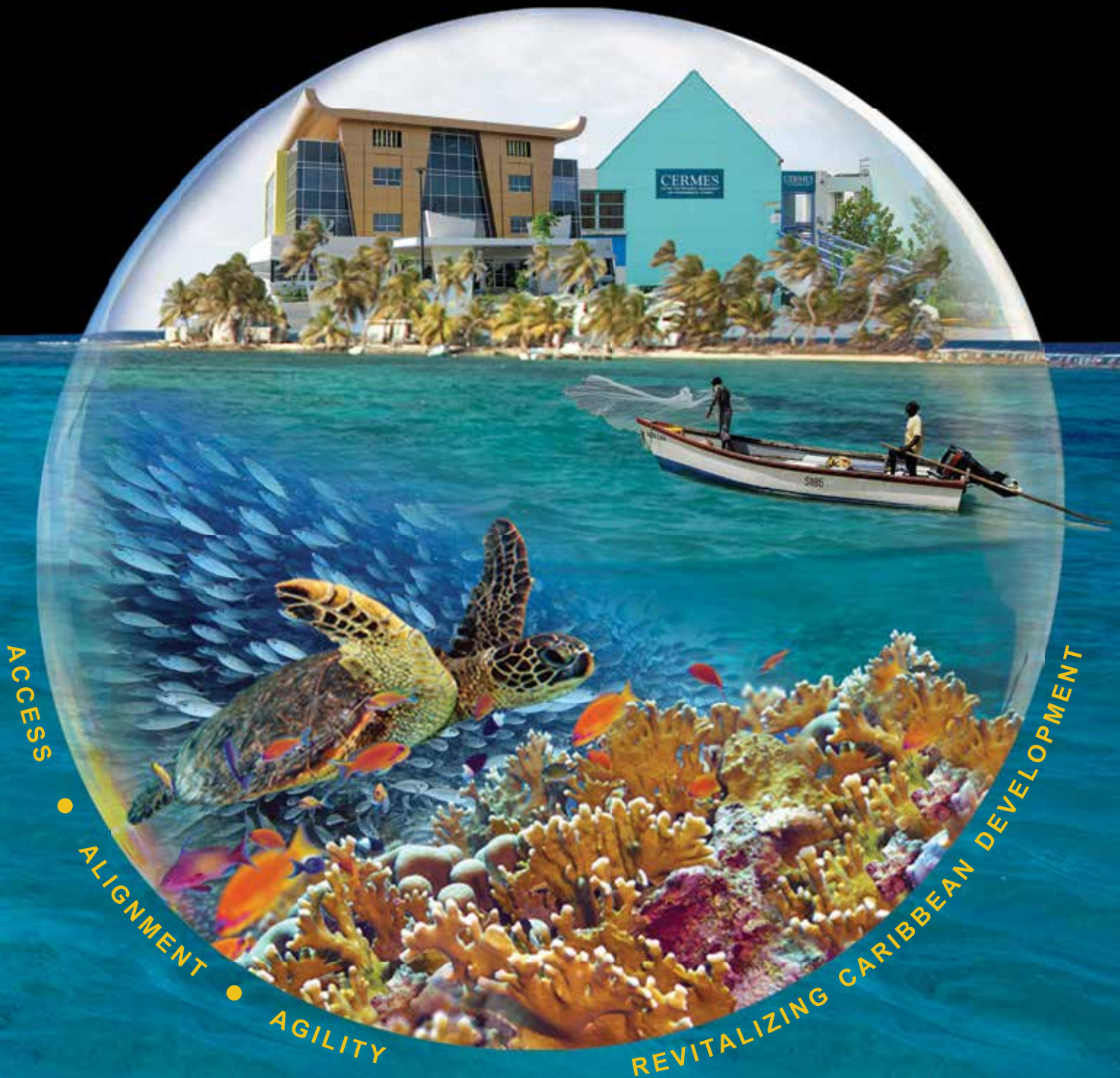




THE UNIVERSITY
OF THE
WEST INDIES
CAVE HILL CAMPUS

ANNUAL REPORT TO COUNCIL

2018 / 2019



March 2020

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**THE UNIVERSITY
OF THE
WEST INDIES
CAVE HILL CAMPUS**

Our Mission

An excellent global university
rooted in the Caribbean

Our Vision

To advance learning, create knowledge
and foster innovation for the positive
transformation of the Caribbean and the
wider world

Our Core Values

Integrity
Excellence
Gender Justice
Diversity
Student Centredness





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CHAIRMAN'S STATEMENT

I am very pleased to present the Cave Hill Campus' Annual Report to Council for the Academic Year 2018-19. This report which represents the activities and achievements of the Campus, demonstrates its commitment to maintaining the highest standards in its core activities of teaching, learning, research, and publications as it pursues the strategic goals of **A**ccess, **A**lignment and **A**gility as outlined in The UWI Triple A Strategic Plan 2017-2022: *Revitalising Caribbean Development*.



Sir Paul Altman
Chairman

The Campus Council wishes to extend special congratulations to the Campus on the award of the Certificate of Institutional Accreditation by the Barbados Accreditation Council (BAC) for the maximum period of seven years. The report of the BAC highlighted the Campus' sound leadership and its culture of professionalism and reflective practice in teaching and learning supported by well-developed quality assurance systems, as proof of Cave Hill's determination to provide the highest quality education and training to meet the needs of its various stakeholders.

On behalf of the Campus Council, I wish to record congratulations to Pro Vice-Chancellor and Principal, Professor The Most Honourable Eudine Barriteau on the conferral of the Order of Freedom of Barbados during the 2019 National Independence Honours. Professor Barriteau has been recognised for her outstanding contribution to tertiary education and pioneering leadership in the development of gender studies and the promotion of gender equality. Professor Barriteau's vision and foresight led her to successfully table a proposal for the establishment of a Faculty of Culture, Creative and Performing Arts, a major achievement for the Campus which is also documented in this Report. The new Faculty which is the ninth for The UWI and seventh to be established at the Cave Hill Campus aligns with the vision of the Barbados Government for the future development of the Creative Economy and is expected to provide new opportunities

for cultural artists and performing arts practitioners locally and regionally.

Of particular note is the continued growth in enrolment in 2018-19 at both the undergraduate and postgraduate levels. The Campus recorded an 11% increase in student enrolment primarily driven by the restoration of the payment of tuition fees by the Barbados Government for Barbadian nationals. Especially pleasing was the 29% increase in the number of students enrolled in graduate programmes in the Faculty of Humanities and Education, as well as the increase in graduate students in the Faculty of Sport resulting from the provision by the Government of Barbados of 12 postgraduate scholarships. Campus Council commends the Cave Hill Campus on the introduction of rolling enrolment which will allow new students to begin studies in the second semester. This new initiative highlights the creativity of Campus Administration as it seeks to resolve both the challenge of oversubscription of some programmes and that of limited availability of teaching spaces.

The Report also draws attention to the provisions being made by the Campus in response to an increase in the number of students with disabilities. In this regard, Campus Council wishes to record its gratitude to the Maria Holder Memorial Trust (MHMT) for its generous donation of a new wheelchair accessible van which lends support to Cave Hill's drive to become a more inclusive campus.

The Report highlights the achievements of 22 students who graduated with doctoral degrees, five of whom received High Commendation, while at the Masters level, 48 students were awarded distinctions. Success was also recorded at the undergraduate level, where 126 students received First Class Honours degrees. Not only did students exhibit excellence in examination performance but also in other endeavours. Congratulations are extended to the dance students of the Errol Barrow Centre for Creative Imagination for their commendable performance at the Contemporary Choreographers' Collective (COCO) Festival of Dance held in Trinidad and Tobago, and to the students of the Faculty of Law on their success in the Inter-American Court of Human Rights Moot Court Competition.

The Campus remains committed to its objective of enhancing and expanding its course and programme offerings and during the year under review, several departments undertook course revisions and introduced new courses to enhance their curricula and to stay abreast of developments in their respective disciplines.

Under its Smart Campus Initiative, the Campus continued its work of enhancing classroom technology in support of teaching and learning, and restructuring and streamlining its administrative processes in an effort to maximise efficiency. Noteworthy projects undertaken by Campus IT Services (CITS) include increased internet access, wireless and network improvements and the upgrade of Microsoft Office 365 all of which support the overarching goals of access, alignment and agility.

During the 2018-19 academic year, the Campus continued to forge deeper relationships with the public and private sectors. This was amply demonstrated through the activities of the recently established Centre for Professional Development and Lifelong Learning (CPDLL) which include the offer of customised courses to governmental and non-governmental agencies. Closely aligned with the CPDLL is the School of Governance and Public Policy, a newly established programming division of the Faculty of Social Sciences. The new School is designed to build resilience and innovation within the Caribbean public sector and will offer specialised training to civil servants in Barbados and the Eastern Caribbean in the fields of management, public administration, public finance and government and related areas.

Reported new special projects and collaborations with corporate, state and international partners resulting in the award of grants totaling in excess of US\$1 million bear witness to the Campus' work towards realising the goal of greater alignment between research and industry requirements. We commend the Centre for Resource Management and Environmental Studies (CERMES), the Institute for Gender and Development Studies (IGDS) and the Faculty of Medical Sciences for their sustained and successful efforts to obtain grant funds in support of their research.

The Report documents the consistently high publications output of the staff of the Campus as evidenced by the number of books, book chapters, journal and magazine articles and technical reports generated in the academic year. The Council notes with pride that approximately 80% of the staff serve on national, regional and international bodies and that this exceeded the five year target set out in the Strategic Plan.

Despite the limited resources available, the Campus was able to pursue new and existing capital works projects, breaking ground for the new dorm facilities at the Lazaretto site of the Keith Hunte Halls and bringing to completion, with the assistance of Suzhou Global Institute of Software Technology (GIST) of China, the retrofitting and repurposing of the SAGICOR/Mutual Building in Bridgetown into a multipurpose training facility and entrepreneurial hub.

The Campus is cognisant that the continued support of students and staff throughout the academic year has contributed to the achievements recorded in this Report. The contributions of the Government of Barbados, its local and regional private sector partners, international donors and its alumni are also acknowledged with deep gratitude. We therefore wish to express our sincere appreciation to them for their continued support for the development and sustainability of the Campus.



Professor Eudine Barriteau receiving the Certificate of Institutional Accreditation from Chair of the Barbados Accreditation Council, Ann Lady Hewitt, June 4, 2019



PRINCIPAL'S REPORT

The University of the West Indies, Cave Hill Campus is pleased to present its Report to Council for the academic year 2018/2019. The Campus has continued to be resilient in the face of a challenging economic environment coupled with a complex, competitive and constantly evolving higher education landscape. Notwithstanding the foregoing, the Campus recorded a number of significant achievements during the review period.



**Professor the Most Honourable
V Eudine Barriteau, PhD, FB, GCM**
(Pro Vice-Chancellor and Principal)

Institutional Reaccreditation of the Campus

The signal event for the year under review was the award to the Campus of the Certificate of Institutional Accreditation. The Cave Hill Campus secured the maximum seven years of institutional accreditation after successfully completing a rigorous round of evaluation by an International Review Team commissioned by the Barbados Accreditation Council (BAC), the national body which awards such validation. The Team was composed of:

- **Mr John Randall CBE, (Team Leader)**
Independent Consultant, formerly Chief Executive, Quality Assurance Agency for Higher Education, United Kingdom.
- **Dr Celestino Fernández**
Distinguished Professor Emeritus and Consultant, formerly Vice-President for Academic Outreach and International Affairs, University of Arizona, USA
- **Dr Chris Pycock**
Consultant Physician, Worcestershire Health and Care Trust, United Kingdom
- **Dr Sanjiv Sarin**
Interim Vice-Chancellor for Research and Economic Development, North Carolina A&T State University, USA
- **Ms Liesel Weekes**
President, Barbados Bar Association; Executive Member, Council for Legal Education.

Preparatory activities for the reaccreditation exercise included a Town Hall meeting for all staff at which the

Principal outlined what would be required of the Campus Community. During the period March 18-22, 2019, the Campus was assessed on five standards: mission and objectives; governance and administration; teaching and learning; readiness for change; and quality enhancement. The Campus opted to be evaluated on an additional standard – graduate studies, research and innovation. The process included the preparation of a self-study, BAC-scheduled meetings with key stakeholders including faculty and staff, students and graduates; site visits to ascertain the conditions for teaching and learning, and unscheduled interactions with staff and students.

The Campus was commended on its self-evaluation exercise which was described as reflective and analytical, while addressing the various challenges which it faced. In its report, the BAC's review team concluded that determined leadership and supportive staff enabled the Cave Hill Campus to survive a substantial fall in enrolment and income resulting from the period when the Government of Barbados no longer paid full tuition fees.

The team also noted that the Campus was diversifying its sources of income and planning confidently for the future.



Other highlights of the report included that:

- The Campus has a well-developed culture of professionalism and reflective practice in teaching and learning, developed and sustained by the Campus Centre for Excellence in Teaching and Learning (CETL).
- The Campus has the leadership and resilience to shape future change.
- The Campus is well served by robust, University-wide systems of programme approval and quality assurance.
- The Campus leadership sees student centeredness, quality assurance and staff engagement as being key characteristics of the Campus. The role of the Postgraduate Certificate in Teaching and Learning is seen as playing a critical role in developing these characteristics.
- The student voice is heard. There are student representatives on the main Campus committees (including the Academic Board and the Finance and General Purposes Committee) and on the main University-wide committees. The Guild had good relationships with management, particularly with senior management at the level of the Principal and Registrar, who were regarded as responsive. Relationships at lower levels were not always as smooth.
- The effectiveness of Campus governance has improved since initial accreditation. Information flow to committees has been improved, with targets for document circulation and greater use of electronic dissemination of documents.
- The Campus has the greatest diversity of any of the physical campuses of The UWI, with significant numbers of students from throughout the Caribbean. The resultant cultural diversity is valued by students who regard it as enriching their experience of higher education.

Of concern to the Review Team was the current state of the buildings housing the Faculty of Science and Technology which had been earmarked for renewal and/or replacement. It was noted that the Faculty suffered from laboratory facilities that are no longer fully fit for purpose, smaller pieces of equipment that need to be replaced, and that some departments suffered from delays with procurement and custom clearance of chemicals needed. Arising from interviews with the Students Guild, the Review Team noted other areas of concern such as maintenance issues, Campus security and weaknesses with Wi-Fi coverage.



L-R: Chairman of Campus Council, Sir Paul Altman, Principal of Cave Hill Campus, Professor Eudine Barriteau, Chair, Reaccreditation Steering Committee, Dr Jeanese Badenock, Deputy Coordinator, Institutional Reaccreditation, Mrs Deborah Deane; and Chair, Barbados Accreditation Council, Ann Lady Hewitt. Inset: Coordinator, Institutional Reaccreditation, Mrs Gale Hall.



Student Leadership: Guild Council pictured with Senior Management and Faculty of the Cave Hill Campus

The Accreditation Certificate was presented to Principal and Pro Vice-Chancellor Professor Eudine Barriteau by Chairman of the BAC, Ann Lady Hewitt during a ceremony held on June 4, 2019.

At the programme level, in a recent review, the Faculty of Medical Sciences fully satisfied all of the criteria for approval of its MBBS programme by the National Committee on Foreign Medical Education and Accreditation (NCFMEA) requested by the Department of Education, United States. The Faculty which is also accredited by CAAM-HP up to 2021, has commenced preparations for that reaccreditation exercise beginning with the establishment of committees to ensure that the required self-study is prepared in a timely manner.

Principal Awarded Barbados' Highest National Honour

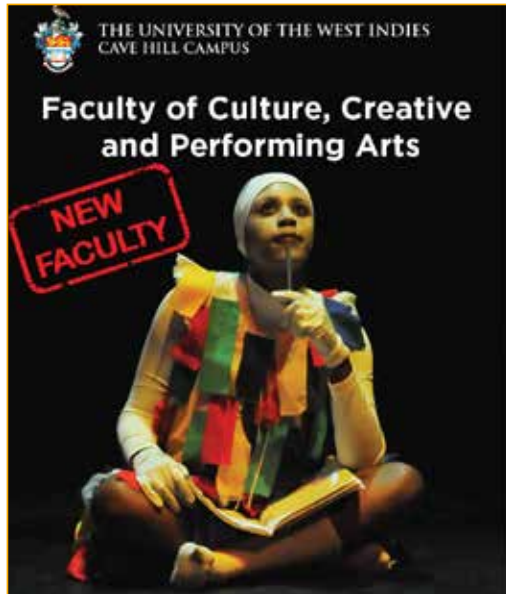
Pro Vice-Chancellor and Principal of the Cave Hill Campus Professor Eudine Barriteau, was awarded Barbados' highest national honour – the Order of the Freedom of Barbados in the 2019 national Independence Awards. The award which is given for extraordinary service to Barbados, the Caribbean diaspora or to humanity at large, was conferred on Professor Barriteau for her outstanding contribution to tertiary education

and pioneering leadership in the development of gender studies and the promotion of gender equality.

Vice-Chancellor, Professor Sir Hilary Beckles commended Professor Barriteau's achievement stating that "Barbados has enhanced its sophistication in recognising and celebrating intellectual and cultural contributions to nation-building and Professor Barriteau is a champion and icon of this process. She stands courageously at the crossroads of multiple discourses and political activism that have enlightened and empowered the marginalised and excluded. She has long stood in support of freedom. And now "Freedom" has stood up in celebration of her."

The career educator is a Caribbean feminist, scholar and activist with considerable experience in executive administration and coordination of regional projects. She also has extensive research interests that encompass transformational educational leadership, feminist theorising and investigations of the Caribbean political economy, and gender and public policy.

This latest national honour follows that of the Gold Crown of Merit, the country's third highest honour which was conferred on Professor Barriteau in 2013, during Barbados' 47th Anniversary Independence celebrations in recognition of her invaluable contribution to gender and development.



Coming Soon! Faculty of Culture, Creative and Performing Arts

Faculty of Culture, Creative and Performing Arts

The establishment of the Faculty of Culture, Creative and Performing Arts has been approved by The UWI Senate and is set to begin operations from August 1, 2020. In approving the proposal for the establishment of the new Faculty, Senate noted that the creative economy was global in scope and presented an opportunity for the Caribbean to formalise its vast available resources in culture, creative imagination, and the creative sector.

The new Faculty, which is the ninth to be established at The UWI and the second uniquely established at Cave Hill, since 1970 when the Faculty of Law was established, will be launched on Emancipation Day in Barbados. It is expected to provide new opportunities for aspiring cultural artists and performing arts practitioners and facilitate in-depth study of the Caribbean's much celebrated culture.

The Faculty of Culture, Creative and Performing Arts will be driven by a focus on deepening critical studies of Caribbean culture and identity as well as global economic imperatives that center the creative industry within the academy. It will, therefore, empower graduates to generate personal and national wealth, local intellectual property rights, new employment opportunities, jobs and businesses regionally.

In her comments on the development, Pro Vice-Chancellor and Principal of the Cave Hill Campus, Professor Eudine Barriteau stated that "the establishment of the Faculty is an acknowledgement by The UWI that the Orange Economy represents the business of the region's immediate future including the creative industries, film, animation, the gaming industry, theatre, dance, painting, sculpture, performance, the music industry and video production". She also noted that the Government of Barbados had prioritised the Creative Economy as a key plank in its national development strategy and it was on this basis, that they had endorsed the Cave Hill initiative and had pledged full support for collaborations.

To guide the successful implementation of the new Faculty, the Campus has appointed an Implementation and Programme Development Committee with responsibility for the creation of a Faculty handbook, website development, and the creation of Faculty-specific and cross-faculty programmes.

Restructuring and Streamlining of Services

The reorganisation of units and departments in support of the Triple A goals of Access, Alignment and Agility promoted in the 2017-2022 Strategic Plan has been ongoing during the year under review and has resulted in the creation of one new unit and the restructuring and amalgamation of three departments respectively. The new unit - Enterprise System Support Unit (ESSU) seeks primarily to optimise Campus administrative processes, while the restructured Office of Planning and Projects into the Office of Institutional Planning and Infrastructural Services (INPLAIS) which now incorporates the Campus Quality Assurance Unit, is designed to bring a more coordinated and integrated approach to the functions of institutional research, planning, development, operations and management of the Campus' facilities. In addition, given the close linkages, the Office Public Information and the Office of Recruitment and Marketing have been merged into the Office of Marketing and Communications. The Education Media Services (EMS) Unit has also been absorbed into this Office.

The ongoing reorganisation of service units in particular, symbolises the Campus' commitment to improving

internal operating processes and is expected to result in heightened service delivery, greater efficiency and the institutionalisation of key processes, better data analysis and forecasting, advancing the Smart Campus Initiative, and preparing the Campus to receive more regional and international students.

Strategic Partnerships

During academic year 2018-19, the Cave Hill Campus continued to pursue the goal of Alignment under Strategic Initiative AL2 - increase and improve academic/industry research partnerships - through the signing of Memoranda of Understanding and Letters of Agreement with both public and private sector entities.

- A Memorandum of Understanding (MOU) between Hyuna International Ltd and The UWI, Cave Hill Campus through the Department of Computer Science, Mathematics and Physics was signed on behalf of the Campus by Professor Eudine Barriteau on June 4, 2019. The MOU provides for the promotion of joint educational and cultural collaboration through guest lecturing and/or delivery of course content opportunities for Hyuna; internship, scholarship, coaching, career development and social development opportunities and the sharing of educational materials and resources.
- The Government of Barbados through the Ministry of the Public Service and The UWI, Cave Hill through the Faculty of Social Sciences, and the Centre for Professional Development and Life-Long Learning (CPDLL), have signed an MOU which provides for strengthening of their partnership in training and research. The initiative, which aims to improve the level of organisational efficiency in the public service of Barbados, includes research to assist in developing appropriate indices to measure changes in the effectiveness of public sector performance, learning and on-the-job training; public sector leadership and management development.
- A Letter of Agreement was signed between The UWI, Cave Hill Campus and the Food and Agriculture Organization of the United Nations (FAO) for the project "Conservation and Propagation of Sweet Potato Planting Material in Barbados". The Agreement sets out the terms under which The UWI and the FAO will provide services to the project which seeks to address challenges relating to viruses

affecting sweet potato varieties in Barbados. Under the LOA the FAO will provide technical assistance in conducting an assessment of existing systems and develop protocols/best practices and upgrading existing systems for the provision of clean sweet potato planting material to farmers on a routine basis.

Enrolment

Student enrolment increased for the second time in six years largely due to the decision of the Barbados Government to resume the payment of tuition fees for Barbadian students. As at October 1, 2019, there was a total of 6,000 students, 5,212 undergraduates and 788 post graduates, representing an increase of 11.5% over last year's figures. Women continued to dominate registration at 66% of total registered students with men representing 34%. An 8% increase was recorded in the number of Barbadian students registered which rose to 80% up from 72% in the previous year.

The Faculty of Humanities and Education enjoyed a 29% increase at the graduate level and an 18% increase at the undergraduate level. Sports enjoyed a 183% increase at the graduate level, due to the provision of Government support for 12 postgraduate scholarships, while Law enjoyed an 81% increase in graduate students. Enrolment in Gender Studies declined at the graduate level as did enrolment in Medical Sciences at both the graduate and undergraduate levels. It should be noted however, that student numbers in Medical Sciences are closely monitored and influenced by quotas. Social Sciences had a 44% increase in graduate students and a 12% increase at the undergraduate level, and continued to be the largest Faculty with 52.5% of the total student body.



Students on Campus

For the first time in its operations, the Campus is set to introduce rolling enrolment and admission for some Faculties. This means that while all new students will be accepted in August/September some will actually begin studies in the second semester which starts in January. This initiative is influenced by two factors, namely, the heavy demand in some programmes and the number of teaching spaces available for scheduling classes. The success of rolling enrolment is dependent on optimised timetabling which is being managed by the Timetabling Committee in collaboration with the ESSU and Campus management.

Graduation Performance

During the Campus' graduation exercises held on October 19, 2019, a total of 1258 students were awarded degrees. Nine hundred and sixteen (916) students were awarded undergraduate degrees, with 10 medical students receiving distinctions and honours, 126 receiving First Class honours, 319 Upper Second Class honours, 290 Lower Second Class honours, and 171 pass degrees. At the graduate level, 342 students received higher degrees, including 22 who were awarded doctoral

degrees. These comprised 12 students from the Faculty of Humanities and Education two of whom received high commendation, two from the Faculty of Medical Sciences, two from the Faculty of Science and Technology, one of whom received high commendation and six from the Faculty of Social Sciences, one also with high commendation. Thirteen (13) students were awarded Doctor of Medicine degrees, 184 students received Taught Masters degrees, four (4) received Master of Philosophy degrees and 119 Postgraduate Certificates and Diplomas.

A notable initiative spearheaded by the Office of Marketing and Communications under the Smart Campus theme was the presentation to each graduate of a video clip featuring their presentation at the graduation ceremony.

At its 2019 graduation ceremony, the Campus welcomed three honorary graduates into its community – Mr Stedson “Red Plastic Bag” Wiltshire (Doctor of Letters) for his contribution to entertainment; Ms Maxine Williams (Doctor of Laws) for outstanding leadership and global achievements and Mr Alan Emtage (Doctor of Science) for his sterling commitment to scientific invention.



Graduation Ceremony 2019: Celebrating Success



Dr Cynthia Wilson unveils the new sign bearing her name as she is congratulated by Her Excellency Dame Sandra Mason, Governor General of Barbados. Looking on L-R: Deputy Principal, Professor Clive Landis; Chairman of Campus Council, Sir Paul Altman; Dean, Faculty of Humanities and Education, Professor Evelyn O'Callaghan; son, Dr Marc Wilson and brother, Chancellor Emeritus Sir George Alleyne

Stalwarts Honoured

Cynthia Wilson Arts Lecture Theatre

Cultural Artist Barbadian Cynthia Wilson was awarded an honorary doctorate by The University of the West Indies at Cave Hill in 2003 for her achievements as a writer and stage contributions as an actress and dancer. In 2016, she was presented with the inaugural Imagination Award by The UWI Errol Barrow Centre for Creative Imagination in recognition of her contribution to the development of the arts in Barbados and the Region as an advocate of the arts and culture. The UWI Mona graduate received further recognition as one of this region's cultural icons when the Arts Lecture Theatre in the Faculty of Humanities and Education at Cave Hill was renamed the Cynthia Wilson Arts Lecture Theatre in her honour in a ceremony held on August 17, 2018.

Deputy Principal of the Cave Hill Campus Professor Clive Landis lauded Dr Wilson's five-decade long contribution to the arts, namely in theatre, dance and literature, and expressed The UWI's pleasure to honour her legacy. "It is entirely appropriate that future students in the Faculty of Humanities and Education should be able

to draw inspiration, every time they take lessons in this room, from such a legendary figure in the creative arts who helped shape the cultural landscape of Barbados and the Caribbean."

The ceremony was attended by the Governor General of Barbados, Her Excellency Dame Sandra Mason; Minister of Creative Economy, Culture and Sports, The Hon John King and other specially invited guests.

Wendell McClean Building

The Faculty of Social Sciences building has been renamed the Wendell McClean Building in honour of the late Alfred Wendell McClean, the Faculty's first Dean. The renaming ceremony was held on October 27, 2018.

Dr Wendell McClean, who joined the staff of The University of West Indies in 1970 as an Assistant Lecturer in Economics, moved through the ranks as Lecturer in Economics and subsequently Senior Lecturer. He was Vice-Dean of the Faculty of Social Sciences from August 1975 to July 1978, and Head of Department on two occasions from September 1973 to July 1980 and August 1982 to July 1985.



Members of the McClean family attend the Naming Ceremony for the Wendell Building McClean Building. Fifth from right is Mrs Clotilda McClean, widow of Dr Wendell McClean

Dr McClean's advocacy for the creation of a Faculty of Social Sciences is well documented. Through what has been described as a relentless campaign, Dr McClean was successful in securing the Social Sciences building which was earmarked for another purpose, as the base for the proposed new Faculty.

Noting the transformative impact that the Faculty of Social Sciences has had on Barbados and Eastern Caribbean society, Principal Professor Eudine Barribeau reasoned that "if the Faculty of Social Sciences may be perceived as the birthplace of the managerial, professional workforce, then it is entirely appropriate that not only do we designate to Wendell McClean the title of godfather of that development but that, accordingly, we do the right thing as we are here doing today by placing his name in the heartland of the Faculty so that his legacy will be perpetuated and known for generations to come."

The ceremony was attended by Dr McClean's widow, Mrs Clotilda McClean, as well as siblings, relatives, friends and former co-workers.

Strategic Plan 2017-2022: Assessment of Campus Performance

During the academic year 2018-19, the Campus continued to advance its attainment of the Triple A goals of Access, Alignment and Agility in the context of the Smart Campus and Internationalisation. A refocusing of initiatives around these themes was required as a result of a number of key changes which impacted the Campus' planning environment. These changes included the restoration of full funding of tuition fees for Barbadian students, the restructuring of receivables from the Government of Barbados, and the aging physical plant and ICT infrastructure. The implications of these environmental factors meant that the Cave Hill Campus had to aggressively pursue financing; undertake necessary capital upgrades; increase its intake of international students; and earn revenue.

As a first step towards the refocusing of initiatives in response to the environmental changes, a decision was taken by the Campus to close out a number of initiatives (shown in Table I) for which the strategic work had been completed and move these to the operational phase.

Table 1: Strategic Initiatives Completed

Access AC1: Create a greater variety of entry paths to first degrees
Access AC1: Create a greater variety of entry paths to postgraduate degrees
Access AC1: Increase the attractiveness of programmes to prospective students through accreditation/recognition
Access AC1: Increase the attractiveness of programmes to prospective students through creation of more external double or joint degree programmes
Access AC1: Offer more flexible entry/learning options such as 2+2 programmes
Access AC2: Increase opportunities for life-long learning and professional development
Alignment AL1: Increase the provision of recommendations that impact Caribbean and Global development

Additionally, it was decided to refocus access and alignment on priority areas for Barbados and the Eastern Caribbean and on internationalization, and implement agility initiatives to promote internal operational efficiency.

During the review period, the Campus recorded a number of achievements which lent support to the goal of Access. These included the award of institutional reaccreditation as well as well as ongoing internationalisation initiatives including the expansion of medical sciences programmes through articulation agreements with the University of Ghana.

The establishment of the Cave Hill Office of Research and Innovation (CHORI) also provided another avenue to further operationalise Access, in particular AC4 which speaks to improving the quality, quantity and impact of research, innovation and publication.

Through the CHORI, the Campus will seek to enable the expansion of support and coordination of research and innovation/commercialisation activities. Strategies to support research outlined by the CHORI include programmes to enhance research skills, establish a research culture and create a supportive research environment. Planned activities include the offer of grant writing and partnership building workshops, and an author fellowship programme designed to increase the confidence, capacity and willingness of staff and students to publish, and to do so in ranked refereed journals. During the year, oversight of the CHORI was officially transferred from the Office of Graduate Studies and Research to the Office of the Deputy Principal.

Internationalisation

In support of the Campus' efforts to bolster internationalisation in the last academic year, various Units and Centres pursued initiatives to expand access, while generating revenue to support the financial sustainability of the Campus.

Student Enrolment and Retention Unit (SERU)

Recognising Study Abroad as a potential income earner and the growing interest among North American universities in intensive study abroad opportunities, in 2018-19 the Student Enrolment and Retention Unit (SERU) planned a series of activities to capitalise on this trend. Through negotiations with the American Institute for Foreign Study (AIFS), a leading facilitator of study abroad programmes globally, the SERU worked with the Faculty of Humanities and Education to bring students from Richmond University to Cave Hill for both Summer and Winter offerings of a new Caribbean Studies intensive course. The University of South Carolina (USC) has also expressed interest in bringing students to take this course.

Arising from an Agreement signed with Christopher Newport University located in Virginia, USA, the Cave Hill Campus expects in academic year 2019/20, to welcome the first cohort of students from that institution who will spend a semester at Cave Hill as fee-paying study abroad students.



Cultural Exchange - Confucius Institute Display at Bridgetown Market

Planned international recruitment activities for the coming academic year include:

- further institutionalising the use of international recruitment agents to recruit students in target countries on behalf of the Campus. Agents have so far been appointed in the UK and Nigeria for recruitment to degree programmes and in Europe and Costa Rica for English as a Second Language programmes. The appointment of an agent/agents in Ghana is also projected.
- the establishment and building of direct relationships with target institutions in selected countries utilising the database of schools that has already been established for Nigeria and Ghana. It is expected that the agents will assist in this initiative.
- Proposed recruitment tours to the following countries
 - Ghana & Nigeria
 - Dutch Antilles – St. Maarten and St. Eustatius
 - Belize

CONFUCIUS INSTITUTE

During the last academic year, the Confucius Institute (CI) continued to contribute to the Campus' internationalisation efforts through its work programme which remained centred on the four pillars of

- Teaching of Chinese and Chinese culture to the Cave Hill Campus community
- Outreach teaching to primary and secondary schools and specialised markets
- Building bridges with other countries served by the Cave Hill Campus; and
- Increasing mutual understanding.

The CI is a main conduit for the Campus' outreach to China and to this end has continued to explore opportunities for cooperation between the Campus and interested counterparts in China. The CI also collaborated with Faculties in the area of programming during the 2018-19 academic year. With the Faculty of Law, the CI facilitated the International Moot Court, the development of a course titled Introduction to Chinese Law and Institutions, the exchange of professors, and the Debating Championship. In collaboration with the Faculty of Humanities and Education, a Minor in Chinese

has been introduced and with the Faculty of Science and Technology, the teaching of Chinese language and culture through the China Institute of Information Technology programme.

Minor in Chinese (Mandarin)

The CI continued to provide support for the Minor in Chinese developed in collaboration with the Department of Language, Linguistics and Literature. Students registered for the Minor were afforded the opportunity to participate in the annual 3Bs summer camp, a three week programme held in China which would provide first-hand cultural exposure to supplement the academic knowledge acquired in the Minor.

The CI also worked with the Department of Language, Linguistics and Literature on the development of a level two course titled CHIN 2200 Introduction to Contemporary China which is expected to come on stream in academic year 2019-20. Consideration is also being given to the offer of a BA in Chinese and Asian Studies over the long term as well as the establishment of a China/Asian studies centre at the Cave Hill Campus.

Plans were also being made for the introduction of a co-curricular course titled Introduction to Chinese Culture. Discussions on this proposal are ongoing with the Faculty of Humanities and Education, the Centre for Excellence in Teaching and Learning (CETL) and the Office of Student Services.

Teaching of Chinese Language and Culture: UWI-CIIT Programme

The second cohort of six students have started the China component of the BSc Software Engineering under the UWI-China Institute of Information Technology (UWI-CIIT) programme in Suzhou, China. The third cohort of seven students who will complete the first two years of the programme at the Cave Hill Campus, have started courses in Chinese language and culture. Teaching of these courses has been amended to incorporate recommendations from the Centre for Excellence in Teaching and Learning (CETL) for improvements including an increase in the number of classes per week, the establishment of a mentorship system and the provision of coaching for Christmas and Summer recesses.

Campus and Community Outreach

The CI continued to facilitate requests from The UWI Open Campus Summer School and the Guild Summer Camp to teach Chinese to camp participants, as well as the offer of evening classes to students and staff of the Campus and the general public.

As shown in Table 2, the number of participants in the CI's Chinese language programmes, which are delivered across the national education sector continued to increase, moving from 1,350 persons in academic year 2017/18 to 2,507 in 2018/19.

Table 2: No. of Persons Registered in Chinese Language Programmes 2018/2019 With comparative totals for 2017/18

	2018/2019 Semester 1	2018/ 2019 Semester 2	Total	Comparative Totals 2017/18
UWI Cave Hill evening class	95	81	176	336
UWI-CIIT Chinese Standard Course	7	7	14	20
Providence Secondary	-	-	-	12
St. Stephen Primary School	270	270	540	420
Ellerslie School	24	24	48	50
Charles F. Broome	210	210	420	-
Springer Memorial School	90	90	180	-
Inspire Academy	10	10	20	12
Chinese School	30	30	60	50
Home School	-	-	-	30

Table 2: No. of Persons Registered in Chinese Language Programmes 2018/2019**With comparative totals for 2017/18 cont'd**

		2018/2019 Semester 1	2018/ 2019 Semester 2	Total	Comparative Totals 2017/18
Oral Chinese at BIMAP		13	-	13	20
VIP Students		12	5	17	20
Caribbean Examinations Council (CXC)		-	-	-	38
Workshops	Cultural Workshop	25	25	50	-
Chinese Culture Club & Chinese Corner		240	240	480	200
Summer Camps	3Bs Summer Camp	16 (Summer 2018)	18 (Summer 2019)	34	16
	Guild Summer Camp	62 (Summer 2018)	99 (Summer 2019)	161	17
	Open Campus Summer Camp	17 (Summer 2018)	17 (Summer 2019)	34	25
Schools Summer Camp	C. F Broome Inspire Academy	160 (100) (60)	100	260	80
Summer Class		-	-	-	4
Total		1281	1226	2507	1350

Centre for English Language Learning (CEL)

The contribution of the Centre for English Language Learning (CEL) to the Campus' internationalisation agenda in academic year 2018-19 is also acknowledged. During the review period, the CEL designed courses in English for the Medical Professional, English in the Caribbean for the Interpreter and The English Test for Pilots which is awaiting International Civil Aviation Organization (ICAO) approval.

The Centre continued to engage overseas clients through the mounting of its English in the Caribbean for Interpreters Programme (Jan 7-18, 2019) which hosted 10 International Association for Conference Interpreters (AIIC) from various parts of the world including Lebanon, Cote D'Ivoire (Brazilian origin), Switzerland (Hungarian & French origin), France (Venezuelan & Spanish origin); Italy, The Netherlands, Martinique, Jamaica and Estonia.

In March 2019, English as a Second Language (ESL) with Eco-tourism was delivered to 11 students from the Université de Antilles in Martinique, while 33 Martinique

high-school students participated in the Intensive ESL for pre-university students programme hosted by CEL from July 12, 2019. In addition, during the period August 4-17, 2019, 26 Martinique primary and secondary school teachers participated on the ESL/Teaching English to Speakers of other Languages (TESOL) Professional Development programme for teachers who wish to improve their linguistic proficiency in English while enhancing their pedagogical skills in the teaching of English, or, teaching content subject areas through English.

Twenty (20) tourism officials from the FONTUR group in Colombia participated in the ESL with Sustainable Destination Management programme during the period August 31 – September 28, 2019. A second Martinique cohort were scheduled to participate in the Teachers' Professional Development Programme in November 2019 to round out a successful academic season for the CEL.



Students of ESL/TESOL Martinique interacting with Officer-in-Charge, Centre for English Language Learning, Dr Stacy Denny (foreground)

Centre for Professional Development and Life Long Learning

Academic year 2018/2019 saw the launch at the Cave Hill Campus of the Centre for Professional Development and Lifelong Learning (CPDLL). The CPDLL, which offers a variety of short courses on an open enrolment basis, represents a revolution under the strategic goal of Access to the Cave Hill Campus. It facilitates the participation of a wide range of persons at various stages in their careers and personal development, to access and participate in training programmes offered by the Campus.

Since its opening, the CPDLL has offered customised programmes and courses for corporate Barbados. In addition, an MOU has been signed with the Government of Barbados to provide on-the-job training in the public service among other initiatives. Plans were being made for the conduct of similar activities in the OECS. Internally,

discussions are ongoing with various departments at the Campus including SRC and LLL to offer jointly branded courses.

Smart Campus Initiative: Upgrade of ICT Infrastructure

As previously reported, the Smart Campus Initiative (SCI) has been adopted by the Campus as one of two main strategic themes and over the past year, it has continued to invest in its technology upgrade in keeping with the strategic goals of Access and Agility.

In addition to the deployment of Office 365, the Campus continued to work on internet access improvement, the upgrade of classroom technology and the migration of IT services to the cloud. As a result of the technology upgrades in the past year, departments across the Campus were using technology not only to enhance programme



Smart classroom

delivery but for deeper collaboration on projects using collaborative tools such as Microsoft Sharepoint, Teams and Power Apps.

Several initiatives such as those highlighted below are in various stages of implementation across the Campus:

- The Office of Student Affairs – Examinations is pioneering the use of electronic scanning of student identification cards to permit entry of students into examination rooms. This eliminates the need to print examination cards, resulting in significant savings in time and reduction of resources (exam cards, printing resources and personnel) needed to prepare for examinations sessions. The electronic data collected during the scanning process also facilitates better management of the overall examinations process, allowing related reports on student attendance and student engagement to be easily generated.
- The Banner System, which is used to manage student and finance operations on the Campus, is being upgraded from Banner 8 to Banner 9. In August 2019, the system was migrated to a cloud platform, greatly improving the resilience of the system and also providing improvements in performance.
- Banner 9 administrative functionality is expected to go live as of November 15, 2019 while self-service functionality will be deployed in the months ahead, providing a modern, mobile-friendly user interface with the enhanced user experience expected of a contemporary university management system.
- The Classroom Technology Committee is in the process of standardising the equipment levels within teaching spaces across Campus. At a minimum, the audio/visual technology to be deployed would allow classes to be conducted using smart projector technology to better enable student participation. Some teaching spaces will also be equipped for remote video conferencing and more advanced features that would facilitate virtual attendance and participation of students in class sessions. Attention is also being given to the physical layout of classroom spaces with an understanding of the impact that can have on the effective use of the technology to be deployed.
- In addition to the continued installation of solar panels (most recently installed on the roofs of the Sagico and CLICO buildings), energy efficient LED lights and occupancy sensors across Campus in its energy conservation efforts, the Renewable Energy

Committee completed the delivery of training sessions to security and ancillary staff to help ensure that best practices are used to help maximise the positive impact of these energy saving devices. Efforts are also underway to transform the Administration building into a smart building to allow for complete monitoring and management of energy consumption, with solar power being generated from a covered parking space near the building.

- Enhancing processes that involve external stakeholders have also been given special attention. The Student Enrolment and Retention Unit, the Office of Business Development, the Errol Barrow Centre for Creative Imagination, the Office of Student Services and the Solutions Centre have all taken steps towards bringing greater efficiency to the processes used to cater to the needs of their external clients. In each case, this is part of an overall effort to enhance their operations using the Office 365 platform.
- Offices have also begun using Office 365 to bring greater efficiency to the processes used to cater to the needs of the Campus community. The Human Resources Section has introduced a fully electronic leave request and approval process as well as enhanced the scheduling of optical and medical examinations for staff. The Bursary is in the process of developing and testing a system for electronic submission of invoices and petty cash statements. The Registrar's Office has developed and rolled out the Campus Calendar – based on Office 365. This calendar allows the Campus community to be kept up to date on key meetings and events scheduled on the Campus, fostering better awareness and engagement within the community.
- The Centre for Excellence in Teaching and Learning (CETL) has taken a leading role in training members of faculty in the use of smart technology in the delivery of classes. In addition to hosting sessions where faculty are familiarised with the use of the smart projector technology being deployed across Campus, CETL is working with faculty to spearhead the use of Teams, an Office 365 product, as a tool to enhance the student experience in the delivery of course content.
- Partnering with mobile payments solutions provider Bitt Inc, the University Bookshop at Cave Hill has implemented the mMoney mobile payment facility,

allowing internal and external stakeholders to use the mMoney cashless payment option to conduct transactions, as well as providing the service to allow cash to be added to mobile wallets. The Bursary is currently working with Bitt Inc, to investigate ways in which cashless payment options could be extended to all stakeholders (students, staff and external) wishing to make payments to the Campus.

- Several departments and committees have begun using SharePoint, an Office 365 product, to facilitate collaborative efforts among their members to provide a secure environment for sharing documents and other electronic media with members both internal and external to the Campus community.
- The growing use of electronic forms and other practices that permit the electronic gathering and transmission of data to improve process efficiency and engagement with the Campus community is a key indicator of the increasing traction of the Smart Campus Initiative.

An overview of achievements under the SCI in 2018-19 showed that there was a positive growing shift in the mindset of the Campus community which now views information technology as a set of accessible tools that can be actively used to create solutions to the challenges the Campus faces in its aspirational transformation. This shift is vital to the creation and sustainability of the Smart Campus.

The Campus continued to make strides in 2018-19 on the goal of Alignment. A review of the KPIs under this goal showed that the Cave Hill Campus had exceeded the target of 50% of its staff serving on external bodies as projected in the Strategic Plan. Data collected showed that in 2018-19 over 80% of the staff were serving on external bodies. This was indicative of the Campus' ongoing contribution to national and regional development.

Another KPI which was met and exceeded in this area was the number of regional and international collaborative seminars and symposia hosted by the Campus during the review year.

As previously mentioned, the Campus also entered into collaborative agreements and other strategic partnerships as part of its thrust towards greater university-industry engagement.



Outstanding students of the Faculty of Humanities and Education posing with their prizes after the Faculty's Prize-Giving Ceremony
L-R: Mr Nicholas Small-Warner, Mr Raymon Cummings and Mr Michael Walcott

Centre for Biosecurity Studies

The Centre for Biosecurity Studies (CBS) was operationalised in August 2019 with the establishment of an office at the Cave Hill Campus. The Centre is led by Professor Akin Abayomi, Professor of Clinical Medicine who serves as Principal Investigator on collaborative research projects. Professor Abayomi specialises in Internal Medicine, Haem-Oncology, Environmental Health and Biosecurity. He is supported by Operations Manager, Mrs Christianne Walcott and Clerical Officer Mr Wesley Moore. Activities scheduled for the first year include a travelling lecture series on the integrated nature of biosecurity and the offer of a certificate course entitled Integrated Biosecurity in the Caribbean.

Opening of the Five Islands Campus

The Cave Hill Campus was pleased to provide technical support to the newly opened Five Island Campus in Antigua which started operations on September 3, 2019 with 178 students most of whom were previously registered in The UWI Cave Hill franchise programmes. The new Campus is headed by interim Principal and Pro Vice-Chancellor, Professor Stafford Griffith.

Academic Programming

Faculty of Humanities and Education

During the period under review, the Faculty's revised Master's programme in Theology was approved as part of an ongoing process to effect curriculum reform. The focus of the revised programme was on Caribbean and African Theology. An MPhil/PhD programme in Philosophy is scheduled to come on stream in January 2020. A BA programme was also being developed by the discipline of Cultural Studies in response to the keen interest shown by students in courses in the discipline as well as the relative success of the Minor in Cultural Studies.

Faculty of Law

Five new courses were offered by the Faculty in academic year 2018-19. These included courses in the areas of international trade law, sports law, forensic criminology, the law of indigenous peoples, international investment law and comparative tort law.

In support of continuing professional development, the Faculty again offered a UWI Certificate in Public Procurement Law to participants in a two-day symposium held in Port of Spain, Trinidad and Tobago in December 2018. Participants included lawyers, business persons and public sector officials with an interest in procurement law issues.

Faculty of Medical Sciences

As reported last year, the Faculty of Medical Sciences, in collaboration with the Faculty of Science and Technology and the University of Ghana developed a BSc degree programme in Preclinical Sciences. The proposed programme which was approved by BUS in February 2019, also received approval from the University Council, University of Ghana in July 2019. Further approval from the Ghanaian National Council on Higher Education and Ghanaian Medical and Dental Council is being awaited. The programme is expected to begin in academic year 2020/2021.

Faculty of Science and Technology

Over the last year, the Faculty of Science and Technology recorded an increase in enrolment of

students with physical disabilities. Under its Science for ALL initiative which is based on the philosophy that Science should be made available to all persons who are interested, regardless of their income, gender or (dis) ability, the Faculty engaged in the development of an Accommodation Management System for Students with Disabilities (AMDS). This system uses digital technology to improve the experience for students with disabilities within the Faculty. Noting that several of its buildings were not equipped with disabled access, the Faculty begun the process of developing a Mobile Administration System (MAS) which would allow faculty and staff to go to students with disabilities rather than having the students try to navigate these spaces for the purposes of registration, academic advising and related matters.

BSc Software Engineering

Since the last reporting period, the BSc Software Engineering programme, a 2+2 programme offered by The UWI China Institute (UWI-CIIT), in which the first two years are taught at the Cave Hill, Mona and St. Augustine Campuses, and the final two in Suzhou, China, a second cohort of six students from the Cave

Hill Campus travelled to China in September 2019 to complete the final two years of the programme.

Despite a number of administrative challenges relating to financing, registration delays and the uploading of grades, the programme continued to be of value to students who represent themselves and The UWI admirably whilst in China. Plans were being made to recruit students from China to enrol in the programme primarily through a study tour to the Caribbean to be coordinated by the Assistant Registrar, Academic Affairs and Student Services (UWI-CIIT) in collaboration with the Student Enrolment and Retention Units at the Cave Hill and Mona Campuses respectively.

Renewal of the Faculty of Science and Technology

As reported previously, the Campus had received grant funding from the Caribbean Development Bank to facilitate the conduct of a conceptual study for an enhanced Faculty of Science and Technology. The contracted consultants, MindBloom Consulting Ltd presented their recommendations for both the programmatic and infrastructural renewal of the Faculty to the Senior Management of the Campus on September 11, 2019.



Eager primary school students learning about the human anatomy at the Science and Technology Festival, March 2019



Infrastructural Renewal: Architectural rendering of Biological Garden and Learning Corridor, Faculty of Science and Technology

The programmatic recommendations addressed the need for more interdisciplinarity in programmes and the need to streamline offerings while building new thematic focuses. Given global changes in scientific learning, the consultants recommended the introduction of three mandatory courses specific to Years 1-3 of the undergraduate programme.

- Year 1 - Science and Communication
- Year 2 - Scientific Applications
- Year 3 - Scientific Citizenship

The recommendations also addressed three new features all of which could be potential revenue earners for the Faculty and Campus including the introduction of a commercial analytical laboratory, a centre for data science and the mounting of short courses .

The renewal of the Faculty's programming is of necessity, tied to infrastructural renewal and recommendations were made in this regard for the redesign and renovation of existing buildings and for potential new construction. The Campus will seek funding support in the range of US\$35 - US\$40 million for the completion of the work which will be undertaken in phases.

Faculty of Social Sciences

Curriculum reform continued in the Faculty of Social Sciences in 2018-19 and saw the revision of a number of courses in the Department of Economics, the Department of Government, Sociology, Social Work and Psychology, the Department of Management Studies and the Shridath Ramphal Centre to ensure programme relevance and enrichment.

School of Governance and Public Policy

Plans for the establishment of a School of Governance and Public Policy at the Cave Hill Campus were finalised during the review period. The School will operate as a programming division aligned with the Faculty of Social Sciences and Centre for Professional Development and Lifelong Learning (CPDLL) and will deal with specialised curricula overlapping the fields of management, public administration, public finance and government. It will enable civil servants to retool and contextualise the relevance of their functions, but more critically, facilitate governments in realising their objective of delivering more efficient public service while achieving developmental goals.

IMPROVED ACCESS TO JUSTICE IN THE CARIBBEAN (IMPACT Justice)

The Improved Access to Justice in the Caribbean (IMPACT Justice) Project is a CAD\$22.2m project, of which \$19.2m is being provided by the Government of Canada and in-kind contributions of CAD\$1,735,000 and \$1,265,000 respectively are being made by The UWI and governments and institutions of CARICOM. Initially, the project was expected to last from April 2014 to the end of March 2019, however, the Government of Canada has approved a three-year extension to the end of March 2022. IMPACT Justice now has the opportunity to try to complete its agenda, especially in relation to continuing legal professional development and the establishment of ADR community services. The Project continued to be implemented from within the Caribbean Law Institute Centre (CLIC) of the Faculty of Law at The UWI, Cave Hill Campus.

The Project's ultimate goal is enhanced access to justice benefiting men, women, youth and businesses in CARICOM, with intermediate outcomes of:

1. strengthened gender-equitable and environmentally-sensitive legislation and the making of treaty policy at the national and regional levels;
2. improved legal services, including legal education and information for women, men, youth and businesses at the national and regional levels; and
3. strengthened gender-responsive alternative dispute resolution (ADR), restorative justice and community-based peace-building services for women, men, youth and businesses in CARICOM Member States.



Hon Colin Jordan, MP, Minister of Labour and Social Partnership Relations, Barbados addressing the audience at the Launch of the Sexual Harassment Policy and General Information Brochure

During the review period, the IMPACT Justice project entered its fifth year (April 2018 to March 2019). Results achieved under the three main project components are summarised below.

1. Strengthened gender-equitable and environmentally-sensitive legislation and the making of treaty policy at the national and regional levels

- **Three model bills were completed:** a Business Names Bill, the Climate Resilience Execution Agency (CREAD) for Dominica, and a Trade Marks and Trade Names Bill. The CREAD Bill, which was prepared after Hurricane Maria, became law in December 2018. These new model Bills brought the number of Bills prepared by IMPACT Justice between 2014 and 2019 to nine. Other Bills previously prepared included: Arbitration, Community Mediation, Major Organised Crime Agency (MOCA), OECS Judicial Pensions and Sexual Harassment.
- By the end of the review year, three of the model Bills had been adopted by some OECS Member States. In addition, some provisions of the model Sexual Harassment Bill were added to legislation in Jamaica and Barbados and several OECS States were studying the OECS Judicial Pensions Bill.
- **Training in legislative drafting:** Eleven (11) students were sponsored by IMPACT Justice, most from the Faculty of Law, The UWI, Cave Hill Campus, bringing the total number trained between 2014 and 2019 with financial assistance from IMPACT Justice to 44;
- **Training in treaty drafting:** a Workshop on Treaty Law, Negotiation and Drafting for Caribbean Professionals was held during November 2018 when suitable facilitators were available. The facilitators were Judge Patrick Robinson of the International Court of Justice; Ambassador Colin Murdock, Adviser to the Prime Minister of Antigua and Barbuda; retired Ambassador Gerald Thompson of Trinidad and Tobago and Michele Walker, Head of the Legal Unit, Ministry of Foreign Affairs and Foreign Trade, Jamaica. The workshop was attended by 29 legislation and treaty drafters from 10 countries in the region.

2. Improved legal services, including legal education and information for women, men, youth and businesses at the national and regional levels

- Under this outcome, a number of bar associations endorsed a draft accountability framework. After a vigorous sensitisation programme conducted by IMPACT Justice, 85% of regional and national bar associations had endorsed the framework. This far exceeded the initial target of at least 40%. However, as at March 2019, Jamaica remained the only country to have implemented an accountability system.

Another indicator under Component 2 was the number of male and female participants enrolled in legal education courses which were offered to the public. The total number of persons attending these public legal education events was smaller than in previous years since only one regional workshop on Environmental Impact Assessment was held and this targeted select specialists from the region. To date, a total of 1308 persons enrolled in public legal education courses.

3. Strengthened gender-responsive alternative dispute resolution (ADR), restorative justice and community-based peace-building services for women, men, youth and businesses in CARICOM Member States.

- During the year, IMPACT Justice trained a total of 283 persons comprising of 90 males and 193 females in mediation, restorative practices and community-based peace-building services. This brought the total number of persons trained in these areas to 1820 (638 males and 1182 females). The Project also completed its Train the Trainers Programme in Restorative Practices with the training of 12 persons. As had been done in Barbados, IMPACT Justice established a Restorative Practices Committee in St. Vincent and the Grenadines and three community mediation committees in Barbados, Dominica and Grenada.

Restorative Practices

IMPACT Justice concluded its formal training programme in Restorative Practices in March 2019 with 1007 persons receiving training at the basic and intermediate levels.

Success Stories

Ms. Patricia Warner, Senior Education Officer of the Ministry of Education, Technological and Vocational Training noted that for her, the most useful lesson learnt through her training in restorative practices was the importance of giving children or adolescents an opportunity to speak and be heard. Since becoming a trainer, Ms. Warner has facilitated four workshops on restorative practices, working with groups of staff at schools including the St. George Secondary and the Grantley Adams Memorial Secondary School in addition to the Easter 2019 Vacation group at Erdiston Teachers' Training College and a post graduate Diploma group also at the Erdiston Teachers' Training College on April 17, 2019.

Ms Patricia Warner



Success Stories



Belize National Indigenous Council (BENIC) representatives at a workshop held in Belize

Belize National Indigenous Council (BENIC)

In September 2018, IMPACT Justice was notified of the revitalisation of the Belize National Indigenous Council (BENIC) which had been defunct for many years. BENIC was initially formed as a network of indigenous people, founded on the principles of *au bu amuru* (me for you, you for me), *komonil* (togetherness as a people) and *muuch' kuxtal* (living together). It is committed to advancing the well-being, the full enjoyment of rights and active participation in national and international spaces of indigenous peoples. Revitalisation of the organisation was propelled through meetings hosted by IMPACT Justice which sought to bring indigenous people together. According to Ms. Sandra Miranda, President of the National Garifuna Council, "thanks to IMPACT Justice, the Indigenous Peoples of Belize were given the opportunity to explore the possibility of revitalizing the organisation as they realised that they were not achieving the respect due to them as a people when they operated as separate entities."



Architectural rendering of the Agribusiness Park at Dukes, St Thomas, Barbados

CENTRE FOR FOOD SECURITY AND ENTREPRENEURSHIP (CFSE)

The Centre for Food Security and Entrepreneurship (CFSE) was inaugurated in March 2014 with ownership of 28.5 acres of agricultural land donated to the Cave Hill Campus of The University of the West Indies by Fred and Vanessa Edghill of Dukes Plantation, St Thomas, Barbados. As stated in previous reports, the CFSE was set up to find solutions to food security problems in The UWI's client countries, and to advance agribusiness development through entrepreneurship and training.

In 2018-19, the CFSE continued to pursue its work programme involving the development of the land at Dukes into a modern and well-equipped agribusiness/science park, and coordination of another 18 projects at varying stages of implementation. The project areas cover West Indies Sea Island cotton, medicinal herbs, Caribbean flavor cocoa, agro-processing, marine bio-prospection, Barbados Blackbelly Sheep leather, marine transportation, Arrowroot from St. Vincent and the Grenadines, and more recently, medical cannabis. Generally, each project under implementation is a formal

collaboration with a private sector partner. The projects, to varying extents, have continued to progress well during the reporting period. Of note in this regard, the CFSE and its private sector partners show-cased several of their exquisite products which were very well received by the public and business community.

The Agribusiness Park at Dukes in St Thomas, Barbados

The initial agri-business entities selected for programming for the start of the Dukes Project pertain to agro-processing, farming, and training in the making of chocolates. During the last year, the project infrastructure design team continued to work with prospective business occupants of the agribusiness park to customise all site buildings to address their specific needs based on the type of agro-processing envisaged.

The main agro-processor requesting the use of the Dukes Project agro-processing facilities is the Barbados Agricultural Development and Marketing Corporation (BADMC). The facilities identified are for processing fruits and vegetables and curing special cuts of meat, notably from the Barbados Blackbelly sheep.

Development of Training Curriculum for the Chocolate Academy

Through funding from the Caribbean Development Bank, the CFSE has developed the curriculum for training in the making of chocolates using flavor cocoa types from the Caribbean. The training will be offered at the levels of a postgraduate diploma and MSc degree, and delivered by the Department of Biological and Chemical Sciences at The UWI Cave Hill on behalf of the CFSE. The curriculum is presently undergoing mandatory reviews by the relevant UWI authorities before it is finally approved and offered for postgraduate study by The UWI. The postgraduate programme is geared towards increasing the technical capacity of entrepreneurs in the Caribbean, especially in the cocoa-growing countries, to move up the value chain.

Regarding the chocolate training programme, classroom instructions will take place at Cave Hill while the practical training will be hosted by a chocolate manufacturer based in the USA. All training activities will revert to the Dukes Project site when the purpose-built Chocolate Academy becomes available.

Identification of Farmers

Regarding farming at the Dukes Project site, two Government-run entities have partnered with the Campus/CFSE to launch a programme in support of the local farming sector utilising farm plots amounting to 16 acres made available at the Dukes Project site. The partnership will result in several supporting activities collectively referred to as Demonstration Projects - a series of full-fledged commercial projects intended to demonstrate that agricultural co-operatives can be successful as well as best practices in areas of relevance to agriculture.

The implementation of the agro-processing and farming programmes is dependent on the availability of the physical infrastructure of the Dukes Project.

Blackbelly Sheep Skin Leather Project

During year under review, the CFSE received funding support from the Barbados Government Cooperative Department to mount a 15-day practical workshop to convert cured Barbados Blackbelly sheep skins to leather, in a process referred to as tanning. The curriculum of the tanning training programme has been completed

and the workshop will be mounted in Barbados in April 2020. The objective of the training is to build capacity for leather manufacture aimed at the Barbados Blackbelly sheep industry. Presently, commercial scale tanning is not done in Barbados due to lack of capacity, and more importantly, the prohibition imposed on the importation of key chemical ingredients required in the tanning process.

Medicinal Herbs Project

During the reporting period, the CFSE completed a study on the medicinal herbs sector, mainly in Barbados. This study will be used to prepare a project document which will set out the case for funding support to bring medicinal herbs into the mainstream drug prescription system in the Caribbean, beginning with Barbados. As part of this mainstreaming process, the CFSE is preparing to mount a MSc degree on medicinal herbs targeting medical doctors, pharmacists and other health care specialists.



Display of Medicinal Herbs



The newly refurbished Sagikor/Mutual Building in Bridgetown

Infrastructural Development

Progress was made during the 2018/2019 academic year on a number of capital projects.

Mutual Life Building

The upgrade and refurbishment of the Mutual Life Building to provide teaching, administrative and ancillary facilities commenced in December 2017 and was completed in October 2018. The retrofit of this building was funded by Suzhou Global Institute of Software Technology (GIST) of China. During the year the Campus was also successful in securing funds from the Caribbean Development Bank to equip the building with information technology and multi-media equipment. Contracts totaling BDS \$0.98 million were awarded to the following firms:

1. Digicel Barbados Ltd - Provision of band width and telephony
2. Technovative Solutions – Cabling, installation and termination

3. Massy Technologies InfoCom (Barbados) Ltd - Supply of computers, servers, network equipment, projectors, video conferencing and audio-visual equipment.

It is anticipated that outfitting will be completed early 2020.

Dukes Development Project

Work continued on the Dukes Development Project which entails the development of an agri-industrial park, as well as teaching and research facilities to support the work of the Centre for Food Security and Entrepreneurship (CFSE). It is being financed by the Republic of China in the amount of US\$35 million through a bilateral agreement with the Government of Barbados.

Detailed drawings were submitted and approved by the Town Planning Department (TPD) in September 2018 and by the Environmental Protection Department (EPD) in July 2019 after a number of required changes were made.

The Government Electrical Engineering Department (GEED) and the Barbados Light and Power Co Ltd (BL&P) requested the revision of some aspects of the electrical designs in order to comply with required national codes standards. These revisions are being undertaken by local mechanical and electrical consultants, Leverage Consulting, who were contracted by designers, China Aviation Planning and Design Institute in September 2019 to undertake the requested revisions.

Leverage Consulting has also been tasked with amending the plumbing site drawings to meet the standard operating requirements from the Barbados Water Authority (BWA). These revisions were expected to be completed by mid-November 2019.

Preparatory site work which must be undertaken for the services prior to construction, falls under the responsibility of the Campus. Initial discussions were held with FLOW, Barbados Light & Power Co Ltd and Barbados Water Authority regarding communication services, power and water supply respectively, however, these were put on hold pending completion of the revised services drawings.

Day Care Facility

The Campus has committed to providing a day care facility for its students and staff. This project, which is at the discussion stage, is expected to be completed during the upcoming 2019/20 academic year.

New Student Accommodation

During the year, the Campus embarked on the development of a new student accommodation block to support its strategic initiatives, including internationalisation and the successful marketing of Cave Hill's programmes both regionally and internationally. The additional dormitory will be pursued through a UWI public-private partnership.

The building will be located on the Clarendon site adjacent to the Keith Hunte Hall and extends on the original plan for the site that was initially conceived as a four-block complex. The building will mirror the existing Hall with some improvements:

- Two additional floors to increase capacity from 64 to 97.
- The inclusion of a number of single and double ensuite units.



Permanent Secretary in the Ministry of Education, Technological and Vocational Training Mrs Janet Phillips (left) looks on as Principal of The UWI Cave Hill Campus, Professor Eudine Barriteau breaks ground on the new dorm

- Provision for air-conditioning of the bedrooms in response to the demand by students for air-conditioning of rooms.
- Re-configuration of the communal areas to provide for study areas and living/dining rooms separate from the kitchen. This will allow for greater social interaction among students.
- Additional sustainable designs by way of motion and heat sensors to control lights and air-conditioning units and low-flow/high-efficiency plumbing fixtures.

The request for proposals was issued to six shortlisted companies with a submission deadline of February 28, 2020.



Students sharing a light moment between classes



INTERNAL OPERATING PROCESSES

Administration

The Campus Administration during the review period made significant progress in advancing initiatives in line with the 2017-2022 UWI Strategic Plan. There was a concerted effort to advance Cave Hill's agenda as it related to creating greater efficiencies through infusing technology into the work processes.

Support was also given to Campus efforts geared at streamlining and restructuring existing units for increased levels of agility, cost saving and effective delivery on individual mandates. Income generation goals were also pursued.

Notable achievements were recorded in all areas of Administration, including student admissions; human resources; management of the Campus finances; the oversight and development of campus records and archives; promotion of a healthy workplace; the effective mounting and support of Campus events; and ensuring the smooth functioning of the institution's organs of governance.

Streamlining Initiatives

During the review period, the Campus undertook a number of initiatives which were aimed at achieving increased efficiencies through the restructuring and streamlining of units. This effort, led by the Human

Resources Section, saw, amongst other things, the creation of the Enterprise System Support Unit (ESSU) aimed at optimising Campus administrative processes, with personnel drawn from CITS and the Banner Section. Work was also undertaken to restructure the Office of Planning and Projects into the Office of Institutional Planning and Infrastructural Services (INPLAIS). The restructured office would have responsibility for institutional planning and forecasting; Campus quality management enhancement and data analysis; infrastructural project development and renovations; and routine and preventative infrastructural services.

The review period also saw the introduction to The Maintenance Authority (TMA) Facilities Management System for logging requests and improving efficiencies in the maintenance of Campus facilities. Work towards the introduction of a safety and health module also commenced.



Finance and General Purposes Committee Meeting being chaired by Pro Vice-Chancellor and Principal, Professor Eudine Barriteau



University Registrar, Mr C William Iton facilitating the Leadership Forum for Heads of Departments, January 2019

The Human Resources Section continued efforts to develop leadership at the Campus through hosting of the leadership forum in collaboration with University Centre. One of the results from this initiative was the establishment of the Cave Hill Committee of Heads aimed, amongst other things, at developing leadership effectiveness among Heads of Departments and Directors through sharing, and training and development.

EVENT MANAGEMENT AND PROTOCOL

During the review period, the Campus had an extremely busy events slate. Continued emphasis was placed on the mission of professionalising all of Cave Hill's events by ensuring that those involved in planning such activities were briefed on Events Management and Protocol. In addition, training in Diplomatic Protocol and the Management of University Ceremonies was provided.

In support of Campus income generation efforts, rental of the graduation tent to the corporate sector for various company events was formalised. The level of revenue earned thus far has been encouraging.

SECRETARIAT SERVICES

Secretariat services to Campus governance bodies continued to seek new areas of efficiencies. In collaboration with the SMART Campus Coordinator, The Registrar's Office undertook work towards the launch of a SharePoint site for the posting of Academic Board papers. The migration from Alfresco to the Office 365-based platform offered Academic Board members a more resilient and interactive service. The new site

offered anywhere, anytime accessibility and a range of information related to Academic Board and its sub-committees. The Cave Hill policies available in Alfresco as well as the Agenda and Papers archives were also migrated to the new site.

The Secretariat, in collaboration with Human Resources, continued to offer minute taking workshops to members of staff.

STUDENT ADMISSIONS

During the 2018/2019 academic year, the Campus continued to experience an upward trajectory with regard to the number of applicants and students admitted to the University. Student Affairs, Admissions sought to ensure as smooth a process as possible, despite significant challenges related to the performance of the Banner System, amongst other issues. The Department collaborated with Faculties and Campus IT Services to enhance various systems, in order to improve the student registration experience and to work towards elimination of paper-based forms, thereby increasing efficiencies, while reducing expenditure.

Student Admissions gave support to local and regional outreach efforts coordinated by the Student Enrolment and Retention Unit (SERU), including a fruitful visit to the Dutch Caribbean. Staff of that Department also participated in workshops and discussions at the Caribbean Examinations Council (CXC) regarding e-Certificates and blockchain technology. While none of the applicants presented e-Certificates during the period it is anticipated that such documentation will be prevalent in the future.

Admissions Staff were also fully engaged in the preparation of the upgrade from Banner 8 to Banner 9, and its migration to the Ellucian Cloud. As part of this exercise, they conducted extensive testing on the new system and provided critical feedback during the course of the project implementation. Staff also participated in training sessions and retooling activities to support the department's operational efficiency.

HEALTH AND SAFETY

Cave Hill continued its focus on maintaining a safe and healthy environment for staff, students and visitors, with special attention paid to the critical pillars of regulatory compliance, investigation of issues and education.

Investigation and routine inspections

Routine inspections and the investigation of issues continued in order to address areas of potential negative impacts. The Health, Safety and Environmental (HSE) Officer during the review period conducted over seventy such investigations. Any necessary remedial works were then coordinated in collaboration with the then Maintenance Department and the Office of Planning and Projects.

Routine inspections of Campus facilities were also undertaken in conjunction with Ministry of Health officers. These included inspections of all food facilities

as part of the annual licensing process. The Campus also worked closely with the Ministry in such areas as vector control, and to ensure that food safety standards were met at all campus events.

Educational Programmes

As part of the public education initiatives, the HSE Officer participated in a number of activities, including a presentation at the Resident Life workshop hosted by the Halls for first-year residents. There was also collaboration with the Classroom Manager and Technical Assistant, of the Maintenance Department to conduct a half-day training session for custodial staff of that Department. The training also included presentations from external agencies such as the Labour Department (Health and Safety Section). The sessions were highly interactive and well received by participants. As a member of the Campus Renewable Energy Committee Technical Subcommittee, the HSE Officer participated in developing an ongoing training programme aimed at increasing awareness of global and national developments in renewable energy and environmental sustainability, as well as securing support for campus projects and initiatives in that area.

There were also collaborations with the Chair, Campus Recycling Committee towards sensitising campus vendors on the national ban on single-use plastics. All



Ms Carol Jordan (standing left) and Ms Kathy Griffith (sitting) of the Student Admissions Section, assisting applicants with queries



Mrs Halcyon Wiltshire-Busby, Assistant Archivist, West Indies Federal Archives/Cave Hill Campus Archives, making a presentation to Barbados Community College students on a tour of the Archives, November 2019

of the invited concessionaires participated in the session which featured presentations from representatives of Oceanic Global, a company which had partnered with local enterprises to launch The Oceanic Standard (TOS). The latter sought to ensure that businesses were well informed prior to the national ban.

The aims and objectives of World Environment Day were supported with a poster being developed and circulated electronically to all members of the Campus Community. The Campus Wellness Committee was assisted with the coordination of the activities for the Wellness Extravaganza held during the annual Campus Wellness Week. That event focused on promoting environmentally sustainable practices and featured exhibits on recycling, waste separation, hydroponics and electric vehicles.

The office worked with the Smart Campus Coordinator on the development of an electronic system which would allow members of the Campus Community to report health and safety complaints. This system is expected to improve the efficiency of this process and allow for better tracking of issues. The captured data would also

be used to analyse trends and generate reports. This sets the foundation for a more proactive/preventative approach to dealing with health and safety matters. It is expected that the system will be launched in 2020.

RECORDS AND ARCHIVES MANAGEMENT

During the review period, the staff of the Archives and Records Management Programme continued to assist the University in achieving its mission through the efficient and effective management of the institution's corporate records ensuring that the records were complete, accurate, accessible and adequately preserved thereby establishing continuing value for ongoing operational as well as evidential, historical and research purposes.

Training and Outreach

The 2019 Certificate in Records Management Programme at the Cave Hill Campus provided training for 23 students from both the public and private sectors, with students attending from Antigua (4), and Barbados (19). The Programme also hosted visits from senior staff of the Barbados Government who were interested in the current management of hybrid paper and electronic records at Cave Hill, as they were experiencing challenges in that area.

Technology

The HP Records Management System was used functionally for receipt, e-distribution and storage of administrative records. A total of 1,630 emails were catalogued into the RIM system formerly known as TRIM, 26,295 records were scanned, 45,485 documents were researched and viewed by staff of administration and 23,173 titles were edited in our verification exercises. In addition, the Registry's Records Services embarked on a digitisation project of 611 linear feet of personnel records, which is expected to conclude in 2020, resources permitting.

Retention and Disposition

The Records and Archives staff continued to assist faculties, units and departments with inventories, appraisal of their records and their eventual disposition to the archives or the destruction of those no longer needed.



Exhibition mounted by the Cave Hill Campus Archives for the Vice-Chancellor's Awards for Excellence, October 2019

West Indies Federal Archives Centre/ Cave Hill Campus Archives

Records deemed archival were regularly transferred to the West Indies Federal Archives Centre (WIFAC) for archival arrangement and description, and the transfer, storage and preservation of original memoranda of understanding and agreements in paper and electronic formats to the Archives continued over the year.

There were 35 visitors to the WIFAC for the period under review. These included Barbadian and international students, as well as researchers from the US and Europe. The Cave Hill Campus and former University Archivist contributed two chapters to the first West Indian Archival Reader entitled, "Decolonizing the Caribbean Record", which was published earlier in 2019 and was formally launched in Jamaica in October 2019.

The Campus Records Manager/University Archivist and the Assistant Archivist continued to render extensive service on a range of local and international committees.

The review period saw the Campus Archives mount another outstanding exhibition for the Vice-Chancellor's Award for Excellence.

BURSARY

The Campus saw a return to profitability, as in the previous year significant provisions had to be made in relation to the write-off of balances not deemed collectible and the discounting of debt from the Government of Barbados. In light of these significant provisions in the prior year, the effect of the introduction of International

Financial Reporting Standards (IFRS) 9 saw a reinstatement of \$4.3 million in provisions. This led the Campus to move from a deficit of \$73.3 million at the end of 2018 to a surplus of \$5.6 million. However, the surplus did not equate to cash.

Cave Hill continued to meet all of its statutory obligations and loan commitments as they fell due. Some cash receivables were converted to cash during the year, but the Agreement with the Government of Barbados led to a deep discount of some \$13 million of the amount due to the Campus. The Campus was however able to reduce its liabilities from five months in arrears to just over two months in arrears.

The Campus sustained its greening efforts and was able to maintain a steady monetary value in operating expenses. As cash flow allowed, aging computers (eighty-seven in total) were steadily replaced. The Campus was also able to refresh many of its classrooms, especially in the Graduate Studies area. The Halls of Residence were also refurbished as part of this continuing effort to enhance the student experience. Some inroads were made in the critical area of roof repairs. The Campus entered into payment plans with some vendors as cash flow allowed.

Cave Hill continued to consolidate its programme aimed at a reduction in the printing of meeting documents allowing administrative staff to concentrate their efforts in other productive areas. Students were also able to use *mMoney* to pay for items in the Bookshop, as the Campus moved towards increasingly utilising technology to support student-related activities.

Campus IT Services

The achievement of the Campus' strategic goals, as set out in the University's Strategic Plan 2017-2022, is positively correlated to the efficient functioning of its information technology structures. The Principal's visionary Smart Campus Initiative (SCI) set the stage for the roll out of several information technology initiatives, resulting in noticeable upgrades in systems and operating processes at the Campus.

The SCI is a model for transforming the delivery of higher education to support national and regional development. It involves the transformation of plant and equipment, services to clients, and pedagogical and revenue-earning strategies. A major thrust of the Campus has been the revolutionising of the education system, through diversification of content and widespread application of information technology. The Campus endeavoured to achieve this goal, while maintaining vigilance over investment, quality assurance and student-centredness.

The SCI shaped an environment that was eager for more creative and innovative solutions. Consequently, the Campus IT Services (CITS) Department fixed its focus on: 1) the development of human resources through training; 2) process improvements by the continuous re-examining of current procedures; and 3) technology deployment for automation. CITS anticipates that on the current trajectory, the Campus would be able to

improve the student experience, and achieve a competitive advantage in the marketplace.

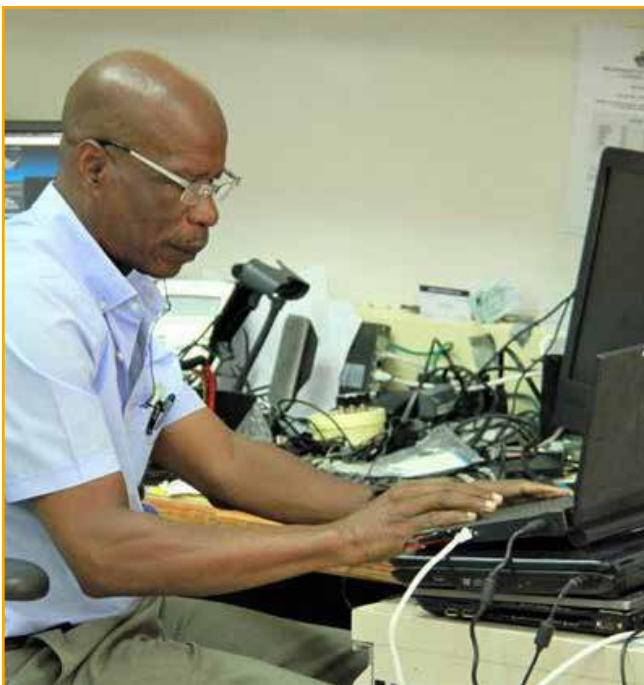
INTERNET ACCESS IMPROVEMENTS

This project has seen the Campus' Internet bandwidth move from 700Mbps to 1.2Gbps without any cost increase. Redundant links were provided by Cable & Wireless and Digicel. There were also 300Mbps links to the remote sites – GACDRC, QEH and the Errol Walrond Building. These connectivity upgrades have allowed the Campus to deliver better online services, and provide users with higher speed access to wireless, and to Cloud services, including Zoom, Office 365 and Banner Cloud.

WIRELESS AND NETWORK IMPROVEMENTS

Approximately four hundred and fifty (450) Wireless Access Points were deployed across the Campus, bringing the full deployment (including the remote sites) to approximately six hundred (600) Wireless Access Points. This has targeted teaching spaces, libraries, halls of residence, outdoor student congregation areas and more recently, the Graduation Tent. This was done in an effort to make Internet access available everywhere on Campus.

Network improvements involved the deployment of over one hundred and fifty (150) pieces of network equipment in about ninety (90) locations across the Campus, creating a 10Gbps backbone on Campus, with a 1Gbps access connection to end users. While there were still some areas of the Campus to be completed, this allowed users to connect to Campus resources at higher speeds than the previous 1Gbps backbone and some 100Mbps allowed.



Mr Wayne Bullard, Desktop Technician on the job

MICROSOFT OFFICE 365 UPGRADE UPDATE

Approximately 700 users now have access to Email and Data Storage in Microsoft Office 365 Cloud. With OneDrive, each user has access to one terabyte of storage. This enhancement makes it easier to share larger files with users. Also, users have secure access to their files from any device and at any time. With Outlook, users have gained an increase in the size of their mail-boxes – 50 gigabytes each. With this solution, users can email larger files. Users can also access their email boxes from their PCs, over the internet or from any device.

Through necessary training, users gained knowledge and their skills were enhanced in the use of the new services. The focused training was delivered to 150 users over 18 face-to-face sessions. Other modes of delivery included access to SharePoint, and to the CITS User Services Unit via the IT Service Desk or the ICT Trainer. Accompanying this training was the introduction to Windows 10 – the platform on which Office 365 resides. Microsoft Office 365 also enabled access to collaboration tools such as Microsoft SharePoint, Teams and Power Apps. These collaboration tools were used by departments to store, share and edit documents, as users worked together on projects. Microsoft Office 365 offered users access to applications that could positively impact teaching and learning. These tools facilitated collaboration and the sharing of data and information between lecturers and their students.

WEBSITE REDESIGN

The Campus' website redesign project which focused on creating visually-enhanced, user friendly websites that function optimally on multiple devices (including large desktops, laptops, tablets, smartphones, etc) continued during the period under review. Twenty (20) new websites were launched (inclusive of Faculty websites) with twenty-one (21) more at various stages of development. CITS was committed to ensuring the redesign of all Campus websites as it continuously assessed and fine-tuned the development process to guarantee improved utilisation of resources and shorter rollout periods.

THE MAINTENANCE AUTHORITY (TMA) FACILITIES MANAGEMENT SYSTEM ROLLED OUT

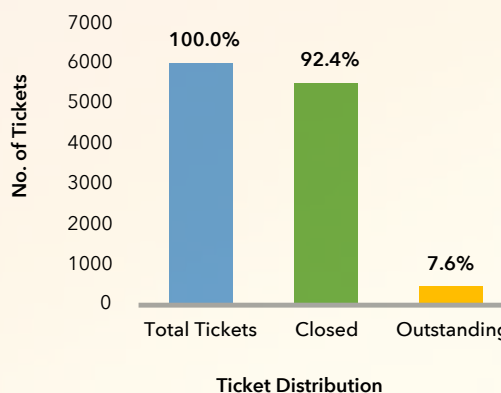
In July 2019, CITS, in conjunction with the Office of the Campus Registrar, the Bursary and the Office of Institutional Planning and Infrastructural Services, commenced the rollout of the TMA Facilities Management System. The Campus has since been actively using the Service Request and Work Order Management modules. The eventual, full utilisation of this solution would enhance the Campus' productivity, reduce maintenance costs and extend the life of equipment, while making the smart maintenance of the Campus a reality.

PRODUCTIVE METRICS

Service Desk Calls

Figure 1 shows the number of tickets received by CITS during 2019/2019. The efficient management of the tickets resulted in 92.3 % of them being actioned and closed within the academic year, leaving a mere 7.6 % outstanding. This was a commendable achievement.

Figure 1: Service Desk Tickets received during the period 2018-2019



In Figure 2 the tickets are shown by team distribution. This distribution is in alignment with industry trends and the expectations of an IT support organisation. The IT Services Desk was able to resolve the largest number of calls, since it is an operational division. The other divisions were more project-driven, and most of the time was spent on improvement projects, hence the lower call count. The achievement of resolving the majority of the tickets underscored the importance of maintaining a strong, robust Service Desk to respond to the basic needs of users.

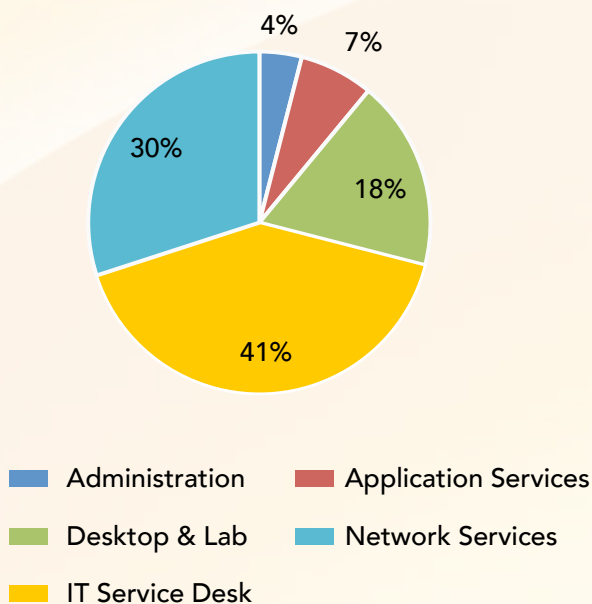
USER TRAINING – MICROSOFT OFFICE 365

Introduction

The CITS training programme was designed to develop the Campus' employees, by ensuring that their knowledge and skills were enhanced in specific areas to contribute to the Strategic Plan. For the period under review, the three objectives from the Triple A Strategic Plan supporting the tasks of CITS were:

- AC3 Improving the quality of teaching, learning and student development
- AG4 Foster a creative, caring, accountable, motivated and professional team
- AG5 Foster the digital transformation of The UWI.

Figure 2: Tickets shown by Team distribution



Objectives of Microsoft Office 365 Training

Microsoft Office 365 training was conducted throughout 2018/2019. The objectives of this training were:

1. To provide knowledge to employees with respect to Microsoft Office 365
2. To impart skills that the employees could learn quickly
3. To equip employees to apply the knowledge gained to their everyday tasks
4. To update the employees in new programmes/ applications in IT.

Modes of Delivery

The following approaches were used to reach the Campus Community.

- **The Creation of a SharePoint Site** – Campus IT Services Office 365 Resource Centre
 - A SharePoint site was created as a point of reference. This internet-based medium provided users with instructions on how to use the service, and with tips for other applications.
- **Distributed E-mails** where users were greeted to their first sign on to the application. The email shared showed how to access the new service in the cloud
- **Self-service** – Users were encouraged to submit their questions to the ICT Trainer or the IT Service Desk so that their specific needs could be met.
- **Face-to-Face Training Sessions** – These were held to give participants hands-on activities through guided interactions. Eighteen (18) of these sessions were held, reaching one hundred and forty-six (146) participants. In these sessions, persons interacted with Windows 10, OneDrive, Outlook and experienced the seamless way all the apps work together.

CLASSROOM TECHNOLOGY REQUESTS

This in-house application system continued to add value to the services delivered to the campus from the Classroom Technology Services (CTS) Unit. This system allowed the Campus Community to request Audio Visual or IT (AV/IT) related hardware for timetabled courses. AV/IT equipment was requested by staff and the CTS Unit delivered equipment or assisted in the setup of such technologies.

The high number of requests for the LED Projector demonstrates the usefulness of this piece of hardware in teaching and learning. CITS' goal is to install a projector in every classroom.

The demand for the VCRs, Document Presenters and DVDs has diminished significantly due to the replacement of those technologies. It is projected that the use of these items would be discontinued in 2020.

The Campus Community was sensitised to the use of internal or external drives or cloud storage – Microsoft Office 365 – OneDrive for the storage of data or information. The retrieval of such data or information when required was also demonstrated.

Figure 3 highlights the total requests for equipment and Figure 4 depicts the type of equipment requested for 2018/2019.

MIGRATION TO WINDOWS 10

The distribution of Windows Operating System by devices across Campus is depicted in Figure 5. Support for Windows XP was discontinued since April 8, 2014. The Campus still had a few devices on Windows XP in 2018/2019. During the migration project to Windows 7, Microsoft announced that support for that Operating System would come to an end on January 14, 2020. The challenge for the Campus was that 75% of its devices would be running on an unsupported operating system. This was a very undesirable situation since most of its devices would be vulnerable to attacks and malware.

The next academic year would therefore require an aggressive strategy to eliminate this vulnerability by migrating to a supported version of Windows 10 operating system.

CITS' vision is to become the hub for technology and innovation at the Cave Hill Campus, and it endeavours to achieve this goal through quality service, reliable internal processes and close collaboration with the business community. It is expected that this combination would position CITS to deliver cost-effective solutions fit for purpose.

Figure 3: Equipment Requests – 2018-2019

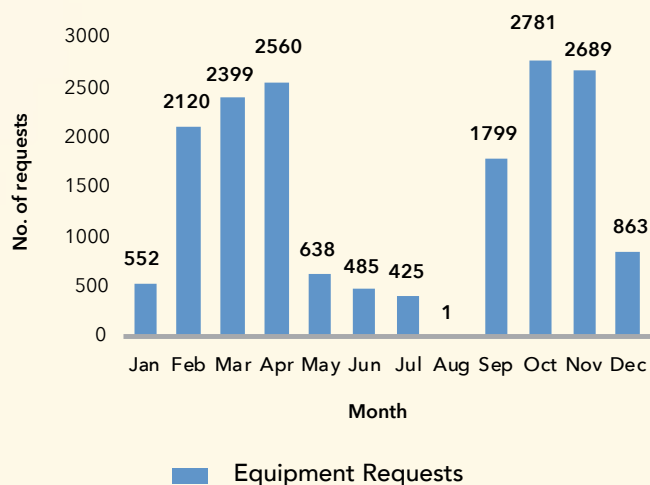


Figure 4: Type of Equipment Requested – 2018-2019

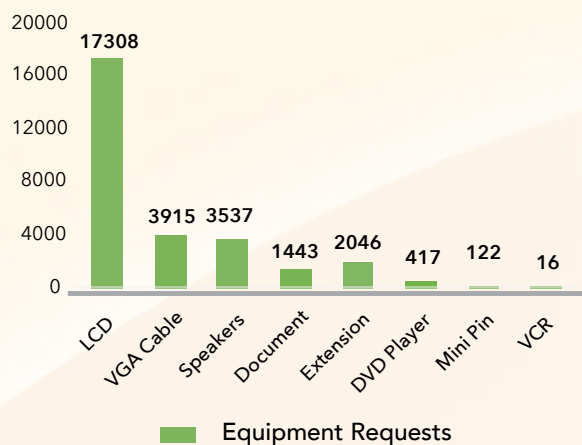
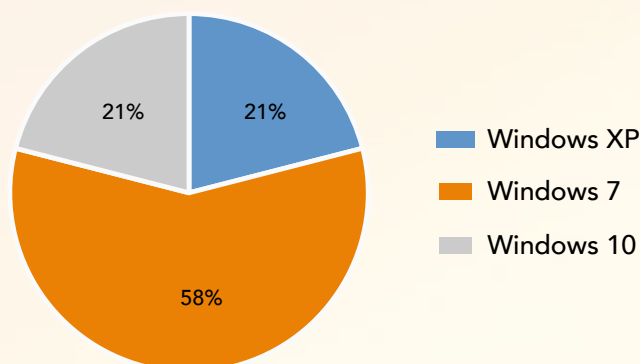


Figure 5: Operating System Distribution on Computers





Students interacting on Campus



TEACHING AND LEARNING

Faculty of Law

New Double Degrees Introduced

The Faculty created two double postgraduate degrees in the reporting period. This was a major accomplishment for the Faculty, which pioneered both degrees and steered them through to completion. The double LLM degree with Leuphana University (Germany) became the second double degree in The UWI system. The LLM-EMBA with the Sagcor Cave Hill School of Business and Management (SCHSBM), and the LLM degree with Leuphana University became the first two double degrees which were devised specifically to integrate seamlessly into existing programmes. As a result, these double degrees should generate no additional costs, but create additional revenue for the Campus.

LLM-EMBA

- The LLM-EMBA programme proposal was designed to combine both the LLM and EMBA degree programmes, for completion in 2 ½ years instead of the usual three-year period. It is structured along the lines of the current EMBA programme offered by the SCHSBM, which is layered, meaning that courses have to be taken consecutively. The LLM-EMBA requires students to take law and business courses concurrently over the period of the degree. The LLM-EMBA programme was approved by the Board for Graduate Studies and Research at its meeting of May 30, 2019. It will be offered in the 2019/2020 academic year.

Double LLM with University of Leuphana

- The University of Leuphana is a highly ranked university located in Lüneburg, Germany, near to the city of Hamburg. The Faculty of Law at Leuphana offers undergraduate and graduate programmes, including a double LLM Degree in International Economic Law in English with the University of Glasgow. The Cave Hill Faculty of Law negotiated a double LLM degree programme with the University of Leuphana on a model similar to the Glasgow programme, but with accelerated options for Caribbean students. The



University of Leuphana, Germany

double LLM degree was approved by the Board for Graduate Studies and Research on February 14, 2019. Students will be admitted into the programme as early as August 2019. The UWI LLM students who choose this programme in the 2019/2020 academic year will complete their UWI LLM courses for Semesters I and II and then travel to Germany in April 2020. There, they will take the second Semester of the Leuphana LLM, which includes courses in International Economic Law, European Economic Law and European Private Law. After completing their Leuphana courses, students will submit a research paper and return to the Caribbean at the end of August. German students, who are required to take a two-year programme, are expected to arrive at Cave Hill in September 2020. They would spend the full academic year with us.

Faculty of Humanities and Education

Rebranded Foundation Language Programme Making Strides

The Academic Literacies Programme (ALP), formerly the Foundation Language Programme, forged ahead with its vision of significantly raising awareness of the cross-disciplinary value of writing and academic literacy

skills. International expert Chris Anson, Distinguished University Professor, Professor of English, and Director of the Campus Writing and Speaking Program at North Carolina State University conducted intensive workshops from April 29 to May 3, 2019, for all instructors in the ALP, with the explicit goal of crafting an evidence-based Writing Across the Curriculum (WAC) Initiative for the Cave Hill Campus, to be implemented from the 2019/2020 academic year.

Research was also conducted to assess transference of the writing skills fostered in ALP courses to discipline-specific courses, with the revealing finding that many students were doing very little or no sustained or essay-type writing in courses outside the ALP courses. The Department will continue to promote the ALP's ongoing efforts to cultivate these vital "soft" skills throughout the Campus' student body.



Lecturer in Anatomy, Dr Keerti Singh, conducting a demonstration of the musculoskeletal system, while medical students listen keenly

Faculty of Medical Sciences

New MSc Nursing Programme Offered

The Master of Science in Nursing (MScN) programme commenced in the academic year 2018/2019 with specialisations in Education and Administration. The programme is coordinated by Dr Wendy Sealy, former Chief Nursing Officer with the Ministry of Health. The taught curriculum was adapted from the Mona Campus. Lecturers were encouraged to identify and document the strengths and challenges, as well as updated and innovative interventions which were utilised during the teaching/learning process to enhance course delivery. The MScN students took classes with the MPH students for mandatory quantitative and qualitative research courses, which served to strengthen cross-fertilisation across the Faculty.

The MScN programme initially commenced with ten (10) students. However, five (5) persons deferred their entry for various reasons. The five registered students (three (3) Administration and two (2) Education), are expected to successfully complete the programme in August 2020.

Faculty of Social Sciences

Department of Management Studies

During the academic year 2018/2019, the Department revised its MSc Business Analytics programme curriculum to include existing cross-faculty and cross-departmental courses (LGSC600-Operations Research I, LGSC6006-Operations Research II, and COMP6361-Cloud Computing) and a new non-credit workshop (BUSA6092-Project and Consultancy Skills). Moreover, the Department also revised and restructured the MSc Marketing programme, including a new course (MKTG6046 – Digital Marketing and Social Media) and a new workshop (MKTG6110 – Essentials of Entrepreneurship).

The Department also began the strategic process of curriculum review and revision to achieve continuous curriculum enhancement, new development and relevance.

Students Certified in Ethereum Blockchain



L-R: Dr Janak Sodha (Head, CMP Dept), Shannon Clarke (PolyMath), Haley Springer, Shaqueilla Seale, Joel Moore (behind Shaqueilla), Adam Dossa (Polymath) and Sanjay Mahabir. Missing are students, Antonio Arthur and Michael Belle

Department of Government, Sociology, Social Work and Psychology

During the 2018/2019 academic year, the Department continued to offer a suite of undergraduate and postgraduate programmes to equip students with theoretical and analytical tools to address critical problems of Caribbean development. With a focus on reviewing and rationalising its programme offerings, the Department collaborated with the Centre for Excellence in Teaching and Learning (CETL) and the Academic Quality Assurance Committee (AQAC) to enrich its programme structure.

Department of Economics

In the Department's thrust to reform its curriculum, a number of courses were revised and submitted for approval in the approved Board for Undergraduate Studies format. This was not just an academic exercise, but was a necessary part of ensuring that the courses in the Department remained relevant to the challenges faced by Caribbean economies and new developments in the field of economics. Courses approved during the academic year included LGSC 6003 – Operations Research I and LGSC 6006 – Operations Research II.

Faculty of Science and Technology

New Masters in Information Technology Launched

The Department of Computer Science, Mathematics and Physics launched its new Masters in Information Technology in 2018/2019 with specialisations in Enterprise Systems, Mobile Applications and Web Development. The structure of the MSc has been designed to allow for the addition of other streams of specialisation. To ensure The UWI responds quickly to new and exciting technologies, two courses on blockchain technology were developed in collaboration with blockchain companies MLG Blockchain <https://mlgblockchain.com>, Novelty Curve <https://www.noveltycurve.com>, with support from Aion <https://aion.network> and Polymath <https://polymath.network>. If blockchain technology continues to be deployed in the region, more courses can be added to create a specialised stream in this field. The Faculty aims to deliver them in 2019/2020.

As part of this effort, from November 24, 2018 to January 12, 2019, the Department supported a workshop on the development of web applications using ReactJS and the Ethereum in collaboration with the Polymath Blockchain Company. Six university students and graduates

successfully completed the nine-week programming workshop series on Ethereum Blockchain hosted by Barbadian company, Polymath, in partnership with The UWI, Cave Hill Campus. They were Antonio Arthur, Haley Springer, Joel Moore, Michael Belle, Shaqueilla Seale and Sanjay Mahabir, who each received a certificate. Polymath and The UWI partnered on this initiative in order to equip university students and graduates with the required skills to become more employable in the rapidly changing industry of computer science and software engineering. The workshop was staged with assistance from Dr Janak Sodha, Head of Department and Senior Lecturer in Physics and Electronics in the Department of Computer Science, Mathematics & Physics and Dr Jan Yves Remy, Deputy Director of the Shridath Ramphal Centre for International Trade Law and Policy.

Faculty of Sport

Sports Programmes Transferred to the Faculty of Sport

With effect from the academic year 2018/2019, the Sport Sciences programmes at Cave Hill were transferred from the Faculty of Social Sciences to the Faculty of Sport. Administration of these programmes is done through the Cave Hill Academy of Sport where the programmes reside. The MSc Sport Sciences programme, which offers a double degree with the University of New Brunswick in Canada had suffered low enrolment in the last few years. However, its survival was assured by scholarships offered by the Government of Barbados. A total of 106 students transferred or joined the BSc and MSc Sport Sciences programmes in 2018/2019.

Institute for Gender and Development Studies: Nita Barrow Unit

Graduate Research Symposium a Success

Four graduate students were afforded the opportunity to share their research with their peers and faculty at the IGDS:NBU Graduate Student Research Symposium held on April 5, 2019. During this informative session, students demonstrated their strong research and analytical skills, as they were assessed on the content,

knowledge and analysis of their study, as well as on their presentation skills. Dr Yanique Hume and Professor David Murray served as external assessors for the students who presented their research proposals. The external examiners praised the ambitious areas undertaken and provided feedback on how to enhance the work. Internal assessors were Drs Halimah DeShong and Charmaine Crawford.

The Centre for Excellence in Teaching and Learning

Supporting Smart Teaching and Learning with Technology

Recognising the importance of extending its reach to faculty and providing flexible access, the CETL continued to vary its offerings in an effort to reach more faculty at convenient times. Some of these included “CETL Bag of Webinars” which is a series of webinars hosted by Innovative Educators and categorised by topics such as Blended Learning, UDL and Promoting Academic Honesty. As faculties/units/departments requested training which was critical to their needs, CETL responded by offering specialised workshops to entities such as: Sagikor Cave Hill School of Business and Management, Faculty of Law, Centre for English Language Learning, Confucius Institute, Faculty of Social Sciences, Faculty of Medical Sciences and Nursing Programme, and Faculty of Humanities and Education. Some areas of training included – Using Respondus for Summative e-Assessments, Level I Blended Learning, Improving Teaching through Technology, Delivering a Blended Course using Moodle and ZOOM and Using Microsoft 365.

Instructional Design Clinics were introduced to provide guidance to faculty members who requested assistance in designing their courses using blended learning approach methodologies.



Mr Troy Carrington, CETL Educational Technologist, preparing faculty to teach in a Smart environment

Virtual Faculty Learning/ Collaboration Space

In support of Cave Hill's Smart Campus Initiative, the Centre launched the CETL Virtual Faculty Learning/ Collaboration Communities (VFLCC) initiative utilising the Microsoft 365 TEAMS programme. The goal of the VFLCC initiative was to provide professional development opportunities and build a Faculty Learning Community (FLC), primarily for adjunct faculty, via an easy-to-access online medium. Given that adjunct faculty comprised a considerable portion of the teaching staff, it was critical that adequate training opportunities were provided for them in an easily accessible and flexible modality. This was done to ensure that the learning experiences of students maintained a consistently high quality. Given its versatility, the virtual facility also provided a collaborative space to accommodate academic advisors and advisees who needed to utilise video and audio media for sharing of documents and for real-time collaboration and advising.

The implications for the Campus included:

- Faculty members embracing smart technologies to access professional development training anywhere, anytime;

- Faculty recognising the versatility of the virtual space and making use of it for learning and collaboration with colleagues and/or students as desired;
- Increased collaboration and networking among all academic staff;
- The Campus' rethinking of its training model and adopting of a 21st Century model that fully incorporated technology; and
- All participants who shared the space would experience a sense of belonging, connection and value.

Curriculum Renewal and Support

Quality Assurance and Quality Control

During the period of reporting, faculty members were guided as they revised and/or developed programmes and courses across all Faculties. Some programmes included those for the Department of Government, Sociology, Social Work and Psychology; Faculty of Social Sciences; Preclinical Sciences; Executive Diploma in Marketing and Sales, and Executive Diploma in Procurement Management. During the period, five hundred and eighty-four (584) of the one thousand and thirty-eight (1038) courses were redesigned in the approved Board for Undergraduate Studies (BUS)

format. This process would be continued with the introduction of the newly-approved, unified BUS instrument. CETL also provided assistance to the Centre for Professional Development and Lifelong Learning with the design of its short courses. Collaborations with the Quality Assurance Unit also resulted in the conduct of curriculum workshops aimed at sensitising faculty to the required standards and practices in action planning and curriculum renewal.

Contribution to Student Development

The CETL supported the Campus' core value of student-centredness through its impact on student development. The Centre continued throughout the review period, to incorporate student representation into relevant workshops and seminars for professional development of staff. Two instances were: Firstly, a faculty/student forum within the Certificate in University Learning and Teaching (CUTL) programme, which provided opportunities for student Supervisees to discuss areas such as classroom management, new teaching and learning strategies and addressing learning differences in the classroom. Secondly, graduate Supervisees were given the chance to share views on graduate research supervision when they met with graduate supervisors who were participants of the Research Supervisors Course.

At the request of the Faculty of Medical Sciences, CETL delivered orientation seminars for first -year medical students. Two seminars were entitled: Surviving Medical School – Study and Learning Strategies; and Reflective Learning and Using Technology to Support Your Learning.

The Centre, in collaboration with the Faculty of Science and Technology, continued to share oversight responsibilities for the academic welfare of students of the Software Engineering programme who spend two years studying in the Caribbean and two years at the Global Institute of Software Technology (GIST) in Suzhou, China. On request, the Centre conducted an online workshop entitled “Orientation to e-Learning” for students enrolled in the franchised Master of Education programme at the Clarence Fitzroy Bryant College in St Kitts and Nevis. The CETL facilitated online examinations that were administered by the Faculty of Medical Sciences via the Moodle platform.

Academic Advising

Academic Advising plays a key role in maintaining a quality connection between the lecturer and the student, and, if done well, could result in a productive teaching and learning experience. Therefore, in recognition of this, the policies and practices associated with Academic Advising continued to be infused within the structure of the post-graduate CUTL programme, in order to ensure that The UWI advising regulations were understood and that best practices were sustained, through the application of the Appreciative Advising Model.

Supporting Graduate Research

For over nine years CETL had been providing a forum for the showcasing of completed research or research proposals. During the Research Circle forum, faculty, and particularly graduates of the CUTL programme, presented their research proposals and elicited support from experienced researchers who attended the forum. In November 2018, opportunities to share classroom research and to seek mentoring partners continued with a specific focus on CUTL graduates who presented their research to a Research Circle of 22 persons and one guest presenter.

Research Supervisor Development

The Centre for Excellence in Teaching and Learning in collaboration with the Office for Graduate Studies and Research delivered training for graduate research supervisors. This was done through the Research Supervisor Development Course which graduated a total of 54 research supervisors within 5 courses. Twenty-three research supervisors were working towards completing various modules in anticipation of receiving a certificate. The Campus benefitted from 16 faculty facilitators who volunteered their expertise and knowledge to deliver modules. Each course included a special forum for the Cave Hill Association of Postgraduate Students (CHAPS) and graduate research students who were given the opportunity to discuss matters related to achievements, challenges, diversity issues, and pitfalls in their research supervision experience.

Graduate Research Supervision Course topics included: Expectations of Graduate Supervision at Cave Hill; Responsible Conduct: Graduate Regulations on

Plagiarism; The UWI Code of Ethics; Characteristics of an Effective Supervisor; Managing the Supervisor/Supervisee Relationship; Regulatory Frameworks – The UWI Regulations and Procedures; The Quality Management Process; Quality Assurance and Graduate Supervision; The Research Process: Proposal Writing, Thesis Development; Finding the Right Articles; Supporting Students: Achievements, Challenges, Diversity and Pitfalls; Faculty / Student Panel; and The Viva; Publishing Your Research. An online forum provided participants with further opportunities to interact with resources and stimulate virtual conversation on the weekly topics.

The Campus Quality Assurance Office

During the year, the Campus Quality Assurance Office (CQAO) continued to support the Campus' Departments, Institutes, Schools, Centres and Units in

optimising their operational effectiveness by facilitating insight-driven action planning for process and service improvement. Specifically, the CQAO coordinated the capture, analysis and application of the Campus' stakeholder inputs to deliver insights that informed the design of a range of programmes and services.

Stakeholder Insight

The CQAO supported academic and administrative offices in developing a more in-depth understanding of the Campus' stakeholders (e.g. students, staff, corporate partners or sponsors) and of stakeholders' evolving needs, preferences and satisfaction, by conducting primary research, including routine and ad hoc studies.

Generating insight towards enhancing academic outputs

In November 2018, the CQAO executed the *Faculty of Medical Sciences (FMS) Learning Styles Study*. This descriptive research was designed to examine and compare learning styles of first-year and fifth-year FMS students. The Study equipped the Faculty with key insights into



CQAO Research Associate, Ms Khadija Holder (left) and Sales & Marketing Manager of Sol Barbados Limited, Mr Mario Greene (right), pictured with Ms Richelle Adams, winner of the New Students Survey grand prize of BBD 500.00, compliments of Sol Barbados Limited

how students approach information absorption, note-taking/adjustment, studying for exams/tests, information recollection during exams/tests, and their views on effective teaching strategies for absorbing and recollecting information, as well as challenging/unhelpful lecturer practices.

At the request of the Faculty of Humanities & Education, the CQAO conducted market research to estimate likely demand for the *Diploma de Español como Lengua Extranjera (DELE)* Qualification and assess likely interest in a BA in Caribbean Studies. During November and December 2018, the Office designed and administered the *Plans and Pathways Research Game* to Cave Hill students, the *Pre-Tertiary Humanities Surveys* to secondary school and college students in Barbados, the *Humanities Survey* to Spanish teachers and the *New Spanish Qualification Survey* to employees at other organisations in Barbados. The research allowed the Faculty of Humanities & Education to develop a better understanding of the target markets for both proposed programmes, and made recommendations for design, promotional and support strategies. The results supported the viability of a Major in Caribbean Studies and the offering of DELE at the A1 and A2 levels.

Since 2011/2012, the Campus Quality Assurance Office administered online course evaluations on behalf of Faculties. Lecturers used student feedback to improve the quality of teaching. During November 12 – December 28, 2018, and April 1 – May 24, 2019, students conducted their online course evaluations for Semester I and

Semester II, 2018/2019 respectively. Students' feedback on their learning experiences were aggregated at discipline, department, Faculty and Campus levels, and used to support decisions about how courses were run, strategies for improvement, and the appointment, promotion or professional development of teaching staff.

Generating insight towards enhancing non-academic outputs

In 2018/2019, the CQAO reinforced its commitment to enhancing the student experience (i.e. from applicant to alumni). As such, the Office administered a separate Applicant Survey to all individuals applying for entry into Cave Hill. Applicants were invited to submit their feedback from June 27 – August 27, 2018 via an anonymous, online survey. The results indicated that the majority of the 2018/2019 applicants surveyed had a 'good' or 'very good' experience while applying to Cave Hill, and they offered suggestions for the enhancement of operational processes/practices, internal and external communications, and cultural norms related to the delivery of admissions services and support.

New Student Survey

Between August 28 and September 18, 2018, new undergraduate and graduate students were invited to complete the annual *New Student Survey* to provide feedback on their service experience during their orientation into Cave Hill. The 2018/2019 survey retained the previous structure of using questions that mapped the students' journey through key administrative processes (e.g. fee payment, course registration, accessing IT services, using the University Bookshop, accommodation) and assessed their experience at various orientation events, such as the Orientation Forum, Faculty Address, Commencement Service, Matriculation Ceremony, Orientation Fair and ICC Expo, Library tours and Safety Seminars. The majority of new students surveyed had "good" or "very good" experiences at all events and found most of their journey through the administrative processes unchallenging. Recommendations for enhancing the student journey during fee payment and course registration were also generated.

CQAO facilitated working sessions on redesigning services and processes to enhance the user/student



CQAO Coordinator, Mrs Koelle Boyce (right), presenting Mr Michael Rivera, winner of the Faculty of Law Semester 1 Course Evaluation Prize with a University Bookshop voucher



Pro Vice-Chancellor and Principal, Professor V Eudine Barriteau with PULSE Points awardees – Tanya Cummings (left), Shavonne DeMendonca (second right), and Andrea Cumberbatch (right)

experience. These sessions supported several offices involved in the *New Student Survey* with incorporating research insights into their decision-making. Through the use of journey mapping, the sessions encouraged participants from Admissions, the Office of Student Services (OSS), Accommodations, the Faculty of Science and Technology, the Faculty of Social Sciences and the Sidney Martin Library (SML) to consider applicants/new students' reported progress through each phase of their journey, while interacting with their service offering, in order to confirm which stages were satisfactory and which required adjustments to improve efficiency and responsiveness.

The OSS also commissioned an evaluation of students' and participants' experiences at the Campus' Job Fair in March 2019. Students delivered feedback about the exhibitors/events visited, and their present and future work interests, while participants from corporate Barbados gave insight into their experiences at the Fair and their organisations' future recruitment plans. This data, along with information collected on students' work experiences and career readiness during the *Plans and Pathways Research Game* was used to inform adjustments to processes and communications required for future Job Fairs, and to support OSS' Internship Programme.

On behalf of the SML, CQAO assessed students' likely demand for, and preferences regarding media

and information literacy services at the three Halls of Residence, SML's Gallery Booking Service, and Makerspaces. Findings from the research allowed SML to understand students' usage and perceptions and better shape the design of its proposed services. Upon request by the Guild of Students, CQAO also administered the Guild's Mid-Semester Performance Evaluation in November 2018. The research provided insight into the student body's satisfaction with the Guild's facilities, services, communication and Councillors, and their knowledge of projects.

In 2018/2019 CQAO continued to encourage employee commitment to the University's service values – attentiveness, efficiency and courtesy. During the year, twenty-three (23) PULSE Points were awarded to staff across Campus for **Positioning the University to Lead through Service Excellence**. Nominations were received from students, staff and other Campus visitors and customers, and included descriptions such as 'epitomises the concept of being student-oriented/focused', 'always goes far beyond the call of duty to ensure that the academic needs of students are met', 'proactive, does not wait for students to reach out', 'goes into the field and meets students at the point of their need', 'continually makes a concerted effort at providing our class with a plethora of useful documents to ensure course success', 'helped me tremendously with sorting out my transfer from Mona and registering for classes'.

Office of Student Services

The Office of Students (OSS) continued to provide invaluable service to the Campus community during the period under review.

National Give Back Programme

The department was assigned the coordinating role for the Campus for the National Give Back Programme. This initiative was an undertaking by the Barbados Government to ensure that students practise active citizenship. The effort required all Barbadian students to give a maximum of one hundred and fifty (150) hours of community service per year. The OSS had been very instrumental in trying to shape this policy to ensure that the process was student-centred. The Ministry of Innovation, Science and Technology implemented the Digital Ambassadors Programme, training over 90 students to function as Digital Ambassadors, in order to serve as digital resource persons to the wider Barbadian public.

In anticipation of a formalised programme, many students engaged in preliminary volunteer activities. The documentation of these activities commenced in March 2019 and is shown in Table 3.

Academic Counselling Support

The hiring of trained persons to provide academic support services and counselling on a part-time basis strengthened the student support system and paved the way to increase access to these critical services. The support provided to students by a dedicated academic specialist enabled students to have access to a service where they were able to receive feedback for their academic challenges. It was observed that students were presenting at a time when they were already at risk, or were experiencing academic failure. The implication of this was that the Campus needed to have an early alert system in place that would allow persons to readily flag and refer

Table 3: National Give Back Programme - Student Volunteerism

ASSOCIATION	Number of Students
RSPCA	19
DIABETES ASSOCIATION OF BARBADOS	14
BARBADOS RED CROSS	9
DRUG EDUCATION & COUNSELLING SERVICES	6
BARBADOS SUMMER CAMP	5
SALVATION ARMY	5
YWCA	5
HEART & STROKE FOUNDATION	3
PAREDOS	3
FSS AFRICAN AWARENESS DAY	3
JOB FAIR	2
OFFICE OF STUDENT AFFAIRS	2
SOCIAL SCIENCES DEPARTMENT	1
BARBADOS PARKINSON'S TRUST	1
MARIA HOLDER NURSERY SCHOOL	1
LITERACY VOLUNTEER PROGRAMME	1
RBC RACE FOR THE KIDS	1
CHILDREN'S CHARITY OF BARBADOS	1
ACADEMY OF SPORT (Usain Bolt Complex)	1

at-risk students, with the Faculties playing key roles in this process. The part-time Counselor provided after-hours service. The service was in high demand, resulting in a waiting time of over 6 weeks for an appointment.

Enhancing the Learning Environment: Handover of New Wheelchair-Accessible Van



L-R: Maria Holder Memorial Trust representatives, Ms Ruchelle Roach and Ms Mary Brewster; student, Ms Janelle Skinner (seated); Pro Vice-Chancellor and Principal, Professor Eudine Barriteau; and Office of Student Services staff, Mr Ian Small and Mr Khaleid Holder

Maria Holder Trust Supports Cave Hill Students with Disabilities

Through the generous donation of the Maria Holder Memorial Trust (MHMT), the Department officially received a new wheelchair-accessible vehicle on February 19, 2019. The official handover ceremony took place on April 24, 2019 and was attended by Pro Vice-Chancellor and Principal, Professor V Eudine Barriteau; Trustee, Ms Mary Brewster from the MHMT and other campus and MHMT stakeholders.

The investment in the Campus by the MHMT enabled it to further advance its goal of becoming a more inclusive space by providing dedicated transportation services for students with disabilities, thereby facilitating the expansion of their educational participation.

Co-Curricular and Extracurricular Engagements

Co-curricular activities continued to form part of the Departments' teaching and learning initiatives administered by the OSS. To ensure that students had a high quality learning experience, the Co-Curricular Committee reviewed the student evaluation reports each semester and addressed students' concerns. Student feedback for all co-curricular courses remained high, with ratings consistently ≥ 4 on a scale of 1-5.

The **First Year Experience** course was approved as a co-curricular offering during the period under review. The Campus is currently considering the recommendation recently adopted by the St Augustine Campus to permit students to take this course, and other courses, in their first year of study.

Student-Centred Processes

The introduction of the Campus App was by far the most student-centered tool used to improve communication with and among the student body during the academic year. The communication and engagement tool provided students with access to a range of UWI online platforms. The app facilitated the Campus’ ability to quickly address concerns raised by students. It also supported student entrepreneurship by providing a platform for advertisement of goods and services among the student body. There has been ongoing dialogue about the monetising of the app, a provision that would allow the campus to earn income through advertising.

The success of the app as a communication tool was phenomenal. During 2018/2019 the app was downloaded 7,377 times, with a full adoption of use of the app by 4,694 registrants.

The platform provided a number of utility tiles that served as the gateway to student organisations, campus events, academic calendars, the new student orientation schedule, important campus links, a classroom locator and other locations. It integrated with key Campus

resources, measured and collected student feedback, and pushed campus notifications to students who did not typically use the app for information, through a Campus-wide push notification system. Campus resources were engaged 793,265 times.

The efficacy report prepared by the app administrators, Ready Education, also provided details about student engagement trends (see Table 4). Based on this efficacy report, it was recognised that the app served an important role in creating a digital community that encouraged students to communicate with each other, explore their environment and gather information to problem solve.

Table 4: The UWI Cave Hill Campus App 2018/2019

Activity	Traffic
Wall Views	227,349
Conversations	58,452
Questions asked	904
Events (93)	4,166
Total App Sessions	718,324



New students downloading the Campus app after Orientation session

Student Internships Expanded

During the period under review internship opportunities increased across all disciplines. A better picture of opportunities available locally and regionally was gleaned from the results of the Work Experience Survey. Also, new partners joined the OSS in the

Annual Job Fair or conducted recruitment through the OSS.

An outline of internships provided by companies/institutions is shown in Table 5.

Table 5: Internships for the 2018-2019 Academic Year

Agency	Number of Interns
ACROSS FACULTIES	
Ansa McAl (Barbados) Ltd	14
Gildan	8
Flow	14
CXC	6
Ministry of Home Affairs: Corporate Affairs and Intellectual Property Office	4
Sagicor	20
SOCIAL SCIENCES	
Accounting/Finance	
Brookfield	1
PWC	2
KPMG	4
European Investment Bank, Luxembourg (6-months)	1
Marketing	
Effective Marketing Solutions	1
International Relations	
Ministry of Foreign Affairs	5
Social Work (Regional)	
Caribbean Internship Project Grenada Organization (Grenada)	1
SCIENCE & TECHNOLOGY	
The Caribbean Catastrophe Risk Insurance Facility Regional Internship Programme	4

Agency	Number of Interns
Chemistry	
Arawak Cement Plant	1
Banks Holdings Ltd	2
Mount Gay Distilleries	2
Barbados Light & Power Ltd	1
Chemical Industries	1
Roberts Manufacturing Co. Ltd	1
West Indies Rum	1
Harris Paints	3
Lenstec	2
Berger Paints Ltd	1
Computer Science / Information Technology	
Hyuna International	5
Digicel	1
Simplified Apps	1
HUMANITIES & EDUCATION	
Barbados Museum & Historical Society	6
Sunswept Resorts (St. Lucia)	1
Tourism	
Barbados Hotel & Tourism Association	2
Total	116



Recipients of Awards for Scholarly Excellence with The UWI Chancellor, Mr Robert Bermudez (front row, 3rd left); Pro Vice-Chancellor and Principal, Professor V Eudine Barriteau (front row, 4th left); University Registrar, Dr Maurice Smith (2nd row, 4th right); Deputy Principal, Professor Winston Moore (front row, 1st right) and Ms Usha Rani Maraj, wife of The UWI Chancellor (front row, 4th right)



CELEBRATING STUDENT ACHIEVEMENT

Recognising Scholarly Achievement

On October 17, 2019, Pro Vice-Chancellor and Principal, Professor V Eudine Barriteau hosted the fourth annual *Reception in Honour of Scholarly Excellence* at the Campus. This much anticipated event recognises the outstanding achievements of students graduating with first class honours at the undergraduate level, distinction at the Master's level, and high commendation at the doctoral level. The number of students recognised for their academic achievement in 2019 is shown in Table 7.

TABLE 6: Number of Students Recognised for Academic Excellence by Faculty, 2018/2019

Faculty/Institute	Undergraduates with First Class Degrees	Master's Distinctions	Doctoral High Commendations	TOTAL
Humanities and Education	24	5	3	32
Law	10	1	-	11
Medical Sciences	4	2	-	6
Science and Technology	27	12	1	40
Social Sciences	57	26	1	84
Sport	6	1	-	7
Gender and Development Studies	0	1	-	1
TOTAL	128	48	5	181

TABLE 7: Number of Students Recognised for Academic Excellence by Faculty, 2018/2019

Faculty/Institute	Undergraduates with First Class Degrees	TOTAL
Humanities and Education	24	24
Law	10	10
Medical Sciences	2	2
Science and Technology	27	27
Social Sciences	57	57
Sport	6	6
Gender and Development Studies	0	0
TOTAL	126	126

Dr Margaret Broomes receiving her award from The UWI Chancellor, Mr Robert Bermudez, in recognition of her achievement of the Doctor of Philosophy degree in History with High Commendation



The Student Awards Ceremony 2019

Ms Nicole Layne,
featured speaker at the
2019 Annual Student
Awards Ceremony

The Annual Students Awards Ceremony was held on Tuesday, April 2, 2019 under the theme “The Smart Campus in Support of Student Excellence”. During the Ceremony, ninety-two (92) students received scholarships and prizes. President Designate, Guild of Students, Ms Thacher Loutin welcomed attendees at what was her first official function in such a capacity. The feature address was delivered by Ms Nicole Layne, and was well received by the audience. Citations were read by students, Mr Jason Jameson, Ms Chelsea Jordan, Ms Renee Plenty and Mr Dennis McCall Jr, and entertainment was provided by Ms Okera Hill (violinist), and Mr Nathan Husbands (saxophonist).

RBC Royal Bank and CIBC FirstCaribbean International Bank were the most generous benefactors, with each bank presenting thirteen students with one-year undergraduate scholarships, valued at BBD 6,000.00 and 5,000.00 respectively. New scholarships offered in 2019 were the *Marie Downes Memorial* and *Soroptomist International of Barbados*, valued at BBD 3,000.00 and 2,500.00 respectively.

Students were also privileged to receive awards provided by the Cave Hill Campus as follows:

- Twenty-six (26) *Arthur Lewis Awards* valued at economic cost plus tuition fees. The awards were open to nationals of the OECS reading for degrees in disciplines other than Law or Medicine.
- Four (4) *Arthur Lewis Awards for Indigenous People*, valued at economic cost, tuition and amenities fees, plus maintenance and incidental expenses. These awards were open to indigenous people of the OECS and Belize reading for degrees in any discipline.

- Ten (10) *Cave Hill Campus Sports Scholarships* valued at economic cost, amenities and tuition fees, plus maintenance and incidental expenses of BBD 6,000.00.
- Seven (7) *Cave Hill Campus Sports Grants* valued at a maximum of BBD 3,000.00 each.

At the postgraduate level, The Campus awarded:

- Four (4) *UWI General Scholarships* valued at BBD 22,000.00 per year for two years.
- One (1) full and two (2) partial *UWI Sports Scholarships* – three-year awards valued at tuition fees for the full-time taught Master’s programmes.
- One (1) *UWI General Scholarship – Rex Nettleford* – two-year award valued at BBD 22,000.00.
- One (1) *UWI General Scholarship – Elsa Goveia* – two-year award valued at BBD 22,000.00.
- Six (6) *UWI Fee Waiver Postgraduate Scholarships*.





L-R: Dr David Berry, Dean of the Faculty of Law, presenting the *Anthony & Joy Bland Scholarship* to Ms Chelsea Sebastian



L-R: Mr Mark Chandler, Executive Vice President, presenting the *Systems Consulting Ltd Prize in Computer Science* to Mr Rich Prosper



L-R: Ms Carla Holder, daughter of the late Carlos Holder, presenting the *Carlos Holder Memorial Scholarship* to Mr Terrel Howard



L-R: Dr Jasmine Babb, People Team Leader, presenting the *Ernst & Young Scholarship* to Ms Regina Als



L-R: Mr Wenrick Clarke, Area Vice President, Personal Banking, presenting the *RBC Royal Bank Scholarship* to Ms Andrea Jordan



L-R: Mrs Marguerite Estwick, Executive Vice President, Human Resources, presenting the *Sagicor Life Inc Scholarship* to Mr Matthew Weekes



L-R: Ms Collette Delaney, CEO of CIBC First Caribbean International Bank, presenting the *CIBC First Caribbean Bank Scholarship* to Ms Eden Aquí



L-R: Father Peter Boxill of the Ermine Holmes Scholarship Committee, presenting the *Ermine Holmes Memorial Scholarship* to Ms Zoria Barker



L-R: Professor Winston Moore, Director, School for Graduate Studies and Research, presenting the *70th Anniversary Student Research Symposium Award for Best Research Paper* to Ms Holly Trew

Celebrating Student Achievement



Saleem Small, EBCCI dance student

Faculty of Humanities and Education

ECCI Dance Students Participate in Contemporary Choreographers' Collective

The Dance programme at the EBCCI was invited to participate at the Contemporary Choreographers' Collective (COCO) Festival of Dance held in Trinidad and Tobago from October 26-28, 2018. Ms Neri Torres, Dance Lecturer, accompanied dance students, Saleem Small and Christian Gibson to the festival. The Co-Director of COCO specially invited the presentation of a duet entitled "ICU" (choreographed by Tara-Jane Herbert), "Oggun, the Blacksmith" (choreographed by Neri Torres), and "Unhinged" (choreographed and danced by Saleem Small). During the Festival, Mr Small was invited to audition for, and was accepted into the Joffrey Ballet Summer Programme.

LLL Graduate Research Day Revived

Graduate Research Day, a former annual feature of the Department of Language, Linguistics and Literatures was revived under the leadership of Dr Nickesha Dawkins, Lecturer in Linguistics, on May 3, 2019. The forum offered graduate students the opportunity to present their research to an appreciative audience and receive feedback. The event was viewed as an essential step towards the development of a more mutually supportive and open research environment. The Departments expects to continue mounting this annual event, as a means of providing students and lecturers the opportunity to offer insight into their work in progress.



Participants of the Social Work Summer Camp hosted by the Department of Government, Sociology, Social Work and Psychology, June 2019

Faculty of Science and Technology

New Internships for Chemistry Students

The 2018/2019 academic year saw the first time that the student workplace experience (internship) was executed, external to the project course, in the discipline of Chemistry, thereby strengthening academic/industry synergies. Eleven undergraduate interns, as part of CHEM3990 Professional Placement for Chemists, were hosted at Banks (Barbados) Breweries Ltd, Barbados Light & Power Co Ltd, Berger Paints Barbados Limited, Chemical Industries Limited, Harris Paints Barbados Ltd, Lenstec (Barbados) Inc, Mount Gay Distilleries Ltd, Roberts Manufacturing Co Ltd and The West Indies Rum Distillery Ltd.

Faculty of Law

Cave Hill Participates in Inter-American Human Rights Moot Court Competition

Alea Gomez and Adrian Hinds participated in the Inter-American Human Rights Moot Court Competition in Washington DC, USA, May 19-24, 2019. The trilingual competition (English, Portuguese, and Spanish) was organised by the American University, Washington College of Law with participants from universities throughout the Americas and beyond. The topic for 2019 was "The rights of indigenous girls and women in international human rights law". Team Cave Hill was awarded the prize for the 2nd Best Memorial for the Victims in English. The team was coached by Deputy Dean (Academic and Student Affairs), Mr Westmin James.

Faculty of Social Sciences

Social Work Social Camp a Success

During the month of June, Dr Lisa Jaggernaugh, Temporary Lecturer in Social Work, organised a summer camp for at-risk youth on "Youth and Entrepreneurship". This camp gave second-year Social Work students an excellent opportunity to apply their skills in mentoring at-risk youth. It also provided an avenue for research and allowed the Department of Government, Sociology, Social Work and Psychology to partner with members of the community as part of its outreach thrust.



Participants having a discussion during the IGDS:NBU Critical Thinking Workshop, October 26, 2018

Institute for Gender and Development Studies: Nita Barrow Unit

Critical Writing Workshop for IGDS:NBU Graduate Students

As a part of its mandate to provide students with the skills and resources necessary for successful completion of their studies, the IGDS:NBU organised a Critical Writing Workshop for its graduate students. This workshop was held on October 26, 2018 and was facilitated by Ms Margaret Gill and Ms Diane Cummins. Students were given the opportunity to frame their research topics, while gaining insight into how research questions and essays should be structured. The students were extremely grateful for the workshop and requested that it remained a permanent part of the graduate research programme.

THE FACULTY OF SPORT

During the Academic Year 2018/2019 the Cave Hill Blackbirds continued to excel in a number of sporting disciplines.

Cricket

The Sagcor UWI Cricket Team continued to set incredibly high standards, not only on Barbados' domestic scene, but also at the regional level. The Sagcor UWI Blackbirds won the Elite Three-Day tournament and Elite 50-Over tournament. The success achieved in the various BCA competitions was indeed the catalyst for further honours at the regional level, as players from the programme featured in both the CWI Super50 Cup and CWI PCL Regional 4-Day Competition. The team saw representation in the Windward Islands Volcanoes (Kavem Hodge and Larry Edward) and Barbados Pride (Anthony Alleyne, Jonathan Carter and Leniko Boucher). However, the programme's proudest moment came in the capturing of the CWI Super50 by the Combined Campuses and Colleges (CCC) Marooners team, in which Sagcor UWI players, Kyle Corbin (vice-captain), Nicholas Kirton, Keron Cottoy, Jermaine Levy and Linton

Buchanan all played prominent roles in the capturing of the CCC's first-ever regional title. It must also be noted that the exploits of Nicolas Kirton (Barbados Pride) and Jermaine Levy (Jamaica Scorpions) domestically and regionally, saw their elevation to the CWI PCL Regional 4-Day level.

Netball

UWI Blackbirds netballer, Vanessa Bobb, was awarded the "Vice-Chancellor's Sportswoman of the Year" for her outstanding performance on the court for the UWI Blackbirds and the Barbados Senior National team, as well as her volunteerism and civic mindedness. Awardees were selected from a field of UWI student athletes who displayed excellence in their athletic disciplines and who succeeded academically, while personifying the spirit of the university through volunteerism and participation in campus life. The presentation was made during the Opening Ceremony of The UWI Games 2019 at the Mona Campus, Jamaica.

Hockey

The UWI Blackbirds hockey teams triumphed during the year by winning both the men's and the women's UWI Scrimfest Hockey Championship. Star player on the men's team, Akeem Rudder scored a personal victory when he was invited to spend a semester in Europe training with a professional hockey team. He also visited Argentina and trained with one of the leading hockey teams there. He continued to excel in his studies while pursuing a semi-professional hockey career.



Vanessa Bobb, UWI
Sportswoman of the Year



The UWI Blackbirds hockey teams celebrating after winning The UWI Scrimfest Hockey Championships, February 2019



Secondary school students attending the Science and Technology Festival, March 2019



RESEARCH AND PUBLICATIONS

During the academic year 2018/2019 the Cave Hill Campus provided a total of BBD 410,721 to fund the research of postgraduate students and academic staff.

Table 8: Summary of Postgraduate Students' Research Awards Fund 2018/2019 records that postgraduate students received BBD 319,980.74 or approximately seventy-eight percent (78%) of total funds.

Table 9: Summary of Cave Hill Campus Research & Publication Awards 2018/2019 shows that academic staff received BBD 90,793.90 or approximately twenty-two (22%) of the total funds.

The largest portion of the funds awarded went to the Faculty of Science and Technology to support the research of eleven (11) students and four (4) academic staff. The Faculty of Humanities and Education received the largest portion of awards for conferences: twenty-one (21) students and seven (7) academic staff.

Table 8: Postgraduate Students' Research Awards 2018/2019

FACULTY/UNIT	NO of AWARDS	RESEARCH	CONFERENCES	RESEARCH
CERMES	3	\$43,320.14	\$5,429.18	\$37,890.96
Humanities & Education	21	\$72,612.72	\$50,757.42	\$21,855.30
IGDS: NBU	1	\$0.00	\$4,087.82	\$0.00
Medical Sciences	7	\$43,273.22	\$5,337.32	\$37,936.00
Science & Technology	11	\$129,589.81	\$11,819.40	\$117,770.41
Social Sciences	4	\$26,364.84	\$300.00	\$26,064.84
Miscellaneous	1	\$4,820.01	\$4,820.01	\$0.00
Total	48	\$319,980.74	\$82,551.15	\$241,517.51

Table 9: Campus Research & Publication Awards 2018/2019

FACULTY/UNIT	NO of AWARDS	RESEARCH	CONFERENCES	RESEARCH
GACDRC	1	\$3,500.00	\$0.00	\$3,500.00
Humanities & Education	7	\$6,507.00	\$18,000.00	\$11,493.00
IGDS: NBU	1	\$6,634.00	\$0.00	\$6,634.00
Medical Sciences	1	\$13,095.00	\$0.00	\$13,095.00
Science & Technology	4	\$53,007.90	\$0.00	\$53,007.90
Social Sciences	2	\$8,050.00	\$0.00	\$8,050.00
Total	16	\$90,793.90	\$18,000.00	\$95,779.90

In addition to the funding for research provided by the University, faculty obtained funding for research grants and contracts. Some of these include:

Faculty of Medical Sciences

Paediatric ECHORN Cohort Study: Intergenerational Factors that Contribute to Cardiovascular Risk in the Caribbean

Principal Investigators: Peter Adams, BSc, MBBS, DM, Rohan Maharaj, BSc, MB, BS, MHSc, DM, FCCFP, Cruz Nazario-Delgado, PhD, Maxine Nunez, RN, DrPH, Marcella Nunez-Smith, MD, MHS

Coinvestigator: Ian Hambleton

Obtained USD 543,388 from the National Heart, Lung, and Blood Institute/National Institutes of Health (NHLBI/NIH) for this five-year project which began in July 2018.

The Study focuses on cardiovascular risk factors among children in the Eastern Caribbean and complements existing US-based paediatric research. The overall objective is to characterise intergenerational factors that contribute to paediatric cardiovascular risk. Additionally, this study is designed to examine the relationship between

sleep deficiency and paediatric obesity, hypertension, hyperlipidaemia, and diabetes. Peter Adams is the Barbados site Principal Investigator and Ian Hambleton the Senior Analyst.

Institute for Gender and Development Studies: Nita Barrow Unit (IGDS:NBU)

The PATH Project: Promoting Agency, Trust and Hope (PATH) Among Incarcerated Barbadian Youth Project (2019-2021)

Principal Investigator: Dr Halimah DeShong

Obtained USD 233,335 from Templeton World Charities Fund.

In 2018, the IGDS:NBU began its collaboration with the University of Oxford and Tulane University on the Promoting Agency Trust and Hope (PATH) among Incarcerated Barbadian Youth Project, a programme which uses the science of character building to promote a set of developmental actions for youth resident at the Government Industrial Schools. The PATH project centres the well-being of incarcerated Barbadian youth toward their meaningful reintegration into communities. The project is being administered from the IGDS:NBU



Participants of the IGDS:NBU PATH Roundtable, May 22, 2019

and faculty are responsible for producing an evidence-informed curriculum for GIS residents to support their all-round development. The Institute also oversaw the process by which graduate students, drawn from the relevant social and medical sciences disciplines, were chosen to function as PATH Personal Advocates / e-Coaches for the GIS residents over an 18-month period.

Centre for Resource Management and Environmental Studies (CERMES)

During the Academic Year CERMES was awarded:

- USD 54,000 by the National Fish and Wildlife Foundation (NFWF) for the coordination of a Global Socio-economic Monitoring Initiative for Coastal Management (III) to continue work on the coordination and enhancement of the seven regional SocMon programmes around the world. The project supports regional capacity in socio-economic monitoring and produces updates to a suite of printed and electronic SocMon training materials.
- EUR 87,780 by the EU Erasmus+ for the Sustainable Tourism, Optimal Resource and Environmental Management (STOREM). The project focuses on the development of postgraduate training for the tourism sector.
- USD 30,000 by the Food and Agriculture Organisation (FAO) of the United Nations for the “Illuminating Hidden Harvests: Case Study on Small-scale Fisheries in Anguilla, St Kitts-Nevis, St Vincent and the Grenadines, Turks and Caicos”. The aim of the project is to quantify the contributions of Small-Scale Fisheries to the three dimensions of sustainable development (social, economic and environmental), including aspects related to nutrition and governance.
- BBD 71,788 by the FAO for the “Activities in the support of Ecosystem Approach to Fisheries Implementation in the North Brazil Shelf Large Marine Ecosystem”. The overall objective is to maximise, in a sustainable way, the contributions of the shrimp and groundfish resources to human well-being and socio-economic development in the CLME+ region, while conserving the structure, diversity and functioning of the ecosystems that host these species.
- USD 26,025 by the Association de Gestion de la Réserve Naturelle de Saint Martin (AGRNSM) for services. The project will assist with the implementation of various actions to increase knowledge and rehabilitation of the Goliath Grouper and the Nassau Grouper.
- BBD 522,288 by the FAO for services towards the regional implementation of the “Climate Change Adaptation of the Fisheries Sector in the Eastern Caribbean project (CC4FISH) Project on Climate Change and Poverty Nexus for Enhancing Resilient Fisheries Livelihoods and Food Security in Barbados, Dominica and St. Kitts and Nevis”. The objective of the project is to improve understanding of the linkages between poverty, food security and climate change in the Caribbean small-scale fisheries sector.
- BBD 539,440 by the FAO for services towards the implementation of the “Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish)”. The objective of the project is to empower fisherfolk throughout fisheries value chains to engage in resource management, decision-making processes and sustainable livelihoods with strengthened institutional support at all levels.



Lion fish processing demonstration by CERMES PhD student, Mr Julian Walcott

The Cave Hill Campus Research Ethics Committee

The Research Ethics Committee (REC) provides ethical review of research with human participants on the Cave Hill Campus. The REC serves the Cave Hill Campus, the Barbados Ministry of Health and Wellness, and the Queen Elizabeth Hospital. Additionally, the REC reviews research projects from neighbouring nations if requested and coordinates with the RECs on other UWI campuses when necessary. Members are appointed by the Pro Vice-Chancellor for Research and include representatives from each Cave Hill Faculty, the Ministry of Health and Wellness, the Queen Elizabeth Hospital, and the broader community, including both scientists and laypersons.

The Committee maintains registration with the US Office of Human Research Protections and, therefore, has authority to review projects receiving US federal funding. In that context, the Committee is also known as the Cave Hill Institutional Review Board (IRB).

In addition to the review of human participant research, the REC conducts a number of education and outreach activities each year. These include research ethics presentations to Faculties and individual classes

across Campus, as well as regularly scheduled research ethics teaching in the medical curriculum. The REC also provides free (required) online training in Responsible Conduct of Research (RCR) through partnership with the Collaborative Institutional Training Initiative (www.citiprogram.org). The CITI programme offerings include free access to optional courses on Good Clinical Practice (GCP) Guidelines for Clinical Trials, Animal Care and Use (ACU), Conflict of Interest (COI), and Information Privacy and Security (IPS).

Ethical review provides multiple benefits to researchers. First, independent review is an essential safeguard of the human rights and well-being of persons participating in a research project. This has become the international best practice standard and is mandated by World Health Organization, the World Medical Association, and the Caribbean Public Health Agency, as well as many governmental and academic institutions. Most publication outlets in the biomedical, natural, and social sciences require documentation of formal ethical review as a prerequisite to publication. Further, many funding sources require ethical review prior to committing to support a study; these include most major foundations, the US and European funding agencies, and the Cave Hill Research Award Committee.

Research ethics policies, procedures, and educational resources, are located on the REC's website at www.cavehill.uwi.edu/researchethics.



Biology students conducting an experiment

Projects Reviewed in 2018–2019

1. A comparative analysis of Barbadian dialect across three generations of speakers
2. A cross sectional study describing the prevalence of therapeutic adherence and its associated factors relative to hypertension among adult primary healthcare users in Barbados
3. A pilot utilising machine learning to predict blood glucose levels and foster positive behavioural change in type 2 diabetes
4. A preferred place of health care for patients with a diagnosis of breast cancer receiving palliative care at the Oncology Department of the Queen Elizabeth Hospital (QEH) in Barbados: A pilot qualitative study
5. A project-based collaborative learning tool for group-to-group interaction
6. A qualitative study of student engagement in a flipped classroom course
7. A retrospective review of surgical site infection rates post hernia repair at the Queen Elizabeth Hospital Barbados
8. A study investigating the knowledge, attitudes and practices of pharmacists in Barbados regarding generic drugs
9. A survey of early educator screening and referral practices for emotional – behavioural and learning problems in young children
10. Afro Barbadian resilience research project
11. An assessment of walkability in the UN World Heritage Site of Bridgetown and the Historic Garrison: Using photovoice to explore
12. An investigation into the use of vlogging as a teaching tool to develop the persuasive writing skills of 10 to 11-year-old students
13. An investigation of intimate partner violence, colorism, and stress coping behaviors in Black Bajan women
14. An investigation of the impact of mentorship on employees' job satisfaction and organisation commitment among nurses in the health care industry in Barbados
15. Assessing palliative care exposure and knowledge in medical students, residents and practitioners in Barbados: A survey
16. Assessing regional knowledge, attitudes & behaviours regarding data sharing and secondary data analysis
17. Assessment of chronic disease self-management programmes (CDSMP) in Barbados' public primary care settings
18. Attitudes and perceptions of Caribbean higher education leaders towards online chemistry learning
19. Barbados National Registry for Chronic Non-Communicable Disease (BNR)
20. Body composition and dietary intake patterns among Barbadian school
21. Burden of injury cases in the Accident and Emergency Department: A chart audit
22. Cartographies of spirit: Investigating the politics of Afro-Caribbean women's spirituality
23. Childhood cancer drug access in the Caribbean Region: A SickKids Caribbean Initiative study
24. Children's International Consortium on Acute Leukemia study for the treatment of children with acute lymphoblastic leukemia
25. Collecting baseline information regarding use of smartphone and medical education related devices from UWI Cave Hill medical students to develop culturally-relevant Anatomy Apps
26. Determinants of glycaemic control in a specialist diabetes population
27. Diabetes prevention with lifestyle intervention and metformin escalation (LIME)
28. Diabetic retinopathy screening by primary care physicians in Barbados
29. Discovering new worlds: An ethnographic account of occupational socialisation of men in nursing
30. Does universal maternal screening for Group B streptococcus with subsequent administration of intrapartum antibiotics reduce the incidence of early onset Neonatal Sepsis

31. Early childhood caries:
A prevalence study
32. Ecological theory through qualitative interviewing: An examination of gender-based violence against women in Barbados
33. Emergency laparotomy and the risk factors affecting mortality at the Queen Elizabeth Hospital
34. Evaluating the Barbados national HIV testing policy
35. Evaluation of a school meal programme
36. Examination of the factors associated with pre-exposure prophylaxis (PrEP) uptake in Barbados and the use of PrEP and risk compensation among gays, bisexuals, and other men who have sex with men (gbMSM) in Barbados
37. Exploring the journey to front-of-pack nutrition labelling in the Caribbean Community: Regional governance policy
38. From 'Other' Toward 'Caribbeanness': An Investigation of Festival Entrepreneurship in the Bahamas through a Case Study of Bahamas Carnival
39. Gene profiling of Barbadian breast tumors
40. GEodesy tools for Societal Issues lab module student feedback
41. Healthcare experiences of caregivers of children with congenital cerebral palsy aged 5-17 years in Barbados (HEAR-CP)
42. Heat stress and hydration guidelines during training simulations in the Barbados Fire Services
43. How effective is metformin therapy in delaying the diagnosis of endometrial cancer in Barbadian postmenopausal women with type 2 diabetes? A retrospective cohort study
44. Impact of super-elongation disease on yields of cassava in Barbados
45. Impact of the use of simulation training exercises on medical student knowledge and skills in the Emergency Department at the Queen Elizabeth Hospital Barbados
46. Implementation of a community-based Health Advocate training programme for NCD prevention and control
47. Implementation of a very low calorie diet for remission of type 2 diabetes in the community utilising churches as hubs
48. Implementation of the Global Heart Project in Barbados: A qualitative analysis of the experiences and perceptions of health care professionals involved in implementation
49. Intimate partner violence screening among Barbadian health care professionals: Applying the integrated behavioral model
50. Is hypertension in African descent populations accounted for by an imbalance in the ability of the ACE2/Ang-(1-7)/mas axis to counteract the activity of the ACE/Ang II/AT1 axis?
51. Jamaica-Barbados School Nutrition Study
52. Keratoconus International Consortium
53. Knowledge, attitude and practice of health care professionals regarding the acute care of vaso-occlusive crises in sickle cell disease in select clinics in Barbados: A cross-sectional study
54. Knowledge, attitudes and behaviour/practices towards colorectal cancer (CRC) screening of average-risk adult patients amongst primary care physicians (PCPs) in Barbados
55. Knowledge, attitudes and practices of medical practitioners on the management of knee and hip osteoarthritis
56. Knowledge, attitudes and training preferences with regard to LGBT patients among doctors in Barbados
57. Medical students' attitudes towards, and knowledge of LGBT persons in Barbados
58. Mentoring/Mentorship: Understanding the need for formalised mentorship programmes for young people in Barbados and how these programmes are adding value to the lives of the young people
59. National intersectoral coordination mechanisms: marine resource management through effective good governance
60. Non-melanocytic skin cancer in Barbados
61. Outcomes in patients undergoing open versus intraluminal revascularisation procedures for lower limb arterial disease in a public cohort: A retrospective study

62. Patient's Perceptions of Generic Drug Substitution for the management of hypertension in adults: A Cross-Sectional Study set in polyclinics in Barbados
63. Patient-reported functional outcomes following all-inside arthroscopic anterior cruciate ligament (ACL) reconstruction surgery: A retrospective case series study
64. Patterns of skin diseases in Barbados: A retrospective pilot study from one private dermatology clinic
65. Pediatric Eastern Caribbean Health Outcomes Research Network cohort study (P-CES)
66. Perceptions and experiences of specialist physicians (urologist & hematologist/oncologist) providing care to patients diagnosed with prostate cancer in Barbados: A qualitative approach
67. Perspectives of safe and risky sexual practices after HIV negative status testing: A qualitative study of HIV health care professionals in Barbados
68. Physicians' attitudes toward complementary and alternative medicine/integrative medicine in Barbados
69. Psychosocial variables as indicators of performance behaviours among some secondary school students in Barbados
70. Rapid confirmation of acute promyelocytic leukemia (APL) diagnosis by immunofluorescence staining with an antipromyelocytic leukemia antibody in the Caribbean countries
71. School environmental survey assessment: Case studies from Barbados
72. Short-term effects of platelet-rich plasma (PRP) treatment for patients with knee osteoarthritis: A retrospective analysis of prospectively collected data
73. Should universal screening for depression and suicidal behaviour be instituted in all emergency departments?
74. Students' preferences of teaching tools for various disciplines in anatomy in the 21st century
75. Surgical Outcome of Kahook Dual Blade Goniotomy in Afro-Caribbean Patients
76. The assessment of the severity of acute asthma exacerbations in the paediatric population in a Caribbean emergency department using the Paediatric Asthma Score
77. The Barbados Diabetes Reversal Study (BDRS)
78. The Barbados Osteoarthritis Project – knee and hip
79. The developmental and physical characteristics of infants born to Zika virus-positive mothers in Barbados after the 2016-2017 outbreak
80. The effect of continuous versus intermittent aerobic exercise on glycaemic control in a Barbadian population with type 2 diabetes
81. The epidemiology and pathoanatomical patterns of humeral fractures treated at the Queen Elizabeth Hospital in Barbados
82. The Ian Woosnam Type I Diabetes Registry
83. The prevalence of community-acquired Methicillin – Resistant *Staphylococcus aureus* in wounds of Barbadian patients in the public health care sector over a five-year period.
84. To compare the learning styles of first and fifth-year medical students of the Faculty of Medical Sciences, UWI, Cave Hill Campus and its relationship with educational achievement
85. Transforming Caribbean academic libraries through strategic partnerships: The case of Cave Hill Campus
86. Understanding how young Christian women navigate sexual pleasure and erotic autonomy
87. Urban and island sustainability: Evaluating the use of repurposed waste for production of specialty crops
88. Vector borne disease prevention: Knowledge, attitudes and practices in Barbados
89. Viral haemorrhagic fevers (VHFs) in Barbados: Clinical investigations of hantavirus and dengue infections
90. Women raising women: Second generation African-Caribbean women's experiences of being support-mothered in Toronto
91. Women's perspectives on contraceptive choice: a qualitative study set in a rural polyclinic in Barbados
92. Workplace violence against Nurses in the Polyclinics of Barbados: A mixed methods design.

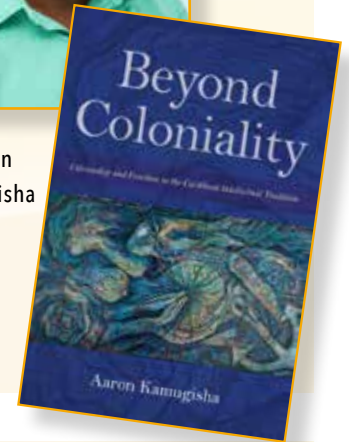
PUBLICATIONS

During the year, faculty at the Cave Hill Campus published nineteen (19) books, thirty (30) book chapters, eighty-five (85) refereed journal articles and eight (8) technical reports.

Beyond Coloniality by Dr Aaron Kamugisha, Senior Lecturer and Coordinator, Programme of Cultural Studies, Faculty of Humanities and Education, is an extended meditation on Caribbean thought and freedom at the beginning of the 21st century, and a profound rejection of the post-independence social and political organisation of the Anglophone Caribbean and its contentment with neocolonial arrangements of power. Its main contribution to understanding the current political climate comes in its explanation of how Caribbean neocolonial citizenship became consolidated in the post-independence Anglophone Caribbean. Against the lethargy and despair of the contemporary Anglophone Caribbean experience, *Beyond Coloniality* gives a powerful argument for advancing Caribbean radical thought as an answer to the conundrums of the present. Kamugisha provides a dazzling reading of two towering figures of the Caribbean intellectual tradition, CLR James and Sylvia Wynter, and their quest for human freedom beyond coloniality. Ultimately, he urges the Caribbean to recall and reconsider the radicalism of its most distinguished 20th-century thinkers in order to imagine a future beyond neocolonialism.



Dr Aaron
Kamugisha



Civil Society Organisations, Governance & the Caribbean Community by Dr Kristina Hinds, Lecturer in Political Science and International Relations, Department of Government, Sociology, Social Work and Psychology, offers a unique assessment of the participatory spaces available for Civil Society Organisations (CSOs) in the region. It reveals the myriad ways in which the region's CSOs have contributed to enriching Caribbean societies and, further, contends that Caribbean CSOs have contributed to Caribbean regionalism in ways that often remain hidden in official narratives. Hinds' book asserts that, despite their contributions, Caribbean CSOs (and civil society more broadly) have found limited space for involvement in governance. *Civil Society Organisations, Governance and the Caribbean Community* examines Caribbean state-civil society participatory dynamics using two in-depth country case studies (Barbados and Trinidad and Tobago); mini-case studies; and an investigation of the approaches to inclusion within the regional institutions of the Caribbean Community (CARICOM) and the Organisation of Eastern Caribbean States (OECS). Hinds uses these empirical assessments to make a case for regularising state-civil society collaborative practices to enhance the quality of democracy in the region. As one of the few books that places Caribbean civil society at the centre of its analysis, *Civil Society Organisations, Governance and the Caribbean Community* provides a novel and welcomed contribution to the study of governance in the region.



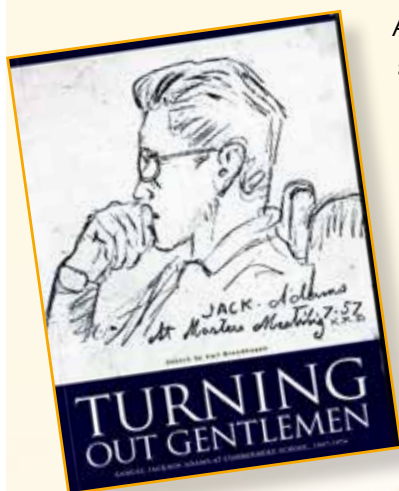
Dr Kristina
Hinds





Dr Henderon Carter

Turning Out Gentlemen by Dr Henderon Carter, Head, Department of History, captures the teaching career of an Irishman, Samuel Jackson Adams, at Combermere School between 1947 and 1974. Adams came to Barbados after serving in the British army during the Second World War and distinguished himself as one of the most effective teachers at Combermere. Commissioned by one of his students, businessman Andrew Bynoe, the biography examines Adams' skill and patience as mathematics teacher, instilling a love for the subject in students who had difficulties with it. His extra lessons on afternoons and during holidays helped students to master a discipline they first believed to be insurmountable. The text also reveals that as House master for Set F, he was a stickler for participation and led the Set to several inter-house triumphs in annual athletics competitions.

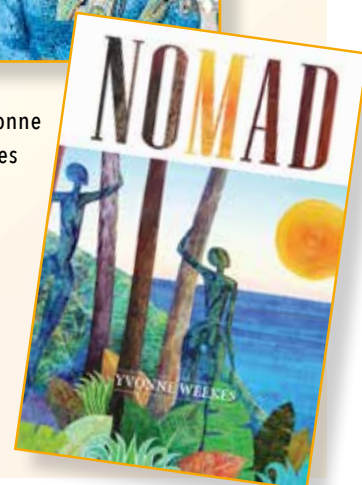


An important chapter discusses how Adams introduced hockey to the school and in the process, re-introduced the game to Barbados, where it had been on the decline since the 1930s. His coaching inspired many to continue the game long after their school days were over, and in the process extended hockey throughout the country. The book shows how he exhibited a keen interest in mentoring his charges and always declared that his primary role was to 'turn out gentlemen'. He lectured on discipline, commitment and persistence and assisted students in finding employment opportunities in an institution that catered mainly to black working-class boys. Overall, the text, well-illustrated by photographs and testimonies from his former students, reveals how a committed teacher could positively impact on the lives of students to shape and mould their attitude to life.

Nomad by Dr Yvonne Weekes, Lecturer in Theatre, Errol Barrow Centre for Creative Imagination, is a captivating book of poetry that reflects the troubling, yet triumphant experiences of someone who lives in involuntary 'exile' and the challenges of adapting to a new environment, after being forced to leave the island of Montserrat as a result of the volcanic crisis over two decades ago. The collection captures the emotional and psychological power of memory by someone who is forced to "flee across the seas" as she meditates on the "black mud" which has the haunting and cataclysmic potential to cover "her hopes and dreams". **Nomad** also portrays the presence of the grandmother MaMa, who epitomises the folk wisdom, values and knowledge which provide an anchor for the 'exiled'. Following on from her Frank Collymore winning book **Volcano**, the acclaimed poet Kamau Brathwaite writes that **Nomad** "is its love & lover". In an early review, Jamaican performance artist A-dziko Simba Gegele said, "*Nomad* is a survivors' handbook and a travelers' guide for anyone who has known the burden of a life bundled into bags." The collection suggests too that "life in dependent territories and independent Commonwealth nations is still interlocked with the life of the colonising countries, historically, culturally, economically and politically, especially in the age of globalisation and liberalisation" writes J.A. George Irish in his forward to **Nomad**.



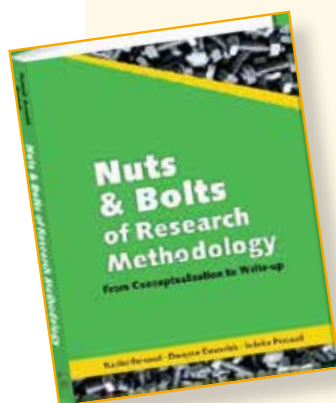
Dr Yvonne Weekes



Nuts and Bolts of Research Methodology co-authored by Dr Nadini Persaud, Lecturer in Project Evaluation; Dr Dwayne Devonish, Senior Lecturer in Management Studies; and Dr Indeira Persaud, is the book that students, academics and research professionals have been asking for. This book takes on complex concepts and techniques of the research journey and breaks them down in simple and clear ways. It is problem-focused and

takes readers through the completed research process from identifying a useful report that presents results in a coherent way. It examines the

meaning and practice of research and its various forms and manifestations, the literature review writing process and the design of survey and interview tools, the rules and best practice principles of sampling and data-collection, and the various modes of analysing data in both quantitative and qualitative forms using various software packages and techniques. Packed with key learning examples and illustrations, the book touches on and responds to the key decisions, challenges and experiences that both the novice and sophisticated researcher encounter when traversing the hills and valleys of the research process.



Dr Nadini Persaud

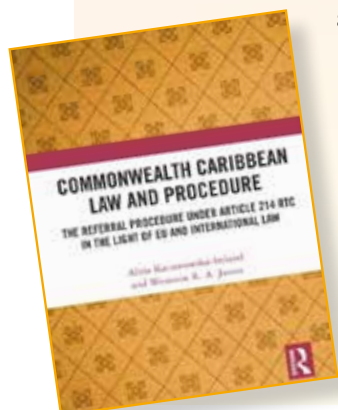


Dr Dwayne Devonish

Commonwealth Caribbean Law and Procedure: The Referral Procedure under Article 214 RTC in the Light of EU and International Law co-authored by Professor Alina Kaczorowska-Ireland, Professor of International & European Union Law, and Mr Westmin R James, Deputy Dean (Academic and Student Affairs), Faculty of Law, and Attorney-at-Law, is about the referral procedure set out in

Article 214 of the Revised Treaty of Chaguaramas (RTC), which Treaty established the Caribbean Community Single Market and Economy (CSME). The book examines how Article 214 RTC operates in the Caribbean context, how it interacts with other provisions of the RTC, and how it fits into the various national legal systems of the

Member States of CSME; puts Article 214 RTC in a comparative perspective; in particular, the book compares and contrasts it with Article 267 of the Treaty on the Functioning of the European Union on which it was modelled; and examines some of the aspects of Article 214 RTC in the light of public international law, bearing in mind that under Article 217(1) RTC, the CCJ is required, when exercising its original jurisdiction under Article 211 RTC, to “apply such rules of international law as may be applicable”. This is to ensure that the CCJ will not bring in a finding of *non liquet* on the ground of silence or obscurity of CSME law, which Article 217(2) RTC expressly prohibits. This book is of interest to academics and students studying CSME law, EU law, and comparative law, as well as judges, lawyers, and governmental and nongovernmental organisations from the Caribbean region.



Professor Alina
Kaczorowska-Ireland



Mr Westmin R James



Dr Elaine Rocha

Milton Gonçalves: Memórias Históricas de um Ator Afro-Brasileiro, by Dr Elaine Rocha, Lecturer in Latin American History, Department of History, Faculty of Humanities and Education, encapsulates the life of Milton Gonçalves, one of the most awarded actors in Brazil. A descendant of slaves, born in the early 1930s, Milton faced challenges similar to that encountered by Afro-Brazilians in post-abolition Brazil: poverty, racial discrimination, and daily humiliation. His biography goes beyond personal experiences and explores the development of theatre and television in Brazil, the struggle of Black workers in the city of São Paulo, the Vargas nationalist Era (1930-1954), the military dictatorship (1964-1985) and the birth of television

in Brazil. Moreover, it covers his trajectory from a shy young man into a face and voice that is recognised by hundreds of millions in Brazil, and that has, since the 1970's engaged in the struggle for democracy and equality in Brazil. Basically, one can say that this book is a work of Brazilian history in the 20th Century from the perspective of a Black man.



Rethinking Poverty: Assets, Social Exclusion, Resilience and Human Rights in Barbados

by Drs Corin Bailey and Jonathan Lashley, Senior Research Fellows, SALISES, and Professor Christine Barrow (Professor Emerita, SALISES) proposes the use of a comprehensive measure of deprivation – one that takes into consideration the range



Dr Corin Bailey

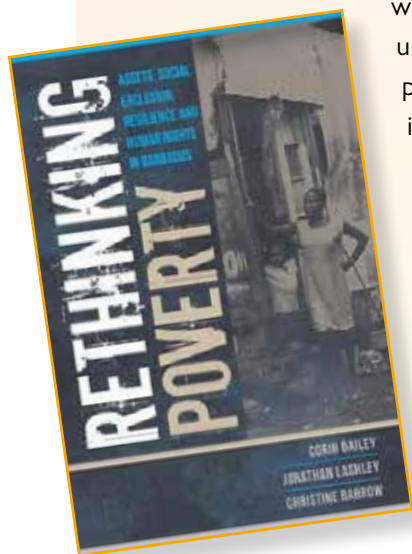


Professor Christine Barrow



Jonathan Lashley

of resources or assets necessary to maintain an acceptable standard of living. Researchers have been grappling with finding an adequate means of defining poverty since the nineteenth century, yet no universal consensus exists today. Much of the debate has been concerned with whether poverty should be defined in absolute or relative terms. Today, most countries use income as a measure of poverty, and the extent of poverty in a country is assessed on the basis of a poverty line, as is the case in Barbados. Human deprivation cannot be accurately portrayed purely by of a lack of financial resources; however, a variety of factors, including unemployment, violations of human rights, increased migration, weakening of family ties, and reduced social and political participation may combine to severely reduce the quality of living conditions for large sectors of Caribbean society. Corin Bailey, Jonathan Lashley and Christine Barrow argue that the absence of critical physical, human, social and environmental assets leaves individuals and groups vulnerable to social exclusion and they offer a framework that provides a unique contemporary approach to the study of poverty in the Caribbean.





Prime Minister of Barbados, The Honourable Mia Amor Mottley, QC, met with staff and students of the Campus in an open forum dubbed "A Conversation with the Prime Minister", October 23, 2018



CAMPUS EVENTS

The academic year was another eventful one for the Campus, as it hosted many exciting and engaging conferences, workshops, distinguished public lectures, book launches and a myriad of other activities in fulfilment of its access and alignment strategic goals. The Campus also led a number of initiatives to foster student development.

Conversation with the Prime Minister

On October 23, 2018, five months after capturing the government in a landslide victory, Prime Minister of Barbados, Mia Amor Mottley met with staff and students of the Campus in an open forum dubbed “A Conversation with the Prime Minister”. The event was held in Lecture Theatre 1 of the Roy Marshall Teaching Complex and attracted a standing-room only audience, with staff and students engaging in the wide-ranging discussion. The Prime Minister spoke to the gathering about the restoration of state-sponsored tertiary education, the importance of students giving back to the community and country, and placing people at the centre of economic development. She also touched on the challenges of climate change in the Caribbean and the debt restructuring measures to restore the Barbados economy. During the livestreamed event, the Prime Minister fielded questions on topics ranging from the real impacts of job retrenchment and the use of technology in governance to regional integration, the movement of Caribbean people and the future of the cultural industries.

GA-CDRC 5K Walk/Run a Success

The GA-CDRC hosted a 5K walk/run on Sunday, November 11, 2018 under the theme “They All Matter, Find the Cure!”. The walk/run began with an opening speech by Pro Vice-Chancellor and Principal, Professor Eudine Barriteau. The walk/run commenced at the GA-CDRC in Jemmott’s Lane. The route took the participants through the City of Bridgetown, ending at the Centre. On return to the Centre, participants were treated to a Health Fair featuring various health checks and healthy food to sample and purchase. Participants were also treated to a surprise performance by Soca

Artiste, Mikey, who has won various Road March and Soca Monarch Titles since his introduction into the soca arena in Barbados.

Prizes were given in various categories, such; as first and second female and male walker and runner; first and second child running or walking; and the first participant to register for the event. The Heart and Stroke Foundation had the largest group on the day and represented well in their red shirts, signifying the fight against heart diseases. There was also a sizable contingent from the visiting Chinese Medical Team. The major aim of this event was to bring further awareness to NCDs and to highlight the research that is currently being undertaken to combat these diseases. All proceeds were in aid of the GA-CDRC’s NCD Research Fund.

International Philosophy Day Celebrated

World Philosophy Day was celebrated on November 15, 2018 by the Department of History and Philosophy with the screening of the movie “Black Panther”, followed by a panel discussion on some of the philosophical themes in the film. Held in the Cynthia Wilson Arts Lecture Theatre, which was at capacity, attendees included Pro Vice-Chancellor and Principal, Professor Eudine Barriteau, the Director of the Commission for Pan African Affairs, Dr Deryck Murray; lecturers from the Department and Faculty, and present and past students of the Department.

Organised and chaired by Ms Roxanne Burton, the panel consisted of Professor Frederick Ochieng’-Odhiambo and Cave Hill Philosophy graduates, Charlene Roach and Kristin Watkins. The panel reflected on questions related to political representation, the role and value of



Pro Vice-Chancellor and Principal, Professor Eudine Barriteau presenting a participant of the UWI-RBC Race for the Kids with her prize, while Deputy Principal, Professor Clive Landis looks on

technology, representation, tradition versus modernity, and moral responsibility. The audience was also very engaged in the discussion, engaging with the panellists and each other in considering the identified philosophical issues. The feedback received was very positive, as many persons expressed a desire for the Department to host similar discussion in the future.

RBC Race for the Kids

On Sunday, March 10, 2019, the third UWI-RBC Race for the Kids was held in support of scholarships and the First Year Experience (FYE) programme. The race attracted the largest participation to date with a record of 2,200 persons registered for the six-kilometre event that commenced outside the 3Ws Pavilion at the Cave Hill Campus. Principal Barriteau thanked RBC Royal Bank for making the event possible, noting that although Barbadian students were no longer being called on to pay tuition fees, many faced other financial challenges that could hamper their full participation in higher education.

On July 24, the bank presented the Campus with a cheque for BBD 125,000 raised from the race, which was used to finance sixteen (16) Cave Hill Campus scholarships, valued at BBD 4,500 each, with the remainder BBD 35,000 earmarked for the Campus' FYE programme that helps new students become assimilated to university life.

Love Safely Week and Zero Discrimination Day Commemorated by UWIHARP

Love Safely Week, is an annual local initiative conducted by HIV activists during the week of St Valentine's Day, and Zero Discrimination Day is a UNAIDS' annual global initiative held on March 1, 2019. Both events promote human rights of persons living with HIV and for individuals who do not conform to gender or sexual binaries. UWIHARP commemorate both events on February 26, 2019, in the foyer of the Roy Marshall Teaching Complex, with an anti-violence campaign entitled "Embrace Love and Acceptance. Stop Discrimination, Violence & Harm!" Its efforts called particular attention to the spate of violence seen in Barbados during the early months of 2019. The campaign focused on experiences of gender-based violence at the micro level, including self-harm, rape culture, street-based sexual harassment, homo/transphobia, childhood and elder abuse, and sexual consent and coercion. The activities included a poster campaign as an advocacy tool; a sexual health information booth distributing literature and condoms; condom demonstrations; promoting the peer educator programme; and an educational, interactive game called "The Sexual Health Spin Wheel."

Science and Technology Festival

On March 14-15, 2019, the Faculty, in collaboration with the National Council for Science and Technology, Ministry of Innovation, Science and Smart Technology, held the island's first Science and Technology Festival. The Festival which attracted the attendance of approximately fifty-four (54) schools from nursery to tertiary levels, including ten (10) special needs schools, was deemed a resounding success by the organisers, sponsors, participants and attendees. The festival attracted over thirty-eight (38) exhibitors from the private and public sectors, as well as the schools. Two of the exhibitors were special needs schools which demonstrated the teaching techniques used, as well as the excellent work of their students.



Ms Helen Tulip, Science Teacher of the Challenor School, making a presentation to students attending the Science and Technology Festival, March 2019

Celebration of Heroines

On March 12, 2019, the Institute for Gender and Development Studies: Nita Barrow Unit (IGDS:NBU) partnered with the Community Development Department to host another edition of the *Triennial Awards for Women*. In delivering remarks, Head of the IGDS:NBU, Dr Halimah DeShong noted that the community engagement and leadership exemplified by the awardees was the type that "sustains and advances the nation". Dr DeShong also noted that the *Triennial Awards for Women* formed part of the larger outreach programme of the Institute and had,

to date, recognised the contribution of 78 Barbadian and Caribbean women. The honourees were heralded for their outstanding work in the community as caregivers to children and the elderly, teachers, founders of charitable organisations and even informal community benefactors. They were Shirley London (St Lucy), Sherryll Griffith (St Peter), Ernesta Phillips (St Andrew), Marguerita Lynch (St James), Lelia Gibbs (St Thomas), Sharon Clarke-Bowen (St Joseph), Tessa Trotman (St Michael), Hadassa Conliffe (St George), Ronda Hope-Lovell (St John), Esther Larrier (St Philip) and Josalene Browne (Christ Church). Marissa Headley received the Youth Award.



Recipients of the Triennial Awards for Women with the Honourable Cynthia Forde, Minister of People Empowerment and Elder Affairs (standing, 6th right), Pro Vice-Chancellor and Principal, Professor V Eudine Barriteau (standing, 6th left), and Dr Halimah DeShong, Head, Institute for Gender and Development Studies: Nita Barrow Unit (standing, 5th right), March 12, 2019

Festival of Short Plays Mark International World Theatre Day

The Errol Barrow Centre for Creative Imagination (EBCCI) mounted the inaugural EBCCI Festival of Short Plays on March 27, 2019 to acknowledge and celebrate International World Theatre Day. The following plays were presented before a full-capacity, appreciative audience in the Walcott Warner Theatre:

- “When Thieves Fall Out” written by Michael Weetch and directed by Cecily Spencer-Cross
- “The Change” written by Nakita Holder and directed by Renelde Headley
- “The Colour of Blood” written and directed by Louis Parris
- “The Vow” written and directed by Nakita Holder
- “Ugly Boy” written and directed by Matthew Murrell



International Women's Day Distinguished Lecture delivered by the Honourable Marsha Caddle, Minister in the Ministry of Economic Affairs, March 22, 2019

Organization of American States Workshop – A First for the Caribbean

The OAS-sponsored “International Business Law and Inclusive Economic Development: Law as an Engine for Development” Workshop, held on March 29, 2019, was the first of its kind to be held in the Caribbean. The workshop was hosted by the Cave Hill Faculty of Law and held in partnership with the Faculty of Law of Queen's University, Kingston, Canada. It brought together legal scholars from across the region and the broader hemisphere. Previous OAS-sponsored workshops were held in South America and Central America. Jean-Michel Arrighi, Secretary for Legal Affairs, OAS, expressed the hope that the workshop would pave the way for an Inter-American system of law. In his welcome remarks, Deputy Principal, Professor Clive Landis affirmed that the workshop represented a strengthening of ties between Cave Hill, the OAS, and Queen's University.

International Women's Day (IWD) Distinguished Lecture Series

The IGDS:NBU, in collaboration with CIBC First Caribbean International Bank, hosted the annual International Women's Day Distinguished Lecture on March 22, 2019 in the Walcott Warner Theatre, Errol Barrow Centre for Creative Imagination. The lecture titled “Growth and Development: As if Equity Matters” was delivered by the Honourable Marsha Caddle, Minister in the Ministry of Economic Affairs. The lecture was well attended by UWI students and staff, international and regional development agency partners, representatives from the Diplomatic Corps, government officials, other IGDS partners, and the general public. Minister Caddle's presentation was highly praised and resonated with the audience.

Talking Trade – The Caribbean at the WTO Interview Series

This four-part series, hosted by the Shridath Ramphal Centre for International Trade Law, Policy & Services, in partnership with UWITV, featured interviews with key WTO experts and Geneva-based Caribbean trade



Dr Kenneth Connell making a presentation at the “Training for Healthcare Providers in Therapeutic Prescribing of Medical Marijuana Products” workshop

professionals on the hot-button discussions and negotiations taking place at the WTO, bringing a unique Caribbean perspective. The interviewees included: Ambassador Chad Blackman, Permanent Representative of Barbados to the United Nations and the WTO; Emmanuelle Ganne, Counsellor, WTO; Michael Roberts, Aid for Trade Coordinator, WTO; and Stephen Fevrier, Head of Mission and Charge d’Affaires of the OECS Permanent Delegation in Geneva. The interviewers were Neil Paul and Dr Jan Yves Remy. MITP alumna Jeanelle Clarke, then WTO intern, was the co-host of the series with Dr Remy.

SALISES 20th Annual Conference Inspires the Rethinking of Caribbean Futures

The 20th Annual Conference of the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) was held over the period May 7-10, 2019 at the Hilton Barbados Resort. The theme of the conference was “Rethinking Caribbean Futures: New Paradigms, Possibilities and Policies”. The event brought together a wide cross-section of scholars, activists and development practitioners who discussed innovative and sustainable approaches to regional development. Dr Gervan Fearon, President and Vice-Chancellor of Brock University, opened the conference with a lecture on “Future Competitiveness: Augmented Human Capital and Talent”. Topics interrogated during the conference included “Climate Change

and Sustainable Livelihoods”; “Crime, Violent Crime and the Prison System”; “Digital Trade”, and the “Creative Economy”.

Training for Healthcare Providers in Therapeutic Prescribing of Medical Marijuana Products

The Centre for Excellence in Teaching and Learning (CETL), in collaboration with the Ministry of Health and Wellness, hosted “Training for Healthcare Providers in Therapeutic Prescribing of Medicinal Marijuana Products” workshops on May 21-22 and June 26, 2019 at the Sagcor Cave Hill School of Business and Management. The workshops were attended by one hundred and twenty-five (125) participants from the Barbados Drug Service, the Drug Formulary Committee, the Psychiatric Hospital, the Queen Elizabeth Hospital, the Barbados Pharmaceutical Society, Barbados Pharmacy Owners Inc, Barbados Association of Medical Practitioners and the St Michael District Hospital, as well as other members of the public and private sectors. Some of the areas covered included: the use of medical cannabis in chronic pain syndromes; palliative care; and the legal framework for medical cannabinoid products in Barbados. The staging of the workshops was timely, as the island prepares to introduce five approved cannabis-derived medicines to its drug formulary. According to Minister of Health and Wellness Jeffrey Bostic, the next drug formulary is due in April 2020.

Regional Ministers Discuss Climate Change Threats



Moderator and graduate student, Dalano DaSouza interviewing regional Ministers of Tourism; Hon Kerrie Symmonds (Barbados), Hon Charles Fernandez (Antigua and Barbuda), Hon Lindsay Grant (St Kitts and Nevis), and Hon Robert Tonge (Dominica)

Wellness Extravaganza 2019

The activities of Cave Hill's Wellness Extravaganza started with the grand finale of Cave Hill's Family Feud on Wednesday, May 22, 2019, which was filled with fun and friendly competition. The guest appearance of Mr Stedson Wiltshire, otherwise known as Red Plastic Bag (RPB), made the event even more spectacular. On Thursday, May 23, 2019, there was a public discussion on the ban on single-use plastics instituted by the Government in April 2019. The featured presenter and panellist, Ms Carla Daniel spoke about the unfortunate state of illegal dumping of refuse, inclusive of plastics, and its impact on marine life. The annual UWI Treasure Hunt preceded the public discussion.

"Fantastic Friday" was the theme for Friday, May 24, 2019. It started with the annual Health Fair and Farmer's Market. Approximately thirty (30) exhibitors of safety, health and wellness products and services participated in the Fair. Booths included the Ministry of Health/

UWIHARP HIV Programme, Barbados Cancer Society's Breast Screening Programme, and health screening from the Medical Students' Association among other product and service providers. Of significance was the collaboration with the Heart and Stroke Foundation, which facilitated a major part of the Measurement Month activities during the Health Fair. The Fair was open to the public and it presented an opportunity to provide outreach to external stakeholders through recruitment activities and health education.

The Wellness Week Committee instituted a Departmental Fun Costume Walk in 2019 to increase active participation. The Faculty of Law (Law Eagles) and the Bursary were victors in the largest group and best themed presentation competitions respectively. The walk was followed by the Grand Road Tennis Last Man/Woman Standing Showdown and the Family Fun Evening. This included fun relays, musical chairs, face painting and the prize-giving aspects which were hosted in the Graduation Tent.

Guild of Students Hosts Regional Panel Discussion

The Guild of Students, Cave Hill highlighted the ongoing threats of climate changes when it hosted the 2019 *Caribbean Reasonings Lecture Series* that featured four Caribbean Ministers of Tourism. They were Minister Charles “Max” Fernandez of Antigua and Barbuda, Minister Lindsay Grant of St Kitts and Nevis, Minister Robert Tonge of Dominica, and Minister Kerrie Symmonds of Barbados. The panel discussion was held on April 1, 2019 under the theme “6/12: A Resilient Industry? The Effects of Climate Change on Tourism in the Caribbean Region”.

Among other things, the panel discussed the devastation to the region brought about by Hurricane Maria, which left at least 14 people dead in Dominica and caused an estimated EC\$931 million in damages, according to a government report. The report also stated that Dominica’s overall recovery effort would cost approximately EC\$1.37 billion. In his contribution to the discussion, the Honourable Kerrie Symmonds of Barbados asserted that disasters can strike at any

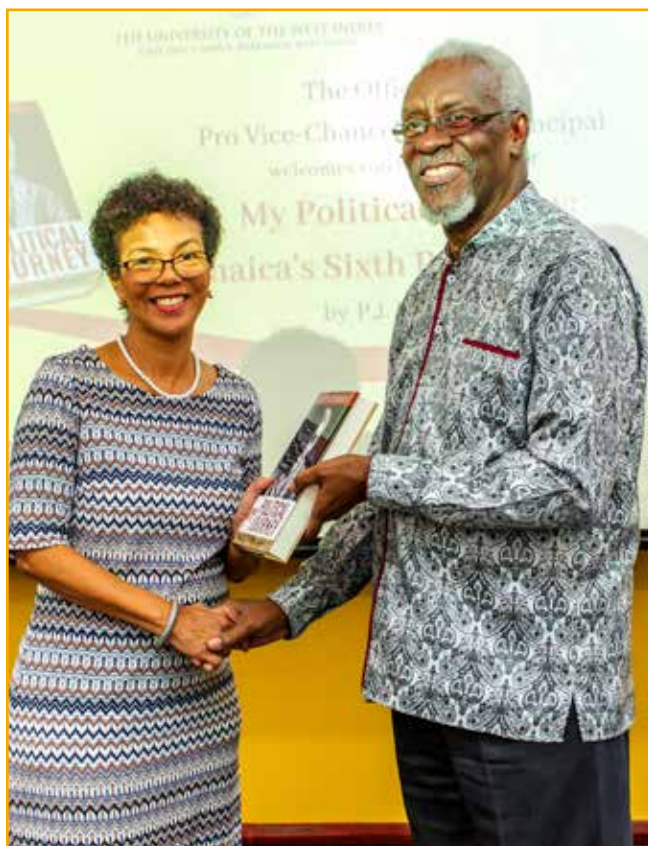
time, and insisted that no single Caribbean island can successfully address the associated issues on its own. Symmonds stressed that continuous advocacy at international fora on the effects of climate change and pollution would be key going forward.

Academy of Sport Hosts “Pace Like Fire” Camp

The Academy of Sport’s first “Pace Like Fire” camp was held at Cave Hill Campus during the 2019 summer break. The fifteen (15) bowlers selected for the project underwent testing and analysis in several areas, including general health, psychological, nutrition, musculoskeletal, physiological and biomechanics. The bowlers were able to review video footage and improve technical flaws in the two-week period. Development programmes would be sent to all candidates and their coaches. The second phase of assessment is scheduled for January 2020.

Former Jamaica Prime Minister P J Patterson Launches Book at Cave Hill

The Barbados leg of former Prime Minister of Jamaica, P J Patterson’s Book Launch was held on May 31, 2019 at the Sagcor Cave Hill School of Business and Management. The book, entitled “My Political Journey”, takes readers on the journey of Patterson’s tenure in politics and at the helm of Jamaica, as it negotiated its way into a new century. The Barbados launch was attended by several dignitaries, including: Prime Minister of Barbados, Mia Amor Mottley; Prime Minister of St Maarten, Leona Marlin-Romeo; UWI Vice-Chancellor, Professor Sir Hilary Beckles; UWI Chancellor Emeritus, Sir Shridath Ramphal; and Principal and Pro Vice-Chancellor of the Cave Hill Campus, Professor Eudine Barriteau. Current and former members of parliament were also in the audience.



Former Prime Minister of Jamaica, P J Patterson, presenting a copy of his book to Mrs Judith Toppin, Officer-in-Charge, Libraries, Campus Libraries, at the Book Launch, May 31, 2019

ADMINISTRATORS OF THE CAMPUS 2018/2019

Pro Vice-Chancellor and Principal

Professor V Eudine Barriteau, GCM, BSc (UWI), MPA (NYU), PhD (Howard)



Professor V Eudine Barriteau, GCM

Deputy Principal

Professor Clive Landis, BSc (Birmingham), MSc, PhD (Chicago)



Professor Clive Landis



Mr Kenneth Walters

Campus Registrar

Mr Kenneth Walters, BA, Cert Labour Admin, (UWI), Dip Soc Econ. Studies, MSc Human Resources Management (Manchester)

Campus Bursar

Ms Lisa A C Alleyne, BSc (UWI), FCCA FCA MBA (Oxford Brooks), MCM



Ms Lisa Alleyne



Professor Evelyn O'Callaghan

Deans

Faculty of Humanities and Education

Professor Evelyn O'Callaghan, BA (UCC), MLitt (Oxford), PhD (UWI)

Faculty of Law

Dr David S. Berry, BA (UT), LLB (UBC), LLM (Queen's), PhD (Edin), Legal Ed Cert, Attorney-at-Law



Dr David Berry



Dr O Peter Adams

Faculty of Medical Sciences

Dr O Peter Adams, BSc (Lond), MBBS, MSc, DM (Fam Med) (UWI)

Faculty of Science and Technology

Dr Colin Depradine, BEng (UCL), MSc (ICL), PhD (UWI)



Dr Colin Depradine



Dr C Justin Robinson

Faculty of Social Sciences

Dr C Justin Robinson, BSc (UWI), MSc (FIU), PhD (Manc)

Director, Graduate Studies and Research

Professor Winston Moore, BSc (UWI), MSc (Warwick), PhD (Surrey)



Professor Winston Moore



Mrs Judith Toppin

Officer-in-Charge (Libraries)

Mrs Judith Toppin, BA (British Columbia), MLIS (Western Ontario)

MEMBERSHIP OF THE CAMPUS COUNCIL CAVE HILL, 2018/2019



Sir Paul Altman
Chairman



Professor Sir Hilary Beckles
Vice-Chancellor

Professor V Eudine Barriteau
Pro Vice-Chancellor and Principal

Professor Clive Landis
Deputy Principal

Mr Kenneth Walters
Campus Registrar

Ms Lisa Alleyne
Campus Bursar

Dr Grete Pasch
Campus Librarian

Mr Patrick Gill
Campus Information Officer

Appointed by the Government of Barbados

Hon Santia Bradshaw
*Minister of Education
Technological and
Vocational Training*

Mrs Janet Phillips
*Permanent Secretary
Ministry of Education
Technological and
Vocational Training*

UWI-12 Territories

Hon Michael Browne
*Minister of Education, Science and
Technology, Government of Antigua
and Barbuda*

Appointed by the Chancellor

Dr Julian Ferdinand
Mr Brian Samuels
Senator Toni-Moore Bascombe
Senator Rudy Grant
Mr J Edward Clarke

Deans

Professor Evelyn O'Callaghan
Dr Justin Robinson
Dr David Berry
Dr Colin Depradine
Dr Peter Adams

Academic Board / Representatives

**Academic Board Representative,
Cave Hill**

Dr Alana Griffith

**Appointed by Academic Board,
St Augustine**

Professor Indar Ramnarine

Appointed by Academic Board, Mona
Professor Daniel Coore

**Appointed by Academic Board,
Open Campus**

Dr Janetha Long

**Representatives of the
Association of Caribbean
Tertiary Institutions (ACTI)**

Dr Cheryl Weekes
Mr Philmore McCarthy

**Appointed by the UWI Alumni
Association Barbados Chapter**

Mr Henderson Williams

Student Representatives

Mr Christian Attong
Mr Oline Holas

**Representative, Senior Admin/
Professional Staff**

Mr Martin Warrington

Representative, ATS Staff

Dr Joanne Simmons-Boyce



FINANCIAL SUMMARY

FINANCIAL REPORT ON CAMPUS ACTIVITIES FOR THE YEAR ENDED JULY 31, 2019

INCOME

Government Contributions

The Campus recorded revenue from the governments of the region in the amount of \$107 million (July 31, 2018 – \$107.8 million). Total receipts to date from the governments of the region amounted to \$120 million, thus reflecting a reduction of \$13 million in the overall outstanding balance between July 31, 2018 and July 31, 2019.

The \$8 million monthly contribution from the Government of Barbados assisted us by partially funding our payroll (the full cost of the monthly payroll is approximately \$8.3 million). The Office of Finance continued to follow up the outstanding arrears with the respective governments.

Tuition Fees and Other Student Fees

Tuition and Other Student Fees income reflected an increase of some \$2.5 million, as Barbadian students took advantage of the Government of Barbados' reintroduction of the payment of their tuition fees. At the end of July 31, 2019 there were no significant outstanding balances due from governments, and students' balances remained level.

Special and Other Project Income

Income from Special Projects consisted of funds received from external donors and self-financing activities, including the Taught Master's Programmes and the MBBS Programme. A list of new, externally-funded projects is provided later in this report.

Student Amenities Fees

Funding from the amenities fee continued to be used to enhance and enrich the out-of-classroom experience for students. Among the services provided were the Student Health Scheme covering all registered students, free student bus shuttle and various activities related to sports, counseling and student professional development.

Other Income

The Campus continued its efforts to generate additional income through the investment of its cash reserves. Efforts continued to generate income from other activities, like self-financing Master's programmes mentioned earlier.

Commercial Activities

The Halls of Residence continued to record a surplus for the year, while the University Bookshop reflected a modest loss on operations. Revenues remained in line with the previous year, while these entities were able to hold steady their operating expenses.

EXPENDITURE

The Campus continued to restrain its expenditure in accordance with the budget, in line with the prior year and available cash resources. The Campus continued to fall behind on some critical repairs to the plant; however, it sought to address the more urgent matters.

ASSETS AND LIABILITIES

Cash

At July 31, 2019 the Campus' cash position showed a modest improvement as the Government of Barbados settled some of its outstanding arrears, in exchange for not billing students for tuition fees of up to \$20 million for the next two years. The Campus continued to rely heavily on the monthly contribution from the Government of Barbados to assist in the payment of salaries. The Campus was however able to reduce its liabilities from five months in arrears to just over two months in arrears. Payments during the year were funded by receipts from contributing governments, tuition fees and other income.

The Campus' cash balance stood at \$49.2 million (July 31, 2018 – \$18.2 million), the majority of which related to restricted funds for pensions, grant funds, etc. The Campus continued to settle all of its statutory obligations.

Accounts Receivable

Accounts receivable increased during the period under review, due to the application of a new accounting policy (IFRS 9) and the reclassification of amounts in the prior year.

Property, Plant and Equipment

There was no real activity on capital projects during the period – only critical maintenance work. Depreciation charged for the period amounted to \$7.1 million (July 31, 2018 – \$6 million).

Current Liabilities

This balance included the accrual for payments to creditors, current portion of long-term debt and amounts due to staff who had either resigned or retired. These obligations are within the next financial period and would be settled as resources become available.

Long-Term Loans

All loan payments were made in accordance with the signed agreements.

Projects

Below is an outline of new projects for 2018/2019.

Commitments and Contingent Liabilities

There were \$1.529 million in capital commitments and contingent liabilities at the end of July 31, 2019 (2018 – \$1.431 million).

SOFTWARE APPLICATIONS

The Banner Finance and Banner Students applications were upgraded subsequent to year-end. The PeopleSoft, MarketPlace and Touchnet Online Payment Plan applications were all working satisfactorily.

New Projects for the Period August 1, 2018 to July 31, 2019

NAME OF SPONSOR	NAME OF PROJECT	FACULTY/UNIT	VALUE
University of Colorado Denver	New Approaches for Empowering Studies of Asthma on Populations of African Decent (Asthma Study - CAAPA)	GA-CDRC	US\$41,233
University of Colorado Denver	Multi-omic studies of asthma severity in African ancestry population (Asthma Study - Nasal eQTL)	GA-CDRC	US\$24,445
Food and Agricultural Organization of the United Nations (FAO)	Services towards regional implementation of the climate Change Adaptation of the fisheries sector in the Eastern Caribbean (CC4FISH2)	CERMES	BD\$291,492
European Commission - Sustainable Resources Directorate of Joint Research Centre	GIS and IT development support for the Biodiversity and Protected Areas Management (BIOPAMA2) Regional Observatory for the Caribbean Region	CERMES	EUR 150,000
The General Secretariat for Integral Development	"Enhancing the Framework for the Development of a Heritage Economy in the Caribbean" Phase 3 of Project "Expanding the Socio-economic Potential of Cultural Heritage in the Caribbean" (Cultural Heritage Phase 3)	Department of History & Philosophy	US\$28,800
National Fish and Wildlife Foundation	Coordination of Global Socio-economic Monitoring Initiative for Coastal Management	CERMES	US\$54,000
Food and Agricultural Organization of the United Nations (FAO)	Illuminating Hidden Harvest: Case study on small-scale fisheries in Anguilla, St. Kitts-Nevis, St. Vincent and the Grenadines, Turks and Caicos	CERMES	US\$30,000
Food and Agricultural Organization of the United Nations (FAO)	Activities in support of Ecosystem Approach to Fisheries implementation in the North Brazil Shelf Large Marine Ecosystem	CERMES	US\$271,788
Templeton World Charity Foundation Inc.	Paths to Character: Promoting agency, trust and hope for incarcerated Barbadian adolescents through community engagement	IGDS:NBU	US\$233,335
Universita degli studi di Cagliari	Sustainable Tourism, Optimal Resource and Environmental Management	CERMES	EURO 87,780
Yale University	Pediatric ECHORN Cohort Study: Intergenerational factors that contribute to cardiovascular risk in the Eastern Caribbean	Faculty of Medical Sciences	US\$108,413.00



L-R: Pro Vice-Chancellor and Principal, Professor V Eudine Barriteau; The UWI Chancellor, Mr Robert Bermudez; Honorary Graduate, Ms Maxine Williams; and The UWI Vice-Chancellor, Professor Sir Hilary Beckles



RECOGNISING EXCELLENCE

The Cave Hill Campus conferred honorary degrees on the following luminaries during its annual graduation ceremonies held on October 19, 2019: **Mr Alan Emtage** (Doctor of Science); **Ms Maxine Williams** (Doctor of Laws); and **Mr Stedson Wiltshire**, BSS, BJH (Doctor of Letters).

Mr Alan Emtage

Mr Alan Emtage was educated at Harrison College, which he attended from 1975 to 1983 and graduated at the top of his class, winning the prestigious Barbados Scholarship in that year.

He next attended McGill University in Montreal, Canada, where he read for an undergraduate degree in Computer Science, followed by his Master's in the same field. He successfully completed this in 1987. A mere two years later, he invented the original version of the Archie search engine, and in 1992 he co-founded the corporation Bunyip Information Systems, the world's first company dedicated to providing information services to/for the World Wide Web. Bunyip was the distributor of a licensed version of the Archie search engine.

Mr Emtage is a founding member of the Internet Society and chaired many meetings of its Internet Engineering Task Force, including the one that established the standard for Uniform Resource Locators (URLs). His talents have also been utilised by organisations such as the National Science Foundation, the Library of Congress and the Online Computer Library Centre where he has served on advisory panels. He currently serves as Chief Technical Officer at Mediapolis, a web engineering concern in New York City.

According to an excerpt from the Internet Hall of Fame into which Mr Emtage was inducted in 2017, he conceived and implemented Archie, the world's first Internet search engine and thereby pioneered many of the techniques used by public search engines such as Google, AltaVista, Yahoo and Bling. What made this induction equally signal is that he is the only Caribbean person, and the first of African descent, to have been accorded this honour.

Ms Maxine Williams

Ms Williams gained her first degree, a BA *cum laude* with a special divisional major in Caribbean Studies from Yale University in New Haven, Connecticut in 1991 after graduation from St Joseph's Convent, Port of Spain, Trinidad & Tobago, and then read successfully for her BA degree in Jurisprudence with First Class Honours from Oxford University, which she attended by virtue of the award of a Rhodes Scholarship in 1992. She was subsequently admitted to the Bar of New York State (1998) and the Bar of Trinidad & Tobago (1999) as an attorney-at-law.

She joined the staff of The University of the West Indies in 1998 as a lecturer in law and taught Contract Law, Torts and Criminal Law in the undergraduate LLB programme at two campuses, Mona and St Augustine.

Ms Williams next worked as a broadcast journalist, hosting and producing television shows covering legal, economic, social and political issues, even while engaging in private practice as an attorney-at-law in chambers in Trinidad & Tobago, advising clients on civil, commercial, industrial, criminal and public interest matters. Her taste for the global adventure was not sated however, and in 2006 she joined the multinational law firm of White & Case where she worked in its New York headquarters as well as at its offices in Geneva, Switzerland, developing and implementing a global diversity plan for the firm.

In 2013, Ms Williams began her ongoing association with Facebook where she is currently the Global Director of Diversity. In this role, she devises and implements appropriate strategies for enhancing Facebook's talent base, partners in developing initiatives and content of relevance to the vastly diverse world represented by Facebook's 1.4 billion current users, and lays the foundation to support new users in growth markets of the future. Ms Williams manages a high-performing team

of diversity programme managers from the company's headquarters in Menlo Park, California. Her team works toward attracting and supporting underrepresented people, and aims to increase the cognitive diversity – different ways of thinking based on people having different backgrounds, experiences, and information – of all teams across Facebook.

In her capacity as Head of Diversity, Ms Williams is responsible for conceptualising and implementing initiatives that would make Facebook as diverse as the people who use its platform. Ms Williams shapes brand development to be inclusive of the range of diversity in the global market and serves as a public spokesperson for the company on a myriad of issues and platforms.

Mr Stedson “RPB” Wiltshire, BSS, BJH

Stedson “Red Plastic Bag” Wiltshire, Cultural Ambassador of Barbados and Ambassador for the National Tourism Host Programme, is a professional entertainer, composer and lyricist with thirty-nine years’ experience.

After winning the St Philip Calypso competition for three consecutive years in 1979, 1980 and 1981, Mr Wiltshire became the youngest calypsonian to win the National Pic-O-De-Crop

Calypso Competition in 1982, at the age of twenty-one. He has won the national competition for an unprecedented ten times, the Tune of the Crop on two occasions, Congaline Road March in 2000, Stag Jam Tune 2017 and Sweet Soca Monarch in 2011 and 2017.

Stedson “RPB” Wiltshire has recorded twenty-five albums, with a repertoire of over four hundred songs. He has composed the winning song in the Caribbean Song Contest on three occasions. He has written songs for Arrow of “Hot Hot” fame, Swallow, Alison Hinds, TC, Nathalee and also penned the popular “Spring Garden on Fire” for Ras Iley, as well as others for calypsonians around the region. He has judged several competitions at home and abroad, including The Caribbean Song Contest in Trinidad and Tobago and the Bermuda Song Contest.

His performances have thrilled audiences throughout the Caribbean, USA, Canada, United Kingdom, China, Brazil, Australia, Germany and South Africa. He performed at The Apollo Theatre NY, Madison Square Garden, Radio City Music Hall, Beacon Theatre NY, Lincoln Centre NY, Brooklyn Academy of Music, Bailey Music Hall Florida, Hammersmith Palais, London and Club Coconuts in Dublin, Ireland.

His many achievements include: two National Honours – the Barbados Service Star (BSS) in 1995 and the Barbados Jubilee Honour (BJH) in 2016; the Jammy Award 1994 (Jamaica Music Award); Sunshine Awards in 1994, 1995 and 2000; Reggaesoca Awards, Best Song and Soca Artist of the year 1994; Entertainer of the year 1994; Pride of Barbados Award 2003 and 2012; Barbados Music Award 2008, 2009, 2010 and 2011; Brands of Barbados Award; Lifetime Achievement Award from the Barbados Film Festival for his contribution to the arts; and the Board of Tourism Award for the promotion of Barbados abroad. He also received international recognition awards in Toronto, Canada, Massachusetts, Florida, Georgia, New York, New Jersey, Washington DC, and Maryland, USA.

Stedson “RPB” Wiltshire has been at the forefront of many campaigns aimed at educating and bringing heightened awareness to social ills.

L-R: Honorary Graduates, Mr Stedson “RPB” Wiltshire and Mr Alan Emtage





Awardees, Professor C Justin Robinson (second left) and Dr O Peter Adams (first right), pictured with Vice-Chancellor, Professor Sir Hilary Beckles and Pro Vice-Chancellor and Principal, Professor V Eudine Barriteau

Vice-Chancellor's Awards for Excellence

During the Annual Vice Chancellor's Awards Ceremony on October 16, 2019, Professor C Justin Robinson, Dean of the Faculty of Social Sciences, received the award for Public Service and Service to the University. Dean of the Faculty of Medical Sciences, Dr O Peter Adams, one of two Principal Investigators with the Eastern Caribbean Health Outcome Research Network (ECHORN) and the Yale Transdisciplinary Collaborative Centre for Health Disparities Research focused on Precision Medicine (Yale-TCC), received the award for International Collaboration.



Professor Justin Robinson was credited by his colleagues as being a visionary leader who strategically steered the Faculty during a campus-wide period of economic crisis, when full funding for Barbadian students was terminated. He has simultaneously

served the wider Campus and University community with excellence in various capacities. Professor Robinson joined The UWI in 1997. In 2003 he was appointed Deputy Dean (Distance Education and Outreach) in the Faculty of Social Sciences and, in 2012, Dean of the Faculty. Among his many responsibilities, Professor Robinson serves as the Key Strategy Officer of the Cave Hill Campus, and as Interim Director of the Sagcor Cave Hill School of Business and Management. He efficiently manages these varied and substantial responsibilities as an administrator, while still maintaining an active teaching and research portfolio. He contributed significantly to the development of academic programmes and centres, including the Centre for Biosecurity Studies, six (6) MSc and three (3) BSc programmes. He has published 20 peer-reviewed journal articles and 11 technical reports, including those prepared for the Inter-American Development Bank, Caribbean Disaster Emergency Management Agency, and the Eastern Caribbean Central Bank.



ECHORN and Yale-TCC Barbados Research Team: L-R: Ms Cynthia Clarke, Research Nurse; Dr Euclid Morris, Lecturer in Family Medicine & ECHORN Barbados Team Member; Dr Peter Adams, ECHORN and Yale-TCC Principal Investigator; Mr Ryan Hall, Research Assistant; and Ms Celia Greaves, Project Manager

In addition to his service to the University, Professor Robinson maintains a wide public service portfolio. His University administrative duties include chairing the University Committee of Deans, the Campus Bookshop Management Committee and the Student Entrepreneurial Development Advisory Committee. At the national level, he serves as First Vice-President of the Barbados Museum and Historical Society, is a director of the Barbados Independent Film Festival, a director of the Central Bank of Barbados and has acted as Financial Advisor to the Barbados Co-operative & Credit Union League Ltd (BCCUL) since 2009. Regionally, Professor Robinson serves as a member of the Council of Economic Advisors, St Vincent and the Grenadines and as Regional Expert on Investments for the International Social Security Association. He has previously served as Chairman of the Barbados National Insurance Scheme and of the State-owned Enterprises Oversight Committee. Professor Robinson's extensive record of yeoman service to the Campus and University community, Barbados and the Caribbean region makes him most deserving of the Vice-Chancellor's Award for Excellence for Public Service and Service to the University.

Dr Peter Adams, Dean of the Faculty of Medical Sciences, whose research includes a focus on aspects of chronic non-communicable diseases and sexually transmitted infections relevant to the practice of family medicine, received one of the two Globalisation Awards for International Collaboration. Dr Adams was recognised as one of the Principal Investigators with the Eastern Caribbean Health Outcomes Research Network (ECHORN) and the Yale Transdisciplinary Collaborative Centre for Health Disparities Research focused on Precision Medicine (Yale-TCC). The project was a collaboration between Yale School of Medicine,

The University of the West Indies (Cave Hill and St Augustine Campuses), University of the Virgin Islands and the University of Puerto Rico. The research study was the first of its kind in the English-speaking Caribbean and examined the lifestyles, eating habits, and health behaviours associated with cancer.

Part one of the project was launched in 2011 as a cohort study to generate research, training, and dissemination of information on non-communicable diseases (NCDs). The research network focused its study on heart disease, cancer and diabetes by recruiting and following community-dwelling adults to estimate the prevalence of risk factors associated with the named NCDs.

In 2016, the success of the project led to additional funding for an interdisciplinary research consortium which brought together health policy and community leader stakeholders to address NCDs. The project resulted in what was deemed to be an exemplary model for authentic collaboration in health science research, and Dr Adams' extensive contribution was paramount in helping to guarantee its success. In 2019, as a direct result of stakeholder participation in the successful project, childhood obesity was prioritised and a new study, Pediatric-ECHORN, was launched.

Principal's Awards for Excellence

On November 23, 2019, outstanding faculty and staff of the Campus were recognised and duly awarded at the Annual Staff Awards Ceremony. Academics, Professor Donna-Maria Maynard of the School of Education and Dr Kenneth Connell of the Faculty of Medical Sciences received the awards for outstanding research accomplishments and outstanding public service respectively. Senior Administrative Staff, Mr Chelston Lovell, Director of Campus Communications and Dr Yolande Cooke, Programme Officer, Office of the Principal, were awarded for outstanding service to the Campus and University Community. In the Administrative, Technical and Service (ATS) category, Administrative Assistants Dr Jennifer Hurley and Mrs Veronica Jones were recognised for outstanding service to the Campus.

Professor Donna-Maria Maynard Recognised for her outstanding scholarship and prolific publishing record, in the past five years alone, Professor Donna-Maria Maynard has published twenty-eight (28) pieces of scholarship of which thirteen (13) were refereed journals articles, three (3) non-refereed journal articles, three (3) technical reports, one encyclopedia article and eight (8) online publications. Her research has been widely cited over the span of her career, earning her a Google scholar citation score of one hundred and six (106), an h-index of six (6) and a Research Gate score of 11.45. The practical, real-world impact of her scholarship and expertise is also evident through her collaborative work with the Government of Barbados to evaluate guidance and counselling programmes in secondary schools and post-secondary institutions, the completion of a needs assessment for special educational needs of children, and an assessment of the effects of adults with disabilities being employed and maintaining employment.



Professor Donna-Maria Maynard

Dr Kenneth Connell Lauded for outstanding public service marked by his significant contribution to public education in the management of non-communicable diseases in local, regional and international circles, Dr Kenneth Connell's drive and passion for his work has propelled him to his current positions of Consultant-in-Charge of the Hypertension Clinic at the Queen Elizabeth Hospital; President of the Heart and Stroke Foundation of Barbados; Governor of the American College of Physicians (ACP) Caribbean Chapter; and Member of the World Health Organization's Hypertension Guideline Development Group for Diagnosis and Pharmacological Treatment of Hypertension in Adults. Dr Connell also chairs the Barbados Drug Formulary Committee and is a member of the Barbados Medical Council and the Healthy Caribbean Coalition. At the Cave Hill Campus, Dr Connell serves as Chair of the Principal's Task Force for International Outreach for the Faculty of Medical Sciences, as well as the Cave Hill Campus/University of Ghana Transnational Programme Articulation Agreement Committee.



Dr Kenneth Connell

Mrs Veronica Jones Administrative Assistant at the Institute for Gender and Development Studies: Nita Barrow Unit (IGDS:NBU), Mrs Veronica Jones, was praised for her wealth of experience, professionalism and passion for her work. Her colleagues described her as a consummate administrator and event planner, driven by the mission of the IGDS:NBU: to produce and disseminate knowledge to transform gender relations in the Caribbean, in support of The UWI's mission to enhance regional and international development. Her passion for success has endeared her to her colleagues at the IGDS:NBU. That the Institute has been able to undertake a growing number of research and outreach projects funded by international partners, was due in part to the confidence in the level and quality of support Mrs Jones has offered projects. Her dedication and efficient support helps to ensure that the IGDS:NBU is able to consistently deliver well beyond its small size and resource constraints.



Mrs Veronica Jones



Pro Vice-Chancellor and Principal, Professor V Eudine Barriteau (centre) with awardees:- L-R: Dr Kenneth Connell, Professor Donna-Maria Maynard, Mrs Veronica Jones, Dr Yolande Cooke, Dr Jennifer Hurley and Mr Chelston Lovell



Dr Yolande Cooke

Dr Yolande Cooke Programme Officer in the Office of the Principal, Dr Yolande Cooke, has been at the centre of a number of significant projects on Campus over the last five years. One such project of note is the renewal of the Faculty of Science and Technology, of which Dr Cooke has been the driving force, as she led the oversight committee established to seek funding for this project. Renowned for her efficiency in project implementation, Dr Cooke boasts a track record of successful execution of several university events. Over the years, she has played a pivotal role in the organisation and execution of events such as the Science and Technology Book Launch, the UWI Global Giving Week Barbados Launch, Opening of the Mandela Freedom Park, Biosecurity Symposium and the PJ Patterson Book Launch. Dr Cooke is one of the Campus' principal resources in guiding staff on the writing of grant proposals. She is often lauded for her attention to detail, foresight and going beyond the call of duty in her undertakings.



Dr Jennifer Hurley

Dr Jennifer Hurley Administrative Assistant at the Centre for Resource Management and Environmental Studies (CERMES), Dr Jennifer Hurley, was credited by colleagues for her sharp, analytical mind, and her attention to detail in whatever she does. Colleagues also praised her for her knowledge of UWI administrative and financial matters, which they deemed to be legendary. In CERMES, Dr Hurley's versatility and proficiency with all things administrative and financial have shone not only in departmental administration, but also in support of a very active applied research, development and outreach programmes. Even though keeping track of multiple projects with researchers all over the Caribbean is no easy task, Dr Hurley's efficiency in carrying out her responsibilities makes it seem simple. The entire team of faculty, research associates, research assistants and graduate students values her wise counsel. Dr Hurley is often acclaimed for her ease in adapting to and discharging complex project requirements. Her quiet dependability is a signature quality that her colleagues rely on in the daily operations of the Centre.



Mr Chelston Lovell

Recognised for his outstanding service to the Campus and University community. During his tenure, Mr Lovell has demonstrated strong leadership skills, innovativeness and professional competence. In his role as Director of Marketing and Communications, he was credited for the successful implementation of several communication initiatives that have significantly improved the Campus' public profile. His active participation on numerous Campus event committees and canvassing of the media landscape for promotion opportunities facilitate sustained media coverage of university activity and accomplishments. Under his tenure, the introduction of a vibrant Campus magazine that highlights staff and student engagement and achievements, as well as the provision of media engagement guidance to university management, researchers and student leaders have positively impacted stakeholder perception of university operations.

RECOGNITION

Professor the Most Honourable V Eudine Barriteau, PhD, FB, GCM, Pro Vice-Chancellor and Principal, Cave Hill Campus

Recipient of the Order of the Freedom of Barbados, Barbados' highest national award granted for extraordinary service to Barbados, the Caribbean diaspora or to humanity at large. Professor Barriteau was recognised for her outstanding contribution to tertiary education and pioneering leadership in the development of gender studies and the promotion of gender relations.

Professor V Eudine Barriteau being honoured by Her Excellency Dame Sandra Mason, Governor General of Barbados, November 30, 2019



RECOGNITION



Dr Peter Adams



Professor Simon Anderson



Ms Diana Bryan



Dr David Berry



Dr Colin Depradine

Dr Peter Adams, Dean, Faculty of Medical Sciences, appointed Member of the Eastern Caribbean Health Outcomes Research Network (ECHORN) team, which has been the recipient of an award from the Association for Clinical and Translational Science (ACTS) of the USA. The award acknowledges the growing importance of interdisciplinary teams to the translation of research discoveries into clinical applications and widespread practice. The ECHORN includes five primary academic institutions;

Professor Simon Anderson, Director, George Alleyne Chronic Disease Research Centre, as Cave Hill's representative, appointed Chair of the Task Force on Eliminating Hunger and Malnutrition in Early Childhood in Barbados, that was established by the Government of Barbados through the Ministry of Agriculture and Food Security; as Cave Hill's representative, invited to serve on the National Non-Communicable Diseases Commission; invited to be a Member of the Steering Committee of Caribbean Public Health Agency's Steering Committee Caribbean Moves; invited to serve as a Member of the CARICOM Inter-Agency Technical Committee for the Joint Meeting of the Council for Trade and Economic Development (COTED) and the Council for Human and Social Development (COHSOD);

Dr David Berry, Attorney-at-Law, Dean, Faculty of Law, invited to serve as a Member of the CARICOM Regional Advisory Group on Biodiversity Beyond National Jurisdiction;

Ms Diana Bryan, Halls Administrator, invited to serve as a Member of the Barbados National Standards Building Code Committee;

Dr Colin Depradine, Dean, Faculty of Science and Technology, invited to serve as a Member on The Barbados National Commission for UNESCO; as The UWI's representative, appointed to serve on the Steering Committee of the Regional Universities Network (RUN).

RECOGNITION

Dr Halimah DeShong, Head, Institute for Gender and Development Studies: Nita Barrow Unit, invited to serve as Minister Counsellor to the Mission of St Vincent and the Grenadines to the United Nations for the two-year period of that country's membership on the United Nations Security Council; invited to serve as Chairwoman of the National Advisory Council on Gender, Ministry of People Empowerment and Elder Affairs;

Dr Leah Garner-O'Neale, Lecturer, Faculty of Science and Technology, invited to serve as a Member of the Committee for the Development of the Analytical Framework for the Effective Monitoring and Testing of Available Alternative Products to Single-Use Plastics and Styrofoam Products, established by the Government through the Ministry of Maritime Affairs and the Blue Economy;

Dr Dion Greenidge, Head, Department of Management Studies, invited to serve as a Member of the Steering Committee, Small Business Development Centre Network, The Ministry of Small Business, Entrepreneurship and Commerce;

Dr Tonya Haynes, Lecturer, Institute for Gender and Development Studies: Nita Barrow Unit, invited to be a Member of the Social Justice Committee, The Ministry of Labour and Social Partnership Relations;

Mrs Nicole Foster, Attorney-at-Law and Lecturer, Faculty of Law, appointed to serve on the Board of Directors, Barbados National Standards Institution, effective March 1, 2019; invited to serve as a Member of the CARICOM Inter-Agency Technical Committee for the Joint Meeting of the Council for Trade and Economic Development (COTED) and the Council for Human and Social Development (COHSOD).



Dr Halimah DeShong



Dr Tonya Haynes



Dr Leah Garner-O'Neale



Dr Dion Greenidge



Mrs Nicole Foster

RECOGNITION



Dr Sylvia Henry



Dr Jonathan Lashley



Mrs Sonia Mahon



Professor Winston Moore



Dr Madhuvanti Murphy



Dr Joan Phillips



Mrs Amanda Reifer



Dr Sherma Roberts

Dr Sylvia Henry, Instructional Development Specialist, invited to serve as a Member of the Standards Approval Committee, Technical and Vocational Education and Training (TVET) Council;

Dr Jonathan Lashley, Senior Fellow, Sir Arthur Lewis Institute of Social and Economic Studies, invited to serve as a Commissioner on the National Population Commission;

Mrs Sonia Mahon, Assistant Registrar (Ag), Student Enrolment and Retention Unit, invited to serve as Education Chair on the Youth Equipped to Achieve (YEA) Board;

Professor Winston Moore, Director, Graduate Studies and Research, and Director, Cave Hill Campus Office of Research and Innovation, invited to serve as a Member of the Bridgetown Revitalisation Smart Cities Committee of the Barbados Chamber of Commerce and Industry (BCCI);

Dr Madhuvanti Murphy, Deputy Dean, Faculty of Medical Sciences, as the Faculty's representative, appointed to serve on the National Task Force on Wellness; invited to serve as a Commissioner on the National Population Commission;

Dr Joan Phillips, Senior Lecturer, Department of Government, Sociology, Social Work and Psychology, as Cave Hill's Representative, appointed to serve on the National Mental Health Commission;

Mrs Amanda Reifer, Head, Academy of Sport, invited to serve on the Cricket West Indies (CWI) Committee;

Dr Sherma Roberts, Deputy Dean, Faculty of Social Sciences, invited to be a Member of the Common Board of Directors of the Barbados Tourism Marketing Inc (BTMI) and Barbados Tourism Product Authority (BTPA).

RECOGNITION

Dr Bernd Sing, Lecturer, Faculty of Science and Technology, invited to be a Member of the Research, Cyber Security and Databases Committee, Queen Elizabeth Hospital (QEH);

Dr Desiree Skeete, Lecturer, Faculty of Medical Sciences, invited to serve as a Member of the Barbados Medical Council;

Mrs Judith Toppin, Officer-in-Charge, Sidney Martin Library, invited by His Excellency Mr Teruhiko Shinada, Japanese Ambassador to Barbados to serve on the Committee to select candidates for Japan's International Exchange and Teaching (JET) Programme;

Professor Joel Warrican, Director, School of Education, invited to serve as a Member of the Task Force for the Establishment of a Caribbean New School Fit for the Demands of the Twenty-First Century;

Dr Avril Williams, Head, Department of Biological and Chemical Sciences, invited to serve as a Participant, International Atomic Energy Agency (IAEA) Advisory Mission to Barbados to prepare a Draft National Radiation Protection Policy for Barbados;

Dr Ronnie Yearwood, Attorney-at-Law, Lecturer, Faculty of Law, invited to serve as Chairman of the Board of Management, Alexandra School;

Ms Ayanna Young-Marshall, Lecturer, Department of Management Studies, invited to serve as a Member of the Steering Committee, Small Business Development Centre Network, The Ministry of Small Business, Entrepreneurship and Commerce.



Dr Bernd Sing



Dr Desiree Skeete



Mrs Judith Toppin



Professor Joel Warrican



Dr Avril Williams



Dr Ronnie Yearwood



Ms Ayanna Young-Marshall



STATISTICS

On-Campus Student Registration by Faculty 2009/2010 – 2018/2019 Undergraduates plus Postgraduates

Year	Humanities & Education	Law	Medical Sciences	Science & Technology	Social Sciences	Sport	Total
2010/2011	1372	686	271	1216	5129	-	8674
2011/2012	1330	671	337	1270	5233	-	8841
2012/2013	1193	686	384	1250	5263	-	8776
2013/2014	1205	751	421	1218	5039	-	8634
2014/2015	843	701	412	1056	3851	-	6863
2015/2016	688	577	446	985	3369	-	6065
2016/2017	549	506	482	957	3013	-	5507
2017/2018	550	430	491	921	2769	-	5161
2018/2019	587	433	508	1043	2873	119	5563
2019/2020	676	481	509	1132	3215	151	6164

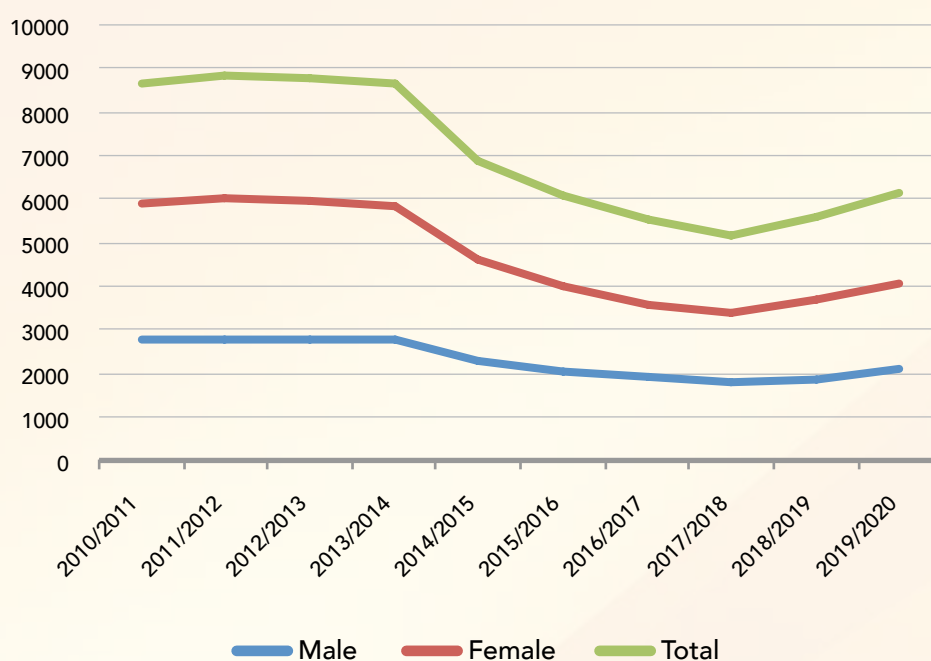
1 Data for Humanities & Education includes 9 postgraduate students in the Institute for Gender and Development Studies

2 Data excludes students enrolled in Tertiary Level Institutions

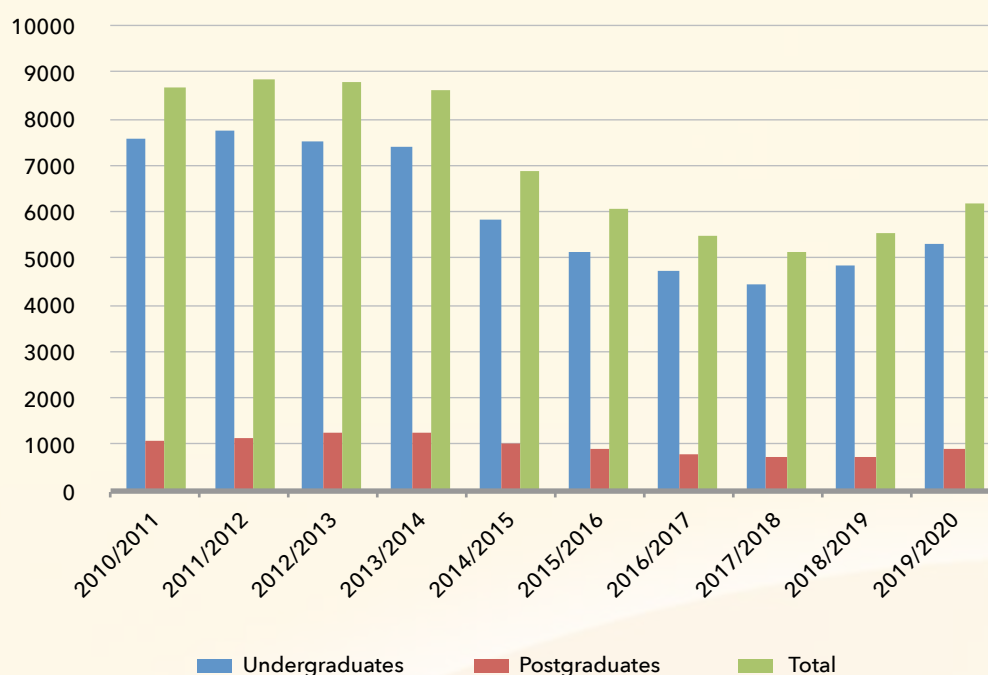
3 Data excludes 49 participants in the Centre for Professional Development and Lifelong Learning

4 The Faculty of Sport was established in 2018

Total On-Campus Student Registration by Gender 2010/2011 – 2019/2020



Total On-Campus Student Registration by Level 2010/2011 – 2019/2020

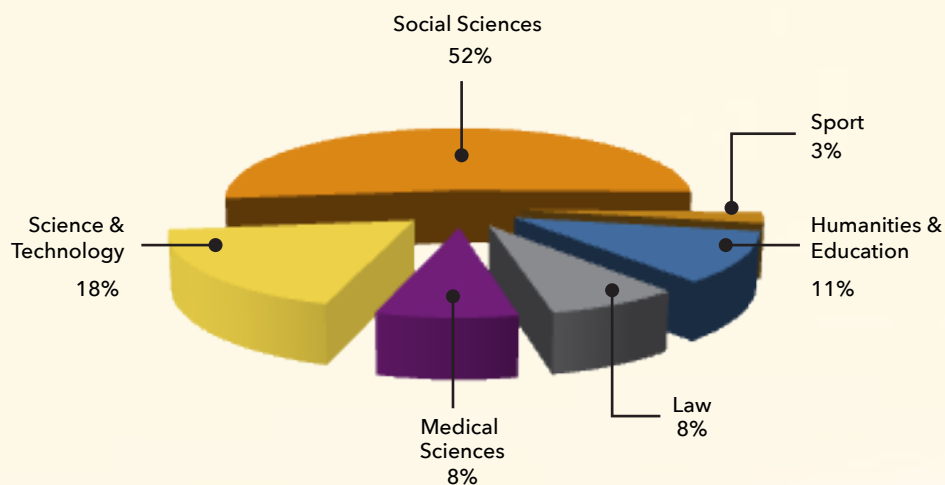


Distribution of Total On-Campus Student Registration 2019/2020 by Nationality and Faculty

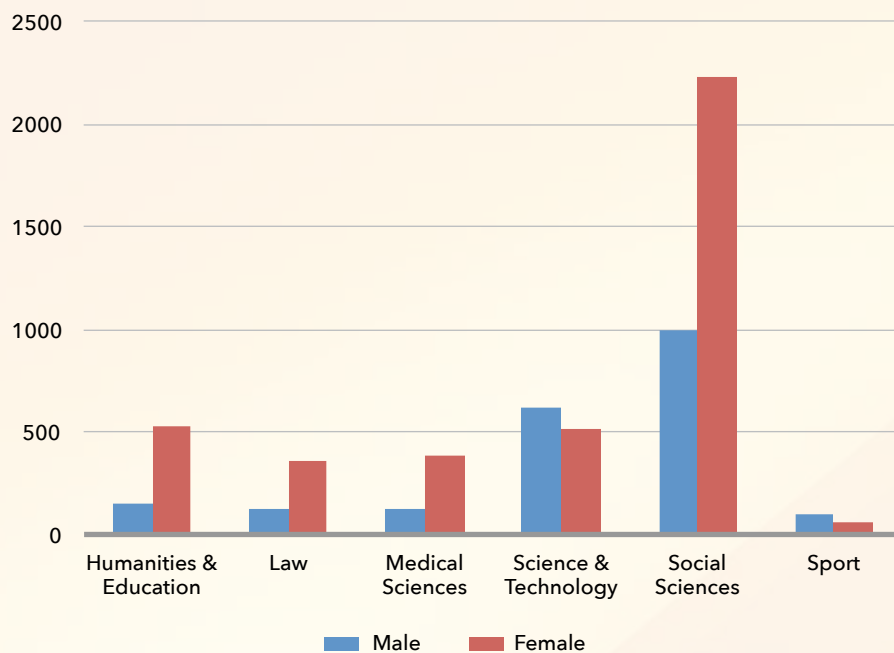
Faculty	UNDERGRADUATE						POSTGRADUATE						Grand Total
	Bdos	NCC*	T&T	J'ca	Others	Total	Bdos	NCC*	T&T	J'ca	Others	Total	
Humanities & Education	385	27	7	3	35	457	185	19	6	2	7	219	676
Law	209	109	84	21	8	431	28	12	5	2	3	50	481
Medical Sciences	172	54	177	0	1	404	90	7	2	0	6	105	509
Science and Technology	898	109	13	10	3	1033	60	28	4	4	3	99	1132
Social Sciences	2454	283	49	15	24	2825	328	38	12	3	9	390	3215
Sport	107	12	12	1	2	134	12	2	2	0	1	17	151
Total	4225	594	342	50	73	5284	703	106	31	11	29	880	6164

* NCC - UWI non-campus countries (Anguilla, Antigua & Barbuda, Belize, Bermuda, British Virgin Islands, Cayman Islands, Commonwealth of Dominica, Grenada, Montserrat, St. Kitts and Nevis, St. Lucia, St. Vincent and The Grenadines, The Bahamas and Turks & Caicos)

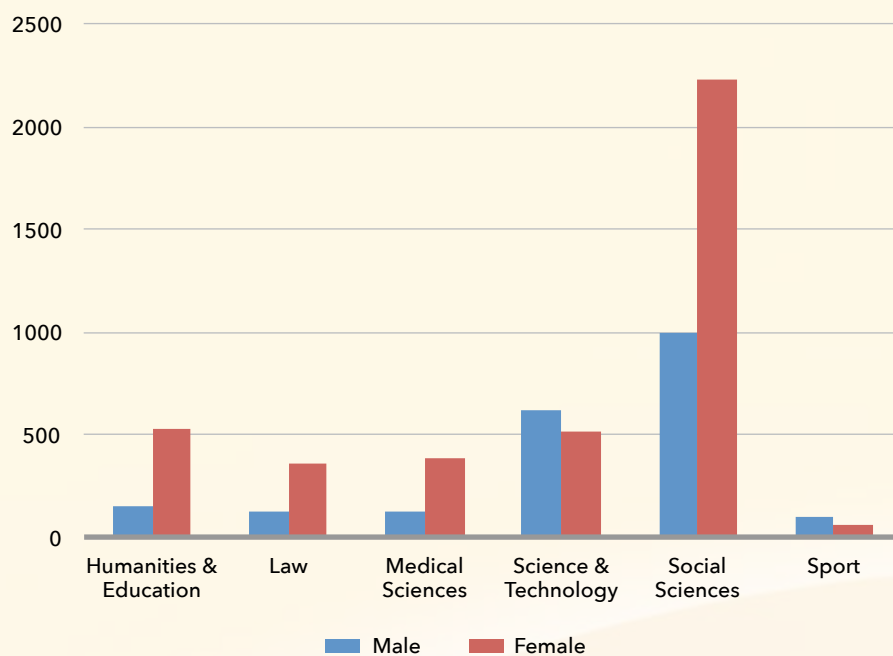
Distribution of Total On-Campus Student Registration 2019/2020 by Faculty



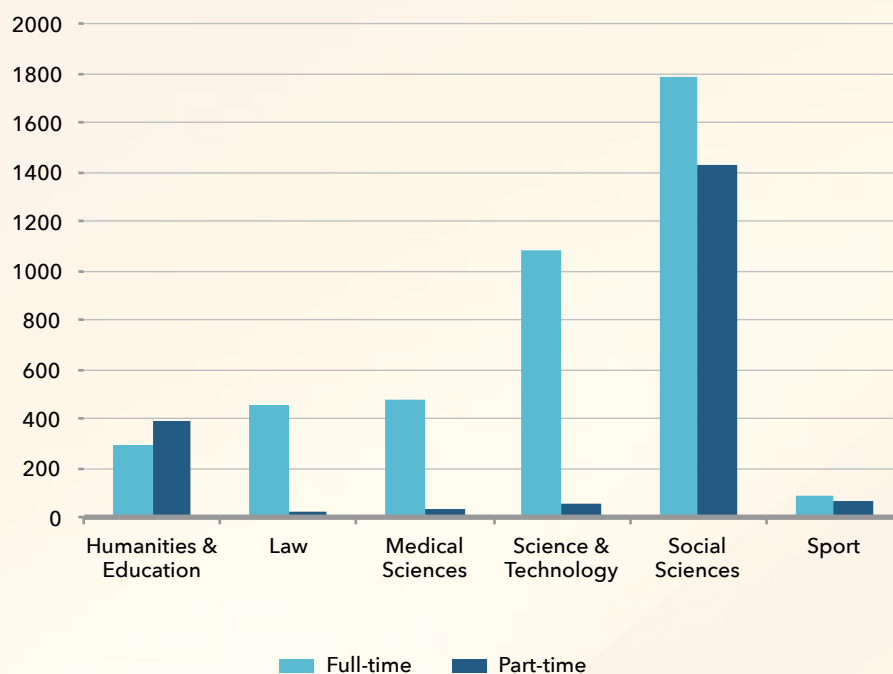
Distribution of Total On-Campus Student Registration 2019/2020 by Faculty and Gender



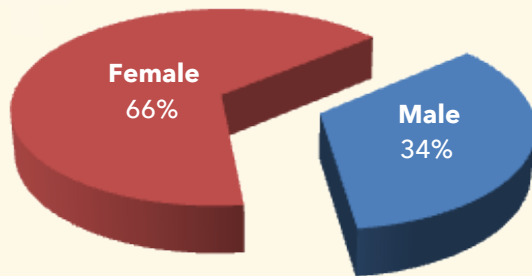
Distribution of Total On-Campus Student Registration 2019/2020 by Faculty and Gender



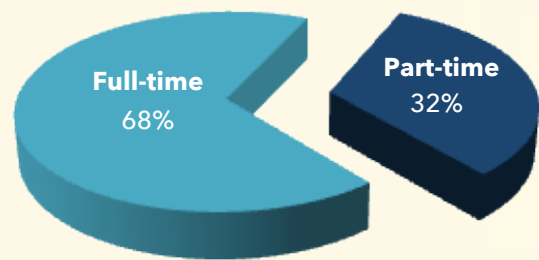
Distribution of Total On-Campus Student Registration 2019/2020 by Faculty and Status



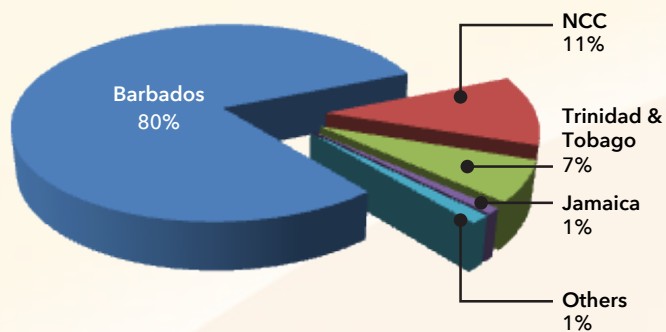
Distribution of Total On-Campus Student Registration 2019/2020 by Gender



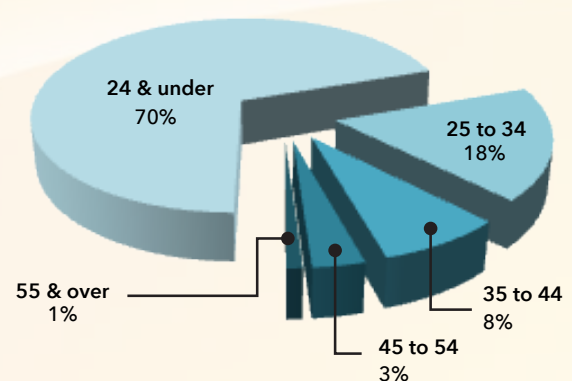
Distribution of Total On-Campus Student Registration 2019/2020 by Status



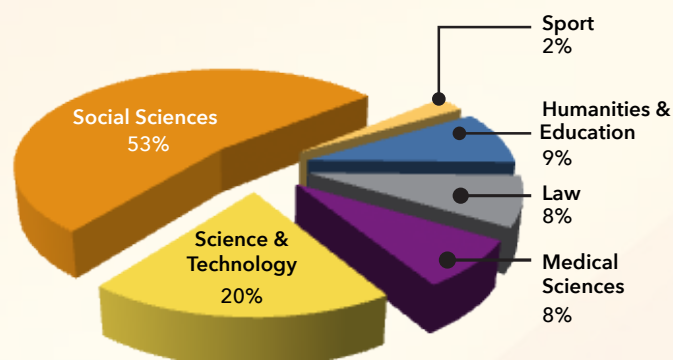
Distribution of Undergraduate Students 2019/2020 by Nationality



Distribution of Undergraduate Students 2019/2020 by Age Range



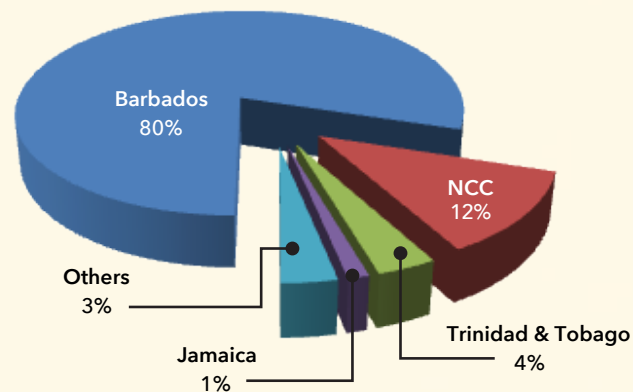
Distribution of Undergraduate Students 2019/2020 by Faculty



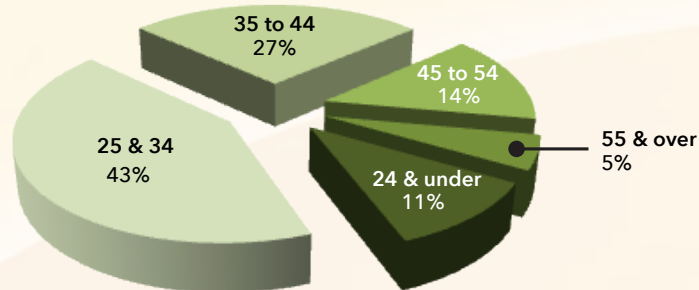
Distribution of Postgraduate Students 2019/2020 by Faculty/Institute and Nationality

Country	Gender Studies			Humanities & Education			Law			Medical Sciences			Science & Technology			Social Sciences			Sport			TOTAL		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
Antigua and Barbuda	0	0	0	0	1	1	0	1	1	1	0	1	1	1	2	2	6	8	1	0	1	5	9	14
Barbados	0	4	4	46	135	181	11	17	28	20	70	90	30	30	60	115	213	328	8	4	12	230	473	703
Belize	0	1	1	0	1	1	0	0	0	0	0	0	1	0	1	1	2	3	0	0	0	2	4	6
Brazil	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
Canada	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1	1	0	2	2
Cayman Islands	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
China	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Commonwealth of Dominica	0	1	1	0	1	1	0	0	0	0	0	0	3	6	9	0	7	7	0	0	0	3	15	18
Ghana	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	1	1	2
Grenada	0	0	0	0	2	2	0	1	1	0	0	0	1	0	1	1	2	3	0	0	0	2	5	7
Guyana	0	0	0	0	0	0	0	2	2	2	2	4	1	1	2	1	4	5	0	0	0	4	9	13
Haiti	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	1	0	1
India	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
Jamaica	0	0	0	1	0	1	0	2	2	0	0	0	0	4	4	1	2	3	0	0	0	2	8	10
Nigeria	0	0	0	0	2	2	0	0	0	2	0	2	0	0	0	0	1	1	0	0	0	2	3	5
Spain	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
St Kitts and Nevis	0	0	0	0	1	1	1	2	3	0	1	1	0	2	2	0	0	0	0	0	0	1	6	7
St Lucia	0	1	1	0	0	0	1	2	3	0	2	2	0	2	2	3	2	5	0	1	1	4	10	14
St Vincent & the Grenadines	0	0	0	0	2	2	1	3	4	0	1	1	3	5	8	3	3	6	0	0	0	7	14	21
The Bahamas	0	0	0	1	4	5	0	0	0	0	2	2	1	2	3	1	5	6	0	0	0	3	13	16
Trinidad and Tobago	0	1	1	0	3	3	1	4	5	0	2	2	0	4	4	3	9	12	0	2	2	4	25	29
U.K.	0	0	0	3	2	5	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	4	2	6
U.S.A.	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
TOTAL	0	9	9	0	1	210	16	34	50	25	80	105	41	58	99	133	257	390	9	8	17	278	602	880

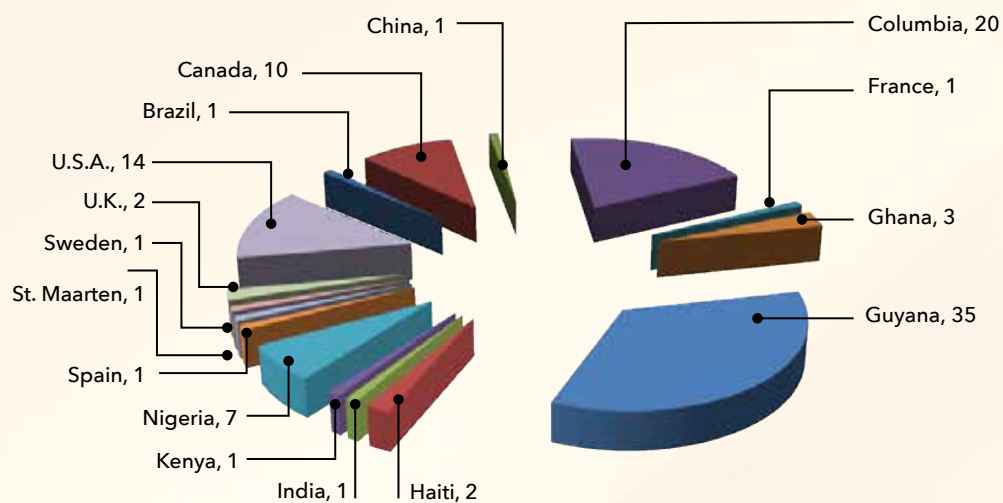
Distribution of Postgraduate Students 2019/2020 by Nationality



Distribution of Postgraduate Students 2019/2020 by Age Range



All Students from Non-UWI Countries Registered in 2019/2020



Examination Results For 2018/2019 With Comparative Totals For 2017/2018

Undergraduate Degrees

FACULTY	UNDERGRADUATE DEGREES ¹						COMPARATIVE TOTALS 2017/2018
	DISTINCTION & HONOURS	FIRST CLASS	UPPER 2ND CLASS	LOWER 2ND CLASS	PASS	TOTALS	
Humanities & Education ²	0	24	49	24	14	111	85
Law	0	10	35	34	8	87	122
Medical Sciences	10	2	1	2	41	56	52
Science & Technology	0	27	40	42	19	128	168
Social Sciences	0	57	187	184	89	517	638
Sport	0	6	7	4	0	17	0
TOTALS	10	126	319	290	171	916	1065

1 Excludes 91 Undergraduate Diplomas

2 FHE includes 1 MSc, 1 PhD and 2 PG Diploma graduands from the Institute for Gender & Development Studies

Examination Results For 2018/2019 With Comparative Totals For 2017/2018

Postgraduate Degrees

FACULTY	POSTGRADUATE DEGREES, DIPLOMAS AND CERTIFICATES						GRAND TOTAL	
	PHD/DBA	DM	MPHIL	TAUGHT MASTERS	DIPLOMAS	CERTIFICATES	TOTALS	COMPARATIVE TOTALS 2017/2018
Humanities & Education ²	12	0	2	24	79	15	132	93
Law	0	0	0	21	0	0	21	23
Medical Sciences	2	13	0	8	10	0	33	26
Science & Technology	2	0	0	25	1	0	28	17
Social Sciences	6	0	2	99	14	0	121	139
Sport	0	0	0	7	0	0	7	0
TOTALS	22	13	4	184	104	15	342	298

1 Excludes 91 Undergraduate Diplomas

2 FHE includes 1 MSc, 1 PhD and 2 PG Diploma graduands from the Institute for Gender & Development Studies

CAMPUS STAFF

PROMOTIONS, NEW APPOINTMENTS, TEMPORARY APPOINTMENTS AND RESIGNATIONS AS AT JULY 31, 2019

PROMOTIONS

Mr Terrence Lowe

Promoted to Librarian II
Sidney Martin Library

Mr Chelston Lovell

Promoted to Director,
Marketing and Communications
Office of Marketing and
Communications

Mr Dirk Hernandez

Promoted to Senior Systems Analyst
Registry

Dr Angela Alleyne

Promoted to Senior Lecturer
Department of Biological and
Chemical Sciences

Dr Jeanese Badenock

Promoted to Senior Lecturer
Department of Biological and
Chemical Sciences

Dr Isabelle Gouirand

Promoted to Senior Lecturer
Department of Biological and
Chemical Sciences

Dr Madhuvanti Murphy

Promoted to Senior Lecturer
Faculty of Medical Sciences

Dr Dwaine Clarke

Promoted to Senior Lecturer
Department of Computer Science,
Mathematics and Physics

Dr Michelle Gittens

Promoted to Senior Lecturer
Department of Computer Science,
Mathematics and Physics

Dr Donna-Maria Maynard

Promoted to Professor
School of Education

Mr Jamar Jones

Promoted to Audit Manager II
University Management
Audit Department

NEW APPOINTMENTS

UWI Administration
Mr Justin Seale

Assistant Registrar II

Sidney Martin Library
Ms Maria Cherrie

Librarian

Campus IT Services
Mr Tito Hinds

Information Technologist

Mr Barry Jordan

Information Technologist I

**Shridath Ramphal Centre
for International Trade Law,
Policies and Services**
Dr Jan Yves Remy

Deputy Director

Dr Kai-Ann Skeete

Trade Policy Research Fellow

Faculty of Law
Dr Jeneille Matthews

Lecturer

Dr Ronnie Yearwood

Lecturer

Faculty of Medical Sciences
Dr Keisha Thomas-Gibson

Lecturer

**Department of Biological and
Chemical Sciences**
Dr Yvonne Vallés-Rodriguez

Lecturer

Dr Casey Allen

Lecturer

**Department of Computer
Science, Mathematics and Physics**
Dr Legena Henry

Lecturer

Dr Joan Phillips

Senior Lecturer

**George Alleyne Chronic
Disease Research Centre**
Dr Simon Anderson

Senior Lecturer

TEMPORARY APPOINTMENTS

Office of the Deputy Principal

Dr Sonya Gift

Research Officer

Quality Assurance Office

Ms Khadija Holder

Research Assistant

Office of Public Information

Ms Leigh-Ann Worrell

Communications Assistant

Office of Marketing and Communications

Ms Cheryse Gooding

Marketing Officer

Mrs Amanda Watkins

Marketing Assistant

Office of Student Services

Mr Khaleid Holder

Temporary Student

Services Manager

Faculty of Humanities and Education

Foundation Language Programme

Ms Sophia Edwards

Instructor

Ms Amarel Collymore

Tutor

Mrs Shirley Morris

Tutor

Ms. Chloe Walker

Instructor

Department of Language, Linguistics and Literature

Ms Dawn Farrell-Boyce

Teaching Assistant

Ms Paula González Garcia

Teaching Assistant

Mr Marco Shaumloeffel

Lecturer

Department of History and Philosophy

Dr Rodney Worrell

Lecturer

Errol Barrow Centre for Creative Imagination

Ms Kerri-Ann Haynes-Knight

Administrative Officer

School of Education

Dr J Deanne Forde

Lecturer

Faculty of Law

Mr Rashad Brathwaite

Junior Research Fellow

Faculty of Medical Sciences

Dr Natalie Greaves

Lecturer

Dr Karisha

Hinkson- LaCorbinière

Lecturer

Dr Andre Lovell

Lecturer

Dr Adrian Peters

Lecturer

Dr Wendy Sealy

Lecturer

Dr Chaynie Williams

Lecturer

Faculty of Science and Technology

Department of Computer Science, Mathematics and Physics

Mrs Tessa King-Inniss

Lecturer

Mr Stephen Mendes

Teaching Assistant

CERMES

Mr Kareem Sabir

Research Assistant

TEMPORARY APPOINTMENTS cont'd

Faculty of Social Sciences

Mrs Margaret Hinds

Research Assistant

Department of Economics

Ms Tracey Broome

Lecturer

Mr Anderson Elcock

Lecturer

Ms Carol-Anne Blenman

Research Assistant

Ms Annette Greene

Research Assistant

Ms Mahalia Jackman

Lecturer

Mr Simon Naitram

Assistant Lecturer

Mr Jeremy Stephen

Lecturer

Department of Government, Sociology and Social Work

Mr Duane Edwards

Research Assistant

Ms Joan Cuffie

Lecturer

Ms Ayodele Harper

Assistant Lecturer

Ms Lisa Jaggernaut

Assistant Lecturer

Department of Management Studies

Ms Marissa Chandler

Research Assistant

Ms Malissa Cornwell

Research Assistant

Shridath Ramphal Centre for International Trade Law, Policies and Services

Ms Camille Russell

Research Assistant

Sir Arthur Lewis Institute of Social and Economic Studies (SALISES)

Dr Latoya Lazarus

Research Fellow

Ms Melanie Callender-Forde

Research Assistant

Faculty of Sport

Academy of Sport

Mr Akeem Dewar

Regional Sports Coordinator

Mr Floyd Reifer

Head Coach

Institute for Gender & Development Studies: Nita Barrow Unit

Ms Daniele Bobb

Research Assistant

Centre for Excellence in Teaching and Learning

Mr Troy Carrington

*Faculty Development Facilitator
(E-learning and Instructional
Technology)*

Ms Andrea Marshall

*Faculty Development Facilitator
(Curriculum and Instruction)*

RETIREMENTS

Mr Roland Butcher

Head Coach

Academy of Sport

Professor Jayaram

Chillumuntala

*Department of Computer Science,
Mathematics and Physics*

Professor Nlandu Mamingi

Department of Economics

Mrs Sandra Vaughn

Nurse Administrator

Students' Health Clinic

Mr Harclyde Walcott

Lecturer

*Errol Barrow Centre for
Creative Imagination*

Mr Glindon Welch

*Foreign Language Assistant
Department of Language,
Linguistics and Literature*

BENEFACTORS

PRIVATE INDIVIDUALS

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 Ms Anna Beckles
 Mr Richard P Brown Jr Esq
 Mr Andrew Bynoe
 Mr Richard Cheltenham
 Mr Edmund Cohen
 Drs Don and Cynthia Degazon
 Mr Charles Edwin Edghill and Vanessa Ann Edghill
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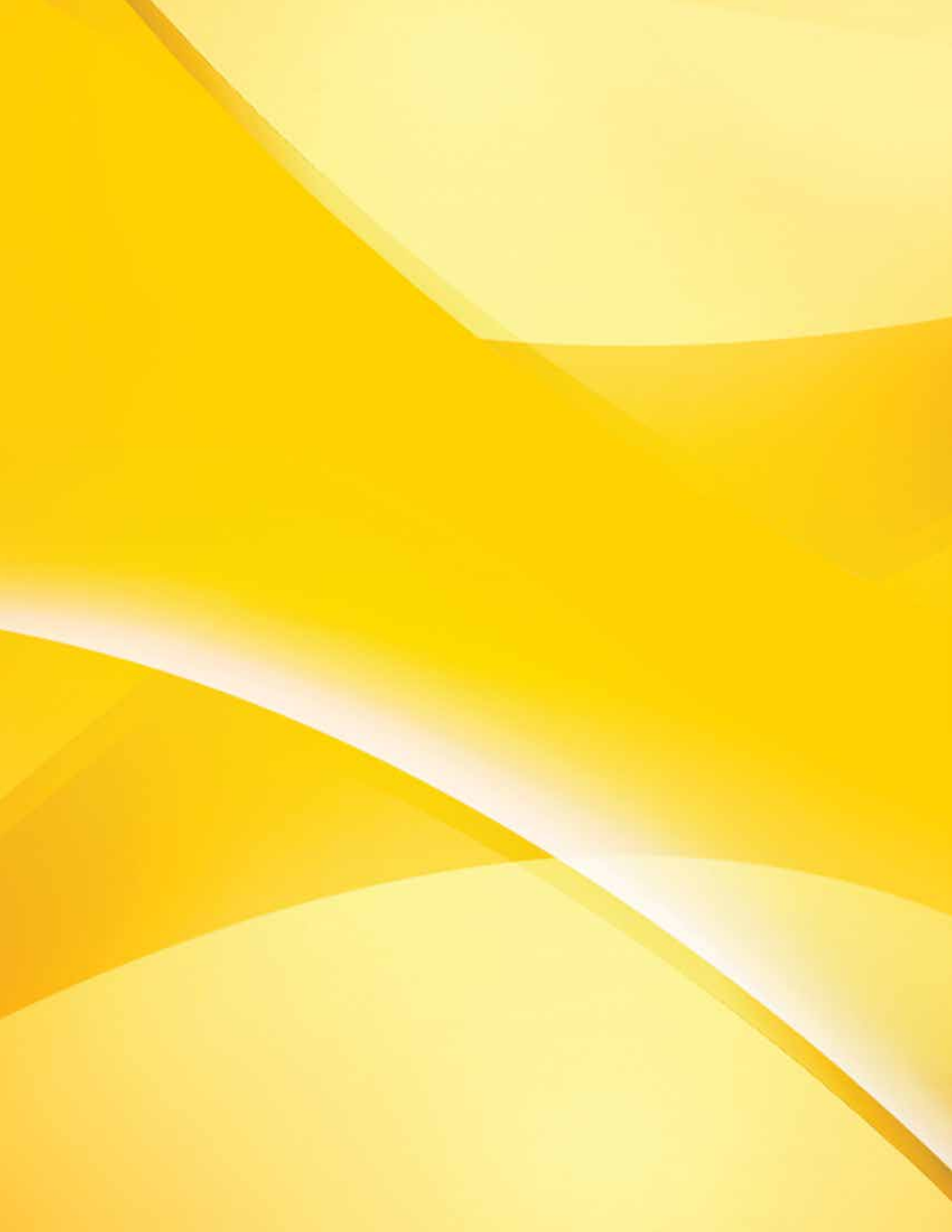
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Edmund Hinkson Attorney-at-Law	Merck, Sharpe & Dohme Prize	UWI Alumni Association (Barbados Chapter)
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