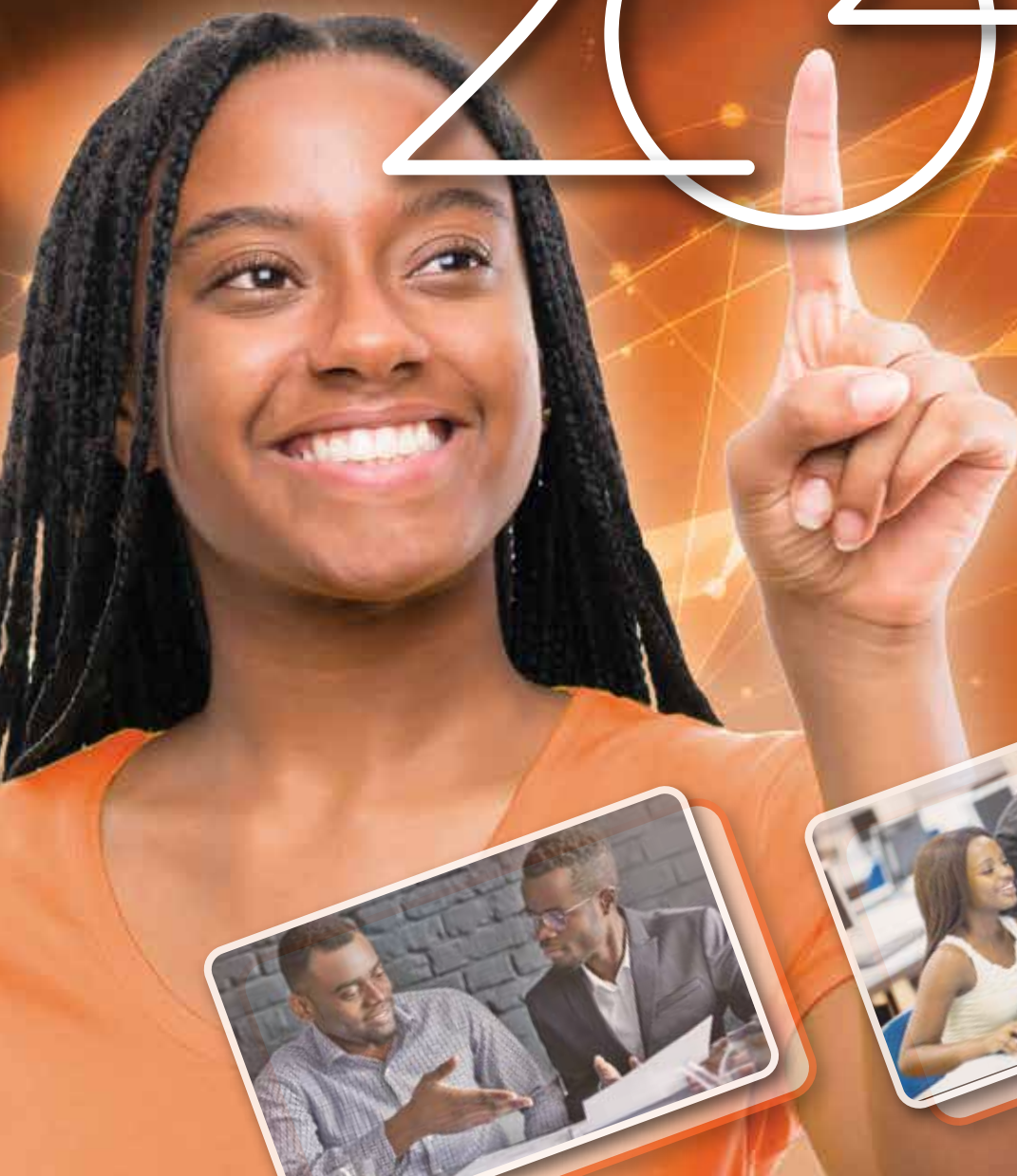




UWI
OPEN CAMPUS

ANNUAL REPORT 2018|2019

VISION 2020



ONLINE ► ON SITE ► ON DEMAND



ANNUAL REPORT

2018/2019

Opening Doors to Life-Changing Learning



THE UNIVERSITY
OF THE
WEST INDIES
OPEN CAMPUS



*Opening Doors to
Life-Changing Learning*



THE UNIVERSITY OF THE WEST INDIES

OUR MISSION

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

OUR VISION

An excellent global university rooted in the Caribbean.

OUR CORE VALUES

Integrity

Excellence

Gender Justice

Diversity

Student Centredness



THE UNIVERSITY
OF THE
WEST INDIES
OPEN CAMPUS

Guiding Principles

The Open Campus of The University of the West Indies is based on the idea that the high-quality university education, research and services available at our institution should be open and available to all people who wish to reach their full potential inside and outside of the Caribbean region.

The Open Campus will adopt quality teaching and learning experiences, innovative pedagogic design, relevant research and community partnerships to deliver face-to-face, blended and online learning.

*Opening Doors to
Life-Changing Learning*

VISION 2020



PRINCIPAL'S OVERVIEW

Dr Luz Longworth

Pro Vice-Chancellor and Principal

It is with much pride and gratitude I present my review for the Academic Year 2018/2019 of The University of the West Indies (The UWI) Open Campus. Pride because of the many significant accomplishments the Campus has recorded over the year under review, and gratitude for the opportunity and indeed privilege to lead this innovative and agile Campus of The UWI.

Institutional Re-Accreditation

On June 04, 2019, the Campus had much to celebrate when institutional reaccreditation was granted by the Barbados Accreditation Council for the maximum period achievable of seven years. This meant that the Open Campus distinctly met the accreditation criteria and its standards through the commitment and dedication of all levels of staff who provided impactful services to all its constituents. The Report stated, inter alia, “. . . the Open Campus is poised to take advantage of the opportunities presented by the Global Online Strategy, its ambassadorial role in the non-physical campus countries and the growth of continuing professional education.” We will definitely continue on this trajectory.

Subsequent to the Campus' institutional reaccreditation, 14 countries have granted the Campus mutual recognition.





Architect's rendering of the refurbished Open Campus Country Site, St Vincent and the Grenadines

There were two overarching committees: the Self-Study Team, which I chaired as Pro Vice-Chancellor and Principal, and the Re-Accreditation Steering Committee, chaired by the Deputy Principal, Professor Julie Meeks. Following the submission of the Self-Assessment Report (SAR), a team of international experts reviewed the Open Campus, including visits to 10 different Open Campus sites in Barbados, Grenada, Jamaica, St Vincent and the Grenadines and Trinidad and Tobago.

Chairman of the Board of Directors of the Barbados Accreditation Council, Mrs Margo Lady Ann Hewitt presented the Re-accreditation Certificate to the Campus.

Triple A Strategy

In keeping with the Agility pillar of The UWI's Triple A Strategy, the Campus relaunched the Turks and Caicos Islands (TCI) Country Site in March 2019 with much fanfare. The re-launch of the physical presence of The University of the West Indies in TCI was marked by a special ceremony for the re-opening of the Site on Providenciales on Friday, March 15, 2019. A wide cross-section of stakeholders, including the Honourable Sharlene Cartwright-Robinson, Premier, and other government, education and visiting university officials attended the ribbon-cutting ceremony at the Town Centre Mall.

The UWI Open Campus Site was previously located on Grand Turk, before closing a few years ago. The relaunch, in collaboration with the Ministry of Education, Youth, Culture and Library Services,



Officials of The UWI and the Ministry of Education, Youth, Culture and Library Services in the Turks and Caicos Islands pose for the official photograph following the opening of the new Country Site

is in keeping with the TCI Government and the University's commitment to improving access to tertiary education.

During the Ceremony, the University paid tribute and presented appreciation plaques to former Resident Tutor, Dr Carlton Mills; President and Vice President of the TCI Community College, Dr Hubert Fulford; and Mr Samuel Forbes and the Ministry of Education, Youth, Culture and Library Services.

The impact of the relaunch of the Site was felt immediately with enrolment in the TCI in Open Campus programmes jumping by over 50% in the first year of our operations.

Increased enrolment

As the Campus works towards increasing access to learners of all ages and abilities, I am happy to report that for January to July recruitment period 2019, there was an increase in the number of applications when compared to the previous three

years. A total of 5, 165 applications were received for Senate-approved programmes, with 4, 072 for undergraduate programmes and 1, 093 for graduate programmes.

These figures represent an increase of 14.04 percent when compared with applications for 2018/2019; 18.52 percent when compared with 2017/2018 and 3.86 percent when compared to 2016/2017 respectively. We continue to strive for increased enrollment and retention as key elements of our **Access** strategy.

Strategic partnerships

The year under review was marked by increased collaboration between the Open Campus and several partner organizations and institutions at the national, regional and international levels. These strategic partnerships were solidified with the signing of Memoranda of Understanding and Letters of Agreement and manifested in joint activities throughout the year.

Among the partnerships the Campus entered into this academic year included the West Indies Rum and Spirits Producers' Association Inc. This MOU provides a framework for cooperation between the West Indies Rum and Spirits Producers' Association representing the regional rum industry and The University of the West Indies. The first planned collaboration involves an online certification offering in rum and spirits production. Such certification could be offered regionally and internationally, in several languages.

The Campus collaborated with the Jamaica Defence Force to host a two-day Cybersecurity Workshop entitled "Cybersecurity: Pathways to Managing Cyber Vulnerabilities" on July 24 and 25, 2019. The workshop attracted speakers from North America and the Caribbean and attendees from throughout the region.

Partnerships with several organisations also resulted in the Campus delivering special courses to stakeholders thus improving access to its programmes, another critical pillar of the Triple A strategy. Among these are partnerships with The UWI Mona Campus' Institute of Caribbean

Studies, which involved provision of services for the offering of the course "Culture of Rastafari;" Jamaica Promotions (JAMPRO) for the conversion of JAMPRO's face-to-face course, "A Step-by-Step Guide to Exporting" into an online workshop; UNICEF Eastern Caribbean Area, the Campus successfully implemented the Needs Assessment for Safety and Justice for Children component of the agreement. In conjunction with the Caribbean Policy Development Centre, the Campus successfully implemented the NGO Professional Management Certificate Programme during the 2018/2019 academic year. The programme, funded at a value of US\$135,168, allowed for the granting of 86 scholarships to enable students to complete the course.

The Campus is serious about both our **alignment** with industry and other partners as well as our diversification of revenue sources. I congratulate the Business Development Unit, the Continuing and Professional Education Centre and Academic Programming and Development Division for the pivotal roles that they are playing in this area.



Minister of National Security, Dr Horace Chang (right), exchanges pleasantries with Pro Vice-Chancellor and Principal of The University of The West Indies (UWI) Open Campus, Dr Luz Longworth (left), ahead of addressing the UWI/Jamaica Defence Force (JDF) Cybersecurity Workshop on Wednesday (July 24), at Up Park Camp, St Andrew. Sharing the moment is Chief of Defence Staff, JDF, Lieutenant General Rocky Meade.

(Photo from JIS.gov.jm)

Response to Hurricane Dorian

Once again the Campus and the entire UWI community were called upon to respond to another devastating onslaught of a hurricane. Hurricane Dorian, the most powerful hurricane on record, pounded Abaco Islands and Grand Bahamas in The Bahamas. The Campus expeditiously responded with assistance to students and their families and lead The University's response. A bank account was established for donations of funds at a regional bank and a collection point was set up at the Open Campus Mona office for donations of non-perishable items.

At the earliest possible time, the Campus dispatched Dr Cheryl Sloley, Deputy Director OCCS to Nassau to offer assistance to staff, students and their families. She held one-on-one meetings with students, the majority of whom requested and subsequently received leave of absence (LOA). She was also on hand to welcome Vice-Chancellor Sir Hilary Beckles and other UWI team members. Dr Sloley also represented the Open Campus at a forum entitled *Hurricane Recovery in The Bahamas*, hosted



An aerial view of the destruction caused by Hurricane Dorian in Abaco

by the Vice-Chancellor on Friday, September 13, 2019, to provide an update on the post-Hurricane Dorian crisis.

Hurricane Dorian not only proved once again that states in the region are susceptible to natural disasters, but also that the region needs to continue to build its resilience capacity to better respond to affected territories. The efforts of The UWI generally and the Open Campus in particular is evidence that the University is willing to be at the forefront of this effort in the region.

Thank you to Global Affairs Canada

The Global Affairs Canada's Strengthening Distance Education in the Caribbean (SDEC) Project came to an end in 2019 after six years in operation. The project has made a major difference in the Campus, positively impacting all aspects of the Campus' operations.

The Open Campus expresses unequivocal gratitude to the Government of Canada for its generous support of the Campus' commitment to strengthening student services and success; its teaching and learning programmes; its staff services and the technological infrastructure of the Campus' Sites and offices.

The Campus will continue to build on these successes and looks forward to future collaborations with the Government of Canada.

Bright future

Over the past ten years, the Open Campus has developed an impressive organisation that remains committed to its mission of "Opening Doors to Lifelong Learning" wherever you are. With the global economy focusing on technological skills as well as continuing education for rapid upskilling or reskilling as new industries are formed, and new skills and human resource needs become evident for our region, the Open Campus is ready for the next ten years and beyond to continue to innovate and to



Pro Vice-Chancellor and Principal of The UWI Open Campus, Dr Luz Longworth (2nd left) and Technical Project Manager (Cultural Heritage) at the Organisation of American States (OAS), Ms Celia Toppin (2nd right) signing the Memorandum of Understanding (MOU) between The UWI Open Campus and the OAS. Sharing in the occasion are Ms Jamie-Lee Rocke, Programme Officer, Open Campus Business Development Unit (left) and Mrs Wendy Nurse-Weekes, Executive Assistant to the Principal (right).

reach out to those who need non-traditional access to education and training.

Work on the student relationship management system is ongoing. On completion, this system is expected to be a game changer for the Campus' interaction with students, from application through to graduation.

In the year ahead, two new facilities are expected to be opened; the refurbished Country Site in St Vincent and the Grenadines and the new Site in Chaguanas, Trinidad and Tobago. These Sites will expand the capacity of respective countries to offer additional programmes to an increasing number of students. In addition, with the improved modern facilities, the Sites are also expected to play an increasingly greater role in the social and cultural lives in their communities.

A sustainable financial model is also of paramount importance and therefore as we robustly seek new and diverse income streams we have been quite successful in gaining new partnerships as well as

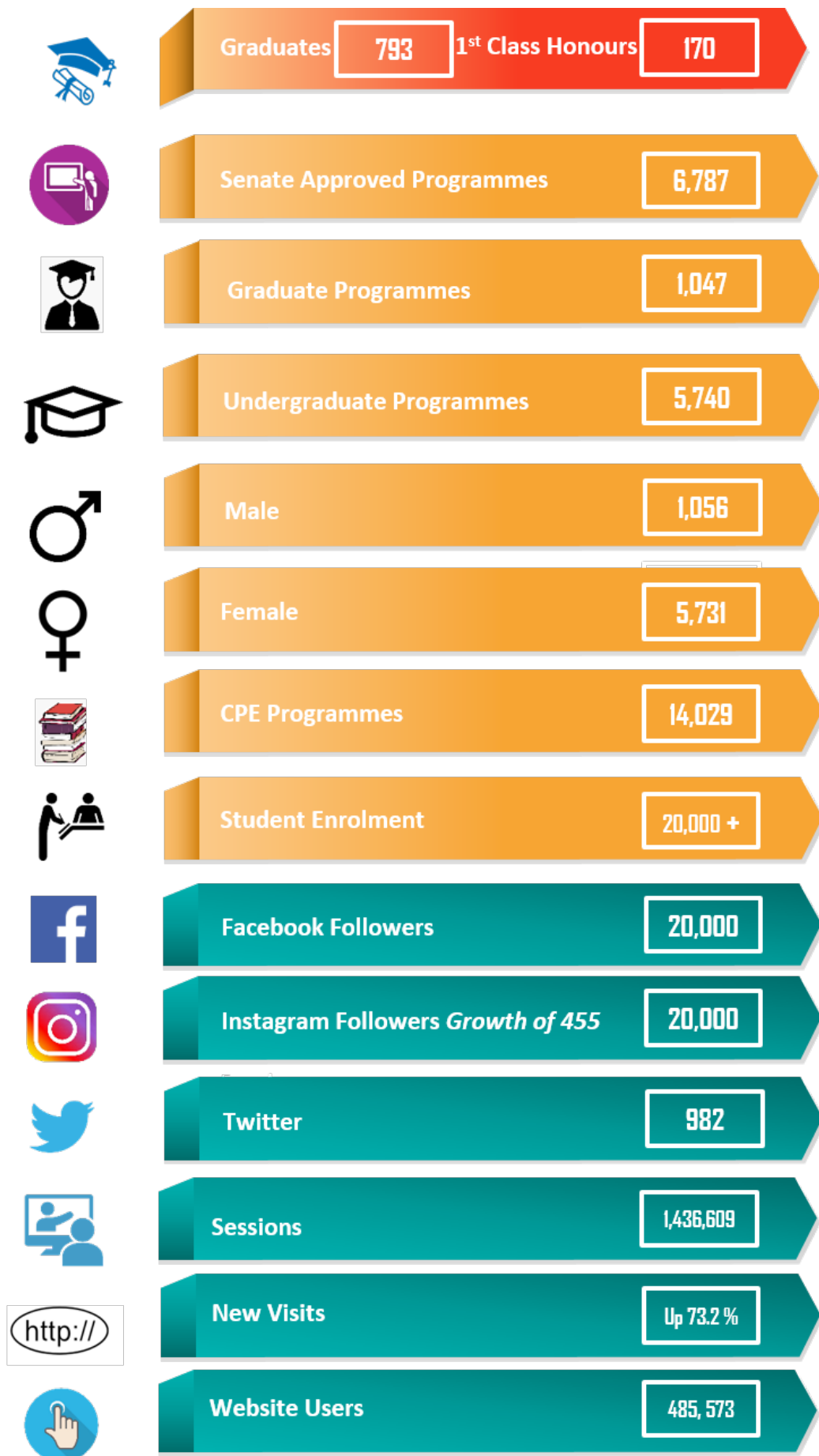
renewing agreements with existing partners. In alignment with the Campus's financial strategic trajectory, the Business Development Unit (BDU) and our newly established Continuing and Professional Education Centre (CPEC), are effectively developing and implementing strategies for increased income opportunities.

The Campus will also play a major leadership role in the UWI Global Online Initiative which is one of the five pillars of growth for the UWI. Already we are working with colleagues in the Faculties and the Office of Online Learning to ensure a successful launch into the global online space. The opportunities in this USD24 billion market are endless.

The Open Campus remains resilient and fearlessly on the frontier of lifelong learning. We are committed to expanding and creating new pathways for student access, support and success. Without doubt, we look forward to even greater achievements and successes over the next decade and beyond.

OPEN CAMPUS BY THE NUMBERS (2018/2019)





The UWI Open Campus Re-Accredited for maximum seven years



In June 2019, the Barbados Accreditation Council re-accredited The UWI Open Campus for the maximum period of seven years. This is a momentous achievement for a ten-year old Campus. As part of the re-accreditation process, the Campus was required to prepare and submit a Self-Assessment Report (SAR) to the Barbados Accreditation Council (BAC). The SAR was completed by a cross-section of Open Campus staff and included student representatives. There were two overarching committees, the Self-Study Team, chaired by the Pro Vice-Chancellor and Principal, Dr Luz Longworth; and the Re-Accreditation Steering Committee, chaired by the Deputy Principal, Professor Julie Meeks-Gardner. The electronic version of the SAR is available on the Open Campus' website at following location: https://www.open.uwi.edu/sites/default/files/Self_Study_Report_2018/mobile/index.html.

Following the submission of the SAR, a team of international experts was convened to review the Open Campus. The re-accreditation team consisted of:

1. Mr John Randall, Team Leader, Independent Consultant, former Chief Executive, Quality Assurance Agency for Higher Education, UK
 2. Dr David Wendler, CPE and Flexible and Open Learning, Higher Learning Commission Peer Reviewer and Vice President for Academics, Emeritus, Martin Luther College, USA
 3. Professor Dennis Mock, Governance and Administration and Graduate Studies, Professor Emeritus and former President Nipissing University, Canada
 4. Professor Celestine Fernandez, Social Sciences, Professor Emeritus, University of Arizona, USA.
- The re-accreditation visits were completed during the period March 4-12, 2019. During that period, the team visited the Open Learning Centre



Margo Lady Ann Hewitt (2nd left), Chairman of the Board of Directors, Barbados Accreditation Council presents Professor Julie Meeks Gardner (2nd right), Acting Principal of The UWI Open Campus with the Certificate of Institutional Accreditation. Professor Alan Cobley, Pro Vice-Chancellor, Board for Undergraduate Studies is at left, and Ms Valda Alleyne, Executive Director of the Barbados Accreditation Council is at right

(OLC) and Open Campus Country Site (OCCS) Barbados; OCCS Gordon Street and Chaguanas and the OLC in Trinidad and Tobago, including the Library and Information Services; OCCS Camp Road and May Pen and the OLC in Jamaica; and OCCS Grenada and OCCS St Vincent and the Grenadines.

The Campus received a very favourable Factual Report from the BAC which contained several recommendations for improvement. The Campus has articulated terms of reference for the review, monitoring and implementation of the recommendations. The Factual Report summarised the value of the Campus in the following comments:

1. The work of the Open Campus is clearly valued by its students and the communities it serves. The accreditation criteria and their supporting standards are fully met. In the view of the team, the Open Campus is poised to take advantage of the opportunities presented by the Global Online strategy, its ambassadorial role in the UWI-14 countries, and the growth of Continuing Professional Education (CPE).
2. The team commended The University of the West Indies Open Campus for:
 - The honesty of the self-evaluation, and the use of the exercise to identify opportunities for improvement.
 - The improvement in administrative systems, and the commensurate reduction in student complaints, following the introduction of the Banner ERP system.
 - The commitment of staff at all levels to the mission of serving the under-served in the region.

The Campus is now required to submit annual reports to the BAC and all countries which granted mutual recognition and to undergo a mid-cycle visit in the Academic Year 2022/2023.

The Campus has been granted mutual recognition from the 14 Open Campus countries below either through the external quality assurance agency or the relevant Ministry of Education:



Cheers to Re-accreditation: Members of the OC staff: Shana Bradshaw, Nesha Yearwood and Marcia Jones enjoying the toast to the OC re-accreditation

1. Anguilla
2. Antigua and Barbuda
3. Belize
4. Grenada
5. Jamaica
6. Montserrat
7. Dominica
8. Republic of Trinidad and Tobago
9. Saint Lucia
10. St Christopher and Nevis
11. St Vincent and the Grenadines
12. The Bahamas
13. The British Virgin Islands
14. The Turks and Caicos Islands

Mutual recognition signifies that the external quality assurance agency or Ministry of Education has accepted the institutional accreditation decision of the BAC, and as such the Campus does not have to undergo a separate institutional accreditation process in the respective country.

The achievement of institutional re-accreditation for the maximum period has placed the Campus in an ideal position to face the changing higher educational environment. Additionally, it has highlighted that The UWI Open Campus is not only a Campus for the times and a Campus for the future, but that it continues to open doors to life changing learning opportunities for the people of the region.

THE STUDENT EXECUTIVE



The Open Campus Guild of Students Executive 2018/2019



Triple A Strategy
2017-2022

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

THEME

VISION

An excellent global university rooted in the Caribbean

MISSION

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

CORE VALUES

Integrity • Excellence • Gender Justice • Diversity • Student Centredness

STRATEGIC GOALS

Access

- AC1 To be a university for all
- AC2 To be the university of first choice for alumni and non-student customers seeking products and services for all things Caribbean
- AC3 Improving the quality of teaching, learning and student development
- AC4 Improving the quality, quantity and impact of research, innovation and publication

Alignment

- AL1 Promote greater activism and public advocacy
- AL2 Increase and improve academic/industry research partnerships
- AL3 Promote a cohesive single UWI brand consciousness

Agility

- AG1 Establish a physical presence of The UWI on all continents
- AG2 Restore financial health to The UWI
- AG3 Generate economies of scale and scope for The UWI
- AG4 Foster a creative, caring, accountable, motivated, professional (CAMP) team
- AG5 Foster the digital transformation of The UWI

STRATEGIC OBJECTIVES

- 1 Number of students enrolled in senate-approved undergraduate and postgraduate programmes
Target: 65,000 students enrolled by 2022
- 2 Number of paid-up users of University products and services
Target: 50% increase in paid-up users
- 3 Number of research publications in ranked refereed journals per full time (FT) academic staff
Target: 2 research publications per staff per year

- 1 Number of spin-off companies
Target: 8 spin-off companies
- 2 Number of patents commercialized by industry
Target: 4 patents commercialized
- 3 External stakeholders perception score
Target: 80% perception score

- 1 Number of physical satellite locations outside of the Caribbean
Target: 5 physical satellite locations
- 2 Margin
Target: 2%
- 3 Internal and external stakeholders satisfaction score
Target: 80% satisfaction score

TOP 3 PRINCIPAL OUTCOMES

VISION 2020

1. ACCESS



This strategic goal refers to increasing participation in tertiary and higher education for all with the capacity and desire to learn. This will involve, among other things, ensuring that The UWI offerings (e.g. teaching and learning, student development, consulting, research and public advocacy programmes) reach the underserved and diaspora Caribbean populations and all others with an interest in higher education on all continents.



AC1 – To be a University for all

Open Campus Country Sites (OCCS)

A key undertaking of the OCCS was the systematic approach to marketing and promotion, new student recruitment, orientation, registration and student support activities to bolster the strategic intent of broadening access to the University's programmes and courses. The OCCS extended its resources towards developing and rolling out programmes, courses and workshops to enlarge its reach. Consequently, the roll-out of Continuing and Professional Education (CPE) to improve access to the Campus' programmes was pursued in earnest. These activities involved engagement with various Open Campus Divisions, including the Open Campus Academy of Sport (OCAS) to develop new CPE courses in sports discipline: a new area where demand was identified within the Open Campus Trinidad and Tobago and the Open Campus Dominica markets. The development and delivery of CPE programming is important as it affords certification for professionals and non-professionals pursuing formal learning. The quality of learning is monitored through approved evaluation mechanisms. An initiative to host a workshop for tutors facilitating CPE programmes within the OCCS was launched in January 2019. The workshop modules were initially developed and implemented at Open Campus Dominica and offered in January and April 2019.

At the core of the Division's operations was the development of partnerships, media activity, and direct engagement to ensure future students were admitted into Open Campus programmes and offerings. Social media activity included Facebook Live events, online networking and event marketing. *Hit the Streets* events were facilitated by members of staff, the Guild of Students and alumni, taking to the streets to promote The UWI courses. One such

activity involved staff and students of Open Campus Anguilla, who travelled to Saint Martin/Saint Maarten via ferry as part of new student recruitment efforts. During the months of May to July 2019, the "Pop-Up" initiative conceived by the Marketing and Communications Department was conducted at key locations across the OCCS territories. Open Campus Anguilla, for example, collaborated with the National Commercial Bank of Anguilla (NCBA) on one of its Pop-Up sessions to share information on Open Campus online degree programmes and continuing and professional education courses, while the NCBA staff provided advice on their educational loan products. Other offers at this particular Pop-Up session included opportunities for applicants to enter and win an NCBA credit towards one of the Open Campus' CPE courses. In the British Virgin Islands, a Pop-Up session was conducted on July 6, 2019 in the parking lot of a local supermarket. Two Pop-Up days served to provide career guidance information to the student body from the Montserrat Community College on June 21, 2019 and to fifth formers from the Montserrat Secondary School on June 24, 2019. Pop-Up activities were conducted by Open Campus Saint Lucia in Constitution Park in the capital, Castries on June 8, 2019 and the carpark at the Laborie Cooperative Credit Union in Vieux Fort on June 21, 2019.

Coupled with new student recruitment activities were initiatives to engage current students and contribute to a meaningful student experience. Consequently, Sites assisted in facilitating student participation in the Student Games held in Jamaica in May 2019. At the Open Campus Belize, for example, seven Belizean students accompanied by a chaperone, Site Technician Mr Dwight Gabb, participated in the Student Games. Belizean student Ms Roneisha Gentle won the chant competition sponsored by the Student Guild Association. She won an all-expense paid trip to the Student Games

and featured her winning chant. In Saint Lucia, efforts were made to highlight the six Saint Lucian students who joined Team Open Campus to compete in the 2019 Student Games. A Facebook “Countdown to UWI Student Games” profiled the students ahead of the Games, much to the delight of their peers. Their departure from the airport en-route to Jamaica to defend the honour of the Open Campus was also celebrated publicly. Regular updates of the team’s performance were shared with the Open Campus community and the Saint Lucian public.

Open Campus Anguilla

A team from Open Campus Anguilla travelled to the neighbouring island of St Martin/St Maarten on Saturday, October 27, 2018 to meet with constituents of the island. Chair for the Guild of Students and UWI Student Today, Alumni Tomorrow (STAT) Ambassador, Ms Kemoloy Murphy, along with Guild Executive members Mrs Charlene Roach, Ms Melissa Harrigan and Ms Tiffany Moore were accompanied by Dr Phyllis Fleming-Banks, Manager, British Overseas Territories on the visit. The group was well-received by residents on the streets, in business places and in the local media. Students from Saint Martin/Saint Maarten are supported by the Open Campus Anguilla staff.

Throughout the academic year, Open Campus Anguilla conducted social media marketing and livestreaming of events, collaborated with various private and public entities to advance influence and reach, published weekly press releases on university, student and alumni matters, and coordinated regular outreach through social media and the “UWI to YOU” radio/Facebook programme aired on Radio Anguilla.

Open Campus Antigua and Barbuda

Open Campus Antigua and Barbuda kept an active Facebook page where marketing and promotional activity was produced on a regular basis. Several radio and television appearances took place during the academic year to promote lectures, CPE courses and online degree programmes. Pop-Up sessions

were held at a local supermarket and at the Antigua Site during the months of May and June 2019, to promote online degree and CPE programmes. The Site also participated in two college fairs during the academic year.

Open Campus Barbados

In order to promote the University, Open Campus Barbados participated in a number of educational fairs, trade shows, school visits and other outdoor events throughout the year. From March 26-27, 2019, the Open Campus Barbados team participated in the Barbados Association of Guidance Counsellors (BAGC) National Career Showcase at the Lloyd Erskine Sandiford Complex. This was a collaborative effort among the Human Resources Department and Marketing and Communications teams. Another major activity observed during the academic year was the Barbados Manufacturers Association Exposition (BMEX) Trade Show held from June 7-10, 2019. This annual trade show has proven to be a useful tool to create visibility and awareness of the Open Campus and its programmes. The event attracted thousands of school children, businesses and individuals over four days.

Open Campus Belize

In November 2018, Open Campus Belize conducted an outreach activity at the Orange Walk District in Northern Belize. This promotional event was part of activities to mark the signing of a Memorandum of Understanding (MOU) between the Open Campus and the Belize Telemedia Limited, DIGI. The main purpose of this MOU is to increase student and learner access to programmes and courses, in partnership with DIGI, particularly for prospective applicants and current students who reside in remote areas of the country. The activities also included meetings with the District Education Officer and the Mayor’s Office in the Orange Walk District to market The UWI programmes and to solicit their support for the initiative.

Mrs Lisa Rocke, Senior Administrative Assistant, Mr Dwight Gabb, Site Technician, and Mrs Libby



Signing of a Memorandum of Understanding (MOU) between the Open Campus and the Belize Telemedia Limited, DIGI

Martinez conducted outreach activities with an Open Campus Belize booth at the Belize Tertiary Options and Opportunities Education Expo 2019 on February 6, 2019. Mrs Lisa Rocke delivered a presentation to the St John's College Junior College (SJCJC) first year students on the advantages and disadvantages of distance learning.

Open Campus British Virgin Islands (BVI)

A number of marketing initiatives were spearheaded at Open Campus BVI as a result of the enthusiasm of Site staff and the collaborative spirit that exists between the Site and its students. These activities included a "Plant a Tree" Ceremony which was organised in collaboration with the Student Guild on March 20, 2019. On April 20, 2019 benches were painted by staff and donated to the Francis Lettsome Primary School. The presentation took place on April 26, 2019. Minister of Education, Culture, Youth Affairs and Agriculture, Dr the Honourable Natalion Wheatley, participated in the Ceremony. An informative session led by staff was conducted at the Saint Georges Secondary School. On May 31, 2019, Open Campus BVI participated in a career exposition held under the auspices of Hire BVI at the Noel Lloyd Park in Road Town. On June 4, 2019, designated World Environment Day, Open Campus BVI and FLOW collaborated in a beautification initiative at the Site.

Open Campus Grenada

Part of the Open Campus Grenada's marketing strategy implemented in the academic year was the replacement of 8x4-foot billboards around the island. One billboard was erected in the parish of St George and another on the western coast of the island. The Site also commissioned another billboard for the eastern coast. The intention is to add another in the parish of St. George and one in the sister island of Carriacou in the 2019/2020 Academic Year.

Open Campus Saint Lucia

Open Campus Saint Lucia engaged in innovative pursuits to promote The UWI brand and its services. In November to December 2018, the Site negotiated an advertisement contract with Caribbean Cinemas to promote The UWI on eight cinema screens before each movie was played. The UWI advertising jingle was enhanced by Ronald 'Boo' Hinkson, a world-renowned jazz artiste from Saint Lucia. In December 2018, the Site collaborated with UWItv and 758 Books to host ten book reviews in an effort to give Organisation of Eastern Caribbean States (OECS) authors an opportunity to promote their publications on a wider platform. A "One UWI" promotional activity was conducted in the Derek Walcott Square in collaboration with students from the Saint Lucian Students' Association at Cave Hill (LUSAC), and St. Lucian Students Association of Trinidad and Tobago (LUSATT) on July 1, 2019.

Other public promotions included an appearance on a radio show with the Head of the Open Campus Academy of Sport (OCAS), Mr. Kevin Jean, on the popular Radio Caribbean International lunchtime talk show *The Lunchroom*, with a focus on promoting the new sports programmes on June 11, 2019. The Site participated in the Department of Education's College Readiness Symposium with an interactive presentation titled "Studying at The UWI" on July 3, 2019. The Site also participated in the Job and Career Readiness Fair in Micoud North on July 10, 2019 at the invitation of Dr. Gale Rigobert, Parliamentary Representative for Micoud North and Minister of Education.

Open Campus Trinidad and Tobago

During the 2018/2019 period, the Marketing Department introduced the *Life After CSEC School Tour* initiative, an ongoing campaign that targets fifth formers in the various secondary schools throughout Trinidad and Tobago. The idea was not just telling the students about the programmes offered but getting them to apply on-location and to be provisionally accepted into the programmes of their choice. This initiative was very effective in growing the full-time student population. Approximately 16 secondary schools were visited over this period.

In July 2019, the Marketing Department formed a partnership with DIY Place to host one-day creative experiences in the form of workshops, titled *Learning Through Making: No Child Left Behind*. The DIY Place is a unique, creative and educational firm specialising in using the arts to capture and enhance creativity and innovation as key 21st century skills. The initiative targeted parents, educators, and crafters to participate in a didactic programme that combines interactive videos and physical materials for making handcrafts, to stimulate children to value their culture and school curriculum. Workshops will commence in the 2019/2020 academic year.

In the month of August 2018, open days were hosted in shopping malls at both C3 Centre, San Fernando and Trincity Mall, Trincity. These open days showcased all of the Open Campus' programmes and courses. This strategy was also effective in promoting The UWI brand as persons were informed of the identity of the Open Campus. Prospective students were able to submit their applications during the open days. For the Carapichaima Satellite Center, local advertising mechanisms included the use of flyers in the local newspaper exclusively for the Carapichaima Centre. Five thousand flyers were distributed in three cycles during the year to malls and business places.

Facebook continued to be a key channel of the Open Campus Trinidad and Tobago's social media platform to promote and extend the reach of the

Open Campus' message to Internet-savvy target audiences. The number of followers of the page grew substantially over the period, with a reported following of approximately 21,000 persons. During the 2018/2019 academic year, the Open Learning Centre (OLC) hosted a Facebook Live event on July 26, 2018 attracting over 1400 views. Just over 100 individuals participated in the live session, which included discussions on online and face-to-face programmes, GATE funding and the payment policy of the Open Campus.

The Tobago Site continued to receive and accept invitations from secondary schools to attend their career day fairs. Information on programmes and courses was also shared with the Tobago House of Assembly and the Divisions of the Assembly, which resulted in interest being shown in the training and enrichment courses, including the Building and Construction, Foundation Estimation and Costing. The San Fernando Site participated in several career day activities in schools in Point Fortin, Siparia, and San Fernando. Staff at the Site also participated in similar activities in North Trinidad. The schools visited included the Fyzabad Anglican School, Fyzabad Secondary School, Siparia East Secondary School, Siparia West Secondary School, Holy Name Convent Point Fortin, Point Fortin West Secondary, Parvatie Girls' Hindu College and Shiva Boys' Hindu College.

The Open Campus Site in Mayaro continued its efforts to attract people to the institution and its location through social media and word-of-mouth advertising. In July 2018, the Site held its annual career day activities in the Rio Claro area. Secondary schools in the South Eastern district were visited during the months of March and April 2019 with the aim of sensitizing graduating students about the benefits of pursuing tertiary education. Customized flyers were prepared for distribution throughout the community.



Home page of Hugh Shearer Labour Studies Institute

Consortium for Social Development and Research

Hugh Shearer Labour Studies Institute (HLSLI)

The HLSLI conducted 30 workshops and seminars on various topics relevant to industrial relations and the broad area of labour studies. Included in this were several one-day sensitisation workshops on sexual harassment, which examined the provisions of the impending Sexual Harassment Act in Jamaica. Workshop participants included personnel from the Jamaica Hotel and Tourist Association, the Tourism Product Development Company, the University of Technology, Jamaica, the University Hospital of the West Indies, The UWI Open Campus (Jamaica), and the Human Resource Management Association of Jamaica.

The Institute also conducted professional development training for senior managers at the Caribbean Cement Company. This training culminated with a Graduation Ceremony held on May 16, 2019 at the Mona Visitors' Lodge and Conference Centre. Pro Vice-Chancellor of The

UWI, Prof. Densil Williams, was the guest speaker.

Several one and two-day workshops and seminars were also conducted from August 2018 to July 2019, focusing on issues related to labour law, labour relations, emotional intelligence, conflict resolution, grievance handling and the arbitration process. These workshops/seminars amassed JA\$4,260,000.

Of note also is the continued success of the course: Introduction to Labour Studies, as evidenced by the 94th cohort of students registering for the course.

Social Work Training and Research Centre (SWTRC)

The Certificate Course in Introductory Social Work continued to be in demand, with 31 students enrolling in the programme. The 2018/2019 cohort included government, private sector and self-employed personnel. The course caters to individuals who practice in the social work setting, those who have a keen interest in the field and persons who may be considering transitioning into social work. Over the 10 week period, participants were introduced to social work theory as well as a forty-hour practicum component. The latter allowed the participants to



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Home page of the Social Work Training and Research Centre

gain experience through observation and practice in the social work setting under the guidance of a supervisor.

The SWTRC also provided tailored training programmes to meet agency needs. Two such agencies included the Ministry of Labour and Social Security (MLSS) and the Mona Social Services (MSS) as follows:

◆ **Suicide and Trauma Sensitivity Training**

The SWTRC conducted a customized four-hour training session on Suicide and Trauma Sensitization for approximately 140 social workers and caseworkers.

◆ **Mona Social Services (MSS)**

Introductory Social Work

The SWTRC provided customized five-week training for two groups. A group of 20 individuals consisting of principals, vice principals, teachers and community members on behalf of Mona Social Services and a group of 25 social workers and affiliated employees from

the Ministry of Labour and Social Security.

The Centre strives to continue to provide training of this nature to ensure that social service agencies, their workers and community members are able to meet the changing demands of the Jamaican population.

◆ **Wellness and Wellbeing Workshop**

The SWTRC expanded its mandate and thrust towards holistic wellness programmes, training and research. To this end, the SWTRC conducted a two-day workshop held June 5-6, 2019, with 13 and 15 attendees on days one and two, respectively. The workshop targeted 21st Century professionals working in a fast paced, globally competitive, demanding and ever-changing environment. The workshop exposed participants to information and self-help techniques that would assist in improving their overall wellness. Participants engaged in presentations and activities on the seven dimensions of wellness: mental, physical, emotional, environmental, social, spiritual and occupational wellness.

Private sector participation and donations for the workshop included the HEART Trust NTA, Nestle Jamaica, CariMed and the Forestry Department. These agencies provided massages, health checks, gift baskets and ornamental seedlings.

Caribbean Child Development Centre (CCDC)

◆ **The UWI Open Campus Early Childhood Centres of Excellence**

The Early Childhood Institutions (ECIs) in Jamaica and Trinidad and Tobago were renamed to Bloom Early Childhood Centre of Excellence (ECCE) Jamaica, and Bloom Early Childhood Centre of Excellence, St. Augustine, respectively. Bloom ECCE JA opened on January 7, 2019 and caters to children between the ages of three months and 5+ years.

Bloom ECEE, St. Augustine conducted two Parent Teachers' Association workshops during the period April to July 2019. The topics covered were "Transition to Primary School" and "Stress Management in Young Children." Mrs. Beverly Trotman, former principal of The UWI Primary School, and Dr. Asha Pemberton conducted the sessions.

Bloom ECEE Jamaica, CCDC and Do Good Jamaica continue to be engaged in a project funded by American Friends of Jamaica to support play-based practices in Downtown Kingston and Treasure Beach, St. Elizabeth (three schools in each area). Bloom Jamaica provides mentorship and training to the two project facilitators and should earn US\$8,708 from the project. Allocation of much of these funds will be towards project activities.

Programmes

The MPhil/PhD Child, Adolescent and Youth Studies started in September 2019 with three PhD and nine MPhil students registered.

Business Development Unit (BDU)

The Business Development Unit addressed the pillar of Access through the provision of online education and training opportunities to persons in underserved communities in the region and other countries, as well as the provision of scholarships in collaboration with strategic partners. In this regard, several Memoranda of Understanding (MOUs), letters of agreements and consultancies were undertaken (*See details of MOUs under section on MOUs*).

Table 1: Provision of scholarships

Organization of American States Course Titles	No. of Scholarships
Postgraduate Heritage Courses	90
Post-Disaster Business Continuity Management Training (Barbados)	30
Water Quality Monitoring and Urban Flood Management (Belize)	30
Water Quality Management and Plumbing Essentials for Disaster Recovery (Trinidad & Tobago)	50

Campus Alumni Association (UWIOCAA)

Promoting The UWI

The Alumni Association promotes The UWI as a university of first choice through its Institutional Advancement Division (IAD) publications and social media outreach platforms, keeping over 160,000 alumni updated. Open Campus graduates submit articles to The UWI Connect Alumni Magazine, which highlights the regional nature of the institution and to The UWI Nexus: an informative monthly electronic newsletter. The Open Campus Alumni Officer further enhanced The UWI brand through the creation



Anguilla Alumni at the Meet and Greet Session

of a Facebook page (facebook.com/uwiocalumni) in April 2019. This Facebook page features the accomplishments of the alumni and highlights the activities of the various Alumni Chapters.

Graduation 2018

Eighty-eight graduates who attended the 2018 Open Campus Graduation in Saint Lucia signed up for UWIAA membership. At the close of graduation ceremony, the Campus Alumni Officer and the Saint Lucia Alumni Chapter presented ties and pins to the male and female graduates respectively. In addition, they received a welcome card, bookmark and brochure.

Outreach by UWI (Students Today Alumni STAT Ambassador

A team from Open Campus Anguilla travelled to St. Maarten/St. Martin on Saturday, October 27, 2018, for a special outreach/networking visit. The group shared information on the University's online programmes via local media, as well as on the streets and in business places. A meet and greet interactive session was also held with local UWI Open Campus students and alumni. The group included Chair for the Guild of Students and UWI Student Today, Alumni Tomorrow (STAT) Ambassador, Ms Kemoloy Murphy, along with Guild Executive members Ms Charlene Roach, Ms Melissa Harrigan and Ms Tiffany Moore. Dr Phyllis Fleming Banks, Manager of The UWI Open Campus British Overseas Territories, accompanied the group.

AC2 – To be the University of First Choice for alumni and non-student customers seeking products and services for all things Caribbean

Open Campus Country Sites (OCCS)

Open Campus Anguilla

Open Campus Anguilla signed an MOU with the Anguilla Chamber of Commerce and Industry (ACCI) in April 2019. The MOU included opportunities for collaboration on marketing initiatives, delivery of programmes on behalf of the Chamber, and the offer of a scholarship of US\$2,200 to be presented each year to one qualifying student pursuing Management Studies. The inaugural Anguilla Chamber of Commerce Business/Management Scholarship was launched on July 8, 2019.

Open Campus Belize

Dr Luz Longworth, Pro Vice-Chancellor and Principal, signed an agreement with the Organization of American States (OAS) for the implementation of the OAS Chile Scholarship Project. The Belize Site worked with the Business Development Unit and the Continuing and Professional Education Centre to formalise the agreement for the delivery of the OAS Chile Programme. Under this programme, 31 participants received scholarships to participate in the Water Quality Monitoring and Urban Flood Management course. This certificate course was developed by The UWI St. Augustine and facilitated by Professor Jacob Opadeyme, Dr Gaius Eudoxie, and Dr Ronald Roopnarine.

Open Campus Belize successfully emerged as the selected Site to deliver face-to-face training to 20 persons from Civil Society Organizations (CSOS) across Belize. This was funded by the United Nations Development Programme (UNDP) under the United Nations Convention against Corruption (UNCAC) project funds. The Site had submitted three proposals under the UNCAC Project.

At the UWI Global Scholarship Awards Ceremony held in October 2018, BZE\$20,000 worth of scholarships and bursaries were awarded to students at the Associates, Bachelors, Masters and Doctoral levels. Additionally, the Guild of Students Belize Chapter awarded two students with guild grants of US\$360.00 each. The Guild of Students Belize Chapter also held a raffle for the Belizean students who attended the Regional Guild Annual Meeting.

Open Campus Cayman Islands

Open Campus Cayman Islands developed a partnership with the Cayman Islands' newly established Workforce Opportunities and Residency Cayman (WORC) Department to deliver CPE programming to the staff in areas of Case Management and Counselling. WORC was formally established in February 2019 for the timely provision of labour necessary for businesses in the Cayman Islands to be globally competitive.

Open Campus Dominica

Open Campus Dominica facilitated training for facilitators of CPE programmes and courses. Tutors of CPE programmes and courses in select OCCS



Dr Nicole Phillip-Dowe, Open Campus Grenada Head of Site signing the MOU with Mr Vaughn Renwick, Chairman of the West Indian Rum and Spirit Producers Association (WIRSPA)

locations attended the sessions through online means. The training sessions were conducted via Zoom on January 21, 2019 and April 10, 2019 and were facilitated by adult education professionals, Ms Claudia Toussaint and Mrs Lilian Alexander-Williams. The sessions were titled “Teaching Adult Learners”. The training was organized as a result of the growing need to improve every face-to-face facilitator’s ability to teach and train adults to become autonomous learners.

Open Campus Grenada

Open Campus Grenada maintained its partnership with the Republic Bank Grenada Limited to grant bursaries to students to complete their studies. On February 5, 2019, seven students received bursaries from the Bank. The bursary amounted to EC\$18,468.

An MOU was signed by Open Campus Grenada and the West Indian Rum and Spirit Producers Association (WIRSPA) on July 10, 2019. Dr Nicole Phillip-Dowe, Head, represented The UWI at the ceremony. This MOU provides guidelines for

cooperation which include online certification in rum and spirits production. The certification will be offered regionally to include both Spanish and French-speaking neighbours and the international market. Rum production is recognised as a major foreign exchange earner for the region.

Open Campus Saint Lucia

As part of ongoing efforts to raise the profile of CPE courses, Open Campus Saint Lucia participated in the hosting of the “I am Woman” cheque presentation which took place at the Site on May 16, 2019. The Holy Family Children’s Home, the Saint Lucia Blind Welfare Association and the Department of Gender Relations, were presented with cheques from the proceeds of the “I am Woman” event hosted at the end of Semester II by the Advanced Events Management class, in fulfilment of their course examination requirements.

During the week of March 4, 2019, the Site hosted a one-week training exercise in the use of Tangerine software for 30 Curriculum Officers

and Teacher-team leaders of the Organisation of Eastern Caribbean States/United States Agency for International Development (OECS/USAID) early learner's programme.

On October 12, 2018, the Site hosted a social event for all 2018 graduands who attended the Open Campus Graduation Ceremony 2018 in Saint Lucia. Simultaneously, a number of alumni were invited to the Principal's Cocktail Reception as part of the graduation activities. Additionally, the Pelican Awards and Chancellor's Forum was hosted on October 13, 2018. This was preceded by the renewed efforts of the UWI Alumni Association (UWIAA) to increase the number of Pelican Perks available to local alumni. The major Saint Lucian hotel chain, Bay Gardens Resorts, joined the programme. On October 14 and 15, 2018, the Site hosted a two-day UWIAA retreat for Chapter Presidents and other regional representatives.

Open Campus Trinidad and Tobago

Various activities were held at Open Campus Trinidad and Tobago involving students and alumni. Specifically, the programmes unit embraced and engaged alumni to speak to students during the year at events including orientation and at the awards and recognition ceremonies. The St Augustine Chapter of the Guild of Students hosted a student appreciation day on February 14, 2019 at the Open Learning Centre.

The Pre-University Centre annually undertakes a series of co-curricular activities designed to enhance student experience and to bring students and alumni together. In Semester I 2018/2019, the Centre at St John's Road hosted two football tournaments, a movie night, a dress down day for Halloween, and *Caribbean Viewpoint*, an activity where selected students performed an expository piece on topics impinging on the Caribbean consciousness. In Semester II 2018/2019, a wind-ball cricket tournament and Sports/Fun Day were the major activities hosted.

The Centre, through the continued generosity of its staff, students and parents, was able to donate a large quantity of groceries and non-perishable items through the Living Water Association as part of relief efforts to respond to the widespread flooding in October 2018. The Centre also donated a large number of women's, men's, and children's clothing to the Salvation Army and the St Vincent De Paul Society. The Pre-University Centre, as is customary, provided eight Christmas Hampers to the less fortunate in the community. Other student activities included the Entrepreneurship and Management of Business field trip to DHL to view systems and practices in distribution, a trip to Costa Rica headed by the Environmental Science tutor to view first-hand their model of sustainable development, and a business dinner at Buzo Restaurant coordinated by students of the Entrepreneurship Department.

Academic Programming and Delivery (APAD) Department

Working with UWI Alumni Association (UWIAA), the team of Learning Support Specialists in the Programme and Delivery Department (PDD) provided support to The UWI Alumni Association Career LinkUp initiative online. The team provided technical training for presenters and live support at each session in the Blackboard Collaborate meeting rooms. Career LinkUp is a University-wide initiative of the UWI AA, spearheaded by Mrs Celia Davidson-Francis, Director of Alumni Relations which facilitates Alumni as they explore the possibilities in the region and internationally to develop their careers.

During 2018/2019, APAD also continued collaborative work with the Business Development Unit. One of the major projects undertaken was the design and development for delivery of specialized training for the Jamaica Promotions Corporation (JAMPRO). An online workshop, *Step-by-Step Guide to Exporting*, was developed during this period.

AC3 – Improving the Quality of Teaching and Learning and Student Development

Open Campus Country Sites (OCCS)

Open Campus Anguilla

Two new courses were introduced in the Semester II 2018/2019 period, including Creative Writing and Principles of Teaching Young Children, and a second course in the Certificate in Early Childhood Education Care and Development (ECECD) programme. Facilitators were retrained on the protocols for students to meet the criteria for Certificate of Achievement and participation awards. They were also provided with a grading template to facilitate the receipt of grades for grade entry. The Anguilla Site also hosted its second Compliance Training workshop in April 2019 under the theme “Compliance and Tax Transparency Standard, EU Substance: Requirements, Reporting, and Reinvention.”

Open Campus Antigua and Barbuda

Continuing and Professional Education (CPE) courses were introduced during the 2018/2019 period in the areas of Project Management, Effective Management and Leadership, and Customer Service Management. One hundred and five learners participated in the courses. The courses were advertised via the Site’s Facebook page. The Site participated in the annual Antigua and Barbuda College Fair on February 5, 2019.

Open Campus Barbados

Open Campus Barbados provided a range of CPE programmes and courses, including the Caribbean Examinations Council (CXC) Day School

Programme, 12-month certificate programmes, as well as three-month professional development courses. Bespoke training and educational courses were also designed for public and private sector companies. During the 2018/2019 academic year, the Site delivered the following programmes and courses:

- ◆ In the CXC Day School programme, nine Caribbean Secondary Examinations Certificate (CSEC) subjects were offered over the one-year period. These subjects include Electronic Document Preparation and Management, English A, Human and Social Biology, Information Technology, Mathematics, Office Administration, Principles of Accounting, Principles of Business and Social Studies.
- ◆ Three 12-month certificate programmes were offered: Corporate Administration, Guidance and Counselling and Marketing, Public Relations and Advertising.
- ◆ The Workforce Training and Development courses were primarily of three-month duration and were designed to provide competencies in a range of professional development courses such as Introductory and Advanced QuickBooks, Advanced Supervisory Management, Event Planning, Information Communication Technology for Small Businesses, Law for Human Resources Practitioners, Public Speaking, Project Management, Finance for Non-Finance Managers and Supervisory Management.
- ◆ Learners were enrolled in new Global Affairs Canada – Strengthening Distance Education in the Caribbean (GAC-SDEC) programmes such as Occupational Health and Safety, Procurement Management, Internal Auditing,

Facilities Management, Property and Real Estate Management, Introduction to Digital Marketing and Entrepreneurship and Small Business Management.

The Site hosted its annual Summer School for prospective fifth form students. This programme was held at The UWI Cave Hill Campus to provide students with targeted tuition in selected subject areas of their choice, guidance in the transition to fifth form, and examination preparation through workshops in areas such as time management and study hours. Summer School for prospective fifth formers 2019 commenced on July 7, 2019 with an enrolment of 165 students. Ms. Sophia Greaves, Chief Executive Officer, Pinelands Creative Workshop delivered the feature remarks at this event. The programme offered 13 courses, including English Language, Information Technology, History, Spanish, Biology, Principles of Accounts, French, Chemistry, Principles of Business, Geography, Physics, Mathematics and English Literature. Students were exposed to the Chinese language through a collaboration with The Confucius Institute, The UWI Cave Hill Campus. Students were also exposed to a presentation on Bitcoins and crypto currency. Revenue from the enrolment of students was BB\$59,660. The programme ended on August 10, 2018.

Open Campus Belize

Open Campus Belize introduced new certificate programmes developed in conjunction with RESTORE Belize entitled “When Theory Meets Practice”. The three seminars comprising the programme were Effective Caucusing, Breaking Deadlock, and Mediation Process Design and were delivered as full one-day seminars during the week of March 25-29, 2019.

Open Campus Belize successfully emerged as the selected Site to deliver face-to-face training to 20 finance officers in the public service. The course was entitled “The Procurement Cycle” and was funded by the United Nations Development

Programme (UNDP) under the United Nations Convention Against Corruption (UNCAC) project funds. The Site submitted three proposals under the UNCAC Project. Additionally, the Site delivered training in Advocacy to 20 persons from Civil Society Organizations (CSOs) across Belize. This was also funded by UNDP under the UNCAC project funds.

Open Campus Saint Kitts and Nevis

In collaboration with Saint Kitts and Nevis National Commission for United Nations Educational, Scientific and Cultural Organization (UNESCO), Open Campus Saint Kitts and Nevis mounted a three-day workshop on “The effective use of social media”, designed for over 50 journalists and other media workers in the Federation. The workshop was funded by the International Programme for the Development of Communication (IPDC) at a cost of US\$21,790. The stated aim of the workshop was to build capacity in the effective and proper use of social media. Fifty journalists and media workers were invited to include seasoned journalists from the print and electronic media, social media platform administrators, and contributors in public and private institutions and corporations.

The May 14-16, 2019 workshop was facilitated by two experienced journalists/trainers, Ms Anika Kentish of Antigua and Barbuda and Mr Wesley Gibbings of Trinidad and Tobago. The participants were expected to return to their employers to spearhead the development and drafting of a social media policy.

Open Campus Saint Lucia

Student outreach activities held during the 2018/2019 period included the establishment of a Financial Assistance Fund for students experiencing difficulty meeting their tuition obligations, especially those close to completion. Two meetings were held jointly with members of the Alumni Association and Guild of Students executives in that regard. Discussions have also been held with First Citizens Investment Services about the possibility of investing funds

raised during the inaugural Global Giving Week activities held in Saint Lucia and about creating a revolving fund to provide an annual scholarship for Open Campus Saint Lucia students.

Open Campus Trinidad and Tobago

Two thousand, nine hundred and three students in Semester I, 3019 students in Semester II, and 1,368 students in Semester III participated in CPE programmes and courses at the Open Campus Trinidad and Tobago Sites. In the Certificate in Business Management and Technology programme, there was an overall pass rate of 97 percent. This programme has a duration of two years and affords matriculation into The UWI. Students from this programme were able to access degrees in Law, Social Sciences, Management and Information Technology. The Pre-Engineering Programme, which was a collaboration between the Open Campus and the Faculty of Engineering, St Augustine Campus, had a pass rate of 62 percent. These students went on to access places in the Faculty of Engineering in the Departments of Mechanical, Electrical and Civil Engineering. The students continue to benefit from the Open Campus' collaboration with the National Energy Skills Centre (NESC) to attain practical training skills in Mechanical, Electrical, Arc Welding and Blueprint Reading.

The San Fernando Site prepared two groups of police officers for their promotional examinations. Workers at Billy's Auto Supplies were also trained in Supervisory Management. These classes were conducted at their establishments.

Mayaro's Evening Coordinator, Mr Riaz Baldeo, encouraged tutors to adopt strategies to improve the quality of their output to students. Mr Baldeo the tutor for Occupational Health and Safety course to use the Site's location in order to engage students in practical activities on safety. In addition, tutors of face-to-face classes were trained in using Zoom Video Conferencing software to conduct classes from home. Students, whose class attendances were

sometimes affected by flooding, welcomed this initiative.

The Open Campus, through the dedication of its Pre-University teachers and the hard work of its students, continued to excel academically in each of its three programmes offered. In the Advanced Level Programme, the overall pass rate was 93 percent. This was further enhanced by the number of field trips and interactions undertaken including the Environmental Science Club visit to Brasso Seco, the Indigenous Food Festival and the Environmental Science visit to Manzanilla to observe coastal erosion and water quality.

Academic Programming and Delivery Department (APAD)

Programme revision

During the 2018/2019 period, the Certificate in Community Policing and BSc Banking and Finance programmes were revised to update content and ensure harmonization with the Senate-approved programmes and courses offered at The UWI.

External Quality Assurance (QA) review

A cross-departmental team worked toward preparation of the Self-Assessment Report for external review of the Paralegal Studies Associate Degree. The QA Review was completed in June 2019.

Examinations Monitoring Committee (EMC)

EMC is a new committee that was established in 2018/2019 in accordance with University policy to vet final examination papers as part of the Division's quality assurance activities. The Committee is chaired by Mrs Vivienne Harding, who supervised the pilot of a selection of courses during Semester I, 2018/2019. The Division has developed a work plan to phase the work of the Committee to full implementation of the vetting exercise across all courses with final examinations by the start of the 2020/2021 academic year.

Learning Analytics

IntelliBoard, a technology tool that integrates with Moodle, was acquired during 2018/2019. This tool will allow users (course facilitators, advisors, and administrators within APAD) to compile and compare data sets within Moodle to evaluate the student learning process. When fully implemented, data will be available in real-time to inform decision-making on student progress and engagement by effectively comparing data from different sources or reports, leading to valuable predictions and trends for learner behaviour. A comprehensive assessment of the tool is being undertaken and discussion toward developing procedures, protocols and policy to ensure ethical use for decision-making is ongoing. The tool is expected to be fully integrated for use in the Learning Management System by the end of the 2019/2020 academic year.

Computing and Technology Services (CATS)

During the 2018/2019 academic year, some of the major achievements of the Computing and Technology Services Department included the

upgrading of Moodle, upgrading the Banner Student Information System to the latest version, delivering computers to all of the OCCS sites through the SDEC Project and implementing new network infrastructure across the region through the SDEC Project.

Registry

During the year under review, the Registry's work was focused on advancing the Triple A Strategic Goals of Access, in particular *AC3: Improving the quality of teaching, learning and student development*; and Agility, especially *AG5: Foster the digital transformation of The UWI* and *AG4: Foster a creative, caring, accountable, motivated, professional (CAMP) team*.

While striving to embody the core values of integrity, excellence, gender justice and diversity, the Registry remained deeply committed to internalising the core value of student centredness in delivering caring and efficient support to our primary customers. The Campus Registrar was assisted by a Senior Assistant Registrar, three Assistant Registrars

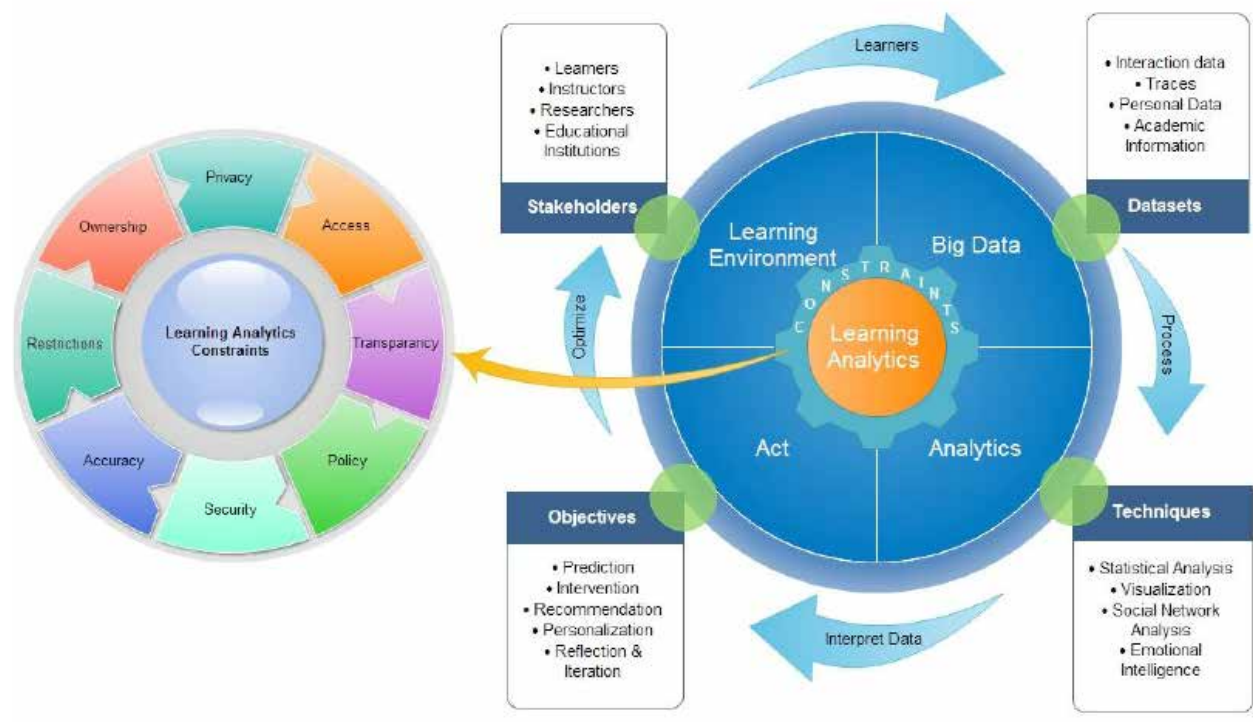


Figure 1: IntelliBoard

and a Campus Records Manager in undertaking the division's work in recruitment, admissions, and registration and the conduct of examinations for undergraduates and postgraduates for Semesters I, II and the Summer Session; servicing Campus Committee meetings; and being custodian of the Campus Records. The Division also instituted improvements in the provision of student support and services in several areas.

The Recruitment, Admissions and Registration (RAR) Department continued to deliver on its core responsibilities of facilitating the admissions and registration processes for all Senate-approved and fully online CPE programmes for The UWI Open Campus and the provision of support for its stakeholders throughout the 2018/2019 academic year.

The RAR sought to meet the strategic goal of increasing access by improving the admission processes as well as other services to enhance the student experience, including the following:

- ◆ Continued the admissions process for international applicants for selected programmes which were scheduled for offer within 2018/2019 and Semester I, 2019/2020.
- ◆ Processed 7,265 applications and facilitated the registration of 6,916 students during the year under review.
- ◆ A customised override system was developed and integrated with the Banner Student Administration System for implementation during the Semester I, 2019/2020 registration period.
- ◆ Engaged in the processing of related requests such as overrides, leave of absence, deferrals, withdrawals, programme transfers, Site transfers, among others.
- ◆ Prepared student identification cards in Semesters I and II, 2018/2019, in collaboration with OCCS Camp Road, Jamaica for regional and international students.
- ◆ Re-engineered various processes and standards with the objective of enhancing the experience of all stakeholders.

Table 2: Senate Approved enrolment by programme type and gender

Programme Type	Female	Male	Grand Total
Associate of Science	350	61	411
Bachelor of Education	644	70	714
Bachelor of Science	3398	653	4051
Diploma	140	21	161
Doctor of Education	144	40	184
Doctor of Philosophy	3	0	3
Graduate Diploma	47	11	58
Master of Arts	43	7	50
Master of Education	98	6	104
Master of Philosophy	8	1	9
Master of Science	525	113	638
Undergraduate Certificate	82	25	107
Undeclared	131	24	155
Grand Total	5613	1032	6645



L to R: Ms Sonja Goodridge, Principal of Coleridge and Parry, Mrs Judy Crichlow, Teacher assigned to the programme, Miss Shanika Cadogan, Top Student, Dr Luz Longworth, Pro Vice-Chancellor and Principal and Mrs Sandra Griffith-Carrington, Facilitator and Coordinator of the PIFTC-TCL Programme.

Social Work Training & Research Centre (SWTRC)

SWTRC continued to provide critical academic and administrative support to registered online students. Four students studying for the Bachelor's in Social Work and the Masters in Psychology, benefited from internships. Ms Yolanda Ebanks received a one year internship while Miss Monique Bailey, Ms Amanda Blair and Ms Monique Thomas gained internships for one semester. Ms Ebanks and Ms Bailey assisted with the planning and execution of World Social Work Day 2019 while Ms Blair and Ms Thomas assisted in creating a draft manual for the R.E.A.L. M.E. project.

Alumni Association

The UWI Open Campus Alumni Association (UWIOCAA) promotes a positive and holistic student experience (academics /administrative /co-curricular). Therefore, from orientation until graduation, The Alumni Association interacts with students serving as guest speakers, mentors marketers, recruiters, lobbyists, advisers, investors and more, facilitating positive student development and inspiration to join the ranks of the Alumni after graduating.

One of the many Alumni Association initiatives geared toward student development is the *Alumni*

Engagement Programme. This programme provides lecturers the opportunity to expose their students to at least one alumni every semester. The UWIOCAA shared on work experience, trends or cutting edge discoveries in the their field of work, ways to overcome challenges, useful articles, websites to follow, and worthwhile organisations to join.

Preparing Today for Tomorrow's Challenges Programme

The Campus Alumni Officer coordinates this six-month programme that continues to be successful as evident by the increased demand (75%). Coleridge & Parry, participating for the first time in the programme, was the winning school. Second place was Grantley Adams Memorial and third was The St. Michael School.

Facilitators of the sessions are Open Campus staff who are all alumni from across the region. Via video conferencing, students learn about diverse cultures. Dr Arvat McClaine, author of "When Black Women speaks...The Universe Listens" continues to be the major sponsor underwriting the cost for the Recognition Ceremony and the stipend paid to the interns at the Open Campus.

THE UWI OPEN CAMPUS UWI STAT AMBASSADORS' EXECUTIVE



Open Campus Cohort of UWI STAT Ambassadors

This programme provides students with opportunities to integrate with fellow Caribbean and international students. It encourages the development of leadership skills and provides them with diverse experiences to enhance their education and develop leadership skills through involvement in campus, community and alumni activities.

AC4 – Improving the Quality, Quantity and Impact of Research, Innovation and Publication

Open Campus Country Site (OCCS)

Open Campus Antigua and Barbuda

Dr Jillia Bird, distinguished Optometrist and recipient of the Pelican Award 2018, presented a lecture entitled “Panning for Gold: Removing the Labels and Digging for Gold in our Struggling Students.” The President of the Alumni Association Antigua Chapter was the Master of Ceremonies and Mrs Vashti Ramsey Casimir, an alumnus, delivered the welcome remarks. Approximately 55 attended the lecture.

The Antigua and Barbuda Site partnered with the African Slavery Society of Antigua and Barbuda and the Antigua and Barbuda Reparation Support Commission to present a public lecture entitled “Pilgrimage to Angola” by Lenworth Johnson, Attorney-at-Law, who traced his roots to Angola. The Site also partnered with the Directorate of Gender Affairs (DoGA) to plan and execute the luncheon and panel discussion for International Women’s Day 2019. Just over 100 women attended this successful event.

Open Campus Dominica

The Dominica Country Conference 2018, titled “Reclaiming indigenous heritage to define Kalinago destiny”, was held at the Kalinago Territory in Dominica on August 9 and 10, 2018. The Kalinago Territory is the only communally owned indigenous territory in the Caribbean. The conference presenters focused on a range of topics, including an exploration of local and international museums and collections. The speakers also explored possibilities for building connections with the past in indigenous

archaeology, heritage, and education and bridging the connections between the environment, culture and politics, youth and reparations, thus creating a platform for indigenous representation. Sixteen papers were presented at the conference.

Open Campus Grenada

Guest lectures were conducted in commemoration of the 40th anniversary of the Grenada Revolution 1979-1983. Dr Nicole Phillip-Dowe, Head, Open Campus Grenada, and Dr. Wendy Grenade of The UWI Cave Hill Campus visited a total of eleven secondary schools. This included one of the two secondary schools in Carriacou, the T.A. Marryshow Community College at its Tanteen St. George’s Campus, and the Six Roads Campus in Carriacou. The lectures were held from March 11-15, 2019. Approximately 1300 students, ranging from 12-13 years old, attended the lectures.

The Fourth Annual Carol Bristol Distinguished Lecture Series was held on March 19, 2019 at the Annex of the Grenada Trade Centre. The feature speaker was Ambassador Shabazz from Kentucky, USA. The topic was “Black Lives Matter- The Relevance of the Work of Caribbean People of Colour in the Diaspora.”

Open Campus Saint Lucia

The 9th Annual Patricia Charles Memorial Lecture was held on April 25, 2019 at the Finance Administrative Centre at Pointe Seraphine. The guest speaker was Ms Esther Phillips, Poet Laureate of Barbados and Editor of *Bim Magazine*. The event was funded by the JQ Charles Group of Companies, a first-time main sponsor. As a result of this collaboration, an MOU was signed between both organisations for future partnership initiatives.



Mrs Deborah Dalrymple, Head of Site at The UWI Open Campus St Vincent and the Grenadines at the Sixth Annual Conference of the Garifuna Heritage Foundation

Open Campus St Vincent and the Grenadines

Open Campus St Vincent and the Grenadines partnered with the Garifuna Heritage Foundation to present the Sixth Annual Conference under the theme “Exploring the Garifuna and Kalinago Heritage and Culture: Cultural Survival, Youth, and Opportunities in Heritage Tourism.” The conference was held from March 12-13, 2019.

Marketing and Communications Department

In keeping with the University’s strategic goals, the Marketing and Communications Department continued to plan and implement various advertising and promotional campaigns to reach and attract regional and international audiences. The strategic goals of the department were to maintain brand awareness, increased access, increased enrolment, and to engage with industry partners and other stakeholders.

For the 2018/2019 academic year, the department promoted under the theme *Helping You to Achieve*. The main strategic goals of the campaign within The

UWI Triple A Strategy of Access, Alignment and Agility were AC1, AC2, AC4, AL3 and AG5.

In alignment with these strategic goals, the department:

- ◆ Promoted programmes and courses, locally, regionally and internationally
- ◆ Created continued awareness and visibility of The UWI and the Open Campus
- ◆ Increased overall enrolment in programmes and courses
- ◆ Promoted a consistent brand identity and awareness across all Sites and offices of the Open Campus
- ◆ Promoted the Open Campus as the digital campus of The UWI
- ◆ Increased direct marketing activities with industry partners and other stakeholder groups

The promotion strategies utilised throughout the year were centred on:

- ◆ Social media advertising

- ◆ Traditional advertising (print and radio)
- ◆ Programmatic and SMS advertising
- ◆ E-mail marketing to individual subscribers, NGOs, industry partners and other stakeholder groups
- ◆ Direct marketing to various stakeholder groups, inclusive of fifth and sixth form students in high school, promotion at conferences and other outdoor events
- ◆ Website advertising
- ◆ Public relations: engaging our various publics through diverse correspondences, news releases and articles highlighting relevant activities to create awareness and build relationships with our stakeholders.

The above strategies were supported with funding from the Government of Canada (GAC) Strengthening Distance Education in the Caribbean (SDEC) project in the amount of approximately CDN\$88,000.

Advertising and Promotion

Planned promotional strategies to support the *Helping You to Achieve* campaign were undertaken by the department as follows:

- ◆ Social media and website promotions were created to reach local, regional and international audiences to create awareness about programmes and courses and to generate applications.
- ◆ Arrangements were made for the publication of radio and print advertising in Barbados and Jamaica to support the campaign.
- ◆ Special advertising and messaging were prepared for the PLA Unit for promotions via social media, mobile SMS, e-mail marketing and on monitors on The UWI physical campuses.
- ◆ New brochures and flyers were prepared for special marketing of three new sport programmes being offered by the Open Campus Sport Academy – BSc Sport Coaching, BSc Kinetics, and BSc Sport Leadership and Management –



and the Teaching and Learning with Emerging Technologies programmes.

- ◆ E-mail marketing was utilised for the direct promotion of all regional programmes, to include the Prior Learning Assessment (PLA) courses, the online CPE courses NGO Professional Management and Transformational Leadership to Achieve the SDGs in Developing States and the Culture of Rastafari course being offered in collaboration with the Mona Campus.
- ◆ Direct marketing to engage industry partners and key stakeholders through several outdoor promotions, visits to schools, presentations and displays at conferences, corporate entities, and career showcases were undertaken across the Open Campus Country Sites (OCCS) and by the Marketing and Communications department. Promotional flyers, programme brochures and videos were displayed. Branded promotional items were distributed during these promotional engagements.

Main KPIs: Traffic and Engagement

KPI	Projected	Actual	Variation
Clicks	5,846	13,901	8,055
Impressions	2,484,303	3,352,694	868,391
CTR	0.24%	0.42%	0.18%
CPC	\$0.92	\$0.39	\$0.53
CPM	\$2.17	\$1.61	\$0.56
Spend	\$5,400.00	\$5,399.98	\$0.02

Observations

Overall, the campaign performed exceptionally. The Trend Media Team was able to beat all of the projected targets. Almost 14k traffic to the landing page. This performance was driven by over 3.35 million impressions (34.96% more than projected). With constant optimization, the team was able to drive down CPM (cost per thousand impressions) and CPC (cost per click). They were both below the projected numbers. The average CPM and CPC were \$1.61 and \$0.39 respectively while CTR (click through rate) was 0.42%.

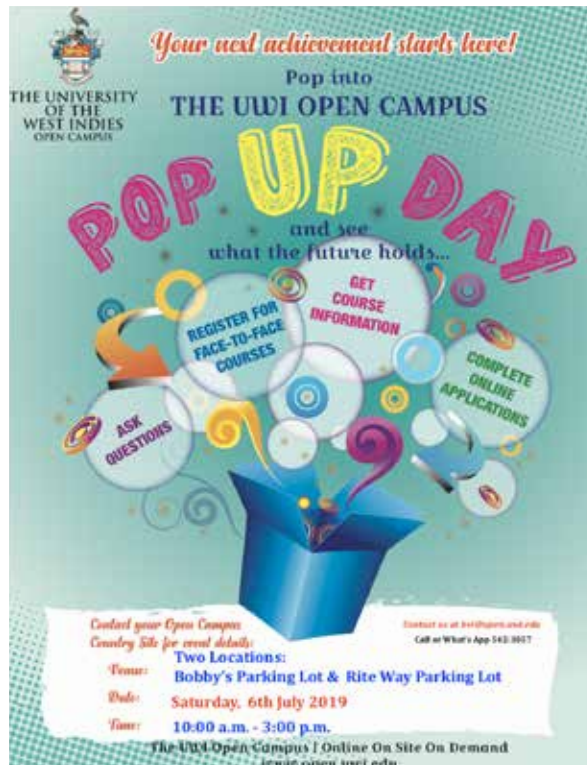


Figure 2: Promotional Pop-up flyer

this promotion (Figure 2) was prepared and circulated across all Sites for community outreach and engagement in the various locations. Several Sites successfully hosted pop-up events in town centres and at malls.

- ◆ Facebook Live sessions were hosted for the first time to support several programmes and events, including the BSc Sport programmes, Cybersecurity Workshop and Transformational Leadership to Achieve the Sustainable Development Goals.

Programmatic and SMS Campaign

- ◆ In addition to these promotional strategies, the department engaged the services of the online marketing company Trend Media to implement a digital and mobile campaign during the months of April to June 2019, to drive mass awareness of programmes and courses across all markets. The goal of the campaign was to create awareness, increase engagement and targeted reach, through programmatic ad buying across the world wide web, and pushing SMS messaging to specific and relevant demographics as well as amplify video content across digital displays. All online programmes and courses were promoted in this campaign with new creatives and messages prepared each month to enhance the campaign. The campaign

- ◆ WhatsApp was also used in direct marketing of some programmes, particularly the BSc in Sport, the Teaching and Learning with Emerging Technologies (TLET) and the Postgraduate Certificate in Leadership for Sustainable Development.
- ◆ A pop-up event was conceptualised and shared with the OCCS. A flyer to facilitate

performed exceptionally well. The main KPI, based on the number of impressions, was projected at 2,484,303. However, there were 3,352,694 actual impressions with a variance of 868,391.

Several display ads were created with two different display messages for greater reach and engagement. *Study Online with The UWI Open Campus* was used for the first two months of the campaign while *Helping You to Achieve* was used in the final month of the campaign. The images below represent the display messages used during the campaign.

Creating Awareness, Reach and Engagement on Social Media

The department utilised the social media platforms Facebook, Twitter, Instagram and LinkedIn as the major channels to create awareness, reach and engagement. Several advertisements were posted on these platforms promoting the programmes and courses offered by the Campus.

Growth on Social Media

The analytics showed significant growth in the Campus' social media followers and reach by country and gender for 2018/2019. Facebook showed the most significant growth with over 2000 new followers, just over 450 new Instagram followers and over 130 new Twitter followers. (See the graph below)

1. Facebook Followers: (AY 2017/2018 – 15756) | 18119 : Growth of 2363
 2. Twitter Followers: (AY 2017/2018 – 844) | 982 : Growth of 138
 3. Instagram Followers: (AY 2017/2018 – 1586) | 2041: Growth of 455
- The countries representing the most followers across Facebook, Twitter and Instagram are listed below:
- ◆ Trinidad and Tobago
 - ◆ Jamaica
 - ◆ Saint Lucia and Barbados
- ### **Design, Production and Distribution**
- In support of the advertising and promotion of regional programmes and public relations activities across the region, the department arranged for the design, production and distribution of promotional materials as follows:
- ◆ Arranged for the production of a 30-second radio commercial about the Open Campus programmes which was distributed to all Sites.
 - ◆ Prepared a suite of programme flyers for print and online advertising, distributed to all Sites.
 - ◆ Facilitated the preparation of flyers for the promotion of local programmes and courses in Grenada, Jamaica, and Trinidad and Tobago.
 - ◆ Prepared “Study Online with the Open Campus” billboards for Jamaica Eastern and Grenada.
 - ◆ Prepared artwork for standing banners, posters and flyer for the Business Development Unit.
 - ◆ Prepared the Annual Report for Campus Council meeting in Turks and Caicos Islands.
 - ◆ Prepared banners, signage, invitations, programmes and a mural for the opening of the new Country Site in Turks and Caicos Islands.

Table 3: Growth in the Campus' social media followers

Facebook	%	Twitter	%	Instagram	%
Trinidad and Tobago	24	Jamaica	27	Trinidad & Tobago	27
St Lucia	19	Trinidad and Tobago	20	Jamaica	25
Dominica	10	United States	9	Barbados	9
United States of America	4	Barbados	6	St Lucia	6
St Kitts and Nevis	3	Saint Lucia	5	Saint Vincent	5

Page	Pageviews	Unique Pageviews	Arg.
	4,338,767 % of Total: 100.00% (4,338,767)	3,110,252 % of Total: 100.00% (3,110,252)	
1. /	891,721 (20.55%)	709,820 (22.82%)	
2. /programmes	634,530 (14.62%)	306,611 (9.86%)	
3. /admissions/apply-now	106,035 (2.44%)	76,530 (2.46%)	
4. /admissions	99,342 (2.29%)	67,493 (2.17%)	
5. /find/employment-opportunities	93,674 (2.16%)	57,188 (1.84%)	
6. /apply	79,112 (1.82%)	55,949 (1.80%)	
7. /undergraduate/programme-advising	77,434 (1.78%)	53,226 (1.71%)	
8. /current-students	74,582 (1.72%)	60,328 (1.94%)	
9. /admissions/for-undergraduate-admission	72,502 (1.67%)	53,905 (1.71%)	
10. /jamaica	67,217 (1.55%)	50,978 (1.64%)	

Growth on Social Media

Figure 3. Growth in UWI OC Social Media

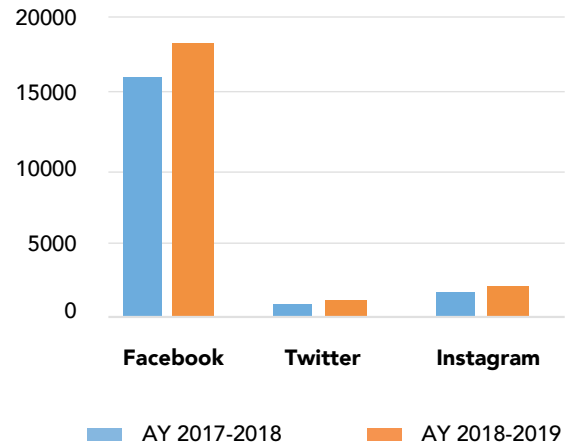


Figure 4. Facebook: Percentage engagement by Country

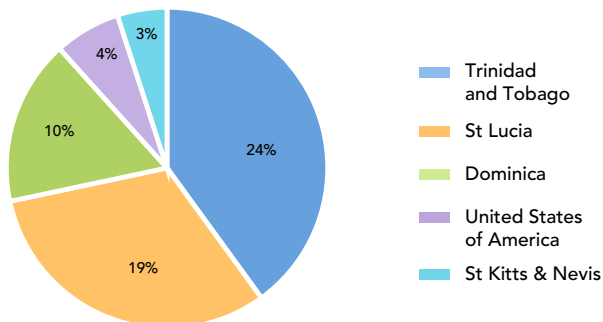


Figure 5. Twitter: Percentage engagement by Country

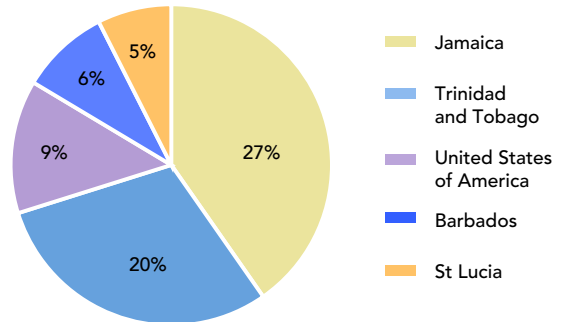


Figure 6. Instagram: Percentage engagement by Country

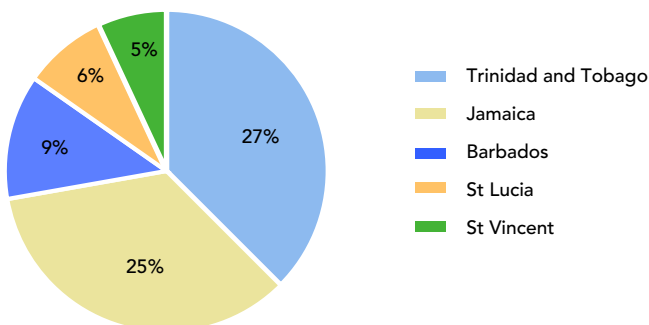
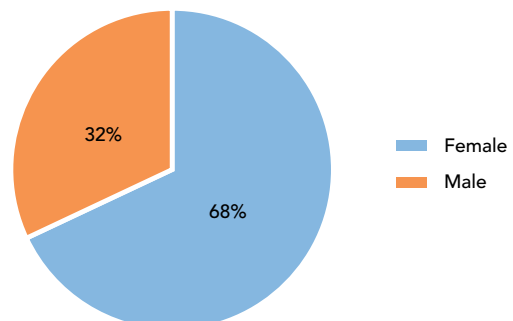


Figure 7. Average Followers by Gender on UWI OC Social Media





Chancellor, Mr Robert Bermudez addressing the Open Campus Graduation Ceremony

Event Planning and Management

The department organised, assisted with, and supported the promotion of the following events:

- ◆ Open Campus Re-accreditation Certificate presentation ceremony
- ◆ Open Campus Council Meeting
- ◆ The re-opening of the Turks and Caicos Islands Country Site
- ◆ The Distinguished Lecture delivered by Vice-Chancellor Professor Sir Hilary Beckles in Turks and Caicos Islands
- ◆ The Cybersecurity Workshop organised by the Business Development Unit
- ◆ The Real Me Project organised and implemented by the Social Work Training and Research Unit
- ◆ Open Campus Graduation Ceremony
- ◆ The UWI Student Games hosted by the Mona Campus
- ◆ The Principal's Town Hall Meetings
- ◆ The Open Campus Jamaica Eastern Gala Dinner and Awards Ceremony
- ◆ The IDB/Open Campus Webinar
- ◆ The awards ceremony for Preparing Today for Tomorrow's Challenges Programme

Supporting the Open Campus Divisions and Offices through Engagement

For the year under review, the department supported the work of the divisions and offices through the attendance at meetings and events, posting of programme information and events on the website, preparing of promotional materials and various public relations activities to engage stakeholders.

Publications and Public Relations Management

The department arranged and facilitated the publishing of news and events across the region as well as managed the Campus' media relations efforts as follows:

- ◆ Arranged for appearances on radio programmes in Antigua and Barbuda, Jamaica, Barbados and Turks and Caicos Islands
- ◆ Prepared and published news releases for circulation to the media, the campus community and other stakeholders
- ◆ Introduced a daily communications bulletin that is disseminated to Open Campus community
- ◆ Introduction of selfie videos, which were used in the re-accreditation campaign and Council meeting

Consortium for Social Development and Research (CSDR)

The various units within the CSDR undertook several research activities of great significance to the region in the 2018/2019 reporting period. Some of these activities are presented below.

Table 4: Hugh Shearer Labour Studies Institute (HLSI)

Project	Brief	Funding	Start Date	End Date
Flexible Work Arrangements (FWA) among four selected Government Agencies: National Water Commission, National Works Agency, National Housing Trust and HEART Trust.	The study is to assess the impact of FWA on these entities in terms of meeting the objectives of FWA as set out in Ministry Paper passed by Parliament 2014 and the subsequent passing of the omnibus legislation to facilitate modification to, and repealing of specific acts that restrict the introduction of FWA.	The funding came from each entity in equal measures.	March 2018	September 2018
Workers and Job Satisfaction in the Caribbean: A Cross-National Survey.	The study focuses on the level of job satisfaction among workers in the private and public sector from 17 Caribbean territories. This is a joint survey conducted by the HLSI and the Caribbean Congress of Labour (CCL).	Funding to be solicited by the CCL.	June 2019	May 2020

Table 5: Social Work Training and Research Centre (SWTRC)

Project	Brief	Funding	Start Date	End Date
R.E.A.L. M.E. Youth Empowerment Project – Papine High School.	The evaluation of a youth empowerment programme which equips youth with the relevant skills to be useful members of society.	US Embassy Kingston Grant	October 2018	September 2019
R.E.A.L. M.E. Youth Empowerment Project – Waterford High School.	The evaluation of a youth empowerment programme which equips youth with the relevant skills to be useful members of society.	Jamaica Social Investment Fund	September 2018	May 2019

Table 6: Caribbean Child Development Centre (CCDC)

Project	Brief	Funding	Start Date	End Date
Readiness of youth exiting State Care	Needs assessment to inform the development of the exit-readiness programme for Child Protection and Family Services Agency (CPFSA).	USAID	August 2015	December 2019
A Longitudinal study on a transitional housing intervention in Jamaica	A longitudinal study of the outcomes of 92 young adults who are housed in the independent living facilities compared with 92 matched young adults not housed in the facilities.	USAID	November 2018	December 2020
Trauma informed care for State care staff in the Child Protection and Family Services Agency (CPFSA) Jamaica.	A training programme and pilot study to build resilience and promote mental health of children in State care.	USAID	October 2018	August 2020
Children's use of media in Jamaica.	Study on children's use of media in Jamaica.	New Initiative Grant	February 2016	December 2020
Strengthening of networks and services that improve citizens' access to and experience of the Justice System in Jamaica.	Needs assessment of Jamaica's non-court and court justice support services, aimed at obtaining information that would help to determine what capacity and resources exist in the justice services for victims and witnesses, and for network building.	Global Affairs Canada through UNDP	December 2018	September 2019

Table 7: Women and Development Unit

Project	Brief	Funding	Start Date	End Date
Caribbean Abortion Access Protect.	Challenges women face in access to safe and legal abortion.	Equality and Justice Alliance (EJA)	July 2019	March 2020

2. Alignment



This strategic goal refers to building relevant and value-added relationships with alumni and the producers of wealth and promoting government and non-government sectors and international partners by ensuring that The UWI offerings are fulfilling the needs of the society it serves.



AL1 – Promoting Greater Activism and Public Advocacy

Open Campus

Country Sites (OCCS)

Director of the Open Campus Country Sites, Dr Francis O. Severin and Head of the Open Campus St Vincent and The Grenadines, Mrs Deborah Dalrymple, attended a round table/project launch workshop held in St Vincent and the Grenadines on April 4, 2019. This event was organised by the Food and Agricultural Organization (FAO) of the United Nations and other partners, including the Caribbean Disaster Emergency Management Agency (CDEMA), the Caribbean Institute of Meteorology and Hydrology (CIMH), and the Italian International Centre on Environmental Monitoring (CIMA) Research Foundation.

The project is titled “Resilient Environment and Agricultural Caribbean Habitats” (REACH), and its objective is “...to enhance the capability of small farmers and their communities to organise and manage Agricultural Disaster Risk Management initiatives through improved access to and joint management of relevant agro-meteorological information flows (on a two way basis system) and joint design and implementation of adequate agricultural risk management practices to enhance their resilience to shocks and hazards.” The discussions brought together a number of stakeholders, including representatives from the Ministry of Agriculture and Forestry, Fisheries, Rural Transformation, Industry and Labour; National Meteorological Service; National Emergency Management Office; National Statistical Service; National Climate Change Focal Point; Ministry of Economic Development; farmer’s organisations; youth groups; Community Development Department; and the Taiwanese Agricultural Technical Mission, among others.

Open Campus Anguilla

Open Campus Anguilla participated in the 2019 Malliouhana Poetry Competition Awards Ceremony held on May 8, 2019. The Site presented the Culture Bearer Awards to three local Culture Bearers on May 8, 2019 in collaboration with the Anguilla Library Service, Department of Youth and Culture, and Anguilla Community College.

Open Campus Barbados

Open Campus Barbados conducted several activities to promote greater activism and public advocacy to improve the global presence of the University. Of particular note is the collaboration with the Pinelands Creative Workshop in hosting the Career and Life Management Programme (CALM) for fourth and fifth form students in select secondary schools. The programme targeted approximately 30 students and was held from June 17-28, 2019. This programme exposed participants to CV writing, interview techniques, communication, gender issues, and the Sustainable Development Goals. Mr Ryan Byer, Head of Site, delivered remarks at the opening ceremony of the workshop on June 17, 2019 at the Inter-American Development Bank’s Office. Ms Ruchelle Roach, Project Manager, Maria Holder Memorial Trust; Mr Juan Carlos De La Hoz V Viñas, Barbados Representative, Inter-American Development Bank (IDB); and the Honourable Marsha K. A. Caddle, Minister in the Ministry of Economic Affairs and Investment, who delivered the featured address, were also in attendance.

The Pinelands Creative Workshop conducted a sensitization workshop for parents and guardians in the community on the topic of Cyber Security, in collaboration with the UWI Open Campus on Saturday, June 22, 2019. Topics included cybercrime, identity theft, disturbing content, online sexual predators and cyberbullying.

Open Campus Belize

The Belize Site, in collaboration with *Channel 5* media house hosted a public lecture on November 16, 2018, on the border dispute between Guatemala and Belize and the case being taken to the International Court of Justice (ICJ). The Site also hosted a public lecture on gender violence on August 9, 2019. The lecture was facilitated by Ms Jennifer Lovell, Mental Health Therapist/Counselor.

Open Campus British Virgin Islands (BVI)

Mrs Dancia Penn, 2018 Pelican Awardee, presented the keynote address at the CPE Certificate Presentation and Graduate Recognition Ceremony held on July 18, 2019. Alumnus Dr Farara, who was unable to attend the 10th Anniversary Pelican Awards in Saint Lucia, received his Pelican Award at the ceremony.

Open Campus Saint Lucia

On July 26, 2019, the Site assisted the local Alumni Association with the promotion of the Annual Alumni Meet and Greet at Keebees Bar and Grill. Alumni were routinely invited to participate in Open Campus outreach activities, informed of scholarship opportunities and generally kept abreast of UWI developments via e-mail and the use of social media.

Non-student customers who had completed the Advanced Events Management course were invited to participate in “Sound Check”, a collaboration with Bold Inc., a young vibrant Events Management Company best known for its U4RIA Brand. The collaboration took place on June 27, and July 3 and 4, 2019, and gave participants the opportunity to participate in a three-hour long interactive session which included a sound check, which exposed them to the technical intricacies of putting on a major event and the opportunity to volunteer at the live U7 production.

From April 9-11, 2019, Open Campus Saint Lucia hosted the Education Quality Improvement Project (EQuIP) Summer Institute “Train the Trainer Workshop”. This workshop was the outcome of a

training proposal and modules prepared by The UWI Open Campus at the behest of the Department of Education in the Ministry of Education, Innovation, Gender Relations, and Sustainable Development Education in Saint Lucia. Its primary goal was fostering greater instructional effectiveness across the island’s education sector through an annual Summer Institute Programme. Other partners included the OECS Education Support Project (OESP) and EQuIP. Open Campus Saint Lucia also assisted in the provision of facilitators for the Summer Institute for the period July 8-12, 2019. Other partnership discussions included the following:

- ◆ On July 9, 2019, initial talks were held with Invest Saint Lucia regarding the establishment of a Business Incubator in Saint Lucia and a possible role for the Open Campus as the process develops.
- ◆ Efforts to refine a draft MOU on Research Collaboration between the Government of Saint Lucia and The UWI Open Campus Saint Lucia continued on July 12, 2019. A meeting to flesh out the practical components of the proposed agreement was held with officials of the Ministry of Finance, Economic Growth Job Creation, External Affairs and Public Service.
- ◆ Open Campus Saint Lucia also partnered with HTS Television Station and the Global Environmental Fund (GEF) on the programme “The People’s Forum”, which provided a much-needed forum to discuss a range of issues pertinent to the society. Mr Nickson Barry, current UWI STAT Ambassador and former Guild Chair, was part of the studio audience and represented The UWI during the general discussion that took place. The topic for the evening was “Caring Entrepreneurship at the Community Level”.
- ◆ A draft proposal was presented to the US Embassy (Bridgetown, Barbados) to ascertain whether it would consider funding the refurbishment of Open Campus’ deteriorating

“Peace Mural”, created as part of a 2014 Nobel Laureate Week project. The feedback received was positive and the Open Campus has been asked to make a formal bid for support.

- ◆ On July 8, 2019, a similar discussion was also held with Mr Giles Romulus, National Coordinator of the GEF Small Grants Programme, with a view to securing the GEF’s support of the 2020 Country Conference.

Open Campus St Vincent and the Grenadines

Ms Rene Baptiste, alumna and recipient of a Pelican Award in 2018, lead St Vincent’s Global Giving Week activities. Members of staff were assigned to work with her. Mrs Shanda Boyea, Interim President of the Alumni Association, continued to work with the Office of Alumni Relations to build the local association.

Consortium of Social and Development Research

Women and Development (WAND)

WAND secured a £40,000 grant from the Equality and Justice Alliance (EJA) to coordinate a Caribbean Abortion Access Research Project. The Abortion Technical Working Group, chaired by the Head of WAND, Ms Taitu Heron, coordinates the project. This research project seeks to fill evidence gaps by conducting research in areas that can strengthen civil society to influence and advocate for legal reform. The research consists of the following:

- ◆ A review of the legislation and policy and programmatic framework on abortion in Barbados and St Lucia;
- ◆ A socio-economic assessment of the impact of the legislation on women and girls;
- ◆ A legislative review of restrictive legal provisions governing abortion in specific countries in the Eastern Caribbean, namely: Antigua and Barbuda, Dominica, Grenada, St Kitts and Nevis, and St Vincent and the Grenadines.

- ◆ The technical partnership with the Barbados Gays and Lesbians Against Discrimination (BGLAD) and Sojourner Foundation continued, with the latter producing a grant proposal which won the Foundation a grant of US\$25,000 to implement a one-year capacity building project for the NGO’s governance and finance mechanisms. For this project, WAND will provide training in strategic planning for the staff of the NGO.
- ◆ Further, stakeholder meetings held with BGLAD from December 2018 to March 2019 facilitated the writing of a policy paper entitled “*Prioritising Inclusion in Addressing Barbados’ Development Challenges*”. A discussion draft was submitted to the Government of Barbados’ National Social Justice Committee in July 2019 and the final document will be officially launched during academic year 2019/2020.
- ◆ October 31, 2018. In partnership with the Nation News and with support from the OC M&C Department, the Unit successfully executed a public forum entitled “*Economic Challenges in Barbados and You*.” Panelists included former Prime Minister of Barbados, Mr Owen Arthur, Dr Avinash Persaud, Ms Cecilia Babb and Ms Barbara Laughton.
- ◆ November 25 – December 10, 2018. WAND collaborated with two entities and implemented one standalone activity in support of the annual *16 Days of Activism to End Gender Based Violence*, which commenced on November 25, the International Day for the Elimination of Violence against Women and Children and ended on December 10, Human Rights Day.
- ◆ Ms Heron, gave opening remarks at the Bureau’s launch of the 16 days of Activism.
- ◆ WAND’s standalone activity to commemorate the International Day for the Elimination of Violence Against Women and Children, which falls on November 25 each year, was to mobilize colleagues, partners and stakeholders to walk in the Nation Funathlon, which took place

on the same day at 4 pm, as women and their families against violence. Participants included the Barbados National Organisation for the Disabled, GAIA Art Therapy, Soroptomist International (Barbados) and Dr Alissa Trotz, visiting professor of the University of Toronto.

- ◆ In February 2019 WAND welcomed the partnership with the National Cultural Foundation of Barbados and Dr Yanique Hume (Cultural Studies, UWI Cave Hill) to launch the *Afro-Caribbean Dance Series: Riddim & Flo* on February 7. The series saw two 8-class series in Afro-Caribbean dance forms and explored dance as wellness and stress relief. The first series opened to a range of Barbadian women who work in government, NGOs and cultural agencies at The UWI and broader society.
- ◆ In March 2019 WAND completed a video which featured women across the Caribbean for its Facebook page to celebrate International Women's Day. The post received over 500 likes and had 14 shares.
- ◆ WAND collaborated with Waves of Bliss to put on a public forum on women, relationships, and sexual health called *Exploring the Good-Good: Women, Orgasms and the Politics of Pleasure* in commemoration of International Women's Day/ Women's History Month in March 2019, with Ms Katrina Ifill, CEO of Waves of Bliss, as the guest speaker.
- ◆ In collaboration with the IGDS UWI Cavehill, Nita Barrow Unit, WAND organised an evening of Caribbean Women's poetry, *Woman.Word. Sound*, which was aired live in May 2019 from WAND's Facebook page. Poets included child star Kya Knight, Debra Providence from the UWI Department of Literatures in English, Sonia Williams, Prof. Opal Palmer Adisa, regional director of the IGDS and Ms Heron. The evening was very successful and received coverage on mainstream media.

Social Work Training and Research Centre (SWTRC)

Consultancies

The SWTRC secured two grants to implement the R.E.A.L. M.E. programme in two high schools in Jamaica. The Jamaica Social Investment Fund awarded JMD\$3.6 million and the U.S Embassy Kingston awarded US\$20,000. The focus of the programme was to empower 75 youths from two high schools by providing them with skills and critical knowledge related to wellness and well-being. The three main activities included Art and Culture Youth Club (ACYC) sessions, social activities and community service. The SWTRC was also responsible for the outcome evaluation of the R.E.A.L. M.E. programme. During the R.E.A.L. M.E. Dissemination Research Seminar, Ms. Amanda Blair and Ms. Monique Thomas, two graduate students from the M.Sc. Applied Psychology programme, presented on the quantitative and qualitative evaluation findings from both R.E.A.L. M.E. Projects.

Research/Project Funding

In continuing the SWTRC's interest in contributing to community and national development through training, the unit sought funding from multiple funding agencies.

- ◆ Digidel Foundation Small Grants Programme: proposal to train community officers in Community Leadership and Development.
- ◆ Alumni Engagement Innovation Fund and Jamaica Social Investment Fund: needs assessment for community mental health.

Both proposals focused on the following:

1. Creating a Community Mental Health First Responders Course.
2. Conducting mental health sensitization workshops in five communities in Kingston and St Andrew.
3. Conducting and evaluating the pilot Community Mental Health First Responders Course.

The proposals were successful in passing the first phase of the application process for both of the funding agencies. Of note is the Jamaica Social Investment Fund's invitation to submit a full proposal for the PRP Community Development Grant.

Caribbean Child Development Centre (CCDC)

The CCDC is currently involved in three major projects:

1. *Transitional Living Programme for Children in State Care*

CCDC continues to implement the Transitional Living Programme for Children leaving State Care (TLP-CSC) with partner, the Child Protection and Family Service Agency (CPFSA) with funding from USAID for the 5th consecutive year. Under this project over 700 youth 14 years and older have benefited, including thirty-nine scholarships from The UWI Open Campus. This project culminates in August 2020.

The highlights of the programme include, but are not limited to the following:

- *Life Skills Trainers with techniques in Life Skills Coaching* – 11 caregivers completed training.
- *Youth in State Care exposed to life skills coaching* – 98 youth participated in life skills coaching.
- Youth in State Care provided with 'starter kits' to facilitate exit preparedness – 87 youth completed their skills training programmes and received Starter Kits at presentation ceremonies.
- *Youth in State care trained in a vocational skills training programme* – 157 youth completed their programmes.
- *Assisting with employment opportunities, through a network of public and private companies* – 27 youth received jobs placements.

2. *Strengthening Networks and Services that Improve Citizens' Access to and Experience of the Justice System in Jamaica Project*

In October 2018, the CCDC signed a consultancy contract with UNDP to implement activities under the Social Order Component of the Justice Undertakings for Social Transformation (JUST) Programme to fulfil the immediate outcome of "increased equitable access by women, men, and youth to legal information, legal advice and support services". The project covers the period October 30, 2018 to February 28, 2020.

The activities accomplished during the 2018/2019 academic year include the following:

- A sensitization workshop held on December 10, 2018 in Kingston with 20 key stakeholders from the Ministry of Justice (MoJ), Child Protection & Family Services Agency, Court Management Services (CMS), and the Jamaica Constabulary Force.
- A needs assessment of the existing networks and services to determine existing capacity and resources in the justice services for victims and witnesses; identify challenges and gaps and facilitate network building.
- Three stakeholder workshops were conducted during May and July 2019 with 66 stakeholders from 12 organisations. The workshops focused on developing strategies for Improving Justice Support Services for Victims and Witnesses and Protocol for Strengthening the Multi-Agency Interaction of Children with the Justice System and Victim Support Services.



Chancellor, Mr Robert Bermudez speaking during the Chancellor's Forum. Left is Professor Sir Hilary Beckles, Vice-Chancellor; 2nd right – Dr Luz Longworth, Pro Vice-Chancellor and Principal of The UWI Open Campus; and extreme right is Mrs Celia Davidson-Francis, Director of Alumni Relations

3. UNICEF Eastern Caribbean Child Justice Project

Global Affairs Canada and UNICEF Eastern Caribbean provided funding for this project. The project aims to develop a CARE Space in the Court spaces in Jamaica and a Child Rights and Safety CPE programme for stakeholders in the Eastern Caribbean.

The UWI Open Campus, through the CCDC, collaborated with the United Children's Fund Office for the Eastern Caribbean Area (UNICEF ECA) to undertake research that would not only provide information about the status of children and adolescents but also inform the development of academic programmes in Child Rights Safety and Justice (CRSJ).

Campus Alumni Association

UWI STAT Climate Change Forum

This Forum which was held on February 7, 2019 under the theme, "Climate Change Impacts to the Caribbean and the attainment of the SDGs: The Importance of Involving Youth" engaged the four campuses and was streamed live on UWITV. UWI STAT Ambassador Nickson Barry, Vice President of Climate Change and Disaster Mitigation, was one of the forum's hosts.

Open Campus Alumni Inaugural Chancellor's Forum

The Open Campus held its inaugural Chancellor's Forum, which provided an opportunity for the Chancellor and Vice-Chancellor to engage alumni and have open discussion. Before a packed audience, the Chancellor addressed the theme, "UWI Alumni ... Infinite Connections". Ably assisting the Chancellor, were Vice-Chancellor, Professor Sir Hilary Beckles, Dr Luz Longworth, Pro Vice-Chancellor and Principal, Open Campus and Mrs Celia Davidson-Francis, Director of Alumni Relations.

AL2 – Increase and Improve Academic / Industry Research Partnerships

Open Campus Country Sites (OCCS)

Open Campus Belize

In October 2018, Open Campus Belize entered into an MOU with United Belize Advocacy Movement (UNIBAM) to launch the Sexual Orientation and Gender Identity: Citizen's Rights and Security training programme. Mrs Jane Bennett, Head, and members of the Open Campus Belize staff participated in the signing ceremony.

Dr Luz Longworth, Pro Vice-Chancellor and Principal, signed an agreement with the Organization of American States (OAS) for the implementation of the OAS Chile Scholarship Project in July 2019. Members of staff at the Site worked with the Business Development Unit (BDU) and the Continuing and Professional Education Centre (CPEC) to formalize the agreement for the delivery of the OAS Chile Programme. Under this programme, 31 participants received scholarships to participate in the Water Quality Monitoring and Urban Flood Management programme. This certificate course was developed by UWI St. Augustine and facilitated by Professor Jacob Opadeyme, Dr Gaius Eudoxie, and Dr Ronald Roopnarine.

In December 2018, a contractual arrangement was signed with the Ministry of Public Service to deliver training for 44 junior secretaries and 27 senior secretaries in the Public Service.

Open Campus Barbados

Open Campus Barbados sought to develop partnerships with relevant agencies in order to provide research and formulate relevant training and development opportunities through the

development of new CPE programmes. In this regard, the Site participated in two consultations, namely:

- ◆ The University in the Community Lunchtime Lecture Series; a joint strategic initiative between the Open Campus Barbados and the Central Bank of Barbados.
- ◆ The Steering Committee Planning Meeting with the Project Executing Unit (PEU) of the "Strengthening Human and Social Development in Barbados" Project on October 18, 2017 and in March 2018.

Computing And Technology Services (CATS)

Academic and industry research partnerships were entered into through consultancy with the United Nations Development Programme. A knowledge management system was developed for Trinidad and Tobago.

Business Development Unit (BDU)

The BDU has played a significant role in aligning the work of the campus to industry. The Unit developed and strengthened relationships with a wide cross-section of the public, private sector and non-governmental organisations. Some highlights of the achievements in this regard are presented below:

- ◆ **Research Triangle Institute:** The BDU effectively provided oversight of a sub-contract valued at US\$248,883. This partnership facilitated the provision of scholarships to NGO Professionals in the region with the aim of building capacity in the area of the management of Non-Government Organisations, NGO based projects and programmes. Eighty-six (86) NGO

Professionals across the Eastern Caribbean received scholarships, valuing US\$91,500.00 and the Open Campus gained US\$172,125.54 from the project, which culminated in July 2019.

- ◆ **The UWI Mona Campus' Institute of Caribbean Studies:** This partnership involved the provision of services for the offer of the course "Culture of Rastafari". This course was designed to collaborate with our sister campus to provide learners with an overview of and insight into Rastafarian culture. The first cohort of 23 students from across the Caribbean region registered in the Summer 2018/2019. The Letter of Agreement governing this partnership was signed in March 2018.
- ◆ **Caribbean Institute of Health Research:** The UWI Open Campus and CAIHR signed an MOU in July 2019 to deliver a Post-Graduate Certificate Programme in Health Research and Epidemiology. This partnership is the first UWI collaboration to offer an online Post Graduate level programme in the area of medical and health sciences.
- ◆ **Eastern Caribbean Central Bank:** The Eastern Caribbean Central Bank (ECCB) and The UWI executed a memorandum of understanding in March 2019, to be implemented through the Open Campus. The MOU aimed to formalize an arrangement involving the strengthening of the ECCB's Savings and Investment course, offered collaboratively as an outreach initiative to ECCB's clients in the OECS. The BDU provided technical guidance in structuring this collaboration and drafting the MOU. Moreover, the BDU ensured that the collaboration between both parties allowed for further areas of cooperation.
- ◆ **West Indies Rum and Spirits Producers' Association Inc.:** The MOU provides a framework for cooperation between the West Indies Rum and Spirits Producers' Association

representing the regional rum industry and The University of the West Indies. The first planned collaboration involves an online certification offering in rum and spirits production. Such certification could be offered regionally and internationally, in several languages.

- ◆ **UNESCO:** The research proposal to UNESCO seeks to include several of the Open Campus' entrepreneurial initiatives under their grant proposal to the European Union. The proposal also solicits funding for research on the cultural and creative industries within the Caribbean.

Partnerships

During the period under review, The UWI Open Campus entered into several partnerships with organisations and institutions that will rebound to the benefit of its stakeholders. The partners included national, regional and international organisations. Below is a summary of the partnerships:

Memoranda of Understanding

UNESCO

The UWI (through the Open Campus) is in negotiations to establish a Terms of Reference (TOR) for a Contract or MOU to deliver Teacher Education courses. Additionally, the BDU is in negotiations for the delivery of courses in proposal writing, culture, tourism, entrepreneurship and research on the involvement of the region's youth in entrepreneurship in the creative industries, among others.

Consular Corps of Jamaica

The BDU initiated an MOU with the Consular Corps of Jamaica to partner in the areas of research, capacity building in international trade and other areas, resource sharing, public

education, professional training initiatives, conference organisation, institutional strengthening, international consulting arrangements, student and staff exchanges and community outreach.

Jamaica Constabulary Force

Approximately 130 officers enrolled in the Programme from across the Caribbean Region meeting the mandate of strengthening regional institutional capacity. The BDU promoted the Campus' law enforcement and management programmes at the Association of Police Commissioner's (ACP) Annual Conference held in Grand Cayman Island in May 2019.

Jamaica Defence Force

Under the executed MOU, the BDU negotiated a Letter of Agreement for the joint collaboration in the delivery of a Cybersecurity Workshop held in July 2019. Further collaboration resulted in the review and conversion of courses for both online

and face-to-face delivery. The first such offering is the Post-Graduate Diploma in Military Command and Leadership. The expected delivery period is the academic year 2020/2021.

Organisation of American States

Three MOUs for the award of 200 scholarships and the review of course content. The MOU included a license for the use of the course materials (intellectual property rights) for the Heritage Courses post the Project. An approximated value of US\$205,000 was allotted for the delivery of programmes and there is the potential revenue from ongoing offerings of the courses.

Letters of Agreement

Apart from the aforementioned MOUs, the BDU successfully established other key partnerships, thus enhancing the delivery of and access to various programmes, which included the following (Table 8):

Table 8: BDU Partnerships

Organisation	Programme
Malaysia's Performance Management and Delivery Unit (PEMANDU)	Continued monitoring of the delivery of the 'Transformational Leadership to Achieve the Sustainable Development Goals Course', first launched in January 2018.
Jamaica Promotions	Conversion of JAMPRO's face-to-face Step-by-Step Guide to Exporting workshop into an online workshop. This will involve shared revenues from participant fees.
Caribbean Development Bank (CDB)	Development of a Project Cycle Management Programme and a joint online Grant Proposal Writing course for the culture and creative industry.
UNICEF Eastern Caribbean Area	A key intervention strategy to build capacity through research, education and training, information dissemination and public discourse. The Campus successfully implemented the Needs Assessment for Safety and Justice for Children component of the Agreement. The initial contract is valued at US\$83,735.
The Caribbean Policy Development Centre	The UWI Open Campus successfully implemented the NGO Professional Management Certificate Programme during the 2018/2019 academic year. The programme, funded at value of US\$135,168, allowed for the distribution of 86 scholarships plus an additional US\$65,000 ongoing income per semester. The BDU also successfully negotiated a licence for The UWI to use course material (intellectual property rights) for the continued delivery of the programme.

AL3 – Promote a Cohesive Single UWI Brand Consciousness

Open Campus

Country Sites (OCCS)

Open Campus Antigua and Barbuda

Open Campus Antigua and Barbuda worked closely with partners on the launch of the Five Islands Campus in Antigua. The various events and activities associated with establishing the Five Islands Campus presented the opportunity for Open Campus Antigua and Barbuda to demonstrate collegiality, support and the importance of a One University image to the Antigua public.

Academic Programming and Delivery (APAD) Department

Cross Campus Collaboration

During 2018/2019, APAD engaged in discussions with the UWI Cave Hill Faculty of Law for the conversion of Level I Law courses to the online modality. During the period, a cross departmental team worked with the faculty for course conversion, preparation of the Cross Campus Moodle platform and training of the faculty.

Discussions with the St. Augustine Campus Faculty of Agriculture resulted in the collaborative design of a CPE Certificate in Plant Quarantine Basics and conversion of course materials for online delivery through the Open Campus.

Ongoing collaborative work with the Caribbean Institute for Health Research at the Mona Campus for the design and development of a Postgraduate Diploma in Health Research and Epidemiology was completed in 2018/2019 and the Open Campus will deliver the programme via the online platform in the 2019/2020 academic year.

Visitors and Linkages

In February 2019 the Director of APAD visited Humak University in Finland as part of a three-member team representing the Commonwealth Higher Education Consortium for Youth Work. Discussions are ongoing with Humak University for collaboration on the development and offer of Masters level courses in Youth Work and Community Education.

Marketing and Communications Department

Supporting a Consistent Brand Identity across all Sites and Offices

In promotion of the “One UWI” brand consciousness, the department supported the University Marketing and Communications Office and its sister campuses in the promotion and distribution of University-wide news and events via its various communication channels.

The department also supported the Open Campus Divisions and Offices in the proper use and management of The UWI brand in their publications and ensured that all publications and promotional materials reflect The UWI brand. In this regard, Manager of the Marketing and Communications Department, Mr Cleveland Sam conducted a webinar on UWI Branding for Open Campus staff. In addition, the daily communications bulletin included snippets on various topics from The UWI Brand Guidelines to reinforce the correct use of the brand elements.



Website Development and Management

For the year under review a number of website development projects were initiated, some brought to the point of completion while others are on-going. The website development projects are as follows:

– Renamed Units in the Consortium for Social Development and Research (CSDR)

In February 2019, two Units within the Consortium for Social Development and Research, the Hugh Lawson Shearer Trade Union Education Institute (HLSTUEI) and the Social Welfare Training Centre (SWTC) were renamed Hugh Shearer Labour Studies Institute (HLSLI) and Social Work Training and Research Centre (SWTRC). These name changes were as a result of the CSDR's Quality Assurance Review conducted in 2016 and are aligned to the strategic objectives of the University.

As a consequence of these name changes, webpages bearing the old names were updated. The departments' predominantly text-based pages were converted into a more contemporary layout

with bold graphic content, blocks featuring dynamic news, events and notification feeds.

The changes to the Social Work Training and Research Centre (SWTRC) and Hugh Shearer Labour Studies Institute (HLSLI) pages were important as it gives both Units the opportunity to showcase all the services they offer in a dynamic and interactive way.

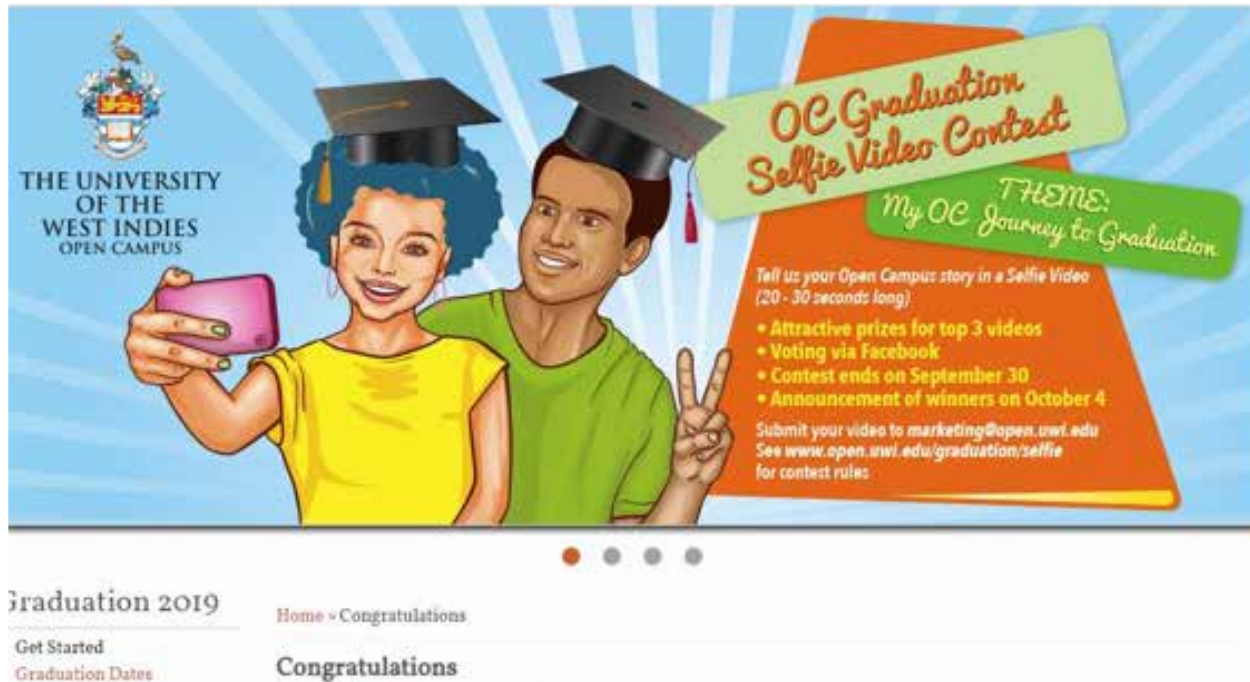
Business Development Unit (BDU)

The department developed a website to support the work of the BDU. The department took a unique approach in designing the webpage. The page highlights the primary intentions of the BDU by using a large call-to-action link, directing prospective clients on how to do business with the Unit. The website also highlights the various services offered and shows areas where there was meaningful impact. The different segments were intuitively designed which made for an interesting presentation. BDU website at <http://208.131.174.200/ocbusiness/welcome>

– Cybersecurity Workshop

The University of the West Indies Open Campus, in partnership with the Jamaica Defence Force (JDF), held a workshop under the theme "Pathways to Managing Cyber Vulnerabilities." The aim of the event was to provide quality information on emerging cyber threats and risks and, importantly, to suggest strategies, approaches and investigative techniques to remedy these problems all within a Caribbean context.

The Open Campus Marketing and Communications department assisted with the development of a website that captured the activities of the event held on July 24-25, 2019. The development of the site was outsourced to an external contractor and handed over to the Open Campus Marketing and Communications department for management. Cybersecurity Website: <https://www.open.uwi.edu/cybersecurity>



Graduation website

– Graduation 2018 website

The graduation website is updated on an annual basis. It provides students with a one-stop shop service, where all the information relating to the graduation ceremony is provided in a simple, easy-to-read format. This website is designed and updated in collaboration with the Office of the Campus Registrar.

– Registry of Student Services

The official website of the Office of the Campus Registrar (Registry of Student Services) was developed to support the work of the six units that carry out its mandate of providing timely and accurate services to prospects, students, administrative and academic departments as well as to the public. The website ensures accuracy, consistency and timeliness of the information being disseminated to students. The website (fig. 8) is located at <https://www.open.uwi.edu/registry>.

Consortium for Social Development and Research (CSDR)

Hugh Shearer Labour Studies Institute (HLSI)

The Institute engaged in several Memoranda of Understanding, as follows:

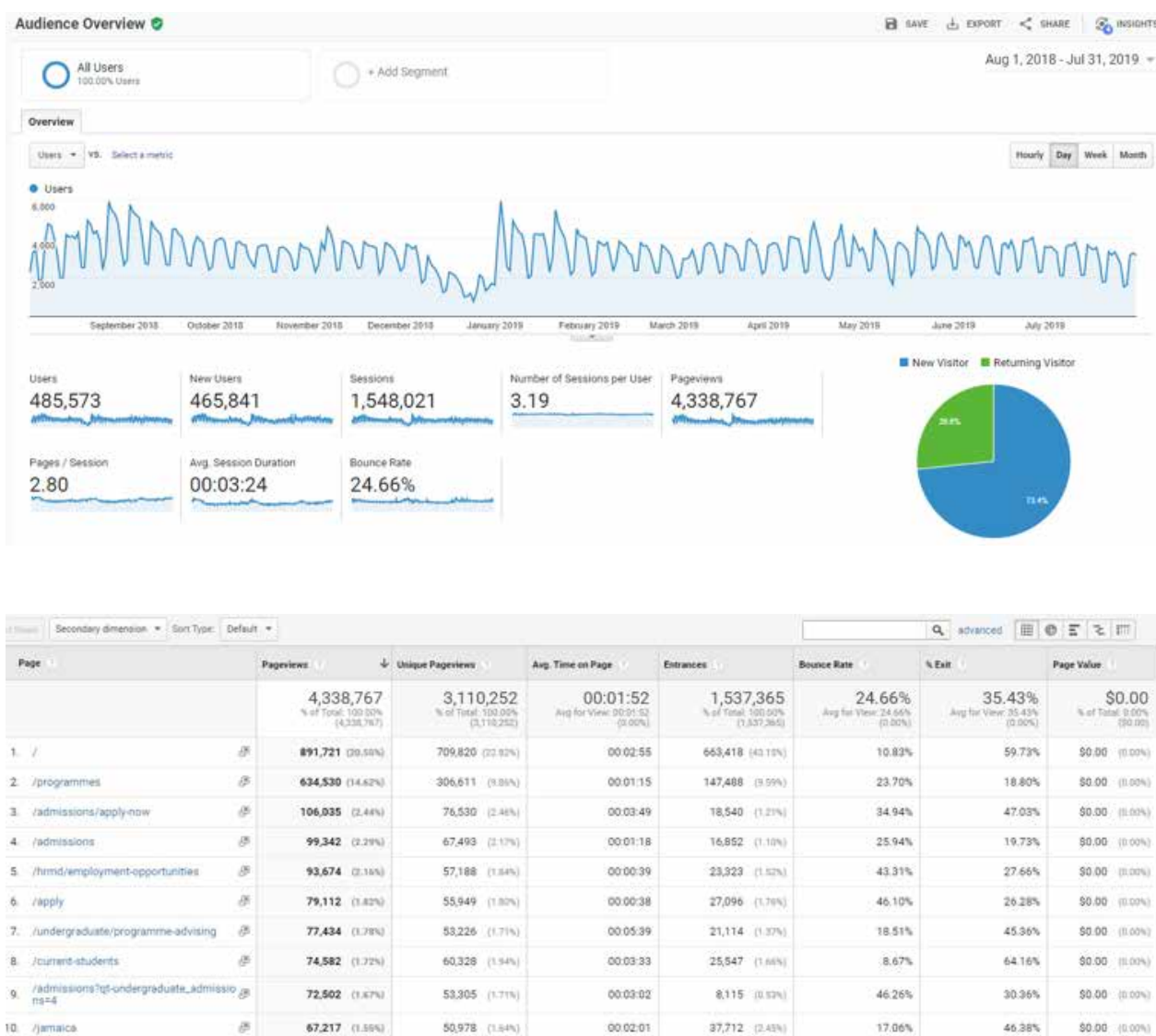
- ◆ Memorandum of Understanding between the Hugh Shearer Labour Studies Institute and the Jamaica Civil Service Association, February 2019.
- ◆ Memorandum of Understanding signed between HLSI The UWI Open Campus and the Jamaica Fire Service, June 2019.
- ◆ Training proposal for collaboration with Belize Public Sector Unions submitted for their consideration, June 2019.
- ◆ Memorandum of Understanding signed between HLSI The UWI Open Campus and Jamaica Civil Aviation Authority, July 2019.
- ◆ Draft Memorandum of Understanding with the Government of Anguilla to offer capacity-building training in the area of conciliation and arbitration.

Analytics

The Analytics Report covers the period **August 2018 to July 2019**.

Table 9: Comparison of Academic Years

	August 2017 – July 2018	August 2018 – July 2019
Sessions	1,436,609	1,548,021
Total Number of Users	444,592	465,841
New Visits	73.2 %	73.4 %
Returning Visits	26.8 %	26.6 %
Avg. Session Duration	00:03:26	00:03:24



3. Agility



This strategic goal refers to The UWI using its resources (human and physical) and capabilities to respond to the needs of customers, including alumni, in a changing environment, creating an entrepreneurial university with a diversified revenue base, improving the global presence of the University ensuring economic sustainability through global expansion, operational efficiencies and financial profitability.



The Open Campus Belize entered into a Memorandum of Understanding (MOU) with United Belize Advocacy Movement (UNIBAM) to launch the Sexual Orientation and Gender Identity: Citizen's Rights and Security training programme

AG1 – Establish a Physical Presence of The UWI on All Continents

Open Campus Country Site (OCCS)

Open Campus Belize

The Government of Belize deposited BZ\$500,000 in the Open Campus Belize account as part of its commitment to assist with rehabilitation of the Site's physical infrastructure. The funds have been earmarked for the erection of a fence and other Site upgrades.

The Belize Site was selected to roll-out Belize Site Records Management Project with Ms Charlene Riley, Campus Records Manager. Dr Sharymayne Saunders, Acting Head, and other staff members, engaged in an initial series of one-on-one meetings to kick-off the process. The project lead for the Belize Site is Mrs Lisa Rocke, Senior Administrative Assistant.

Open Campus British Virgin Islands

Internet service was restored in February 2019 following the damage to telecommunications infrastructure caused by Hurricane Irma in 2017. During the academic year, efforts were made to resolve the connectivity issues facing staff and students at the Site and to replace ageing computers. These improvements have had significant impact on employee morale and student experience.

Open Campus Dominica

The passage of Hurricane Maria in 2017 caused destruction to over 90 percent of housing in Dominica. Efforts to recover and rehabilitate the auditorium provided space and support needed for many organisations in Dominica to host business meetings and other activities at the Site. Despite the ravages of Hurricane Maria, the Site was able to run four CPE programmes in Semester II 2018/2019 and catered for 127 learners.

Open Campus Grenada

The company Cooling Systems Ltd. donated an air conditioner unit to the library at the Open Campus Grenada Site. The library is essential, not only to students but to the wider community, since the Public Library is not operational.

Open Campus Saint Lucia

The re-tiling of a major classroom space was completed in time for the Caribbean Examinations Council (CXC) examinations held in June 2019. This project was part of the remediation exercise to address a prevailing mold and dampness issue on the Site facility previously identified as impacting on the health of staff.

Open Campus Trinidad and Tobago

Mr Surish Jaggernauth, Centre Coordinator for the Carapichaima Site, funded the restoration and refurbishment of washroom facilities in the Technical Vocational Area of the Carapichaima East Secondary School to facilitate Open Campus students engaged in workshops in that area. Donations were also made to the school to fund the Christmas function held in December 2018, the school's cricket team, and the school's football team. Two scholarships were awarded to fifth form students for training in plumbing with the Open Campus. These scholarships were funded by students of the Open Campus plumbing class held from June to September 2019.

The office of the Belmont Center was relocated from Jerningham Avenue, Belmont to the Government Plaza, Port of Spain. This centre is now called the Port of Spain and Environs Center (POS). Part of activities to promote the POS Center included facilitation of motivational sessions called "Transformational Thursday" for the staff of the



Vice-Chancellor, Professor Sir Hilary Beckles delivering the Distinguished Lecture in the Turks and Caicos Islands

Attorney General's Office at the Government Plaza. Additionally, flyers outlining the courses offered at all Sites and Centres were distributed at the new location. Advertising was conducted via social media during the registration period and flyer inserts were placed in the *Newsday* and *Express* newspapers for each cycle, covering the Port of Spain area including City Gate, Independence Square and environs. Flyers were also placed at organisations within Belmont, such as churches, schools, banks, government offices and mail boxes in Woodbrook and surrounding areas.

Re-launch of Open Campus Turks and Caicos Islands Country Site

The re-launch of the physical presence of The University of the West Indies in the Turks and Caicos Islands (TCI) was marked by a special ceremony for the re-opening of the Site on Providenciales on Friday, March 15, 2019.

A large cross-section of the public, including the Honourable Premier, Mrs Sharlene Cartwright-Robinson and other Government, Education and visiting University Officials attended the Site Relaunch/Ribbon-Cutting Ceremony at the Town Centre Mall.

The programme was chaired by the Manager for The UWI Open Campus British Overseas Territories, Dr Phyllis Fleming-Banks, who has responsibility for the Turks and Caicos Islands. Remarks came from the Director of The UWI Open Campus Country Sites, Dr Francis Severin, Pro Vice-Chancellor and Principal of the Open Campus, Dr Luz Longworth, Vice-Chancellor of The UWI, Professor Sir Hilary Beckles, and the Honourable Minister for Education, Mrs Karen Adams-Malcolm. The Chair of the Open Campus Council, Her Excellency, Ambassador, Dr June Soomer also attended the event.

During the ceremony, the University paid tribute and presented appreciation plaques to former Resident Tutor, Dr Carlton Mills, President and Vice President of the TCI Community College, Dr Hubert Fulford and Mr Samuel Forbes and the Ministry of Education, Youth, Culture and Library Services.

The UWI Open Campus Site was previously located on Grand Turk. The re-launch, in collaboration with the Ministry of Education, Youth, Culture and Library Services, is in keeping with the TCI Government and the University's commitment to improving access to tertiary education. In expressing their appreciation to the Government of the TCI, the UWI officials noted that in its new location the University is now better poised to serve its current and new students in the Turks and Caicos Islands.

The relaunch activities also included:

- ◆ the historic hosting of The UWI Open Campus Council Meeting; and
- ◆ a Distinguished Public Lecture by Vice-Chancellor, Professor Sir Hilary Beckles entitled '*From Whence We've Come: The argument in support of Reparations*'.

AG2 – Restore Financial Health to The UWI

Open Campus Country Sites (OCCS)

Government's Contributions to The UWI

The OCCS efforts to influence government settlement of outstanding contributions was an ongoing endeavour. As a result of continued engagement with governments, the Government of Anguilla actively commenced payments on recurrent contributions and included the outstanding debt in their 2019 Budget. In Belize, an agreement was made for the payment of arrears to The UWI, and a commitment was made by the Government of Belize to provide financial support for special initiatives to be undertaken by the Open Campus Belize.

Continuing and Professional Education (CPE)

Expanding capacity to increase access to higher learning was a critical activity undertaken by the OCCS in keeping with The UWI Strategic Plan 2017–2022 Triple A Strategic Initiative 2, Activity 2. The initiative was launched in Semester I, 2018/2019 to improve access to CPE through a framework for virtual delivery of programmes, courses and workshops throughout the Open Campus to contribute to achieving the target of 50 percent overall enrollment in CPE programmes courses and workshops by 2022. The Open Campus surpassed its target of 10 percent increase by the end of the 2018/2019 academic year, by realising a near 25 percent increase over the 2017/2018 performance.

New certificate programmes were developed and delivered to non-student learners during the 2018/2019 academic year. The OCCS, in conjunction with the newly established Open Campus Academy of Sport (OCAS), submitted courses to the Academic

Quality Assurance Committee (AQAC) to be approved for delivery. The courses included the Certificate in Sports, and Leisure and Physical Education for Open Campus Trinidad and Tobago, and Sports Coaching Essentials I and II for Open Campus Dominica. Other course material developed included Cold Process Soap Making I and II, Manual Communication (Sign Language) Levels III – IX, Videography I and II, Tour Guide Management and Sexual Orientation and Gender Identity: Citizen Rights and State Responsibilities for the Sexually Vulnerable and Victimized in Belize.

New agreements for programme development

New partnership arrangements and agreements were entered into as part of efforts to provide learning and developments opportunities.

- ◆ An Agreement was signed between the Open Campus and the United Belize Advocacy Movement (UNIBAM), which is a non-governmental organisation (NGO) located in Belize. Under the agreement, a workshop entitled *Sexual Orientation and Gender Identity: Citizen Rights and State Responsibilities for the Sexually Vulnerable and Victimized in Belize* was successfully hosted in December 2018.
- ◆ Another agreement was successfully negotiated by the Open Campus for a United Nations Educational, Scientific and Cultural Organization (UNESCO) workshop in Social Media for Media Professionals which was held in St. Kitts in Semester II 2018/2019.
- ◆ An MOU was negotiated with the Eastern Caribbean Central Bank (ECCB) to govern a number of existing and new CPE and outreach partnership activities. The request for the MOU came through the Open Campus St. Kitts.

- ◆ In Semester II 2018/2019, the Academic Programming and Delivery (APAD) Division worked collaboratively on a proposal for the Saint Lucia Ministry of Education, in response to a request which came through the Open Campus Saint Lucia for a number of training initiatives, including a summer institute, a ‘train the trainers’ workshop and general training workshops.
- ◆ Open Campus Belize emerged as the selected pilot site for face-to-face delivery of two UWI St. Augustine Faculty of Food and Agriculture certificates in Human Ecology and Agriculture. Both certificates were approved for matriculation.

Open Campus Antigua and Barbuda

Enhancement of CPE programmes has had the most impact on the financial health of the Antigua and Barbuda Site. From an average of 25 participants per semester in the 2017/2018 year to an average of 150 participants per semester in the 2018/2019 academic year, CPE revenue has given the Antigua Site the financial stability to make improvements to the Site and contributed to improving the overall financial health of the Campus.

Open Campus Barbados

Special Training projects were delivered at the Site, including the Unemployment Retraining Project, sponsored by the Barbados Employment Career and Counselling Services. This project cumulatively trained 119 students in four courses that accounted for approximately BB \$101,000 in income.

Open Campus Barbados placed emphasis on diversifying its income stream by sourcing funding from donors for special projects. In this regard, Open Campus Barbados received project funding from the following agencies:

- ◆ Unemployment Retraining Project with the Barbados Government of Barbados – Open Campus Barbados collaborated with the Barbados Employment and Career and

Counseling Services (BECCS); Ministry of Labour and Social Partnership Relations, Government of Barbados; and the National Insurance Board in the training of persons who had been displaced from their employer. A range of certificate courses were offered under the auspices of this project. The programme provided training and educational opportunities for unemployed persons with the aim of providing access and opportunity for improving or retooling their skills and assisted individuals in their efforts to re-enter the workforce or to embark upon areas of self-employment and micro-enterprise development.

- ◆ Human and Social Development Project – Open Campus Barbados participated in the project entitled “Strengthening Human and Social Development in Barbados”. The project’s objectives were to increase employability and employment opportunities through technical training among individuals in selected households, the unemployed, and retrenched workers and vulnerable youth between the ages of 16 and 30 years. The project involved delivery of courses funded by the Global Affairs Canada – Strengthening Distance Education in the Caribbean (GAC-SDEC) project, and other 12-month programmes sponsored by the Ministry of Community and Elder Affairs, Barbados.
- ◆ The Organisation of American States (OAS) through its Secretariat for Integral Development, and the Government of Chile under the auspices of the OAS, through its Secretariat for Integral Development, and the Open Campus through its Open Campus Barbados Site submitted a successful training proposal under the Training Project for Caribbean Community (CARICOM) countries in March 2019. The expressed aim of the project was to strengthen CARICOM’s capabilities in the areas of disaster risk management and climate resilience. The Open Campus was awarded grant funding in the

amount of US\$8,500.00 for the purpose of the project. The Open Campus Barbados hosted a training workshop on the topic “Post-Disaster Business Continuity Management” from July 1-4, 2019. The feature address was delivered by Dr Francis O. Severin, Deputy Principal (Ag) of the Open Campus, and was also attended by Mr Francis A. McBarnette, OAS Representative to Barbados. There were 24 participants at the event.

Open Campus Belize

The Belize Site signed a contract with the Ministry of Public Service to deliver training for 44 junior secretaries and 27 senior secretaries. The Belize Site delivered a comprehensive country-wide three-month training plan to staff of the Ministry of Human Development, Social Transformation and Poverty Alleviation.

Open Campus Grenada

The Government of Grenada, in collaboration with the Caribbean Development Bank (CDB) sponsored

19 teachers allowing them to complete their course of study with the University. A sum of EC\$249,719.10 was paid to the Site for this purpose. A further collaboration was also reached to fund 48 teachers in the study of Early Childhood Education with the University.

Academic Programming and Delivery Department

Training Outreach

A two-member team of Curriculum Development Specialists, Mrs Andra Salandy and Dr Marguerita Alleyne-Whittington in collaboration with the Open Campus Country Site Saint Lucia, the Continuing and Professional Education Centre and the Ministry of Education, Saint Lucia designed, developed and delivered a Train-the-Trainers workshop in Saint Lucia from April 9-11, 2019. The workshop was conducted as part of the OECS Education Support Project and the Education Quality Improvement Project to train in-service educators in Saint Lucia in priority areas impacting education delivery.

Consortium for Social Development and Research

Table 10: Caribbean Child Development Centre (CCDC)

Title of Grant/Proposals	Funding Source	Duration	Contract Value BD\$	Disbursement received for Year (BD\$)
Continuing Projects				
Transitional Living Programme for Children in State Care	USAID	August 27, 2014 – August 26, 2020	\$10,563,472	\$1,466,138
Jamaica Observer – Activity Page	Jamaica Baking Co. Foundation	November 2016 – October 2018	\$33,300	\$4,334
New Initiatives				
Bloom Jamaica/CCDC and Do Good Jamaica	Do Good Jamaica with Funding from American Friends of Jamaica	September 2018 – October 2019	\$17,416	\$9,651
Grant to Fund the Purchase of Materials and Training	American Friends of Jamaica	April 2019 – April 2020	\$10,000	\$10,000
JUST Social Order Component project	UNDP/GAC	November 2018 – February 2020	\$462,800	\$160,488

Hugh Shearer Labour Studies Institute (HLSI)

The Hugh Shearer Labour Studies Institute received a grant of JA\$4,260,00 to conduct workshops.

Table 11: Social Work Training and Research Centre (SWTRC)

Title of Grant/Project		JA\$
Accommodation		5,609,542
Tuition		2,123,815
Canteen Rental and Classroom		2,332,250
Projects:	R.E.A.L. M.E. – JSIF	3,600,000
	R.E.A.L. M.E.– US Embassy, Kingston	2,640,000
Workshop		46,254

Women and Development (WAND)

WAND secured two grants to conduct research. The first grant, valued at US\$40,000, provides for research on women and sexual and reproductive health in Barbados and the Eastern Caribbean. The second grant of US\$5,000 supported the technical partnership with the Barbados Gays and Lesbians against Discrimination (BGLAD). The donor entity, the Caribbean Vulnerable Communities Coalition, is responsible for managing the grant.

Business Development Unit

Programme Development

To enhance the financial health of The UWI, the BDU fostered relationships with other campuses, universities and entities to develop postgraduate, undergraduate and continuing educational programmes and courses. To this end, several programme proposals were submitted to the Campus Academic Quality Assurance Committee for consideration and approval.

Continuing and Professional Education

- Navigating the Knowledge Economy Eduventure Webinar** – Offered online on August 28, 2019 through the collaborative efforts of the BDU, CPEC and Marketing and Communication Office.
- NGO Professional Management Certificate** – Delivered online in the 2018/2019 academic year through a collaboration with the Caribbean Policy Development Centre.
- The Transformational Leadership to Achieve the Sustainable Development Goals Course** delivered in collaboration with PEMANDU during the 2018/2019 academic year.
- OAS Disaster Management Courses** – The Memorandums of Understanding negotiated with the Organisation of American States resulted in the development and offering of CPE courses in *Disaster Management*, *Water Quality Management*, *Urban Flood Management* and *Plumbing Essentials for Disaster Recovery*. Students from Belize, Trinidad and Tobago and Barbados received 110 scholarships.
- International Trade Webinar Series** – One of the initiatives resulting from the collaboration with the Consular Corps of Jamaica. The projection is for six thematic-based webinars to be offered during the 2019/2020 to 2020/2021 academic years.
- Royal Cayman Islands Police Service** – Ongoing negotiations with the Royal Cayman Islands Police Service (RCIPS) for the Open Campus to deliver training to RCIPS Officers in:
 - Report Writing to 300 RCIP Police Officers
 - Instructors' Train the Trainer to the RCIPS Training and Development Unit's Instructors
- Safety and Security in Community Tourism Programme** – Collaboration with the Country-Style Community Tourism Network to offer study tours to hospitality entrepreneurs across the Caribbean.



Dr Luz Longworth, Pro Vice-Chancellor and Principal of The UWI Open Campus (left) and Professor Susan Walker, Director, Caribbean Institute for Health Research (CAIHR) signing the Memorandum of Agreement

8. Cocoa Enterprises Development Courses –

The BDU is facilitating negotiations among Trinidad and Tobago Open Campus Country Site, Maurice Academy of Design, British Petroleum TT and the Ministry of Community Development to offer the entrepreneurship-based course.

9. **NGO Professional Management Certificate Course** – The Open Campus negotiated with the Research Triangle Institute (RTI) to provide over 200 scholarships to students to undertake the NGO Professional Management course. The scholarships were valued at US\$248,000.

Undergraduate Courses

Negotiations with several stakeholders resulted in the development, conversion and offering of several undergraduate courses for online delivery:

1. Culture of Rastafari
2. Culture, Gender and Sexuality in Jamaican Popular Music Culture of Rastafari
3. Caribbean Cultural Studies
4. Education Benefit Programme

The proposed partnership with Ross University School of Veterinary Medicine, St Kitts (RUSVM) aims to offer both undergraduate and CPE programmes to the RUSVM staff and their immediate family members.

Postgraduate Courses

The BDU was integral in the negotiations for the development and delivery of several postgraduate programmes, including:

1. **Health Research and Epidemiology Postgraduate Diploma** – Developed in partnership with the Caribbean Institute for Health Research and scheduled for online delivery in the 2019/2020 academic year.
2. **Heritage Studies** – The Memorandums of Understanding negotiated with the Organisation of American States resulted in the development and offering of two postgraduate Heritage courses: Museum Conservation Skills and Values-based Heritage Site Management. Fifty (50) scholarships were awarded to heritage professionals to participate in the programme.
3. **Military Command and Leadership Postgraduate Diploma** – The BDU lead negotiations with the Jamaica Defence Force (JDF), resulting in the Campus' review of the JDF's Caribbean Junior Command Staff Course. Subsequently, a recommendation was made to develop a five-course Military Command and Leadership Postgraduate Diploma/Certificate programme. The proposed courses are to be partially offered online to approximately 300 participants per delivery within the 2020/2021 academic year.

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

Open Campus Country Site (OCCS)

Open Campus Antigua and Barbuda

A staff engagement workshop on communications and efficiency was organised and delivered by Dr Schuyler Esprit, Programme Officer, in April 2019. Training sessions were held with Administrative, Technical and Service (ATS) staff members to develop and refine work plans in an effort to reduce task duplication and to increase efficiency and productivity.

Open Campus Barbados

Opportunities for the professional development of employees at the Open Campus undertaken during 2018/2019 are detailed below, *inter alia*:

Members of staff attended a Fire and Safety Training Workshop which was conducted for Tutors, Invigilators and staff by the Barbados Fire Service on March 23, 2019. This training was identified as critical to maintaining safety measures at the Site facility.

Mr Ryan Byer, Head of Site, participated in a workshop entitled “Contingency and Continuity of Operations Planning (CCOOP) for Higher Education Institutions (HEIs)” on May 31, 2019 in the First Caribbean Suite A, Solution Centre on the UWI Cave Hill Campus. The hosting of this CCOOP for HEIs Workshop was held in concert with The UWI Contingency Planning initiative that is currently being undertaken in collaboration with Caribbean Disaster Emergency Management Agency (CDEMA). Key topics covered included risk identification and vulnerability analysis, business impact analysis and risk reduction strategies and

processes and resources to implement and manage a successful CCOOP program.

Mr Byer, Ms Pauline Osbourne, APAD Departmenty, and Mr Roger Nesbeth, Human Resources Division, represented the Open Campus at The Leadership Challenge (TLC) workshop in Texas, USA from December 3-7, 2018. The workshop presented guidance on how leaders should mobilise their teams to want to attain extraordinary goals in organisations, transform values into actions, vision into realities, attitudes into innovation, separateness into solidarity and risks into rewards. The session proved to be an educational and transformational learning experience.

Open Campus Trinidad and Tobago

Opportunities for upward mobility were afforded members of staff who displayed leadership abilities and the ideal characteristics of a UWI staffer. Members of staff were also afforded various opportunities to pursue higher education programmes and other career related training. Additionally, time was taken to coach and mentor those who needed additional skills to increase output.

Mr Donovan Williams, Marketing and Outreach Officer, was a member of the Open Campus staff football team that participated in and won the St. Augustine Campus’ Inter-Departmental Cup in November 2018. This was the Open Campus’ second hold on the trophy in five years. The competition has been around for six years. Other members of the department came out and supported the matches.

The Mayaro Site held regular staff meetings to hear the concerns of employees. Suggestions from staff resulted in the setting up of a social media marketing

initiative via Facebook where persons were able to apply to pursue a course. This was an initiative of the evening coordinator, Mr Riaz Baldeo, who subsequently conducted training in social media marketing. This training was later rolled out to the staff at the Gordon Street Site.

Registry

Under the umbrella of strategic goal AG4, two staff engagement/training activities were conducted within the department as follows:

- ◆ April 4, 2019 – A sharing and brainstorming session geared towards determining gaps in the processing of applications with an objective of development of best practice to improve efficiency; and
- ◆ May 2, 2019 – This session was geared towards the training of all staff on the processes involved for Leave of Absence, Specially Admitted and Cross Campus Registration, activities usually conducted by specific members of staff.

The work of the **Assessment, Awards and Records (AAR) Department** entails the conduct of mid-semester and final examinations across all Open Campus Sites as well as facilitating the conduct of examinations for students in international locations as well as proctoring of examinations for international institutions. Examinations are conducted six times per year, mid-semester and end of semester. The department is also responsible for the maintenance of student academic records and for the provision of transcripts as well as planning and organising the annual Ceremony for the Presentation of Graduates.

The Department led the organisation of the 11th Open Campus Presentation of Graduates ceremony in Antigua and Barbuda on October 12, 2019. For the 2018/2019 academic year, a total of 789 students completed programmes with the Campus. Of these, 565 were undergraduate and 224 postgraduate. One hundred and seventy-five (175) of these students participated in an elegant and memorable ceremony

at the St. John's Pentecostal Church. The ceremony was attended by a number of national and regional dignitaries, including the Governor-General of Antigua and Barbuda, H.E. Sir Rodney Williams and Lady Sandra Williams; Governor-General of Barbados, H.E. Dame Sandra Mason; the President of Dominica, Charles Angelo Savarin and his wife Mrs Clara Williams; and the Governor-General of St Kitts and Nevis, H.E. Sir Samuel Weymouth Tapley Seaton, QC.

Other dignitaries in attendance included Dr the Honourable Timothy Harris, Prime Minister of St Kitts and Nevis; Honourable Diallo Rabain, Minister of Education, Bermuda; Mr Christopher Famous, Member of Parliament, Bermuda; and the Honourable Michael Browne, Minister of Education, Science and Technology, Antigua and Barbuda. The Chancellor and Vice-Chancellor of The UWI, members of the University's Executive Management, other top-level University officials, staff and alumni, as well as family and friends of the graduates, were also in attendance.

An Honorary Doctor of Laws was conferred on H.E. Sir Samuel Weymouth Tapley Seaton, QC, and Governor General of St Kitts and Nevis.

The Student Support and Services Department continued to coordinate the delivery of student support services available across the regional Sites as well as monitor and advise students on areas relevant to the successful completion of their programmes. The Department is responsible for the processing of status letters, course exemptions and scholarship applications; providing Guild services; servicing of the Academic Board Sub-Committee on Student Matters (ABSCSM) and the provision of general support to students. In addition, the department's accomplishments included:

- ◆ Creation of a three-year Implementation Plan for the rolling out of the Student Advising Plan initiatives;
- ◆ Execution of a First Year Experience (FYE) Programme during Semester I, 2018/2019 at

which the following one-hour webinars were delivered:

Visual, Aural, Read/write, and Kinesthetic (VARK) Learning Styles
Note Taking Strategies for Online Students
Working in Groups
Scheduling (Keeping Track of Your Learning Exchange Tasks)
Exam Preparation
Online Games Night

Support to the development of Guild Chapters and the Regional Guild of Students. At the end of the 2018/2019 academic year, there were 22 active Open Campus Guild Chapters;

- ◆ Planning and execution of the Campus' Virtual Matriculation and Welcome Ceremony;
- ◆ Management of the selection of the Top Matriculant and preparation of the Class Valedictorian;
- ◆ Administering, monitoring and reporting on the progress of UWI Scholarship recipients to the Office of the Board for Undergraduate Studies (OBUS) and other funding agencies such as Sol Petroleum Ltd, the Citizen Security and Justice Programme (CSJP), the Students' Loan Bureau and the Organization of American States (OAS) by providing bi-annual reports;
- ◆ Participation in the Inter-Campus Guild Council's meetings in Trinidad and Barbados.

The Records and Information Management (RIM) Unit

During the 2018/2019 academic year, the RIM Unit successfully completed the final phase of the Global Affairs Canada (GAC) Strengthening Distance Education in the Caribbean (SDEC)-sponsored EDRMS project. The objectives for this final phase of the project were to begin the roll out of the EDRMS software solution, Perceptive, to selected areas of the Campus and to test the compatibility of the software

with the Banner system. These objectives were met within the set timeframes and budget. Areas where implementation work was carried out included:

- ◆ Human Resource Department, Barbados;
- ◆ OCCS St Lucia;
- ◆ OCCS Belize;
- ◆ OCCS Camp Road, Jamaica;
- ◆ OCCS Grenada; and
- ◆ Capture of Governance Records in specific areas, including the Secretariat, Registry and the Office of the Campus Registrar.

Scanners were purchased for the following departments/Sites to facilitate the capture of records into the EDRMS System: OCCS Camp Road, St Lucia, Belize and Grenada; Assessment Awards and Records Unit, Barbados; Secretariat Unit and the RIM Unit.

The fundamental groundwork to facilitate the integration of Perceptive with Banner was completed by the Computing and Technology Services (CATS) department working together with Horizon Computer Solutions, the professional services providers for the project.

Another important advancement in the use of the EDRMS solution was the development of a vital records repository to capture, store and securely share access to the Campus' vital records to support business continuity. Work has begun on populating this repository and will continue.

Other activities for the period August 2018 – July 2019 included:

- ◆ Continued training and support to staff in departments where the EDRMS software was implemented; and
- ◆ Provision of guidance and support to departments and Sites in the area of Records and Information Management. This included guidance and advice on fundamental record-keeping procedures, records classification and retention, digitization of records and disposition of expired records.

The Office of the Campus Registrar (Secretariat) continued its work of supporting various Campus Committees and Boards, and spearheaded the organisation of the Campus Council meeting held in Turks and Caicos on Friday, March 15, 2019. The Secretariat completed the first draft of the Office Operational Manual with added amendments during the year. A review of various processes resulted in improved alignment of operations with regulations and greater effectiveness.

Tables 1 and 2 provide an overview of Admissions and Registration during Academic Year 2018/2019 for Senate-approved and three online Continuing and Professional Education programmes.

Human Resources (HR) Department

The following summarises the work undertaken by the HR Department in advancing the C.A.M.P. Initiative AG4: Foster a Creative, Caring, Accountable, Motivated, and Professional (CAMP) Team. In this regard, the HR Department coordinated two major activities: an Organisational Audit and the development of a Customer Service Charter. Additionally, the department engaged in capacity building and institutional strengthening activities.

Organisational Audit

The Human Resources Department coordinated the Campus' organisational audit, which commenced in 2018 and concluded in May 2019. The audit set out to:

- ◆ Analyse the organisational structure to determine whether it aligns with the overall Mission/strategic direction of the Campus.
- ◆ Determine existing and required skills sets to drive the mission of the Campus, while considering the different categories of positions/employees, thus enabling the Open Campus to redeploy employees to roles where they are better fit.

Table 12: Admissions for Academic Year 2018/2019

PROGRAMME LEVEL	NO. OF APPLICATIONS FOR ACADEMIC YEAR 2018/2019
Continuing & Professional Education (CPE) – fully online programmes only	540
Graduate Programmes	1217
Undergraduate Programmes	5508
TOTAL	7265

Table 13: Student Registration for Academic Year 2018/2019

STUDENT TYPE	NO. OF REGISTERED STUDENTS IN ACADEMIC YEAR 2018/2019
CPE Online Programme	118
Continuing	10
New First Time	104
Returning/Re-entry	4
Graduate Programmes	1051
Continuing	591
New First Time	438
Returning/Re-entry	16
Specially Admitted	4
Transfer into Open Campus	2
Undergraduate Programmes	5747
Continuing	3596
Continuing Education*	1
Cross Campus	197
New First Time	1706
Returning/Re-entry	150
Specially Admitted	89
Transfer into Open Campus	7
Voluntary Withdrawal*	1
TOTAL	6916

- ◆ Conduct an assessment of existing communication systems approaches to determine effectiveness, including collaboration among departments.
- ◆ Review job descriptions for ASAP members and identify the required critical competencies needed.
- ◆ Determine the extent to which staff understand and are on board with the mission of the Campus.
- ◆ Determine the impact of leadership practices.

Customer Service Charter (CSC)

The Open Campus Customer Service Charter was developed based on a set of standards determined by Open Campus members of staff regarding customer service. The development of the Charter involved considerable staff engagement via feedback from focus group meetings and surveys. It is anticipated that this Charter will result in an enhanced customer experience; an essential element for advancing the globalization and internationalization agenda articulated in the 2017-2022 Triple A Strategy. The CSC will also be a central point of reference for the campus' various training programmes and initiatives.

The HR Department also coordinated the completion of several capacity building and institutional strengthening activities. The former included a Leadership Development Programme (LDP), Training in Executive Coaching and Leadership and Online Staff Development Initiatives. In terms of the latter, the initiatives included Improved Communication of HR Processes, Improvement of the Recruitment and Selection and E-tutors Administration Processes (ETAP).

Capacity Building Initiatives

Leadership Development Programme (LDP) – Free and Laughing Inc. conducted this programme with 40 Open Campus leaders between January and May 2019. Participants focused on building

self-awareness, creating and following a personal leadership practice plan, communication as a virtual team, dealing with change, self-care and accountability. The programme concluded with a two-day workshop funded by the GAC-SDEC Project.

Training in Executive Coaching and Leadership – Members of staff were exposed to training in Leadership and Executive Coaching in December 2018 and January 2019, respectively. These members of staff will play a key role in rolling out leadership development workshops and providing coaching support to participants commencing academic year 2019/2020. A concept paper intended to embed a coaching practice in the Open Campus has been developed and awaits consent from the Open Campus Leadership Team.

Online Staff Development Initiative – This initiative continues to provide staff with free and accessible training in areas considered critical to the mission of the Campus/University. Members of staff continue to show a keen interest in the courses offered as the participation rate has been consistently high. The Department will be doubling its efforts to bring to the fore courses intended to have greater transformative effect on the existing mindset as we pursue the mandate to go global.

Institutional Strengthening Initiatives

Improvement of Communication HR Processes – The HR Department, in collaboration with the Marketing and Communications Department, designed a series of infographics designs to clearly explain the ASAP Study and Travel Application Process, the ASAP Vacation Leave Process, the ATSS Vacation Leave, Preparing Curriculum Vitae at the ASAP Level and Understanding Key Elements in the Blue Book. The Marketing and Communications Department will review the designs and advise on a dissemination strategy.

Improvement of Recruitment and Selection Processes – The HR Department developed a Recruitment Protocol focusing on International hires. Participation in the online job portal

Caribbeanjobs.com resulted in significant attraction rates, resulting in excess of 300 applications per posting.

E-tutors Administration Process (ETAP)

Key stakeholders of ETAP met and identified critical areas for improvement, including: the simplification of contracts, the contract development process on SharePoint, elimination of the need to submit claims for payment, establishment of a Helpdesk, and HR assuming greater responsibility for activities performed by non-HR units. With the exception of the elimination of the claims process, all other areas have been addressed. Efforts are, however, ongoing with the view of realising a claim free ETAP by the commencement of Semester II 2019/2020.

Alumni Association

To facilitate a CAMP Team, the UWIOCAA held its second retreat during October 13-15, 2018, under the theme “UWI Alumni...Infinite Connections”. The Open Campus was pleased to have Campus Alumni Officer, Ms Camille Edwards from St. Augustine Campus and visiting Professor Paul Bacsich in attendance. Also in attendance were sixteen representatives from the islands of Dominica, Grenada, St. Lucia, St. Vincent & The Grenadines and Trinidad & Tobago.

Retreat activities included the following:

- ◆ Inaugural Chancellor’s Forum and Pelican Awards -October 13, 2019.
- ◆ Church service at St. Joseph the Worker Roman Catholic Church-October 14, 2019
- ◆ Brunch and an island tour- October 14, 2019
- ◆ Interactive sessions with facilitators – October 15, 2019
 - “Connecting, Networking and Giving Forward”: Dr Luz Longsworth
 - “Against Alumni Apathy: Optimizing The Positives”: Mrs Celia Davidson-Francis, Director of Alumni Relations

- “Let’s talk: Communicate and Connect!”: Mrs Sandra Griffith-Carrington, Campus Alumni Officer

Staff Health and Wellness

Open Campus Alumni Officer works closely with the Human Resource Department in facilitating their staff health and wellness initiative.

Alumna, Dr Renee Boyce made 3 presentations to the staff as follows:-

- ◆ February 28, 2019 – Stress Management
- ◆ April 23, 2019 – Discussing Depression with your doctor
- ◆ June 12, 2019 – Preparing for flu season

Dr Boyce is the first alumna to participate in this initiative as well as joining the Pelican Perks Programme.



L to R: Open Campus Alumni Officer, Mrs Sandra Griffith-Carrington presenting Dr Renee Boyce with memorabilia

AG5 – Foster the Digital Transformation of The UWI

Academic Programming and Delivery Department (APAD)

UWI e-Learning Committee

Mr Kevin Ramsoobhag continued service as Chair of the University's e-Learning Committee. The drive to expand the offer of UWI Foundation courses through the Cross Campus Moodle instance was one of the main activities of the Committee under Mr Ramsoobhag's leadership, during 2018/2019.

Open Campus Country Site (OCCS)

Use of social media continues to be an integral part of the operations of the Sites. At Open Campus Trinidad and Tobago, for example, WhatsApp groups were created for CPE learners to share information quickly, particularly to

convey important notices such as adverse weather conditions.

Computing and Technology Services (CATS)

The Digital Transformation of The UWI was fostered through the creation of a University for Climate Action. Further information can be found via the following website: Creation of University for Climate Action <https://www.universities4climateaction.org/>

Consortium for Social Development and Research (CSDR)

Women and Development (WAND)

In keeping with The UWI's vision of a digitally transformed university, WAND drafted a guide for a paperless office. Further development of the guide



The signing of the MoU between Jamaica Civil Aviation Authority (July 19, 2019). From left: Mary Davis (Admin Assistant, HSLSI), Nardia Andrews (Acting General Council, JCAA), Janet Henry (Director, Human Resource, JCAA), Michelle Morgan (Deputy Director General, JCAA), Danny Roberts (Head, HSLSI). Seated: Nari Williams-Singh, Director-General, JCAA and Prof Julie Meeks-Gardner, Acting Principal, UWI Open Campus.

will result in a final plan for the entire CSDR. To this end, WAND, working with interns from the Open Campus' internship programme, sorted, archived and destroyed carefully selected records.

Caribbean Child Development Centre (CCDC)

Bloom TT and JA established an online form for prospective parents to apply to the Lab Schools and created Facebook and Instagram platforms.

Business Development Unit (BDU)

Several initiatives are on stream to advance the digitisation of the Campus. Key among these are:

- ◆ **UWI-MIT Initiative for an Entrepreneurial Centre** – A Concept Note has been developed in partnership with Charles Maynard regarding the establishment of a Centre of Excellence in collaboration with the Massachusetts Institute of Technology (MIT). Further work is ongoing to move the document to the proposal phase and subsequently the implementation phase.
- ◆ **Canvas Business Model** – A notable proponent of the proposed business model is the development of Artificial Intelligence (AI) to create profiles to aid with the marketing and development of the courses.

The Open Campus' Response to Hurricane Dorian

The Open Campus, being materially and virtually dispersed throughout the Caribbean Region, is to all intents and purposes endlessly in harm's way in the context of natural hazards such as hurricanes, floods, earthquakes, volcanoes, and, to be sure, has had far more than its share of all these natural phenomena, especially when one also takes into account its precursors in the School of Continuing Studies. Witness Montserrat for instance, and the Soufrière Hills Volcano's major eruption in 1995 and thereafter.

Hence, when Hurricane Dorian struck islands of The Bahamas Archipelago, namely Abaco Islands on September 1, 2019 and Grand Bahama soon after, with highest sustained winds of 185 mph (295 km/h), the Open Campus was ready to assist the people of the Bahamas, especially our students. The Campus' more recent record of swift action and care in the aftermath of both Hurricanes Irma and Maria, which catastrophically affected some of its major contributing countries in 2017, persisted in the case of Hurricane Dorian.

Having intently monitored and tracked the Hurricane's trajectory, and once the graphic images of total destruction in Abaco Islands and Grand Bahamas began to surface, Pro Vice-Chancellor and Principal, Dr Luz Longworth asked Director, OCCCS, Dr Francis Severin to lead the Open Campus' response effort. Dr Severin immediately convened a team comprising the Campus Registrar; Chief Financial Officer (Ag); Director, APAD; the two Deputy Directors OCCS; Director, CSDR; Head, Open Campus Barbados; Administrative Officer OCCS Director's Office; Marketing and Communications Manager; and Senior Administrative Assistant (Ag) at Open Campus The Bahamas. The team expeditiously embarked on executing the important task before it, with the following goals, *inter alia*: coordinate internal relief; ensure affected students were informed of plans for their academic programmes; and communicate with the Open Campus, University and external community.

Although the Open Campus Site, which is located in Nassau, was not affected, Deputy Director (Ag), Dr Veronica Simon worked assiduously with the Site in making contact with students and inquiring about their well-being. The OCCS Director's Office sent out text messages to students as the Open Campus strove to account for everyone. A Google spreadsheet was maintained and updated as fresh information was gathered. The emotional responses and the voiced gratitude from the students for this evidence of care and compassion by the Open Campus underscored the extent

of emotional and physical trauma imposed by Hurricane Dorian.

Many Bahamian students experienced mental and emotional distress due to the fact that they had relatives in Abaco and Grand Bahama Islands who at the time remained unaccounted for. Mrs Ceceile Minott, Director CSDR, was on hand to counsel students and other affected persons, a duty that has become “endemic” over the years given our reality of natural hazards and subsequent disasters. On the ground, Ms Donna Smith-Wallace, Senior Administrative Assistant, consistently communicated with anxious and apprehensive students.

Meanwhile Dr Denise Gaspard-Richards, Director APAD, and her team worked behind the scenes to ensure that the most vulnerable students would not be disadvantaged in their academic programmes. APAD created a live Excel sheet in Google docs to execute the monitoring task, and assigned a Course Delivery Supervisor to that duty. For students who were unable to get to the Site for help, a Learning Support Specialist was allocated to undertake virtual outreach.

Mrs Elaine Robinson, CFO (Ag) confirmed that monetary contributions in any currency could be made to the Open Campus Disaster Relief Fund at CIBC First Caribbean International Bank and Marketing & Communications broadcast that message. Staff were trained and poised to support students who would be interested in using the new Learning Exchange Moodle App to continue their study programme. Unfortunately, in spite of the good intentions, some glitches arose with the Mobile App; nonetheless the initiative constituted a promising experiment for the future.

Within a few days of the calamity caused by Hurricane Dorian, the Campus Registrar Mrs Karen Ford-Warner issued an important advisory to students regarding the Campus’ arrangements for programme continuity by the affected students who were able to enter the Learning Exchange (LE) by the end of Week 4 of the Semester. These

measures included, *inter alia*, an extension of time for submission of assignments that were due prior to the end of Week 4, without penalty. Exhibiting flexibility to our students, the Registry indicated that the duration of the extension of that time was dependent on the individual circumstances of the respective students, especially the availability of Internet services to access the course space.

Moreover, all course facilitators were expected to employ guidelines provided by the Programme Delivery Department, APAD to support all registered students affected by the disaster. Issues faced by students were assessed on a case-by-case basis to ascertain the level of support that could be accommodated. It is important to note that the Open Campus imposed absolutely no academic penalty for extensions for any assignment.

Principal Longworth insisted that a senior member of staff also needed to be on the ground and so Dr Cheryl Sloley, Deputy Director OCCS, travelled to Nassau to lend the customary Open Campus personal touch to staff, students and their families. One-on-one meetings were held with students, the majority of whom requested and subsequently received leave of absence (LOA). Dr Sloley was also on hand to join Vice-Chancellor, Professor Sir Hilary Beckles and the University Team, which comprised colleagues who had flown in, as well as Dr Robin Roberts, Director, School of Clinical Medicine and Research (SCMR) and Dr Michelle McLeod, Ag. Director, Centre for Hotel and Tourism Management (CHTM) in Nassau.

Dr Sloley represented the Open Campus at a forum styled *Hurricane Recovery in The Bahamas*, hosted by the Vice-Chancellor on Friday, September 13, 2019, to provide an update on the post-Hurricane Dorian crisis. The Vice-Chancellor hosted the University forum from Miami and it was broadcast live via UWItv. Pro Vice-Chancellor and Principal, Dr Luz Longworth offered remarks on behalf of the Open Campus at the Regional Headquarters in Kingston where other UWI staff and students had also gathered for the regional forum.



L-R Campus Alumni Officer, Mrs Sandra Griffith-Carrington, General Manager, Coco Palms, Mrs Claudine Gilbert, Ms Lydia Dariah, Alumni President, Saint Lucia & Director of Alumni Relations, Mrs Celia Davidson-Francis

Overall, a total of 13 students (i.e., 7 percent of the Bahamas student body) were reported to have been directly impacted by Hurricane Dorian. It must be noted that the Open Campus never relented in its efforts to account for each and every student until incontrovertible evidence from the last student that she had survived this monster tempest was received.

Alumni Association

Pelican Perks Partners

The Alumni Association encourages alumni to give back through its Pelican Perks Initiative. This initiative extends to The UWI students and staff who benefit from tangible discounts from the Pelican Perks partners. The Saint Lucia Chapter is pleased to welcome two Pelican Perks Partners: Bay Gardens Beach Resort & Spa and Coco Palms Hotel.



L-R Ms Waltrude Patrick, General Manager of Bay Gardens Hotel and, Ms Lydia Dariah, Alumni President, Saint Lucia

Global Giving Week

Global Giving Week started in August 2016 to create a culture of sustained philanthropy towards The UWI from donors across the region and wider world. The Alumni responds favourably to this initiative and works with patrons to host fundraising events resulting in monetary donations and scholarships.

Saint Kitts & Nevis held their annual reception for Global Giving Week on Tuesday, August 1, 2018. At the reception, Prime Minister, Dr The Right Excellent and Right Honourable Sir Kennedy Simmonds, a proud graduate of The University of the West Indies, was awarded for his contribution to Caribbean integration, national development and excellence in health science and medicine.

Awarding Alumni

The Director of Alumni Relations, Mrs Celia Davidson Francis, awarded Saint Lucia for the hosting of the Inaugural Chancellor's Forum. In addition, the Antigua Chapter celebrated with alumnus, His Excellency Sir Rodney Williams on whom professorship was conferred.

UWI Intercampus Games 2019

The UWI Student Games were hosted at the Mona Campus from May 22 – June 1, 2019. The games were contested by the Mona, St. Augustine, Cave Hill and Open Campuses. The point standings at the end of the games saw host Campus, Mona, emerging as the champions, followed by the St Augustine Campus in second, Cave Hill Campus in third place and the Open Campus in fourth place.

For the Open Campus, the games were utilized as an assessment platform in an effort to identify the requirement to transition from the current participatory focus to a competitive focus for future participation. To this end, a number of key recommendations are submitted for consideration and subsequent discussion.



Right. Honourable Dr Sir Kennedy Simmonds – First Prime Minister and National Hero of St Kitts and Nevis is presented with an award by Mr Craig Tuckett, President of the St Kitts and Nevis UWI Alumni Chapter

In an effort to ensure the Open Campus' participation at the 2019 edition of The University of the West Indies Student Games, the existing games machinery within the Open Campus framework was employed. The student registration portal was opened, and an active marketing campaign was launched to alert current students to the upcoming games as well as the procedure for registering for same.

The Marketing and Communications Department as well as the Student Guild were engaged to disseminate information about the games, the registration portal and other pertinent information. A soft launch was also employed, followed by active recruitment and an official launch of the Open Campus's 2019 UWI Student Games campaign. All students who were interested in participating were directed to the student registration portal to register for the sporting discipline of interest. Additional marketing was employed to solicit registrants across sporting disciplines with low numbers.

THE UWI INTERCAMPUS GAMES 2019



Flags of the Open Campus



Triple medal winner Ms Miriam Byfield receiving her medal from Amanda Reifer, Head of Cave Hill Academy of Sport



The female medley relay team comprising Janet Turner, Stacy Semper, Julie Henry and Miriam Byfield celebrate after winning the silver medal



Pro Vice-Chancellor and Principal Dr Luz Longworth join in the "vibings" with Team OC at the open



Top Scorer in male basketball Mr Theron Francis shows off his trophy



The female volleyball team celebrates a point

Delegation

The Open Campus attended the games with a 127-member delegation, the smallest delegation of all campuses. The campus fielded teams in the following disciplines:

- ◆ Track and Field
- ◆ Basketball (male)
- ◆ Volleyball (male and female)
- ◆ Table Tennis
- ◆ Netball
- ◆ Cricket
- ◆ Football (male and female)

The disciplines of hockey, swimming and lawn tennis were not contested by the Open Campus because there were no student athletes registered for these disciplines and/or the numbers registered were not sufficient to field a team.



Open Campus Games – Double bronze medal winner in the 1500 and 5000 metres Jean Paul Drakes and 5000 metre competitor Cleveland Sam are all smiles after the race

Games Apparel

The Regional Organizing Committee (ROC) had arranged to split the procurement of apparel between two manufactures: Stewarts Manufacturing (a Sri Lankan manufacturer) and Soccer Express (a Jamaican Manufacturer). It was agreed that the apparel for six sports (volleyball, lawn tennis, table tennis, basketball and track and field) would be sourced from the Jamaican manufacturer, whilst the travel polos, track suits and apparel for cricket, netball and football would be sourced from the Sri Lankan manufacturer. This resulted in a delay in processing and an increase in the cost.

The Open Campus contingent arrived in Jamaica over the period May 20-23. The individuals scheduled to attend the two-day training camp arrived on May 20, whilst the remainder of the contingent arrived between May 22 and 23.

The two-day training camp, though too short as reported by most coaches, proved beneficial in assisting members of the various teams bonding and getting to know each other.

Medals/Prizes

The following Open Campus students won medals/prizes at the games:

- ◆ Mr Theron Francis, BSc International Management student was awarded the Best Scorer prize in male basketball.
- ◆ Ms Miriam Byfield, a Master of Science in Management Studies student won a silver medal in the high jump, silver medal in the medal relay and a bronze medal in the 400M.
- ◆ The sprint medley relay team of Ms Janet Turner, Ms Stacy Semper, Ms Julie Henry and Ms Miriam Byfield won silver medal.
- ◆ Mr Jean-Paul Alfonso Drakes was a double bronze medal winner in the 1500M and 5K events.



Pelican awardees 2018 (standing) posing with The UWI officials at the ceremony

Awards and Recognition

- ◆ Mr Danny Roberts, Head HSLSI received a national award from the Ministry of Labour and Social Security, Jamaica and the ILO in May 2019. This was “For eminence in the field of Industrial Relations and contribution to the tenets of the International Labour Organization”.
- ◆ Ms Cerita Buchanan, Head SWTRC, was selected as a Hubert H. Humphrey Fellow for the 2019/2020 academic year and will be off from August 20, 2019 to June 12, 2020.
- ◆ Ms Taitu Heron was appointed Chair of a newly formed Regional Technical Working Group on abortion in the Barbados and the Eastern Caribbean, to guide socio-legal research on women’s reproductive well-being, abortion access and the law
- ◆ Mrs Ceceile Minott served on CARICOM’s Technical Working Group for developing Standards for the Teaching Profession in the region.

Pelican Awardees

The UWIAA Pelican Award is the most prestigious award of the UWIAA. In keeping with the 10th Anniversary of the Open Campus, on Saturday, October 13, 2018, the Open Campus UWI AA announced their 10 Pelican Awardees.

These are Dr Rene Baptiste (St. Vincent and the Grenadines), Dr Jilla Bird (Antigua and Barbuda), Attorney-at-Law, Mr Gerald Farara (BVI), His Excellency, Dr Didicus Jules, (Saint Lucia), Her Excellency Dame Pearlette Louisy (Saint Lucia), Attorney-at-Law, Mrs Dancia Penn-Sallah (BVI), Dr Veronica Simon, (Saint Lucia), Dr Beverley Steele, (Grenada) and Mr Heskeith Vanterpool (BVI) and Dr Reginald Walwyn (Antigua and Barbuda).

PRINCIPAL'S AWARDS FOR EXCELLENCE 2018

Outstanding Administrative, Technical and Service Support:

Mrs Rhonda Small-Charles – Administrative Assistant, Registry – Recruitment, Admissions and Registration

Outstanding Performance by a Site: Open Campus Country Site Anguilla



Outstanding Performance by a Site: Open Campus Country Site Grenada

PRINCIPAL'S AWARDS FOR EXCELLENCE 2019

Outstanding Administrative, Technical and Service Support:

Mrs Althea Collymore – Senior Administrative Assistant, Video Conference Centre Barbados

Outstanding Senior Administrative and Professional Service:

Mrs Deanna Noel – Administrative Officer, Office of the Director, Open Campus Country Sites, Dominica

Outstanding Contributions to Teaching and Learning:

Dr Yasmeen Yusuf-Khalil – Head Programme Delivery Department,
Academic Programming and Delivery Division, Jamaica

Outstanding Performance by a Site: Open Campus Country Site Grenada



Coordinator, Mrs. Sandra Griffith-Carrington (3rd left) and Acting Minister of Education, Senator Lucille Moe (front center) with the summer interns in the 'Preparing Today for Tomorrow Challenge' programme

Special Awards for Outstanding service and enhancing Open Campus/ UWI image in the public sphere:

1. Mr Donald Roberts – Head, Hugh Shearer Labour Studies Institute, Consortium for Social Development and Research, Jamaica.
2. Team PTFTC: Preparing Today for Tomorrow's Challenges: Transforming Children's Lives:
 - Mr Sandra Griffith-Carrington (Coordinator/Facilitator)
 - Mrs Sandra Osbourne
 - Ms Shadé Springer
 - Ms Kimberley Yearwood
 - Dr Janetha Long
 - Ms Jamie-Lee Rocke
 - Dr Benita Thompson
 - Dr Phyllis Fleming-Banks
 - Mrs Lesley Crane-Mitchell
 - Mrs Deanna Noel
 - Ms Nesha Yearwood
 - Ms Shana Bradshaw
 - Mr Reneé Jones
 - Mr Alex Cumberbatch
 - Mr Ronnie Daniel
 - Mr Damani Parris (UWI Youth Development Programme)

THE UWI OPEN CAMPUS GRADUATION 2019



The Platform party



Section of graduands



The Academic procession



Vice-Chancellor Professor Sir Hilary Beckles presenting one of the first Open Campus doctoral graduates with her degree



Section of academic staff



L to R: Prime Minister of St Kitts and Nevis, Dr the Honourable Timothy Harris; Vice-Chancellor Professor Sir Hilary Beckles; Governor General of Barbados, Dame Sandra Mason; Pro Vice-Chancellor and Principal Dr Luz Longworth; President of Dominica Sir Charles Savarin; Governor General of Antigua and Barbuda, Sir Rodney Williams; Chairman of Open Campus Council, Ambassador Dr June Soomer. Seated are Chancellor Robert Bermudez and Governor General of St Kitts and Nevis His Excellency Sir Tapley Seaton



Governor General of St Kitts and Nevis, His Excellency Sir Tapley Seaton (left) and Prime Minister, Dr the Honourable Timothy Harris (right) are flanked by graduating students from St Kitts and Nevis



Among the dignitaries were President of Dominica, His Excellency Charles Savarin (2nd left), and his wife; Governor General of Antigua and Barbuda, Sir Rodney Williams (3rd left). Prime Minister of St Kitts and Nevis, Dr the Honourable Timothy Harris is seated behind President Savarin



Valedictorian, Novenia Isaac delivering her speech

Scholarship Awardees 2018/2019

Name	Country	Type of Scholarship
Janvieve Pickett	British Virgin Islands	UWI American Foundation (AFUWI)
Darcie Simeon	Dominica	
Diana Edwards-Martin	Antigua	
Alana David	Grenada	
Kahalia Sampson	St. Vincent & the Grenadines	
Crystal Bynoe-Greaves	St. Vincent & the Grenadines	UWI Open
Novenia Isaac	Dominica	
Patrice Mattis	Bahamas	
Anita Mitchell	Denbigh, Jamaica	UWI Open/TM 2016/2017*
Raisa Alleyne	Dominica	UWI Open
Ezra Bastien	St. Lucia	
Jonathan Chalon	St. Lucia	
Dania Martelly	St. Lucia	UWI Open/TM 2017/2018*
Stephina Martin	Dominica	UWI Open
Nordia McKoy	Mona, Jamaica	
Keneshia Olliveire	St. Vincent & the Grenadines	
Catherine Remy	St. Lucia	
Toya Smith	St. Lucia	
Jamarl Alexander	St. Vincent & the Grenadines	UWI Open/TM 2018/2019*
Vinlyz Dailey	St. Lucia	UWI Open
Jamilla Guischart	Trinidad and Tobago	
Kenna Questelles George	St. Vincent & the Grenadines	UWI Toronto Gala
Nikessa Sorhaindo-Angol	Dominica	
Fearn Jno. Baptiste	Dominica	
Felecia Price	St. Lucia	
Irva Martineau	Grenada	
Dayna-Kay Johnson	SWTC, Jamaica	
Ruiz Philip-Thomas	Anguilla	
Howard Brown	May Pen, Jamaica	
Kristal Avril	St. Lucia	
Stacy-Ann Patel	Trinidad and Tobago	
Ariel Primus	Grenada	
Hyacinth Wickham-Robinson	Brown's Town, Jamaica	Vivienne Roberts

The UWI Open Campus Leadership Team Members



Professor Sir Hilary Beckles
Vice-Chancellor



Dr Luz Longworth
Pro Vice-Chancellor & Principal



Professor Julie Meeks
Deputy Principal



Mrs Karen Ford-Warner
Campus Registrar



Mrs Elaine Robinson
Chief Financial Officer (Ag.)



Dr Francis Severin
Director,
Open Campus Country Sites



Mrs Ceceile Minott
Head & Director,
Consortium for Social
Development and
Research (CSDR)



Mr Tommy Chen
Chief Information Officer,
Computing & Technology
Services (CATS)



Dr Denise Gaspard-Richards
Director,
Academic Programming
and Delivery Division (APAD)

The UWI Open Campus Leadership Team Members *cont'd*



Mr Eric Innocent Baron
Director,
Human Resources Management



Mrs Karen Lequay
University Librarian/
Campus Librarian



Mr Cleveland Sam
Manager,
Marketing & Communications



Dr Ngoni Chipere
Senior Planning and
Development Officer,
Planning and Institutional
Research (PAIR)

The UWI Open Campus Council 2018/2019

Open Campus Council Members for 2018/2019

Designation		Names
1	Chair	Ambassador Dr June Soomer
2	Vice-Chancellor	Professor Sir Hilary Beckles
3	Pro Vice-Chancellor and Campus Principal	Dr Luz Longworth
4	Deputy Campus Principal	Professor Julie Meeks
5	Campus Registrar	Mrs Karen Ford-Warner
6	University/Campus Librarian	Mrs Karen Lequay
7	Chief Information Officer	Mr Tommy Chen
8	Chief Financial Officer (Ag.) & Deputy University Bursar	Mrs Elaine Robinson
Representatives of Governments		
9	Representative of Government (Trinidad and Tobago)	Honourable Anthony Garcia
10	Representative of Government (Cayman Islands)	Mr Phillip Scott
11	Representative of Government (Virgin Islands)	Dr Marcia Potter
12	Representative of Government (Bermuda)	Dr Durand Green
13	Representative of Government (Dominica)	Mr Edgar Hunter
Chancellor's Appointees		
14	Chancellor's Appointee	Dr Robertine Chaderton
15	Chancellor's Appointee	Mrs Marion Bethel
16	Chancellor's Appointee	Dr Lennox Honychurch
17	Chancellor's Appointee	Mr Stanley Everton Reid (OBE)
18	Chancellor's Appointee	Mr Richard W. Duncan

The UWI Open Campus Heads of Country Sites and Departments

Office of the Principal

Mrs Wendy Nurse-Weekes	Executive Assistant
Dr Ngoni Chipere	Senior Planning and Development Officer Planning and Institutional Research
Mrs Susan Sarah Owen	Director, Continuing and Professional Education Unit
Ms Annesia Welsh	Head, Business Development Unit
Dr Emily Dick-Forde	Manager, Special Initiatives
Mrs Sandra Griffith-Carrington	Campus Officer of Alumni Relations

Office of the Deputy Principal

Ms Janet DeSouza	Administrative Officer
Dr Janetha Long	Programme Officer, Prior Learning Assessment
Dr Pamela Dottin	Quality Assurance Officer, OBUS

Library and Information Services

Ms Jo-Ann Granger	Senior Librarian
Ms Martina Mendoza	Librarian
Mr Selwyn Rodulfo	Liaison Librarian
Mrs Arlene Alleyne-Regis	Liaison Librarian
Mr Adrian Kellman	Librarian Resource Management

The UWI Open Campus: Heads of Country Sites and Departments *cont'd*

Office of Finance

Ms Janet Stoddart-Allen	Financial Manager, Jamaica
Ms Ann Marie Morrison	Financial Manager, Jamaica
Mrs Deborah Trotman	Financial Manager, Barbados
Ms Shelly-Ann Roberts	Financial Manager, Barbados
Mrs Cherry Renee	Financial Manager, Trinidad and Tobago

Academic Programming & Delivery Division (APAD)

Mrs Vivienne Harding	Head (Ag.), Course Development Department/ Programme Planning Department
Mrs Elia Grant-Fraser	Head (Ag.), Programme Delivery Department

Consortium for Social Development & Research (CSDR)

Mrs Ceceile Minott	Head, Caribbean Child Development Centre
Ms Cerita Buchanan	Head, Social Work Training & Research Centre
Ms Taitu Heron	Head, Women and Development Unit
Mr Donald Roberts	Head, Hugh Shearer Labour Studies Institute

Computer and Technology Services

Mr Reeve Ramharry	Systems Engineer
Mr Reiza Haniff	IT Security Specialist
Mr Derrick Thompson	Country Site Telecommunications Manager
Mr Randyll Pandohie	Enterprise Applications Support Manager

The UWI Open Campus: Heads of Country Sites and Departments *cont'd*

Office of the Director – Open Campus Country Sites

Dr Cheryl Sloley	Deputy Director
Dr Veronica Simon	Deputy Director (Ag.)

Registry

Mrs Gillian Holder	Senior Assistant Registrar, Assessment Awards & Records
Mrs Camille Charles	Assistant Registrar, Secretariat
Mrs Alecia Walters- Archie	Assistant Registrar, Student Support & Services
Mrs Keisha Campbell	Assistant Registrar (Ag.), Recruitment Admissions & Registration
Mrs Charlene Riley	Campus Records Manager

Human Resource Department

Mrs Germaine Alexander	Human Resource Officer
Dr Roger Nesbeth	Human Resource Officer
Ms Aisha Estwick	Human Resource Officer
Mr Ronnie Squires	Human Resource Officer

Open Campus Academy Of Sport

Mr Kervin Jean	Head
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Enterprise Resource Applications Unit

Mr Sunil Lackan	Chief Process Manager
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GRADUATION AND ENROLMENT STATISTICS

(as at October 28, 2019)

Figure 8. Graduates by age-range

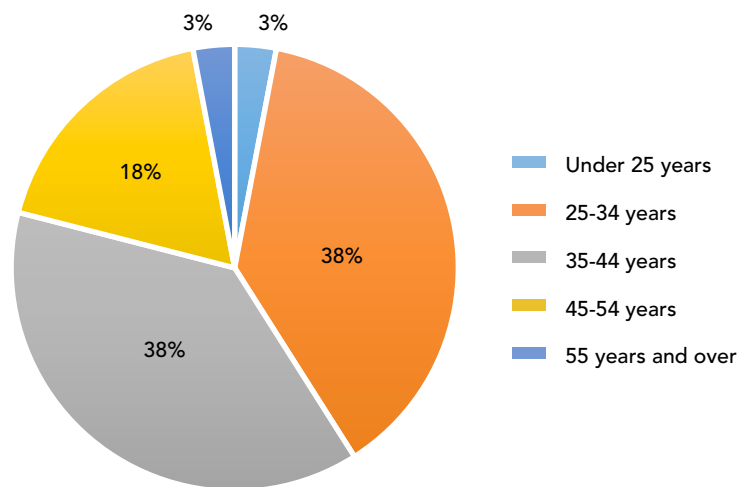
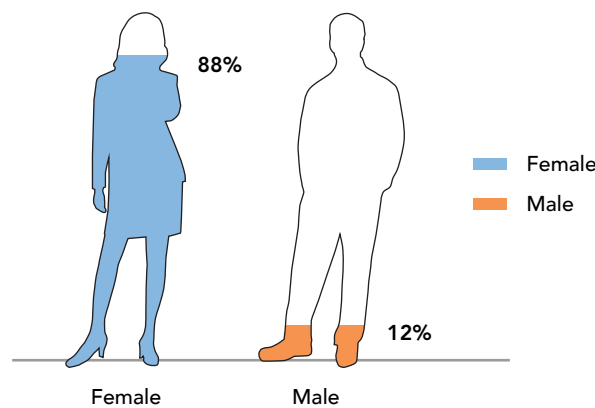


Figure 9. Graduates by gender



Graduation and Enrolment Statistics *cont'd*

Figure 10. Graduates by country

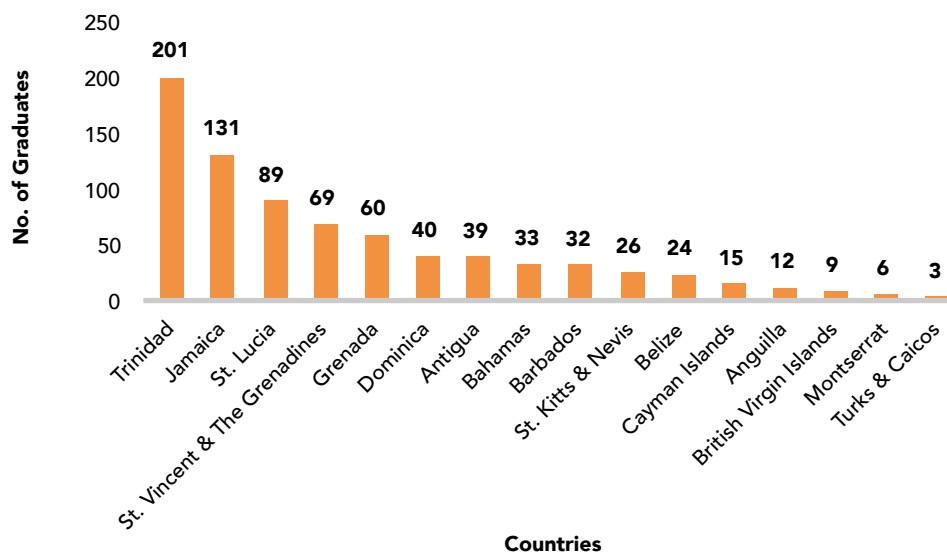
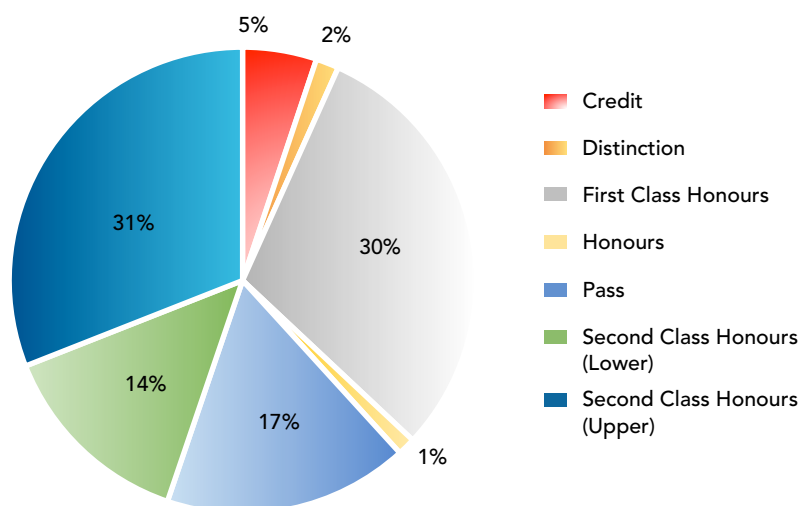


Figure 11. Graduates by level of Award (Undergraduates)



Graduation and Enrolment Statistics *cont'd*

Figure 12. Graduates by level of Award (Postgraduates)

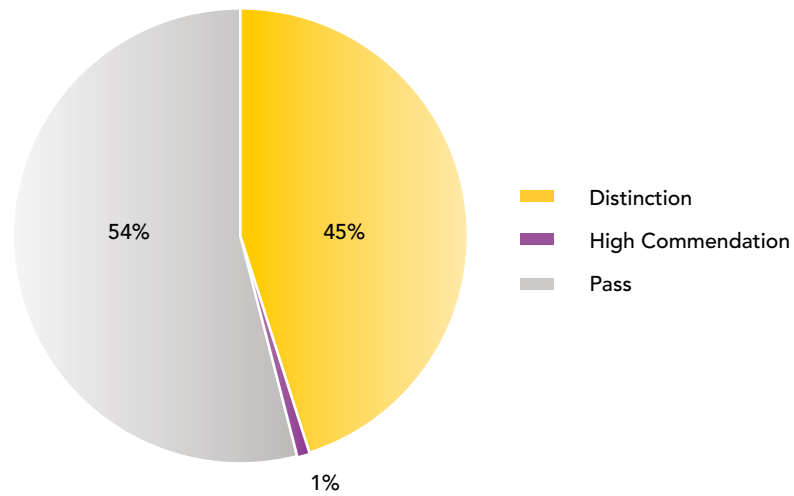
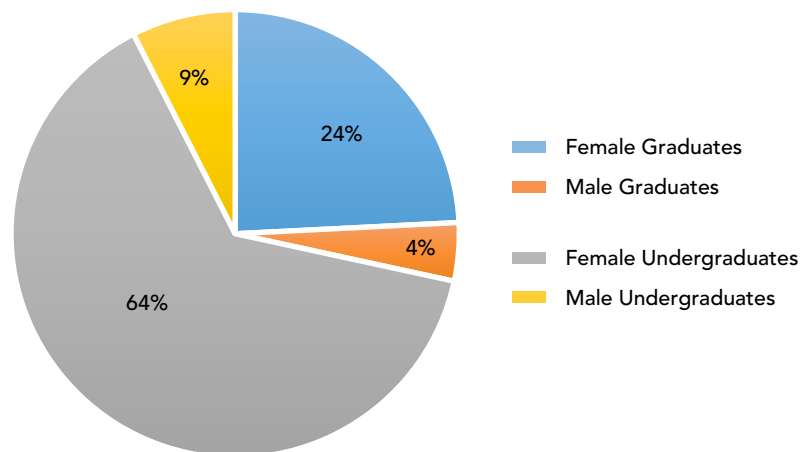


Figure 13. Graduates by programme level and gender



Graduation and Enrolment Statistics *cont'd*

Figure 14. Senate Approved programmes by age range and gender

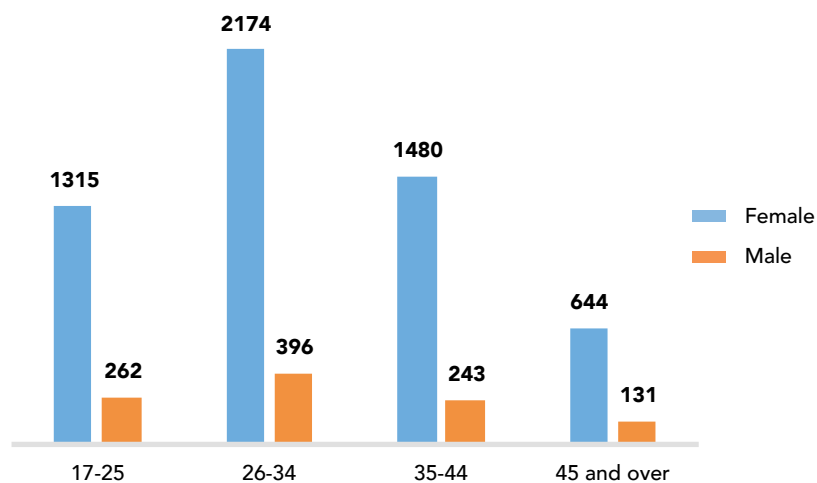
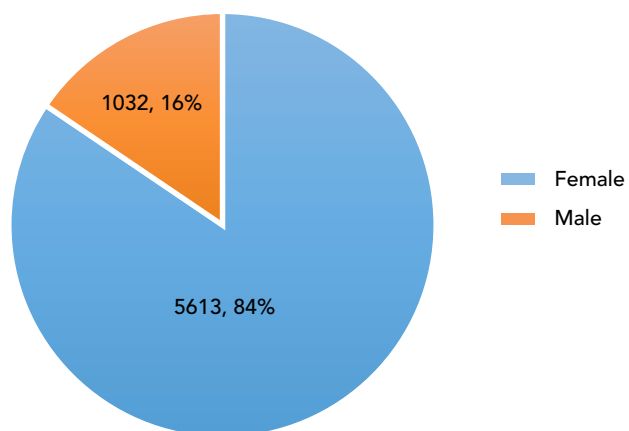


Figure 15. Senate Approved enrolment by gender



Graduation and Enrolment Statistics *cont'd*

Figure 16. Senate Approved enrolment by programme level and gender

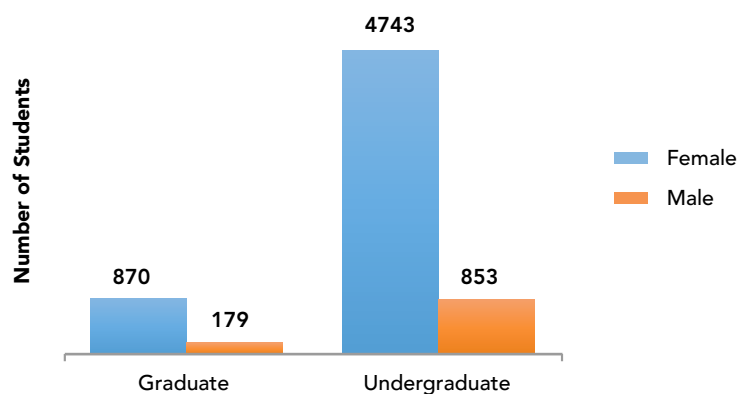
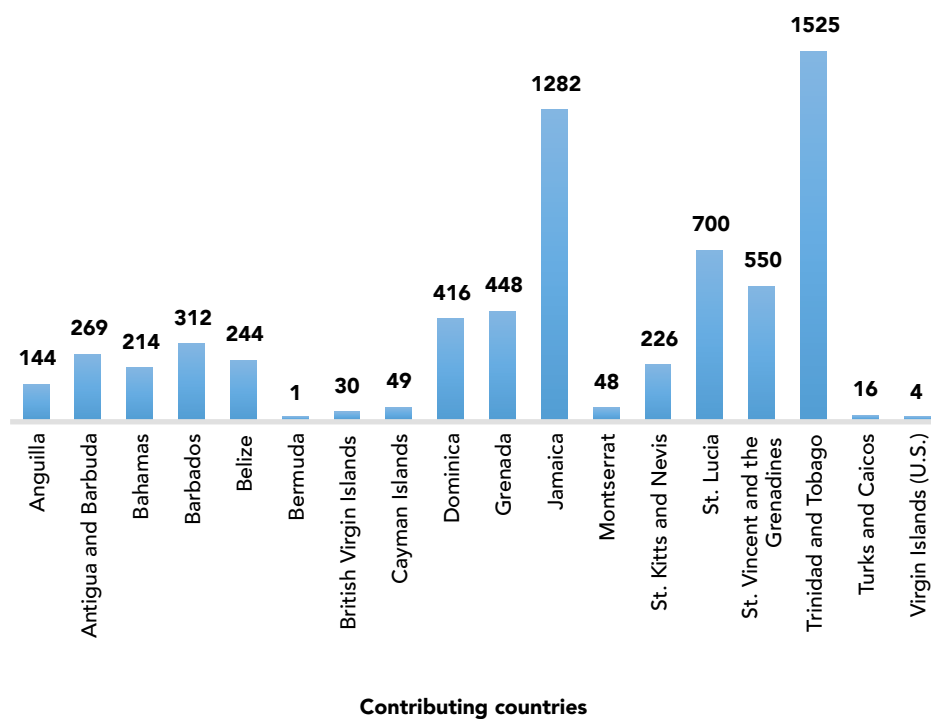
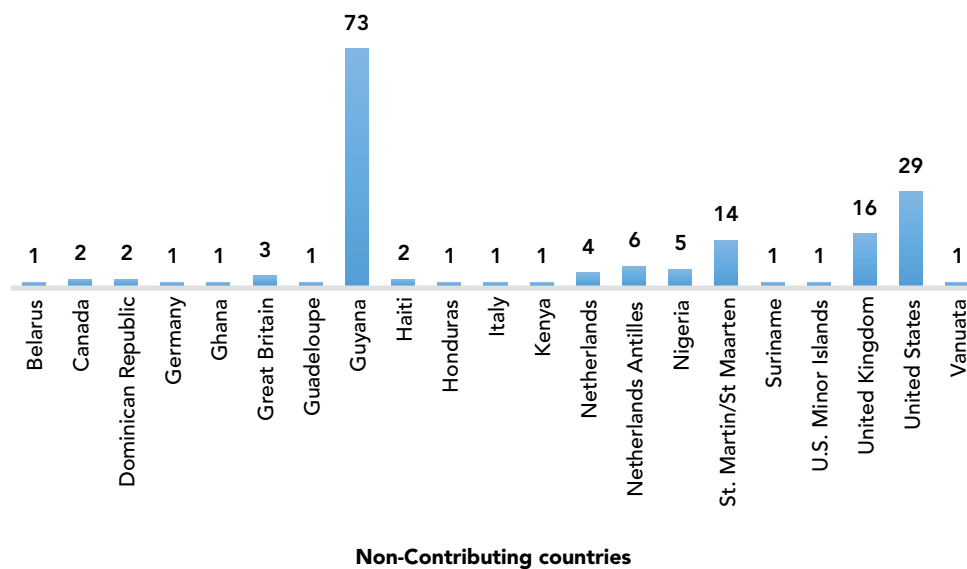


Figure 17. Senate Approved enrolment by citizenship (Contributing Countries)



Graduation and Enrolment Statistics *cont'd*

Figure 18. Senate Approved enrolment by citizenship (Non-Contributing Countries)



Staff Matters

NEW PERMANENT APPOINTMENTS

Ms Rushell Townsend

Secretary
Social Work Training and
Research Centre
CSDR
Jamaica

Mr Cleveland Sam

Marketing and
Communications Manager
Marketing and
Communications Department
Barbados

Ms Shereece Glasgow

Administrative Assistant
Marketing and
Communications Department
Barbados

Ms Paula Alleyne

Functional Analyst
Registry – Records and
Information Unit
Trinidad and Tobago

Ms Tracey Edwards

Project Manager
Computing and Technology
Service
Barbados

Ms Janiel Brown-Boyd

Programme Officer
Social Work Training and
Research Centre
Jamaica

Mr Kristyan Chance

Human Resource Officer
HR Operations
Trinidad and Tobago

Mr Clyde Miller

Senior Accounting Officer
Office of Finance
Jamaica

Mrs Felicia Robinson

Programme Officer
BOT, OCCS
Cayman Islands

Mr Donahue Gordon

Site Technician
OCCS – May Pen
Jamaica

Mr Javed Seaman

Site Technician
OCCS
Dominica

Mr Kervin Jean

Head
Open Campus
Academy of Sport
Trinidad and Tobago

Mrs Andrea Brown-Dennis

Senior Administrative Assistant
Office of the Deputy Principal
Jamaica

Ms Camielle Bariffe

Course Delivery Assistant
APAD
Jamaica

Dr Schuyler Esprit

Programme Officer
OCCS
Antigua & Barbuda

Mrs Sheryl Williams-Davis

Course Delivery Assistant
APAD
Jamaica

Mrs Zane Peters

Head
Antigua & Barbuda

PERMANENT APPOINTMENTS

Mr Omari Donkor

Office Attendant
OCCS, St. Augustine
Trinidad and Tobago

Ms Bernadette Tennant

Human Resource Assistant
Human Resource Department
Jamaica

Ms Whaheeda Irving

Human Resource Assistant
Human Resource Department
Jamaica

Ms Lianna Celestine

Course Delivery Assistant
Programme Delivery Department
APAD
St Augustine, Trinidad

Ms Crystal De-Riggs

Course Delivery Assistant
APAD
Grenada

APPOINTMENT OF STAFF – NEW POSTS

Ms Nesha Yearwood

Programme Officer
CPE Centre
Office of the Principal
Barbados

Ms Rebecca Ramtahal

Human Resource Assistant
HR Department,
St Augustine
Trinidad

Mr Alimayu Bowen

Learning Support Specialist
Programme Delivery Department,
APAD
Trinidad and Tobago

Ms Marcia Jones

Senior Administrative Assistant
Registry – AAR Department
Barbados

Ms Samantha Sparrock

Administrative Assistant
Registry – AAR Department
Barbados

Dr Denise Gaspard-Richards

Director of APAD
St. Augustine
Trinidad and Tobago

Ms Keisha Campbell

Assistant Registrar
Registry – RAR
Trinidad and Tobago

Ms Annalisia Doctor

Programme Officer
CPE Unit
Jamaica

Mrs Ernica Noel-Stapleton

Course Delivery Supervisor
APAD
Grenada

Ms Azaria Prescott

Administrative Assistant
OCCS
Pine, Barbados

Mr Sherwin Rollins

Programme Officer
OCCS
Pine, Barbados

Ms Janelle Pierre

Stenographer/Clerk II
APAD
Barbados

Mr Ryan Byer

Head of Site
OCCS
Pine, Barbados

Ms Kayon Dean

Programme Manager
APAD
Jamaica

Ms Shana Bradshaw

Administrative Assistant
APAD
Barbados

PROMOTIONS

Ms Asha Moore

from Student Administration
Assistant to Administrative
Assistant,
Registry – RAR
St Augustine, Trinidad

Mrs Salisha Alladin-Moonsammy

from Administrative Assistant to
Senior Administrative Assistant
Administration Department
St Augustine, Trinidad

Mrs Wendy Grandison

from Administrative Assistant to
Senior Administrative Assistant
Human Resource Department
St Augustine
Trinidad

Ms Annie Ramdath

from Accounting Assistant II to
Accounting Assistant III
Office of Finance
St. Augustine, Trinidad

Ms Gemma Alexander

from Library Assistant II to
Library Assistant III
OCLIS, San Fernando
St. Augustine, Trinidad

Mrs Shermana James-Elahie

from Administrative Assistant to
Senior Administrative Assistant
OCCS
Grenada

Mrs Elizabeth Margaret Roberts

from Library Assistant I
to Library Assistant III
OCCS – Grenada

Mrs Nylvae Woodley

from Clerical Assistant to
Administrative Assistant
OCCS – Montserrat

Ms Tanisha Todd

from Clerical Assistant to
Administrative Assistant
OCCS – BVI

TEMPORARY APPOINTMENTS

Mrs Liana McNicol
from Clerical Assistant
to Administrative
Assistant
OCLIS, St. Augustine
Trinidad and Tobago

Ms Jamie-Lee Rocke
Programme Coordinator
Business Development Unit
Office of the Principal
Barbados

Ms Jamie-Lee Rocke
Business Development Officer
Business Development Unit
Office of the Principal
Barbados

Ms Simin Dolphin
Research Officer
Planning &
Institutional Research
Office of the Principal
Barbados

Mr Kumar Hinds
IT Trainer
Computing and Technology
Service Department
Barbados

Ms Keira Kildare
Clerical Assistant
Office of the Campus Registrar
Jamaica

Ms Valerie Clare
Administrative Assistant
OCCS
Turks and Caicos

Ms Judean Blackwood
Clerical Assistant
OCCS – Camp Road
Jamaica

Ms Stephanie Forbes
Accounting Officer II
Office of Finance
Jamaica

Ms Crystal Gilchrist
Centre Administrator
(Contract Officer II)
EDRC – Trinidad & Tobago

Ms Mandisa Browne
Stenographer/Clerk III/II
Office of Finance
Barbados

Mrs Petrine Clarke-Whyte
Library Assistant
OCCS
St. Kitts & Nevis

Mr Everson Benjamin
Administrative Officer
OCCS
British Virgin Islands

Ms Leanna Harrow
Clerical Assistant
OCCS
St. Lucia

Mr Charles Springer
Stenographer/Clerk
OCCS – The Pine
Barbados

Mrs Shanique Latouche-Pierre
Clerical Assistant
OCCS
BVI

TRANSFERS

Mr Louis Boxill
from Support Specialist, PDD
to Web Content Coordinator
Marketing and Communications Department
Barbados

Dr Monica Masino
from Programme Officer
Programme Planning Department
to Programme Coordinator
Prior Learning Assessment Unit
Barbados

CONSULTANTS

Mrs Betty Lewis-Browne

Marketing Consultant
Office of the Pro Vice-Chancellor and Principal
Barbados

Dr Robertine Chaderton

Head (Ag.)
OCCS
St. Kitts and Nevis

END OF CONTRACT

Ms Janelle Johnson

Receptionist
OCCS – Camp Road
Jamaica

Ms Zane Peters

Head of Site
OCCS
Antigua & Barbuda

Ms Kisha Sawyers

Librarian
Caribbean Child Development Centre
OCLIS

Dr Barbara Rogers-Newbold

Head of Site
OCCS
Bahamas

RESIGNATIONS

Mrs Dorrett Stamp-Campbell

Administrative Assistant
OCCS – Junction Site
Jamaica

Dr Florence Gilzene-Cheese

Instructional Development Coordinator
APAD
Jamaica

Mr David Mayers

Programme Manager
Continuing and Professional Education
Cave Hill, Barbados

Ms Michelle Rochester

Stenographer/Clerk II
Registry – AAR
Barbados

Mr Nathan Didier

Site Technician
OCCS
Dominica

Ms Fayola Edwards

Senior Administrative Assistant
OCCS
Antigua and Barbuda

Mrs Felicia Robinson

Programme Officer
British Overseas Territories (BOT)
OCCS – Cayman Islands

Mrs Janet Stoddart-Allen

Financial Manager
Office of Finance
Jamaica

RETIREMENTS

Mr Michael Charles

General Maintenance Assistant
OCCS – Gordon Street
St. Augustine Site
Trinidad and Tobago

Mr Barry Bain

Storekeeper
Facilities Unit
OCCS – Gordon Street
Trinidad and Tobago

Mrs Imogene Williams

Administrative Officer
Social Work Training and Research
Centre, CSDR,
Jamaica

Mrs Indra Mohammed

Clerical Assistant II
OCCS San Fernando Site
Trinidad and Tobago

Ms Mary Davis

Executive Secretary
Hugh Shearer Labour
Studies Institute
CSDR, Jamaica

POST RETIREMENT CONTRACT

Ms Blossom Fagan

Chief Office Attendant
Open Learning Centre
Jamaica

Mrs Christine Steele

Clerical Assistant
Registry – AAR
St. Augustine
Trinidad and Tobago

Ms Mary Davis

Executive Secretary
Hugh Shearer Labour Studies
Institute, CSDR,
Jamaica

Ms Elaine Bolton

Office Manager
Open Learning Centre
Jamaica

Mrs Annette Griffith-Ackrill

Site Coordinator
Pre-University Centre
Trinidad and Tobago

NEW DESIGNATIONS

Mr Harold Antoine

from Report Writer/Developer to
Data Analyst/Modeller Computing
and Technology Services
St. Augustine,
Trinidad and Tobago

Mr Alpha De Bourgh

Library Attendant
OCLIS, St. Augustine
to UWI St. Augustine Campus

SABBATICAL LEAVE

Mrs Karen Lequay

Campus Librarian
OCLIS
Trinidad and Tobago

DEATH

Mrs Annmarie Scipio-Stroud

Clerical Assistant
OCCS – St. Augustine
Trinidad and Tobago

Publications 2018/2019

Book Chapters

Baksh, A., & Esprit, S. (2019). Teaching Edwidge Danticat's Krik? Krak! Through Global Learning Classrooms." In C.L. Joseph, Banerjee, S., Hobson, M. & Hoey, D. (Eds.), *Approaches to Teaching the Work of Edwidge Danticat* (pp.167-179). New York, NY: Routledge.

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Articles in Refereed Journals

Charles, C., & Roberts, D. (2019). The Impact of the Trump Presidency on the Commonwealth Caribbean. *The Round Table: The Commonwealth Journal of International Affairs*, May 24, 2019. DOI: 10.1080/00358533.2019.1618607

Phillip-Dowe, N., Thomas, N., Greenstein, L., Nicholson, B., & Paizee, D. (2018). (co-authors) *Caribbean Social Studies 2*. London: Harper Collins Publishers.

Phillip-Dowe, N., Thomas, N., Greenstein, L., Nicholson, B., & Paizee, D. (2018). (co-authors) *Caribbean Social Studies 3*. London: Harper Collins Publishers.

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Sam, C. (2019). The challenges and possible solutions of financing education in the Caribbean. *The Caribbean Educational Research Journal (CERJ)* 4 (2) 122- 138. Retrieved from [https://www.cavehill.uwi.edu/fhe/education/publications/past-issues/volume-4-number-2-september-2016/articles/10_cerj-vol4-no2-cleveland-sam-\(pp-122-138\)-full-t-en.aspx](https://www.cavehill.uwi.edu/fhe/education/publications/past-issues/volume-4-number-2-september-2016/articles/10_cerj-vol4-no2-cleveland-sam-(pp-122-138)-full-t-en.aspx).

Conference Presentations

Chipere, N. (2018). A collaborative project to increase youth employability in the Anglophone Caribbean. [Paper presentation]. Work-Integrated Learning – Cooperative Education Conference.

Gaspard-Richards, D. (2019, May). Understanding the Programme Architecture. [Paper presentation] The Commonwealth Higher Education Consortium for Youth Work Technical Workshop, University of Mauritius (via Zoom).

Guscott, K. (2018, November). Mobile Devices-Bridging the Digital Divide of Online Education. [Paper presentation]. Online Learning Consortium (OLC) Accelerate 2018 Conference, Orlando, Florida.

Orcutt, J. & Dringus, L. (2018, November). Pathways to Presence: Exploring Gender-based Differences in Establishing Teaching Presence in the Online Classroom: research highlights. [Paper presentation]. The Online Learning Consortium (OLC) Accelerate 2018 Conference, Orlando, Florida.

Sam, C. (2019). Teacher education for school improvement (Paper presentation). The Caribbean Union of Teachers Biennial Conference, Kingstown, St Vincent and the Grenadines.

Whiteman, L. (2019, April). Accessibility, Alignment & Agility of Early Childhood Online Teacher Education Programme in the Caribbean. [Paper presentation] World Forum on Early Childhood Care Conference – Session #46 Professional development Strategies for Effective training, Macau, China.

Technical Reports

Roberts, D., Marsh, L., & Smith, T. (2018). Technical Report on 'Flexible Work Arrangement in the Jamaican Public Sector'. Hugh Shearer Labour Studies Institute.

Roberts, D. (2019). *Country Report*. Report presented by the Minister of Labour and Social Security to the 108th session of the International Labour Conference, Geneva.

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Rocke, J. & Welsh, A. (2019). *Progress Reports on Transformational Leadership to Achieve The Sustainable Development Goals Course* submitted to PEMANDU, Malaysia.

Peer Reviews

Shirley, B. (February 2019). Reviewed the academic journal article entitled *Sexuality Education Training: Meeting the Educator Needs of HFLE Teachers in the Caribbean* published in the Caribbean Journal of Education School of Education, Mona Campus

Periodicals

Cassell, G. (2018). Joint Editor. 2018 Alliouagana Festival of the Word: Souvenir Booklet and Business Guide 2016-2018. Montserrat: Alliouagana Festival of the Word.

Shirley, Beverly. (2019, May). *Harnessing Human Capital To Develop Regional Communities: The UWI Open Campus United Against Crime*. Association of the Caribbean Commission of Police. 16th Annual Edition.



THE UNIVERSITY
OF THE
WEST INDIES
OPEN CAMPUS



THE UNIVERSITY
OF THE
WEST INDIES
OPEN CAMPUS