left: Dr. Ulrich Thiessen, Programme Manager from the delegation of the European Union to Trinidad and Tobago; Dr. Terrence Farrell, Chair of the Economic Development Advisory Board which co-hosted the Conference; Mr. Robert Bermudez, then Chancellor Designate of The UWI; Ms. Beverly Khan, Deputy Permanent Secretary in the Ministry of Planning and Development (representing the Honourable Minister Camille Robinson-Regis); Professor Brian Copeland; Professor John Agard, Director of the Office of Research Development and Knowledge Transfer, The UWI St. Augustine; and Mr. Ronald Hinds, CEO of Teleios Systems Ltd and new head of the Chamber of Industry and Commerce.

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.

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 report² 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 programme 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 Ponomarev³ 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 five-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.

¹ 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>

² 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

³ 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



Professor Alan Cobley

PRO VICE-CHANCELLOR, BOARD FOR UNDERGRADUATE STUDIES

TEACHING, LEARNING AND STUDENT DEVELOPMENT

Academic Quality

The Quality Assurance Unit (QAU) organised 16 quality assurance reviews during 2016/2017:

Cave Hill

The Foundation Language Programme Fundamentals of Written English

The School of Education

Linguistics

Mona

Sociology, Social Policy, Demography, Anthropology and HRD

Psychology

Social Work

Open Campus

Master of Adult and Continuing Education

St. Augustine

Department of Pre-Clinical Sciences

Department of Electrical and Computer Engineering

Department of Food Production

Cultural Studies

Faculty of Law

Centre for Language Learning

Communication Studies

Graduate Studies & Research

Hugh Wynter Fertility Management Unit (Vice Chancellery)

In addition to the full Quality Assurance Reviews, the QAU conducted a number of Quality Evaluations of several Teachers' Colleges in Jamaica, and of the Clarence Fitzroy Bryant College in St Kitts and Nevis.

Other Initiatives on Quality

In February 2017, the University Task Force on Quality, chaired by the Pro Vice-Chancellor, Board of Undergraduate Studies (BUS), submitted its report to the University Finance and General Purposes Committee, which approved the major recommendations, including the adoption of a UWI Quality Policy and the establishment of a UWI Quality Management Team.

The University-wide Centre-Funded Centres and Institutes Quality Assurance Review Follow-Up Committee met for the first time during the year, chaired by the Pro Vice-Chancellor for Graduate Studies and Research.

Quality Assurance Unit Senior Programme Officers Dr. Pamela Dottin (Open Campus) and Dr. Sandra Gift (St. Augustine) were invited to lead preparation for institutional accreditation exercises on their respective campuses.

The Pro Vice-Chancellor BUS chaired the cross-campus Faculty of Medical Sciences Accreditation Compliance Committee to oversee the development and implementation of the Faculty's Action Plan to address issues raised in CAAM-HP's Accreditation Report of 2016. The follow-up report on the implementation of the Action Plan was submitted to CAAM-HP in June 2017.

Student Engagement and Experience

Report on Student Performance

Campuses are now required to report on student performance to the Board on an annual basis, highlighting trends and detailing efforts to improve student performance.

Adjustment to Failing Bands in the GPA Policy

An adjustment to Failing Bands in the GPA Policy was implemented at the beginning of the year to afford students a better opportunity to recover from failures. Office of the Board for Undergraduate Studies (OBUS) worked with the Campus Registrars and Deans to monitor its implementation.

Matriculation Policy

At the request of the Board, the Open Campus piloted the use of Prior Learning Assessment Recognition (PLAR) during the year with a view to making recommendations for the introduction of the policy university-wide in 2018/2019.

Co-Curricular Programme

BUS approved the use of a co-curricular transcript for all students on the model used by the Mona Campus.

Assessment [Examination] Regulations

The revised regulations were due to be introduced with effect from August 1, 2017.

Policy Framework on

Continuing Professional Education

A framework for the award of credits for CPE programmes developed by the Open Campus was approved for university-wide use.

FOUN1101 Caribbean Civilisation

This course became the first University Foundation course to be delivered cross-campus, using a blended teaching modality. Plans are in train to deliver two other Foundation courses using a similar modality in 2018/2019.

Undergraduate Programme Approvals

21 new or revised undergraduate degree programmes were approved. Many of these were a product of continuing efforts at harmonisation of academic programming sponsored by the Board.

Undergraduate Studies

Strategic Plan

During the year several initiatives associated with the University's Strategic Plan for 2012–2017 were completed, and plans were put in place for several new initiatives under the new Triple A Strategic Plan for 2017–2022.

Scholarships

The mission of OBUS to support and enhance student engagement and success is exemplified by its administration of regional scholarships, which give support to some of our brightest and best students from across the region attending any campus of The UWI. In 2016/2017 UGC- funded regional scholarships awarded included 160 UWI Open Scholarships, 17 UWI/CXC CSEC Scholarships, and 5 Caribbean Integration Programme Scholarships. In addition, OBUS administered a growing list of donor-funded regional scholarships:

- UWI Regional Endowment Fund (UWIREF) (12)
- American Foundation for The UWI (AFUWI) (31)
- UWI Toronto Gala Scholarships (46)
- Caribbean Catastrophe Risk Insurance Facility (CCRIF) (7)
- Mill Reef Fund Education Grant (1)
- CB Group/UWI 5K Scholarships (33)
- Wolmer's Alumni Association Toronto Scholarships (11)
- Insurance Association of the Caribbean Scholarship (1)
- 1948 Medical Society Scholarship (1)
- Denis Cohen Scholarship (1)

- Tekla Hyacinth Hylton Scholarship (1)
- Minna Israel Family and Friends Scholarship (2)
- Patsy Latchman-Atterbury Scholarship (1)
- Allison Peart Scholarship (1)
- Anya Schnoor Scholarship (1)
- Jackie Sharp Scholarship (1)

One new scholarship established during the year is of special note. The Barry Chevannes Peace Scholarship was proposed by the Vice-Chancellor of The University of the West Indies, Professor Sir Hilary Beckles, on the occasion of a special service of thanksgiving held in January 2017 to mark a year without a murder in the

community of August Town in Kingston, Jamaica. This is available to a person—living in August Town or one of the neighbouring communities—who is actively involved in promoting the positive development of their community. The scholarship was named in honour of the late Professor Barry Chevannes (Faculty of Social Sciences, Mona), who pioneered the engagement of The University of the West Indies with the people of August Town, and whose example has inspired the University to build a special and enduring relationship with the community. The first awardee will take up the scholarship in the academic year 2017/2018.



The UWI Open Scholarship Awardees 2016/2017.

The total number of regional scholarship holders administered by OBUS in 2016/2017 was 332. The value of donor-sponsored scholarships was approximately BDS\$766,000, while the total value of scholarships managed by OBUS was in excess of BDS\$5.5 million. Seventy-six regional scholarship holders were included in the graduating class for 2016, with 43 achieving first class honours or distinctions.

OUTREACH

National and Regional Development

During the year under review, the Pro Vice-Chancellor BUS continued to serve as a member of the Caribbean Examinations Council, as a Commissioner on the CARICOM Human Resource Development Commission (the Commission's Report and associated CARICOM HRD 2030 Strategy were approved by CARICOM Heads of Government in July 2017), and as Deputy Chair of a CARICOM Technical Working Group on External Quality Assurance and Accreditation. He was also a member of a Committee of Experts convened by the Association of Universities of Latin America and the Caribbean (UDUAL) to create an accreditation and evaluation body for Latin America and Caribbean, and represented The UWI on the Trans-Sectorial Board of the EULAC Focus Project. During the course of the year, he was invited by CXC to chair a Task Force to investigate the regional decline in enrolments in History CSEC and CAPE Examinations.



Quality Assurance Review.

Dr. Sandra Gift, QAU Senior Programme Officer, continued to serve as a member of the Committee to revise the UNESCO Convention on the Recognition of Higher Education Qualifications in Latin America and the Caribbean.

Members of the QAU were active participants in the work of the Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE), working to promote a culture of quality assurance in partner TLIs.

Marketing and Communication

Volume 17 of The UWI Quality Circle, the newsletter of the QAU, was published on the theme of Student Engagement. It was co-edited by Dr. Sandra Gift and Dr. Anna Kasafi Perkins.



Professor Dale Webber

PRO VICE-CHANCELLOR, GRADUATE STUDIES AND RESEARCH

The graduate studies and research portfolios were fully merged in 2016, and the School for Graduate Studies and Research completed 78% of the 2012–2017 Strategic Plan objectives. Some important objectives, including the Graduate GPA Policy, the Progress Tracker system, The UWI research/researcher database and continued operationalisation of the research clusters, have been adopted into the 2017–2022 work plan.

TEACHING, LEARNING AND STUDENT DEVELOPMENT

Graduate Programmes

The Board approved 20 new graduate programmes, including the MEd Measurement, Evaluation and Assessment, MSc Data Science and MPhil/PhD Biomedical Engineering, while 24 programmes were revised, renewed or restructured.

Graduate Student Registration

Enrolment in graduate programmes declined by 4% to 9,870, largely due to a significant 36% decline for the Cave Hill Campus. The Open and Mona campuses experienced increases of 13% and 4%, respectively, with the online Management programmes and the Doctor of Education (EdD) in Educational Leadership programmes continuing to be among the more sought after offerings in the Open Campus.

Scholarships

A 37% increase in the UWI Graduate Scholarships budget to BDS\$1,926,835 allowed for 36 three-year awards to research students across the three residential campuses. An additional scholarship was also granted for a student registered for the EdD programme in the Open Campus.

Funding and support continued for the four scholarships awarded under the UWI12+2 scholarship scheme to PhD students from St. Lucia, the Bahamas, St. Vincent and the Grenadines and the British Virgin Islands.

One student was awarded a CCRIF Scholarship, valued at US\$11,000, to pursue studies at the Mona Campus. Under two agreements signed between The UWI and the OAS, 18 scholarships valued at US\$7,000 each, were awarded to students from OAS Member States registered for select graduate degree programmes at all campuses.

The Association of Commonwealth Universities (ACU) scholarship, tenable at The UWI to citizens of low/middle income Commonwealth countries, was awarded to a candidate from Kenya who will be pursuing the MSc in Statistics at the St. Augustine Campus. The first two ACU scholars both completed their Masters programmes with distinction.

Capacity Development Workshops/Seminars

The Campus Coordinators, Graduate Studies and Research, continued to undertake various initiatives and developmental activities including workshops on such topics as data analysis, the supervisor-student relationship from the student's perspective, understanding the Graduate Regulations, thesis writing and submission, and intellectual property. Training sessions were also held for academic staff to address topics including plagiarism and the use of the Turnitin software.

Quality Assurance

The Quality Assurance Unit organised and coordinated twelve disciplinary reviews during the 2016/2017 academic year. These included reviews of research and taught graduate programmes in those disciplines/departments in which these programmes are offered. The newly-operationalised Quality Assurance Review Follow-Up Committee for Centre-funded Entities received Implementation Update reports from the

Institute for Sustainable Development (ISD) and the Institute for Gender and Development Studies (IGDS).

INTERNAL OPERATIONAL PROCESSES

Director, Graduate Studies and Research

The Pro Vice-Chancellor, Graduate Studies and Research, continued to lead discussions with the campuses in relation to the repositioning of the post of Campus Coordinator, Graduate Studies and Research. There was success on the Mona Campus, with the appointment of a Director, Graduate Studies and Research (Professor Eldemire-Shearer). The Cave Hill and Open campuses were accepting of the proposal, and discussions were ongoing with the St. Augustine Campus.

RESEARCH AND INNOVATION

Inter-Campus and International Collaboration

Several activities to encourage international and inter-campus collaboration for UWI researchers, and thereby to facilitate the operation of The UWI as

one regional institution, were supported during the reporting period. These included provision of support for the visit of two members of staff from each of the other campuses to participate in The UWI Mona Research Days activities; convening a meeting of the Heads of The UWI Centre-funded research entities to highlight the importance of these entities to the structure and function of the University and to identify synergies and possible opportunities for partnership; co-sponsorship of an historic Outreach Event staged by the Intergovernmental Panel on Climate Change, and the staging of an Exhibition at the event, under the theme "Investigating Climate; Inspiring Change!" which provided an account of the contributions of The UWI to Climate Change research.

The UWI Research Ethics Committee

The UWI Research Ethics Committee received reports on the proposal submissions considered by each Campus, with the 2016/2017 academic year reflecting 633 applications being received, reviewed and

Graduate Studies and Research

processed (74 from Cave Hill, 266 from Mona, 288 from St. Augustine and 5 from the Open Campus). Issues of exemptions and fast-tracking, as well as graduate student research, are areas being reviewed, with a view to updating the UWI Policy on Research Ethics.

Intellectual Property (IP) and Commercialisation

The UWI Intellectual Property Committee was operationalised, and two new Sub-Committees convened—the Invention Disclosures Committee, and the Commercialisation Committee.

A survey and analysis of all patents currently held by The University of the West Indies was undertaken to include identification of the researchers, date patent was applied for, when and where it was registered, cost of registration, annual patent registration cost, and progress towards commercialisation of the protected product or process.

Research Funding and International Partnerships

The University Office of Research continued its activities in providing support for staff for the preparation and submission of proposals for externally-funded research grants, managing and reporting on these grants, as well as working to influence future funding opportunities. Some examples of proposals submitted and grants subsequently won during the reporting period that involved the Office included:

- 'Engaging Students in Sustainable Caribbean Cities (CITYLAB CAR)' (Donor: Erasmus+ 2017

Programme for Training and Mobility; Lead: The University of Antwerp (Belgium); Total Project Value: €750,000); 'Development of an Early Warning and Emergency Response System for Fishers' (Donor: Inter-American Development Bank; Lead: The UWI (St. Augustine and Cave Hill); Total Value: US\$153,039.47); 'Excellence in Science and Innovation for Europe by Adopting the Concept of Responsible Research and Innovation' (Donor: EU, Horizon 2020: Research and Innovation Programme; Lead: Institut für Höhere Studien - Institute for Advanced Studies (IHS), Austria; Total Value: €6.8M); 'Preparedness, Research and Action Network on Maternal-Paediatric Axis of ZIKV Infection in Latin America and the Caribbean' (Donor: Horizon 2020, EU; Lead: Fondazione Penta—for the Treatment and Care of Children with HIV—Onlus, Italy; Total Value: €6.9M).

Specific examples of grants managed over the reporting period included:

- Giving Focus to the Cultural Scientific and Social Dimensions of EU-CELAC Relations, funded by the EU through Horizon 2020; Museums and Community: Concepts, Experiences and Sustainability in Europe, Latin America and the Caribbean, funded by the EU through Horizon 2020; Guiding the Resettlement Process in Dominica following Hurricane Erika, funded by the Japan-Caribbean Climate Change Partnership; and Development and Evaluation of System

Dynamics Methods to Engage with Policy Makers on the Prevention and Control of Diabetes in a Middle Income Region, funded by Medical Research Council, UK.

Management of Centres and Institutes

The School continued to oversee the operations of Centre-funded Institutes and Centres on behalf of the Vice-Chancellor.

OUTREACH

Increased Visibility of Regional Research Entities

As part of a marketing and communications project to highlight the activities of the regional research entities, a thirty-minute video was produced to reflect the research being conducted at the entities, with a focus specifically on activities geared towards fulfilment of the Sustainable Development Goals, and activities which are in keeping with The UWI's Strategic Plan. Discussions will be held with Caribbean Airlines with a view to having the video included in their inflight entertainment package. The video production will also be aired on public display screens across the various campuses. Research material from the entities will also be placed in magazines such as Caribbean Beat, the inflight magazine of Caribbean Airlines.

Support for Regional Governments

Dominica

The Office completed and submitted a 212-page report to the Government of Dominica and the Japan-Caribbean Climate Change Project to

guide the selection of safer resettlement sites for the communities impacted, with loss of life, by Hurricane Erika. The Government has begun housing construction on some of the resettlement sites chosen, and has invited the University to undertake a second study which provides guidelines on the housing characteristics required and on the environmental impacts of the construction.

CARICOM

As a member of the Thematic Task Force and the Management Committee, the Office continued to work with CARIFORUM and the European Union on the selection of projects to be funded under the 11th Regional European Development Fund (EDF) Programme. A draft Concept Note entitled 'Intra-Caribbean Academic Mobility Programme' has been developed by the Office of Research, in collaboration with the Office of Institutional Advancement and Internationalisation, St. Augustine, for preliminary discussions with CARIFORUM and the EU for possible funding under the 11th EDF.

The Office of Research also coordinates the University's response and participation in CARICOM's Caribbean Sustainable Energy Roadmap and Strategy (C-SERMS), and is responsible for the Capacity Building and Research Thematic Working Group of the C-SERMS Platform.



Professor Densil Williams

PRO VICE-CHANCELLOR, OFFICE OF PLANNING AND DEVELOPMENT

On October 1, 2016, Professor Densil A. Williams assumed the role of Pro Vice-Chancellor, Planning in the University Office of Planning and Development. The Office was renamed the University Office of Planning (UOP) as the “Development” function was relocated to the Office of the Vice-Chancellor in October 2016.

The new Pro Vice-Chancellor re-organised the work of the office under four non-mutually exclusive portfolios: Strategic Planning; Business Intelligence and Institutional Research; Academic/Industry Partnership and Business Process Reengineering and Project Management.

Unit Heads were appointed for the different portfolios in order to better assist the Pro Vice-Chancellor in managing the workload of the office. Dr. John Gedeon, who had transferred to the International Office returned to the University Office of Planning. Further, Mr. Leighton Duncan was seconded from Mona School of Business and Management to the UOP team to assist with Information systems and project management needs in the office.

In the period under review, development of the 2017–2022 Strategic Plan was a significant activity for the UOP. Following the Vice-Chancellor’s extensive engagement with internal and external stakeholders, the formal planning began in September 2016. This entailed a number of retreats at the executive level, engagements with staff and faculty from all campuses and units within The UWI, and culminated with a presentation of the draft strategic plan to the Annual Business Session of the University Council on April 27, 2017.

The Strategic Plan was unanimously approved at Council, after which there was a roll-out of training sessions to prepare key strategy officers on each campus on navigating the Balanced Scorecard system designed and built organically in the UOP to monitor and evaluate the Strategic Plan. The UOP also established a Strategy Steering Committee to review fortnightly the progress and status of each campus and the Vice-Chancellery in the execution of their initiatives to fulfil the mission and vision of the plan.

Despite the heavy focus on developing the Strategic Plan over the reporting period, UOP also made significant progress in the other areas of responsibility. The list below indicates concept papers, research notes, proposals and other activities undertaken by the UOP team.

INSTITUTIONAL RESEARCH

- Demand for The UWI Education and Implications for Future Growth: An Exploratory Study
- Assessment of The UWI's Participation in World University Rankings
- The impact of a revised GATE funding model on The UWI
- Value and benefits of the Sports industry
- Global Trends in Higher Education – Relevance to The UWI (submitted in June and reconfigured for submission to UF&GPC)
- Towards a One UWI Business Intelligence and Analytics System
- A methodology for the development of a Business Process Re-Engineering Unit at The University of the West Indies

Initiative Dashboard - University



The Balanced Scorecard system designed and built organically in the UOP to monitor and evaluate the Strategic Plan.

Planning and Development

General Concept Papers and Business Development Issues

UOP participated in or developed the following proposals:

- Concept paper for the establishment of the Faculty of Sport
- Research paper on the value of the sport industry, globally
- Research paper on the development of University Science Parks

UOP also engaged in other routine activities which include but are not limited to the co-ordination and submission of data to the following ranking agencies:

- U-Multirank
- UI GreenMetric World University Ranking

This information was used to assess the international competitiveness of the University.

CAPACITY DEVELOPMENT

Several staff members undertook training programmes over the period. Some of these were:

- “Getting Started with SAS – University Edition.” Offered by ANSA McAL Psychological Research Centre, Faculty of Social Sciences, St. Augustine Campus, February 2, 2017.—Ms. Tiffany Best
- “Applied Analytics Using SAS University Edition.” April 24-28, 2017, St. Augustine Campus—Ms. Tiffany Best
- “Research for Industry Symposium.” Department of Chemical Engineering. June 8, 2017, Faculty of Engineering, St. Augustine Campus —Dr. Indrani Bachan-Persad

A number of employees received new assignments and new contractual working relationships with The UWI. These include:

1. Ms. Kamlini Dalipsingh, Research Technician: promoted to Administrative Assistant.
2. Ms. Greer McKenzie, who completed an MSc in Management, relocated to the role of Research Technician from her post of Secretary.
3. Mr. Tony Narine, the driver who had shared contractual obligations between UOP and COPIR, has now been given a full-time contract to work exclusively for the University Office of Planning in the capacity of driver and receptionist.
4. Ms. Lystra Downes, who worked as a temporary ancillary worker for over five years, received a permanent contract and also serves as receptionist when Mr. Narine is on driving duties.

These staff movements resulted in a cost saving to The UWI from the termination of the position of Secretary in the UOP.

Over the review period, the UOP held six staff meetings which were both operational and developmental. Staff members who worked on special reports and concept papers presented their findings and received valuable feedback to revise and improve the papers. The meetings serve as a networking session among staff where they have lunch together and build camaraderie in the office.

UOP staff engaged in a number of professional development activities to advance their professional

careers. These achievements are highlighted in individual activity reports.

PROJECTED ACTIVITIES FOR 2017/2018

For the coming academic year, UOP will engage in activities that will contribute to the “Triple A” Strategic Plan, 2017–2022. Specifically, this relates to policy formulation through research and data collection for the Alignment and Access themes. Some of the expected outcomes from the office for the 2017/2018 period will be:

- Private Sector Engagement Consultation
- Position Paper on Assessment of Global University Rankings
- Policy Paper on UWI Engagement with the Private Sector
- A Study on Student Attrition at The UWI
- A Position Paper on Entrepreneurship and Spin-Off Companies at The UWI
- Dissemination of newsletter on Trends and Developments in Higher Education

Further, the office will also be engaged in work to further the Agility theme. This will include:

- Continuous process of monitoring and evaluating the Strategic Plan
- A Position Paper on Workload at The UWI
- Preparation of the Statistical Digest
- Collaboration with other areas of The University to establish a Business Intelligence System for The UWI

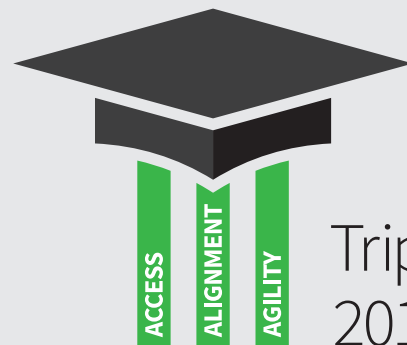
REVITALISING CARIBBEAN DEVELOPMENT

With the new Strategic Plan 2017–2022 coming into effect,

The UWI looks forward to refocusing and reiterating its intention to be an invaluable contributor to Caribbean development. The new Plan is centred around a Triple A Strategy for The UWI, namely:

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

The new Plan is a result of a year of activity, principally conducted by the University Office of Planning (UOP) and involving the engagement of all stakeholders, both internal and external, through the Office of the Vice-Chancellor. It entailed several retreats by executive members of staff, and conversations with staff and faculty from all campuses and units. The draft Strategic Plan was presented at the Annual Business Session of The University Council in April 2017 and was unanimously approved. This approval was immediately followed by a series of training sessions to inform and familiarise strategy officers in all locations, including the use of the Balanced Scorecard system that will be used to monitor and evaluate the effective implementation of the plan. The UOP also established a strategy steering committee that will meet fortnightly to review the progress and status of each campus and the Vice-Chancellery in the execution of their initiatives to fulfil the Mission and Vision of the plan.



Triple A Strategy 2017-2022

The Triple A Strategy will provide the roadmap for The UWI over the next five years. It comprises 12 high-level strategic objectives, 18 high-level key performance indicators with their respective targets and 38 high-level initiatives to be executed over the medium-term of the next two years. These are all captured in the University's and campuses' balanced scorecards, which will be reviewed annually but monitored quarterly. For effective implementation, the scorecard will be linked to the annual performance review of the initiative owners. The University and campus senior management teams will provide operational governance over the strategic plan to ensure its effectiveness. They will be supported by the committees and work groups that will be established to execute various initiatives. At the end of the planning cycle, The UWI should be more accessible, aligned and agile than it is today and will be able to deliver greater value to its students, alumni and stakeholders and support the revitalisation of Caribbean development.

CHANCELLOR'S MEDAL

Professor Emerita, The Hon. Elsa Leo-Rhynie, was awarded the Chancellor's Medal by then Chancellor, Sir George Alleyne at a ceremony at The UWI Regional Headquarters on Friday, June 23, 2017.

The Chancellor's Medal is a special award of distinction made by The UWI Chancellor to a person who "has made a signal, substantial and likely lasting contribution to the welfare and development of The UWI, in the spirit of the CARICOM Heads of Government Declaration of Grande Anse, which formally identified the leadership of The UWI in tertiary education and decided that its regional character should be preserved indefinitely for the preparation of skills and advancement of knowledge needed for the growth and development of the Caribbean region." In addition, the Chancellor's Medal recognises a person who "has enabled The UWI to access significant resources for the achievement of its mission of unlocking the region's potential through delivering quality higher education through teaching, outreach, service and research."

Professor Leo-Rhynie retired from The UWI in September 2007 as Pro Vice-Chancellor and Principal of The UWI Mona Campus. She was the first woman to be appointed to head a UWI campus and the first woman to have served as both Deputy Principal and Principal. She was also the first Professor and Regional Coordinator of Gender and Development Studies at The UWI and played a leadership role in the establishment of the Centre (now Institute) for Gender and Development Studies.

A number of educational and other institutions and initiatives have also benefitted from Professor Leo-Rhynie's leadership and involvement. She chaired the Dudley Grant Memorial Trust, which advocates on behalf of



Former UWI Chancellor, Sir George Alleyne presents the Chancellor's Medal to Professor Emerita Elsa Leo-Rhynie at a ceremony at the University's Regional Headquarters on Friday, June 23, 2017.

early childhood education in Jamaica, for over 25 years; and she has served as a member of Council of the Caribbean Examinations Council, The University of Technology, Jamaica, as well as the governing Boards of the Environmental Foundation of Jamaica, the University Hospital of the West Indies, the University Council of Jamaica, the United Way of Jamaica and the ICWI Group Foundation. She was a member of the Privy Council of Jamaica from 1996 to 2006. She was Chair of the GraceKennedy Foundation since 2008 and recently demitted office. She remains a member of the Board of the St. Andrew High School Foundation.

She has been the recipient of a number of honours and awards, including the Pelican Awards of The UWI Alumni Association in 2002, the national honour of Officer of Distinction (Commander Class) in 2000 and the Order of Jamaica in 2015. In 2013, she was honoured by The UWI Mona Campus with the naming of a new Hall of Residence as the Elsa Leo-Rhynie Hall, and in 2016 she was the honouree at The UWI Mona Commemoration celebrations when she delivered the Commemoration Lecture "Change and transformation at UWI 1992–2007: Back on the periphery, looking back."



Professor Emerita Elsa Leo-Rhynie



Mr C. William Iton

UNIVERSITY REGISTRAR

During the period under review, the Office of Administration (OA) continued to execute its traditional roles of providing administrative support to the Offices of the Chancellor and the Vice-Chancellor and providing leadership in articulating the Human Resource policy, encouraging people development and coordinating the internal process review, all based on the mantra of continuous improvement. In addition, OA embarked on some new strategic directions.

As is customary, the OA serviced the three rounds of Cross Campus meetings of the major standing Committees and Boards of the University. All the decisions emanating from the University Finance and General Purposes Committee, University Appointments Committee, Committee of Deans, the Board for Undergraduate Studies, the Board for Graduate Studies and Research and the University

Archives and Records Management Programme were followed through to execution.

In April 2017, the last Annual Business Meeting of the Council chaired by Sir George Alleyne, (now conferred with the title of Chancellor Emeritus) was successfully arranged by the Office.

In the period under review, the Office of Administration serviced the annual meeting of the Joint Committee of Senate that selected the honorary graduands for the 2017 Graduation exercises and processed all the applications for the Vice-Chancellor's Awards for Excellence scheme. Two new categories in the area of International Collaboration: The Globalisation Award and in the area of Multi-Campus Research Collaboration: The One UWI Award were introduced under this Awards scheme in the year.

The OA also convened two rounds of meetings of the Blue Book Committee and the Career Path Committee and several decisions were arrived at with the West Indies Group of University Teachers. The OA continued to carry out its responsibility for all University ceremonies. These included the Annual Graduation ceremonies; the Vice-Chancellor's Awards for Excellence; the Farewell Black-Tie Dinner for Sir George Alleyne; The Special Convocation for Professor Louise Richardson, Vice-Chancellor of University of Oxford; the Award of the Chancellor's Medal to Professor Emerita Elsa Leo-Rhynie; the Induction of the New Principal of the Open Campus, Dr. Luz Longworth in Belize and the Induction of the New Principal of the St. Augustine Campus, Professor Brian Copeland. The Office, in a coordinating role, has already commenced planning for The UWI's 70th Anniversary celebrations in 2018.

Execution of the Human Resources function in the Vice-Chancellery also fell within the purview of the OA and in that regard, 19 successful applications for promotion to the level of professorship were processed. This involved liaising with external assessors with a view to receiving their reports in a timely fashion for presentation to the University Appointments Committee. Our office also processed 40 cases at Evaluations and Promotions Committee and handled the recruitment process for 13 new staff members, including several professors. It must be pointed out that the recruitment function was administered by one professional and two support members of staff.

The OA was also responsible for arranging and conducting appeals to the Senate from students. This appellate function is very time-consuming and we are fortunate to have Mrs. Marjorie Rose-Parkes, a trained attorney, to oversee this function.

Employee Engagement

The OA continued to lead the charge for improved Employee Engagement and in that regard, promoted the philosophy of "Everybody matters". The University Registrar (UR) led workshops on Employee Engagement in the Vice-Chancellery and at the St. Augustine Campus. Additionally, leadership development workshops were conducted for the Committee of Deans and the St. Augustine Librarians. The Directors of Human Resources were also charged with the spreading of the philosophy of "Everybody matters".

The University Registrar, a trained ontological coach, offered coaching to members of staff across all campuses. In the Vice-Chancellery, Mrs. Lesia Sawyers undertook several initiatives geared towards promoting a greater sense of community viz. the Regional Headquarters Sports Day; Employee Appreciation Week; Self Defence classes, etc.

Mrs. Deon Simpson also arranged another successful Wellness Day for the Vice-Chancellery.

The OA, in conjunction with the University Counsel, worked assiduously to advance the case for the domestication of the Visitorial function and it is envisaged that the process should be completed in the immediate future with the amendment of the Charter.

The University Registrar thanks all members of staff in the OA for their sustained support and commitment to the process of continuous improvement.

Employee Appreciation Week



UWI RHQ Sports Day





Mrs. Andrea McNish

UNIVERSITY BURSAR

FUNDING THE ENTERPRISE

The University of the West Indies continued to face funding challenges in the financial year 2016/2017. While continuing to exercise fiscal prudence, the University responded to these challenges by becoming more creative and innovative, improving academic and industry research partnerships and creating and maintaining a presence globally. Sustaining these initiatives will improve the University's financial health as it continues to provide invaluable service to the Caribbean region and beyond.

The University appreciates the significant financial contributions received from the regional governments over the years, although the contributions remained insufficient to fund the operations of the institution. During the financial year 2016/2017, contributing governments continued to face financial challenges, hence, the University had to increase its efforts to find innovative ways to fund its operations.

In an attempt to ensure that the obligations of the contributing governments to the University were met, payment plans were established with most governments to settle their arrears and to keep their accounts current.

The UWI looks forward to the continued support of the contributing governments and to the joint efforts towards liquidating the outstanding obligations.

APPROVAL OF GOVERNMENT CONTRIBUTIONS

The budgets for the Biennium 2017/2018 and 2018/2019 of the University—four campuses, the University Centre and the University Hospital of the West Indies (UHWI) were reviewed by the Technical Advisory Committees (TACs) at the meetings held on February 20-21, 2017 in St. Lucia. These committees included representatives of the ministries responsible for tertiary education from several contributing countries mainly permanent secretaries, a senior officer from the Ministry of Finance of the respective campus countries and a senior officer from the Ministry of Health, Jamaica.

The meetings of the Campus Grants Committees (CGCs) and the University Grants Committee (UGC) were subsequently held on April 10, 2017 at The UWI, Cave Hill Campus in Barbados to review and approve the recommendations of the TACs. Representatives at the meetings included ministers and senior officers of the finance ministries of the three campus countries, ministers and senior officers responsible for tertiary education of the contributing countries, and a senior officer from the Ministry of Health, Jamaica. The above-mentioned meetings were also attended by representatives of The UWI and the UHWI.

The UGC meeting was chaired by the Honourable Christopher Peter Sinckler, Minister of Finance and Economic Affairs, Barbados.

TUITION FEES

For the academic year 2016/2017, tuition fees for UGC-funded programmes, increased at the Mona and St. Augustine campuses by 6.1% and 5.3% respectively. Tuition fees at the other campuses remained at the 2015/2016 levels.

BROADENING THE FUNDING BASE

The University continued to broaden its funding base by engaging in other income-generating activities which contributed 28% of its total income. The development of new self-financing teaching programmes continued. Some of these included full fee-paying programmes in the faculties of Medical Sciences and Law, and have been generating resources to maintain the capacity

of the University to respond to the region in various ways.

Other income-generating activities also included commercial operations such as rental of conference facilities, residential properties, halls of residence and facilities to concessionaires operating on the campuses.

An important area of engagement for The UWI with the wider community has been through its franchised programmes. The franchising arrangements allow colleges and other institutions across the Caribbean to offer university-designed and branded courses/programmes to thousands of Caribbean students

annually. While broadening access to higher education and ensuring quality is maintained, additional revenue can be earned from these franchise arrangements.

SUMMARY OF CONSOLIDATED FINANCIAL PERFORMANCE

The Financial Report and Consolidated Accounts for the year ended July 31, 2017 was approved by the University Audit Committee on November 13, 2017. The operations of the University for the financial year 2016/2017 reflected a deficit of BDS\$27.3 million (2016: BDS\$19.8 million deficit). The deficit was mainly due to a change in the design of the FSSU supplementation scheme.



Meeting of Campus Grants Committees on April 10, 2017 in Barbados.

The sources of income for the year were:

- Government Contributions 46% (2016: 46%), Tuition and Other Student Fees 14% (2016: 13%), Special Projects 9% (2016: 9%), Other Projects 21% (2016: 20%), Commercial Operations 7% (2016: 9%) and Other Income 3% (2016: 3%).

The categories of expenditure and their percentages of the total were:

- Departmental 44% (2016: 45%), Administrative 10% (2016: 10%), Central 17% (2016: 16%), Special Projects 8% (2016: 9%), Other Projects 15% (2016: 13%) and Commercial Operations 6% (2016: 7%).

Due to the budgetary constraints faced by the University, cost containment has always been a priority. Administrative cost has been kept at or below 10% of total expenditure across the University over the past 10 years. A key cost containment strategy has been the enhanced use of technology. Other cost containment measures included management of staff, travel, energy and other operating costs.

Consistent with prior years, the Consolidated Financial Statements for the year ended July 31, 2017, received an unqualified opinion from the University's external auditors, KPMG.

Pension Administration

The University provides pension benefits for retired employees through the operation of two defined contribution plans: the Federated Superannuation Scheme for Universities (FSSU) for academic and senior administrative staff, and the other for non-academic staff. The University also provides a third scheme which is a defined-benefit plan for administrative and technical staff at the St. Augustine Campus. Additionally, the University provides pension supplementation to members of the FSSU who would have met the specified criteria. However, as of August 1, 2005, the supplementation scheme was terminated for new members joining the FSSU. This was a cost-saving measure. Within the next few years, a significant number of the academic and senior administrative staff will retire from the University. Management of the liability for pension supplementation payments is therefore a priority.

Risk Management and Insurance

The University recognises that with proper planning, forward thinking and the implementation of appropriate measures, issues that could endanger achievement of critical objectives can be minimised or mitigated. Risk management, therefore, remains a priority for the University.

Providing adequate insurance coverage at the most affordable rates remains one of the primary vehicles in mitigating the University's risk exposure to damage by natural disasters and other unforeseen events. Discussions on alternative insurance options are ongoing, and the establishment of a University Captive Insurance Company is being explored.

INTERNAL OPERATIONAL PROCESSES

Grants Management

During the year, the Grants Management Units continued to provide support and assistance with proposal submission and financial management of successfully awarded projects. The Units worked closely with researchers and department administrators to ensure achievement of project success and compliance throughout the lifecycle of sponsored projects. Workshops covering best practices for effective grants management were held for primary investigators and other research personnel as well as research administrators.

Banner Finance

During the financial year, the Banner Finance System was upgraded to version 8.10. The Annual Banner Conference was attended by staff members university-wide. A variety of subject areas were covered by attendees and useful contacts were established with personnel from other universities which use the Banner Finance Software.

PeopleSoft Human Resource Management System

Substantial progress was made in automating the Study and Travel Grant application in the PeopleSoft Human Resource Management System. Full implementation is expected by the end of the calendar year 2018.

CONCLUSION

Despite the financial challenges, The UWI is committed to delivering quality service to the people of the Caribbean and to serve as a driving force for Caribbean development. This goal has led us to diversify our income streams, improve operational efficiency and reduce cost in an effort to improve the financial health of the University.

Looking into the Future

Petition at CARICOM Heads of Government Meeting in Haiti

In February 2018, Heads of Government of the Caribbean Community (CARICOM) at their 29th Interessional Meeting in Haiti, agreed to receive a presentation from The UWI focused on the regional institution's current financial challenges, particularly with respect to government receivables and the impact of impairments and write-offs on our consolidated balance sheet. The Heads of Government heads expressed their deep concern over the University's financial state and committed to engaging with The UWI to consider the proposals it presented.

A Cornerstone of Regional Development

The process of nation-building, the collapse of colonialism across the West Indies and the emergence of sustainable nations were all made possible by the investments made in The UWI. It has been the backbone of the regional integration movement through the gathering of the finest minds of the region; facilitating discussion within and across disciplines and across societies; and the movement of the intellectual community and administrators throughout the region.

The UWI has been involved in all areas of civic engagement: discussions about economic growth, social justice, cultural integrity, and harnessing the imagination of Caribbean youth. These conversations have all been part of its journey. The UWI is not only

a distinguished regional university; it has acquired a global brand and is respected all over the world for the excellence of its students and staff.

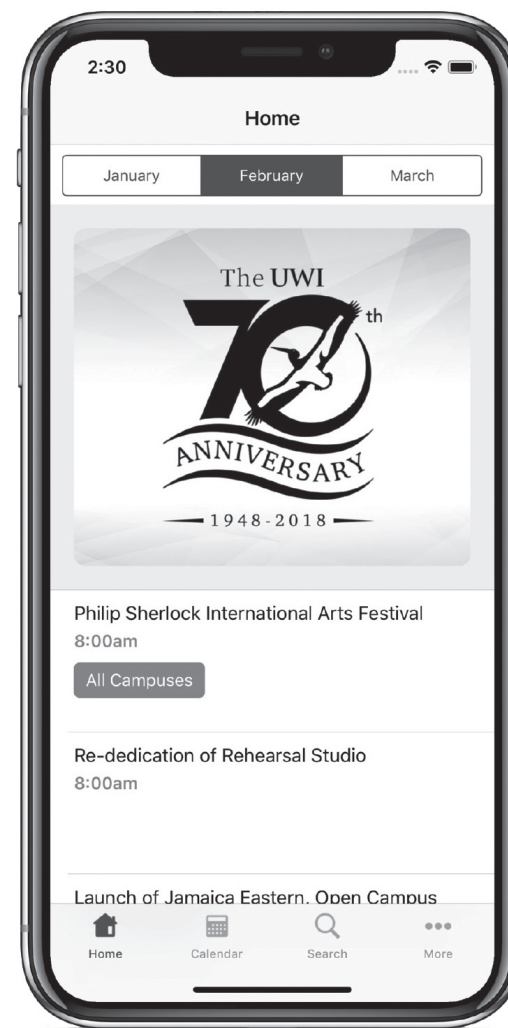
Celebrating 70 Years of Service & Leadership

Since its inception in 1948, The UWI has been a pivotal force in every aspect of regional development and resides at the centre of all efforts to improve the well-being of Caribbean people. The commemoration of its 70th anniversary in 2018 is therefore focused on celebrating our long history of service and leadership to the region.

In this spirit, The UWI encourages the wide engagement of its students, faculty, administrators, alumni, governments, and partners in the public and private sector in its celebratory year of activities, which focus both on reflection on the past and projection for the future, with an emphasis on social justice and the economic transformation of the region.

70th Anniversary commemorative events

The calendar of events marking the 70th Anniversary of The UWI includes several conferences and symposia; festivals; inter-faith services; concerts, exhibitions and other creative and technical expositions; publications; charitable, awareness-raising and fundraising events, among others. They will take place across all campuses. A comprehensive list of 70th Anniversary events can be found at www.uwi.edu/70.



70th Anniversary Calendar App

Among the initiatives celebrating the occasion is the creation of a mobile app, designed and developed by a student of the Cave Hill Campus, Mr. Theo Taylor, under the supervision of Dr. Janak Sodha, in the Department of Computer Science, Mathematics and Physics. The app helps staff, students, alumni, retirees and friends of the University to keep up-to-date on anniversary events and activities spread across the Caribbean and diaspora throughout the year. The UWI's 70th Anniversary Calendar is available on Google Play for Android and the App Store for IOS devices.

Fundraising for Faculty of Sport

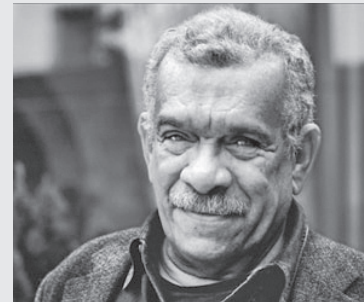
Through its 70th Anniversary Capital Campaign, The UWI will be inviting all alumni, students, staff, public and private sector partners, civil society, development partners and friends of The UWI, both in the region and globally, to join its efforts to mobilise ideas, projects and funding in support of The UWI Faculty of Sports. This flagship initiative will contribute to revitalising Caribbean development and will strengthen The UWI's capacity to deliver on the promise of increased access, agility and alignment.

Looking to the future

Even as it takes pride in its past, The UWI has made an earnest start in looking toward its future, starting with the 2017–2022 "Triple A" Strategic Plan. In embracing this plan, The UWI places greater emphasis on becoming more accessible to the people of the region and aligning more effectively with our stakeholders. It also recognises the need to become more agile in seeking out opportunities to expand and develop. In so doing, it strives to overcome the crippling economic crisis through the pursuit of the strategic plan which is subtitled "Revitalising Caribbean Development."

So while its platinum anniversary is a celebration of this magnificent institution and the regional collaboration that it represents, it must spark contemplation and conversation about the journey ahead toward an improved future.

SIR DEREK WALCOTT



One of the finest intellects of the 20th Century

Upon the passing of Caribbean literary luminary and Nobel laureate, Sir Derek Walcott, in March 2017, The UWI extended its

deep and sincere condolences to his family and loved ones. Sir Derek, an alumnus of The UWI Mona Campus, graduated in 1953 and was awarded an honorary degree (DLitt) in 1973. His literary works are known and lauded internationally.

In addition to his personal works, Sir Derek's legacy includes his contributions to literature regionally and internationally. He founded the Trinidad Theatre Workshop in Port of Spain, and taught writing and literature at Boston University in the United States. A scholarship was established in his name for students enrolled in the Theatre Arts programme at The St. Augustine Campus.

He was one of the finest intellects of the 20th century, a globally respected alumnus of The UWI, one who exemplified the very ethos this university holds dear.

The UWI acknowledges and respects his contributions to regional literature, art, and discourse.

CELEBRATING 70 YEARS OF SERVICE, 70 YEARS OF LEADERSHIP



New Chancellor, Robert Bermudez will preside over the 70th anniversary activities.

In 2018, we proudly celebrate our evolution from a university college situated at Mona with 33 medical students, to an internationally respected regional university with near 50,000 students.

Now with four campuses—at Mona, Jamaica, at St. Augustine, Trinidad and Tobago, at Cave Hill, Barbados, and the Open Campus, with sites throughout the region—the University has demonstrated its relevance and illustrated its quality as a site of excellence in the Caribbean. Our ethical mandate to be accessible to all who meet its requirements has won the respect of sister universities globally, enabling us to establish partnering centres in North America, Asia, and Africa. Our alumni, found in all areas of public life, have brought us tremendous honour through their regional and global achievements and contributions.

In commemorating our 70th Anniversary milestone, we will pay tribute to our students, faculty, administrators, alumni, governments, and partners in the public and private sector in the region and across the Caribbean and diaspora who have contributed to The UWI's legacy.

A central planning committee convened under the chairmanship of the University Registrar, Mr. C. William Iton with supporting campus planning committees operational at each campus level has planned a year-long calendar of celebratory events. It officially began with an Interfaith Service at The UWI Chapel, Mona, Jamaica on Sunday, January 7, 2018.

In an initiative specifically targeted towards engaging and connecting with alumni—but open to all stakeholders—the University will host a week of activities called Chancellor's Week from July 22-29, 2018. We expect to welcome thousands from the proud UWI family at the Mona Campus in Jamaica. The Chancellor's Week celebrations kick off with a gala reception followed by a variety of academic and social events, with something for everyone.



70th Anniversary Commemorative logo

A special logo was designed in commemoration of The UWI's 70th anniversary, for use throughout 2018. It was selected through a logo design competition extended to University staff, students and alumni. A panel of judges reviewed and deliberated over 80 entries from which the design by alumnus, Mr. Kemal Brown, emerged as the winner.

The logo features the pelican—an enduring symbol of The UWI—illustrating that the University has indeed soared in its achievements since its humble beginnings 70 years ago.

It is also representative of an ongoing journey, and The UWI's commitment to sustained public service, leadership, research and institutional excellence to propel the people of the region along a progressive and prosperous path.



THE UNIVERSITY
OF THE
WEST INDIES

CAVE HILL • MONA • OPEN • ST. AUGUSTINE