



UWI

Vice-Chancellor's Report to University Council 2017 / 2018



Our Reputation **REVOLUTION**

Promoting the Post IMF
CARIBBEAN RENAISSANCE

1 in the
Caribbean

Top 3 % in Latin America
and Caribbean
THE WORLD
UNIVERSITY
RANKINGS
2018 TOP 40
LATIN-AMERICA

Top 5 % in the
world
THE WORLD
UNIVERSITY
RANKINGS
2019 TOP 600

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

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

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

Nassau, Bahamas

GULF
OF
MEXICO

THE BAHAMAS

CAYMAN
ISLANDS

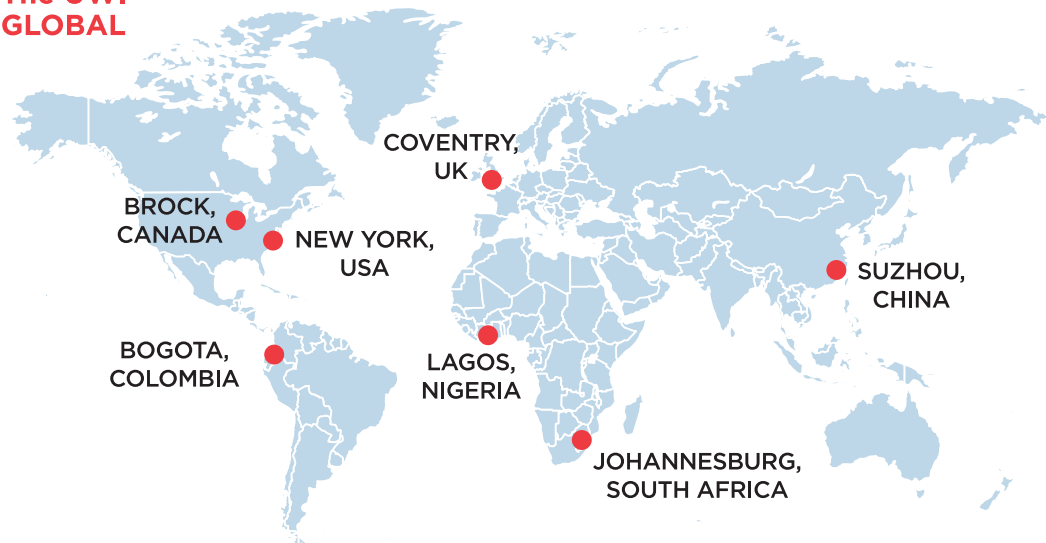
JAMAICA

BELIZE

CARIBBEAN SEA

BERMUDA

The UWI GLOBAL



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

TURKS
AND
CAICOS

BRITISH
VIRGIN
ISLANDS

ANGUILLA

ST KITTS AND NEVIS
MONTSERRAT

ANTIGUA AND
BARBUDA

DOMINICA

ST LUCIA

ST VINCENT AND
THE GRENADINES

GRENADA

Cave Hill

BARBADOS

St Augustine

TRINIDAD
AND
TOBAGO

Principal Officers of The University of the West Indies

Visitor

Her Majesty Queen Elizabeth II

Chancellor

Mr. Robert Bermudez

Vice-Chancellor

Professor Sir Hilary Beckles, KA

BA, PhD Hull, Hon DLitt Brock, Hon DLitt Glasgow,
Hon DLitt Hull, Hon DLitt KNUST, Hon DHL UVI.

Chairpersons, Campus Councils

Sir Paul Bernard Altman, KA

GCM, BCH, JP, BBA Mia, Hon LLD UWI – **Cave Hill**

The Hon. Mr. Earl Jarrett

CD, JP, Hon LLD UWI, FCA, MSc UWI – **Mona**

Her Excellency Dr. June Soomer

BA, PhD UWI – **Open Campus**

Ms. Sharon Christopher

LLB UWI, LEC HWLS, LLM LSE – **St. Augustine**

Pro Vice-Chancellors

Professor V. Eudine Barriteau

BSc UWI, MPA NYU, PhD Howard

Ambassador Professor Richard Bernal

BSc UWI, MA, PhD New Schl for Soc Res, MIPP Johns Hopkins

Professor Alan Cobley

BA Manc, MA York, UK, PhD Lond

Professor Brian Copeland

BSc UWI, MSc Tor, PhD Southern Cal

Dr. Luz Longworth

BA, MBA UWI, MA Queens, DBA Bath

Professor Stephan Gift

BSc, PhD (UWI), FAPETT, SMIEEE, MCAS, REng

Professor Dale Webber

BSc, PhD UWI

Professor Densil Williams

BSc UWI, MSc UWI, PhD Manc

Campus Principals

Professor V. Eudine Barriteau

BSc UWI, MPA NYU, PhD Howard – **Cave Hill**

Professor Dale Webber

BSc, PhD UWI – **Mona**

Dr. Luz Longworth

BA UWI, MBA UWI, MA Queens, DBA Bath – **Open Campus**

Professor Brian Copeland

BSc UWI, MSc Tor, PhD Southern Cal – **St. Augustine**

Deputy Campus Principals

Professor R. Clive Landis

BSc Birmingham, MSc, PhD Loyola – **Cave Hill**

Professor Ian Boxill

BSc, MPhil UWI, PhD Colorado State – **Mona**

Professor Julie Meeks Gardner

BSc, Dip Nutrition, PhD UWI – **Open Campus**

Professor Indar Ramnarine

BSc UWI, MSc U of Wales,
PhD UWI, MBA Heriot-Watt – **St. Augustine**

University Registrar

Mr. C. William Iton

BSc UWI, LLM Essex

University Bursar

Mrs. Andrea McNish

BSc, MSc UWI, FCCA

University Librarian

Vacant

Public Orators

Mr. Robert Leyshon

BA, MA, Cert. Ed, PGCE London – **Cave Hill**

Dr. Michael Bucknor

BA, MA UWI, PhD Western Ontario – **Mona**

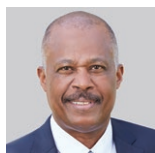
Dr. Francis Severin

BA, MSc, PhD UWI – **Open Campus**

Professor Christine Carrington

BSc, PhD London – **St. Augustine**

Vice-Chancellor's Report



Professor Sir Hilary Beckles
Vice-Chancellor

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Campus Principals' Overview



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Pro Vice-Chancellor & Principal,
Cave Hill Campus

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Professor Dale Webber
Pro Vice-Chancellor & Principal,
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Dr. Luz Longworth
Pro Vice-Chancellor & Principal,
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Professor Brian Copeland
Pro Vice-Chancellor & Principal,
St. Augustine Campus

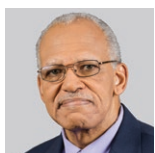
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Richard Bernal**
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Mr. C. William Iton
University
Registrar

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University Bursar's Report



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University
Bursar

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This publication is complemented by a robust online presence offering more comprehensive details on the University's activities and achievements during the 2017/2018 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**

Our Reputation Revolution

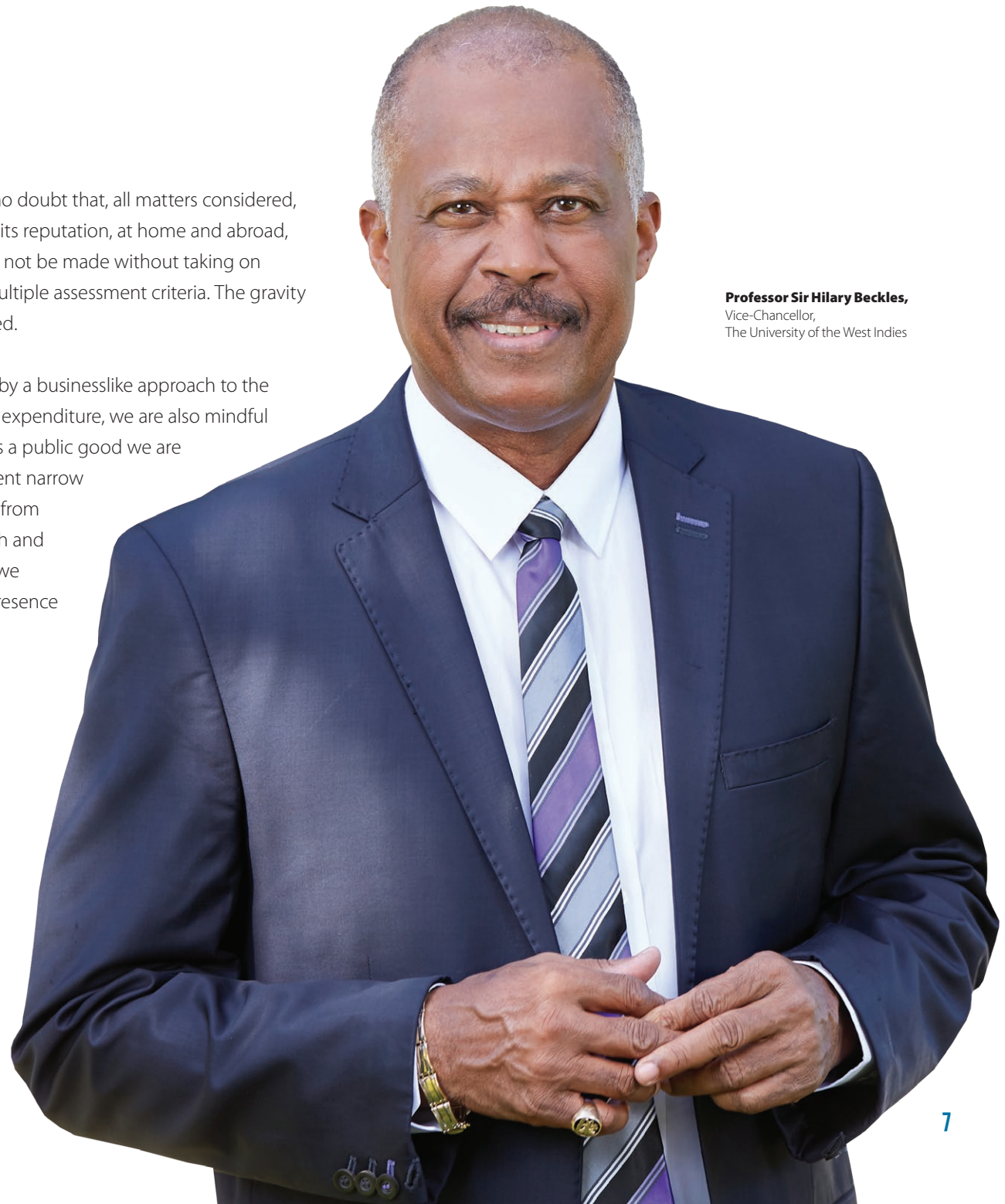
What an extraordinary year in review it has been! It was a time in which the University soared above its many challenges, with internal celebrations, global recognition, and structural reengineering that empowered its community in solid and sustainable ways.

As the University exited the period, there was no doubt that, all matters considered, the irrefutable conclusion could be drawn that its reputation, at home and abroad, has never been higher. Such a statement could not be made without taking on board the considerable evidence relevant to multiple assessment criteria. The gravity of the assertion has been weighed and validated.

We are a public university. While we are driven by a businesslike approach to the corporate culture surrounding our income and expenditure, we are also mindful that in the management of higher education as a public good we are not a “for profit” financial institution in the current narrow usage of the term. Rather, the profit we pursue from our commitment and compassion is the growth and development of the people and communities we serve. Their profiting in every sense from our presence is the proof of our pertinence and relevance.

We took a strategic management decision to prepare our university for robust global engagement within the emerging regime of international partnership. We seek not to compete in a crude, corrosive fashion but to compare collegially and collaborate inter-culturally for mutual empowerment and advancement. In this regard, we chose to carefully and cautiously participate, for the first time, in the system of global university rankings.

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





We opted to engage the Times Higher Education (THE), considered the most prestigious of global ranking registers. Internal preparations were intensive and precise knowledge of ranking methodologies was domesticated and dissected. On the basis of scientific scrutiny, we moved forward with the THE. The results were extraordinary; far better than the sceptics anticipated.

We took a strategic management decision to prepare our university for robust global engagement within the emerging regime of international partnership.

From a field of over 100 Caribbean universities, we received the number one ranking, and in a field of over 2,000 universities in the Caribbean and Latin America, we were ranked in the top 3%. This trajectory placed us in good stead to be ranked globally in a field of over 26,000 universities. Being ranked in the top 5% of the best universities globally has ushered a **“Reputation Revolution”** throughout our academy and its regional ecosystem. Everything around us has changed. All variables within and without have been modified. The UWI has been irretrievably altered and transformed.

In all fine universities, reputation is the key ingredient in the recipe of resilience and revenue. Without it, all falls flat. Its voice is silenced. There is no gain; everywhere is pain. The UWI’s voice has etched its finest pitch; its position in the region and its location globally are at its strongest. We are now ready to capitalise and commercialise on our reputation as a regional and global heavyweight.

The journey to the global was built upon the very special and innovative work done by our four campuses. The faculty floor remains the centre of gravity of the academy determined to be excellent and ethical. Campus reports to Council set out

this record of achievement over which principals have presided. Professors have been proficient; our administrators driven by principles of efficiency, and our students have responded to the call to be critical and courageous.

It was within this context that the University rose up to celebrate its 70th year of service and leadership within the Caribbean nation-building project. Born into the colonial ethos of 1948, it has soared as the pelican of regional pride. It was a moment in the building of a monument in which there were celebrations of achievements, and a recommitment to responsibility. We looked to the future as we recalled the past and took passionate delight in the achievements of the present.

The future of universities, it has been said, is bent into shape by the degree of their financial security. To this end, the University took its boldest ever step; we met with the Heads of contributing governments to discuss new options and opportunities for funding. The assurances of governments have called into being a new financial environment that has already produced considerable alleviation and hope for the future. Here again, we are on the cusp of a new financial dispensation that augurs very well for the academy.

The regional and global achievements of our staff and students reside at the centre of this report. When the International Association of Universities selected The UWI as the global leader in respect of advocacy around Sustainable Development Goal 13, Climate Smart Action, it took place on the eve of our students winning the Regional Super 50 Cricket Competition, defeating the national teams of Trinidad and Tobago in the semi-finals and Guyana in the final. Such examples of regional and global excellence and leadership have set standards for the 21st century that is calling and finding us ready to rise.

This report, then, contains evidence of the old treasures of our UWI as well as a map to guide the search for future good fortunes. It is a reflection of inter-generational achievement as well as an indication that preparations are being made for the next to come.



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

Revitalising Caribbean Development



Triple A Strategy 2017-2022

The reporting period 2017/2018 is notable in that it marks the first year of the implementation of **The UWI Triple A Strategy 2017–2022**. As such, this report gives a glimpse into the ways in which the entire university system—all units, departments, faculties and campuses—has begun to streamline its planning operations and execution of activities to support this visionary new plan. It also provides a measure of the University's pace along the path it has set toward revitalising Caribbean development.



Participants of the Strategic Planning Management retreat in November 2018.

The UWI Triple A Strategy shows how The UWI will use its resources and capabilities to achieve maximum outcome in its quest to revitalise Caribbean development while ensuring its long-term survival. It is based on three pillars or strategic goals:

Access

Increasing participation in tertiary and higher education for all, ensuring that all offerings such as teaching and learning, student development, consulting, research and public advocacy programmes reach the Caribbean's underserved and diaspora communities and all with an interest in higher education around the world.

Alignment

Creating relevant value-added relationships with alumni and wealth generators, and collaborating with governmental, non-governmental, entrepreneurial and international partners to ensure that The UWI's offerings fulfil the needs of all the communities that it was established to serve.

Agility

Using The UWI's resources—including human and physical—and capabilities to respond to the needs of its customers, including alumni, in a changing environment. This agility will create an entrepreneurial university with a diversified revenue base, an improved global presence to ensure economic stability through global expansion, operational efficiencies and financial profitability.

Progress in our Strategic Pillars

Access

UWI Students Say “Ni Hao” to New Experiences

As part of The UWI’s commitment to developing a new generation of Caribbean leaders in the field of technology, its historic collaboration with the Global Institute of Software Technology in Suzhou, China, met a significant milestone in the reporting year 2017/2018. Twenty-seven software engineering students from The UWI embarked on the second phase of the programme delivered in the area considered the Silicon Valley of China. Upon completing this world-class programme, which offers industry-standard teaching and training, students will be better equipped to compete in the international job market in software engineering fields. The immersion in China’s creative entrepreneurial culture, while also being exposed to Mandarin provide a significant competitive advantage and the opportunity for a lucrative career in this burgeoning industry. This partnership lays the foundation for the much-needed digital revolution in the region.

Faculty of Sport Energised

The Faculty of Sport became the newest faculty of The University of the West Indies on August 1, 2017, the first to be established at The UWI in 40 years. It adopts the format of a cross-campus faculty with Academies of Sport (akin to Departments) on each campus. Each academy has sections dealing with academic activities and research, sporting activities and outreach. In the review year, the Mona Academy of Sport also incorporated another section to its structure, the Division of Sports Medicine from the Faculty of Medical Sciences. This section of Sports and Exercise Medicine now runs the Master in Sports Medicine programme for physicians, Master in Sports and Exercise Medicine–Physiotherapy programme as well as the Sports and Exercise Medicine Clinic.



A group of students from the BSc Software Engineering class of 2020 sightseeing in China.

Much of the year focussed on setting up administrative structures, acquiring staff through transfers, advertising new posts, and writing new undergraduate and graduate programme proposals. Faculty regulations were authored and passed by various committees. The Faculty's web presence was also designed and is fully active.

Each campus was asked to migrate two programmes to the Faculty of Sport, but this required some administrative formalities to be completed. As a result, no new students were enrolled in the Faculty for 2017/2018. Nevertheless, the Faculty contributed to the achievement of increased access with the approval of two programmes—BSc Sport Coaching and BSc Sport Kinetics—for delivery at Mona for 2018/2019. Access to graduate sport programmes at the Mona Academy of Sport was also widened with the approval of the UWI/FIFA/CIES diploma in Sports Management for collaborative delivery with the Department of Management Studies, St. Augustine using a "One UWI" platform.

Ushering in a New Era of Online Education in the Caribbean

The establishment of the Office of Online Learning (OOL) within the Vice-Chancellery is a key component in the strategy to improve access by delivering UWI courses to regional and international markets. The OOL was operationalised in October 2017 with the appointment of Professor Stafford A. Griffith as Regional Director.

The main responsibilities of the OOL include leading online programme development and facilitating requests for approval of online programmes from all campuses. Online learning is a critical element in achieving the University's goal of at least one university graduate in each household in the Caribbean.

Colleges of The UWI

Following the implementation of the Colleges of The UWI system in the last reporting period, the CUWI Implementation Committee, led by Pro Vice-Chancellor and Principal, Dr. Luz, Longworth continued to seek suitable partners. Six colleges have submitted applications and discussions are underway regarding transition to CUWIs.

Top Ranking in Latin America and World

The UWI's regional and global reputation received a boost in 2018, first in July when it was ranked 37th among the best 129 universities in the 2018 Times Higher Education Latin America University Rankings. Then, just a few months later in September, the 2019 Times Higher Education World University Rankings placed The UWI among the 1,258 top universities in world for 2019. In both ranking tables, The UWI was the only Caribbean institution to make the lists. The institution's overall success in these rankings is attributed in part to the adoption of the Triple A pillars, and the intense and strategic interventions which are consistent with the university ranking's assessment criteria.

The UWI Sets its Sights on a Fourth Landed Campus in Antigua

In 2018, discussions were held with the government of Antigua and Barbuda with a view to establishing a fourth landed campus there. It marked a significant move, noting that the last landed campus was established in Barbados in the 1960s. With the intention of increasing The UWI's reach into the Eastern Caribbean, a new campus would provide greater access to higher education opportunities. The resulting diversity of human resources at a much higher level could also attract the investment capital necessary to drive economic growth in the region. The proposal made by the government of Antigua and Barbuda is currently

under examination. The University Council in 2018 recommended that a technical task force —comprising University officials, students and other stakeholders— be established to examine and evaluate its financial, operational and strategic viability and sustainability.

Quality Policy Launched

In February 2018, The UWI launched its Quality Policy, triggering a programme of wide-ranging engagement to ensure the highest quality in its daily interactions with stakeholders. The policy supports the achievement of The UWI's mission and vision and facilitates its continuing institutional and programme accreditation.

Designed to strengthen the quality of its processes, products, and services, the policy responds to the importance of increased attention to quality assurance for administrative processes and the need for better integration with quality assurance for academic programmes. This will allow the University to better serve all stakeholders and represents an important instrument for deepening The UWI's quality culture and developing its Quality Management System.

Physical Expansions and Infrastructure

The improvement and expansion of physical plant/facilities enable the advancement of the Access pillar.

Open Campus, St. Vincent and The Grenadines

With generous funding from the Government of Canada, progress was made in the reporting year on renovations at the Open Campus site in St. Vincent and the Grenadines. The site will soon see larger classrooms, a library, ICT learning centre, administrative facilities, video-conferencing facilities and communal areas for students.

Times Higher Education (THE) has ranked The University of the West Indies among the

Best in the World



* among 1200+ recognised universities in Latin America & Caribbean region.

** among 25,000+ recognised universities globally.

The UWI's debut into global rankings was championed by



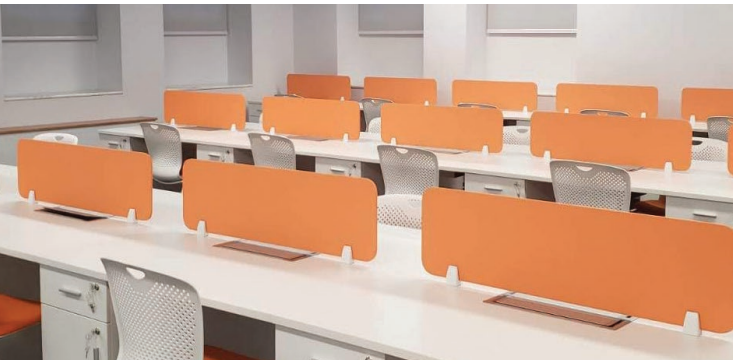
Professor Sir Hilary Beckles
Vice-Chancellor, The UWI



Professor Densil Williams
Pro Vice-Chancellor, Planning



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



The newly refurbished Sagcor Mutual Building in Bridgetown, Barbados, Headquarters of The UWI China Institute of Information Technology.



The UWI South Campus, Trinidad and Tobago

Penal/Debe (South Campus), Trinidad and Tobago

Three years after The UWI's assumption of full responsibility for completing this project, handover of the Debe site in Trinidad and Tobago is scheduled for the end of the first quarter of 2019. Buildings are expected to be ready for occupation shortly thereafter and classes scheduled for the 2019/2020 academic year.

A South Campus Task Force was formed to plan and oversee the phased occupation of the Campus. In the short term, programmes and operations to be offered include the Diploma in Education, ROYTEC and a Public Health Clinic.

In the medium-to-long term, the Faculty of Medical Sciences will be the flagship Faculty at the campus. While it is a change from the original intent of the campus being the centre for the Faculty of Law, it is part of a broader strategy to expand enrolment in Medical Sciences to support more international and full-fee-paying students, all aimed at making the South Campus self-sufficient.

City Campus, Barbados

Chinese partners, the Global Institute of Software Technology, financed the repurposing of the Sagcor Mutual Building in Bridgetown, Barbados into a

multipurpose training facility and technology hub to enable Fintech start-up companies, student entrepreneurial ventures and retraining and retooling of workers to be conducted in the heart of the city. This is an essential element of the Smart Campus Initiative, through which the Cave Hill Campus is transforming its operations to prepare faculty, staff and students and other stakeholders, for the 21st century digital society. Upon completion of the project, services, content, pedagogical strategies and facilities will utilise digital technology, resulting in a modern environment that enables e-learning.



Vice-Chancellor of The UWI, Professor Sir Hilary Beckles (2nd right) in discussion at the launch of The UWI Quality Policy with University Registrar, Mr C. William Iton, Senior Programme Officer, Quality Assurance Unit, Dr. Kay Thompson, and Pro-Vice Chancellor, Board for Undergraduate Studies, Professor Alan Cobley.



(L-R) Campus Principal at The UWI St. Augustine, Professor Brian Copeland, Campus Principal at The UWI Open Campus, Dr Luz Longworth, Pro-Vice Chancellor, Board for Undergraduate Studies, Professor Alan Cobley, and Senior Programme Officer, Quality Assurance Unit, Dr. Kay Thompson.

MORE ONLINE EDUCATION THROUGH PARTNERSHIP WITH IDB

The UWI and the Inter-American Development Bank (IDB)

have agreed to collaborate to bring more online learning to citizens across the Caribbean region and the world. The partnership will seek to fulfil a significant demand in the English-speaking Caribbean for Massive Open Online Courses (MOOC) content.

The UWI-IDB partnership will facilitate cooperation on the development of joint MOOCs; translation of existing Bank MOOCs from Spanish to English, with Caribbean content and assessment of selected Bank or joint MOOCs, training courses and/or educational programmes for academic credit and certification by The UWI.

This opportunity is especially valuable in less developed countries where access to formal education and information and communication technology are more limited, and is another manifestation of The UWI's strategic intent to increase access to quality education for a greater number of persons in the region.



Ms. Therese Turner-Jones, General Manager, IDB Caribbean Group, makes a point as she brings greetings during The UWI-IDB special presentation on "MOOCs – Pathways to Open Knowledge" on November 5, 2018, at The UWI Regional Headquarters, Mona, Jamaica.

UWI IN CHINA



THE UNIVERSITY OF THE WEST INDIES



The collaboration between The University of the West Indies (The UWI) and the Global Institute of Software Technology (GIST) to establish The UWI-China Institute for Information Technology (UWICIT) is engineering the future of a much needed digital revolution in the Caribbean.

Its BSc Software Engineering (Mobile Application Technologies) provides a pathway for the Caribbean's tech leaders of tomorrow. It takes them on an exciting journey which begins with two years of study in the Caribbean and culminates with two years at The UWI-China Institute in Suzhou, China, the Silicon Valley of the East. It exposes them to unique IT and mobile technology learning experiences, language and cultural opportunities including attractive paid internships in the Suzhou Industrial Park.

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



Suzhou Industrial Park, China:
The Silicon Valley of the East



UWI IN SUZHOU, CHINA



Then CARICOM Chairman, Prime Minister of The Bahamas, Perry Christie (left) met with Chinese President, Xi Jinping during his 2013 Caribbean visit for meetings with CARICOM leaders. It is upon this visit that The UWI built commitments for practical, innovative action.



Pro Vice-Chancellor and Principal of The UWI Cave Hill Campus, Professor Eudine Barribeau unveils signage at the UWI-China Institute in Suzhou.



First cohort of UWI students embark on the China leg of the BSc Software Engineering programme.



Students and administrators in China.



Vice-Chancellor, Professor Sir Hilary Beckles leads delegation to China.

A REVIVED CRICKET HIGH PERFORMANCE CENTRE

In 2017, the Sagikor-UWI Cricket High Performance Centre in Barbados was relaunched with a mission to provide opportunities for young, talented cricketers in the region to sharpen their skills in a holistic environment. The Centre comprises modern facilities, including the first-class 3Ws Oval, outdoor nets, an indoor cricket school and a team of qualified coaches, physiotherapists, strength and conditioning specialists, a sports psychologist and nutritionist. In addition to high performance resources for athletes, the Centre offers workshops and certificates focused on the training and all-round development of cricketers.

Among recent programmes at the Centre was Pace Like Fire, initiated in the long school vacation of 2018. It allowed young players across the region with raw bowling pace to participate in a one-month course.

Emerging out of it, ten male and five female fast bowlers were identified and offered positions in a two-year comprehensive development programme, which will expose them to the most up-to-date scientific testing and analysis, expert coaching, modern tech training and equipment, mental skills training, strength and conditioning, nutritional support and personal development workshops.

As cricket aficionados will note, the positive impact is already being felt, as many of the team members who celebrated the West Indies' historic Test win in Barbados against England in January 2019, such as Jason Holder, Roston Chase, Shane Dowrich, Kemar Roach, Shimron Hetmyer, Shannon Gabriel and Test debutant John Campbell, are alumni of the previous incarnation of the HPC.



(L-R) Head Coach at the Academy of Sport, The UWI Cave Hill Campus, Mr. Floyd Reifer, former UWI/ Combined Campuses & Colleges programme (CCC) player and new Regional Sport Coordinator of the Faculty of Sport UWI, Mr. Akeem Dewar, and Cricket all-rounder, Mr. Carlos Brathwaite at the launch of the Sagikor-UWI Cricket High Performance Centre.





UWI Vice-Chancellor, Professor Sir Hilary Beckles speaking at the launch of the Sagicor-UWI Cricket High Performance Centre. Seated are (L) Pro Vice-Chancellor and Principal of The UWI Cave Hill Campus Professor V. Eudine Barriteau and (R) Head of Department, Cave Hill Academy of Sport, Mrs. Amanda Reifer.

CCC MAROONERS RISE TO BEST IN REGION

Eleven years after its entry into the regional first-class competition, the Combined Campuses and Colleges (CCC) Marooners emerged as winners of the Regional Super 50 tournament in 2018.

The victory cemented the value of The UWI's CCC cricket programme in the development of West Indies cricket by enabling talented young players in the region to hone their cricketing skills while pursuing tertiary education.

The tournament win not only served as an inspiration to young players and sports fans across the region, but brought greater hope to those who long to see the West Indies regain its dominance in the sport by providing a pool of "thinking cricketers" for regional selectors.



WE'RE IN THE FINAL!!!

2018-19 REGIONAL SUPER50 FINAL
CCC MAROONERS V
GUYANA

SUNDAY
28 OCT. 2018
KENSINGTON OVAL
BARBADOS
at 11:30AM


COMBINED CAMPUSES
& COLLEGES


WATCH LIVE
WINDIES
CRICKET
YouTube
CHANNEL


WEST
INDIES
50
SUPER50 CUP



Agility

Expanding The UWI's Global Footprint

The UWI continues to reinvent itself for the 21st century by expanding its global footprint in new and unprecedented ways. In review year, the University signed an agreement to establish the UWI-Johannesburg Institute for Global African Affairs. In that same year, another agreement was signed with the University of Lagos (UNILAG) in Nigeria for the establishment of the UNILAG-UWI Institute of African and Diaspora Studies.

Given our centuries of historical, cultural and economic ties, the Caribbean has a critical role to play, and would also benefit from, the phenomenal global rise of Africa in the next ten to twenty years.

These entities come on the heels of the creation of the SUNY-UWI Center for Leadership and Sustainable Development in New York, USA, and the UWI-China Institute of Information Technology (UWICIIT) in Suzhou, China.

There are other such initiatives in various stages of planning, which are expected to birth other collaborative centres overseas in the next academic year. Among these are discussions with Brock University in Ontario, Canada, Coventry University in the UK, and Universidad de los Andres in Colombia.



Ceremony at The UWI Cave Hill Campus to commemorate the launch of The UWI-Johannesburg Institute for Global African Affairs.



Launch of the UNILAG – UWI Institute of African and Diaspora Studies at the University of Lagos in Nigeria.

Digital Transformation High on the Agenda

The UWI has placed premium importance on its digital transformation to enable it to take a 21st century approach to all its operations, to better serve the needs of its student population—most of whom are millennials—and to meet the challenges of the era on a solid technological footing.

In the period under review, several initiatives were led by the ONE UWI ICT Steering Committee, chaired by Pro Vice-Chancellor and Principal of the St. Augustine Campus, Professor Brian Copeland. Among them, the ONE UWI Digital Transformation workshop in May 2018; which was followed by the completion and delivery of the ONE UWI Digital Transformation Report in July 2018.

Another far-reaching ONE UWI initiative in the reporting year was the introduction of the Moodle application, which will further facilitate offline teaching and learning. Co-ordinated efforts are also being made to transition all campuses to the Office 365 platform.

Digital transformation of The UWI will enable and foster seamless academic, administrative and financial data exchange across campuses, thus creating greater operational efficiencies.

Economies of Scale and Scope a Must for Economic Survival

The current financial environment makes it imperative for Economies of Scale and Scope a Must for Economic Survival. The current financial environment makes it imperative The UWI to manage its expenditure in many ways, including taking advantage of the economies of scale and scope. The digital transformation of The UWI is a prime example of the application of this precept, as it will increase access, service and development in each contributing country and subscribing community of The UWI, rather than just the urban centres of the three campus countries.



The UWI Delegation making representation at the CARICOM Heads of Government Meeting.

Alternative Funding Models

In December 2017, a special task force was set up to consider a new model for future funding of Caribbean higher education. This, in response to the significant level of government receivables across The UWI's contributing countries and the inability of governments to sustain the 80/20 (government/student) cost-sharing model. The task force's mandate included: the examination of creative ways to access the public debt owed to The UWI; the exploration of ways within the private and public sectors to expand the cash and capital means; and the development of The UWI's financial capacity. The task force, co-chaired by Professor Densil Williams, Pro Vice-Chancellor, Planning and Mr. Ravi Rambarran, Group Chief Operating Officer, Sagikor Financial Corporation, comprised representatives of the private sector, contributing governments, the student body and university executive management.

The arrears in question were discussed at the CARICOM Heads of Government meeting in Haiti in early 2018, where Vice-Chancellor Beckles made a special presentation to Caribbean leaders. In response, heads of government not only expressed concern over the impact of the financial situation on all aspects of The UWI's operations. Many pledged a range of physical assets and other revenue-generating assets in lieu of cash. Among them are the government of Trinidad and Tobago's contribution of the Couva Hospital; the government of Grenada's contribution of 90 acres of land, and the government of Jamaica's commitment to the building of Technology Parks. The establishment of a University Trust Fund is also under consideration to help manage the institution's wealth potential.

Funding the Enterprise

In lean economic times, the University continued to seek out other avenues of funding. Several initiatives in the review year undertaken by the University Office of Development helped secure seed funding for major projects such as the development of the Faculty of Sport, and UWItv, among others.

Innovation and Entrepreneurship

The commercialisation of research is being energetically pursued as part of the University's strategy to establish a profitable Innovation and Entrepreneurship (I&E) ecosystem. In the quest for this objective, the St. Augustine Centre for Innovation and Entrepreneurship (StACIE) (renamed from the Office for Research, Development and Knowledge Transfer), led by Professor John Agard, has made significant progress. Newly appointed Professor of Practice Gerry Brooks, with support from Mr. Julian Henry of the Entrepreneurship Unit of the Faculty of Social Sciences, will detail plans for the ecosystem's formation. The University also agreed to establish UWI Ventures, a company based at St. Augustine with strong private sector participation, that will do the final vetting for capitalisation of projects and will be a holding company for UWI start-ups. A source of great pride is the recent grant of a patent for a new and improved fingerprinting technology in the USA and in Trinidad and Tobago.



Professor John Agard
Director, St. Augustine Centre for Innovation and Entrepreneurship (StACIE)



The Government of Trinidad and Tobago enters into a partnership with The UWI to operate the Couva hospital, in settlement of its outstanding debt.

SUNY UWI CENTER RECEIVES US \$1.1 MILLION NIH GRANT

The SUNY UWI Center for Leadership and Sustainable Development was awarded a US \$1.1 million grant from the National Institutes of Health (NIH) Fogarty International Center. This is quite a coup for the Center, as only 10 to 15 percent of applicants successfully get funding from the NIH.

The grant will be applied to a five-year Global Infectious Diseases Research Training programme which will focus on virology research and train 15 scientists, including graduate students and post-doctoral fellows. The first four are based at The UWI.

The notable award reflects the high priority of emerging and chronic viral infections in the Caribbean. The programme will focus on tracing infectious diseases, their origins and methods of transmission, and help seek a cure. It will enable medical researchers to discover new ways to trace and ameliorate the health outcomes of Caribbean populations.

Apart from the objective of training high-quality personnel to find and deliver solutions to regional issues, this achievement also represents the successful quest for alternative funding for university programmes.



(L-R) Vice-Chancellor of The UWI, Professor Sir Hilary Beckles, Professor of Parasite Epidemiology at The UWI, John Lindo, Pro-Vice-Chancellor and Principal of The UWI Open Campus and PVC in charge of the SUNY-UWI, Dr. Luz Longworth, SUNY's Distinguished Professor Gene Morse, SUNY Chairman, Mr. Carl McCall and Sally Crimmins Villela, Associate Vice-Chancellor for SUNY Global Affairs.



The four young scientists in the infectious diseases research programme (from second left) Dr Inshan Ali, clinical microbiology resident; Chadwick Mears, master's student in medical biology; Tiffany Butterfield, PhD student in co-morbidities in HIV infection; and Dr Michelle Brown, who specialises in epidemiology of viral hepatitis and treatment in Jamaica, share a moment with SUNY's Distinguished Professor Gene Morse (left), and The UWI's Professor John Lindo (right).

ONE CARIBBEAN SOLUTIONS: UNIVERSITIES CARIBBEAN

Vice-Chancellors, Presidents, and Rectors of Caribbean-based universities and research institutes convened in 2018 under the leadership of Vice-Chancellor, Professor Sir Hilary Beckles, to strategically plan the regional university sector for the coming decade. The academic leaders represented CARICOM countries as well as, Cuba, Haiti, Puerto Rico, Colombia, and the French and Dutch-speaking Antilles.

Out of the deliberations, a new entity, Universities Caribbean, was birthed, to replace the Association of Caribbean Universities and Research Institutes (UNICA), which dates back to 1967. The new organisation's mandate is to revitalise, energise, and integrate the regional university sector and to enhance its quality and regional impact.

Guided by the organising principle of "One Caribbean Solution", a new strategic plan for the new entity was also articulated—built upon improving the reputation of the sector; enhancing the resilience of the member universities; and increasing the revenue position of members and the sector. Among the initial projects will be the promotion of student mobility across the region and the creation of joint research projects around important regional challenges.

Vice-Chancellor Beckles was elected as the entity's first president. He is supported by an executive committee comprising leaders of universities in the Dominican Republic, Puerto Rico, French Antilles, and the Dutch Antilles.



(From left to right) Dr. David Martin, Vice Rector, Pontificia Universidad Catolica, Dominican Republic; Padre Professor Ramon Alfredo de la Cruz Baldero, President, Pontificia Universidad Catolica, Dominican Republic; Dr. Jorge Haddock-Acevedo, President Universidad de Puerto Rico; Professor Sir Hilary Beckles, Vice-Chancellor, The University of the West Indies; and Dr. Francis De Lanoy, Rector Magnificus, University of Curaçao.

EMERGE AMERICAS: HEMISPHERIC UNIVERSITY CONSORTIUM FORMED

A Hemispheric University Consortium was created in April 2018 to provide a structure for students, faculty and researchers in the hemisphere to collaborate. The agreement emerged out of a meeting among the presidents of 11 universities across Latin America, the Caribbean, Canada, and the United States. Discussions revolved around the creation of a hemispheric consortium, an idea which was eventually solidified with the signing of a Memorandum of Understanding.

The Consortium will promote discovery, learning, understanding and a higher level of integration across nations. Areas of interest include public

health and well-being; climate change, sustainability and resilience; gender issues; entrepreneurship and inclusive innovation; crime and corruption; cyber security, technology and innovation for education; and sustainable development. The prevailing philosophy is one of mutual support and sharing, attaining a level of international partnership and collaboration that is more easily attainable by universities than even governments.

The Consortium, which includes universities from Argentina, Brazil, Chile, Colombia, Costa Rica, Mexico, Peru and the United States, is coordinated by the University of Miami.



Vice-Chancellor, Professor Sir Hilary Beckles (3rd from left) is one of leaders of the discussion around Universities and Innovation Ecosystems in the Americas.

75TH ANNIVERSARY CAPITAL CAMPAIGN

The UWI's 75th Anniversary Capital Campaign will provide an opportunity for the University to build on its growing reputation for excellence, as evidenced by its recent superb performance in regional and global rankings. The campaign identifies three objectives centred around the recently established Faculty of Sport: economic development through sports and sport-related disciplines; sport excellence for the future through investment in high-performance regional athletes; and youth development within the context of the United Nations 2030 Development Agenda and relevant SDGs.

The campaign will bring together alumni, students, staff, public and private sector partners, civil society, development partners and friends of The UWI, both in the region and globally, to mobilise ideas, talent, projects and funding in support of the Faculty.

The selection of the Faculty of Sport as the main beneficiary of this campaign comes after extensive discussions with many stakeholders, including senior faculty members, alumni and students. It will be an important element of a suite of programmes in celebration of the University's 75th anniversary, in which the University will celebrate its history, achievements and aspirations for the future.

It will be led by independent consultant Barbara Stowe, who has over 40 years of experience in fundraising operations, and management experience in major research universities and health care organisations.



INTER-CAMPUS STAFF GAMES

Efforts to foster an environment in which a creative, caring, accountable, motivated and professional (CAMP) team can thrive are not limited to professional daily interactions. Instead, it flows through all aspects of campus life, including social connections, recreation and play. The combination of a university that places great emphasis on sport, athleticism and wellness and our Caribbean culture (which embraces the drama and excitement of friendly competition) creates the perfect environment for athletic competition.

The 16th Biennial Inter-Campus Staff Games were held in Grenada from July 6–15 2018 as tribute to the island's government for a gift to The UWI of 89 acres of land in Hope, St. Andrews. The land will become the site of The UWI's Faculty of Sport, Physical Rehabilitation and Wellness Centre and the Open Campus Academy of Sport.

The Games were hosted by The Open Campus for the first time and saw the participation of over 300 members of UWI faculty and staff and their families. Final results showed Mona emerging as winners with 56 points, followed by St. Augustine with 52 points, Open Campus with 48 points and Cave Hill with 20 points.



Open Campus and Cave Hill teams at the 16th Biennial Inter-Campus Staff Games in Grenada.



Mona and St Augustine teams at the 16th Biennial Inter-Campus Staff Games in Grenada.



UWI
STAFF GAMES
2018
OPEN CAMPUS
GRENADA

Support the

16th BIENNIAL INTER-CAMPUS STAFF GAMES



July 6 - 15, 2018
On the Spice Isle Grenada

Rally the Troops! Support the Teams!

HOSTED BY THE UWI OPEN CAMPUS

SENIOR APPOINTMENTS



New Principal at Mona Campus

In the period under review, there were several new appointments to senior leadership positions. Among the most significant was the appointment of Professor Dale Webber, former Pro Vice-Chancellor, Graduate Studies and Research, to the post of Pro Vice-Chancellor and Principal of the Mona Campus, succeeding Professor Archibald Campbell.

Professor Webber has had a distinguished career in Coastal Ecology and Environmental Management and a strong and consistent record of teaching, graduate supervision, administration and research excellence that spans 30 years of service with The UWI.

In his previous post, Professor Webber mobilised staff and students across all four campuses to develop eight multi-campus research clusters. This resulted in four successful international grant applications and a US\$25 million research monitoring Memorandum of Understanding between the University and the Government of Montserrat. He also secured the establishment of posts of Directors of Graduate Studies and Research at the Cave Hill, Mona and St. Augustine campuses.



New PVC for Graduate Studies

Professor Stephan Gift was appointed Pro Vice-Chancellor for Graduate Studies and Research. His responsibilities include oversight of policy and operational plans for the development, regulation, management, administration, funding, monitoring and evaluation of graduate education and research throughout The UWI. He succeeded Professor Webber.

A Professor of Electrical Engineering, he is noted for his illustrious career, which spans teaching, programme coordination, research, university administration and public service. He is credited with the introduction of new teaching techniques that steadily improved student performance. He served as Deputy Dean of the Faculty of Engineering, during which time he piloted the introduction of a policy on Instructional Development Unit training of teaching staff. He also led the revision of the MASc Programme in Electrical and Computer Engineering to better meet the needs of industry.

Alignment

The UWI Leading Global Climate Action

The International Association of Universities (IAU) selected The UWI as its global leader in the mobilisation of research and advocacy for the achievement of a climate-smart world, in recognition of the University's decades of world-class research on climate change and sustainable development. The UWI was selected from a field of distinguished universities that have established a track record of research around the United Nations Sustainable Development Goal (SDG) 13: Climate Action.

Office of Development

Given the central role played by universities in helping to advance the 2030 development agenda, the University Office of Development focuses on maximising opportunities to deepen the university's engagement with national and regional development processes. This is in keeping with the Outreach perspective of The UWI **Triple A Strategy** and our commitment to revitalising Caribbean development.

The Office of Development identifies synergies and seeks to embed The UWI in the programmatic work of multilateral development agencies for enhanced coordination and development impact. The ambitious, inter-sectoral 2030 sustainable development agenda has underscored the need for greater alignment between academia, industry and development partners to effectively tackle a broad range of social and economic development issues. The UWI is committed to the advancement of the Sustainable Development Goals (SDGs) and the Office of Development plays a catalytic role in strengthening



The UWI selected by IAU to lead Global Climate Action

L-R: Dr Hilligje van't Land, Secretary General of the IAU, Professor Pam Fredmam, President of the IAU and Vice-Chancellor of The UWI, Professor Sir Hilary Beckles at UNESCO's Headquarters on January 30, 2019.



the university's partnerships for development, in keeping with SDG-17.

During the period 2017/2018, the Office of Development led a range of initiatives to advance the execution of the Office's mandate under the following thematic lines of action:

- mobilising resources for strategic initiatives
- strengthening partnerships with multilateral development agencies
- deepening The UWI's engagement in the global 2030 development agenda

Together these initiatives support The UWI's strategic pillars of increased **Access, Alignment and Agility** by contributing to promoting greater activism and public advocacy; increasing and improving academic/industry/development partnerships; and strengthening The UWI's global presence.

Some highlights in the review year include:

Resource Mobilisation and Technical Assistance for Strategic Initiatives

The Office of Development played a vital role in securing CDB grant funding to support 'The Preparation of a Comprehensive Sport for Development Initiative for the New Faculty of Sport of The UWI'; and 'the Enhancement of the UWI Regional Project'; DFID support for research consultancy 'Essential Data on the Development Status of the Caribbean' executed by The UWI Cave Hill Campus Department of Economics; and Technical assistance from UNDP, CDB and PEMANDU Associates for content development of an online Course on Transformational Leadership to Achieve the SDGs.

As part of a joint UWI-IDB workplan of activities, an IDB-funded study tour was arranged from July 9-10, 2018 for

UWI representatives to the MIT Media Lab and The Engine in Boston. The UWI team benefited from presentations, live demonstrations of technological innovations and insights into the operational model used by The Engine of MIT to promote research commercialisation, all of which are directly relevant to The UWI's strategic imperative to establish technology parks, support spin off companies and create an ecosystem for matching private capital to new products that can be brought to the market.

Strengthening Partnerships

An MOU signed with the Inter-American Development Bank and IDB Invest formalised IDB-UWI collaborations to promote evidence-based decision-making on economic and social policy issues in the Caribbean through a range of activities including sharing academic and educational content; developing joint research and innovation initiatives; development of joint MOOCs (massive open online courses) with the UWI Open Campus; participation in the IDB's Sustainable Islands and Power Caribbean initiatives, and others. The execution of agreed activities will be guided by a joint workplan.

The Office of Development, in collaboration with PEMANDU Associates and the CDB, contributed to the inaugural Caribbean Leadership and Transformation Forum organised by the CDB in Barbados in September 2017. Technical input was provided for the Conference document entitled *Implementation: Delivering Results to Transform Caribbean Society*. Capacity building to strengthen implementation capacity across the region is ongoing through the UWI Open Campus online course on Transformational Leadership to Achieve the SDGs and through CDB-supported interventions in member countries in collaboration with PEMANDU Associates.

Deepening Engagement in the Global 2030 Development Agenda

The Office of Development led the UWI interface with a coalition of public and private sector partners committed to climate action and resilience to launch the Caribbean Climate Smart Accelerator (CCSA) at its UWI Mona Campus on August 9, 2018. The CCSA aims to leverage significant public and private sector investments in support of clean energy, resilience strengthening, climate-smart cities and healthy oceans. Other institutional partners include the IDB, World Bank, The Virgin Group, PwC and TIDES Foundation etc. The CCSA will seek to fast-track public and private investment opportunities that support climate action and economic growth. The Office of Development is in discussions with the Accelerator to deepen collaborations with The University of the West Indies as it operationalises its workplan.

The UWI was nominated SDG-13 Cluster Lead in the International Association of Universities' (IAU) Thematic Cluster on Higher Education and Research for Sustainable Development (HESD), which comprises 17 SDG higher education teams that will work together to advance the 2030 development agenda and the Sustainable Development Goals (SDGs). The Cluster is intended to foster new collaborative projects among universities working on SDG issues. The first global HESD cluster workshop is scheduled for January 2019 at UNESCO's Headquarters and The UWI is the only university from the Caribbean to be invited to participate.

Engaging Industrial and Academic Partners

In the area of industry/academic partnerships, the University Office of Planning presented a concept note for a policy to guide engagements between The UWI and the private sector. The University also began talks with the University of Coventry, UK, which has the reputation as Britain's top university for industry-academic partnership and the commercialisation of university research. The creation of a UWI-Coventry Institute for Industry and Academic Partnerships is anticipated to be finalised in the new academic year.

THE UWI-COVENTRY INSTITUTE FOR INDUSTRY-ACADEMIC PARTNERSHIP

Responding to the economic growth needs of the Caribbean, The University of the West Indies (The UWI) and Coventry University have come together to discuss the creation of an Institute for Industry-Academic Partnership.

On November 26, 2018, a team from Coventry University visited The UWI Mona Campus in Jamaica to meet with Professor Sir Hilary Beckles, Vice-Chancellor, and his team of Pro Vice-Chancellors, to flesh out the details and to design the Memorandum of Understanding (MOU) that will guide the creation and operations of the Institute.

On April 9, 2019, a team from The UWI led by Pro Vice-Chancellor and Principal of the St. Augustine Campus, Professor Brian Copeland and including Professor of Practice, Gerry Brooks visited Coventry University to sign the MOU. Recognising Coventry University's elite status in the area of Industry-Academic alliances, Vice-Chancellor Beckles noted that "Coventry has much to share with The UWI in this regard, and will make an excellent strategic partner in the effort to facilitate how The UWI can better contribute to Caribbean entrepreneurship, industry innovation, and professional training for the 21st century global economy."



Members of the University of Coventry and The UWI during a visit to The UWI Regional Headquarters in Jamaica.

The UWI, has been driving the process to migrate university research into the private sector for the Institute will provide research training at the postgraduate levels, and will launch a suite of Master's degrees in the Caribbean that will facilitate bridge building with industry.

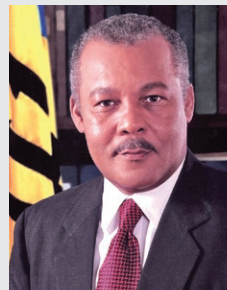
Noting the pressure upon the university sector in the Caribbean to do more in this area Vice-Chancellor Beckles

stated, "The Caribbean is at the innovate stage in its economic development where value added in the economy must come from applied research that is relevant to economic diversification and competitiveness. The University is well positioned to lead in this area. It's an opportunity to rise and shine. This partnership will go a long way in assisting this process."

PROFESSORS OF PRACTICE APPOINTED

In 2018, several new Professors of Practice were appointed. The non-tenured position appoints subject matter experts—either practising or retired—to an honorary professorship based on their professional competence, distinguished practice, notable teaching, or service contributions. This initiative helps make practical knowledge and real-world situations part of the students' educational experience.

- **Former Prime Minister of Barbados, The Right Honourable Owen Arthur**—Economics of Development
- **Dr. Dexter James**, Chief Executive Officer, Queen Elizabeth Hospital, Barbados—Public Policy and Health Care Administration
- **Dr. Paul Bacsich**, Director of Matic Media Limited and Senior Associate with Sero Consulting Limited, UK—Academic Programming and Delivery Division
- **Professor Andrew Jupiter**, Former Permanent Secretary in the Ministry of Energy and Energy Industries, Trinidad and Tobago—Petroleum Engineering
- **Mr. Winston Dookeran**, Former Senior Economist, United Nations Economic Commission for Latin America and the Caribbean, and former Governor of the Central Bank of Trinidad and Tobago—International Diplomacy
- **Mr. Gerry Brooks**, Chairman of the NGC Group of Companies, and former Group Chief Operating Officer and Sector Head, Manufacturing, ANSA McAL—Innovation and Entrepreneurship
- **Ambassador Dr. Richard Bernal**, Pro Vice-Chancellor, Global Affairs and former member of the Board of Governors of the Inter-American Development Bank, Jamaica—Global Affairs



The Right Honourable Owen Arthur
Professor of Practice,
Economics of Development



Dr. Dexter James
Professor of Practice, Public Policy
and Health Care Administration



Dr. Paul Bacsich
Professor of Practice, Academic
Programming and Delivery Division



Professor Andrew Jupiter
Professor of Practice,
Petroleum Engineering



Mr. Winston Dookeran
Professor of Practice,
International Diplomacy



Mr. Gerry Brooks
Professor of Practice,
Innovation and Entrepreneurship



Ambassador Dr. Richard Bernal
Professor of Practice, Global Affairs

UWI-CDB MoU

Formalising a relationship that has spanned almost 50 years, The UWI and the Caribbean Development Bank (CDB) signed a historic Memorandum of Understanding (MoU) in 2018. The MoU will support a stronger partnership between the Bank and the University on programmes and projects, and is focused on promoting institutional strengthening and evidence-based decision-making for economic and social policy issues relevant to the Caribbean region.

The MoU covers shared priorities such as promoting youth development and community inclusion through sport, improving implementation capacity and developing joint training and educational programmes. It builds upon ongoing partnerships that support the 2030 Sustainable Development Agenda, including projects in areas such as climate adaptation and mitigation, gender equality, and education and training.

UWItv Takes Caribbean Content to the World

UWItv, the multimedia public information and education service of The UWI, continues to focus on globalising the University through the production and distribution of content. This content presents critical analysis of common issues, concerns and socio-economic priorities in our region and the wider Caribbean diaspora. *UWItv's* content also promotes the University's objective of the advancement of education and knowledge creation, and allows student voices to be heard.

As the University continues to leverage 21st century technologies to reach a 21st century population, the service has become more involved at all university activities. Over the year in review, major events have been live-streamed and archived online for easy retrieval. The service continued to broadcast three hours of programming per day across 22 Caribbean country markets, and diaspora communities in New York/New Jersey, Toronto, Montreal and London.

In the period under review, UWItv focused on four key areas:

1. Collaborations and partnerships
2. Community Involvement & Social Responsibility
3. Access
4. Promoting UWI's research agenda and student engagement

Collaborations and Partnerships

UWItv collaborated with the School of Education (Cave Hill Campus) UNICEF, UNESCO, the Institute of Statistics and the OECS Education Development Management Unit to deliver the report on The Global Initiative on Out-of-School Children (OOSC). The global initiative was launched in 2010 to help countries develop evidence-based strategies to reduce the number of out-of-school children and adolescents. This first OOSCI study in the Eastern Caribbean sub-region included seven countries: Antigua and Barbuda, Dominica, St. Lucia, St. Vincent and the Grenadines, Grenada, St. Kitts and Nevis, and the Turks and Caicos Islands.

In its continued efforts to shed light on issues surrounding education in the region, UWItv collaborated with the Caribbean Examinations Council (CXC) to discuss the launch of their E-platform for marking and testing. It also hosted various discourses on the decline in CXC History and Arts Education in the Caribbean.

The Eastern Caribbean Central Bank (ECCB) partnered with UWItv to host a series entitled ECCB Connects, an outreach initiative for the group of eight island economies, namely Anguilla, Antigua and Barbuda, Commonwealth of Dominica, Grenada, Montserrat, St. Kitts and Nevis, Saint Lucia, and St. Vincent and the Grenadines.

UWItv continued to collaborate with several partners, including the Caribbean Development Bank, UN Caribbean – FAO, UN Women, and UNICEF to secure



Members of The UWI and CDB delegations at the historic MOU signing event hosted at CDB's Headquarters in Barbados.



UWItv interviews Prime Minister of St. Vincent and the Grenadines, Dr. Ralph Gonsalves during its coverage as the official media partner of the CARICOM Heads of Government Meeting in Montego Bay, Jamaica.

footage of conferences, symposiums, public lectures, panel discussions, speeches and workshops to create an even greater diversity in its repository. In the period under review, UWItv served as the official media partner for the livestream of the following regional events:

- The Thirty-Ninth Regular Meeting of the Conference of Heads of Government CARICOM
- The Caribbean Court of Justice's swearing in of its third President, Justice Adrian Saunders
- The 48th Annual Meeting of the Board of Governors of the Caribbean Development Bank

In August 2017, UWItv, in partnership with the Ministry of Culture, Sports and Youth, Barbados, showcased CARIFESTA 13th symposium under the theme "The Caribbean, the Arts and the Cultural Industries: Negotiating Tradition, Aesthetics, Economics and Legacy." The symposium presented an opportunity for the exploration of the myriad identities arising from artistic and cultural expressions, as well as intellectual endeavours, within the Caribbean region and its diaspora. Barbados Cultural Ambassador, Mr. Stedson 'Red Plastic Bag' Wiltshire, also embarked on a long-term project with UWItv entitled 'Work of Art', which showcases the region's artists and attempts to open the discussion on issues relating to various aspects of the creative and cultural industries.

Community Involvement and Social Responsibility

UWItv regards community involvement and social responsibility as an integral part of its mission. In the review year, it continued to provide numerous NGOs and other civil society organisations, with a platform to advocate on behalf of the underserved and vulnerable populations in our society.

Regional catastrophes such as Hurricanes Irma and Maria and ongoing seismic activity prompted UWItv to lead conversations, in the form of livestream forums, which provided stakeholders with access to relevant research to inform decision making in the areas of resilience and sustainability. Likewise, UWI acknowledged the global impact of the UK's pending exit from the European Union and created an environment for dialogue on its impact on CARICOM.

Access

A key element of The UWI's strategic plan is the provision of access to information and knowledge. As such, *UWItv* facilitated the live broadcast of annual Council meetings, graduations and other pertinent university events and activities. It enjoyed increased viewership through the leveraging of its social media platforms.

UWItv prides itself as a platform of empowerment for student leaders through the coverage and promotion of student lead events and activities. In February, *UWItv* partnered with the Cave Hill Association of Postgraduate Students (CHAPS) to host the 2018 Postgraduate Intercampus Debating competition staged at the Cave Hill Campus in Barbados. Contingents from the four campuses Mona, Cave Hill, St. Augustine and the Open Campus—debated topics such as Climate Change, The Effects of Structural Adjustment Programmes, The Rise of Women in the Workplace, The Economic Value of a University Degree, Gonorrhoea = HIV/AIDS and Reparations for CARICOM.

Promoting Research

In the period of review, *UWItv* programming consistently added new episodes of 'Research Room', a segment highlighting the research output from all four UWI campuses. The discussions focused on areas such as Climate Change, Seismic Research, Windrush, Brexit and Cancer.

Marketing & Communications

During the period under review, the work agenda of the University Marketing and Communications Office (U-M&C) centred on supporting a number of key projects related to strategic planning; stakeholder engagement; enhancing the University's visibility, reputation and branding and streamlining internal and external communication, all of which have a direct impact on the **Triple A Strategy**.

Among these efforts, the U-M&C team conceptualised and led the communication campaign to support the University's strategic planning process, including the rollout of the Triple A Strategy 2017-2022, utilising a mix of traditional and digital communication components.

For all major initiatives launched in the review period, the team was responsible for conceptualising, directing and implementing strategic public relations and marketing linked to the institution's strategic bids under the pillars of access, alignment and agility. These initiatives include, but are not limited to, the launch of the Faculty of Sport, the UWI China Institute of Information Technology (UWICIIT) and continued support for the development of both *UWItv* and the SUNY-UWI Center for Leadership and Sustainable Development.

Of notable mention, one of the major marketing activities undertaken was the campaign to raise awareness about the UWICIIT's BSc Software Engineering programme. This programme set a novel standard of adopting a '**One UWI**' marketing approach. It incorporated a mix of internal and external promotional activities using traditional and new media channels including a social media campaign. Efforts reached in excess of 130,735 persons in the targeted demographic, and combined with programmatic, video, display, SMS and traditional advertising resulted in over 10,587 programme inquiries in the campaign period.

In its focus on establishing a '**One UWI**' brand consciousness, U-M&C coordinated and led a streamlined approach for the engagement around governance meetings such as University and campus councils, the round of graduation ceremonies as well as several other regional activities with broader public access and engagement over the year in review. Among these were the installation of Pro Vice-Chancellor and Mona Campus Principal, Professor Dale Webber; the

Rally Round Dominica Hurricane Relief undertakings; the launch of the University's Gender and Quality policies, and MOUs with development partners like CDB and IDB, and other special projects such as the Climate Smart Accelerator.

The reporting period also saw several U-M&C collaborations with key internal stakeholders on a tactical level, aimed at positioning The UWI, regionally and globally as the Caribbean's leading higher education institution. As it relates to raising the University's global profile, media relations underpinned key messaging around the Times Higher Education (THE) Rankings and similarly, strategic undertakings related to advancing the University's global agenda.

On the matter of the commemoration of the University's 70th anniversary year, U-M&C spearheaded outreach efforts alongside the Office of Administration. In particular, the team coordinated the logo competition framework and its promotion, content for supplements in the Jamaica Gleaner, The Voice and a special feature by the UK's St James House. U-M&C also steered the publicity and activation of the anniversary calendar of events, including both the launch and finale, helping to build and maintain awareness and support for The UWI's anniversary milestone and its robust year-long calendar of events and initiatives spread across the region and among the Caribbean diaspora.

Daily news analysis conducted by U-M&C showed that during the review period, the University enjoyed significant dominance in traditional and social media mentions, with positive sentiment exceeding negative or neutral coverage. Analysis showed that the global footprint of these media mentions was distributed not just across the Caribbean region, but extended to territories such as the US, Venezuela, and as far as China and India.

INDUSTRY-ACADEMIC PARTNERSHIPS MOVE FORWARD

In seeking to deepen the partnerships

between industry and academia, The UWI has taken several key steps. Approval has been granted for the establishment of UWI Ventures, which will act as a holding company for UWI startups. A new University-managed fund, the UWISTA Innovation and Technology Transfer Fund, will support projects with commercialisation potential originating from all fields of research.

At the St. Augustine Campus, the former Office for Research, Development and Knowledge Transfer (ORDKT) has been renamed the St. Augustine Centre of Innovation and Entrepreneurship (StACIE). It will allow increased access to external grant funding for research.

The UWI has also established new spin-off companies to effectively market and monetise the products of research and development taking place at the establishment. One of these will produce specialised marine coatings and lubricants developed by the Department of Chemistry. The much-publicised Percussive Harmonic Instrument (PHI) pan, on which The UWI holds the patent, will be commercialised upon completion of a market-ready prototype.



Trinidad & Tobago's Minister of Trade and Industry, Senator the Honourable Paula Gopee-Scoon (3rd from right) is flanked by UWI leadership during a consultation with Private Sector, State Enterprises and Government, hosted by The UWI.

In 2017, the St. Augustine campus increased the potential for collaboration with industry by becoming a member of the Trinidad and Tobago Manufacturers' Association and the Trinidad and Tobago Chamber of Industry and Commerce.

The Mona Office of Research and Innovation has been re-organised and is seeking to forge more links between academia and industry. The Mona Campus continues to increase its self-financing programmes to assist with the shortfall in government funding by commercialising its services. The Caribbean Toxicology Unit provides toxicology and consultancy services to members of the legal profession; CARIGEN offers laboratory services, including DNA testing, to

clients; and the Mona School of Engineering provides engineering services.

The Cave Hill Campus is no less engaged. The Centre for Food Security and Entrepreneurship adds value to agrobusiness in Barbados and the Eastern Caribbean while awaiting approval from Town and Country Planning for the Dukes Agribusiness Complex. They have also offered their services to the Government of St. Vincent and the Grenadines regarding their foray into the medical cannabis sector.

UWI CONSULTING REBRANDS AS LUMIN CONSULTING

Constantly seeking to keep up with the demands of the times, The UWI has restructured and realigned its wholly-owned consulting firm, UWI Consulting, as LUMIN Consulting. The firm is headquartered in Kingston, Jamaica and supports the role The UWI intends to play in reinvigorating Caribbean development and ensuring that the University is at the centre of a new growth trajectory for the region.

The firm draws from a diverse team of in-house consultants, led by Executive Director, Lisa Cummins, and includes outstanding alumni, exemplars in the diaspora and UWI partners around the globe. Lumin's clients receive professional, expert support in crafting new national development visions, developing implementation plans, driving change at the institutional and firm level and fostering the development of new industries by introducing new pro-growth interventions.

LUMIN has developed a new operational model that will further its vision to effect change, drive transformation and guarantee a positive impact in the region and beyond. It will draw on global development standards and goals for the small economies of the Caribbean and the world, providing research, strategy and enterprise consulting services to its clients. Its four key specialty areas are: inclusive growth and development; enterprise, strategy and development; technology, innovation and entrepreneurship; and sustainable development and climate change. These areas represent some of the most pressing challenges facing the region.



Former Prime Minister of Jamaica Bruce Golding, World Bank Country Manager for Jamaica Galina Sotirova, Executive Director of LUMIN Consulting Lisa Cummins and Vice-Chancellor of The UWI Sir Hilary Beckles.



CENTRE FOR REPARATION RESEARCH FURTHERS THE CAUSE OF JUSTICE

The Centre for Reparation Research (CRR) became operational in 2017. It conducts research into the legacies of the transatlantic slave trade in Africans and European colonialism, in the hopes of bringing transformational justice to the region and societies affected by the trade. It supports the efforts of groups seeking to foster public awareness on the cruel and unjust systems that have left a legacy of disenfranchisement, and works closely with groups at the community, national, regional and international levels to advocate for reparation. There is particular focus on CARICOM's Reparatory Justice programme.

The CRR has hosted several conferences since its inception, welcoming speakers from throughout the African Diaspora. At the event held in October 2017, academics from Africa, the Caribbean, Europe and Latin America were active participants. This was followed by two seminars in March 2018 and September 2018, at which the guest speakers were Mireille Fanon-Mendès-France from France and Prof. Brian Meeks from Brown University in the USA, respectively.

The Centre also seized opportunities to spread its message overseas by attending international events. Professor Verene Shepherd, social historian and Director of The CRR, presented at the Reparations Issues Forum at the 47th Annual Legislative Conference of the Congressional Black Caucus (CBC) in Washington DC in September 2017.

There, she updated the forum on the establishment of the CRR, the first of its kind in the academy. In her capacity as a Vice-Chair of the CARICOM Reparations Commission (CRC) and Co-Chair of the National Council on Reparation in Jamaica, Professor Shepherd also reported on the reparatory justice movement in the region and the strategy being pursued by the CARICOM Reparations Commission through its Ten Point Action Plan.



Keynote speaker, Ms. Samia Nkrumah, daughter of the late President of Ghana, Kwame Nkrumah with Professor Verene Shepherd during the launch of the Centre for Reparations Research at The UWI.

MILNER HALL RENAMED FREEDOM HALL



Residents of the newly renamed Freedom Hall were happy to be part of the name-change process and pleased with the outcome. They are flanked by Vice-Chancellor, Professor Sir Hilary Beckles (left) and Professor Brian Copeland, Pro Vice-Chancellor and Principal of the St. Augustine Campus (right).

Occasionally, the unshakable sense of social justice and the spirit of activism that characterises The UWI takes an introspective turn. This happened when The UWI commissioned an investigation on the life and philosophies of Lord Alfred Milner, after whom Milner Hall at the St. Augustine Campus, had been named.

The investigation revealed a litany of egregious crimes against humanity perpetrated, endorsed, and encouraged by the early 20th century British colonial governor in South Africa.

The hall of residence took Milner's name in 1927 when he contributed to the Imperial College of Tropical Agriculture established in Trinidad, to train white colonialists with a view to creating a pool of frontier farmers to settle on lands in the Empire taken from natives.

Upon discovery of this connection, an active campaign to change the name of the hall was launched to purge the popular residence of this dark legacy. It was with great triumph and a sense of reasserting the dignity of the countless individuals stripped of such by the actions and policies of Lord Milner, that the St. Augustine hall was renamed Freedom Hall in October 2017.

GENDER POLICY LAUNCHED

The UWI has historically concerned itself with issues of gender justice. From inception, it was open to women on the same terms and conditions that are applicable to men. In May 2018, a gender policy was launched, formalising the University's commitment to gender justice and establishing a framework for its implementation.

Development of the policy was led by former Director of The UWI IGDS Regional Coordinating Office, Professor Verene A. Shepherd. Current Director, Professor Opal Adisa, will lead its implementation along with a Gender Mainstreaming Committee responsible for championing gender justice across The UWI.

The policy will inform changes necessary at all levels of the regional university towards the promotion of gender justice, and address issues of equity, sensitivity and resource allocation. It is also a blueprint to incorporate issues of gender and development and to express the fundamental principles vital to sustainable growth and development throughout the Caribbean.

The UWI's commitment to gender mainstreaming is reiterated in the Triple A Strategy, where gender justice is included among the University's core values. This official policy further bolsters the University's commitment to enforcing the tenets of gender justice throughout the institution. It also sets a precedent in doing so, providing a model as a university of best practice.



From left to right: Ambassador Richard Bernal, Pro Vice-Chancellor, Global Affairs, The UWI; Prof. Dale Webber, then Pro Vice-Chancellor for Graduate Studies & Research, The UWI; Dr Camille Bell-Hutchinson, Registrar, The UWI, Mona; Prof. Opal Adisa, University Director, The UWI Institute For Gender and Development Studies (IGDS), Regional Coordinating Office; Most Hon. Portia Simpson Miller, LLD (Hon) former Prime Minister of Jamaica and Honorary Graduate of The UWI; Hon Alando Terrelonge, State Minister in the Ministry of Culture, Gender Affairs, Entertainment and Sport; Prof. Eudine Barriteau, GCM, Pro Vice-Chancellor and Principal The UWI, Cave Hill and Prof. of Gender and Public Policy; Prof. Elsa Leo Rhynie, former Principal, The UWI, Mona; Prof. Barbara Bailey, former Regional Coordinator, IGDS; Prof. Sir Hilary Beckles, Vice-Chancellor of The UWI and Dr. Leith Dunn, Senior Lecturer/ Head, The UWI Institute for Gender and Development Studies, Mona Campus.



Prof. Elsa Leo Rhynie, former Principal, The UWI, Mona; Prof. Eudine Barriteau, GCM, Pro Vice-Chancellor and Principal The UWI, Cave Hill and Prof. of Gender and Public Policy; Prof. Opal Adisa, University Director, The UWI IGDS, Regional Coordinating Office; and Prof. Barbara Bailey, former Regional Coordinator, The UWI IGDS.

THE WORLD'S FIRST 'CLIMATE-SMART ZONE'

In August 2018, Vice-Chancellor Beckles

welcomed the launch of the Caribbean Climate-Smart Accelerator, a ground-breaking initiative to make the Caribbean the world's first 'climate-smart zone'. This project involves an unprecedented coalition of 26 countries and over 40 private and public sector partners that will create and implement climate solutions for resilience, renewable energy, and the development of sustainable cities, oceans and transportation. The launch was led by Prime Minister of Jamaica, The Most Honourable Andrew Holness; President of the Inter-American Development Bank (IDB), Mr. Luis Alberto Moreno; Virgin Group Founder Sir Richard Branson; and World Bank Vice President for Latin America and the Caribbean, Mr. Jorge Familiar. The Accelerator is an entrepreneurial engine that catalyses and fast-tracks priority initiatives in the battle against climate change, delivering resilience, social development and broad-based economic growth for the Caribbean. Over the next five years, it will identify and unite commitments to build a more sustainable and resilient future for island nations through collaboration between national governments, regional and international institutions, and public and private sector organisations. At the launch, Vice-Chancellor Beckles remarked upon the smooth and seamless alignment of these goals with The UWI's strategic



The UWI partnered with a strong coalition of public and private sector partners committed to climate action and resilience for the launch of the Caribbean Climate Smart Accelerator (CCSA) at its UWI Mona Campus.

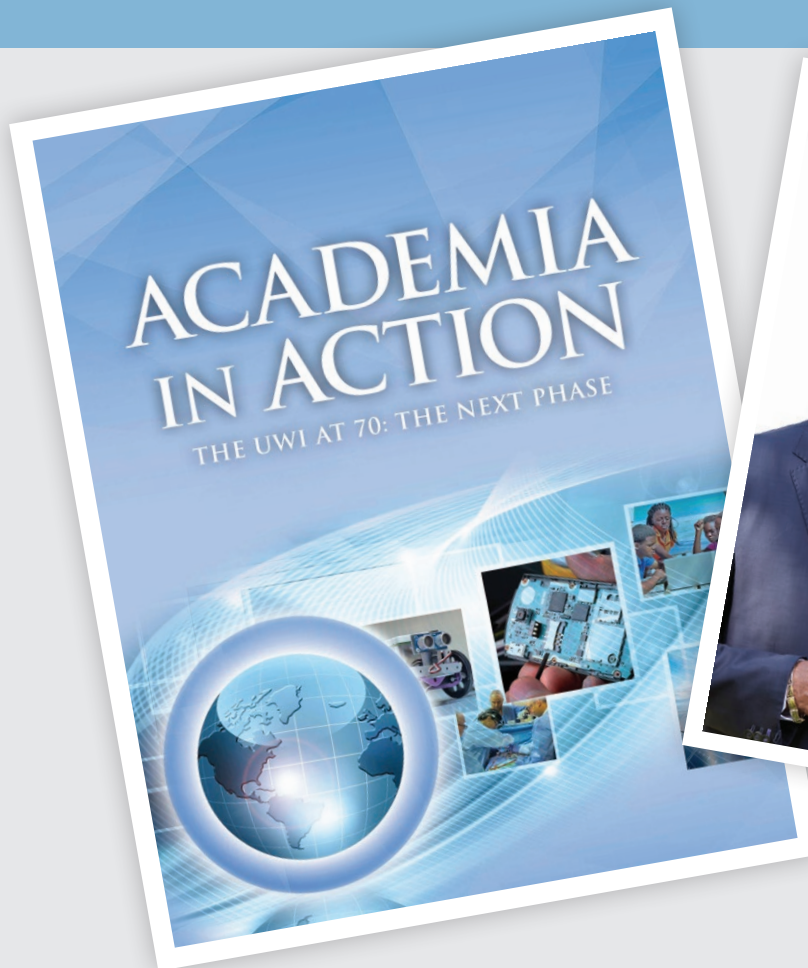
plan for regional development and sustainability, and commended the vision and actions of the region's political leaders and their global allies for the Accelerator's conception.

Facing the challenge of climate change is imperative, especially in the context of the devastating hurricanes and other cataclysmic events that have brought hardship, suffering, economic deprivation and even loss of life to so many in the region.

70TH ANNIVERSARY PUBLICATIONS

The UWI family celebrated its 70th anniversary milestone with a year-long calendar of events designed to both reflect on its 70 year-old legacy of service and leadership throughout the Caribbean, as well as project the next phase for the region and the institution created to serve the needs of the region. The anniversary year featured a vibrant range of academic gatherings, fora and conferences, alumni recognition ceremonies, receptions and galas, and special editorial supplements spread across the Caribbean and its diaspora.





Academia In Action: The UWI @ 70 - The Next Phase
This special publication was presented at the CARICOM Heads of Government meeting in Montego Bay, Jamaica.



Celebrations, Galas, Honours, Giving



Her Excellency Dame Sandra Mason,
Governor General of Barbados



The Honourable Mia Amor Mottley,
Prime Minister of Barbados

Celebrating Woman Power

It is unsurprising that, as the premier provider of quality tertiary education in the region, The UWI continues to produce leaders in every field. The University celebrated the fact that in this period, some of the Caribbean's most accomplished women were elevated to distinguished leadership positions.

On March 19, 2018, Madame Justice Paula-Mae Weekes was sworn in as the sixth President of the Republic of Trinidad and Tobago. The country's first female head of state graduated from the Cave Hill Campus in 1980 with a Bachelor of Laws degree with honours. Her Excellency joins the ranks of over 20 heads of state to have received a UWI education.

Dame Sandra Mason also brought honour to her alma mater when, in 2017, she was appointed the eighth Governor General of Barbados. She was simultaneously awarded the Dame Grand Cross in the Order of Saint Michael and Saint George. Upon her appointment, she became Chancellor and Principal Dame of Saint Andrew. She previously served as a High Court judge in Saint Lucia and a Court of Appeal judge in Barbados.

Ms. Mia Mottley, who in May 2018 became the first woman elected to the position of Prime Minister of Barbados, also served as Chair of the University Grants Committee (UGC) for 2018 and actively sought to suggest solutions to the financial predicament in which The UWI finds itself because of the shortfall in government debt payments.



Jason Holder



Justice Adrian Saunders

Alumnus Cricketer rises to #1 All Rounder in the World

The excitement is always palpable when West Indies Cricket Captain Jason Holder steps onto the pitch. The 27-year-old Barbadian led the team to a stunning Test victory against England in January 2019. Showing remarkable maturity for someone so young, he was made ODI Captain at the age of 24, and one year later also took up the mantle at the Test level.

Holder has risen to No.1 in the MRF Tyres ICC Test rankings for all-rounders in the world. He is the first West Indian since Sir Garfield Sobers to do so. He is proof that the Sagcor-UWI Cricket High Performance Centre, under The UWI's Faculty of Sport, is spot-on in its assertion that it is a key component in the identification and formation of talent within the region. Much more is anticipated as young graduates of the HPC step forward to take their place among the constellation of cricket stars.

Justice Adrian Saunders Appointed to Caribbean Court of Justice

Alumnus Justice Adrian Saunders became the third President of the Caribbean Court of Justice in July 2018. Mr. Justice Saunders acquired an LLB at The UWI Cave Hill in 1975 and was appointed to the CCJ on its inception in 2005. He has made an immense contribution to the administrative and judicial functions of the court, and is widely regarded as an affable and articulate judge who has rendered judgments of superior quality.

He is also Chair of the Caribbean Association of Judicial Officers (CAJO) and Course Director of the Halifax-based Commonwealth Judicial Education Institute's (CJEL) Intensive Study Programme. In April 2018, he was appointed to the Advisory Board of the Global Judicial Integrity Network by the United Nations Office on Drugs and Crime (UNODC).

Presentation of Graduates

At The UWI, graduation is always a cause for celebration, as some of the brightest, most talented, and most socially conscious young Caribbean people emerge from the halls of learning that have shaped them and helped them discover their truest potential and purpose. These marked the first graduation ceremonies officiated by Chancellor Robert Bermudez.

Honorary Degrees

Seventeen influencers who have made outstanding contributions regionally and internationally within their respective fields were awarded honorary degrees this year. As is tradition, the honorary graduates represented a cross-section of eminent persons in the arts, sciences and other fields of intellectual endeavour.

Open Campus

- The Honourable Dame Janice Mesadis Pereira DBE from the British Virgin Islands for her work in Law – LLD
- Mr Larry Quinlan from St Kitts for his work in Leadership – LLD

Cave Hill Campus

- The Honourable Justice Adrian Dudley Saunders from St Vincent and the Grenadines for his work in Law – LLD
- Professor Ebenezer Oduru Owusu from Ghana for his contribution as an Agricultural Scientist – DSc



St Augustine Campus

- Mrs Paula Lucie-Smith from Trinidad and Tobago for her contributions as a teacher, advocate and pioneer – LLD
- The Honourable Hubert Ingraham from The Bahamas for his work as a Politician – LLD
- Mr Shivnarine Chanderpaul from Guyana for his achievements in the sport of cricket – LLD
- Mr Winston A. Bailey, OBE (Mighty Shadow) from Trinidad and Tobago for his contributions as a Musical Composer – DLitt

Mona Campus

- Mr Michael Anthony Holding from Jamaica for his achievements in the sport of cricket – LLD
- The Honourable Kenneth S. Benjamin, OJ, CD from Jamaica for his leadership in the field of Security – LLD
- Mrs Donette St M. Chin-Loy Chang from Jamaica for her philanthropy – LLD
- Mr H. Carl McCall from the US for his leadership in Public Service – DLitt
- Professor Shirley J. Thompson from Jamaica/UK, for her ground-breaking work as a classical music composer, artistic director and educator – DLitt
- Ms Grace B. Jones from Jamaica for her achievements as an entertainer, model and global trendsetter – DLitt
- Dr Karl Wellington from Jamaica for his contributions as an Agricultural Scientist – DSc
- Mr Lloyd A. Williams from Jamaica for his contributions in leadership – LLD
- Mr Montgomery Bernard "Monty" Alexander from Jamaica for his achievements as a Musician – DLitt

AFUWI Honours Six Influencers with Caribbean Roots

The American Foundation for The University of West Indies (AFUWI) held its annual gala event in February 2018 at the Pierre Hotel in New York City. The black-



AFUWI Honouree: Jamaican-born Marlon James (3rd from right), who in 2015 won the Man Booker Prize — the first Jamaican author to win the United Kingdom's most prestigious literary award — received The Pinnacle Literary Award and The Pelican Award, reserved for UWI alumni.

tie affair which raises funds for scholarships attracted a range of UWI alumni, partners and supporters.

As is the custom, influencers, entrepreneurs and celebrities with Caribbean roots were honoured. This year's honourees included entrepreneur Patrick Hylton; Guyanese-American actor CCH Pounder; Jamaican author Marlon James; designer and celebrity stylist Angela Yee; actress and radio host June Ambrose; and Grenadian-born celebrity publicist Yvette Noel Schure.

There was also a special tribute to the Late Dr. Lowell Hawthorne, CD, LLD (The UWI), the former President and CEO of Golden Krust Caribbean Bakery & Grill and former Chairman of the AFUWI's Board of Directors.

The event which is now in its 21st year, provides approximately 50 scholarships annually for students across The UWI's four campuses.

AFUWI, a registered US charity, raises funds and secures sustainable support for its scholarship programme, and for development projects at The UWI. It is also committed to building awareness about The UWI in the USA as an excellent global university rooted in the Caribbean, and promotes the importance of education as pathway for progress for the peoples of the Caribbean. Between 2009 and 2018, AFUWI has contributed cash grants amounting to US \$570,000, scholarships worth US\$900,000, benefiting 300 students, who have received tuition scholarships ranging from US\$2,500- \$5,000. It has also secured in-kind donations of approximately US\$3.1 M for dental equipment, books, computers, CDs, furniture, medical and hospital supplies.



Honourees of the 9th Annual Toronto Benefit Gala.

Six Honoured at Ninth Annual UWI Toronto Benefit Gala

The UWI Institutional Advancement Division held its ninth Toronto Benefit Gala in April 2018. At the Ritz-Carlton Toronto, under the sponsorship of Scotiabank, five prominent persons and one institution were honoured. They were Ambassador Susan E. Rice, who served in US President Barack Obama's administration; Mr. Masai Ujiri, President of the National Basketball Association's (NBA's) Toronto Raptors; Dr. Victor S. Blanchette, a medical doctor and professor at the Hospital for Sick Children in Toronto; educator and author Dr. Avis Glaze; Dr. Michael S. Pollanen, Chief Forensic Pathologist for Ontario; and the YMCA of Canada.

Under the theme *Light, Learning and Liberty*, the benefit gala brought together Canada's business and academic communities to celebrate the work of the honourees, and raise funds for outstanding students in the Caribbean who otherwise might not have the chance to pursue higher learning.

Sportsman and Sportswoman of the Year 2018

The prestigious UWI Vice-Chancellor's Sportswoman and Sportsman of the Year Awards ceremony was held at The Usain Bolt Sports Complex, Cave Hill Campus. Present were representatives from all campuses, as well as noted regional academics and athletes, such as the legendary cricketer, Sir Everton Weekes.

From a field of UWI student athletes who exemplify not only excellence in their chosen athletic disciplines, but also fulfil stringent academic criteria while personifying the spirit of the University through volunteerism and participation in campus life emerged Sportswoman and Sportsman of the Year —Ms. Brittany Joseph and Mr. Fedrick Dacres, from the St. Augustine and Mona Campuses respectively.

In the past few years, The UWI has channelled much of its energy into sports-related initiatives intended to harness, channel and grow the wealth of athletic talent within the Caribbean region.

At the awards ceremony, Head of the Academy of Sports, Cave Hill, Mrs. Amanda Reifer, spoke of recent developments intended to enhance student life and performance, such as the introduction of a student athlete mentorship programme and peer counselling, which fosters a better balance between their academic and sporting commitments.

In addition to the unifying aspect of sport among West Indian people, and its role in creating a regional cultural identity, it has also brought respect to the region in international forums. Students and alumni have performed creditably at the highest international levels, including the Commonwealth Games and the Olympics.

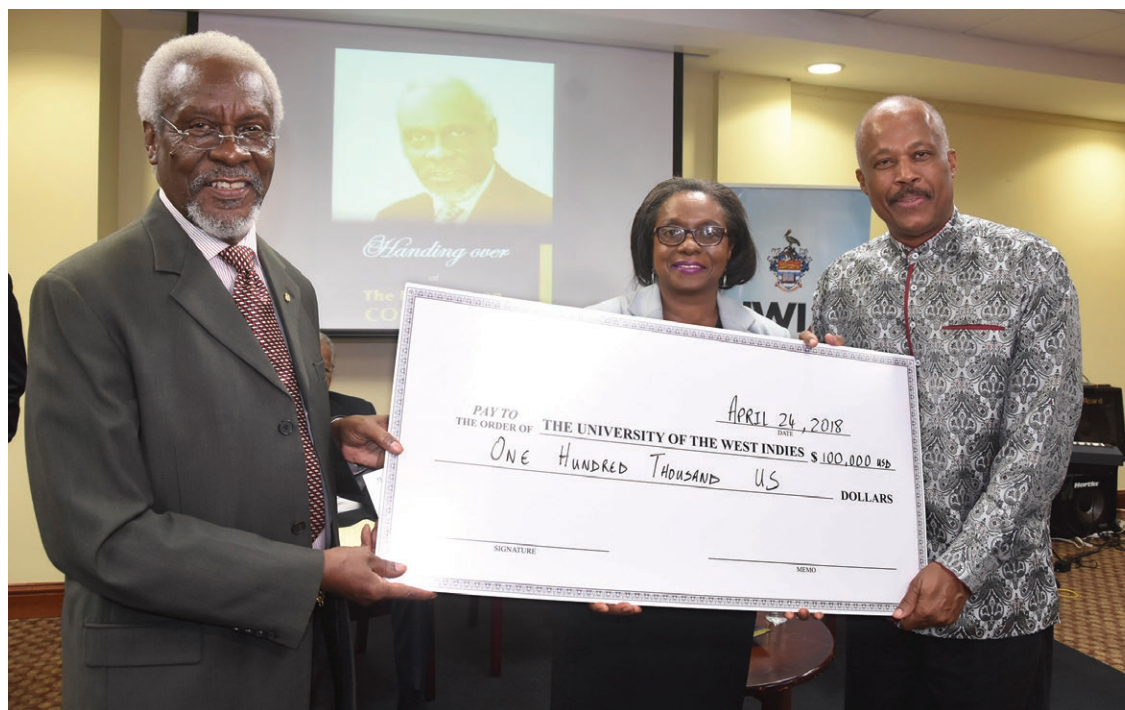
P.J. Patterson Launches Scholarship Fund with US \$100,000

The perpetual drive for funding for needy and deserving students received a boost when Former Prime Minister of Jamaica, The Most Honourable P.J. Patterson, donated US \$100,000 to establish an endowment fund towards scholarships and bursaries for students at the Mona Campus in April 2018. Mr. Patterson is a patron of The UWI Global Giving campaign.

Vice-Chancellor's Awards for Excellence

The annual Vice-Chancellor's Awards for Excellence are always a celebration of self, in which The UWI looks inwards, takes account of its many achievements, and recognises members of its academic staff for exceptional performance and achievements.

At the ceremony celebrating the 2017/2018 period, The UWI awarded eight recipients for work in areas including education, research, public service and collaboration. The ceremony was held the Mona Campus' Visitors' Lodge and Conference Centre in Jamaica.



(l-r) The Most Hon. PJ Patterson, former Prime Minister of Jamaica; Andrea McNish, University Bursar and Vice-Chancellor, Prof. Sir Hilary Beckles, with the symbolic cheque for US\$100,000 presented by Mr. Patterson in launching the PJ Patterson Endowment Fund at The UWI on April 24, 2018.

- **Teaching:** Dr. Helen Trotman-Edwards, Department of Child and Adolescent Health, Mona Campus
- **Research:** Dr. Srinivasa Popuri, Department of Biological and Chemical Sciences, Cave Hill Campus
- **Research:** Professor John Ayotunde (Tunde) Isola Bewaji, Department of Language, Linguistics and Philosophy, Mona Campus
- **Public Service:** Professor Wendel Abel, Department of Community Health and Psychiatry, Mona Campus
- **Service to the University Community and Public Service:** Professor Ian Boxill, Centre for Tourism and Policy Research, Mona Campus
- **International Collaboration – Globalisation Award:** Regional Climate Science Initiative (RCSI) Project, Climate Studies Group, Department of Physics, Mona Campus
- **International Collaboration – Globalisation Award:** International Fine Cocoa Innovation Centre (IFCIC) Project, Cocoa Research Centre, St. Augustine Campus
- **Multi-Campus Research Collaboration – One UWI Award:** Global to Local Caribbean Socio-Economic Climate Change (Adaptation and Mitigation Scenarios) (GoLoCarSce) Project, Department of Life Sciences, St. Augustine Campus



Professor Sir Hilary Beckles, Vice-Chancellor of The University of the West Indies, (4th from the right) with the 2017/2018 recipients of the Vice-Chancellor's Awards for Excellence at The UWI, Mona Campus on October 29, 2018. During his remarks at the Awards, Vice-Chancellor, Professor Sir Hilary Beckles congratulated the recipients for their "persistence in excellence".

CELEBRATING 70 YEARS OF SERVICE & LEADERSHIP

The founders of the small university established at Mona, Jamaica in 1948 could never have imagined that their little experiment would have grown into the dynamic and distinguished regional institution it has become. The 70th Anniversary of The UWI in 2018 was met with pride, rejoicing, and great enthusiasm for the future, as the University rolled out a year-long programme of signature events designed to celebrate, educate, entertain, and create connections under the theme *70 Years of Service, 70 Years of Leadership*.

Interfaith Service

Celebrations began with an interfaith thanksgiving service at The UWI Chapel in Mona, Jamaica, on January 8, 2018. The service was conducted by the Rt. Rev. Dr. Howard Gregory, Anglican Bishop of the Diocese of Jamaica and the Cayman Islands, who commended The UWI on its contribution to Caribbean development and integration.

He acknowledged the expansion and impact of the institution. "Today this university is able to boast that its graduates have made their mark throughout the Caribbean region as well as globally, in the public and private sectors, in church and state, in the arts, in industry, commerce and education, in medicine and nursing, science and technology, in social work and community development."



Panellists, members of The UWI Guild of Students and UWI leadership at the Pelican Projections event.

Chancellor's Week

In July, Chancellor's Week represented a homecoming of sorts as a diverse and exciting programme of free and paid events lured thousands of alumni, students, staff and guests from across the Caribbean and beyond. It included academic gatherings, an awards function, parties and other entertainment. It provided an opportunity for The UWI's vast alumni network to reconnect, share their success stories and re-engage with the University.

Activities included Welcome Gala Reception; Nostalgic Conversations; the much-anticipated Pelican Awards; a discussion panel led by Guild of Students called *Pelican Projections: A University for the Future—UWI then, UWI now, UWI to come*; The One UWI Festival and T-20 Cricket Match; an all-inclusive UWI All White Breakfast Party, and the Chancellor's Jazz Farewell.

University of London Celebrates The UWI

Like a child of the diaspora reconnecting with its homeland, The UWI turned to the University of London to reflect upon its shared history, given that The UWI first came into existence as a college of that university. The enthusiasm with which the proposed joint 70th Anniversary event was accepted is a clear indicator of the sustained warm relations between the two institutions over the years, and the high regard in which the University is held in the academic sphere.

The celebration was held at the Winston Churchill Room of the University of London's William Goodenough College on November 28, 2018, and hosted by Professor Peter Kopelman, Vice-Chancellor of the University of London, in association with The Rt. Hon. Baroness Patricia Scotland, Secretary General of the Commonwealth.

Vice-Chancellor Beckles commented on the need for a greater intensity in maintaining links with global partners such as the University of London. In response, Baroness Floella Benjamin, newly appointed Patron of the British Foundation for The UWI, reflected upon her journey to the UK as a child of the Windrush, and urged The UWI “to become even more active in the UK, developing strategic partnerships with UK universities.”

Anniversary App

The celebrations were supported by a special 70th Anniversary Calendar App that allowed stakeholders to stay updated on all planned events. It was designed and developed by a student of The UWI Cave Hill campus, Mr. Theo Taylor, under the supervision of Dr. Janak Sodha, in the Department of Computer Science, Mathematics and Physics.

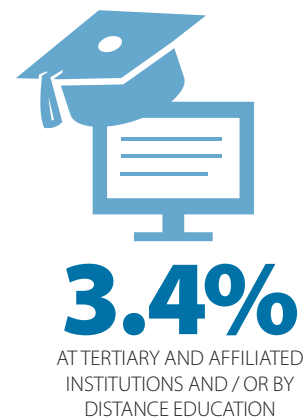
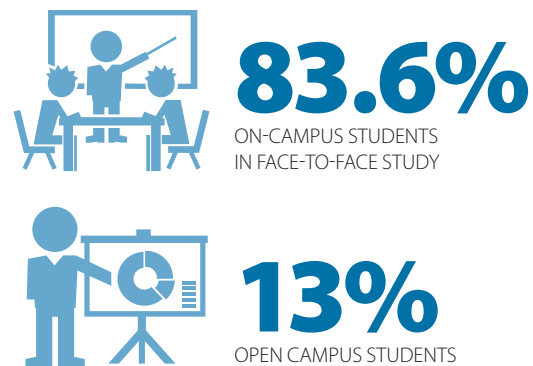
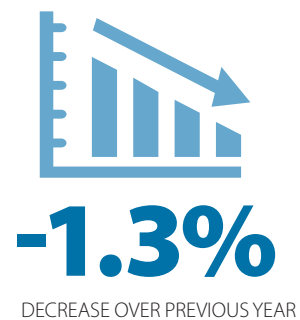
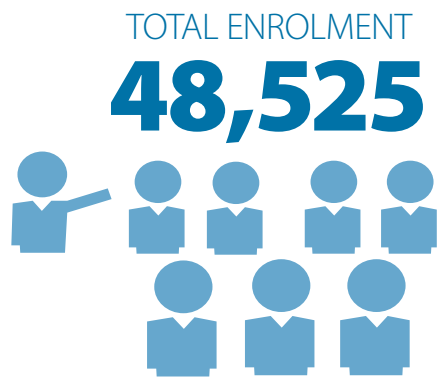
Finale Celebration

The finale of the year of celebration, themed *Opening The UWI to the World: The Next 70 Years*, was hosted by The UWI Open Campus. It featured a look back at the year’s most memorable moments and achievements, messages from worldwide partners, and a special keynote address from Vice-Chancellor Beckles on the next phase for a more globally agile and engaged regional University. The event was livestreamed on UWI^{tv} which allowed staff, students, alumni, partners and friends all across the globe to share in the virtual celebration.



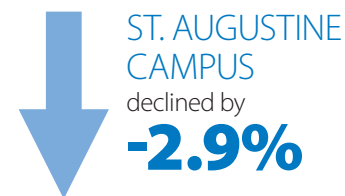
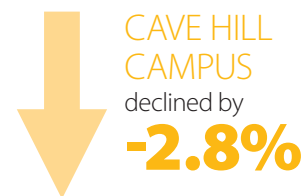
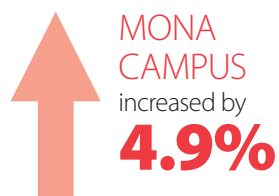
Vice-Chancellor of The UWI, Professor Sir Hilary Beckles and Vice-Chancellor of the University of London, Professor Peter Kopelman.





Student Enrolment Statistics 2017 / 2018

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



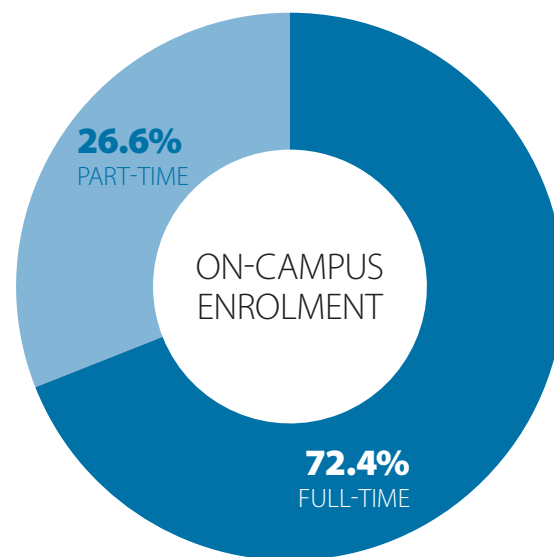
CAMPUS
ENROLMENT
IN SCIENCE AND
TECHNOLOGY
PROGRAMMES

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

52.8%
ST. AUGUSTINE

42.8%
MONA

30.5%
CAVE HILL



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

76.6% MONA
68.5% ST. AUGUSTINE
70.8% CAVE HILL

% TOTAL FTE STUDENTS
PURSUING FIRST DEGREES

85.3% CAVE HILL

84.5% MONA

72.1% ST. AUGUSTINE

% HIGHER DEGREE
FTE ENROLMENT

19.2% ST. AUGUSTINE

13.7% MONA

11.0% CAVE HILL

FACULTIES WITH MOST FTE STUDENTS

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

*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



MALE-DOMINATED FACULTIES

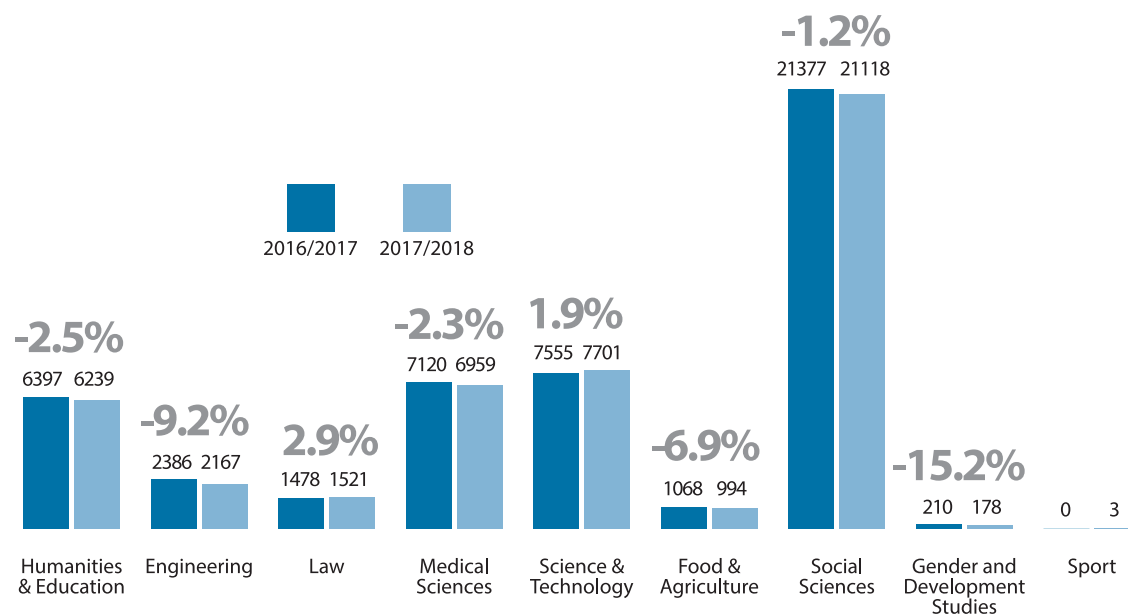


ENGINEERING
(St. Augustine)
72%



SCIENCE & TECHNOLOGY
(Cave Hill)
55%

STUDENT REGISTRATIONS BY FACULTY AND PROGRAMME



MOST STUDENTS BY DISCIPLINE

ST. AUGUSTINE

1. Social Sciences **31.0%**
2. Science & Technology **18.7%**

MONA

1. Social Sciences **43.6%**
2. Medical Sciences **20.3%**

CAVE HILL

1. Social Sciences **53.7%**
2. Science & Technology **17.8%**

ON-CAMPUS ENROLMENT

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

78.7%

UNDERGRADUATE PROGRAMMES

21.3%

POSTGRADUATE PROGRAMMES

85.3%

OPEN CAMPUS
UNDERGRADUATE PROGRAMMES

GEOGRAPHICAL DISTRIBUTION OF STUDENTS

38%



TRINIDAD AND TOBAGO

39.2%



JAMAICA

9.2%



BARBADOS

8.5%



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)

3%

ON-CAMPUS OECS STUDENTS OF TOTAL ON-CAMPUS ENROLMENT

1.5%

ENROLMENT FROM NON-CONTRIBUTING COUNTRIES

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

It has been a productive and eventful year. Reflecting on the Campus' report last year, the Cave Hill Campus was experiencing the first rays of the dawn of its visioning and strategic planning. That report spoke of the Campus' mapping its recovery, and its determination to achieve its goals, even though it was navigating financial austerity, declining student enrolment, mounting government debt, ageing plant and equipment, and IT infrastructure on the cusp of obsolescence. The Campus survived because it placed the required and overdue capital upgrades on hold, concentrated on building a first-class quality environment by prudently deploying scarce resources to enhance the teaching and learning environment and improving services and programmes for students. In this year's report, I declare prospects are looking up, and, like our iconic blackbirds, the Campus is ready to soar. It is now poised to experience the sunshine of our prudent management and careful navigation of austerity.

The Campus continues to be fully engaged with the implementation of the second year of the **Triple A Strategy** (Strategic Plan 2017–2022). It continued to prioritise **internationalisation** and the **Smart Campus Initiative** as the key vehicles to deliver the initiatives the Campus has identified towards realising the overarching goals of **access, alignment and agility**. The Campus is working towards the full digital transformation of pedagogical strategies, services to students and clients, management of facilities and vastly improved internal operating processes. By focusing on these features, the Campus will continue to expand access, achieve greater alignment with corporate, state and civic partners, and become even more agile in meeting the needs of its students and publics.

The Cave Hill Campus poised for take off



Review of the Work and Achievements of the Cave Hill Campus

During the period under review, there are four overarching developments to note.

1. **Change in Government Tuition Policy:** On May 25, 2018, a new Barbados government was elected and the Prime Minister, the Honourable Mia Amor Mottley, affirmed her government's policy "to restore free tertiary education at UWI for Barbadians." On July 25, Minister of Education, Technical and Vocational Training, the Honourable Santia Bradshaw, articulated the policy in Parliament. This reversed the earlier government policy introduced in 2014, of Barbadian students paying tuition fees, while the Government continued to meet economic cost, and provide tuition support for students from low-income households. This new policy was officially proclaimed in June and at the end of the first semester of the new academic year, the total student population was 5,856 students, a 12.8 % increase on last year's numbers of 5,196.
2. **The UWI ranked 1st in the region, top 5% in the world:** The Cave Hill Campus is exceptionally pleased that in 2018 the Times Higher Education Survey ranked The UWI as the premier higher educational institution in the Pan-Caribbean and the University is now positioned among the top five percent of universities worldwide. The Campus however is not surprised because since its founding in 1948, The UWI has deployed its teaching, research, intellectual leadership and public service in the continuous search to improve the quality of life for Caribbean citizens and countries.

3. **Celebrated UWI's 70 Years:** At Cave Hill a series of events were mounted to celebrate The UWI's 70th Anniversary. Following an inter-faith service on January 28 was a sumptuous and elegant fundraising gala dinner on April 28, held under the patronage of Her Excellency, Governor General, Dame Sandra Mason, which attracted a wide cross-section of the corporate, national and alumni community, and the presence and generous philanthropy of former Governor General, His Excellency Sir Elliot Belgrave and his wife Lady Loretta Belgrave. The Campus thanks the Elliot and Loretta Belgrave Foundation for their generous donation of BBD50,000.

On October 10, the Campus honoured 70 of its most distinguished alumni, spanning five decades of building the human resources and social capital of Barbados and the Caribbean. On November 11, the Campus mounted a one-day symposium entitled, "Taking the Region Forward: An Alumni Perspective". Most critically, throughout the year, the Campus' 70th anniversary committee took The UWI into nine diverse districts across Barbados for continuous engagement and sharing of ideas on a range of themes including the decriminalisation of marijuana and the blue economy.

4. **Institutional Re-Accreditation:** The Campus recently welcomed its second institutional accreditation team to complete the rigorous process of peer review and evaluation, which began on November 11, 2017. Guided by the Campus's accreditation team, chaired by Dr. Jeanese Badenock, with Mrs. Gale Hall and Mrs. Deborah Deane serving as Coordinator and Deputy

Coordinator respectively, the entire Campus community was involved in producing the self-study report, which was already submitted to the Barbados Accreditation Council (BAC). And while there is determination to address ongoing areas for improvement, the Campus is pleased with the substantial achievements in the six-year period and anticipates a successful visit and outcome.

ACCESS

Provision of Medical Education

The Campus worked to expand its Medical Sciences programmes to deliver improved healthcare in Barbados, regionally and internationally. The Faculty of Medical Sciences continues to enjoy double accreditation status from the Caribbean Accreditation Authority in Medicine and other Health Professions (CAAM-HP) and the National Committee on Foreign Medical Education and Accreditation (NCFMEA) of the US Department of Education.

University of Ghana

In July 2018, the Campus hosted the Dean of the School of Medicine, University of Ghana, Professor Margaret Lartey, and Provost Professor Samuel Offei, for a visit to view the facilities for the teaching of medicine, to meet colleagues and work on an articulation agreement approving the programme of study between the two universities. Republic Bank, which is also in Ghana, accepted the invitation to design a financial product so that Ghanaian students studying at Cave Hill can borrow funds in Ghana to do so. That loan programme is ready to go.

In October 2018, the Campus hosted the Vice-Chancellor of the University of Ghana, Professor Ebenezer Owusu, who not only received an honorary degree, but renewed an MOU between the University of Ghana and The UWI, thus confirming a clear framework for the collaboration in medicine and other areas. The Campus received approval to offer a three-year BSc Pre-Clinical Sciences degree, fully articulated with the final three clinical years of the medical degree programme at the University of Ghana. This momentous development means that Ghanaian and other West African students can complete their preclinical medical training at the Cave Hill Campus, as fee-paying students, with loan programmes from Republic Bank of Ghana, gain a UWI degree and satisfy the requirements for fully accredited pre-clinical medical training in Ghana. On their return, they can seamlessly integrate into the clinical programmes of the University of Ghana. A UWI degree will provide Ghanaian students with direct entry to a degree programme at the University of Ghana once their Council approves the agreement.

During the reporting year, the Campus also introduced two Masters of Science degrees in Nursing Administration and Nursing Education. The Campus is also coordinating with the Queen Elizabeth Hospital to design short courses in specialised areas such as geriatric and diabetic nursing to develop greater competencies in Nursing. These will be introduced in the new academic year.

Internationalisation Expansion of the Programmes of the Confucius Institute

The work of the Confucius Institute remains central the Campus' internationalisation agenda. In the reporting period, the Institute introduced an annual lecture series and is an integral unit of the Campus.

CXC Curriculum Development

The Institute expanded its assistance to the Caribbean Examination Council (CXC) with the development of curricula for some certificates offered by the regional examining body. The Cave Hill Confucius Institute assisted CXC with the development of the curriculum for the CCSLC, CSEC and CAPE certification in Mandarin. This is expected to provide access for every school child between the ages of 11–18 across 18 Caribbean territories to a course of study leading to certification in Chinese. The launch is expected later this year while the CXC designs a language framework to guide the development of all foreign languages.

Confucius Institute

The Cave Hill Confucius Institute will assist Ministries of Education in the Caribbean in having their students gain access to CXC certification in Mandarin. A two-pronged approach is being utilised. First, the Confucius Institute worked with the Faculty of Humanities and Education to develop a Minor in Chinese Studies. This was introduced at the beginning of this academic year. This minor can also be taken as a stand-alone group of courses by anyone already possessing a degree. Second, the Campus is devising approaches to train regional teachers to teach Mandarin. On a visit to Chengdu in 2018, the Campus held very fruitful discussions with the Vice President of the Beijing Language and Culture University (BLCU) Professor Zhang Baojun. The BLCU is China's largest university that specialises in the training of language teachers, not only in the Chinese language. Collaborations on programmes in the areas of the training of trainers, faculty and student exchanges and joint degree programmes were organised. The School of Education (SOE) at the Cave Hill Campus serves as the Secretariat for the Eastern Caribbean Joint Board of Teacher Education. This is comprised of national colleges,

Ministries of Education, the Caribbean Union of Teachers and the Cave Hill School of Education. The School of Education coordinates new programmes, certifies teachers, and issues UWI certificates. The Confucius Institute, working with the SOE, will develop with BLCU a wide range of new training programmes, including certificates in translation, creating official translators who can work at conferences and regional and international meetings.

HSK and YCT Testing

As the first and only official testing centre in the Eastern Caribbean for certified proficiency in the Chinese language, (Table 1) the CI administered tests to 142 students, from 2016–2019, with a 90% success rate across both levels. Ninety-three students sat the HSK or Chinese Proficiency test, which is for University level students, and 49 sat the YCT, Young Chinese Test, which is for the primary and secondary school level.

The Honourable Mia Mottley, Prime Minister of Barbados, stated that by 2030 the Government intends that every Barbadian under 18 should be proficient in Mandarin. As the only HSK proficiency testing centre in the Eastern Caribbean, not only does the Confucius Institute facilitate the teaching of Mandarin, but it certifies competency in the language. Professor Joel Warrican, Director, School of Education, is working with the Confucius Institute to place the HSK examinations online. This will increase the pool of persons eligible for training in Mandarin. With a level 5 HSK certification, eligible persons can pursue a three-month or one-year certificate in the teaching of Mandarin. The SOE will deliver the pedagogical training while the Confucius Institute will deliver the proficiency in Mandarin. These programmes advance the Smart Campus initiative, expand access and will earn revenue for the Campus.

National Contribution

The Confucius Institute continues to expand its teaching of Mandarin across the national educational sector. For 2017/2018, 1,350 persons participated in Chinese classes. The Institute teaches Mandarin at the Springer Memorial School, the Ellerslie School, the Charles. F. Broome Primary School and St. Stephen's Primary, and an after-school programme called "a Taste of China" is also offered at the Combermere School.

Teaching Chinese Language and Culture

A key initiative of the Confucius Institute is the introduction of a Chinese language and culture curriculum at the Barbados Institute for Management and Productivity, BIMAP, September to December 2017, and 2018. The CI is assisting BIMAP in fulfilling its role in enabling business leaders to connect and expand business relations with China.

BSc Software Engineering joint degree programme

The CI has continued teaching Chinese language and culture courses to students enrolled in the BSc in Software Engineering under the UWI China Institute of Information Technology programme. The first cohort of twenty-seven UWI students, including nine Cave Hill students, have started the China component of their programme. This degree programme not only creates bicultural and bilingual Caribbean graduates, but it also offers the region highly specialised-skilled graduates in the burgeoning field of mobile technology applications. Cave Hill's commitment to this programme is part of its Smart Campus initiative and creating new skills and expertise for a 21st century work force.

Cave Hill's Student Success in Caribbean China International Law Moot Competition

The Cave Hill law students won the second international Law Moot Competition held at the China University of Political Science and Law (CUPL) in Beijing in June 2018. The UWI team of Jeriah Rock and Tassah O'kiefte debated their Chinese counterparts and emerged the overall winners of the competition in which they were assessed by a panel of Chinese professors/judges on their oratory, analytical and writing skills. The Cave Hill team also won Best Memorial for the Applicant and Best Advocate for the Applicant.

Expanding the ESL Programme-Growing Access

The Centre for English Language Learning continues to develop specialised training and welcome cohorts of students regionally and internationally. In 2017, 20 Colombian tourism officials were hosted, including hotel managers, tour guides, travel agents, police and administrators. It also hosted Colombian students from the Hearts for Change project, which supports social improvement projects throughout Latin America. The Centre is currently hosting an intensive immersion programme for Martiniquan students, preceded in January by interpreters from Lebanon and Europe.

Improving the Teaching and Learning Environment

The Cave Hill Campus is pleased with the work it has done to improve the quality of teaching, learning and student development; in particular, significant undertakings ensured that the Campus has more inclusive space for students with disabilities while expanding access for an underserved community which included

- a. the adoption and implementation of UWI policies on accommodations for students with disabilities
- b. the establishment of a referral and record management system on students with disabilities
- c. the assignment of a dedicated Disabilities Coordinator in the Office of Student Services, whose responsibilities include ensuring transportation for wheelchair users, acquisition of assistive software such as JAWS and Dragon Speech, ordering specialised furniture and ensuring extended examinations periods
- d. the launch of the first student association at any UWI Campus called The UWI Cave Hill Association for Persons with Disabilities (UWI-CAPD)
- e. the renovation and modification of facilities across the Campus to ensure access for mobility-challenged students. This includes retrofitting bathrooms, installation of ramps, reflector strips, elevators and handrails, creating new workstations, providing priority disabled parking, and modifying walkways and sidewalks.

Students who are visually, hearing and mobility impaired are catered to and the Campus will mount disability awareness and sensitisation initiatives for students, faculty and staff.

Curriculum Renewal: Quality Assurance and Curriculum Renewal

The Campus undertakes rigorous assessments of students through quality-controlled examinations; faculty through pedagogical renewal and peer reviewed assessments; academic programmes through routine, cyclical, externally led quality assurance reviews; and facilities and resources through institutional accreditation reviews led by the Barbados Accreditation Council. There is a rigorous process of review, analysis,

mapping, and implementation. This ensures that programmes produce the type of graduate this region requires and whose knowledge and skills are globally competitive.

The Faculty of Humanities and Education introduced a Bachelor of Education degree in Early Childhood Care and Education, which proved to be the most popular new degree programme in the Faculty. The new Bachelor of Science and Master of Science programmes in the Faculty of Medical Sciences were already mentioned in this report. The Faculty of Science & Technology offers a BSc degree in Environmental Science that provides knowledge and skills in accordance with regional priorities related to ocean health, climate change, natural hazards, and sustainable development. The Faculty also offers a new MSc in Information Technology (with specialisations in Mobile Applications, Web Development or Enterprise Systems) and a new Postgraduate Diploma in Information Technology. Postgraduate programme includes courses in Applied Blockchain and will be offered in partnership with Mr. Gabriel Abed. The Faculty of Social Sciences introduced the Centre for Professional Development and Lifelong Learning, and already it has entered into partnerships with the Canadian High Commission and Lumin Consulting to offer short courses to strengthen a range of entrepreneurial skills.

CETL Works to Improve the Quality of the Learning Environment

The Centre for Excellence in Teaching and Learning (CETL) continues to ensure that the Campus has one of the highest graduation rates for the Postgraduate Certificate in University Teaching and Learning. To date, CETL has graduated 149 trained faculty of an academic staff of 230, with another 55 currently enrolled. CETL

also continues to offer annually the Research Supervisor Development Course first introduced in 2013. This means that 65% of the academic staff at the Cave Hill Campus has completed professional, pedagogical renewal. In the past year, CETL supported the Smart Campus Initiative to foster the digital transformation of The UWI by introducing a webpage and resources for students and faculty members experiencing challenges with a disability as they learn or teach. CETL distributed weekly an online licensed resource called Monday Morning Mentor, and throughout the year, CETL conducts webinars, and assisted in academic advising.

SERU Working to Expand Access Through Internationalisation and Deepening Student Centredness

The work of the Student Enrolment and Retention Unit (SERU) continues to be one of the best innovations of the Cave Hill Campus. SERU is a one-stop shop that facilitates student experiences from the expression of the first interest to enrolment through graduation. The Unit incorporates international recruitment and is focusing on penetrating new markets as well as enhancing the Campus' presence in traditional ones. To assist our recruitment efforts in Ghana, SERU has started a database of secondary schools in Accra. Ghana, a country of 28 million people, has over 800 senior secondary schools.

In the past year, SERU visited secondary schools, malls, supermarkets and even engaged in recruiting over the Kadooment weekend. SERU works to improve every dimension of the student experience: designing and executing student recruitment exercises; researching best practices in application/admission procedures; tracking of offers of admission; monitoring the adequacy of orientation exercises; identifying, tracking

and facilitating interventions for students with poor performances; and arranging academic or psychological counselling for students required to withdraw.

Their internationalisation thrust is sustained and organised. SERU has ensured the Campus' representation in regional and international recruitment fairs. The sustained work of CETL and SERU is undergirded by a strong Campus Quality Assurance office and regional office of Quality Assurance, which works collaboratively to ensure the Campus' commitment to quality is sustained.

The Centre for Food Security and Entrepreneurship

The Centre for Food Security and Entrepreneurship (CSFE) continued to be the catalysts for valued-added agribusiness in Barbados and the Eastern Caribbean. While the Campus awaits further approval by the Town and Country Planning of the latest revised submissions requested by the Government Electrical Engineering Department and the Environmental Protection Department for the Dukes Agri-Business Complex, the CFSE assisted the Government of St. Vincent and the Grenadines to secure a grant of US\$2.5 million for the rehabilitation of the arrowroot industry. The CFSE mounted a very successful exposition in Lime Grove which highlighted luxury leather goods from the Barbados Black Belly sheep; the West Indies Sea Island Cotton Project; the Dominica Organic Isle Project, focusing on medicinal herbs; and the Marine Bio-Prospersion Project, which focuses on creating a new economic sector using marine resources.

CFSE provides professional support to the Government of St. Vincent and the Grenadines after the country enacted legislation to create a medical cannabis economic sector. This support includes creating

infrastructure for accredited process controls and manufacturing standards throughout the value chain. Professor Leonard O'Garro, Director of CFSE, presented a paper to the CARICOM Secretariat on "Global Developments in the Medical Cannabis Sector and Prospects for Caribbean Countries", and he is advising CARICOM on the medical cannabis economic sector. A three-step process for the roll out of the medical cannabis industry in Barbados is recommended and at the invitation of the Barbados Government a series of workshops are planned to train medical professionals in prescribing medical cannabis.

The Smart Campus Initiative: Transforming the World of Work

Building on the Smart Campus Initiative, the Campus continues to transform its operations to prepare faculty, staff and students for a 21st century digital economy and society, especially the 21st century world of work. The majority of students are millennials, digital natives. They expect services, content, pedagogical strategies and facilities to utilise digital technology. The Global Institute in Software Technology (GIST), China, has financed the repurposing of the Sagicor Mutual Building in Bridgetown into a multipurpose training facility and technology hub to enable Fintech start-up companies, student entrepreneurial ventures and retraining and retooling of workers to be conducted in the heart of the city. This is a critical development that will drive traffic into the city after business hours, extending urban business activity as persons pursue training at the refurbished Mutual Building. These facilities include three computer laboratories, three lab/incubator spaces, a lecture theatre with seating capacity for 75, two classrooms, staff offices, meeting room lunch room and student lounge.

The Centre for Professional Development and Life Long Learning will offer classes in the Mutual Building to ensure reaching as wide a cross-section of workers as possible. Through the SEED programme, the Campus continues to empower students to discover or unleash their entrepreneurial talent and to equip them so that they may create new businesses, exploiting the rapid changes in information technology. One SEED graduate recently launched her company, PS at Your Service, in China.

AGILITY

The Campus Student App was successfully introduced and currently serves as an extremely popular, secure social media platform for students, faculty and administrative staff. It is a vital communication link that promotes engagement with the campus community on a range of topics, including class locations and sounding-off. There is an over 40% upload rate where 25% was expected, underscoring that our students expect interactive, online communication. CITS provides critical support to the Campus' effort to become fully digitised. It ensured networking and infrastructure training in a wide range of programming, which assisted in the deployment of Office 365 and user training in areas such as Real Time Teaching with Blackboard, Getting Started with E-learning and Smart Campus: Improving Your Professional Innovation and Research.

Student Demographics

Enrolment trends for the past ten years show that from 2014–2018, enrolment was declining in all faculties with the exception of Medical Sciences, until the start of the last academic year when the Government's policy halted the decline by reversing the introduction of tuition fees in 2014/2015. By 2017/2018, the enrolment of 5,196 represented a 40% decline in enrolment compared

to the year 2013/2014. However, with the new tuition policy, the enrolment for this academic year is a 12.8% increase over last year. Females comprise 67% of our student body and 33% is male. 69% of our students are full time while 31% are part time. The Faculty of Social Sciences educates 52% of all undergraduate students, followed by 19% in the Faculty of Science and Technology. However, 37% of all graduate students are in the Faculty of Humanities and Education, a significant increase from last year when enrolment was 26%. 35% are in the Faculty of Social Sciences, 12% in Medical Sciences, and the Faculty of Science and Technology accounts for 11%. 70% of our undergraduate students are 24 years and under, and 88% are 34 and under. At the graduate level, 11% are 24 and under. 66% of postgraduate students are between the ages of 25–44. 77% of undergraduates are Barbadians. At the postgraduate level, 71% are Barbadians and students from the Eastern and wider Caribbean account for 25%, while international students comprise 4%.

Graduation

The Campus graduated 1,510 students, of whom 298 were graduate students with 20 receiving PhD degrees. Reportedly 1,212 students graduated with undergraduate degrees, diplomas or certificates. This included 123 who gained first class honours. **Honorary Graduates** were world-renowned scientist, Professor Ebenezer Owusu, Vice-Chancellor, University of Ghana; and distinguished Caribbean jurist and President of the Caribbean Court of Justice, the Honourable Mr. Justice Adrian Saunders.

Student Achievements—Academic and Athletic

It is difficult to know where to start with the outstanding, diverse achievements of Cave Hill students. Mr. Zubin Deyal was the latest Cave Hill student to become a

Rhodes Scholar; Faculty of Science and Technology students and entrepreneurs, Mr. Mikail Eversley and Mr. Kemar Codrington, own Oasis Laboratory and create beauty products from Sargassum seaweed. Scholarship winners thanked donors at the annual student awards gala. The third evening of celebrating scholarly excellence for the students who performed exceptionally at all degree levels was hosted, and our student athletes continue to soar. Whether it is hockey, netball, football, or cricket, the Blackbirds are dominant. Cave Hill student, Mr. Orlando Husbands, representing Barbados, was the highest ranked player in the tournament. He captured first prize at the CARIFTA Under 20 Absolute Division Chess Championships, a title that he's won for the third straight time. The UWI female volleyball team won the 2017 knockout title. The Combined Campuses and Colleges (CCC) team created history when they became regional champions of first-class cricket in 2018. This historic victory vindicated their return to the first-class competition under Head Coach Floyd Reifer, after being excluded in 2014.

Time to Revitalise the Cave Hill Campus

After ten years of continued financial austerity, especially the last five years of serious challenges, but very sound management, it is time to revitalise the Cave Hill Campus to enable it to better fulfil The UWI's mandate to Barbados and the Caribbean. Cave Hill is now aggressively pursuing financial and other strategic options to earn revenue, increase its intake of international students and upgrade its ICT infrastructure. In the past ten years it has operated sub-optimally in relation to capital upgrades and various forms of necessary infrastructural and technological renewal. The Campus prioritises curriculum renewal, student-centredness, staff engagement, enhancing the teaching and learning environment, and, wherever it could, improved services and programmes for students.

This is a turning point. The Cave Hill Campus is poised for take-off and we are ready to soar once more. Cave Hill Campus must now invest in capital upgrades, substantial infrastructural development and new programming thrusts that increase its regional and international footprint and earns revenue. Grounded in the **Triple A Strategic Plan**, these areas will expand access to university education, strengthen alignment of corporate/private sector relationships and enhance the agility of the Campus by initiating continuous improvements in our internal operating processes.

New Dorm Facilities

The Cave Hill Campus will break ground in late May for the construction of a 100-room dorm block which will be a multi-million investment project at the Keith Hunte complex. Construction is slated to start by July 1. In the past three years, demand for on-campus accommodation has far outstripped the Campus' ability to meet it.

Faculty of Science and Technology Renewal

The Campus intends to assist Barbados and the region in realising the full potential of the green and blue economies as well as harness technological advances by upgrading the Faculty of Science and Technology. It is currently seeking investment funding to construct new science facilities. CDB provided US\$150,000 to fund the design brief. With the infrastructural renewal of the Faculty, the Campus will nurture creativity in science and technology and enhance employment opportunities.

New Faculty of Culture, Creative and Performing Arts

The UWI must now recognise the maturity and intellectual marketability of cultural studies and the performing arts by mapping a faculty structure on

existing centres and units. We have the scholars and artistes, but most of all we have rich and varied intellectual and experiential fields of study that mark us as unique in the world. To this end, a proposal is tabled to approve a Faculty of Culture, Creative and Performing Arts at the Cave Hill Campus. The Faculty will provide intellectual leadership and career opportunities in the burgeoning cultural industries of the Caribbean and internationally. The Faculty structure provides institutional prominence and marketing visibility for the degrees in cultural studies, film, dance and theatre. Most significant is that this Faculty can be established with no additional costs for physical resources or staff, but with tremendous economic and social benefits to The UWI and the country.

Operationalising the Centre for Bio-Security Studies

Since the Campus launched the Centre for Bio-Security Studies, it received four regional and international offers for research collaborations on projects, many of which bring grant funding to the Campus. These offers came from Professor Rebecca Katz, Director, Centre for Global Health Science and Security, Georgetown University, USA; Mr. O'Neil Hamilton, Regional Coordinator United Nations Security Council Resolution 1540 – Caribbean Community, and Caribbean Focal Point for the United Nations Counter Terrorism Executive Directorate; Major Michael Jones, Executive Director (Ag), CARICOM Implementation Agency for Crime and Security (IMPACS), and Chief of Operations Joint Regional Communications Centre, (JRCC); Professor Devi Sridhar, Professor of Global Public Health, Usher Institute of Population Health Sciences, University of Edinburgh; Dr. K. Srikanth Reddy, Postdoctoral Fellow, McGill University. The University's appointment of Professor Akin Abayomi, Professor of Clinical Medicine, Nigerian Institute

of Internal Medicine, expert on Ebola, as Honorary Professor, enables the Campus to begin pursuing these lucrative research collaborations. The Centre will become operational from August 1, 2019 and offer specialised training and provision of advice to governments and agencies via consultant research and policy briefs.

By June, the Campus will establish a School of Government and Public Policy to offer specialised training to Barbadian and Caribbean civil servants in areas such as Strategic Leadership and Change Management; Use of Information Technology in the Public Service; E-Governance; Management in Crises, e.g. Post-Disaster Management; Auditing and Cost Controls in the Public Sector; and the Role of Government Services in National Development. Training will be offered in modules targeting three levels: entry level for new members of the service, middle management, and senior leadership (permanent secretaries). The School is not a physical structure, but a programming division aligned with the Centre for Professional Development and Life Long Learning, dealing with specialised curricula overlapping the fields of management, public administration, public finance and government. The School enables civil servants to retool and contextualise the relevance of their functions, but, more critically, facilitate governments in realising their objective of delivering development goals. The Campus will operationalise this programme in the context of its MOU with CARICAD.

ALIGNMENT

While the Campus has prioritised Access in pursuing its strategic objectives, it has deepened relations with corporate, government and civic society partners to strengthen its ability to serve its students and various

publics. In March the Campus hosted its third UWI-RBC race for the kids, which supports scholarships for the First Year Experience programme. Its recent activities include a one-day inter-ministerial consultation with Ministers of the new Barbados government on areas of synergies between the Government's agenda and The UWI's mandate.

On August 2, an international One Day Symposium on "Building Resistance to Biosecurity Threats in the Caribbean" was mounted with a distinguished group of national, regional and international experts. The Faculty of Social Sciences, the Barbados Economic Society, the Barbados Chamber of Commerce and Industry, and the Cave Hill Office of Research and Innovation, delivered a one-day symposium to assess Caribbean economies ten years after the World Economic Recession.

On November 14, the Campus launched research week at which business executive Ralph Williams gave the feature address and provided funding for two applied research projects; creating a case study on a successful business model he has developed, and researching techniques to prevent corrosion by learning the process of hot dipping galvanize.

On January 29 and 30, the Confucius Institute and the Arthur Lewis Institute for Social and Economic Research organised two days of activities on China's Belt and Road Initiative. The CI mounted its second annual lecture delivered by Professor Hongshon Ren of CUPL, and SALISES delivered a one-day Symposium on China's Belt and Road Initiative and its Implication for the Caribbean, and launched the UWI Global Belt and Road Research Network Symposium.

But the best evidence of the impact of the Campus and a significant measure of its value to strengthening Barbadian and Caribbean societies is the vast extent to which Campus colleagues have been invited to sit on national and regional government and corporate boards and committees. The Campus exceeded the target of over 50% of colleagues being engaged in public service.

Staff Members Continue to Excel

Dr. Philmore Alleyne, who, besides earning the Principal's award for Excellence in research again this year, received a distinguished international award, Most Outstanding Paper, Emerald Literati Awards, for his article, "Antecedents of Taxpayers' Intentions to Engage in Tax Evasion: Evidence from Barbados" published in the *Journal of Financial Reporting and Accounting*. Dr. Srinivasa Popuri received the Vice Chancellor's Award for Excellence for outstanding research accomplishments, his latest in a growing list of accolades. Finally, nine colleagues won research awards during research week, while six colleagues received the Principal's awards for excellence at the annual staff awards ceremony.

The Way Forward

Senior management and has demonstrated how it has led the Cave Hill Campus throughout and beyond adversity even as it aggressively implements the goals of the Triple A Strategic Plan 2017–2022. The Cave Hill Campus is confident, resolute, resilient and committed to the revitalisation of Barbados and Caribbean development. The team is dedicated to expanding access, transforming the skilled labour force, growing applied research and innovation to advance Caribbean societies and earning revenue for greater financial self-sufficiency. The management team remains unwaveringly dedicated to The UWI's mission and mandate of providing a first-class range of quality educational goods and services to the citizens of Barbados and the region.

Professor Dale Webber

PRO VICE-CHANCELLOR AND PRINCIPAL, MONA CAMPUS, JAMAICA

This report provides a summary of the Mona Campus' activities during the 2017/2018 academic year, in keeping with The UWI's broad strategic objectives. In spite of existing challenges and the increasingly dynamic environment in which we are tasked to operate, it is to the credit of the University's leadership, faculty, staff, students and graduates that we continue to position our institution and, by extension, society to plan for a sustainable future and to reap the rewards of a prosperous present. To be situated among the top five percent of over 25,000 institutions of higher learning globally is a major feat.

The Mona Campus has remained committed to, and has sharpened its strategic focus on continued efforts to design and implement programmes to effect agile and improved responsiveness to our various constituents. These programmes had a measurable impact on areas such as excellence in teaching and learning as we develop the next generation of regional leaders and enhance the Mona Campus' research and innovation capacity to provide meaningful solutions to pressing socio-economic and resilience challenges.

Repositioned
to catapult
national and
regional
development



ACCESS

Increasing access to UWI education

Increase in numbers of students and courses

Overall, there was an approximate 5% increase in the total number of students enrolled at Mona when compared to the 2016/2017 academic year. Seventeen and a half percent (17.5%) of the total student population (19,408) were graduate students, representing an approximate 4.5% growth over the 2016/2017 academic year. It is significant that there were both increases in new- and returning-student enrolment.

In addition, new graduate students accounted for thirty percent (30%) of total new students at the Mona Campus. This is a marked improvement over last year (2016/2017) when it was 22%. New graduate student enrolment increased in all Faculties except for the Faculty of Humanities and Education, which saw a slight decline.

Though we are nowhere near the projected ratio of research students to total graduate students, we are encouraged by the increase over the previous year in research student registration numbers of an impressive 21% (to 755).

At the Faculty board level, several new programmes were approved for submission to the Campus, for example, the *MSc Hospitality Management*, *BSc Hospitality Operations Management* and a *Postgraduate Diploma in Hospitality Management* from the Faculty of Social Sciences (FSS). There were extensive revisions of the *Master of Social Work* programme to ensure that it maintains alignment with the global standards developed by the International Association of the Schools of Social Work (IASSW) of which the Faculty

is a member. In an effort to offer students access and to improve the quality of the academic content of the programme, the revisions sought to address low throughput; the need to increase enrolment of less prepared students from institutions other than The UWI; challenges faced by students with writing, communication; and insufficient practice content. The Department of Government designed two new courses: *International Trade and Digital Technology* and *International Trade Regulation*.

Given the declining enrolment in the Faculty of Humanities and Education (FHE), efforts were made to reposition the Faculty, resulting in, among other things, the introduction of new undergraduate courses and programmes, including a minor in *Creative Writing*, which is intended to become a full degree programme in due time, and a self-financing BA degree programme in *Film Studies*. This and the new programme in *Film Studies* introduced in the previous year have attracted 41 students to the 2018/2019 undergraduate enrolment register of the Faculty. With cross-faculty cooperation, the FHE also developed a new BSc programme in *Sports Coaching and Sports Kinetics*.

To intensify efforts at making tertiary education more accessible and thereby increase student enrolment, the Review Committees recommended a more robust move towards multimodal delivery of programmes in the FHE. To this end, classrooms capable of seating between 50 and 100 students were outfitted with multimedia facilities. These will bolster the Campus' capacity to move with certainty towards a more blended delivery of programmes and, in the reporting year, the Faculty concluded a Memorandum of Understanding (MOU) to partner with the UWI Open Campus to offer online courses and programmes on Caribbean popular culture.

Marketing initiatives to attract increased numbers of students to the university

One of the mandates of the **Triple A Strategy** (Strategic Plan 2017–2022) is to significantly enlarge access to The UWI's products and services to accelerate national and regional economic development. Our marketing activities are central to achieving this goal and the Marketing, Recruitment and Communications Department (MarComm) played an integral part in ensuring that the positive image of the University was indelibly stamped in the populace's consciousness.

Continuing with its 'Your Best Investment' campaign for undergraduate and postgraduate recruitment, which highlighted the University's competitive advantage in teaching and research, MarComm positioned advertisements in key publications such as high school yearbooks, on Social Media—Instagram, Twitter, Facebook—in the local press, and in choice magazines aimed at specific target audiences—high school students, their parents, and the business and government sectors.

Gauged by the 63% increase in organic traffic to MarComm's website, there appeared to be a growing interest in the Mona Campus. The Campus also saw a 5% increase in the number of students enrolling in the 2017/2018 academic year, part testament to the success of its marketing activities. There was also an increase in the number of regional and international students by 86% and 34% respectively for undergraduate students and 6% and 26% respectively for graduate students.

Efforts made to provide financial assistance to deserving students

Inadequate funding for higher education continues to be a challenge in Jamaica and the region. The

Campus continues to make concerted efforts to secure scholarships, bursaries and grants and to allocate funds to assist deserving students in their academic pursuits. Some 1,735 of the 15,594 first degree students received financial assistance from the Campus totalling some \$941,137,957, representing a 4% increase in allocation over the previous year.

The Campus also benefitted from the generous donation by former Prime Minister, The Most Honourable P.J. Patterson of US\$100,000 to establish an endowment fund towards assistance to students. Mr. Patterson will be able to add to the initial investment at any time and the fund will exist in perpetuity. Interest/investment earned will assist with funding tuition and hall fees for needy and deserving students at the Mona Campus' Chancellor Hall, and also promote exchange and regional integration among undergraduate students by allowing them to study at another campus of The UWI for a specific period.

Enhancing the quality of teaching, learning and student development

Improvements to the quality, quantity and appeal of academic programmes

The Mona Campus made significant efforts to improve the quality, quantity and appeal of both its undergraduate and graduate programmes in the reporting year. A number of courses drawn from across the entire Campus were routinely reviewed for their thematic, bibliographical, testing and assessment adequacies, among others. Course outlines from the teachers' colleges that constitute the Colleges of The UWI were reviewed to ensure that these colleges meet The UWI's quality assurance standards.

A suite of new and exciting graduate programmes in market-driven and research-oriented areas were introduced. The Office of Graduate Studies and Research (OGSR), working closely with curriculum developers in the Faculties through the Campus Committee for Graduate Studies and Research, reviewed new and/or modified programme proposals to ensure that they were consistent with the procedures and standards set out by the Board for Graduate Studies and Research (BGSR). The Office also organised presentations relating to critical issues in research, such as ethical dilemmas and funding opportunities for research students.

The OGSR actively supported the Faculties and departments in facilitating, among other things, approval of late registration of students; consideration of qualified late applicants; and providing alternative solutions to assist under-performing students, through specially admitted and qualifying statuses. The Office accelerated efforts to encourage greater flexibility in the enrolment process by guiding faculty and administration through the letter and spirit of the *Regulations for Graduate Diplomas and Degrees* and succeeded in reducing the time taken to process supporting documents received for each applicant; increasing the number of offers of entry made by the end of the second semester; and enabling an increase in the early acceptance of offers through active follow-up with successful applicants.

Faculties assumed greater responsibility for the training of their staff in respect of Graduate Studies procedures, policies and regulations, organising various training sessions and workshops, among them: *"Getting Started"*—Induction Workshop for Research Students; Graduate Professional Development Workshop under the theme, "Time to hit Refresh and Delete to Recharge

your Life"; and "Supervisor Development Course – Training Workshop for Research Supervisors".

A new approach was adopted by the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) to include on each supervisory panel, a supervisor/co-supervisor from within the institute. This provides an opportunity to closely monitor students and provide additional support where required. SALISES is also in the process of seeking approval of Associate Fellows who will be closely aligned with the institute and will assist with the supervision of MPhil/PhD candidates, participate in research, give guest lectures and present at seminars. It was recommended in the 2018 Quality Assurance Review that an Expectations Agreement be entered into by students and supervisors at the commencement of the mentoring relationship as a useful guideline to provide accountability.

Faculty development

The UWI, Mona Campus boasts a cadre of competent academic staff, an academic staff-student ratio of 1 to 23, adherence to first-world pedagogical practices and a facilitative learning environment conducive to student learning. As we repositioned in academic year 2017/2018 for global excellence, we continued and introduced new initiatives to our faculty and facilities development programmes. In addition, the enhancements to our academic programming outlined above are buttressed by the initiatives undertaken during the year to strengthen the affective programmes aimed at holistic student development of our students.

The major programming initiative at the Centre for Excellence in Teaching and Learning (CETL) was aimed at providing faculty development services for 21st century technologies through the new technology academy,

and improved just-in-time workshops and seminars. In focusing on these, the CETL's aim was to develop a more agile faculty who will access the available pedagogical training opportunities to empower them to be more responsive to the needs of 21st century students. Through organised teaching programmes, workshops and seminars, faculty consultation, teaching grants and awards, distribution of resource material and mentorship/colleagues helping each other, the Centre worked towards enhancing the quality of teaching and learning at the Mona Campus, with Aisha Spencer winning the UWI/Guardian Life Premium Teaching Award in November 2018.

The Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) initiated the sharing among academic colleagues of staff evaluation scores via email. Research fellows who obtain teaching scores of 4.5 out of 5 and above for the academic year are awarded and recognised on the SALISES website. A research fellow who receives a less than satisfactory teaching score is required to meet with the Director to discuss the evaluation and a way forward for the upcoming academic year.

Student support and affective development initiatives

There are unit-specific programmes across the Campus aimed at improving the quality of our students. Notably, the Mona Information Literacy Unit (MILU), the teaching arm of the Mona Library, improved its information literacy programme in the Campus's Foundation Courses to prepare students to function effectively in the current and emerging information landscape, in keeping with international standards. Aspects of the programme were re-crafted in line with the Framework for Information Literacy (IL) as recommended by the Association of College and Research Libraries. Over 7,000

students in almost 300 sessions were exposed to new and exciting ways of engaging with information.

The Library also mounted an exhibition, *Effective Research and Writing Strategies*, aimed at improving research and writing skills of all students in the Main Library and on the Library's website. This received numerous hits and was deployed by faculty to assist specific student groups.

The Office of Student Services and Development (OSSD) leads the Campus' systematic programme geared towards students' affective learning. Informed by student development theories, the Office of Student Services and Development (OSSD) doubled its efforts to create and implement a learning environment that facilitates and encourages the design and delivery of high-quality programmes that will assist in the development of the distinctive UWI graduate. Its Orientation Programme introduced over 4,000 new students to the Campus. During the two-day period, students benefitted from general sessions in the orientation tent located by the Old Library, participated in campus tours, and visited the orientation village.

Development of soft skills

The development of the soft skills required for the world of work is the focus of the Placement and Career Services (PCS). It hosted its fifteenth (15th) Annual Career Awareness Month under the theme "Today's Talent, Tomorrow's Success". In the 2017/2018 academic year there was greater emphasis on the delivery of Career Development Programmes and students' access to career information, part-time, summer and permanent employment, access to networking for career opportunities, increased exposure to entrepreneurship as a viable career option, and opportunities for final year students to hone their job-interviewing skills.

Infrastructure and technology enhancements

Several projects were undertaken during the year to make the physical and technological infrastructure more conducive to student development. Faculties undertook renovations to improve the overall attractiveness and usefulness of its student facilities. As a result, major landscaping was done to gardens, and sections of Faculties were renovated and refurbished. The Estate Management Department installed a generator to ensure continued operations in the event of power outages and carried out ongoing repairs to security lighting. The Electrical Section developed a comprehensive proposal to improve lighting across the campus with the procurement of LED lighting and aluminium poles to ensure the safety of members of the campus community, especially at night.

Mona Information Technology Services (MITS) expanded the Campus's fibre optic network to support a number of building construction and space development initiatives, improved security surveillance, electronic access control and wireless access for student-centric areas and spaces. The unit equipped six teaching spaces with multimedia and videoconferencing systems. Currently, 100 and 160 instructional spaces (Mona and WJC) are equipped with multimedia infrastructure, of which 32 have hardware video conferencing capability. Lecture/class room interactive response systems were also expanded to measurably improve students' learning outcomes. MITS also commissioned new wireless network infrastructure that added 930 wireless access points campus-wide, with a primary concentration in the halls of residence. This has resulted in approximately 2,000 wireless active wireless access points campus-wide, concurrently supporting over 12,000 devices (smartphones, tablets and laptops).

Student achievements

Within the Faculty of Social Sciences, two MSBM undergraduate students won the prestigious National Commercial Bank (NBC) Vision Award in December 2017. The NBC Vision Award is a partnership between NCB and the UWI. The students were awarded for their proposed venture of the Bull Head Mountains Eco-lodge, which is an alternative and remote accommodation to escape the usual mundane all-inclusive type accommodations.

Student owners of a market research company, Queritel, emerged winners of the National Business Model Competition in the USA in May 2018. MSMB with the support of the FST led the coordination of UWI's participation in the competition, providing the teams with mentorship, training and support.

The Mona Campus was well represented in the Jamaica team to the 2018 Commonwealth Games as student athletes (many of whom are on UWI sporting scholarships) being medal winners. These included Shamera Sterling – Netball (bronze), Jaheel Hyde – Hurdles (bronze), Traves Smikle – Discus (silver), Hansle Parchment – 110M hurdles (silver) and Frederick Dacres – Discus (Gold) with a New Commonwealth Games World Record.

Increasing the quality, quantity and impact of research innovation and publication

The Office of Graduate Studies and Research administered the Research and Publications and Graduate Awards Fund based on allocations from the Centre, totalling J\$32,213,230.82 (BDS\$480,794.49) for graduate awards. These awards were made to assist students with fieldwork and field visits, to attend international conferences, to spend time in laboratories at overseas institutions, and to purchase equipment

and supplies. Funds were also apportioned to support other research-related activities including allocations to departments to support graduate students' research, student workshops, and graduate student development workshop/seminars. The total allocation to the Mona Campus for The UWI Postgraduate Scholarship for the 2017/2018 academic year was J\$50,955,262.00 compared to J\$43,994,663.48 allocated in the previous year, reflecting a 16% increase in the allocation. Of note was the Library's coordination of a presentation, *A Guide To Getting Published: How To Publish In International Journals* and the Library's collaboration with The UWI School of Nursing, Mona (UWISON) to conduct a workshop – Moving Abstracts to Papers – for faculty.

The Campus' seminal *Research Days* activities were again used to sensitise thousands of Jamaicans to the research and innovation capacity of the Campus. The UWI's high-impact research—both pure and applied—secures the academy's reputation as the Caribbean's major source for research outcomes that posit transformative solutions relevant to the region's complex development needs. As mentioned earlier, the annual Research Days' main aim is to showcase through demonstrations and poster presentations a sample of the substantial applied research work that is being undertaken on the Campus. The Campus' research databases, however, seek to ensure that the region and the world at large have access to all of the Campus' scholarly output. To this end, in 2018 the Library launched the UWI Scholar. This followed on the long tradition of the Mona Online Research Database (MORD), which highlights the research output of faculty and is searchable via the internet. In the same vein, the Library and the UWI Disaster Risk Reduction Centre revitalised The Caribbean Disaster Information Network (CARDIN), providing a comprehensive database on disaster related material within the Caribbean.

ALIGNMENT

Increasing/revising academic programmes/ research projects that respond to industry/ government demands

The Strategic Plan calls for a more conscious alignment between the academy's research activity and industry requirements for Caribbean socioeconomic development in the twenty-first century. To this end, research institutes and Faculties forged linkages with government and industry to develop new academic programmes or revise the content of existing ones, and sought to obtain a broader perspective on their strategic plans and activities to realistically assess the regional research and labour market demands to ensure that the Campus produce the research output and academic programmes required to meet labour market needs in the Caribbean.

Established in the previous academic year, the Caribbean Centre for Educational Planning (CCEP) concluded a contract negotiation with the Government of Antigua and Barbuda, through its Ministry of Education, Science, and Technology with an aim to train principals and other school administrators with the competencies required to develop, implement, monitor, and evaluate a School Improvement Plan.

The Sir Arthur Lewis Institute for Social and Economic Studies (SALISES) entered a partnership agreement with the National Integrity Action (NIA) to stage the 19th Annual Conference themed *Sustainable Futures for the Caribbean: Critical Interventions and the 2030 Agenda*. The outcomes of this included

- A youth workshop for the conference
- A post-conference youth workshop to build on youth engagement prior to and during the conference
- Post conference documentation on research after the stipulated date of the post-conference workshop.

As part of the need to remain relevant in the industry, the Faculty of Social Sciences (FSS) introduced the MSc Hospitality Management programme that was introduced during the reporting year to address the global shocks that have threatened the sustainability of tourism in the region. The programme includes the core management competencies of human resource management and accounting; general tourism and tourism management; destination management; marketing of tourism; consumer behaviour; planning and policy; risk, crises and disaster management. A postgraduate diploma in Hospitality Management was also designed out of the need to align with the Industry. The programme is a collaboration between The UWI and Florida International University, where managers already working in the hospitality sector can benefit from advanced training that would help them in progressing in their careers.

The Department of Government designed two new courses, namely: *International Trade and Digital Technology* (GOVT 3205) and *International Trade Regulation* (GOVT 3206). The former was developed to help students understand how technology influences international trade and the role that this relationship plays in accessing the world as a global marketplace. GOVT 3206 was designed to introduce students to the legal framework behind the multilateral trade system, which is a central element of globalisation. The course also examines emerging issues such as trade and labour, the environment, sustainable development and human rights.

In the Faculty of Humanities and Education, a new *Bachelor of Arts (BA) in Film Studies*, and *Master of Education (MEd) for Sustainable Development, Global Citizenship and Peace* were also introduced.

The National Commercial Bank approached the University to assist in their capacity building efforts to sponsor the launch by the Department of Computing and the Mona School of Business and Management of the *Digital Talent Laboratory Internship*. NCB is aggressively pursuing a digital agenda through the development of distinctive digital capabilities in the organisation's infrastructure, operations and human resources towards the strategic objective of "Building a World-Class Digital Experience" for all stakeholders.

Strengthening the innovation capacity and capabilities of regional economies

The Mona Campus' Entrepreneurial and Commercialisation Centre (MECC) is a mixed-use incubator focused on supporting vulnerable populations, specifically women in business and persons living with disabilities. Incorporating an emphasis on commercialisation to its operations, the MECC currently has a Student Virtual Programme, which facilitates pre-incubation of ideas through validation and, finally, the revenue stage. MECC is also intimately involved in the Tech Transfer process, that is, the commercialisation of UWI-owned Intellectual Property (IP). Since the last academic year, the unit's demographics have changed drastically in that there is a larger number of clients and the industries represented are quite diverse.

At the *Research Days* activities, MECC informed high school sixth formers, UWI staff, students and other patrons about the services MECC offers and the benefits of enrolling in the incubator along with the special benefits afforded to students of The UWI, and partnered with Founders Institute the Jamaica Chapter, the world's premier start-up launch programme that helps local entrepreneurs build meaningful companies.

This partnership affords one client a full scholarship to participate in their accelerator programme each year.

AGILITY

Restoring financial health to The UWI

The Campus experienced a year of growth in overall revenue. Gross revenue increased by 5%, from \$17.8B to \$18.7B. This was a reversal of the previous year's gross revenue, which saw a decline of 3%. The largest percentage increase was Miscellaneous Income, which moved by 90% (\$332M) over the previous year, followed by Donor Income for Special Projects – 78% (\$346M). The breakdown of income to the Campus reflects government contributions representing 36%, followed by donor funds and special projects (30%), commercial and other sources (20%) and tuition only contributing 14%.

Concerted efforts were made during the year to recover outstanding student fees. The policy regarding the timing of payment of fees was amended to ensure earlier payment and while the debt collector has had some success in collecting outstanding student fees, it is hoped that the information sharing with the credit bureau and the relevant professional councils will result in even further success. The Student Administration Support Services unit, including our internal call centre, has been enhanced to collect outstanding fees from students outside of school hours.

The Campus is also pursuing the recruitment of additional students in the full-fee paying programmes. This includes a major achievement wherein The UWI Mona is part of the USA Federal Programme to finance students from the US who are interested in studying at The UWI. It is expected that this may eventually represent a strategic success for the Campus.

The Mona Campus made plans to expand the UWI School of Nursing (UWISON) by doubling the number of undergraduate nursing students and training registered nurses in critical care. The expansion of the physical infrastructure will be funded by a private partner. It is anticipated that the expanded programme will generate additional revenue of US\$1.6M in the first year and increasing to US\$2.2M by the fourth year. The School of Nursing is also looking to increase the number of franchisees in the Caribbean.

Caribbean Genetics/Caritox purchased equipment that will expand the capacity of the laboratory to provide greater chemical analysis and drug testing for industry in Jamaica and other jurisdictions. This will also enhance teaching, learning and research. The unit will be able to generate additional revenue from this development of some US\$3.5M in the first year.

CARIMAC recently acquired equipment that will enhance their full-fee paying programmes. The acquisition of the equipment will increase the marketability of the programmes and hence the number of students. Additional revenue is anticipated at US\$3M more per annum.

The Campus is in the final stages of the implementation of the Co-Generation Project which should lead to significant savings to the University. This is currently the largest project on the Campus and is ground-breaking, as we will be one of the few organisations in the Caribbean with a Co-Generation facility. The project, which is expected to make the Mona Campus fully able to generate all its required electricity, should be completed in 2019, and we anticipate success similar to the water project that was commissioned in the previous academic year. The potential savings from this project is

\$300M per annum. The Campus also intends to pursue a Lighting Efficiency Project and a Solar Farm Project in the medium term. These will further reduce our fuel costs and will also provide demonstration projects for teaching and learning, particularly in the Faculty of Engineering. The partnership with New Fortress Energy, who will supply LNG for the Co-Generation Plant, has been a boon to the Campus, providing scholarships, internships and employment for our engineering students. Mona Tech Engineering continues to perform well operationally and financially and will be integrally involved in the management of the Co-Generation Plant when it becomes operational. The company will be looking to expand its business, providing engineering solutions and employment for students of the Faculty of Engineering.

We expect an increase in our revenue from the engagement of a lab manager for the labs housed at the UHWI, who will oversee improvements in billing and inventory management. It is anticipated that the labs will be able to generate \$150M more in additional revenue from these measures.

North Star, the private partner for the water project, has approached us to dig another well to supply other potential clients, and the Campus is considering this proposal, as the UHWI has already indicated its interest in purchasing water from our well.

Arising from discussions and negotiations with one of our major commercial clients, the Campus has now improved its cost recovery for water, electricity and cooling costs by approximately \$80M.

We have made plans to increase Mona's online learning presence, pursuing a trend that has been evident in the

international market for some years. The Faculties have been asked to identify courses that can be uploaded and made available online. We are assessing our current ICT capabilities for this initiative, which will also reduce the need to construct additional teaching facilities, and the establishment of the Campus Office for online Learning (COOL) is a major achievement.

Besides the successful efforts during the year to increase and diversify our income, there were also various initiatives aimed at reducing our costs. Of note is the Records Unit office's systematic destruction of records, which reduced the cost of storage by some \$1.1M.

A collaborative agreement between the Mona Library and the Energy Conservation Unit resulted in a successful proposal for the annual EBSCO Solar Grant of USD\$100,000 towards solar installations to offset electricity costs with clean, renewable solar energy. The Science and Engineering Branch Library and the Department of Physics Lab will benefit from reduced operational costs and enhanced operational efficiencies. The project is expected to save The Mona Campus almost \$2M annually. The Mona Library is the first non-US academic institution to be a recipient of the EBSCO's Solar Grant.

While the overall earnings from international students suffered a decline in the reporting year, there was a steady increase in the earnings from the Special International Group Programme. This year the increase in income for this group compared to 2016/2017 is approximately 171%.

With a view to earning additional revenue, while providing students the opportunity of meeting degree

programme credit requirements, the Campus increased the range of course offerings at the 2018 Summer School. The Faculty of Law continued to earn from the Annual Symposium on Law Governance and Society and other Continuing Legal Education events hosted between August 2017 and July 2018. Revenue was also earned from rental of space in the Faculty Building to external entities and on a case-by-case basis internally. The Faculty of Science and Technology was able to raise J\$16,839,212.81 in grants and contributions through initiatives of the Resource Mobilisation Unit and the Departments and the Mona Library primarily through the Reprographic Services Unit (RESU), and rental from its Multifunctional Room, generated income for the Library and the Campus. The year under review saw RESU generating \$7,446,173.58; and the Multifunctional Room rental generated \$1,060,850.00. During the year, RESU initiated offering FedEx Service to the campus community.

The most significant income generating activity in the Estate Management Department was Motor City and Repairs, which is engaged in motor vehicle repairs and maintenance. The combined activities of the Department generated revenues of over \$11.5 M with Motor City and Repairs accounting for \$6.9 M of this amount.

Positioning students to take advantage of opportunities in the international marketplace

Strengthening of the revenue base positions the University to enhance its global presence and there were several activities during the course of the reporting year that sought to achieve this strategic goal. Of special note was the Mona School of Business and Management's establishment of a special marketing initiative aimed at attracting an increased number

of overseas students. They contracted the services of Keystone Academic Solutions to promote six of the School's graduate programmes internationally. The contract includes promoting the MSBM programmes on their website and the provision of leads for follow-up. The MBA programme was re-accredited by the Association of MBAs (AMBA) for a period of five years, which is the maximum period granted for accreditation. The AMBA is the only global MBA-specific accreditation body that accredits the leading 2% of the world's business schools with MBA programmes. It is hoped that this achievement will add to the international profile of the University.

At the request of The UWI Vice-Chancellor, Professor Sir Hilary Beckles, the Faculty of Humanities and Education developed the programme, *African and Diaspora Studies* as part of a bilateral agreement between the University of Lagos, Nigeria, and The University of the West Indies, to promote African and Diaspora scholarship on both sides of the Atlantic. Among other objectives, this joint programme represents part of a bigger project to establish the physical presence of The UWI on all continents. The Department of Mass Communications at the Lincoln University, Pennsylvania, initiated talks for collaboration with the School of Media and Communications to facilitate student exchanges and the appointment of a visiting lecturer to be funded by the Fulbright Programme.

Spanish Language students from the Department of Modern Languages and Literatures spent the second semester at the University of Valladolid, Spain, to enhance their oral and written competencies in Spanish Language under the Erasmus Mundus Language Exchange Programme and, under an agreement brokered by the International Students' Office, students and three lecturers participated in a "Spanish Language Immersion/"

Cultural Programme" at the University of Guantanamo, Cuba, in June 2018.

The newly introduced *BSc Hospitality Operations Management* is a collaboration between the Centre for Hotel and Tourism Management and the Swiss Education Group, Cesar Ritz Colleges. It was designed to provide students with international exposure, intensive training and development in hospitality management in a European environment. It is hoped that this will provide them with a greater mix of experiences as well as academic and practical knowledge to increase their competitiveness. Further, the Faculty continued to support students to take advantage of potential opportunities in both the local and international marketplace through the continuance of the *Cooperative Accounting Programme*. In the academic year 2017/2018, the programme had forty student interns, four MSc students and thirty-six undergraduate students. Seven of the interns were assigned to Ernst and Young in Trinidad and Tobago, twenty at Ernst and Young in Jamaica, and thirteen to PwC Jamaica. The *Cooperative Accounting Programme* is a collaborative initiative between The UWI Mona and the public and private sectors, and offers accounting students the opportunity to graduate with special skills and experience. Additionally, the programme responds to the demand for "experienced" graduates by aligning students with partner companies to gain invaluable work experience as well as the opportunity to earn as they study. This collaboration was originally launched in 2013.

The successful passage of two innovative multidisciplinary programmes—*MA in African and Diaspora Studies* and *ME in Education for Sustainable Development, Global Citizenship and Peace*—through the Campus and the University quality assurance

committees represented a highpoint in the activities of the Faculty of Humanities and Education. Both programmes represent the ongoing thrust of the Faculty to produce cutting-edge multidisciplinary programmes capable of making graduates more marketable globally.

In the Faculty of Science and Technology, students in the final year Physics major participated in a two-week course of study at the Sophia University in Japan in January 2018 and a student in Applied Physics (Medical Physics) was accepted to pursue an Advanced Master's in Medical Physics at the International Centre for Theoretical Physics (ICTP) commencing January 2018. The opportunity is being funded by the International Centre for Theoretical Physics. An MPhil student in Chemistry was offered a scholarship by the Nutritional Sciences Department, University of Toronto to further her studies on her research project titled "The Structure and Quality of Proteins from the Leaves of Jamaica Varieties of Cassava (*Manihot esculenta* sp.)". She was away for the second semester and was supervised by a professor at the university.

The Placement and Career Services unit continued to facilitate a number of overseas work and travel programmes during 2017/2018. These included *Students' Work and Travel Ltd (SWAT)*, *Steep International*, *International Recruiting Staff Solutions (IRSS)*, *MV Placement & Management Services Limited*, *Job Seekers International*, *Explore Your World*, *Joyst Youth Exchange International Limited*, *Global Insight*, *Students Overseas Recruiting Agency (SORO)* and *876 Career Source International Limited (CSI)*.

Fostering a creative, caring, accountable, motivated, professional (CAMP) team

In order to develop "Creative, Caring, Accountable, Motivated and Professional Staff", the Mona Campus included Radical Collaboration® as one of its initiatives, with the Campus Registrar as the owner. Through this initiative we hope to expose hundreds of staff to the skills necessary to build a collaborative environment at the Campus. We also hope that a cadre of staff will become certified trainers so that through the "training of trainers" approach, a wide cross-section of skilled persons will be available at Mona to facilitate sustainability.

The Campus Registrar, Dean of the Faculty of Medical Sciences, Director of Student Services and Development and the Assistant Registrar, Graduate Studies and Research, were members of the Mona community who became certified as Radical Collaboration® Trainers in Belgium in July 2017. Radical Collaboration® is an approach to building and maintaining climates of trust and collaboration within organisations. The skills focus on building lasting collaborative relationships by minimising conflicts. The Radical Collaboration® approach has been utilised in a wide range of applications in both public and private sectors worldwide, including universities, and is proven to increase productivity, efficiency and staff engagement.

A workshop on *Collaboration and Productivity at the Workplace* was held for 61 secretaries and administrative assistants. Another workshop on self-development was held for 23 auxiliary support staff. In addition to these workshops, many employees in all Faculties also benefitted from periodic training sessions organised by the Human Resource Management Division to build new capacities and also strengthen those existing.

The OCR also developed the *Draft Performance Management Framework*. This is expected to respond to three main critical issues:

- Improving compliance in the conduct of performance appraisals
- The need for a more effective system of planning and goal setting
- Greater alignment with the performance management system and the Campus' goals and objectives
- Rewards and recognition

In addition to the *Draft Framework*, the Mona team of Campus Registrar and Director of HR developed a new Evaluation and Assessment instrument for senior administrative and professional staff.

All Faculties undertook a number of targeted activities to promote employee engagement and development. During the first semester of the year under review, the Faculty of Humanities and Education (FHE) developed a career development seminar for academic staff to examine the peer-review processes for publication, among other pertinent career-related themes. The Director of the UWI Press, Dr. Joseph Powell, delivered the pivotal address of that seminar, *The Peer Review Process: The Publisher's Perspective*. This was well received by attendees, especially those who had recently joined the academy after completing their terminal degrees.

All Faculties and administrative/service units of the Mona Campus units engaged staff in retreats to buy into and own The University's Strategic Plan and to develop Faculty/Unit-specific plans related to the Plan. Camaraderie building was facilitated throughout the Campus through planned programmes involving fun, food and fellowship to allow staff across different

sections of their departments to interact and work together as teams committed to enhancing The UWI's role in catapulting national and regional development.

Fostering the digital transformation of The UWI

Enhancing the University's global presence requires that we catapult the digital transformation of the academy. Therefore, in our efforts to be more agile and to offer streamlined and integrated processes, the Office of the Campus Registrar (OCR) merged the Human Resource Information Systems Section with the Student Records Unit to form *The Registry Information Systems Section (RIS)*. This merger will provide functional administration for all enterprise ICT systems used to administer the Registry's business processes. The benefits that are expected to be derived from this merger include:

- Reduction in operating expenses
- A focal point of contact between MITS and OCR thus enabling alignment of OCR strategic objectives and MITS services to the OCR
- Increased ability to combine student-related MIS data and human capital-related MIS data to generate business intelligence information for the Campus management
- Increased use of existing ICT resources to provide greater efficiency through the Mona Campus
- Increased employee engagement and professional development
- The consolidation of activities and human resources responsible for the administration of the OCR Information Systems assets into one cohesive organisational unit.

It is expected that this merger will enhance the level of service given to these stakeholders of the Campus.

Ongoing for the OCR has been the digitisation of records in pursuit of the long-term goal to achieve a paperless campus. All student records have been digitised, allowing for easy access and fast retrieval of information.

The Discovery Bay Marine Laboratory (DBML) began the process of digitising biodiversity data that have been collected over the years and the Library increased the acquisition of eBooks and e-resources during the reporting year. They collaborated with MITS and the Campus Bursary to update the Library's IT infrastructure as this is foundational to a robust digital environment, and trained staff in the use of select digital technologies.

There was also the expansion of the Library's Virtual Reference Platform and the enhancing of spaces for digitisation of unique collections.

The Estate Management Department (EMD) expanded the utilisation of the Computerised Maintenance Management System (TMA) across the campus, beginning with the Faculty of Social Sciences. Some 80% of those engaged in facilities management are to be trained to use TMA by April 2019. Together with the Mona Information Technology Services (MITS), the EMD began implementation of a utility billing application, which will improve several aspects of the utilities' portfolio managed by the EMD.

MITS is central to the Campus' digitisation programme. In the course of the 2017/2018 academic year, MITS

- Implemented Video Surveillance Security Central Monitoring Station: a central point, enabled by information technology from which critical areas

of the Campus are monitored using video technology for effective and efficient security incident response

- Expanded electronic access control systems to improve physical security of critical building areas and spaces
- Increased administrative efficiency and effectiveness of the Campus through business process improvement and automation of key administrative and academic processes

This third project included improved processes for student engagement and student success, human resource management, data analytics for improved performance management of the Campus, financial management, increased efficacy of cost containment initiatives, improved quality of service delivery and support of the Campus' entrepreneurial endeavours.

The leadership of The UWI remains optimistic, innovative and proactive in the face of varied challenges. As a global institution of higher learning rooted in the Caribbean, we will continue to nurture our relationships with and avenues of support from government, international donors, employers, alumni and friends to strengthen the institution in our continuing drive to differentiate ourselves. We are committed to our continued campaign to produce world-class graduates with the requisite knowledge, skills and acumen required to support innovation and growth of existing industries and the entrepreneurial drive to create new business opportunities to bolster the economic fortunes of the region and its people.

Dr. Luz Longsworth

PRO VICE-CHANCELLOR AND PRINCIPAL, OPEN CAMPUS

The 2017/2018 academic year marked the beginning of the new **Triple A Strategy** (Strategic Plan 2017–2022) for The UWI. For the Open Campus, this brought a renewed energy and enthusiasm to delivering on its mission of *opening doors to life-changing learning* for all the communities it serves. The three strategic goals of **Access, Alignment** and **Agility** form the framework of the Campus' strategic objectives and initiatives for the 2017–2022 strategic planning period.

2017/2018 was a challenging year for the Campus with the unavoidable financial strain caused by the devastating 2017 hurricane season, which severely impacted several of the Open Campus Country Sites (OCCS), but these challenges increased rather than diminished the resolve and resilience of the Campus' staff. Several achievements were recorded in the reporting period, some of which are highlighted below.

ACCESS

Preparing for Online International Students

In keeping with the University's 2017–2022 strategic goals, in November 2017, the Programme Delivery Department within the Academic Programming and Delivery Division (APAD) spearheaded the establishment of mechanisms to enable the Division to be prepared for the acceptance of international students (from non-contributing countries). This measure specifically applied to the following programmes, which were the first to be considered for international offer:

- Certificate NGO Professional Management
- Bachelor of Science (BSc) Youth Development Work
- Values-Based Heritage Site Management (HIST6820)

Opening doors to life-changing learning



- Culture of Rastafari (CLTR2518)
- Certificate courses in Transformational Leadership to Achieve the Sustainable Development Goals (SDGs)
- Master of Arts (MA) English Language
- Master of Science (MSc) Instructional Design and Technology

Development of CPE Programming

The Office of Continuing and Professional Education (CPE) supported the work of the Open Campus Country Sites (OCCS) to develop and roll out new programmes to meet the growing demands of regional markets, which include access to courses to aid in professional development, technical skills development, and managerial and supervisory training, among others. CPE addresses the need for short-term, ongoing training among populations who want training to assist them in progressing to graduate and undergraduate programmes, for personal, professional and career development, and for development of community and leadership skills.

During the period under review, the CPE Office completed the final phase of programme development funded by the Government of Canada Strengthening Distance Education in the Caribbean (GAC-SDEC) project. It also supported sites in developing short courses to meet local demands. The list below reveals the programmes and courses approved for delivery during the 2017/2018 academic year:

1. Advanced Sales and Marketing (Open Campus Dominica)
2. Advanced Human Resources Management (Open Campus Dominica)
3. Fundamentals of Local Government Operations

- (Open Campus Dominica)
4. Fundamentals of Conversational Kweyol (Open Campus Dominica)
5. Business Process Management (SDEC)
6. Marketing Research (SDEC)
7. Conflict Management in the Workplace (SDEC)
8. Early Childhood Education, Care and Development (SDEC)
9. Healthcare Management (SDEC)
10. Foundations of Record Management (SDEC)
11. Foundations of Data Management and Analysis (SDEC)

12. E-Commerce in Modern Business (SDEC)
13. Finance for Decision Makers (SDEC)
14. Key Concepts in Financial Institutions Management (SDEC)
15. Grant Proposal Writing (SDEC)
16. Key Concepts in Office Administration (SDEC)
17. Fundamentals of Statistical Analysis Techniques (SDEC)
18. Protocol and Soft Diplomacy Skills (SDEC)
19. Introduction to Digital Marketing (SDEC)
20. Advanced Digital Marketing (SDEC)



Ribbon-Cutting Ceremony for Transitional Living Project Housing Complex

21. Introduction to Property and Real Estate Management (SDEC)
22. Key Concepts in Business Administration (SDEC)

At the site level, various short courses were offered in response to industry needs. Some examples of this include:

Open Campus Montserrat

To address the continuing need for training, a cohort of 18 students completed the Care of the Elderly Programme which began on October 2, 2017 and was completed on December 18, 2017. Efforts were also made to introduce a CPE programme in Gerontology to allow students trained in the Care of the Elderly Programme to upgrade their skills and certification. Training for strengthening the communications skills of the students enrolled in the Early Childhood Care and Development CPE programme, which started in February, was undertaken during this period.

Open Campus Cayman Islands

Ten inmates of the Her Majesty's Prison Service were recognised for their achievements in the CPE Computer Literacy programme. This is a wonderful example of the ways that the Open Campus tries to engage with people from all backgrounds and provide opportunities for betterment through education.

Tailored Training Programmes to Meet Agency Needs

The Social Work Training and Research Centre (SWTRC) continued its thrust to help agencies meet staff training and development needs by offering social work/development training on a consultancy basis. In this regard, staff from the Ministry of National Security – Citizen Security and Justice Programme and the Ministry of Labour and Social Security engaged in training

courses. In the case of the former, Community Case Management Officers and psychologists participated in a 60-hour training in the Principles and Techniques of Social Work Case Management. The ultimate aim of the training was to empower at-risk/unattached youths to achieve specified life goals. Twenty-eight staff members attended the training in Kingston, and 17 attended the training in Montego Bay, Jamaica. Additionally, 28 staff members from the Ministry of Labour and Social Security attended a 60-hour training in Counselling Techniques.

Consultancy, Caribbean Policy Development Centre

The Open Campus successfully designed, developed and delivered the NGO Professional Management Certificate Programme. This consultancy, funded by the European Union, provided 70 scholarships. Three cohorts registered for the programme during the 2017/2018 academic year, with 157 students successfully completing the programme. As a result of the contract, which expired in August 2018, the University has entered into a new partnership with Research Triangle Institute (RTI International) under a separate Agreement to enable the continued offering of the programme.

Improving the Quality of Teaching and Learning and Student Development

The Open Campus has always made the quality of teaching, learning and student development provided to students a priority. This focus involves almost every aspect of the Campus' operations, from market research, programme development, course writing, selection and training of facilitators/lecturers, student support services and, importantly, continual evaluations of individual courses and periodic reviews of programmes. Below are some highlights of the work undertaken by the Campus in this regard in the 2017/2018 academic year.

New Evaluation Tool for Face-to-Face Courses

Online courses offered by the Open Campus have one standard evaluation instrument to assess student satisfaction and obtain feedback on individual courses. However, face-to-face courses offered by the various Open Campus Country Sites have not always had the same evaluation instrument, and this was addressed in the 2017/2018 academic year. The Office of Continuing and Professional Education (CPE Office) developed and successfully piloted a standard evaluation and monitoring system approved for campus-wide rollout in the 2018/2019 academic year.

Improving the Quality of Teaching – Professional Development Team

Within the Programme Delivery Department (PDD) in APAD, the establishment of the Professional Development Team (PDT) has allowed for improvements in the leadership and management capabilities and job competencies for full-time staff members within PDD as well as adjunct staff. This team comprises Instructional Development Coordinators and an Online and Distance Learning Instructional Specialist. During the academic year, the PDT provided highly engaging, high quality online facilitation and synchronous engagements to help meet the needs of internal and external partners who deliver online courses or who want to take their delivery online.

The PDT conducted three cycles of foundations training throughout the 2017/2018 academic year. A total of 592 Course Facilitators participated in the training across all cycles, with an average of 89% passing the courses. The PDT also conducted three cycles of the Mastery course for Course Coordinators, which focused on curriculum review and preparation of course guides for new or



Open Campus Staff Grenada Hit the Streets

revised courses. A total of 56 courses were reviewed through this course, with an average of 96% of Course Coordinators successfully completing the course. In all cycles, Programme Managers were integrated into the curriculum review process.

Student Development

In an effort to improve students' induction in the online teaching and learning environment, the team of Course Delivery Assistants (CDA) in PDD piloted a one-week orientation to accommodate students who received their offers late, or those students who missed the four phases of orientation for the January 2018 intake. Forty-six students participated in the one-week orientation, and following a review of the pilot the department proposes to include the additional session as part of its ongoing practice in order to ensure that all students are provided with a solid foundation for their overall academic success.

Student Support

In order to ensure that students have a high-quality online experience the CDA team hosted three synchronous sessions with students during Semesters 1 and 2 of the 2017/2018 academic year. At these sessions the students were provided with relevant information that addressed topics such as effective group work, time management, and maintaining an active online presence in the Learning Exchange. Tips were also posted in the Academic Support forum during the semester and summer sessions.

The Registry

The Student Support and Services Department of the Registry continued to give support to the development of Guild Chapters and the Regional Guild of Students. At the end of the academic year, there were 22 active Open Campus Guild Chapters.

During the period under review, the Registry accomplished the following

- established the Virtual International Students Office (VISO) to specially prepare for international applicants and students
- led the development of a Student Advising Plan for implementation by Semester 1, 2018/2019 – a strategic initiative of the Campus
- developed a programme for the establishment and execution of a First Year Experience Programme for Semester 1, 2018/2019

Recruitment, Admissions and Registration (RAR)

The RAR Department within the Registry undertook several key activities to increase access and student satisfaction in the 2017/2018 academic year. Two highlights include

- further to the implementation of the Banner Student Administration System Registration module in Semester 2, 2016/2017, the Admissions module was fully operationalised in academic year 2017/2018
- piloted an admissions process for international applicants for selected programmes which were scheduled for offer in academic year 2018/2019

Open Campus Alumni Inaugural Cohort of The UWI STAT Ambassadors

After months of intense training, The UWI STAT (Students Today, Alumni Tomorrow) Open Campus Corps held its inaugural virtual induction on Wednesday, April 4, 2018. The UWI STAT Ambassadors are the Vice-Chancellor's student representatives on all four UWI campuses.

Open Campus' First UWI STAT Ambassadors Executive

Following the induction of The UWI STAT Ambassadors, the first election of executive officers was held on Wednesday, July 4, 2018, which coincided with the Open Campus' 10th Anniversary celebrations. At this historic ceremony, seven Ambassadors currently enrolled in Open Campus undergraduate and postgraduate programmes from six countries across the region were elected to form the first UWI STAT Ambassadors Executive.

Improving the Quality, Quantity and Impact of Research, Innovation and Publication Research

The Caribbean Child Development Centre

The Caribbean Child Development Centre (CCDC) continues its partnership with the Child Protection and Family Services Agency (CPFSA), having received a grant for US\$5,281,736.00 for the *Transitional Living Programme for Children in State Care (TLP-CSC)* project, which began in 2014 and is scheduled to conclude in 2020. This initiative is expected to be a model for Jamaica and the Caribbean. It involves a multidimensional approach to preparing wards of the State, who are at an increased

risk for poor outcomes, on leaving state care. Under the initiative, youth in state care receive vocational and life skills training, job placements and mentoring and the Child Protection and Family Services Agency (formerly Child Development Agency) will be assisted in developing an Independent Living Protocol and Standard Operating Procedure.

This development project contains several research components, and much was accomplished in both spheres in the 2017/2018 academic year. For example, a follow up was done with caregivers who received training to provide youth with life skills coaching earlier in the project. In addition, significant progress was made in the Exit Readiness Profile of 400 youth aged 17 years or older in state care. This is an important component of the project because it aims to gain an understanding of the education, skills and emotional development which youth possess upon leaving state care. Such youth often face discrimination due to negative stereotypes of their abilities, resulting in further reduced opportunities for upward mobility. Collecting this data will serve as a baseline and allow for planning to improve gaps that are found.

Academic Programming and Delivery

Mrs. Elia Grant-Fraser, of the Course Development Department within APAD, embarked on doctoral research of great value to the Open Campus on the topic “Cognitive Presence in Caribbean Online Learning Communities” during the 2017/2018 academic year. This research is intended to examine the extent to which undergraduate and graduate students within the Open Campus are engaging in higher levels of inquiry and critical thinking as they interact with their peers and course facilitators during asynchronous written online discussions and reflections. The study will also

examine how teaching presence in terms of online course design and tutor facilitation impact students’ cognitive presence. It is expected that the findings from this study will provide rich insights into students’ depth of learning at the Open Campus, as well as suggest ways in which course activities may be better designed to promote deeper levels of thinking and learning. The output of the study is therefore expected to improve the quality of teaching and learning at the Campus in addition to adding to the body of research in the region and increasing the impact of the research through publication.

ALIGNMENT

Promoting Greater Activism and Public Advocacy

As part of the University’s thrust to align itself to industry, market and customer needs, the OCCS Division spearheaded and participated in a wide array of related activities. The following sample of activities held by OCCS Sites were conducted during the 2017/2018 academic year, with the focus on engaging both stakeholders and the general public on issues that affect the Caribbean and the wider world.

Anguilla

The Open Campus Anguilla Site collaborated with the Government of Anguilla and the Ministry of Social Development to facilitate a three-day Post-Disaster Community Based Psychosocial Workshop for 27 social services providers, first responders and other providers of psychosocial support in Anguilla.

Antigua and Barbuda

A three-day workshop titled “Post-Disaster Community-based Psychological Support” was conducted in partnership with the Ministry of Social Transformation.

Barbados

The University in the Community Lunchtime Lecture Series held in collaboration with The Central Bank of Barbados. Four lectures were held, on the following topics:

- Bitcoin and Blockchain: Transforming a Society’s Financial Investments with New Practical Instruments by Mr. Roland Haggins, VP, Bitt Inc.
- An Accessible Future is a Sustainable Future by the Barbados Council of the Disabled
- Food Safety and Handling by Mr. Trevor Taylor, Ministry of Health, Barbados
- Hurricane Preparedness: Are We Ready? by Ms. Janelle Chandler, Ms. Nneka Archer and Mr. Greg Parris

Jamaica: Montego Bay

A one-day conference for young adult males was held under the theme: “Be Bold, Change the Narrative: Harnessing the Power and Potential of Young Adult Males” at the Grandiosa Hotel, Montego Bay.

St. Kitts and Nevis

Open Campus St. Kitts and Nevis hosted a public lecture delivered by Prof. Jeune Guishard-Pine, Consultant Psychologist at Bespoke Psychology, United Kingdom, entitled “Daddy Can You Spare Me Some Time?” on the impact of positive fathering in African-Caribbean families.

Saint Lucia

A UWI 70th Anniversary lecture sponsored by the International Monetary Fund (IMF) was conducted in collaboration with the Open Campus Saint Lucia on the topic “Unleashing Growth and Strengthening Resilience in the Caribbean”. The lecture was delivered by Mr. Leo Bonato, IMF Mission Chief. The lecture focused

on the deep macroeconomic, financial, and structural challenges being experienced by Caribbean nations that have undermined growth prospects in the region. The discussion centred on how the region might respond to these challenges and return to sustained growth.

Increase and Improve Academic/Industry Research

Several partnerships were forged, or in some cases strengthened, in the 2017/2018 academic year with external bodies such as other academic institutions, the public and private sector. Some examples of the partnerships forged in the 2017/2018 academic year include:

Youth Entrepreneurship Scheme (YES) of Barbados with support from the British High Commission

The Women and Gender Development Unit (WAND) collaborated with YES supported by the British High Commission to deliver a regional workshop training series on “Women Entrepreneurs Charting the Way to Economic Prosperity”. The workshops aimed to equip rural women entrepreneurs with the relevant knowledge, tools and techniques and the requisite entrepreneurial and business planning and management skills to grow and sustain viable businesses while reducing poverty and fostering economic growth. Sixty-five women from Barbados, Saint Lucia and St. Vincent and the Grenadines attended the workshops, which were facilitated by Mrs. Selma Green, Manager of the Youth Entrepreneurship Scheme (YES).

Partnership with SUNY Empire State College
WAND, in partnership with Dr. Lynette Nickleberry of SUNY Empire State College, USA, identified 15 Barbadian women who matched the research criteria of Dr. Nickleberry for a study on Barbadian womanhood

and identity. WAND facilitated all of the interviews with the research participants and provided literature on Barbadian development. In exchange, WAND and Dr. Nickleberry will host a research seminar and share the findings with the wider community. The partnership also includes SUNY’s support of WAND’s online course development and community outreach activities.

Promote a cohesive Single UWI Brand Consciousness

Marketing and Communications

In keeping with the “One UWI” brand, the Marketing and Communications department continued to support the University Marketing and Communications Office and our sister campuses in the promotion of university-wide engagements across all media to our internal and external stakeholders. The department also supported the Open Campus Country Sites in the consistent management and use of The UWI brand.

The changes to the Open Campus Libraries and Information Services pages were important as they brought the entire suite of services offered by the Library to one central location. Students and other stakeholders were better able to navigate the database for books, journals, publications and other academic references across the entire university.

Open Campus Disaster Relief Website

In September of 2017, several Open Campus Sites across the Caribbean were tremendously affected by Hurricanes Irma and Maria. The islands of Anguilla, the British Virgin Islands and Dominica reported the most severe damage, with island-wide destruction of buildings and displacement of residents. The UWI

mobilised teams across the islands to assist those affected and created the Open Campus Disaster Relief Fund to aid in the collection of donations from benevolent supporters. The website was created to serve as the central hub of information for all stakeholders. It provided detailed information about the types of facilities established to receive both monetary and in-kind donations.

The UWI 70th and the Open Campus 10th Anniversary Website

The Marketing and Communications department developed a website to commemorate The UWI’s 70th and the Open Campus’ 10th anniversaries. Events from the Open Campus Country Sites were highlighted, with each country having its own page with images, videos and articles.

AGILITY

Establish a physical presence of The UWI on all continents

Open Campus Country Sites

The Open Campus, by virtue of its mandate to serve the underserved in the Caribbean region, has proudly been the face of The University of the West Indies in the UWI-12 for many years. The Open Campus Country Sites currently comprise 42 sites in 17 Caribbean countries, representing The UWI in many corners of the region.

In addition to the 42 sites mentioned above, in the 2017/2018 academic year the Open Campus partnered with the Government of the Turks and Caicos Islands (TCI) to re-establish a physical presence in the territory. During a visit to TCI in April 2018, Dr. Luz Longworth, Pro Vice-Chancellor and Principal of the Open Campus,

met with government and other education officials who initiated discussions with the Open Campus to re-establish its physical presence in the TCI. The re-launch of the Open Campus Turks and Caicos comes in the wake of an increasing number of TCI residents in the University's online degree programmes. The partnership will see the re-opening of The UWI Open Campus TCI in Providenciales following the closure of the Site in Grand Turk some years ago. The re-introduction of the Site will allow for ease of access to the University's online degree programmes, as well as its Continuing and Professional Education (CPE) programmes. It will also serve to strengthen the University's longstanding bonds with the Turks and Caicos Islands Community College.

In addition, the Open Campus has been instrumental in working with the SUNY-UWI Center for Leadership and Sustainable Development in New York through the development of a joint Professional Certificate in Leadership and Sustainable Development as well as a joint MSc in Leadership and Sustainable Development in partnership with SUNY Empire State College.

Restore Financial Health to The UWI

Since its inception, the goal of the Open Campus has been to continually reduce reliance on government contributions by diversifying its income streams. Its efforts have been successful, with the percentage of government contributions being reduced each year. The hurricanes that affected several of the UWI-12 countries in 2017 had financial implications for the Campus, due to a reduction in enrolment numbers from students forced to defer or apply for leave of absence, as well as the increased costs associated with the restoration and rebuilding efforts required in the aftermath of the

storms. Despite this, the Campus was able to make several contributions to the goal of restoring financial health to the University. Some examples of such contributions are:

Open Campus Country Sites

The Open Campus Barbados received approval to participate in a project entitled "Strengthening Human and Social Development in Barbados" to increase employability and employment opportunities through technical training. This project was executed by the Ministry of Social Care, Constituency Empowerment and Community Development and the National Employment Bureau. The income for Semester 1 was approximately BBD\$163,000.00 and 82 participants were trained.

In addition, the Barbados Site again collaborated with the National Employment Bureau, Ministry of Labour, Barbados Government and the National Insurance Board in presenting The Unemployment Retraining Project for persons who have been displaced from their employer. Eighty-nine participants were trained, and revenue earned was approximately BBD\$56,000.00.

Business Development Unit (BDU)

The BDU successfully negotiated a sub-contract valued at US\$248,883.00 with Research Triangle Institute (RTI) through funding from the United States Agency for International Development (USAID) for the award of 200 scholarships to students enrolled in the NGO Professional Management Certificate Programme. Twenty-two students received scholarships during the Summer Semester of academic year 2017/2018.

Fostering a Creative, Caring, Accountable, Motivated, Professional (CAMP) Team

Staff engagement has long been a priority for the Open Campus, since it leads to improved satisfaction by both staff and other stakeholders. The Campus also encourages a caring attitude to others, whether part of The UWI family or not. This was evidenced in the response to the devastating hurricanes which made landfall on the islands of Anguilla, Tortola, the Turks and Caicos Islands, Antigua and Barbuda, St. Kitts and Nevis and Dominica in September 2017. Some examples of the work undertaken in these areas are provided below.

Staff Engagement

Staff participation in activities intended to enhance employee engagement include the 16th Biennial Inter-Campus Staff Games hosted by the Open Campus Grenada from July 6-15, 2018. Three hundred and eighteen staff members participated in the Games, competing in eight sporting disciplines. The event was a historic one, claiming a number of firsts. For example, it was the first time Open Campus hosted the Games; it was the first time the Games were not held on a landed campus; it was the first time a Head of State, in this case the Governor General of Grenada, declared the Games open; and it was the first time that a Vice-Chancellor played a sport in the Games. Vice-Chancellor Professor Sir Hilary Beckles played cricket for Team Open Campus.

Hurricane Response

In September 2017, Hurricanes Irma and Maria made landfall on the islands of Anguilla, Tortola, the Turks and Caicos Islands, Antigua and Barbuda, St. Kitts and Nevis and Dominica, significantly impacting the operations, staff, students, facilities and financial performance of these territories. The most considerable impact



Community Lunchtime Lecture Series, Frank Collymore Hall, Barbados

was felt in Tortola and Anguilla after the passage of Hurricane Irma, and in Dominica with the onslaught of Hurricane Maria. Staff and students suffered damage to their homes, and for an extended period had no access to electricity or Internet connectivity. Despite the destruction and distress, staff, students and alumni were engaged in the process of rebuilding, restoring and supporting those most affected.

A collection drive of essential items such as toiletries, foodstuffs, clothing and linen, as well as monetary donations, was organised, with the support of all of the campuses. The cooperation and support of the regional community was tremendous and contributed significantly to the recovery efforts. Relief items were presented to students and their families as a result of the overwhelming response and support of staff and students of the Open Campus.

Foster the Digital Transformation of The UWI

As the online arm of The University of the West Indies, the Open Campus has always utilised appropriate technologies to fulfil its mandate of serving the underserved in the Caribbean region. Improvements are made regularly, enhancing the creation and delivery of programmes and courses to the benefit of all stakeholders. Some examples of the work done in this regard are provided below.

Academic Programming and Delivery

In September 2017, the Learning Support Specialist (LSS) team revealed the Learning Exchange (LE) Mobile and Desktop Apps, which allow users to connect to the LE via their mobile devices and desktops for offline interaction with the LE. All members of staff and students can download these Learning Exchange apps for offline work in the event of a loss of Internet connectivity.

The Registry

Activities related to the digital transformation of The UWI for the period July 2017–August 2018 included:

- Successful completion of the pilot phase of the Electronic Document and Records Management System (EDRMS) project where the software solution Perceptive was tested at the Office of the Campus Registrar, Jamaica, the Secretariat in Trinidad and the Open Campus Country Site in Grenada. The EDRMS will serve as a vital records repository for the Campus and provide users with a much-needed tool to capture, store and securely share access to records needed for operations and administration, which is critical for a campus in a distributed environment.
- Completion and submission of a proposal to the GAC-SDEC Project Management Committee to have the EDRMS project included as one of the project components to receive additional funding and an extension to March 2019. This proposal was successful, enabling a further phase of the EDRMS project which will enable a phased roll-out of the software to select departments and sites.

Computing and Technological Services (CATS)

The following technological upgrades were undertaken by the CATS Unit during the 2017/2018 academic year:

- Physical infrastructure related to ICT was improved at several sites by investment in network cabling. Fifteen different Open Campus locations benefitted from this upgrade.
- More reliable Internet access was made available at several sites in Jamaica by the installation of dedicated Internet access circuits via fibre.
- More reliable and robust network infrastructure by upgrade of Cisco switches and routers at all sites.
- Improved wireless access by the rollout of 120+ Cisco access points spread across all Open Campus sites, resulting in better wireless coverage and speeds of up to 1Gbps.
- Better voice communications by rollout of 300+ Cisco IP Phones that are centrally managed by Cisco Call Manager deployed at our two data centres.
- All sites are now capable of high definition (HD) video conferencing after the rollout of 26 Cisco TelePresence SX20 video conference endpoints.
- Implementation of a mobile Moodle application to allow access to teaching and learning offline.
- The Statistical Package for the Social Sciences (SPSS) was enabled for all undergraduate and postgraduate students for research purposes.
- Technical resources were provided for the implementation of the Electronic Document and Records Management System.

Professor Brian Copeland

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

The St. Augustine Campus has identified six areas of focus within the **Triple A Strategy** (Strategic Plan 2017-2022) for broadening **Access**, ensuring **Alignment**, and improving the **Agility** of the institution. This first year of the strategic plan was dedicated to developing the policies, procedures and processes that will form the broad initiatives for re-shaping the Campus.

The two highest priority focus areas address Curriculum and Pedagogical Reform (CPR), and Innovation and Entrepreneurship (I&E). These are supported by the other focus areas – Internal Process Review, Financial Process Review, Human Resources (HR) Review and the moulding of the Campus Brand & Soul to strengthen stakeholder engagement. Of all of these areas, Innovation and Entrepreneurship represents a brand new focus for The UWI and is therefore critical to the outcome of the strategic plan.

Over the past year the Campus has motivated its strategic planning activities by envisioning a future for Caribbean societies in which citizens who survive a devastating natural disaster have the skills and resilience to continue to survive and then rebuild and maintain their communities and, if so required, go on to re-

establish the fabric of a resilient society. On the other hand, in the best of times, man-made disasters would be almost impossible because our societal systems—inclusive of our governance and culture—would have matured to the stage that society would be virtually free of all of its current ills, such as crime and discrimination. Furthermore, this society would understand and respect the ecology and would spare no effort in protecting it. Finally, the economy of this future society would be sustainable and robust, buoyed by a range of foreign exchange earning enterprises, democratised through a **Caribbean Mittlestand**—a network of innovation-driven, export-oriented Small and Medium Enterprises (SMEs). Reference is made here to the (original) German Mittlestand, a mix of SMEs that accounts for some 30% of that country's foreign exports and employs 60% of its workforce.

This vision is completely aligned to the UN Sustainable Development Goals (SDGs) and the vision statements of many Caribbean governments. Its implications are significant, particularly when one considers the social, ecological and economic state of Caribbean countries. Significantly, this vision suggests

A strong innovative and entrepreneurial culture



the need for a completely and comprehensively re-engineered education system that, *inter alia*, effectively embeds a strong innovative and entrepreneurial culture in the peoples of the Caribbean.

In keeping, therefore, with the national and regional objective of building a sustainably developed future economy, the St. Augustine Campus I&E initiatives are focused on the development of structures and systems that will create an enabling environment for entrepreneurship and innovation. This I&E ecosystem would be comprised of a strongly interconnected and well-coordinated network of appropriately functional units that would establish an effective pipeline to transform ideation to product. When spread at the national and regional levels, it will be a major catalyst for the formation of the Caribbean Mittlestand. This is therefore not an academic exercise. Indeed, past attempts to commercialise inventions and other new ideas at the St. Augustine Campus have not met with the desired success and have revealed the absolute need to create this I&E ecosystem to circumvent the myriad gaps that have thus far restricted successful R&D commercialisation through spin-offs and licenses. Complete alignment of internal stakeholders is key to the transformation in internal culture and systems to effect the formation of this game-changing I&E ecosystem.

The St. Augustine Centre for Innovation and Entrepreneurship (StACIE), led by **Professor John Agard**, has made significant progress over the past year towards forming this I&E ecosystem. This includes the formation of a team led by new **Professor of Practice Gerry Brooks** with support from **Mr. Julian Henry** of the Entrepreneurship Unit of the Faculty of Social Sciences, to detail the plans for the ecosystem formation.

Phase 1 of that plan has been approved and the Campus is now moving aggressively to implement it and move on to Phase 2. A noteworthy component of Phase 1 was University approval to establish **UWI Ventures**, a company with strong private sector participation that will do the final vetting for capitalisation of projects and will be a holding company for UWI start-ups. UWI Ventures will in fact be the portal through which The UWI will play its part in the positive transformation of the Caribbean economic space.

The Campus is pleased to share key achievements over the year under review as it pushed to move its Innovation & Entrepreneurship agenda forward. These included:

- Collaboration with the Economic Development Advisory Board in getting Cabinet approval for the **Innovation Policy**, an initiative funded by the European Union
- Renaming of the Office for Research, Development and Knowledge Transfer (ORDKT) to the **St. Augustine Centre of Innovation and Entrepreneurship (StACIE)**
- Creation of an **Innovation and Technology Fund**
- Appointment of **Professor of Practice Gerry Brooks** in Innovation and Entrepreneurship at St. Augustine (November 2018)
- University approval to establish a spin-off company for producing specialised coatings
- Collaboration with Lake Asphalt to license technology developed on the Campus
- Receipt of a patent grant for a new and improved fingerprinting technology in the USA and in Trinidad and Tobago
- An agreement with the World Intellectual Property Organisation (WIPO) and the Intellectual Property (IP) Office of the Attorney General of Trinidad and

Tobago to deliver courses and programmes in IP management.

The following represent significant developments towards the creation of an ecosystem that supports innovation and entrepreneurship:

StACIE

The Office for Research, Development and Knowledge Transfer (ORDKT), renamed the **St Augustine Centre of Innovation and Entrepreneurship (StACIE)**, has advanced work to increase access to external grant funding for research. As implied in the name change, more emphasis is now placed on commercialising research output and leveraging intellectual property opportunities within the academic community and within private enterprise.

UWI Ventures

The University approved the St. Augustine Campus' proposal for the establishment of the company **UWI Ventures**. UWI Ventures will, among other things, be a holding company for UWI start-ups. In addition, the creation of a new University-managed fund, the **UWISTA Innovation and Technology Transfer Fund**, will support projects with commercialisation potential originating from all fields of research.

Patents

This year, patents were granted in the United States and in Trinidad and Tobago for a **fingerprint classification system**. In addition, StACIE received and assessed 22 Invention Disclosure Forms from staff and students of the Faculties of Science and Technology, Engineering, Food and Agriculture, and Medical Sciences, leading to one US Provisional Patent application.

St. Augustine Campus – Trinidad and Tobago

Spin-Off Companies

The Campus approved the establishment of a spin-off company to produce **specialised marine coatings and lubricants** developed by the Department of Chemistry. Another spin-off is planned to commercialise the **Percussive Harmonic Instrument (PHI)** upon completion of the market-ready prototype. The UWI maintains the patent relating to the PHI—*Apparatus for Percussive Harmonic Musical Synthesis using MIDI Technology* (APHAMS)—in nine countries, including the USA, Canada, Japan, China and selected European countries. The PHI recently received United States FCC certification, clearing the way for sales in that country.

Industry Engagement

The Campus made a significant shift in its engagement with the private sector by becoming a member of the Trinidad and Tobago Manufacturers' Association and the Trinidad and Tobago Chamber of Industry and Commerce in 2017.

Progress on Special Initiatives

The South Campus

Three years after termination of the services of the main contractor in 2016 and The UWI's assumption of full responsibility for completing this project, handover of the Debe site has been scheduled for the end of the first quarter of 2019. Buildings are expected to be ready for occupation shortly thereafter and classes scheduled for the 2019/2020 academic year.

In the short term, programmes and operations on offer will include the Diploma in Education for the south population, ROYTEC (part of the original South Campus planning), and a Public Health Clinic. The St. Augustine Records and Archives unit will be relocated there as well. The medium to long term goal is that the Faculty

of Medical Sciences will be the flagship Faculty at the Campus. This is part of a broader strategy to expand enrolment in Medical Sciences to accommodate more international and full-fee-paying students and to make the South Campus self-sufficient. The Faculty of Law has since been given a new home on the refurbished top floor of the Compton Bourne Building on the Main Campus in St. Augustine.

The Couva Hospital

The Campus met with the Government of Trinidad and Tobago to discuss the role of The UWI in the operationalisation of the Couva Hospital in its mandate to "optimise the use of the hospital for the benefit of all". A Special Purpose Vehicle—a company now named the **Couva Medical and Multi-training Facility (CMMF)**—has been formed. The UWI has a 51% shareholding in the CMMF which will oversee the operationalisation of the hospital.

Other Developments

Enrolment & Graduation

New local students who wanted to access tuition funding from the Government of Trinidad and Tobago were subject to new eligibility rules, primarily addressing age restrictions and means testing. Total enrolment (on and off campus) was down 5% to 17,417. On-campus enrolment was down 3% to 11,407 at the undergraduate level, and 11% to 5,251 among postgraduate students. Some 3,836 students graduated in 2017/2018, including 42 PhDs.

Seven Years ACTT Accreditation for St. Augustine

Following a successful site visit in November 2017, the Accreditation Council of Trinidad and Tobago (ACTT) announced in April of the following year that the Campus had again received ACTT accreditation for the maximum term of seven years.

Acting Campus Registrar Appointed

Mr. David Moses was appointed Campus Registrar (Ag.) at the start of the 2018/2019 academic year upon the retirement of Mr. Richard Saunders, who served as Campus Registrar from March 2013. Up until this acting appointment, Mr. Moses had served as the Deputy Campus Registrar at St. Augustine since 2003.

Student Affairs

In August 2017 **Kareem Marcelle** became the first recipient of the **Makandal Daaga Scholarship in Law**, named in honour of the late politician and social activist. The scholarship from the Faculty of Law specifically targets Caribbean citizens with a record of advocacy and community activism, in order to create lawyers who work for justice and egalitarianism.

The UWI's **World of Work** programme, sponsored by **Republic Bank Limited**, introduced a **virtual resume writing session** to reach non-traditional students—evening university students, students on internships and practicums, mature students, and commuting students. At the **Mock Interview** sessions, many non-traditional sectors were represented, such as the creative and performing arts, sports management, physical therapy, biomedical sciences, and media and advertising.

This year, the oldest hall of residence on the St. Augustine Campus, Milner Hall, was re-named **Freedom Hall**. The decision came after months of consultations with students, staff, and alumni. It was renamed after it was confirmed that the late Lord Alfred Milner had, among other things, committed crimes against humanity in Africa driven by his self-proclaimed 'British race supremacy' ideology. Meanwhile, after 55 years as an all-male hall, **Canada Hall** opened its doors



Facilities at the Couva Hospital in Trinidad & Tobago.

St. Augustine Campus – Trinidad and Tobago

to accommodate female residents. The change was in response to the overwhelming number of female applicants for on-campus accommodation, compared to the number of males. While the ladies have the run of the north block, the south block remains a male preserve.

Anniversaries & Milestones

As the Campus joined in celebrating **the University's 70 Years of Service and Leadership**, the **UWI SPEC International Half Marathon** celebrated its 15th year with Presenting Sponsor, **First Citizens**; the **Centre for Language Learning (CLL)** turned 20; and the **National Herbarium**, located on the Campus, marked 200 years as the only institution dedicated to the preservation, documentation and dissemination of reliable information on the indigenous and exotic flora of Trinidad and Tobago.

Former Deputy Principal, **Professor Rhoda Reddock** was elected to the **United Nations Committee on the Elimination of Discrimination against Women (CEDAW)**. Professor Reddock received 158 out of 185 votes—the highest number of votes received among the candidates, and she will serve on the Committee from 2019 to 2022.

Professor Stephan Gift assumed the position of Pro Vice-Chancellor for Graduate Studies and Research for three years with effect from August 2, 2018, having served as Dean of Engineering at St. Augustine since July 2015. Professor Gift's area of specialization is Electronics and Control Systems. **Professor Edwin Ekwue** succeeded him as Faculty Dean.



On Wednesday 15 August 2018, The UWI SPEC hosted a media launch for the 15th Edition of its International Half-Marathon, at The UWI SPEC Indoor Court, St Augustine. The launch highlighted the marathon's 2018 cause, Mental Health.



The UWI 70th Anniversary Celebratory Black Tie Dinner at St. Augustine.

Professor Patricia Mohammed was appointed Director of Graduate Studies and Research at the St. Augustine Campus effective October 2017. The position, a full-time appointment incorporating her former role as Campus Coordinator for Graduate Studies, was established to increase the focus on creating strategies to make the graduate studies and research agenda more robust.

In January 2018, the Campus and the national community mourned the passing of former Campus Principal and former President of the Republic of Trinidad and Tobago, **Professor George Maxwell Richards**. Professor Richards served as Principal of the St. Augustine Campus from 1985 to 1996, overseeing a period when the government slashed the university's budget by 30% and instituted a cess on university students. Among other things, he is remembered as the founder of The UWI All Inclusive Carnival Fete to raise funds for student bursaries.

New Council Chair

The Campus expresses its gratitude to its outgoing Chair, **Mr. Ewart Williams**, who served the University with distinction over the past 10 years as Chair of The UWI St. Augustine Campus Council. Mr. Williams, a former Governor of the Central Bank of Trinidad and Tobago, and 2018 recipient of the Chaconia Medal (GOLD) for exemplary public service, was appointed Chairman of the St. Augustine Campus Council in 2009. He oversaw a period marked by expansion of the physical footprint and geographic reach of the Campus, significant infrastructural upgrades to bring it into the digital age, and strategies to spur not only greater efficiency, but also self-sufficiency, even in the face of rising competition and a severe, regional economic downturn.



Ms. Sharon Christopher: Newly appointed St. Augustine Campus Council Chair

Mr. Williams is succeeded by **Ms. Sharon Christopher** for the five-year period, November 16, 2018 to July 31, 2023. Ms. Christopher, an alumna of The UWI, is an attorney at law, leadership development coach, and motivational speaker. A highly experienced Board Director and holder of the designation of Accredited Director, she has served on numerous boards in various sectors, locally, regionally, and internationally. A former senior banking executive, she also brings some 30 years of experience in the financial services industry, with proven success as a catalyst for change and driver of results. She is a known advocate for women's empowerment, rights, equality and social justice and was the founding Chairman of the Advisory Board of the Institute for Gender and Development Studies at The UWI.



Professor Alan Cobley

PRO VICE-CHANCELLOR, BOARD FOR UNDERGRADUATE STUDIES

The Office of the Board for Undergraduate Studies has three broad responsibilities within The University of the West Indies. These are:

Policy

OBUS has responsibility for research, development and coordination of policy initiatives on all aspects of undergraduate and sub-degree programming at The UWI. The Board for Undergraduate Studies (BUS) formally approves policy with respect to undergraduate studies, and also provides formal approval for all new or revised undergraduate and sub-degree programmes.

Quality Assurance

The Quality Assurance Unit, located within OBUS, articulates, implements and manages The UWI's academic quality assurance and enhancement system.

Preservation of Regionality

OBUS is charged with the preservation of the regional mandate of The UWI.

Activities during the year 2017/2018 under these three broad areas of responsibility were as follows:

POLICY

Policy issues addressed and related activities undertaken by OBUS during the course of the year are listed below:

Report on Student Performance

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

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

On behalf of BUS, the Chair approved an increase in the number of co-curricular credits allowed as part of the undergraduate degree programme to a maximum of six, and removed restrictions on the semester and level at which the credits could be applied.

Assessment (Examination) Regulations

Final revisions to these regulations were completed and they were introduced with effect from August 1, 2018.

Continuing Professional Education

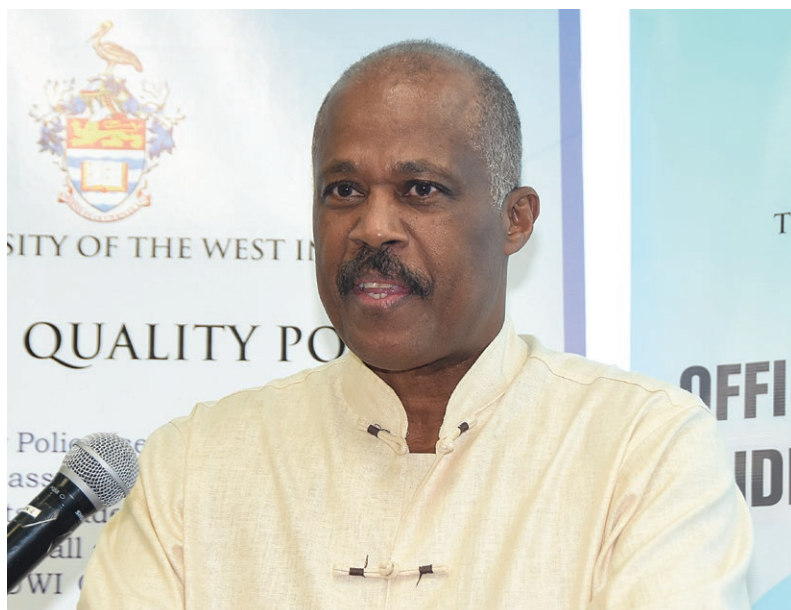
As the campuses work to expand their CPE offerings, and in the interests of preserving order, BUS directed that all new CPE courses and programmes should be sent to the Board for noting.

Foundation Courses

Following the successful delivery of FOUN1101 Caribbean Civilisation using a cross-campus modality in 2016/2017, plans were on track for the cross-campus delivery of FOUN 1201 Science, Technology and Medicine during 2018/2019, and for the delivery of FOUN1301 Law, Governance and Society in the Caribbean in 2019/2020.

Plagiarism

A revised definition of plagiarism was approved for use at both undergraduate and postgraduate level by BUS and BGSR.



Scenes from the Launch of The UWI Quality Policy.

Undergraduate Studies

Strategic Plan

During the year the new Triple A Strategy (Strategic Plan 2017–2022) was rolled out. OBUS identified three core initiatives for the first two years of the plan under which new activity was coordinated, as follows:

- Implementation of The UWI Quality Policy university-wide
- Student Retention and Success
- Students as Partners in Learning

Undergraduate Programme and Regulation Approvals

A number of new or revised programmes were approved for delivery by BUS during the course of the year. Many of the revisions were the result of efforts to harmonise degree programmes across the University:

Cave Hill

BEd Early Childhood, Care and Education
Major in Environmental Sciences
Minor in Creative Writing
Major in Chemistry (Revision)
Double Major in Chemistry (Revision)
Major in Computer Science (Revision)
Double Major in Computer Science (Revision)
Major in Information Technology (Revision)
Major in Electronics (Revision)
Major in Mathematics (Revision)
Double Major in Mathematics (Revision)
Major in Meteorology (Revision)
Major in Physics (Revision)

Mona

Doctor of Dental Surgery (DDS) Regulations (Revision)
BA in Film Studies
Faculty of Engineering (Mona) Regulations
BSc Software Engineering (Mobile Application Technologies) (Revision)
BSc Sports Coaching
BSc Sports Kinetics
Minor in Creative Writing
BSc Physical Therapy (Revision)

Open Campus

BSc Youth Development

St. Augustine

Minor in Cultural Studies
BA in Journalism
Certificate in Human Ecology
Certificate in Agriculture
BSc in Public Sector Management with Law for the Social Sciences
Major in Public Sector Management
Minor in Public Sector Management
Bachelor of International and Sustainable Business
Change of name of the Minor in Cultural Studies to the Minor in Festival Arts

QUALITY ASSURANCE

Quality Assurance Reviews

The following Quality Assurance Reviews were completed during the year:

Cave Hill

Social Work
School of Education

Mona

Mathematics
English Language
Department of Library and Information Studies
School of Education and eight Teachers' Colleges in Jamaica

Open Campus

Literacy Studies

St. Augustine

Optometry Programme
Clinical Medical Sciences

Graduate Studies and Research

Cocoa Research Centre
Sir Arthur Lewis Institute for Social and Economic Studies (SALISES) – cross-campus review

Quality Evaluations

Quality evaluations are reviews of the processes and procedures in place within each department to monitor quality. Whereas quality assurance reviews involve a team of reviewers, led by a senior international academic, the quality evaluation exercises are conducted by the programme officers of the QAU. Quality evaluation reports support the University's initiatives aimed at continuous quality enhancement and, as in the case of quality assurance reviews, involve assessments of the full scope of UWI activities: that is, undergraduate studies, graduate studies and research. In a number of cases these evaluations were conducted with the support of members of academic staff who have been trained by the QAU as co-evaluators. Evaluations were conducted in the following disciplines or departments:

Cave Hill

Physics
Spanish

Mona

School of Education
Economics
Diagnostic Imaging

St. Augustine

Theology
Public Health and Primary Care and Pharmacology Units
(Para Clinical Sciences)
French
English Language Foundation
Social Work and Mediation Studies
School of Veterinary Medicine

Franchised Programmes

St. Vincent and the Grenadines Community College
(Nursing)
Clarence Fitzroy Bryant College, St. Kitts and Nevis
(Nursing)

Quality Monitoring, Follow-Up and Collaboration

The QAU continued its work in preparing for upcoming reviews, and in monitoring preparation and follow up of review action plans. Officers worked in conjunction with the Academic Quality Assurance Committees (AQACs) on each campus to encourage timely implementation of the recommendations of review teams, and continued to support the work of AQACs in other ways. Similarly, the SPO (GSR) continued to provide support to Campus Committees for Graduate Studies and Research.

At the Cave Hill Campus there is now a structured required workshop on the action planning process and outcomes, and the AQAC reporting requirements. In addition, in specific relation to graduate programmes, the Director of Graduate Studies is invited to attend AQAC presentations that involve a graduate component.

Quality Related Activity

Faculty of Medical Sciences – CAAM-HP Annual Accreditation Report

The Pro Vice-Chancellor, Undergraduate Studies continued to chair the Faculty of Medical Sciences Accreditation Oversight Committee, which was originally created to address issues raised in the CAAM-HP Accreditation Report of July 2016. In July 2018 CAAM-HP hailed the “remarkable progress” achieved by the FMS in responding to the issues it had raised, as reported in the Annual Report submitted in June 2018, and extended its accreditation to 2021. This effectively restored the period of accreditation to five years after it had been reduced to two years in 2016.

St. Augustine Campus Re-Accreditation Exercise

The SPO, QAU (St. Augustine) served as Chair of the Campus Continuing Institutional Accreditation Self-Study Steering Committee, and associated committees, and managed the accreditation visit by a team from the Accreditation Council of Trinidad and Tobago in November 2017. The Campus subsequently received re-accreditation from the Accreditation Council of Trinidad and Tobago for the maximum period of seven years (2018–2025).

Open Campus Mid-Cycle Review

The SPO QAU (Open Campus) led the preparation of the mid-cycle institutional accreditation report on behalf of the Open Campus, presented in September 2017, and also led Campus preparations for the upcoming re-accreditation exercise, due in March 2019.

Cave Hill Re-Accreditation Exercise

The SPO QAU is a member of the Accreditation Steering Committee and worked most specifically in relation to issues affecting the quality of teaching and learning, and the wider sphere of Quality Assurance.

Articulation with the Barbados Community College (BCC)

Under the ambit of the strategic pillar on Access, the Cave Hill Campus has specified under AC1 an initiative to offer more flexible learning options to students. At the request of the Principal, the SPO QAU (Cave Hill) continued discussions with the BCC on articulation agreements and arrangements with The UWI and chaired a Cave Hill Articulation Committee.

QAU Quality Policy Exhibition

The QAU mounted an exhibition on The UWI Quality Policy during University meetings at Cave Hill in May 2018.

Third Regional Conference on Higher Education, Cordoba, Argentina June 11–15, 2018

Dr. Sandra Gift was invited by the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC) to submit an article titled The Strategic Role of Higher Education in the Sustainable Development of the Anglophone Caribbean, in support of the Conference. The article has been submitted and published by UNESCO IESALC and The National University of Cordoba, Argentina. She was also invited to participate in the Conference in June 2018 and to serve as member of a panel on the same topic.

Meeting of Union of Universities of Latin America and the Caribbean, Lima, Peru

Dr. Sandra Gift represented Professor Alan Cobley, Pro Vice-Chancellor, Undergraduate Studies, at the VII

Undergraduate Studies

Meeting of Experts of the Union of Universities in Latin America and the Caribbean (UDUAL) on Evaluation and Accreditation, Pontificia Universidad Catolica, Lima Peru, February 19–21, 2018. The meeting was convened to review and arrive at consensus on UDUAL's institutional accreditation criteria, indicators, guiding questions and evidence to be submitted for each institutional accreditation dimension.

PRESERVATION OF REGIONALITY

Harmonisation of Undergraduate Programmes

Efforts continued during the year to harmonise course codes and core content of common cross-campus degree programmes, and to harmonise faculty regulations. Special attention was paid to these matters in the Faculty of Medical Sciences in light of the comments received from CAAM-HP. In the Faculty of Science and Technology the process of standardising credit ratings for degree programmes through the conversion of four-credit to three-credit courses in some disciplines was completed.

Regional Scholarships

During the year OBUS continued to administer a range of regional undergraduate scholarships. These are an important means of supporting the brightest and best students from across the region who wish to attend any campus of The UWI. A total of 199 Open Scholarships, 6 UWI/CXC CSEC Scholarships and 6 Caribbean Integration Programme Scholarships were awarded under the category of UGC-funded scholarships. In addition, a range of donor-sponsored scholarships were awarded (by Campus) as follows:

CAVEHILL CAMPUS	
UWI Toronto Gala Scholarship	10
AFUWI Scholarship	4
1948 Medical Society Scholarship	2
Caribbean Catastrophe Risk Insurance Facility (CCRIF)	2
Mill Reef Ed. Grant	1
UWI Regional Endowment Fund Scholarship	1
TOTAL	20
OPEN CAMPUS	
UWI Toronto Gala Scholarship	9
AFUWI Scholarship	1
TOTAL	10
ST. AUGUSTINE CAMPUS	
UWI Toronto Gala Scholarship	7
AFUWI Scholarship	7
1948 Medical Society Scholarship	2
UWI Regional Endowment Fund Scholarship	2
Caribbean Catastrophe Risk Insurance Facility (CCRIF)	1
Insurance Association of the Caribbean Scholarship	1
TOTAL	20
MONA CAMPUS	
UWI Toronto Gala Scholarship	23
UWI Toronto Gala Bursary	2
Mill Reef Fund Education Grant	1
AFUWI Scholarship	18
Wolmer's Alumni Association Toronto Scholarship	9
1948 Medical Society Scholarship	4
Dennis Cohen Scholarship	1
Anya Schnoor Scholarship	1
Sylvan & George Alleyne	1
CB GROUP/ UWI 5K Scholarship	25
UWI Regional Endowment Fund Scholarship	1
Caribbean Catastrophe Risk Insurance Facility (CCRIF)	3
The Cherry Elfreda James Scholarship	1
The Roger and Deanah Cogle Scholarship	1
TOTAL	91

The total number of donor-sponsored scholarships administered by OBUS in 2017/2018 was 141, with a total value of approximately BBD\$700,000. In addition, there were 211 UGC-funded regional scholarships awarded through OBUS in 2017/2018, with an approximate total value of BBD\$5,462,590 million. To date, a total of 90 regional scholarship holders have been included in the graduating class for 2018, including 34 with First Class Honours and 14 with Honours or Distinctions in the MBBS programme.

PUBLICATIONS

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

The UWI Quality Circle, the newsletter of the QAU, seeks to support and deepen the culture of quality at The UWI. Volume 19, on the theme *Student Success from Recruitment to Graduation* was co-edited by Dr. Pamela Dottin and Dr. Kay Thompson.

The UWI Quality Education Forum, our own refereed Journal on Teaching and Learning, was published fully online for the first time last year. Issue No. 22 (December 2017) on the theme, *Institutionalising Best Practice in Higher Education in the Caribbean*, can be accessed via the following link: <https://journals.sta.uwi.edu/qef/>

Additionally, several staff members continued research and publication in their own areas of academic interest, presented lectures, and gave seminar or conference presentations.



The UWI Open Scholarship Awardees at Cave Hill.



The UWI Open Scholarship Awardees at St. Augustine.

Undergraduate Studies



The UWI Open Scholarship Awardees at Mona.



CCH Pounder shares fun moments with current and past AFUWI scholars.



Pro Vice-Chancellor, Undergraduate Studies, Professor Alan Cobley speaks at an EULAC Focus Project event in Vienna, Austria in June 2018.



Professor Stephan Gift

PRO VICE-CHANCELLOR, GRADUATE STUDIES AND RESEARCH

The School for Graduate Studies and Research identified a total of eight initiatives for the new **Triple A Strategy** (Strategic Plan 2017–2022) under the three primary pillars of **Access, Alignment** and **Agility**. These included the review and modification/development of policies, regulations and procedures to increase graduate enrolment and to improve the quality of teaching and learning; the development of a UWI Research Policy and the establishment of additional international research partnerships; the development and delivery of graduate programmes across the globe; and increased visibility and accessibility of The UWI's research using multiple platforms.

ACCESS

New and Revised Graduate Programmes

For the 2017/2018 academic year, the Board approved 20 new programmes, including joint programmes with the University of Lagos (UNILAG) and the State University of New York (SUNY). Twenty-one programmes with restructured content, revised titles and delivery modes, and additional specialisations were also approved. Of special note is the approval of a new category of graduate academic offerings: *Graduate Certificates*.

Graduate Enrolment and Student Support

Enrolment in graduate programmes declined by 6% to 9,236, largely due to 17% and 13% declines for the Cave Hill and St. Augustine campuses, respectively. Of this figure, 17% were registered for research degrees, with 44% of these being full-time students. There were 3,217 graduands at the graduate level, representing an 18% increase over the previous year.

Graduate Scholarships

A total of BBD\$2,045,010.00 was allocated to all the campuses for *Graduate Scholarships*, which allowed for 40 three-year awards to research students.

Funding and support continued for the four scholarships awarded under the **12+2 Scholarship** scheme to PhD students from Saint Lucia, the Bahamas, St. Vincent and the Grenadines and the British Virgin Islands.

Three students were awarded **CCRIF Scholarships**, each valued at US\$11,000.00, to pursue studies at the Cave Hill and St. Augustine campuses. Two other students were also awarded half-scholarships from funds released by the donor.

Under two agreements signed between The UWI and the **OAS**, 18 scholarships valued at US\$7,000.00 each were awarded to students from OAS Member States registered for select graduate degree programmes at the residential campuses of The UWI.

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 Ghana who will be pursuing the MSc in Reservoir Engineering at the St. Augustine Campus.

Capacity Development Activities

The Directors/Campus Coordinator, Graduate Studies and Research, continued to undertake activities to improve throughput and for the all-round development of graduate students. Workshops and seminars were held covering such topics as mastering research skills, plagiarism and **Turnitin**, thesis writing and submission, mixed methods data analysis, research ethics and copyright law. Workshops were also held to equip graduate students with professional skills and experiences, including topics such as family life/work balance, friend and peer influence, social media and financial health and security.

POLICIES AND PROCEDURES

A *Policy for the Establishment of Graduate Certificate Programmes* was developed and approved to facilitate candidates who would like to enter The UWI using a different route. Graduate Certificate programmes comprise 12–15 credits of graduate courses and can be ladderised into graduate programmes. The programme is also a response to a demand from external stakeholders for short-term programmes to provide advanced skills and technical/specialised knowledge for credit. The *Policy on Inter-Institutional Graduate Degree Programmes* which was approved in 2009, was revisited to more clearly articulate the definitions of joint and double graduate degrees, especially in view of the increased focus on these types of degrees in the **Triple A Strategy**. The Policy was modified to include credit requirements for each category: Joint Degree (35–45 credits), and Double Degree (a minimum of 70 credits). The *Regulations for Graduate Diplomas and Degrees 2014* was revised to incorporate a number of amendments approved by the Board for Graduate Studies and Research in recent times. These include: changes in the definitions of the levels of plagiarism; inclusion of the new category of Graduate Certificate

programmes; and the replacement of references to Campus Coordinator with Director, Graduate Studies and Research.

In support of Research and Innovation, a *Financial Conflict of Interest Policy for Grants* was developed by the Office of Research.

Quality Assurance Reviews

The Quality Assurance Unit organised and coordinated eleven disciplinary reviews during the 2017/2018 academic year. These included reviews of research and taught graduate programmes in those disciplines/departments in which these programmes are offered; these are listed below:

Vice-Chancellery

Sir Arthur Lewis Institute for Social and Economic Studies (SALISES) (cross campus review)

Cave Hill

School of Education
Social Work

Mona

Mathematics
English Language
Department of Library and Information Studies
School of Education
Teachers' Colleges of Jamaica

Open Campus

Literacy Studies

St. Augustine

Optometry Programme
Clinical Medical Sciences
Cocoa Research Centre

Graduate Studies and Research

Marketing and Communications

As part of a marketing and communications project to highlight the activities of Vice-Chancellery-funded entities, the School produced a 30-minute video to highlight the research being conducted at the entities, with a focus specifically on activities geared towards fulfilment of the Sustainable Development Goals (SDGs), and activities which are in keeping with the Triple A Strategy. In an effort to increase the visibility of the School, a number of retractable banners and step and repeat banners were designed and procured for use across all the campuses.

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. The Office also continued to manage and maintain The UWI's electronic accounts with various international donor agencies to allow for the electronic submission of proposals.

Some examples of proposals submitted and grants subsequently won during the reporting period that involved the Office included: 'Yale Transdisciplinary Collaborative Center for Health Disparities Research (YALETCC)' (Donor: National Institutes of Health, USA; Value: US\$484,539 – UWI component; Lead: Yale University); 'The LIVITY Project: Supporting Eastern Caribbean CSOs for Social Change' (Donor: European Commission; Total Value: €421,236; Lead: The UWI); 'A New Jamaican Justice Era: Consolidating Community Access and Alternative Justice for the Protection of All' (Donor: European Commission; Total Value: €291,147;

Lead: The UWI); 'STRiDE – Strengthening Responses to Dementia in Developing Countries' (Donor: Economic and Social Research Council; Total Value: £7.7 M; Lead: London School of Economics).

Specific examples of grants administered, implemented or negotiated by the Office over the reporting period included: 'Museums and Community: Concepts, Experiences and Sustainability in Europe, Latin America and the Caribbean' (Donor: EU through Horizon 2020; Total Value: €2.4 M; Lead: St. Andrew's University); 'Excellence in Science and Innovation for Europe by Adopting the Concept of Responsible Research and Innovation' (Donor: EU through Horizon 2020; Total Value: €6.7 M; Lead: Institute for Advanced Studies, Austria); 'The Biodiversity and Protected Areas Management (BIOPAMA II) Programme' (Donor: EU European Development Fund; Value: €867,062; Leads: International Union for the Conservation of Nature (IUCN) and the Joint Research Centre of the European Commission (JRC)); 'Giving Focus to the Cultural, Scientific, and Social Dimensions of EU-CELAC Relations' (Donor: European Commission; Total Value: €2.5 M; Lead: Universitat De Barcelona, Spain).

The UWI Research Ethics Committee

There were two meetings of the Research Ethics Committee for the period, which received reports on the work carried out on each Campus to maintain the highest ethical standards in research at The UWI, as well as the sharing of best practices from each Campus Committee. The Committee recommended a comprehensive review of the existing **Policy on Research Ethics**, with issues of exemptions and fast-tracking, as well as graduate student research, being particular areas for attention. A report on the proposal submissions considered by each Campus Research Ethics Committee for the 2017/2018 academic year reflected a total of 714 cases being reviewed.

ALIGNMENT

Intellectual Property (IP) and Commercialisation

The Office of Research met with the Heads of Departments at the Mona Campus to conduct a question and answer session on the obligations of The UWI under the **Intellectual Property Management and Commercialisation Policy**. A document on *"Considerations for Developing Spin-Off Companies at The UWI"* was drafted by the Office of Research, and handed over to the University Office of Planning for further development into a Policy document for consideration by the BGSR. The Office also drafted a document on *"Considerations for the Development of a Research Data Policy"*.

Patents

The Office supported the maintenance of two patents during the academic year. One new patent was approved in the US for work emanating from the St. Augustine Campus entitled 'Fingerprint Classification System and Method Using Regular Expression Machines'. There are ongoing communications with the principal investigators responsible for the patents currently being supported by The UWI to assess the progress being made to commercialise the protected intellectual property (IP).

UWI Intellectual Property Committee

Some of the main issues arising from meetings of the UWI Intellectual Property Committee were: the establishment of the Invention Disclosure Sub-Committee to have a wider membership to include representatives from all campuses; recognition of the need for the establishment of the Commercialisation Sub-Committee; continued discussion on the aspects of the current Policy that require a review; the need for

the financing of the process towards commercialisation of research initiatives with the best potential for profit; the need for raising awareness of the ***IP Management and Commercialisation Policy*** across the campuses; and discussion about the number of patents being paid for by The UWI that are past the 'five year' mark stipulated in the Policy.

Regional Services

The Office of Research facilitates the University's response to governments in the Caribbean during the hurricane season. The Office supported engineers, public health and psycho-social responses to Dominica and Antigua following hurricane impacts.

The University, through its Education Research Cluster, partnered with the Caribbean Examination Council to conduct research on factors that influence the academic performance of students in the region at the primary and secondary levels. The Office supported the visit of researchers to Antigua, St. Kitts and St. Vincent to collect the required data. It is expected that the findings from this study can be used to inform policy and planning in areas such as school administration; curriculum development; teacher preparation; teacher professional development; home-school partnerships, and student assessment.

Inter-Campus Collaboration

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

Meeting of the Heads of The UWI Centre-funded Entities

Two meetings of The UWI Vice-Chancellery-funded research entities (*Caribbean Institute for Health Research (CAIHR)*, *Institute for Criminal Justice and Security (ICJS)*, *Institute for Gender and Development Studies (IGDS)*, *Institute for Sustainable Development (ISD)*, *Seismic Research Centre (SRC)* and *Sir Arthur Lewis Institute for Social and Economic Studies (SALISES)*) were convened for the reporting period to, amongst other things, consider the reports from these entities, as well as to develop a framework for a regional interdisciplinary research thrust. The School oversees the operations of these Institutes and Centres on behalf of the Vice-Chancellor.

Mona Research Days 2018: 'One UWI' Initiative – In support of the 'One UWI' initiative, the School facilitated the visit of two members of staff from each of the other campuses to participate in the Mona Campus' Research Days activities. Members of the team shared research in areas such as: Staff and Student Satisfaction; Course Design and Development; Health and Wellness; Directed Link Prediction; Food Security; and Feminism. The School also hosted a presentation entitled *Bridging the Research and Innovation Gaps between Academia and Industry* delivered by Professor Patrick Hosein, Professor of Computer Science at the St. Augustine Campus. This event saw the participation of members of government, the public and private sector, and members of The UWI community.



Professor Densil Williams

PRO VICE-CHANCELLOR, OFFICE OF PLANNING

This report outlines the major developments in the University Office of Planning (UOP) for the academic year 2017/2018. It embodies the activities and achievements of the Office as it carried out its role in supporting the implementation of the University's **Triple A Strategy** (Strategic Plan 2017–2022). The report also highlights initiatives that individual team members were engaged in to advance their own professional development despite the heavy technical workload of the Office over the reporting period.

During the academic year 2017/2018, the UOP engaged in the facilitation for the implementation and monitoring of the first year of the **Triple A Strategy**. To facilitate this implementation, the UOP organised its work under four non-mutually exclusive portfolios, namely: Strategic Planning, Business Intelligence and Institutional Research, Economic Engagement and Industry Partnership, and Business Process Re-engineering and Project Management. These units carried out significant policy and research work in order to assist with the implementation of the strategic plan. The various initiatives and their major outcomes are reflected in this report.

While the Office worked diligently to support the execution of the strategic plan, staff members also carried out a number of professional works that were geared at improving their professional development. During the reporting period, there were some critical developments in relation to staff in the office. These include but are not limited to the retirement of Dr. John Gedeon in September 2017, the sudden passing of Mr. Harold Wall in October 2017, and the resignations of Mrs. Xavaunik Brown-Clarke and Ms. Tiffany Best in December 2017 and March 2018 respectively. In February 2018, Mr. Tashfeen Ahmad joined the team to assist the Pro Vice-Chancellor, Planning with research and also provide support to the Business Intelligence/ Institutional Research Unit and the Business Process Re-engineering Unit.

In terms of capacity development, all members of staff participated in a Team Building, Change Management Workshop over the period November 15–17, 2017 facilitated by HARCON Harrington Consulting Limited.

MAJOR ACTIVITIES

The significant activity that the Office concentrated on over the period under review was the monitoring of the first year of the **Triple A Strategy**. As part of this initiative, the Office established a Strategy Steering Committee which comprised all the strategy officers from the campuses and the Vice-Chancellery. These entities are key to the implementation of the plan in the respective jurisdictions. The Strategy Steering Committee met fortnightly to review the progress and status of the initiatives put forward from each campus and the Vice-Chancellery to fulfil the mission and vision of the plan.

The UOP also provided virtual training sessions to faculty and staff engaged in the monitoring and evaluation of the strategic plan, on the navigation of the Balanced Scorecard (BSC). The BSC system, which was designed organically in the UOP for tracking the Strategic Plan, was copyrighted for The UWI.



Metrics Workshop hosted by the University Office of Planning.

Planning and Development

In October 2017, the UOP produced the first edition of the *UOP Bulletin*. The bulletin used the STEEP Model (Social, Technological, Economic, Environmental and Political) to highlight major developments in the higher education sector that impact the strategic direction of The UWI. These bulletins are generated to coincide with university meetings convened in February, May and September. The unit produced three issues at the time of this report. These are

- *Trends in Higher Education – October 2017*
- *Technological Trends in Higher Education – February 2018*
- *Economic Trends in Higher Education – June 2018*

The information from these bulletins helps owners of strategic initiatives to better plan their methodologies for execution, taking into account the changing dynamics of the external environment in which the institution operates.

CONCEPT PAPERS AND REPORTS

The Office also made significant progress in the area of concept paper development and drafting of critical university reports. Below, the report lists major papers and reports that were drafted and presented at various meetings by members of the UOP team over the course of the academic year.

As it relates to institutional research, the papers generated in this area include

- *Assessment of Global University Rankings*
- *Labour Market Experience of Recent UWI First Degree Graduates in Caribbean Economies*
- *Statistical Digest, 2012/2013 to 2016/2017*
- *Proposal for Evaluating Faculty Workloads at The UWI*
- *Postgraduate Throughput and Attrition Study 2017/2018*
- *Reports for the Undergraduate and Postgraduate Student Experience Surveys undertaken in 2016*

Other institutional research papers currently in progress are

- *University Business Spin-offs and Technology Parks*
- *An Assessment of Entrepreneurship at The UWI*

In the area of industry/academic partnerships, a concept note on a consultation for developing a Policy to Guide Engagements between The University of the West Indies and the Private Sector was prepared and approved in April 2017 at The UWI Executive Management Meeting (EMT). The execution of the technical consultation meeting took place on November 9, 2017.

Emanating from this consultation, the “Policy to Guide Engagement between The University of the West Indies and the Private Sector” was developed and presented at the University Finance and General Purposes Committee Meeting (UF&GPC) on June 1, 2018. The UF&GPC accepted the paper in principle and recommended that further dialogue takes place with the campuses’ academic boards in order to roll out the recommendations from the policy.

ROUTINE ACTIVITIES

The Office also engaged in routine activities, including but not limited to the co-ordination and submission of data to the following ranking agencies

- *U-Multirank*
- *UI GreenMetric World University Ranking*
- *Times Higher Education Rankings*

UOP also provided oversight of the ranking, ranking-related and accreditation activities for The UWI.

As it relates to its internal operations, over the period of the review, the UOP held eight staff meetings. These meetings 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 their papers. The meetings also served as a networking session to build office camaraderie.

STAFF ACTIVITIES

The staff in the UOP also engaged in a number of professional activities to advance their professional career inclusive of conference attendance, invited presentations, refereed publications, and public service activities.



Private Sector Stakeholder Meeting hosted by the University Office of Planning.

PROJECTED ACTIVITIES FOR 2018/2019

For the academic year 2018/2019, the Office will be engaged in a number of activities to continue its contribution to the execution of the **Triple A Strategy**. Specifically, the Office will assist with policy formulation through research and data collection for the **Alignment and Access** themes. Some of the expected outcomes from the Office for the 2018/2019 period will be

- *Design of surveys to collect information on key performance indicators for the Strategic Plan across The UWI*
- *Roll-out of policy for streamlining private sector engagement*
- *Training and sensitisation workshop for the development of key metrics to track progress on the Strategic Plan*
- *Generation of critical policy papers for various university meetings*
- *Development of proposal for the establishment of the 4th landed campus in Antigua*
- *Development of proposals for the financing of tertiary education and continued diplomacy with regional governments on new funding model*

In addition, the Office will continue with its routine works which include but are not limited to

- *Continuous monitoring and evaluation of the Strategic Plan*
- *Preparation of the Statistical Digest*
- *Preparation of Bulletins on Trends in Higher Education*
- *Collaboration with other areas of The UWI to establish a Business Intelligence system for the University*
- *Collaboration with other areas of The UWI for the design of One UWI Business Processes*
- *Provision of oversight of the ranking, ranking-related and accreditation activities for The UWI*



Ambassador Dr. Richard Bernal

PRO VICE-CHANCELLOR, GLOBAL AFFAIRS

The Office of Global Affairs (OGA), located within the Vice-Chancellery and headed by Pro Vice-Chancellor, Professor Ambassador Richard Bernal, was established in July 2016 with the mandate to raise The UWI's international standing and strengthen and expand its alliances with international universities, research institutions and other organisations. Specific responsibilities include

- Initiating and supporting The UWI's leadership in the formulation and coordination of policies and strategies with respect to regional and international outreach to ensure a coherent, focused approach.
- Collaborating with UWI offices and entities to strengthen existing and forge new links with regional and international tertiary level educational institutions and other organisations, including funding agencies.
- Building and maintaining a central registry of Memoranda of Understanding (MOUs) and agreements relating to collaboration and partnerships signed by the university and the campuses to support the implementation of policies.

OGA is responsible for the Latin American-Caribbean Centre (LACC), which fosters relations with other tertiary educational institutions (TEIs) and governments, and promotes regional integration in higher education in Latin America and the non-Anglophone Caribbean, with a specific mandate to establish an enduring physical UWI presence in these regions.

The Pro Vice-Chancellor, Global Affairs, heads the Steering Committee of the Office for Online Learning (OOL), established in October 2017 to strengthen The UWI's capacity to roll out online learning across the University.

OGA, LACC and OOL work collaboratively with a wide cross-section of the university community on all four campuses and the Vice-Chancellery to advance The UWI's strategic goal of enhancing its regional and global reputation.

The Pro Vice-Chancellor, Global Affairs, was actively involved in getting The UWI in the rankings of the Times Higher Education organisation, which saw The UWI in

the first instance being ranked 37th in Latin America and ultimately in the top 5% of universities globally.

In keeping with the three themes of the **Triple A Strategy** (Strategic Plan 2017–2022), the OGA identified the following strategic objectives:

ACCESS

- Increase the number of foreign students, including the West Indian diaspora, to 10% of total enrolment (including enrolment in courses and in programmes) by 2022.
- Increase international exposure for UWI students.
- Support, where appropriate, steps to improve The UWI's rankings.

The OGA continued to expand its database of agreements with external partners, which at the time of writing (January 25, 2019) numbered 391, including 119 current agreements.



In May 2018, UWI Vice-Chancellor Prof. Sir Hilary Beckles (front left) had fruitful talks with visiting President and Vice-Chancellor of Brock University Dr. Gervan Fearon (front right). Participating in the talks were UWI Pro Vice-Chancellor Global Affairs, Ambassador Dr. Richard Bernal (standing left) and Brock Vice-Provost, Professor James Mandigo (standing right).



Japanese Ambassador Hiromasa Yamazaki (c) with PVC Ambassador Dr. Richard L. Bernal (l) and UWI Museum Curator, Dr. Suzanne Francis-Brown pictured here on His Excellency's visit to the UWI Regional HQ shortly after taking up his appointment to Jamaica.



Pro Vice-Chancellor Ambassador Dr. Richard Bernal hosts Russian Ambassador to Jamaica, His Excellency Vladimir Vinokurov (l) for a meeting at the Office of Global Affairs at the UWI Regional Headquarters. The gentlemen made time for a photo in the UWI Museum.

Franchised programmes

Within the region, the OGA facilitated the franchise of the BSc Nursing offered by The UWI School of Nursing, Mona, to the St. Vincent and the Grenadines Community College, thus enabling the training of a greater number of nurses in the region. In addition, it supported the franchise of the programme to three colleges in Jamaica and the Clarence Fitzroy Bryant College in St. Kitts/Nevis. The OGA Barbados office also continued to give administrative support to the franchised programmes of the Cave Hill Campus.

ALIGNMENT

- Seek international partnerships in service of sustainable economic development.
- Align with international partners (e.g. educational institutions, private sector).
- Rationalise outreach across The UWI.
- Contribute to exposure of UWI programmes and products.
- Contribute to resource mobilisation with international agencies.

Engagements with Embassies, High Commissions and Universities

The OGA held meetings with a number of diplomats and diplomatic bodies to apprise them of The UWI's way forward in its 70th year and under its five-year strategic plan 2017–2022. Included in the list were the: Ambassador of Russia; Canadian High Commissioner; Nigerian High Commissioner; Ambassador of France; Ambassador of Germany; Ambassador of Spain; Ambassador of Japan; Ambassador of Cuba; Representatives of the Embassy of the USA; Caribbean



UWI Pro Vice-Chancellor, Global Affairs, Ambassador Dr. Richard Bernal (2nd right), in April 2018 welcomed the visiting Kenyan delegation from the United States International University – Africa (USIU) to the Office of Global Affairs at the UWI Regional Headquarters in April 2018. The Delegation, headed by Deputy Vice Chancellor, Ambassador Prof. Ruthie Rono (c) also included Prof. Valerie P. Adema (2nd Left) and Prof. Peter Lewa (r). Pictured also from the Office of Global Affairs are Senior Programme Officer, Dr. Christine Marrett (3rd left) and Programme Officer, Ian Forrest (l).

Consular Corps of Toronto; and High Commissioner of the United Kingdom.

Educational and other partners with whom agreements have been signed in the period under review include the Institute for Development Studies (UK); State University of New York; the Eastern Caribbean-Southeast Asia Economic and Cultural Chamber; the University of Prince Edward Island; and Florida International University. Meetings were held to discuss formulating agreements with other institutions including: Anton de Kom University of Suriname; South Asian University (India);

Durham University; United States International University (Kenya); University of Gothenburg; Opole University of Technology (Poland); University of Minnesota; Nottingham Trent University; Habib University (Pakistan); Sofia University; University of Western Cape; University of Coastal Carolina; Howard University; and Canadian institutions: University of Toronto; York University; Ryerson University; Centennial College; Brock University; and Niagara College.

Rationalisation of outreach across The UWI

The OGA successfully engaged a wide cross-section of the UWI community in various aspects of internationalisation and their input in the process. These included:

Global Outreach Committee

The Global Outreach Committee, with representatives from International Students Offices, University Marketing and Communications Office, Confucius Institutes, UWI-China Institute of Information Technology, LACC, SUNY-UWI Center for Leadership and Sustainable

Planning and Development

Development, the Director of Development, and the Executive Assistant to the Vice-Chancellor/Coordinator Special Projects, met in January and May 2018. The Committee identified the need for easily accessible, standardised collection of data on inbound and outbound students and staff on all the campuses; the central role of marketing to the international thrust and the need for major improvements in The UWI's digital presence; development of policies that reflect the international thrust; and facilitating micro-credentialing or the offer of courses in addition to degree programmes.

In the absence of an overall marketing plan for The UWI, the OGA drafted a plan which it intends to cost and, given necessary resources, implement in 2018/2019 and beyond.

A working group was created to formulate a roadmap for internationalisation at The UWI. Drafted towards the end of 2017/2018, it is now to be refined for implementation in the 2018/2019 academic year and onwards.

Meetings on internationalisation of the curriculum

Meetings on internationalisation of the curriculum with representatives of the Schools of Education, the Pro Vice-Chancellors Undergraduate Studies, and Graduate Studies and Research; representatives of the Centres for Excellence in Teaching and Learning on each of the campuses; representative of the Open Campus; and the Regional Director of the OOL.

Meetings on international student recruitment

Meeting with faculties, the international offices and marketing and communications to discuss strategies for increasing international student recruitment at The UWI.

Some of the main points emerging from these meetings include:

- The drafting of framework by the Deans of the Faculties of Medicine for the sustainability of the Faculty, which included sections on attracting more international students. This approach was recommended for the other faculties.
- Appreciation that increasing the number of international students has different implications for the various faculties. For example, for the Faculty of Science and Technology, improving the labs will be critical (important for all students); the Faculty of Social Sciences was already oversubscribed, accommodating the majority of students—regional and international—at the university as a whole.
- Identification of the need for promotion of courses in addition to degree programmes.
- The critical role of marketing and the need to highlight not only the courses/programmes but also to promote the countries in which the campuses are located, including the culture and aspects of the social and physical environment.

Engaging in and encouraging discussions on double degrees

In November 2017, following communication with faculty representatives, the OGA produced a report on Double Degrees at The UWI. Noting that in 2017/2018, there were three double degrees being offered, the report highlighted the need for wider discussion on the concept and development of double degrees.

Going Global Presentation

A presentation by the Pro Vice-Chancellor, Global Affairs on The UWI's global strategy was included as part of the Mona Campus' Research Days in February 2018.

AGILITY

- Consolidate and initiate The UWI's visible/physical presence on all continents.
- Contribute to the global promotion of The UWI brand.
- Help The UWI to respond with agility to global developments.

In the reporting year, the OGA worked with other units within The UWI to establish the Institute of African and Diaspora Studies (IADS) with the University of Lagos (UNILAG). On August 9, 2017 the UNILAG-UWI IADS was inaugurated at UNILAG. In the academic year 2018/2019 it will offer the MA African and Diaspora Studies, developed in conjunction with The UWI.

The SUNY-UWI Center for Leadership and Sustainable Development, which was launched in September 2016, hosted a series of initiatives focused on raising awareness of issues affecting the Caribbean, Small Island Developing States (SIDS) and their diaspora. Among them, a round table discussion on September 18, 2017 titled The Third Border: Increasing Opportunities for US Caribbean Strategic Engagement. The event brought together subject matter experts from both The UWI and SUNY system along with other academics, diplomats, politicians, business leaders and interest groups to discuss strategic engagement between the governments of the Caribbean and the USA.

In early 2018 the Pro Vice-Chancellor, Global Affairs, participated in the meeting with the parents and first cohort of students preparing for the transition to China in academic year 2018/2019 to complete the BSc Software Engineering (Mobile Technologies) at The UWI-China Institute for Information Technology (UWICIIT), established in 2016 in partnership with the Global Institute for Software Technology in Suzhou, China.



Vice-Chancellor Sir Hilary Beckles (c) seen here with partners from the University of Lagos (UNILAG) delegation who were at the UWI to discuss the MOU between the two universities. Heading the UNILAG team was Deputy Vice-Chancellor, Prof. Folasade Ogunsola (2nd right). Accompanying her was Professor Muiywa Falaiye (r), Director of the Institute of African And Diaspora Studies (IADS). Also in the picture (from l-r) are then UWI Pro Vice-Chancellor and Principal of the Mona Campus, Prof. Archibald McDonald and Pro Vice-Chancellor, Global Affairs, Ambassador Dr. Richard Bernal.

During the year under review, the OGA took a lead role in organising several Vice-Chancellor's Forums which demonstrated The UWI's commitment to engagement in issues of major importance to Caribbean Society. Among them:

- "Irma and Maria: Relief, Reconstruction and Preparedness" (October 19, 2017)
- "Economic Transformation with Social Growth: W. Arthur Lewis' Contribution" (January 23, 2018)
- "The Golding Report on CARICOM-Jamaica Relations" (February 16, 2018)
- "Empire Windrush: Migration, Exclusion and Compensation" (May 15, 2018)
- OAS' 70th Anniversary symposium was under the theme, "The Contribution of the OAS to the hemisphere and the OAS' impact on the Peoples of the Americas" (March 5, 2018)
- "Blue Economy: A Distinguished Public Lecture and Panel Discussion" (in conjunction with the World Bank) (April 17, 2018)
- "International Trade in a Post-Brexit World: A Commonwealth Perspective" (in conjunction with the British High Commission) (March 23, 2018)

Other public forums which the OGA actively worked on in collaboration with the diplomatic/multilateral community included:

- "The EU and the Caribbean, A Proposal for a Modern Partnership Beyond 2020" (Feb 1, 2018)



C. William Iton

UNIVERSITY REGISTRAR

The Office of Administration (OA) spent a significant part of 2017 planning for The UWI's 70th Anniversary celebrations and produced a calendar of activities for all four campuses, the myriad sites and Vice-Chancellery for each month of the year.

The Office of Administration (OA) with the support of the University Marketing and Communications Office, facilitated the 70th Anniversary logo design competition. The competition, which was extended to university staff, students and alumni during the period August 1 to August 31, 2017 received over 80 entries. From the process, alumnus, Mr. Kemal Brown emerged with the preferred design.

The 70th Anniversary Logo



The Anniversary celebrations commenced on January 7, 2018 with an inter-faith service, which set the stage for a memorable year of activities spread throughout The UWI's 17 contributing countries and many diaspora communities.

Notable highlights of the Anniversary year included:

- The Launch of the University Singers' 60th Anniversary Celebrations
- Research Days at Mona (which included a special UWI at 70 Symposium)
- Mona's Special Homecoming
- The American Foundation for The University of the West Indies (AFUWI) Gala, New York
- The Philip Sherlock International Arts Festival
- The Toronto Benefit Gala
- 70th Anniversary SALISES Conference, Mona
- 70th Anniversary Dining with the Stars Gala Dinner, Cave Hill
- Men's Week 2018, Open Campus
- UWI Alumni Association's Washington Mix and Mingle
- UWI Medical Alumni Association's Conference, St. Lucia

- Chancellor's Week, Regional Headquarters
- The UWI Staff Games, Grenada
- Gathering of Mona's Class of 1968 Graduates
- Graduation Ceremonies
- 70th Anniversary Finale: Opening The UWI to the World. The Next 70 Years.

Feedback suggested that the year's celebrations kept The UWI at the top of the minds of its various publics. Gratitude is expressed to the overall planning committee, campus committees and all who contributed to the success of this enormous undertaking.

In addition to the 70th Anniversary-branded graduation ceremonies, during the period under review, the Office arranged numerous university-wide ceremonies, namely the Vice-Chancellor's Awards for Excellence and the induction of Professor Dale Webber as Pro Vice-Chancellor and Principal of the Mona Campus.

The University Registrar represented the OA on the task force to consider the establishment of a fourth landed campus in Antigua, and the task force to examine The UWI's current funding model.

The OA continued its quest for continuous improvement and sought to impact its capabilities for discharging its myriad functions. It serviced the meetings of all regulatory bodies, the University Appointments Committee, the University Finance & General Purposes Committee, and met the statutory requirements in terms of the circulation of the required papers two weeks before the designated meeting dates. In April 2018, new Chancellor, Mr. Robert Bermudez, presided over his first annual business meeting of University Council. Chancellor Bermudez also arranged an extra-ordinary

meeting of Council to consider Antigua's request for a campus of The UWI to be established.

The University Registrar continued to promote a "people-centric culture" in the University based on the "Truly Human Leadership" philosophy. In that regard, leadership workshops were conducted with Deans, Librarians and Heads of Departments at the St. Augustine and Cave Hill campuses. Additionally at the Vice-Chancellery, Mrs. Lesia Sawyers, undertook several initiatives geared towards promoting a greater sense of community such as the Brown Bag Lunch hour series, Potluck and Appreciation Day. Mrs. Deon Simpson also arranged another successful Wellness Day and end-of-year event for the Vice-Chancellery.

The other major area of strategic focus was internal processes. In that regard, the University Registrar and Human Resources Directors from the four campuses attended a Human Resources (HR) Summit to begin exploring a way forward for a HR Shared Services model.

During the review period, the Standing Committee on Ordinances and Regulations completed a re-draft of the Ordinance creating the Mona School of Business and Management (an entity comprising the former Mona School of Business and the Department of Management Studies).

The Committee also undertook and completed the following assignments:

- Creation of an Ordinance and consequential changes to Statutes to accommodate the creation of the Faculty of Sport; and amendments to the Regulations for the Faculty of Sport

- Amendments to Statute 30 and consequential changes to Ordinances to provide for the establishment of the position of Director, Graduate Studies and Research
- Amendments to Ordinance 10 – University Strategy & Planning Committee
- Amendments to the Regulations for the Undergraduate Dental Programme at Mona
- Amendments to the Regulations for Graduate Diplomas and Degrees
- Amendments to the Assessment Regulations
- Amendments to the Code of Principles and Responsibilities for Students

In November 2018, the Privy Council communicated its approval of the amendment to Paragraph 6 of the Charter, giving effect to University Council to name the Visitor of The University of the West Indies. This removes the Crown as the Visitor to instead an eminent Jurist from the region. Appreciation is recorded for the work of Mrs. Marjorie Rose-Parkes, Senior Assistant Registrar, and Mrs. Laleta Davis-Mattis, University Counsel, in this exercise.

Carrying out the Human Resources function in the Vice-Chancellery fell under the purview of the OA. In that regard, 14 new professors were appointed during the period under review.

In the review period, Mrs. Lesia Sawyers was also promoted to Assistant Registrar II, Executive Assistant to the University Registrar.

The OA team is thanked for their unrelenting dedication and coordinated efforts to serve its various publics.



Andrea McNish

UNIVERSITY BURSAR

The **Triple A Strategy** (Strategic Plan 2017–2022) of The University of the West Indies (The UWI): **Revitalising Caribbean Development**, rests upon three primary pillars: **Access, Alignment, and Agility**. Restoring financial health to The UWI is one of the strategic objectives of the Plan, under Agility.

During the academic year 2017/2018, which was the first year of the Plan, the Office of Finance and the Campus Bursaries continued to effectively manage the financial affairs of The UWI in order to achieve this objective.

The UWI was faced with funding challenges, during the academic year 2017/2018, as contributing governments, which provided the largest portion of income in the form of contributions, were not able to provide funding to the levels at which they were required, as they also faced financial challenges. However, The UWI continued to exercise fiscal prudence and became more entrepreneurial by engaging in more income generating activities in order to remain financially viable, without sacrificing the quality of teaching, learning and research.

FINANCIAL HEALTH

The Financial Report and Combined Financial Statements for the year ended July 31, 2018, which represent the financial operations of the four campuses, certain of their subsidiaries and the University Centre, were approved by the University Audit Committee on December 4, 2018 and will be presented to the Annual Business Meeting of the University Council scheduled for April 26, 2019. Consistent with prior years, the Combined Financial Statements for the year ended July 31, 2018, received an unqualified opinion from the University's external auditors, KPMG.

A summary of the financial performance of The UWI for the year ended July 31, 2018 is provided below.

For the financial year 2017/2018, the operations of the University resulted in a deficit of BDS\$95.2 million (2017: BDS\$27.3 million deficit). The net increase in deficit over the prior year was mainly due to the impact of the Government of Barbados Debt Restructuring exercise which resulted in the write-off of a portion

of the receivables carried by the University from the Government of Barbados and an impairment provision on the balance represented by Bonds given in exchange for receivables for economic cost, tuition fees and V.A.T. Recording of these transactions resulted in an additional charge of BDS\$87.1 million to the Combined Statement of Profit or Loss and Other Comprehensive Income. Proceeds from the Bonds in the amount of BDS\$51 million were received in March 2019 and the balance is due to be received by March 2020.

On the other hand, there was a reduction of BDS\$26.7 million in the post-employment benefits liability when compared with the prior year in which significant past service costs were recognised.

The sources of income for the year were: Government Contributions 45% (2017: 46%), Tuition and Other Student Fees 13% (2017:14%), Special and Other Projects 30% (2017:30%), Commercial Operations 8% (2017:7%) and Other Income 4% (2017: 3%).



Scenes from the University Grants Committee Meetings held at The UWI Cave Hill Campus in 2018.

The categories of expenditure and their percentages of the total were: Departmental 40% (2017:44%), Administrative 9% (2017:10%), Central 23% (2017:17%), Special and Other Projects 22% (2017:23%) and Commercial Operations 6% (2017:6%). The impairment provision made for Government contributions outstanding, advances, Government scholarships and student receivables continued to have an adverse impact on central expenditure.

APPROVAL OF THE BUDGETS FOR THE BIENNIUM 2018/2019–2019/2020

Annually, the Office of Finance issues Budget Guidelines to the campuses and Vice-Chancellery departments for the preparation of the Biennial Estimates, and co-ordinates and directs the preparation of these estimates for submission to the Meetings of the Technical Advisory Committees (TACs) and the Grants Committees.

The Budgets for the Biennium 2018/2019–2019/2020 of the University—four campuses, the Vice-Chancellery and the University Hospital of the West Indies (UHWI) were reviewed by the TACs at the meetings hosted by the Government of Jamaica on March 6–7, 2018. The attendees included representatives of the ministries in the contributing countries responsible for tertiary education and finance. The Ministry of Health, Jamaica was also represented.

The meetings of the Campus Grants Committees (CGCs) and the University Grants Committee (UGC) were subsequently held on April 11, 2018 at The UWI, Cave Hill Campus, 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 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 UGC meeting was chaired by the Honourable Christopher Peter Sinckler, Minister of Finance and Economic Affairs, Barbados. These meetings were also attended by representatives of The UWI and the UHWI.

RECURRENT CONTRIBUTIONS FROM THE CONTRIBUTING GOVERNMENTS

The level of socio-economic growth and development that have taken place across the region is to a large extent a reflection of the significant financial investment in education that the governments of the region have made.

Over the past few years, focus has been placed on maintaining dialogue with governments to encourage payment of their assessed contributions to The UWI on a consistent basis. During the year 2017/2018, The UWI was successful in building more awareness among the contributing governments regarding their outstanding obligations to the institution. In an effort to recover outstanding debt, while maintaining a steady flow of payments towards current billing, the University continued to submit payment plans to the contributing governments accompanied by monthly or quarterly invoices. Since the introduction of payment plans and invoices, most governments have been making more frequent payments, some based on the invoices and others based on how they are able to pay.

BROADENING THE FUNDING BASE

University Trust Fund

The increasing gap between approved budgeted contributions and actual commitments from the contributing governments, puts tremendous pressure on the University's cash-flow and also, severely impacts its financial stability. The UWI therefore, has to seek alternative sources of revenue to fund its daily operational activities and also, its strategic initiatives and overall growth agenda.

During the year, a Task Force mandated by the UGC was established to examine the current funding model of The UWI and to propose a new model for future funding. The recommendation was in response to the significant level of government receivables and the divergence of the governments from honouring the 80/20 funding model. Later, the Task Force was extended to consider the formation of a Trust Fund for The UWI. The results of that Task Force will be presented to the University Council in April 2019.

The Trust Fund is being considered as a long-term solution to provide an additional source of revenue to reduce the funding gap. It is envisaged that the interest earned on the investments of the Trust Fund will be used to fund the gap.



Scenes from the University Grants Committee Meetings held at The UWI Cave Hill Campus in 2018.



INCREASED AGILITY TO NATIONAL, REGIONAL AND GLOBAL OPPORTUNITIES

Research Grants

The thrust towards increasing research output continued during the year. The University made significant strides towards its goal of growing and sustaining a culture of research and innovation aligned to the specific developmental needs of the region, despite the constraints faced by its academics.

During the year, BDS\$32.8 million was received by the University as research grants. Efforts are being made to obtain new grants of high value to conduct research particularly related to development of the region.

The Grants Management section of the Office of Finance conducted training for departments and this was aimed at achieving more effective management of grants with regard to proposal submission, funds management, processing of transactions and reporting to donors. The sessions were well received by those who attended.

The Office of Finance collaborated with the Office of the Board for Graduate Studies and Research to improve the efficiency of online submission of external grant proposals to key external donors. Implementation throughout the University, will continue in 2019–2021.

Members of the grants management team attended the Society for Research Administration Conference in Vancouver in October 2017. The team presented on the topic: “*Keys to Detecting a Grant in Trouble*”. The presentation was well received, and the feedback will be used to augment future presentations at the Annual Meetings. Attendance at the meeting facilitated collaboration with several subject matter experts in government and in industry, and the knowledge gained has improved the research management capabilities of the grants management team.

Risk Management and Insurance

Operating in an environment that is dynamic and volatile, risk management remains high on the University's agenda. The University ensures that with proper planning, forward thinking and the implementation of proper measures, identified risks can be minimised or mitigated.

Adequate insurance coverage remains one of the primary vehicles in mitigating the University's risk exposure to natural disasters. Discussions into alternative insurance options are ongoing, and there is greater optimism for the establishment of a University Captive Insurance Company which is expected to reduce the cost of premiums and provide an avenue for revenue generation.

EXPANSION OF ACCESS TO TERTIARY EDUCATION

Tuition Fees

The UWI has managed to keep tuition fees affordable and hence widen access to students regionally and internationally. For the year 2017/2018 tuition fees for UGC funded programmes at the Cave Hill Campus were increased by 6.67% for the faculties of Humanities and Education, Science and Technology and Social Sciences. Fees for the Faculty of Law increased by 2.18% and remained at the 2016/2017 rates for the Faculty of Medical Sciences. There were no fee increases at the other campuses.

Scholarships

During the period under review, the Office of Finance provided financial oversight and management of funds generated for the purpose of granting scholarships to students.

The UWI Regional Endowment Fund continued to receive funding from donors and benefited from interest earned on its investments. Funds were raised through events arranged by the American Foundation for The UWI and through The UWI Toronto Benefit Gala as well as from individual donors. These funds were used to provide scholarships to deserving students.

At the end of the academic year, 27 students who were awarded scholarships (18 from the Mona Campus and 9 from the Cave Hill Campus) completed the first two years of their study in the BSc Software Engineering Programme, and looked forward to going to the Global Institute of Software Technology (GIST) in Suzhou, China, for the final two years of the programme.

INITIATIVES FOR IMPROVEMENT OF OPERATIONAL EFFICIENCY

Banner Finance

Use of the Banner Finance System allowed the University to continue to improve efficiency in the accounting operations, and generated timely and accurate financial information to support major initiatives across the University, as well as to increase its competitiveness. All campuses and the Vice-Chancellery are currently upgrading the Banner Finance software to achieve greater efficiency in processing and reporting financial

information. Staff members university-wide who are tasked with ensuring that the system is optimally used, attended the Annual Banner Finance Conference in San Diego in April 2018.

Digital Transformation Project

Being cognisant of the financial challenges facing many of the contributing governments from which the most significant portion of its income is derived, The UWI has implemented several cost saving measures in order to operate within its budgetary constraints. Digital transformation is an ongoing project which will yield efficiencies in several areas of the operations. This is a university-wide project with three tracks—academic, technology and business. The Digital transformation project will include an ICT Target Operating Model for shared services. The Office of Finance and Campus Bursaries will be engaged in the implementation of various aspects of this model, which is expected to yield efficiencies in the financial operations.

Cost Saving Measures

In light of the global economic crisis and reduced government subvention, through budget cuts, the University took steps to implement cost containment measures across the campuses and the Vice-Chancellery to reduce expenditure in areas such as staff costs, capital expenditure, travel, and utilities. Workshops and meetings were held at the campuses with the Heads of Departments to advise them of the initiatives which would be implemented and monitored by the Office of Finance and the Campus Bursaries.

Pension Administration

The University continues to seek ways to reduce the cost of pension supplementation payable to eligible employees when they retire. Maximising the investment values of pension contributions of members of the Federated Superannuation Scheme for Universities (FSSU) for academic and senior administrative staff, is key to reducing the supplementation cost. An investment advisor has, therefore, been engaged to evaluate various investment options for the lifestyle strategy which has to be adopted for members to be eligible for supplementation. Identifying funding for the liability of the supplementation element of the FSSU remains a priority.

CONCLUSION

Notwithstanding the financial challenges, the Finance team remains committed to thoughtful stewardship of the University's resources and to restoring the financial health of The UWI. Revenue generation and cost containment continue to be the priority of the University in achieving the targets of the Strategic Plan.

The Finance team will continue to support the **Triple A Strategy** which is the current roadmap for The UWI as it seeks to deliver quality service and drive Caribbean development.

The University appreciates the financial support received from contributing governments, funding agencies particularly donors to research projects, the private sector, alumni, staff, students, and other stakeholders.

The efforts of all members of staff in the Office of Finance and the Campus Bursaries, for maintaining sound financial practices and contributing to the achievement of the financial goals, are also appreciated.

Planning for Posterity

Our stakeholders' expectation is that the University will intellectually craft the future in a fashion that will impact everyday life across our region. The call is for a precise and intense alignment of public and sectoral desires with our capacity to generate their actualisation.

Much is within our scope and reach to add value to the stock of regional demands upon the future. Our **Triple A Strategy** is built upon the assumption that the University will be activist in structuring and guiding the region within its twenty-year horizon. The Strategic Plan is more than a framework. It is the core component of a development paradigm that seeks to energise the region and use its reputation as a tool for inspiring.

While the primary focus is upon economic recovery and financial sustainability, there is no hegemonic dominance of the "economic" over the "social and

cultural". Economic growth and social growth are the two sides of the same coin and are not sequential but dialectical in their relationship. Economy and society are the twin terrains on which citizens act as producers, creators, and consumers.

Digitally transforming the regional economy is critical to its global competitiveness, hence the University's investment in our software programmes in China, which adds value to the excellence already achieved and experienced in computer and electronic engineering across our campuses. Taking responsibility for the technological revolution that features robotics and artificial intelligence is a logical assumption, hence the decisions taken by all campuses to drive the "smart" culture as a private as well as public sector experience.

The interactive transition from the green to blue economy beckons the movement of our research from "faculties to fields, factories and fisheries". As the region takes creative steps to diversify its economic structures while training and retraining the human resource for a new business dispensation, The UWI has stepped up as the inevitable partner for progress. The evidence of this is found in this report, which documents what is being done as well as next steps.

There is no area of the regional imagination that has not benefited from our intervention, contribution and future gazing. This report, then, is more than an accounting; it is a reflection of our imagining.







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