



The
University
of the West Indies
Annual Report
2011/2012

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of the West Indies
Annual Report
2011/2012

» *A Time of Opportunity*
A Time of Challenge



UWI

CAVE HILL | MONA | ST AUGUSTINE | OPEN CAMPUS

VISION



UWI

OUR MISSION

The mission of The University of the West Indies is to propel the economic, social, political and cultural development of West Indian society through teaching, research, innovation, advisory and community services and intellectual leadership.

OUR VISION

That the UWI is an innovative, internationally competitive, contemporary university, deeply rooted in the Caribbean, committed to creating the best possible future for all its stakeholders. It is the university of first choice for the region's students and talented academics. It provides a truly supportive environment that rewards excellence and it is agile enough to thrive in a dynamic global environment.

In striving to achieve this vision, the UWI committed itself to building excellence in the four core activities of the University, namely: teaching and learning; graduate studies; research and innovation; and outreach to underserved communities.

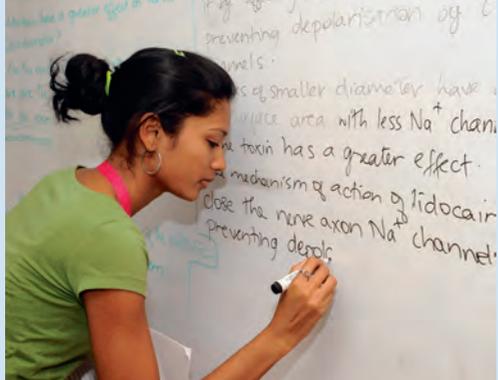
In addition, seven critical 'enablers' were identified which, if pursued, would facilitate the achievement of the University's strategic goals. These enablers are:

- Transformation of the administrative culture and processes
- Effective marketing and branding of the institution
- Funding the institution
- Strengthening regionalism
- Strengthening the national engagement process
- Leveraging international partnerships
- Fostering and maintaining the commitment and involvement of alumni

THE UPHILL STRIDE (STRATEGIC TRANSFORMATION FOR RELEVANCE, IMPACT, DISTINCTIVENESS AND EXCELLENCE)

Academic year 2011/2012 – the review period of this report – marked the final year of the 2007–2012 Strategic Plan and therefore offers an opportunity to assess the performance not only of this final year, but of the entire five-year period while pointing the way forward for the University's on-going journey in fulfilling its strategic mission.

The 'great' global recession and financial crisis of 2008–2012 negatively impacted the 2007–2012 Strategic Plan throughout its duration. Nevertheless, despite reduced resources, increased costs of inputs such as energy and labour and the internal challenges of coordination in what is a complex, regional organisation, the University of the West Indies was able to achieve, to a remarkable extent, its strategic objectives.



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Introduction

PROFESSOR E. NIGEL HARRIS, VICE-CHANCELLOR



No presentation about The University of the West Indies can ignore the profound challenges wrought upon us by the tumult of a global economic crisis and its adverse effects on Caribbean countries. Over the last few years, arrears in payments by governments to The University are in the tens of millions of dollars (US\$) and many hundreds of students at Mona in Jamaica have had to discontinue their studies because of their inability to pay fees. This is all the more disheartening because by US standards, annual student fees of US\$2,500 would be modest, but when one considers that this sum may be the equivalent of what some families make in a year, “modest” becomes “huge”. In the face of adversity, one can choose to curse one’s fate and submit, do nothing and drift into the abyss, or batten down the hatches and determinedly ride the waves. In our institution, we have taken the third option. In truth, there is no other option, because as an institution that has produced over 120,000 graduates who form the bulwark of leaders, managers and other “knowledgeable workers” in the post-colonial Caribbean, a UWI collapse would be a regional disaster.

In these times of global crisis and transformation, our approach across the regional enterprise is to take a structured, disciplined approach to address the crisis even as we work to expand the

value we bring to regional stakeholders and reach for broader partnerships in all parts of the world.

Our University’s goal is captured in the Strategic Vision of our 2012–2017 Plan:

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

Recognising that our last five-year Strategic Plan, while enabling many gains, suffered from a failure to mobilise sizeable numbers in our community, we determined this time to address that shortcoming, utilising “more digestible” presentations of the Plan (one-page summaries); devising an internal communication plan to better inform employees; convening leadership workshops that involved academic and non-academic administrators starting with the Executive Management Team and introducing a plan to identify and train advocates for transformation, termed the “change makers”. In this transformational effort we are building a platform for much greater leadership and staff engagement (Mr Will Iton, University Registrar, is coordinating these efforts). Guided by the Balanced Scorecard approach, each of the many units has been required to prepare Operational Plans with



a Time of Challenge

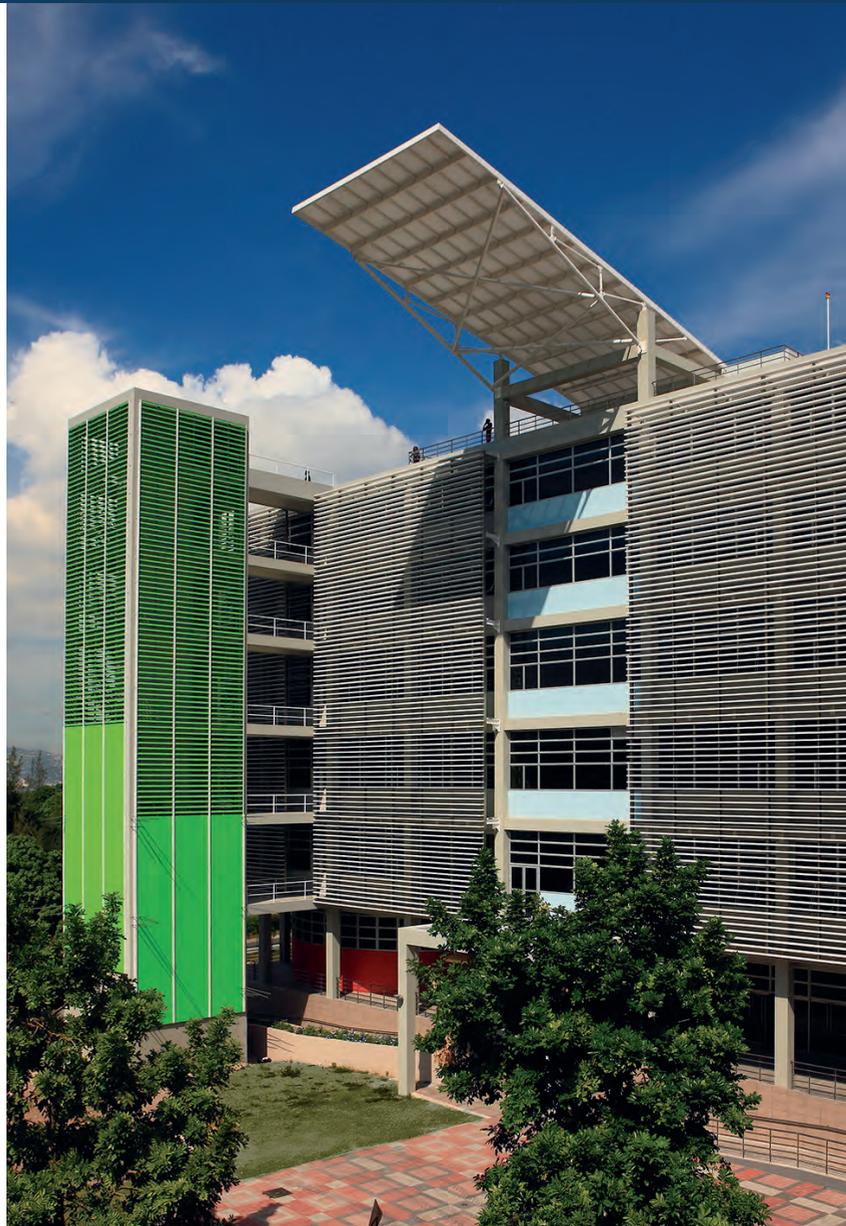


key deliverables and PVC Andrew Downes has provided stellar leadership in the preparation and implementation of the Plan.

Our need to expand our revenue well beyond that currently provided by governments is an imperative. Indeed, had we not embarked on diversifying our income streams through full fee paying postgraduate programmes (and select undergraduate programmes at Mona), aggressive pursuit of research funding, increased commercial activity and innovative approaches to financing capital projects, our position today might have been an even more difficult one.

Given the failure by many governments to pay their assessed contributions to the Open Campus, the promise of the future in Tertiary Education in the Caribbean has had to rely almost entirely on fees generated by its distance education programmes; but these revenues have not been sufficient to invest in the infrastructure and programmes necessary to reach the large number of persons who might benefit from this endeavour. Thanks to the stellar work of Principal Hazel Simmons-McDonald, we appear likely to get a significant CIDA grant that will enable investment in the expansion of Distance programmes and up-grade of some of the 46

The UWI has not taken these challenges passively and has responded in many ways to sustain itself and even grow in the midst of adversity



Above: New Hall of Residence, Cave Hill
Below: New Graduate Student's Accommodation, Mona
Right: New Medical Sciences Teaching & Research Complex, Mona



existing teaching sites distributed in all 16 contributing countries.

One of the ironies related to our finances vis-à-vis our governments is that a recent study by the West Indies Group of University Teachers (WIGUT) suggested that if one added up all the revenue that the University contributes to the Jamaican economy – fees from regional and international students, research grants, capital projects financed by non-governmental sources, taxes paid by staff, etc – these would exceed the financial support provided by the Government to The University. And the same is probably true for countries in which large campuses are present – Cave Hill and St Augustine.

One of the important initiatives captured in our Vision and Strategic Plan is strengthening our outreach to both the region and wider world. Thanks to the growing maturity of our Distance Education Programmes delivered through the Open Campus and fuelled by technologies that enable both on-line and interactive instruction by video conferencing, our campuses can reach much broader learning communities in the Caribbean and beyond. Hence, students anywhere can have access in their home countries to degree programmes offered by any of our campuses. Presently, we are exploring deeper linkages with community colleges and national universities in the region so that access to undergraduate and postgraduate degrees, certificates and diplomas, can be offered to UWI-12 countries and rural areas in Jamaica, Trinidad and Tobago and Barbados. Recently, we have begun exploring offering distance education programmes in Haiti, an initiative welcomed by the Haitian Government.

But our outreach extends well beyond the region. To ensure that efforts are robust, each of our residential campuses has created International Offices and in December 2012, a Central Office for Regional and International Affairs (CORIA) was established in the Vice-Chancellery. One

measure of our reach internationally is with respect to our success in winning several grants offered by the European Union to universities in ACP countries. To win these awards, we have variously partnered with 115 organisations from 50 different countries (this effort has been coordinated by PVC Professor Wayne Hunte). In the past year, one or other of our University's leaders has reached out to universities in Brazil, China, Japan, South Korea, India, the USA (we are building a significant engagement with the State University of New York system), Canada, and South Africa. The annual meeting of the Heads of Institutions of the Association of Commonwealth Universities (an organisation with 530 member universities) was held recently in the UWI Regional Headquarters Building at Mona in Jamaica. Multiple languages are offered on each of our campuses and both the Mona and Cave Hill Campuses have Confucius Centres sponsored by the Chinese government. The Japanese government has also donated a fully equipped language laboratory to the Mona Campus.

Adverse times can bring opportunities even in the midst of challenges. Our University has begun a journey of transformation that has endured despite the adversity of our times – a doubling of our undergraduate and graduate student numbers (from 22,000 to 47,000), infrastructural expansion on all campuses (possibly totalling in excess of 500,000 square feet of space), marked advances in ICT installations including library systems, expansion of our Distance Education programmes, an increase in international grant awards and more. In the next five years, we shall seek to deepen and strengthen those gains, diversifying our revenues, building our presence regionally and internationally, strengthening internal leadership and engendering greater engagement by our staff in the change process. In this way, we can keep sailing deftly in this tumultuous sea visited upon us by adverse economic times. **VC**



A LOOK BACK – 2011/2012

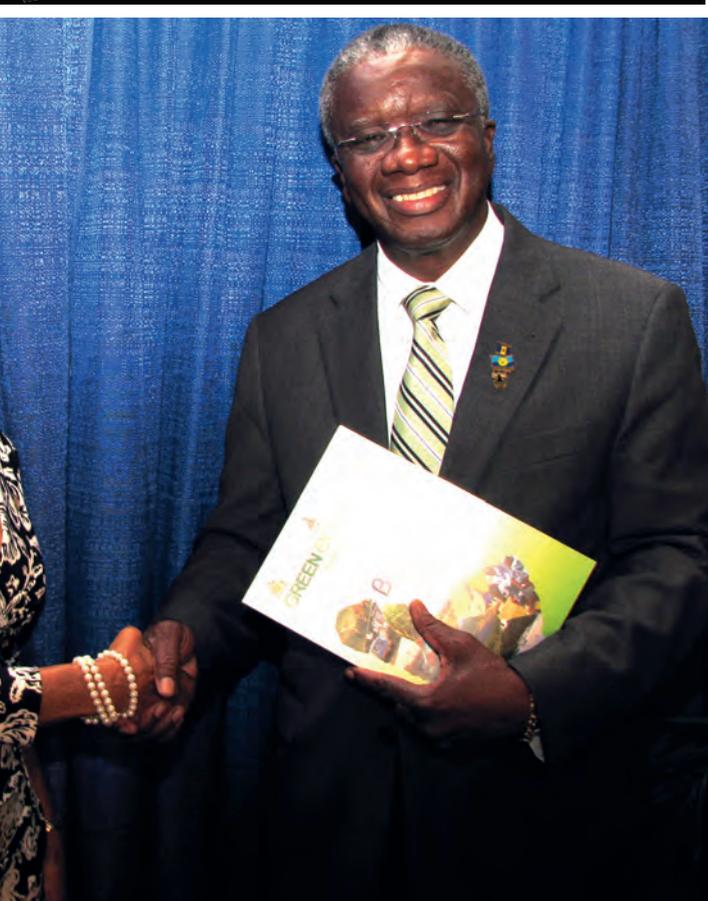
The **Cave Hill Campus** undertook a Green Economy Scoping Study for the government of Barbados, the first country in Latin America to have one done.

The **Mona Campus** was granted, with high commendation, institutional accreditation by the University Council of Jamaica, for the maximum period of seven years.

The **St Augustine Campus** staged several celebratory events (including tree-plantings) to mark the 50th Independence Anniversary of the Republic of Trinidad & Tobago.

The **Open Campus** participated for the first time in the UWI Inter-campus Staff Games, held at the Mona Campus, July 2012.







1. Teaching and Learning

Across all campuses, significant improvements were made in areas of curriculum renewal, teaching quality, e-learning and quality assurance. Focus continued to be placed on developing in students those attributes that would increase their readiness for employment upon graduation. Academic offerings were updated and made more attractive, in response to current market demands for skills-sets in a wide range of fields. A sampling of the new programmes introduced at the **Mona Campus** during the past academic year is indicative:

- MEd in Principalship

- MEd in Teaching with a Music Option
- MSc in Food and Agro-Processing Technology
- MSc in Medical Physics
- BSc in Development Studies
- MSc in Enterprise Risk Management (ERM)

Greater flexibility and programme diversity in terms of inter-departmental and cross-disciplinary programming were encouraged with a view to enhancing the employability of our graduates while maximising scarce resources – the aim being to move inexorably toward the concept of



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the ‘customised degree’. In the Faculty of Humanities and Education at Mona, for example, History majors can now pursue a minor in Law or in International Relations with the Faculty of Law and the Faculty of Social Sciences, respectively.

ENHANCING THE LEARNING EXPERIENCE

At **Mona**, the Faculty of Humanities & Education, with support from the Campus Principal, sponsored two key curriculum development initiatives that should have transformational value across the entire University. Concerned about the communicative competencies of our students and graduates, the Department of Language, Linguistics and Philosophy, put forward the “Communicative Competencies Proposal,” aimed at addressing this problem, for implementation during this academic year. Secondly, the Department of Modern Languages and Literatures’ initiative for students to select a foreign language course as an alternative Foundation Course gained approval, because of its significance for graduates who will operate and compete for jobs in multi-lingual global marketplaces. At **St Augustine** the entire undergraduate programme within the School of Science was reformed. The number of credits

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» enhancing the learning experience





required to graduate was reduced in all programmes. Part of the curriculum reform also involved the revamping of all level 1 courses. In the Science Faculties across the University, all 6-credits courses were reduced to more palatable 3 credit courses. The Faculty now requires a minimum of 33 credits for a major and 15 for a minor, and the number of credits required for graduation has moved from 101 to 93, in keeping with the requirements in other UWI Faculties.

STRENGTHENING THE ACADEMIC PRODUCT

Faculty members continued to take advantage of the in-house pedagogical certification programmes delivered by the Instructional Development Units (IDU), recently renamed *Centres of Excellence in Teaching and Learning*, such as the postgraduate Certificate in University Teaching & Learning (CUTL). At the **St Augustine Campus**, thirty staff members completed the CUTL in May 2012, bringing to 73 the total number who successfully completed the programme. The IDU conducted 39 workshops in the reporting year, attended by 899 participants – more than double the average number of participants over the previous four years; possibly, thanks to the heightened interest in the campus' Blended Learning Programme and in the development of individual research skills. All Faculties have put in place opportunities for reflective learning such as tutorials given either by peers or assigned tutors.

During the past academic year, the Faculty of Social Sciences at **Mona** took steps to ensure quality and consistency in the delivery of its programmes with the introduction of its Philosophy on Teaching, designed to promote an environment that fosters self-reflective teaching and learning. Also within that Faculty, an extensive process of curriculum review undertaken by the Department of Management Studies (DOMS, now the Mona School of Business and Manage-

ment), resulted in the department moving towards offering majors and minors, and away from its traditional 'specials' and 'options'. This development now provides students with greater flexibility in course selection, which will allow them a broader academic exposure.

NEW PROGRAMMES – CREATING THE IDEAL UWI GRADUATE

The **Open Campus** Country Sites (OCCS) offered new face-to-face courses in response to an increased demand for workforce development programmes as the financial crisis encouraged businesses and individuals to improve training prospects and re-tool. These took the form of custom-made training courses, workshops and seminars. With the strength of the UWI brand, organisations felt confident that the programmes offered by the Open Campus would serve their workforce well and have immediate practical results.

The Consortium for Social Development and Research of the Open Campus (CSDR) paid special attention during 2011/2012 to the underserved, emerging professions in youth work and early childhood development. Programmes such as the *BSc Youth Development Work* and the *BSc Early Childhood Development and Family Studies* were on offer to provide academic and professional development opportunities through innovative programme content at undergraduate level, tailored to meet the region's needs and aspirations. The multi-mode, multi-site delivery provided for expansion of access across all UWI-12 countries. Collaboration with regional governments and national training organisations in the development of the *BSc Youth Development Work* allowed for concurrent qualifications in youth work to be recognised throughout the region.

Second-Year MSc Aviation Management students in the Faculty of Social Sciences, **St Augustine Campus**, benefitted from a six-week



internship assignment, comprising a local component that was undertaken at Trinidad-based aviation-related organisations and a one-week study tour of aviation facilities in New York, in collaboration with the Vaughn College of Aeronautics.

UPGRADING PHYSICAL INFRASTRUCTURE

Among the various initiatives during the 2011/2012 academic year, aimed at improving teaching and learning and enhancing the overall student experience was the continued upgrading of Library facilities and services, the upgrade and expansion of student accommodation, facilities and services. The **Cave Hill Campus** and **Open Campus** benefitted from generous donations of land to enable expansion of facilities. Charles Edwin Edghill and Vanessa Ann Edghill of

Barbados, recognising the need for transitioning from sugar cane production to a diversified food sector, granted approximately 28 acres of agricultural land at Dukes Plantation, St Thomas to the **UWI Cave Hill Campus** to be used for educational purposes as a proposed Centre for the promotion of sustainable food production and agri-business. The Government of Grenada handed over approximately 88 acres of land in the Hope Estate area in Grenada to the University. The intention is that the **Open Campus** at the Marryshow House site will be relocated to Hope Estate. While Marryshow House will be retained as a satellite site, the Hope lands will be developed on a phased basis.

At the **Mona Campus**, the number of dedicated student spaces, including gazebos, seminar rooms, conference rooms and computer facilities, was further increased to encourage peer to



Above: New Hall of Residence, Mona
Below: New Medical Library, Mona
Top right: Medical Sciences Faculty, Cave Hill
Below right: Seminar room in new Medical Sciences Complex, Mona



peer sharing, studying and mingling and generally enhance student comfort.

The construction of 400 rooms for graduate and 600 rooms for undergraduate student housing has increased the campus' room stock by some 50%, significantly easing the housing shortage experienced by students of the Mona Campus. The newly completed 250,000 square feet Faculty of Medical Sciences Teaching and Research complex, boasts space for lecture theatres, laboratories, offices, meeting rooms and recreational areas, all designed for increased comfort for students and staff.

The major focus at the **St Augustine Campus** was on starting the UWI St Augustine South Campus – Penal/Debe project and on advancing work on the Teaching and Learning Complex project. In May 2012 it was announced that China Jiangsu International Economic Co-operation Corporation (CJI) had won the bid for the design/build of the UWI St Augustine, South Campus, Penal – Debe (Phase 1A). CJI identified three local firms – CO-RD Limited, CEP Limited and RAMPS Engineering Services Limited as the members of the Design/Build Project Team.

The Caribbean Institute of Media and Communication (CARIMAC) located at the **Mona Campus** continued to work towards the production of the type of graduate identified in the University's strategic plan as being "ideal." Consequently, the Institute's work in the delivery of technically qualified, career-ready graduates was supported by teaching and training to ensure that these graduates were also beneficiaries of the type of higher education that takes account of critical and analytical thinking and problem-solving skills. Programmatic changes undertaken by the Institute fully supported the University's Strategic Plan to undergo "fundamental qualitative and quantitative change, transforming itself into a truly 21st century higher education academy with a global reputation for excellence."

Significant progress was made during the year in

meeting these objectives. CARIMAC obtained approval for new undergraduate programmes even as it approached the final phase of the withdrawal of its traditional offering – a BA in Media and Communication Studies that was based on specialisations in six areas: Public Relations, Social Marketing, Multimedia, Radio, Television and Print. The approved programmatic changes took account of increasing convergence in media and communication services, since graduates with discrete skills were having limited marketability in a professional environment that demanded multi-skilled practitioners.

The Institute took in its first cohort for the BA in Integrated Marketing Communication in both the Kingston and the Western Jamaica campuses. It also took in a second cohort of its BA in Journalism, being offered only in Kingston. The first cohort of the BA in Digital Media Production completed its final year at the Western Jamaican campus.

The Institute also began work during the year on updating its MA in Communication Studies. Central to this was an examination of alternative methods for delivering the research component of the programme to take account of the changes taking place in media and communication platforms. The intention of the review was to ensure that the programme offered candidates attractive and relevant options in delivering research, while maintaining the required academic and professional standards required for the programme.

ICT AS AN ENABLER

Information & Communications Technology is now everywhere and affects all operations of the University. The cross-campus ICT teams have ensured a reliable and robust technical environment that is intellectually inspiring, academically challenging, welcoming, supportive, and conducive to positive personal growth for staff and students.



The technical enhancements for the single virtual university space (SVUS) continued with upgrade to the Student Portal and the completion of proof of concept for the Enterprise Identity Management (EIM) connecting to a single instance of Microsoft SharePoint which will allow collaboration and sharing of documents in the single virtual space. Microsoft sponsored a review of campus active directories and proposed options to consolidate.

Efforts to obtain grant funding on a phased basis for the SVUS continued with negotiations with the Caribbean Development Bank. The proposal was redrafted to include assisted technology for disabled students. The proposal was submitted and presented to the Connect Americas Summit held in Panama in July 2012. No further funding was received for the SVUS during the period but we remain optimistic.

Negotiations with Telecom providers to upgrade bandwidth to campuses continued. The graphical representation of the bandwidth trend from 2008 to 2012 is shown in Figure 1 below. Total bandwidth across the UWI (excluding the OC) moved from 128Mb in 2008 to 786Mb in 2012; an increase of more than six times over the period.

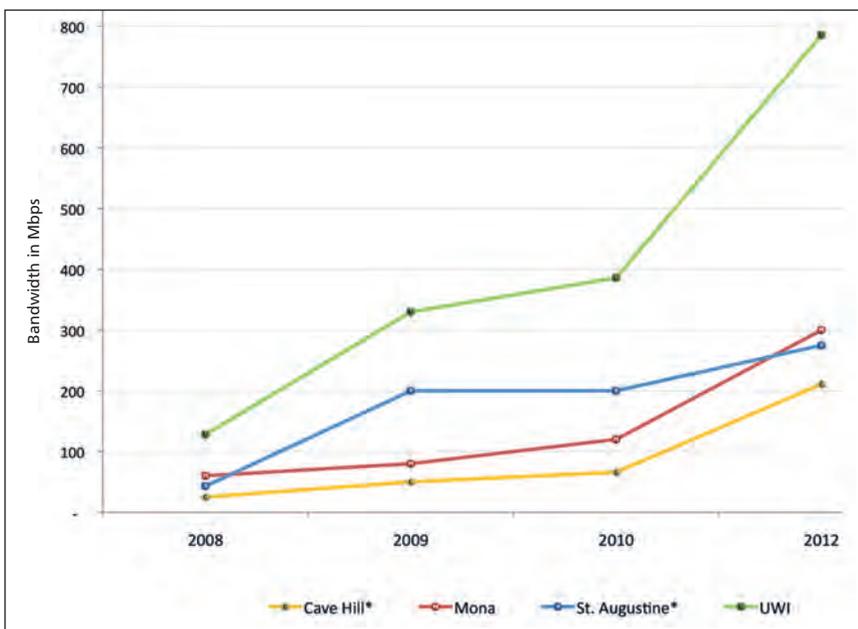


Figure 1: Total Bandwidth Trend Residential Campuses

During the 2011/2012 academic year the major focus of the cross-campus ICT team, led by University Chief Information Officer Mrs Brigitte Collins, was strategic planning and ICT governance issues. The ICT Team Retreat was held in November 2011 at the Cave Hill Campus. The meeting was in workshop format facilitated by Fujitsu consultant, John Slaytor. The outcome of the workshop was a draft ICT Strategic Plan which fed into the University Strategic Planning exercise as input from the cross-campus ICT team. The proposed ICT governance structure which gained approval of the University Executive Management in March 2012 was subsequently ratified by University Finance and General Purposes Committee in May.

EXPANDING ACCESS

One of the initiatives focussed on during the year was that of repurposing for online delivery some of the courses of excellent quality that have been developed by the **Open Campus** Country Sites so that they would be more widely available. Some sites have a wealth of courses that could be made available to other sites with fewer courses, as soon as they have gone through the

normal quality review processes. Central development and review of all such courses would make available to the OCCS a wider pool from which they could select for delivery based on demands in respective locations. For the period under review the sites offered numerous face-to-face (F2F) programmes at various levels: Further Education, Continuing Programmes, Externals and Pre University (CAPE, Pre-Science, Pre-Engineering, and Pre-Health).

There was a decline in enrolment numbers in Open Campus

face-to-face or continuing education programmes with only 17,848 persons registered during this period. This may be attributed to economic issues, especially with declining enrolment overall in Trinidad and in Jamaica. However, in the UWI-12 countries, more persons (3,873) pursued this option than last year (2,004). In the campus countries, 13,975 persons were enrolled in continuing education programmes compared to the previous year's enrolment of 17,152. On-line and blended enrolment programmes attracted 6,499 students this year, which shows a slight increase in persons interested in pursuing this option. Seven hundred and forty two (742) persons graduated from degree programmes in 2012, 83 with first-class honours, and 54 with graduate degrees.

During the months of July and August applications increased from 481 to 985 representing a 100 per cent increase over the period. The Continuing Programmes maintained their dominance in the portfolio of offerings at OCCS Trinidad and Tobago (OCCSTT), with 62 per cent of the student population opting for these skills-based courses. The offering of short devel-

opmental and professional courses at sites in the **Jamaica Western Region** generated sufficient income to offset day to day expenses of the sites. Of note, is the fact that the Montego Bay site reported a 125 per cent increase in enrolment over the previous year for local certificate programmes. The Brown's Town Site as well as the Ocho Rios Site also delivered six different ten-week professional courses: Capacity Building training for fisher-folk, the Supervisory Management Certificate, Marketing and Sales and Events Management.

During the review period the **Institute for Gender and Development Studies (IGDS)** continued to fulfil its mandate of Teaching, Research and Outreach within the University community as well as to the wider local, regional and international communities and in particular, to underserved communities. All Units of the IGDS continued to engage in undergraduate teaching, with students pursuing the diploma by distance, and degree programmes at the Mona Campus. The Mona Campus Unit (MCU) delivered 14 undergraduate courses to 1011 students pursuing IGDS courses in academic year 2011/2012. 140

Students from the University of Western Ontario, Canada, with NBU acting head, Ms Joan Cuffie (left)





new students (97 females and 43 males) were welcomed in August 2011, increasing the total number of students registered in the BSc programme in Gender and Development to 171. Internships were also organised by the MCU during summer 2011 for some IGDS students to enhance career-readiness. Additionally, students enrolled in the new final year course, GEND3032: Gender Climate Change and Disaster Risk Management in the Caribbean participated in short internships with eight institutional partners in the sector as part of their assignments.

At St Augustine a total of 672 students from various Faculties took courses taught at the IGDS while 200 students undertook courses offered by the Nita Barrow Unit at Cave Hill.

TRAINING IN THE MEDICAL SCIENCES

ACCREDITATION

The Medical Sciences Faculties at Mona, Cave Hill, St Augustine and the School of Clinical Medicine and Research in Nassau, undertook a comprehensive self-study of the undergraduate medical programmes (MB BS) in preparation for the second visit of the Caribbean Accreditation Authority for Medicine and other Health Professions (CAAM-HP). In March 2012, the Medical Faculties and clinical training sites were visited by an eight-member team. In June the University was informed that the Medical Programmes across the UWI campuses had been accredited for a further five year period to 2017. The School of Veterinary Medicine's accreditation was extended for an additional two years without the need for a site visit and the School of Dentistry's accreditation was extended for one additional year without the need for a site visit.

The Faculty continues to offer its students a quality experience, one that is internationally recognised, evident by the fact that the World Federation of Medical Education (WFME) has

now officially recognised the CAAM-HP. The School of Veterinary Medicine has begun the process of seeking accreditation by the AVMA (American Veterinary Medicine Association) and, should this be successful, the School will be in a better position to attract more international students.

At the **St Augustine Campus** the Students' Accommodation Facility at the San-Fernando General Hospital was officially opened by the Honourable Prime Minister, Kamla Persad-Bissessar, and has been providing much needed accommodation, lecture and study areas for students in clinical clerkships at San-Fernando General Hospital. An official sod-turning ceremony was held for the Students' Recreation Centre at Mt Hope and construction is in progress. The building is expected to be completed in the next academic year. Renovations began at the former El Dorado Girls' Youth Camp to accommodate the Academy of Nursing which will comprise the UWI School of Advanced Nursing Education (SANE) and the College of Science, Technology and the Applied Arts of Trinidad and Tobago (COSTAATT).

The Faculty has been allocated the entire second floor of the Chancery Lane complex in San-Fernando. The space is being outfitted by Austrian contractors and is estimated to be ready for occupation in the second half of the next academic year. At the School of Veterinary Medicine, the award of contracts was approved for the construction of new offices, a students' lounge (for students in Small Animal Medicine/Surgery clinical rotation) and the supply of Linatex padding for the equine recovery room.

The improved financial status of the Faculty has meant that several posts/vacancies were advertised and filled and staff members continue to access courses and workshops offered by the IDU, namely, CUTL, which augurs well for improvements in teaching and learning in the Faculty.



Training Health Professionals

with improved, modern equipment and facilities





NEW PROGRAMMES AT ST AUGUSTINE

Approvals were received for the following new programmes:

- BSc Nursing (generic)
- BSc Dental Hygiene/ Dental Therapy
- MSc Palliative Care
- Diploma HIV Management
- DM Otorhinolaryngology

The BSc Optometry was transferred from the then Faculty of Science and Agriculture to the Faculty of Medical Sciences.

A successful photo exhibition, 'Meds-Eye 2012', was held and gave a visual display of the teaching, learning and research at the Faculty.

In September 2011, the PhD in Public Health and Epidemiology officially began at the Faculty of Medical Sciences at **Cave Hill** and in May 2012, a thorough review of the first three years of delivery of the MPH programme was undertaken. The report of the external reviewer included a number of suggestions to be taken forward by the Faculty. In 2011 five students were awarded DM specialist degrees, three completed the Diploma in Family Medicine and two others were awarded the MSc in Family Medicine.

The Chronic Disease Research Centre (CDRC) continued its work through several programmes, including the Health of the Nation study, and expansion of the National registers. An agreement was also reached with *Sagicor Insurance Company* for funding to establish a Chair in Health Economics within the CDRC.

During the past academic year, members of the Faculty have joined researchers from Yale University, the University of Puerto Rico and the University of the Virgin Islands in a collaborative study to estimate the prevalence of known and potential risk factors associated with the development of chronic non-communicable diseases in the Eastern Caribbean. The project has attracted

a US\$5.3 million grant from the National Institute of Health with approximately US\$750,000 allocated to the Barbados component.

Work on the clinical teaching facilities at the old Nightingale Home, adjacent to the Queen Elizabeth Hospital is now nearing completion. The building includes space for an expanded modern library, seminar rooms and offices, a spacious students' lounge and a laboratory for training and assessment of basic clinical and surgical skills. Facilities for videoconferencing will be provided through collaboration with a group from the Toronto Sick Kids Hospital.

In February 2012, an International Colo-Rectal Conference was hosted by the Department of Surgery at the Queen Elizabeth Hospital with presentations by a hugely experienced international panel of experts from Europe and North America. Participants in the auditorium were able to view the surgical operations and to interact with the surgeons carrying out the procedures through live video streaming.

At the **Mona Campus**, student achievements during the academic year represented the best results ever had in the Faculty. Only four students of those who sat the final MBBS examinations in May/June 2012 were unsuccessful. There has been significant emphasis on research and innovation, and in the strengthening of the Research Resources Centre. The FMS/TMRI Research Fellowship programme has been beneficial to a number of academic staff.

The Faculty underwent two major exercises. The first was the Quality Assurance Review during December 2011 for the clinical medicine programme which covered years 3–5 for the MBBS programme, and for the DM programmes. Generally, the review found that the Faculty was meeting its set objectives and noted the high quality of the educational process. A few concerns were raised, particularly regarding the re-establishment of the Medical Educational



Unit, which will be of significant importance for staff development and which the Faculty will work at resolving during the next academic year. The second was the CAAM-HP accreditation of the MBBS programme conducted in March 2012, which saw the Faculty receiving a five year (2012–2017) accreditation. There were areas highlighted which required improvements and these will also be addressed in the near future.

RESEARCH

The number of research publications has improved. However, only 1.5 per capita of refereed papers per full-time staff has been published. Greater emphasis continued to be placed on encouraging publications within the Faculty. One way in which this has been achieved has been through the offering of financial support/scholarships for academics, as well as through emphasis on ensuring that staff joining the Faculty is research-oriented. The Clinical Research Fellowship established with the TMRI continues to be instrumental in this effort. The number of proposals to the UWI Ethics Committee has increased significantly. Commendations were extended to the Faculty of Medical Sciences for its extensive work in the UWI Research Day 2012 under the theme “Promoting Health and Wellness: The UWI Mona’s innovative approach”. Despite the many challenges, the Medical Sciences Faculty has remained the leader in research within the University.

QUALITY ASSURANCE

The **Office of the Board for Undergraduate Studies (OBUS)** continued, during 2011/2012, to pursue its three-pronged mandate: of policy creation, quality assurance and the preservation of regionalism. The Board’s policy emphasis during the academic year was on monitoring the curricula reform efforts initiated at the beginning of the 2007–2012 strategic planning cycle. In an effort to “close the loop” on curricula

reform implementation for the current strategic planning cycle, departments across the University were requested, at the beginning of the 2011/2012 year, to report comprehensively on the curricula reform activities undertaken throughout the planning period.

During the year, the Board considered reports from Deputy Principals on the level of adherence to this request for curricula reform on each of the UWI’s campuses. From these reports, the Board has been able to conclude that across the entire University considerable attention has been paid to reforming curricula to meet the UWI’s strategic objectives.

Other policy initiatives during the year included continued reform of the foundation course programme; the finalisation of plagiarism regulations, including development of a common plagiarism declaration statement for the University; and continued focus on monitoring and enhancing co-curricular offerings.

QUALITY EVALUATIONS

Quality evaluations (also referred to as quality audits) are a review of the procedures in place within each department to ensure and enhance quality, in support of the University’s initiatives. During the review period, the Quality Assurance Unit (QAU) organised seventeen disciplinary reviews and numerous quality evaluations.

During the year, a workshop on “Developing a Quality Assurance Handbook” was held for administrative assistants of departments, institutes and centres on the Cave Hill Campus.

The revamping of the QAU website continued. The new-look website, which was launched at the inter-campus meetings in January, was designed to facilitate greater access by the University and external communities to the work of the Unit.

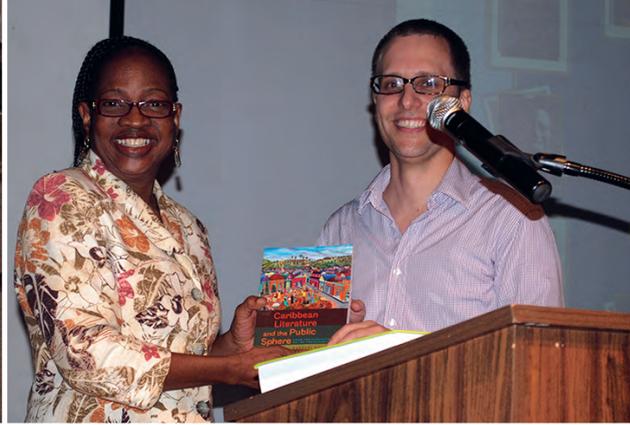
The proposal for the creation of a Vice-Chancel-

30th Anniversary West Indian Literature Conference

ST AUGUSTINE CAMPUS, 2011

THEME: "I DREAM TO CHANGE THE WORLD: LITERATURE AND SOCIAL TRANSFORMATION"







lor’s Award for Quality designed to recognise departments within the University which have shown a significant commitment to continuous improvement was approved by F&GPC and would be implemented beginning in the 2012–2013 academic year.

ACCREDITATION

Accreditation has become increasingly important in an environment in which the liberalisation and commercialisation of higher education, under the terms of the General Agreement on Trade in Services (GATS), have drastically changed the education landscape. Given the current competitive structure of the regional market for tertiary education, this development means that more than ever before, institutions of higher education will have to become more accountable to their various stakeholders.

At each meeting of the Board for Undergraduate Studies, updates were given on the progress of the campuses toward institutional accreditation. The **St Augustine Campus** was the first to achieve accreditation, in 2010. During the review year, the **Mona Campus** hosted a site visit from the University Council of Jamaica, and received a very favourable report from the visiting team. The campus was approved for institutional accreditation for the maximum possible period of seven years, becoming the first institution in Jamaica to be granted institutional accreditation from UCJ. The **Cave Hill Campus** completed its self-assessment report and submitted it to the Barbados Accreditation Council (BAC). The **Open Campus** has also submitted its self-assessment report for review by BAC. The St Augustine Campus continues to follow up on the recommendations arising from its successful institutional accreditation exercise.

In addition, the Caribbean Accreditation Authority in Medicine and other Health Professions (CAAM-HP) granted accreditation to the UWI’s medical programmes for a five-year period end-

ing in 2017. As mentioned earlier, accreditation for the School of Veterinary Medicine was extended for an additional two years and the School of Dentistry at St Augustine for one additional year. At the Faculty of Engineering, the MSc in Petroleum Engineering was re-accredited by the UK-based Institute of Materials, Minerals and Mining (IOM3) for a five-year period (2010–2014) and five programmes in the Department of Civil and Environmental Engineering were also accredited by the Joint Board of Moderators (JBM), UK (Institutions of Civil, Structural & Highway Engineers). The Mona School of Business (now Mona School of Business and Management) also received accreditation from the international Association of MBAs (AMBA), for achieving what AMBA describes as the highest standard in Postgraduate Business Education for its EMBA and MBA programmes. The Arthur Lok Jack Graduate School of Business, St Augustine, was awarded Institutional Accreditation by the Accreditation Council of Trinidad and Tobago (ACTT) in March, 2012 for the maximum period of seven years.

UNIVERSITY LIBRARIES

In support of the University’s strategic goals of ‘. . . developing the information literate and distinctive graduate, quality teaching, research and innovation. . .,’ the University Libraries accelerated its efforts to provide quality information services through the acquisition and expansion of access to electronic and print resources and the use of new and updated technology and software.

Despite the economic challenges being faced by the UWI, the Libraries continued to increase their provision of information resources in keeping with the needs and demands of the students and faculty. This was facilitated by the joint acquisition and sharing of resources where possible. During the year in review, the University Libraries jointly acquired approxi-



UWLinC portal – a single virtual library space

In pursuit of the goal of creating a single virtual library space across the entire UWI system to support teaching, learning and research, the University Libraries formally launched the new search and discovery tool, Primo, branded as UWLinC (UWI Libraries Information Connexion), to provide a single platform for accessing the information resources of all four campuses. This new portal offers patrons the facility of accessing and viewing the resources available through the online catalogues of each campus, anywhere, anytime. Also in an effort to modernise access to information, the St Augustine Campus acquired two new digital microfilm readers to facilitate additional uses of microfilmed information, including editing and emailing; as well as a planetary scanner to advance digitisation efforts. At Cave Hill, the upgrade of the ALEPH software was completed, enabling that campus to streamline access to UWLinC while the Law Library initiated steps to convert its catalogue to join the information network.



Get improved access to UWI's Library resources

UWLinC allows you to

- Search the catalogues of all four UWI Campuses
- Access all UWI subscribed databases, e-journals and e-books
- Get instant delivery of resources to your desktop
- Contact a Librarian for research assistance

Visit your library homepage to access **UWLinC** today 

UWI *linC*

UWI LIBRARIES' INFORMATION CONNEXION

a single virtual university library space





mately 10,000 e-Books and through negotiations with two vendors, provided University-wide access to all eBook titles purchased from those vendors by the individual campuses. One new electronic database (the IMF e-Library) was acquired by all four campuses of the UWI and another between Cave Hill's Law Library and St Augustine. Additionally, the UWI Libraries successfully negotiated a new three-year contract with IEEE for the IEL Library. This subscription is now jointly shared between the UWI Libraries and the University of Trinidad and Tobago, resulting in considerable savings for both the UWI and UTT.

The **St Augustine Campus** added seven new electronic resources to the Library's portfolio, 80% of which were acquired to support the campus' Law programme. The Mona Law Library was fortunate to receive a generous donation of books from the University of Alberta Library and a grant of US\$15,000.00 from the United States Embassy. The Mona Law Library was deemed ready to support the full LLB programme with the acquisition of key volumes, including back issues of The Hansards; bound volumes of Jamaican legislation; unreported judgements of the Supreme Court and Court of Appeal, 1980-2010; Halsburys Laws of England, 4th edition; and access to WestLaw and LexisNexis. Collectively, the four campuses now have access

to over 100,000 e-journals and a similar number of e-books.

Information Literacy (IL) continued to impact the teaching and learning process and student development as training was increased across the campuses by at least 40%. At Mona IL is now embedded in 44 courses. At St Augustine, an Information Literacy Coordinator was appointed to develop new products and systems for the delivery of IL.

With regard to physical facilities, the University Libraries continued to re-purpose spaces to accommodate the increasing user population. At the **Mona Campus**, five new open carrel reading spaces and a casual space in the MERIC Lab in the Main Library were made available for undergraduate students, while at the **Cave Hill Campus**, initial steps were taken to upgrade its holdings of assistive technologies and provide a private workspace for the visually challenged. In addition, a traffic counter was installed. This would provide a log that would be used to determine the actual number of users, providing empirical data for decision-making on hours of opening and other service requirements. At **St Augustine**, initial work began on repurposing staff spaces to make way for additional student facilities, while the **Open Campus** began the task of strengthening its physical sites. **VC**







2. Graduate Studies

Enrolment in graduate programmes continued its long-term increasing trend between academic years 2010/2011 and 2011/2012. The data suggest growth of about 10.5% at all campuses between the two academic years. An important contributor to this growth trend is an on-going increase in the number of new and attractive graduate programmes available at the University of the West Indies. It is the responsibility of the Board for Graduate Studies and Research to consider for approval new graduate programmes proposed by Faculties and to ensure that the proposed programmes fill a

regional capacity development need, are well integrated with existing programmes already delivered across the UWI, and can be delivered at the level of quality expected of the UWI. Twenty-one new graduate programmes were approved by the Board in 2011/2012 and are listed below on page thirty.

There are now about 370 taught graduate programmes identified as available on the books at the University of the West Indies. An important activity of the Board in the current academic year is therefore to compile all taught graduate programmes currently listed, and to assess their



activity status, current relevance and hence rationale for continuation.

TRENDS IN GRADUATE ENROLMENT AND SUPPORT

The growth in graduate enrolment is driven primarily by enrolment growth in taught graduate programmes, with growth in research degrees either remaining steady or increasing marginally in recent years. The consequence is that the percentage of graduate students registered in research degrees continues to decline slowly. The figure in 2009/2010 was about 19%, declining to about 16.7% in 2010/2011 and to about 15.8% in the 2011/2012 academic year. This trend emphasises the need for the University to increase its efforts to provide an enabling and supportive environment for its research students, through enhanced quality of supervision, enhanced scholarship support and consequently an increase in the percentage of research students who are full time, and through increased support to meet the costs of conducting student research projects. In this context, the decision of the University Bursar to substantially increase the UGC funds provided for University of the West Indies Graduate Student Scholarships and for support of Postgraduate Research, despite

- » An important contributor to this growth trend is an on-going increase in the number of new and attractive graduate programmes available at the University of the West Indies. . . . The growth in graduate enrolment is driven primarily by enrolment growth in taught graduate programmes, with growth in research degrees either remaining steady or increasing marginally in recent years.



New Graduate Programmes

Programme

Department/Faculty

CAVE HILL

Master of Science in Telecommunications	Department of Maths, Physics and Computer Sciences
Master of Science in Renewable Energy Management	Department of Maths, Physics and Computer Sciences
Master of Education (Science and Technology Education)	Faculty of Humanities and Education
Master of Education (Inclusive Practices for Special Needs Students)	Faculty of Humanities and Education
Master of Education (Educational Leadership)	Faculty of Humanities and Education
Master of Arts in Heritage Studies	Faculty of Humanities and Education
Diploma and Masters in Computing Innovation (with Streams in e-Business, Mobile Applications and Gaming)	Department of Maths, Physics and Computer Sciences
Diploma and Masters in Technology Entrepreneurship	Department of Maths, Physics and Computer Sciences
Master of Science in Computing Research	Department of Maths, Physics and Computer Sciences

MONA

Master of Science in Taxation	Department of Management Studies
Master of Science in Enterprise Risk Management	Mona School of Business
Master of Science in Food and Agro-Processing Technology	Faculty of Pure and Applied Sciences

ST AUGUSTINE

Diploma in the Management of HIV Infections	Department of Clinical Medical Sciences
Doctor of Medicine in Otorhinolaryngology	Department of Surgical Sciences
Master of Science in Palliative Care Medicine	Department of Clinical Medical Sciences
MPhil and PhD programmes in Human Ecology	Department of Agricultural Economics and Extension
Postgraduate Diploma in Authentic Business Education	Arthur Lok Jack Graduate School of Business
MPhil and PhD programmes in Project Management	Faculty of Social Sciences
Master of Education in Inclusive and Special Education	Faculty of Humanities and Education

OPEN CAMPUS

Master of Science in Public Sector Management
MPhil and PhD programmes in Cultural Studies



the current challenging financial environment, is deeply appreciated. The University has also adopted a policy whereby support for research students is being written into the budgets of the grants submitted to external donor agencies, particularly in the EU, Canada, the USA and Australia. Perhaps because of the increased scholarship support for research students, the percentage of research students who are full time is beginning to increase, the percentage of full-time being about 33% in 2009/2010, about 37% in 2010/2011 and about 42% in 2011/2012.

QUALITY ASSURANCE REVIEWS

An important role of the School for Graduate Studies and Research is to guarantee Quality Assurance with respect to graduate and research programmes at the UWI. The Quality Assurance Unit organised and coordinated the implementation of seventeen disciplinary reviews during the 2011/2012 academic year. These included reviews of departmental research and of taught graduate programmes in those disciplines/departments in which taught graduate programmes are offered. At Cave Hill, the discipline/departments reviewed were Sociology, Social Work, Mathematics, Spanish, and Government. At the Mona Campus, it was Chemistry, Mathematics, Philosophy, Clinical Medical Sciences, Library and Information Studies and at St Augustine, Sociology, Clinical Medical Sciences, Public Health and Primary Care, Psychology, Pharmacy, Veterinary Medicine.

An imperative for the Board in the current academic year will be to review the mechanisms for ensuring follow-up of the recommendations made with respect to research and graduate programmes, and also to ensure that appropriate action is taken in response to the recommendations where feasible. It will also be important for the Board to ensure that the new practice of including an assessment of departmental

research in all Quality Assurance Reviews continues to be adhered to.

INTER-CAMPUS AND INTERNATIONAL COLLABORATION

An important activity to facilitate coordination in graduate studies within and between campuses was operationalised in 2010/2011 and its development continued in 2011/2012. This is the **Graduate Studies and Research Information Portal (GRIP)**, which is designed to facilitate communication between staff and graduate students and among students, and includes a blog for them to share their experiences and concerns. The Office of the UWI Chief Information Officer is now leading this initiative and the phases currently under development are the Thesis and Progress Trackers.

Several activities to facilitate international and cross-campus collaboration were supported during the reporting period. Some of these were:

- Cross-campus meetings to develop projects for the EDULINK and IDRC funding programmes.
- Participation of UWI staff in the Research Management Benchmarking Exercise conducted by the Association of Commonwealth Universities.
- Meetings with international partners to develop proposals for the Intra-ACP and Erasmus Mundus and CARPIMS Mobility Schemes.
- Cross-campus participation in Renewable Energy Workshops.
- Participation of staff of the Tropical Medicine Research Institute from different campuses in the TMRI's Annual Scientific Conference.
- Participation of UWI staff in a Grantsmanship Training Workshop in Belgium, October 2011.
- Support to UWI research students for participation in the second Caribbean Meeting on



Sickle Cell in Guadeloupe (November 2011), and to receive training on haemorheology and micro-particle measurement as part of a collaborative project between scientists in Jamaica and Guadeloupe.

- Support for UWI staff to participate in a Conference entitled “Planet under Pressure” held in London, U.K., March 2012.
- Contribution towards the costs of hosting a SALISES Conference on Climate Change and Rural Resilience in Jamaica, May 2012.
- Subsistence for UWI persons attending the EDULINK II Information Session and Training Workshop held at the St Augustine Campus, May 2012.
- Support for UWI staff to participate in the Tenth Meeting of the Caribbean Fisheries Forum held in the Bahamas, March 2012.
- Support for participation of UWI research students in the International Communication Association Conference, Arizona, USA, May 2012.
- Support for UWI staff to participate in an International Conference on Renewable Energy in Mauritius, June 2012.
- Support for UWI staff to participate in the joint Caribbean Regional Fisheries Mechanism and Western Central Atlantic Fishery Commission Flying Fish Working Group Meeting held in St Vincent and the Grenadines, June 2012.
- Support for UWI staff to participate in the Association of Caribbean Higher Education Administrators (ACHEA) Conference held in Trinidad, July 2012.
- Contribution towards the cost of co-hosting, with the World Intellectual Property Organisation (WIPO), a Workshop on Management of Intellectual Property and Innovation Clusters held at St Augustine Campus, October 2011.
- Support for an external expert from the John Hopkins Bloomberg School of Public Health

Institutional Review Board to conduct a series of Workshops on Research Ethics at UWI, November 2011.

- Support for UWI staff to participate in the Association of Commonwealth Universities Research Management Conference held in Denmark, April 2012.

POLICIES AND PROCEDURES

The structures and procedures in the new Policy Paper entitled: *‘The University of the West Indies: Policy and Procedures on Research Ethics’*, have now been operationalised at Cave Hill and at Mona. Operationalisation at St Augustine is currently underway. Discussions continue within the Standing Committee on Ordinances and Regulations (SCOR), on drafting the regulations in support of the new *Policy on Graduate Student Plagiarism*. Preparation has begun on Policy Papers for Managing the Administration of Research Grants at UWI, for Technology Transfer at UWI, and for the Development of Spin-Off Companies at UWI. An important activity in the current academic year will be a renewed effort to disseminate and make stakeholders aware of all Policy Papers and Procedures approved by the Board for Graduate Studies and Research over the past decade, thereby increasing their operationalisation across all campuses.

IP PROTECTION AND TECHNOLOGY TRANSFER

The Office of Research continued to oversee the process of application for patent protection at UWI and to pay the maintenance costs of most UWI patents. The Coordinator for Innovation and Technology Transfer, jointly funded by the Office of Research and the Cave Hill Campus, continued to explore opportunities for commercialisation of UWI research products and activities, primarily at Cave Hill. The feasibility of establishing three spin-off companies has been assessed. These are: FITTHR Limited which



would offer comprehensive workplace wellness programmes and evidence-based solutions to the Health Care industry; 4R Limited which would offer services to industry clients in the management of research, analytics for research and resources for research; and Travellers Palm Inc. which, in collaboration with McGill University, would explore the feasibility of harvesting and processing Giant African Snails to be sold as edible export commodity, animal feed and fertiliser. In the 2012–2013 academic year, the Coordinator will visit all Principal Investigators holding patents at UWI, and will explore with them the feasibility of identifying venture capital for the commercialisation of their protected product or process.

An important initiative in the current academic year was the establishment of an Intellectual Property Management Unit in the Office of Research, and the appointment of a Manager of the Unit, based at the Mona Campus. The Manager will be responsible for improving the procedures for managing and commercialising intellectual property at UWI, and for developing the necessary policy frameworks to guide Technology Transfer and the establishment of spin-off companies.

MANAGEMENT OF CENTRES AND INSTITUTES

The Pro Vice-Chancellor (Research) continued to oversee the operations of Centre-funded Institutes and Centres on behalf of the Vice-Chancellor. An important initiative which began during the reporting period and which will continue into the current academic year is a review of the governance and management arrangements of all Centre-funded Institutes and Centres. The objective is to identify best practice and to make recommendations for change in response to this, where appropriate and feasible.

THE SIR ARTHUR LEWIS INSTITUTE OF SOCIAL AND ECONOMIC STUDIES (SALISES)

The mission of the Sir Arthur Lewis Institute of Social & Economic Studies (SALISES) is “to undertake high-quality research and graduate teaching in the areas of social and economic development policy, governance and public policy with special reference to small developing countries” and a major thrust of its vision is to become “an internationally renowned institution for development policy analysis”. The work of the SALISES, carried out in academic year 2011/2012, was in keeping with the mission and vision of the SALISES and with the core objectives of the University’s 2007–12 Strategic Plan.

This was a year of intensified outreach, engagement and research as the Fifty-Fifty project (launched in 2010) moved into high gear. Further research clusters were established during the 2011/2012 academic year, making a total of 17 such clusters, drawn from academics and practitioners across the Caribbean and internationally in order to implement the primary Fifty-Fifty objectives as well as to forge trans-disciplinary and interdisciplinary networks for further cooperation. Events continued apace in the academic year 2011/2012 with some twenty-one events. The Institute also prepared to host the major event in that series: the 13th annual SALISES conference, to be held early in the 2012/13 academic year on the theme *Critical Reflections in a Time of Uncertainty*. By the end of the 2011/2012 academic year, hundreds of papers had been received from countries around the world for this conference.

The 2011/2012 academic year was one of consolidation for SALISES as the proposals advanced in the 2010 SALISES Quality Assurance report were sought to be implemented throughout the UWI. One of the main conclusions coming out of that study was that the Institute should move away from a model which attempted to replicate the balance between teaching and research as



typically found in departments in the Faculty of Social Sciences and elsewhere and play firstly to its strengths in research and then specialist graduate teaching. To this end, three main thrusts were identified: the first, was the elaboration of a central SALISES research project; the second was the implementation of a curriculum reform exercise for advanced degrees; and the third was the restructuring of administration to enhance the research and teaching agendas.

The Institute also continued its scholarly and professional and outreach activity, which resulted in the publication of journal articles, technical reports and its three flagship journals (*Social and Economic Studies*, *Journal of Eastern Caribbean Studies* and the *Caribbean Dialogue*). The conduct of consulting and executive training programmes continued as also its public outreach activity.

SALISES staff members played a major role in the preparation of the 2012–2017 Strategic Plan, notable among whom were Dr Don Marshall, who served as Campus Coordinator for the Cave Hill Campus while Dr Jonathan Lashley held responsibility for elucidation of the Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis for the same campus.

It is the Institute’s intention to go even further, in the 2012/2013 academic year to continue the implementation of the recommendations of the Quality Assurance Review Team and to continue its teaching, scholarly and outreach activities. A retreat of all academic staff is planned for April 2013, in Barbados. The expected short-term research outputs of the 50-50 project include a commemorative conference volume, a number of edited collections based on specific themes and special fifty-fifty issues of the SALISES





journal *Social and Economic Studies*. Plans are also afoot to produce a film which will document the project and explore its critical themes. More mid-term benefits are expected to come from the sustenance and expansion of the research clusters and the identification of a SALISES research agenda which will form the basis of the Institute's work for the coming decade and beyond. Staff will also pursue major funding opportunities to help fund research activity directly and indirectly related to the 50-50 project.

STRATEGY APPRAISAL: CORE STRATEGIC FOCUS

TEACHING AND LEARNING AND GRADUATE STUDIES

Following a curriculum review in 2011, fellows from all three SALISES branches at Mona, St Augustine and Cave Hill, participated in preparing a new MSc in Development Studies to replace the old Master's programme, with its separate offerings in Economic Development Policy, Governance and Public Policy and Social Policy. The restructured programme is both a response to the Quality Assurance Review of 2010, which argued that the Institute must concentrate on its unique strengths in research as well as to fill a perceived need for the training of high-level interdisciplinary personnel who would play leading roles in transforming the regional public and private sectors. It is expected that the programme will be approved for possible delivery in 2013/2014.

The MSc Developmental Statistics continued to be delivered in the 2011/2012 academic year. The MPhil/PhD programme continued during the 2011/2012 academic year with new admissions on all three campuses. MPhil-PhD students continued to make strides by making seminar presentations, attending conferences and presenting papers there. There was one PhD graduate in the 2011/2012 academic year.

Following a decision to convert available administrative posts into funding for graduate research students at the thesis-writing stage, SALISES Mona in 2011 welcomed its three fully funded graduate students on scholarship.

The library collections of the Shridath Ramphal Centre and the Cave Shepherd Tourism Research and Documentation Centre were integrated with those of the SALISES' Audine Wilkinson Library, following the signing of an MOU by the three parties. This is in keeping with the recommendations contained in the Quality Assurance Report (2010)

RESEARCH AND INNOVATION

The SALISES research programme continued apace resulting in the publication of articles in regional and international journals and Technical Reports. These covered areas, all related to the Caribbean, such as climate change, tourism, crime and violence and migration. The Institute continued to work on major projects like the IDRC-funded ICURA project on *Managing Adaptation to Coastal Environmental Change: Canada and the Caribbean*, *The Barbados Country Assessment of Living Conditions* in association with the Caribbean Development Bank for the Government of Barbados, *A National Training Plan for Barbados* for the Technical and Vocational Education and Training Council, *The National Survey of the Small Business Sector in Barbados* for the Ministry of Economic Affairs, Empowerment, Trade, Industry and Commerce, and *The Executive Opinion Survey for the Global Competitiveness Index* for the World Economic Forum, Switzerland. SALISES also embarked on new projects: *Compete Caribbean: Strategies for Private Sector Development in Six OECS Countries* on contract by the Caribbean Development Bank (CDB) and funded by the IDB, DFID and CIDA and the *Microcredit to Microfinance* Project funded by CIBC First Caribbean International Bank. **VC**

August
20–24, 2012

The SALISES 50/50

The thirteenth Annual SALISES conference was held in Kingston, Jamaica from August 20–24, 2012. Dedicated to the fiftieth anniversary of the independence experience in the Commonwealth Caribbean, with Jamaica's independence on August 6th 1962 and Trinidad and Tobago's on August 31st, the conference was entitled Fifty-Fifty: Critical Reflections in a time of Uncertainty. Over three hundred papers, grouped into some seventy panels and round tables were presented over five days. Among the outstanding plenary speakers were Prime Minister of St Vincent and the Grenadines, Dr Ralph Gonsalves, Leader of the Jamaican Opposition, Andrew Holness, Jamaica's Minister of Finance, Dr Peter Phillips, British MP of Jamaican descent Diane Abbott, Governor of the Eastern Caribbean Central Bank, Sir Dwight Venner, UWI Professors Emeriti Norman Girvan and Selwyn Ryan and Professor Verene Shepherd. At the closing ceremony, Prime Minister of Jamaica The Hon Portia Simpson Miller, in her wide-ranging remarks, reaffirmed her Government's commitment to Caribbean regionalism and unity.

The Conference was not a stand-alone event, but the culmination of two years of intensive seminars, workshops, talks and conferences based on the dual themes of reflection on the successes and failures of the past fifty years and projections as to the possibilities and options for the Caribbean region in the next fifty. Activities ranged across the disciplines including educational reform, social policy, comparing the various development experiences in the region, regional integration, a Prime Ministerial series of lectures by former Jamaican Prime Ministers and a parallel series in Trinidad and Tobago, an entire conference on law and justice, alongside associated events at the University of London, Havana University, Florida International University and the University College of the Cayman Islands.

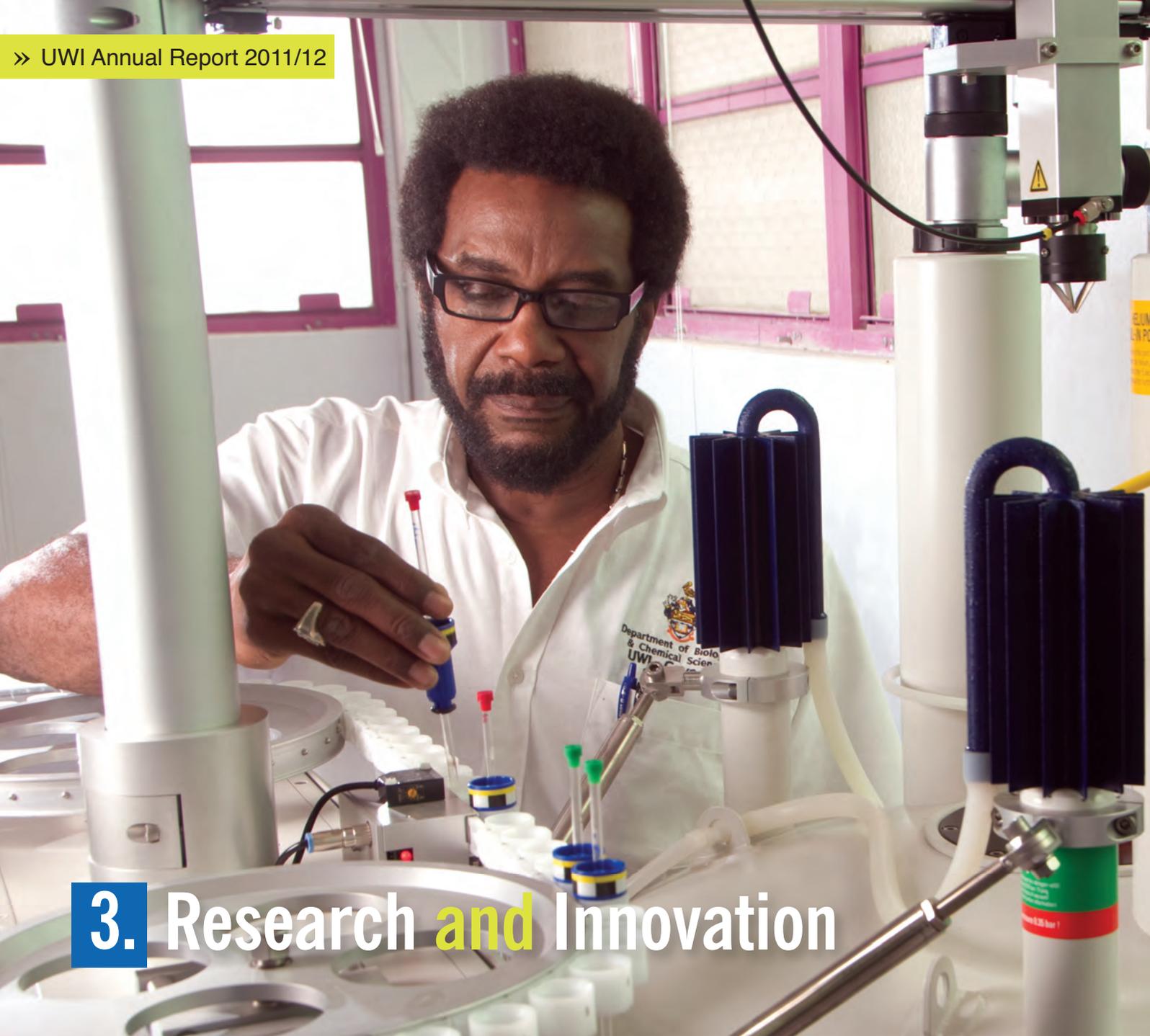


Fifty-Fifty: Critical Reflections in a time of Uncertainty

o Conference



time of Uncertainty



3. Research and Innovation

One of the key objectives of the 2007–2012 Strategic Plan was that the University of the West Indies should increase its international recognition as a centre of excellence in knowledge creation and innovation. Accordingly, this objective continued to be actively pursued as a high priority across the institution during 2011/2012. It is encouraging to know that the 2010 UNESCO World Science Report (http://publishing.unesco.org/sommaire.aspx?Code_Livre=4770) indicated that 71% of publications from the CARICOM area cited by the Web of Knowledge, the highly respected Thomson

Reuters ISI database, originate from the UWI. Our international reputation and impact, as well as our strategic position as the leading research institution in the region, will depend on the UWI maintaining a significant international presence in research.

The Faculty of Science and Technology at the **St Augustine Campus** was able to attract almost TT\$22 million in external research grants, the bulk coming from the Department of Life Sciences mainly in the areas of ecosystem services, disease management and biodiversity. The Faculty was able to win four out of eleven grants



from the UWI-Government Research and Development Impact Fund totalling \$4.3 million that were awarded to the St Augustine Campus.

Several members of staff or research clusters received awards during the academic year:

- Professor Dave Chadee: most outstanding researcher in the Faculty
- Department of Life Sciences: most productive research department
- Plant genetics/biotechnology group: Best research team in the faculty (led by Professor Umaharan)
- Improving the competitiveness of the anthurium industry: most impacting Campus research project (led by Professor Umaharan)
- Project for Ecosystem Services: most internationally successful campus research project (led by Professor Agard)
- NIHERST Professor Julian Kenny Gold award for Natural Science: Professor John Agard
- NIHERST Professor Julian Kenny Silver award for Natural Science: Professor Indar Ramnarine, Dr Indra Haraksingh, Dr Patrick Hosein
- NIHERST Junior Scientist Award: Ms Joanne Sewlal
- Dr Noel Kalicharan: National Award (Medal of Merit Gold) for excellence in education

» Our international reputation and impact, as well as our strategic position as the leading research institution in the region, will depend on the UWI maintaining a significant international presence in research.





Several new projects were initiated; they include:

- Impact of emissions from the Guanapo landfill
- Commercialisation of analytical services
- Evaluation of the economic value of the Caroni Swamp
- Development of an agriculture knowledge e-portal
- Dengue epidemiology and control
- Improving varieties/agronomy of anthuriums, hot peppers, bodi and blackeye beans
- Urban aquaculture and aquaponics
- Research on the valuation of ecosystem services
- Induced plant disease resistance
- Renewable energy technologies

The **St Augustine Campus** continues to offer tremendous support for staff members and students who are engaged in research. A combined sum of TT\$ 4.1M was granted to support 76 staff and 131 student research projects across all Faculties. Each group was allocated roughly half of the total amount. The UWI-Trinidad and Tobago Research and Development Impact (RDI) Fund awarded 11 research grants amounting to over TT\$9 Million for projects focussed on pressing problems affecting national and regional development.

During the last academic year, the **Mona Campus** secured approximately J\$143 million for new externally funded projects on a wide range of topics, including the development of a demonstration and training centre for high yield crops and training in advanced fruit and vegetable production technology; examination of the status of maternal, paternal, new-born and infant health and wellbeing; promoting marketing competitiveness and adaption to climate change; limestone forest conservation; the study of older persons, and studies on HIV and disabilities, to name a few.

KEY RESEARCH AND INNOVATION ADVANCED DURING 2011/2012

Continuing on the successes of the 2010/2011 academic year, faculty and students at Mona advanced key pieces of research and development – important innovations during 2011/2012. These include:

- Development of the Renewable Energy Driven Microcontroller Based fully Automated and Controlled Hydroponic Greenhouse System. This innovation, patent pending, is the brainchild of student Ewan Pitter and faculty Dr Paul Aiken from the Electronics Engineering Unit at Mona. The system aims to provide a viable solution to the pressing issue of land availability to meet



the ever growing food needs of an increasing population.

- Development of a Solar Panel Tester, courtesy of work undertaken by student Darrell Gordon, under the supervision of faculty Dr Paul Aiken. The result is a device that should prove critically important as we increasingly embrace solar power as an alternate renewable energy source. The plethora of solar panel technology currently used in developing these devices mean significant variation in performance, depending on the environment



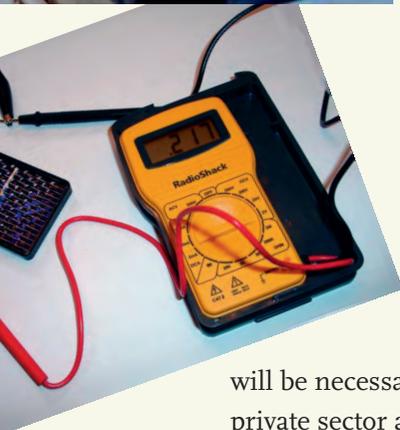
in which they are being used. Therefore, relying on manufacturer's performance measures, which are usually taken in conditions alien to ours, oftentimes result in customers being dissatisfied with the level of performance they see locally. The solar panel tester will accurately determine performance levels of these devices in local conditions, allowing suppliers and users to make the most appropriate investments to satisfactorily meet their specific power requirements.

- A study conducted by the Mona School of Business and Management in partnership with Solutions for Society, an emerging societal Think Tank, examined the economic potential for implementing a Mobile Financial Service System in Jamaica. Further work

framework for its broad-based introduction. The findings provided significant and compelling rationale for the likely benefits from the implementation of this system as an effective means of extending financial services to traditionally unbanked consumers, thereby driving financial inclusion, more efficient commerce, and, though indirectly, job creation and innovation through a more vibrant financial sector.

Some of the findings of the study were quite interesting and instructive:

- 34 percent of the adult population in Jamaica do not own bank accounts and must use cash and or the non-bank payment outlets at relatively high costs.
- Of the 66 percent that own bank accounts,



will be necessary with policy-makers, the private sector and multi-lateral agencies to develop a comprehensive guide that could help to determine the most appropriate

- only 12 percent own transactional accounts (money transfer accounts, checking accounts and credit cards).
- Therefore, over 80 percent of adult Jamaicans



have limited access to a low-cost, safe payments channel.

- Research being conducted by Dr André Coy of the Department of Physics on the project, “*Emulating Human Speech Recognition: A Scene Analysis Approach to Improving Robustness in Automatic Speech Recognition*,” seeks to address current limitations with Automatic Speech Recognition systems. The outcomes of this research present a systematic approach to the automatic recognition of speech signals from overlapping speakers using techniques inspired by what we know of human hearing. Experimental results prove that developing speech recognition systems that mimic human speech processing increases the robustness of these systems to noise, even when the noise is speech from other individuals.

The potential benefits of this new approach are tremendous as it would enable us to use automatic speech recognition to tackle real-world problems. Potential direct applications to the Jamaican society would include literacy education, for example developing an automated literacy tutor to make it possible to reach larger numbers of struggling readers with the individualised assistance they need, as well as providing assistive technologies for the disabled.

- The changing demographics of the Jamaican population bring into stark focus the importance of examining the issue of caring for an aging population. The work being undertaken by Professor Denise Eldemire-Shearer seeks to address the critical issue of identifying the gaps in the delivery of healthcare to older persons and developing possible solutions.

GREEN ECONOMY SCOPING STUDY

On March 28, 2012, the findings of the Green Economy Scoping Study were officially handed over to the Hon Freundel Stuart, Prime Minister of Barbados, by Deputy Principal, Professor

Eudine Barriteau, during the opening ceremony of the Caribbean Green Economy Forum held at the Almond Beach Village.

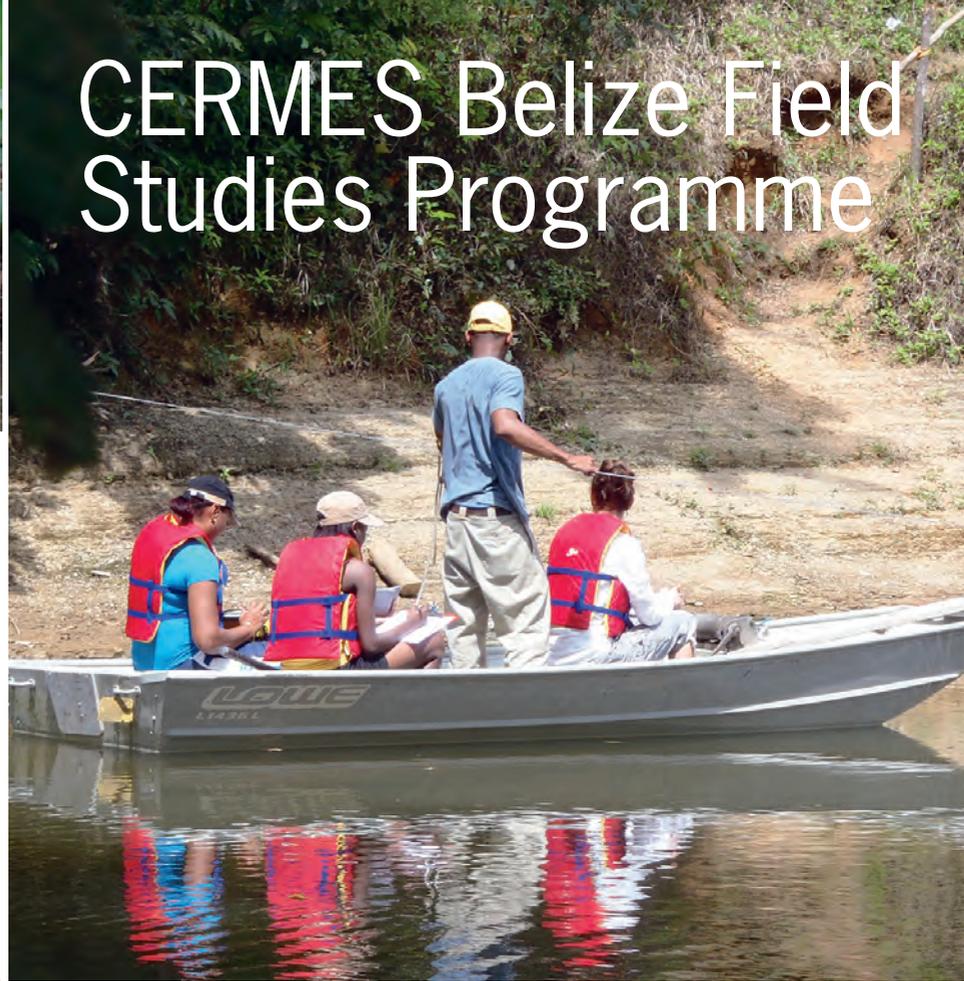
The Caribbean Green Economy Forum, a regional conference, was held jointly by UWI and the Government of Barbados in collaboration with the United Nations Environmental Programme (UNEP) in order to share the outputs of the Green Economy Scoping Study that had been completed for the Government of Barbados.

The objective of the study was a broad assessment of the key sectors: tourism, transportation, housing, agriculture and fishing, and consideration of the cross-cutting issues of energy, waste, water and land. Barbados has the distinction of becoming the first country in Latin America to undertake and complete a Green Economy Scoping Study (GESS).

The **St Augustine Campus** concentrated on putting in place support structures and improving access to funding in an effort to spur research and innovation and increasing the research output. The campus realised some success in transforming the research culture by fostering greater focus, relevance and impact as well as interdisciplinary research. In March of 2012, the St Augustine Campus launched the *UWI-Trinidad and Tobago Research and Development Impact Fund (RDI Fund)* which is specifically geared towards producing more relevant research by providing funding for projects that address pressing issues in six thematic areas: Climate Change and Environmental Issues, Crime, Violence and Citizen Security, Economic Diversification and Sector Competitiveness, Finance and Entrepreneurship, Public Health, and Technology and Society. The ability to commercialise the research conducted on the campus is being spearheaded by the new Office of Research Development and Knowledge Transfer (ORDKT), formerly the Business Development

CERMES Belize Field Studies Programme

The Field Studies Programme is a compulsory component of both the Water Resources Management Stream and Climate Change Stream in the Masters programme in Natural Resources Management offered by the Centre for Resource Management and Environmental Studies (CERMES) at Cave Hill. Since the Programme began in the 2005/06 academic year, CERMES graduate students have been going on the field trip to Belize every year in March–April.





Office (BDO). A combined sum of TT\$4.1M was granted to support 76 staff and 131 student research projects across all Faculties. The RDI Fund awarded 11 research grants amounting to over TT\$9 million.

REWARDING EXCELLENCE

The Principals of the Cave Hill, Mona and St Augustine Campuses each operate an incentive scheme to recognise and reward academic staff for achievements in research. Held under the theme, “Promoting Health and Wellness: UWI, Mona’s Innovative Approach”, the **Mona Campus** demonstrated the depth and potential far-reaching impact and application of its research works during Research Days 2012. The official launch of the Cardiac Surgery Simulator devel-

oped by Dr Paul Ramphal and Dr Daniel Coore held the spotlight, with kids and adults alike marvelling at the ingenuity and sophistication of the device.

UWI lecturers Dr Sharmella Roopchand-Martin and Dr Delroy Chevers were recognised for their excellence in teaching at this year’s UWI/Guardian Life Premium Teaching Award Ceremony held at the Mona Campus October 11, 2011. Lecturer in the Department of Sociology, Psychology and Social Work, Mona Marina Ramkinsoon, was given an honourable mention as a nominee for the award.

The UWI/Guardian Life Premium Teaching Awards alternate yearly with a Premium Teaching Lecture, and aim to enhance the teaching process at UWI while recognising the outstand-



Recipients of the Principal's Awards, Research Days, Mona, 2012



ing accomplishments of the academic staff. The Award is given at three of the four UWI campuses.

The **Cave Hill Campus** Research Days were held March 19–21, 2012, under the theme *Research for Development – Connecting with our Future Researchers*. The day's activities took the form of a series of "Future Researchers Workshops", mounted by the Faculties and the Institute for Gender & Development Studies. Sixth-formers from six secondary schools attended the workshops which showcased Cave Hill research of particular relevance to those preparing for CAPE examinations. Workshops included Culture, Caribbean Biodiversity, Immunology & HIV, Entrepreneurship, Gender and Caribbean Jurisprudence. Five persons were presented with the Principal's Award for Excellence 2011/12 at the Retiree and Staff Awards ceremony held on Saturday, December 8, 2012 at the Lloyd Erskine Sandiford Centre.

Recipients awarded for their outstanding work and sterling contribution to the Cave Hill Campus were: Economist and senior lecturer Dr Winston Moore; Dr Philmore Alleyne, Head of the Department of Management Studies; Dr Peter Adams, lecturer in family medicine; Ms Paula Jarvis and Ms Louisa Nurse. Drs Moore and Alleyne were recognised for outstanding research accomplishments while Dr Adams was honoured for his contribution to teaching and public service.

The Open Campus held its inaugural Principal's Awards in September, 2012 following the graduation ceremony. The Principal's Award for Excellence went to the Caribbean Child Development Centre (CCDC) for being the most Outstanding Department.

Additionally, since 1993 the Vice-Chancellor's Award for Excellence has been a much prized award system and motivation for the pursuit of excellence in various fields of endeavour.

Vice-Chancellor's Award for Excellence — 2012 —

The recipients of the Vice-Chancellor's Award for Excellence for 2011/2012 were:



DR GRACE SIRJU-CHARAN
Faculty of Science & Technology,
St Augustine Campus for
outstanding achievements in
Teaching



PROFESSOR EDDY VENTROSE
Faculty of Law, Cave Hill
Campus, for accomplishments
in Research



PROFESSOR MARK FIGUEROA
Faculty of Social Sciences, Mona
Campus, for outstanding Service
to the University Community



PROFESSOR ZULAIKA ALI
Faculty of Medical Sciences,
St Augustine Campus, for
outstanding Public Service



PROFESSOR HAZEL OXFENFORD
Centre for Resource Management
and Environmental Studies
(CERMES), Cave Hill for Research
and Public Service



RESEARCH FUNDING AND INTERNATIONAL PARTNERSHIPS

The University-wide system for informing potential UWI applicants of research funding opportunities, and for coordinating, selecting, facilitating and enhancing the quality of research proposals being prepared across the University for submission to external funding programmes, often in collaboration with partner universities, has been further developed and is increasing UWI's competitiveness for external research grants. Applications under most of these funding programmes are only considered if proposals are submitted by Consortia of Universities, with one

University as Lead and the others as Partners. This requirement has ensured that UWI now has numerous active international research partnerships. Currently, there are active research partnerships with about 45 different institutions in 35 countries spread across the Caribbean, Latin America, Canada, the USA, Europe, Africa and the Pacific. One consequence of this is that international recognition of UWI as the key research institution in the English-speaking Caribbean has significantly increased. A second consequence is that the partnerships offer capacity development opportunities for UWI staff, if Partners are well selected.

Research Projects funded with Grants

Some of the larger collaborative research grants coordinated through the Office of Research and won in 2011/2012 are provided below:

Name of Call: Research Initiative on Water Resources and Adaptation to Climate Change in Latin America and the Caribbean
Title of Proposal: Addressing Resource Adaptation in Water Management under Climate Change.
Lead Partner: The University of the West Indies
Partners: The University of Guyana, Guyana, Caribbean Community Climate Change Centre, Belize, and Caribbean Institute for Meteorology and Hydrology, Barbados.
Value: CA\$1.5 M.
Donor Agency: International Development Research Centre (IDRC)

Name of Call: ACP Caribbean & Pacific Research Programme for Sustainable Development
Title: The Application of Solar-powered Polymer Electrolyte Membrane (PEM) Electrolysers for the Sustainable Production of Hydrogen Gas as Fuel for Domestic Cooking
Lead Institution: The University of Technology, Jamaica
Partners: The University of the West Indies, Brunel University, Ministry of Energy and Mining, Jamaica, Bureau of Standards, Jamaica.
Value: €495,344.36
Donor requested: €421,042.70
Donor Agency: European Commission

Research Projects funded with Grants *(cont'd)*

Name of Call: **Participation for Governance in Food Security (FSTP)**
Title: Enhancing Food Security from the Fisheries Sector in the Caribbean: Building the Capacity of Regional and National Fisherfolk Organisation Networks to Participate in Fisheries Governance and Management
Lead Institution: Caribbean Natural Resources Institute (CANARI)
Partners: The University of the West Indies
Associate: Caribbean Regional Fisheries Mechanism
Value: €1,290,123.00
Donor requested: €1,032,099.00
Donor Agency: European Commission

Name of Call: **Intra-ACP Academic Mobility Scheme: Africa, the Caribbean and the Pacific**
Title: Caribbean-Pacific Island Mobility Scheme (CARPIMS II)
Lead Institution: The University of the West Indies
Partners: University of Porto (Technical Partner), The University of the South Pacific, Fiji Islands, Papua New Guinea University of Technology (UNITECH), Papua New Guinea, National University of Samoa, Samoa, National University of Timor Leste, Timor, Universidade da Paz, Timor Leste, University of Guyana, Guyana, University of Belize, Belize, Université D-Etat D'Haiti, Haiti, Instituto Tecnológico de Santa Domingo, Santo Domingo.
Value: €1,999,025.00
Donor Agency: European Commission

Name of Call: **Erasmus Mundus Action 2 – EACEA/42/11**
Title: ACDEMIC Networking, a Gateway for Learning Experiences (ANGLE)
Lead Institution: University of Porto
Partners: The University of the West Indies; Universidade Agostinho Neto, Angola; Université de Yaoundé I, Cameroon; Universidade de Cabo Verde, Cape Verde; Université Marien Ngouabi, Congo; University of South Pacific, Fiji; University of Nairobi, Kenya; Université d'Antananarivo, Madagascar; Universidade Pedagógica de Moçambique, Mozambique; Université Cheikh Anta Diop, Senegal; Universidade Nacional Timor Lorosa'e, Timor-Leste; Université de Liège, Belgium; Université de Lille, France; Georg-August Universität Göttingen, Germany; Rijksuniversiteit Groningen; Netherlands; Instituto Superior Técnico, Portugal; Universidade do Porto, Portugal; Universidad Complutense de Madrid, Spain; Universidad de Deusto, Spain; Universidad Politècnica de València, Spain
Value: €3M
Donor Agency: European Commission

Name of Call: **NIMHD Resource-Related Minority Health and Health Disparities Research (U24)**
Title: Eastern Caribbean Health Outcomes Research Network (ECHORN)
Lead Institution: Yale University
Partners: The University of the West Indies, The University of the Virgin Islands, and the University of Puerto Rico
Value: US\$1,037,294.00
Donor Agency: National Institutes of Health, USA



INSTITUTE FOR GENDER AND DEVELOPMENT STUDIES (IGDS)

During the year in review, the IGDS continued to engage in several dynamic research and outreach initiatives aimed at strengthening and expanding the breadth and scope of its local, regional and international research agendas.

The **Mona Campus Unit (MCU)** was involved in four main research projects: i) Gender, Sexuality and HIV/AIDS for the Ford Foundation- funded Sexual Safety Initiative Project (SSIP) at the Health Centre; ii) The two-year action-research project entitled 'Advancing Transformational Leadership for Gender Justice in the Caribbean' funded by UNDEF and UN Women, iii) Gender, Poverty and Leadership, a project funded by the Friedrich Ebert Stiftung resulting in the production of a technical report including a situation

analysis of 'Poverty and Leadership among Rural Women in Hanover and Westmoreland', iv) a research study on household workers entitled, 'A Situation analysis of Household Workers in Jamaica', funded by the ILO to support the Jamaica Household Workers Association's advocacy campaign for Jamaica's ratification of ILO Convention 189 re Decent Work for Domestic Workers adopted by the International Labour Conference in Geneva in June 2011.

The **Nita Barrow Unit (NBU)** at Cave Hill was also involved in two major projects over the period: Gender and Livelihood: The Socio-Economic Impact on Women who are Care-givers of Chronically Ill Children, which was completed in April 2012 and Teen Education and Sexuality in Barbados, which initially began with a pilot study in January 2012 and was then completed in July 2012. The Unit is also now



Clockwise from Left: Chancellor, Sir George Alleyne, greets the South African High Commissioner to Jamaica following his lecture: *Health de-gendered is Health denied*; Prof Verene Shepherd with Dr William Aiken who spoke at a seminar on *Why do Caribbean people run so fast?*; participants in the *Conversations on Independence series "Through Women's Eyes"*; celebrating women 'Kaiso Trailblazers' for their contribution to the calypso, chutney, zouk and soca music art forms.



conceptualising a project tentatively titled, *Women in the Caribbean Project 2 (WICP 2)*.

The **Regional Coordinating Unit (RCU)** continued to work on the CARIBSAVE project. The first draft of a gender analysis of national policies and plans related to fisheries, tourism, environmental management, marine protected areas, housing, disaster management, building codes and land use was submitted by Karen Small, the focal point person, early in the year.

The Unit also hosted a Technical Working Meeting of Experts on Gender and Climate Change funded by SEPHIS which took place from November 10–11, 2011. The meeting, which assembled a diverse group of climate change experts from across the South was attended by a multi-disciplinary group of participants coming from Guam, Suriname, Haiti, Grenada, Guyana, Barbados and Jamaica.

The RCU was successful in its bid for a project entitled, “Adolescent Dislocation in Jamaica: Causes and Costs of Dislocation at the Secondary Level”. Funded by the IADB, the research will be aimed at identifying the socio-economic cost to national development of school dislocation at the secondary level.

Work was also completed during the period under review on the partnership with OXFAM on the project entitled, “By the Sweat of Our Brows: Creating Gender Justice through Women’s Economic Leadership among Rural Jamaican Women.”

The RCU also continued institutional partnership with the Université Quisqueya in Haiti. The RCU conducted a review of text books used by CXC/CSEC and CAPE History students, to examine the extent to which their content supports issues of gender and gender relations raised by the various syllabi. The project, funded by UNFPA, was approached collaboratively, with involvement from the Caribbean Kunuku Collective.



Children's Water Vacation Camp 2011

At St Augustine, work continued on several projects including Building Responsive Policy: Gender, Sexual Culture and the implications for HIV & AIDS in the Caribbean, Breaking the Silence: A Multisectoral Approach to Preventing and Addressing Child Sexual Abuse in Trinidad and Tobago, Environment and Citizenship in the Caribbean, Gender Practices among African-Trinidadian Muslims, and Image and Iconography of the Caribbean. The Unit is also now involved in a two-year research project, funded by the IDRC, investigating global strategies for advancing democratic governance, women’s rights and gender equality in the Anglophone Caribbean.

The Children’s Water Vacation Camp 2011, a part of The Women Gender Water Network (IGDS/WGWN), won the Atlantic LNG CEO’s Sustainability Award in the category of Corporate Social Responsibility in April 2012. The IGDS/WGWN, Children Water Camps Programme 2012 was entitled “Water, Food and Me” in keeping with this year’s UN World Water Day focus on “Water and Food Security.” These camps were held for children between the ages of 7–12 in July and August 2012, in the urban community of East Port-of-Spain and rural communities of Matelot, Biche, Erin and Icacos.



THE TROPICAL MEDICINE RESEARCH INSTITUTE

A major research arm of the University is the Tropical Medicine Research Institute (TMRI) which comprises three units on the Mona Campus – the Epidemiology Research Unit (ERU), the Tropical Metabolism Research Unit (TMRU) and the Sickle Cell Unit (SCU) – and the Chronic Diseases Research Centre (CDRC), at the Cave Hill Campus. The goal of the TMRI is to conduct and disseminate high quality research that addresses regional and global health priorities. In addition, the Institute provides technical advice at several levels: to Caribbean Ministries of Health and Education; CARICOM Ministers of Health; the Pan American Health Organisation; the International Atomic Energy Agency; the Wellcome Trust and the UK Medical Research Council. With regard to quality assurance and benchmarking, the TMRI is appraised quinquennially by an external team supported by the UK Medical Research Council. Policy oversight is provided by the Board for Graduate Studies and Research.

ACADEMIC ACTIVITY

TMRI conducts Masters and doctoral programmes in Nutrition and Epidemiology. Training at post-doctoral level enables junior researchers to obtain the mentorship needed to develop into independent researchers. In collaboration with the Faculty of Medical Sciences, Mona, a fellowship programme facilitates two-year placements of Medical Sciences faculty in the TMRI. Faculty from the Departments of Child Health and Medicine, and the Anaesthesiology Section participated in the programme during the year under review. Short courses were offered in July 2012 on Basic and Advanced Research Skills, coordinated by Dr Novie Younger, ERU.

SIXTH BIENNIAL CENTRAL AMERICAN AND CARIBBEAN REGION OF THE INTERNATIONAL BIOMETRIC SOCIETY (IBS-RCAC) CONFERENCE

Dr Novie Younger and Ms Shelly McFarlane organised the Sixth Biennial Conference of IBS-RCAC which was held at the UWI Mona



Participants of the Health Systems Strengthening: Health Technology Assessment and Systematic Review Workshop held at the UWI Medical Library Hopwood Centre in March 2012.

Visitors' Lodge and Conference Centre, from 16–18 November 2011. The theme was *Why statistics? Impact and implications of statistics and statistical data analysis*. Participants came from the Bahamas, Canada, Colombia, Montserrat, Puerto Rico and Venezuela as well as Jamaica. The conference consisted of presentations and workshops on the use of three software packages; namely SPSS, Stata and R. The conference stimulated interest in the IBS in Jamaica and efforts are underway to expand membership and maintain collaboration on statistical methodology. To help achieve these aims the Local Organising Committee for the conference will host the Jamaica Statistics Symposium in 2013.

RESEARCH AND INNOVATION

Building Systematic Reviews Capacity

Significant progress was made during this year in building capacity in systematic reviews with the goal of becoming the Caribbean Cochrane Branch of the US Cochrane Centre (USCC) in 2013. This area is led by Damian Francis. A third systematic review methodologist was trained at the John's Hopkins Bloomberg School of Public Health through partnership with the USCC and a grant from PAHO CPC, adding to the group's capacity. Furthermore, Professor Ian Hambleton is a Cochrane Group editor, Dr Jennifer Knight-Madden published two Cochrane reviews this year and Dr Monika Asnani registered a title for review.

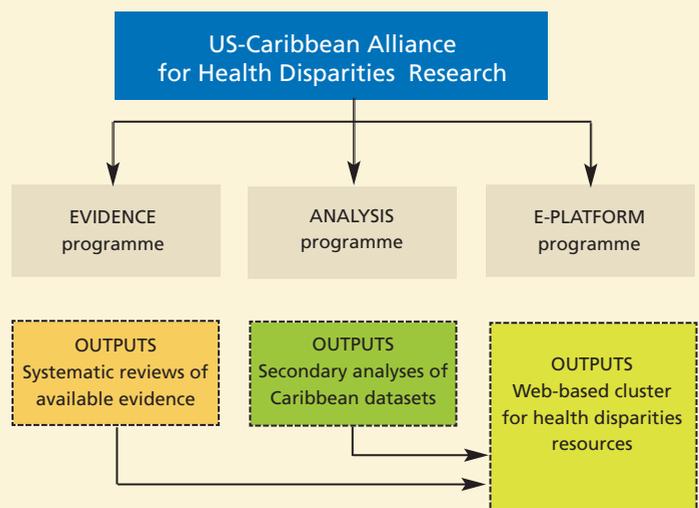
HEALTH SYSTEMS STRENGTHENING: HEALTH TECHNOLOGY ASSESSMENT AND SYSTEMATIC REVIEW WORKSHOP

In March 2012, in collaboration with external partners from the University of Ottawa, the USCC and the Canadian Institute of International Health, the systematic reviews team conducted a workshop on *Health Systems Strengthening: Health Technology Assessment and*

Systematic Reviews. Participants were introduced to Health Technology Assessment and the Cochrane Collaboration and conduct of systematic reviews for strengthening health systems and research capacity. The 35 workshop participants included policy makers, physicians, public health practitioners and researchers from 9 Caribbean territories including Guyana and Suriname.

THE US-CARIBBEAN ALLIANCE FOR HEALTH DISPARITIES RESEARCH

This collaboration was funded in September 2011 and is led by the Sullivan Alliance in partnership with the UWI (Vice-Chancellery and TMRI: Epidemiology Research Unit and the Chronic Disease Research Centre). The main goals are to evaluate health disparities within the Caribbean and between the region and specific African American groups. This body of work is based on review of pre-existing published work to determine disparities as well as information gaps through detailed scoping reviews; analyses of existing datasets of research conducted by the ERU and CDRC; and creation of an E-platform for information dissemination. The workplan has been structured into three work programmes, providing complementary project outputs:





The evidence and analysis programmes each feed information and outputs to the E-platform programme, which provides a web resource centre for disparities in Caribbean health and healthcare.

CLINICAL TRIALS IN SICKLE CELL DISEASE

The Sickle Cell Unit (SCU) has been collaborating with academic centres both intramurally and internationally as well as with industry to test the efficacy of new agents for the treatment of persons living with Sickle Cell Disease. The Clinical Trials Group of the Sickle Cell Research Unit in association with industry sponsors, Hemaquest Inc, successfully completed a Phase 1b Clinical Trial entitled *A Randomised, Double-blind, Placebo-controlled, Dose Escalation Study to Evaluate the Safety, Tolerability and Pharmacokinetics of HQK-1001 in Subjects with Sickle Cell Disease (SCD)* in the period under review. This agent belongs to a group called haemoglobin switching agents postulated to cause the body to produce haemoglobin F (fetal haemoglobin) and to stimulate red blood cell production. Higher fetal haemoglobin concentrations are associated with fewer complications attributable to the Sickle Cell Disease. The trial showed a dose-dependent increase in haemoglobin F and total haemoglobin with no significant toxicities at dose ranges between 10 to 30 mg/kg. Full details of the study are available in the publication Kutlar A, Ataga K, Reid M, et al. *A phase 1/2 trial of HQK-1001, an oral fetal globin inducer, in sickle cell disease. Am J Hematol.* 2012 Nov;87(11):1017-21. Professor Marvin Reid, the Principal Investigator for the Clinical Trials Group, SCU, attended an investigators meeting in December 2011 in San Diego to discuss these findings and develop additional trial protocols.

SIGNIFICANT STAFF ACHIEVEMENTS

Ms Shelly McFarlane, ERU, received the Award for the Most Relevant Research Paper and Most

Outstanding Oral Presentation: Ministry of Health Jamaica 2nd National Research Day, November 2011 for her paper on: *Body Mass Index (BMI) and Body Weight Perception in a Nationally Representative sample of 15–74 year old Jamaicans* and the David Picou Young Researcher Prize at the 57th Annual Conference of the Caribbean Health Research Council, April 2012 for a presentation entitled *Risk Behaviours and adolescent depression in Jamaica*.

Dr Trevor Ferguson, ERU, served as a Member of the National Non-Communicable Disease Committee and was elected as a Fellow of the American College of Physicians in November 2011.

Professor Anselm Hennis, CDRC, worked as an advisor to the Get the Message Campaign which played a major role in coordinating the involvement of regional NGOs in the United Nations High Level Meeting on Non Communicable Diseases. As such he attended planning meetings in New York, and later participated in PAHO meetings in Brasilia.

Dr Monika Parshad-Asnani, SCU, is the Caribbean Representative on the Worldwide Initiative on Social Studies in Haemoglobinopathies (WiSSH) and Honorary Secretary, Caribbean College of Family Physicians.

Four faculty in the Child Development Research Group, ERU, (Helen Baker-Henningham, Susan Chang-Lopez, Christine Powell, Susan Walker) were authors on paper 1 of the 2011 Lancet Series on Child development (*Inequality begins in early childhood: Risk and protective factors for early child development.* *The Lancet* 378: 1325-1328). Professor Susan Walker, the lead author, made the presentation on the series entitled “Making Early Childhood Interventions Effective” on behalf of the Global Child Development Group at the Launch of the Series at The World Bank, Washington D.C, September 26, 2011



CONTRIBUTION TO REGIONAL PROFESSIONAL SOCIETIES

Caribbean Endocrine Society (CARES)

Three TMRI faculty are members of the Caribbean Endocrine Society (CARES) Council: Michael Boyne (President), Marshall Tulloch-Reid (Vice-president) and Patrice Francis (floor member). The 5th Annual Scientific Meeting of the CARES was held in Ocho Rios, on March 30, 2012 and focussed on the theme “Endocrinology and Ageing”. The meeting was chaired by Dr Michael Boyne. The plenary speaker was Dr Anne Cappola (Department of Endocrinology, University of Pennsylvania) who discussed the development of frailty and its inflammatory and endocrine origins, and provided an update on relevant therapeutic options.

Caribbean Cytometry & Analytical Society

Professor Clive Landis is the founder and President and Dr Kim Quimby Curriculum coordinator of the Caribbean Cytometry & Analytical Society (CCAS) (www.caribcas.org). The aim of the society is to help raise antiretroviral drug treatment (ART) for HIV/AIDS patients and to help build laboratory infrastructure in the region. The major training vehicle is a CME accredited workshop that rotates between different islands; and is a cross-campus collaboration with Professor Bain in the Vice-Chancellor’s office, Jamaica. The 2012 workshop took place in Aruba, reaching the milestone of having trained more than 1,000 HIV/AIDS professionals from 23 Caribbean countries and territories.

Caribbean Network of Researchers on Sickle Cell Disease and Thalassemia

The Caribbean Network of Researchers on Sickle Cell Disease and Thalassemia (CAREST) was formally incorporated in 2012 with membership including experts in Sickle Cell Disease from several countries in the Caribbean region

(Bahamas, Barbados, Cuba, Dominica, Guadeloupe, French Guyana, Haiti, Jamaica, Martinique, Dominican Republic, Trinidad and Tobago). CAREST provides a framework for regional collaboration on Sickle Cell Disease. Professor Marvin Reid and Dr Jennifer Knight-Madden were elected to serve on the Board of Directors. Collaboration has already led to two papers in high impact journals and exchange of two doctoral students. Several SCU faculty made scientific presentations at the CAREST conference in Guadeloupe, November 2011.

The Chronic Disease Research Centre (CDRC) continues its work through several programmes, including the Health of the Nation Study, and expansion of the National registers. An agreement was also reached with Sagacor Insurance Company for funding to establish a Chair in Health Economics within the CDRC.

During the past academic year, members of the Faculty have joined researchers from Yale University, the University of Puerto Rico and the University of the Virgin Islands in a collaborative study to estimate the prevalence of known and potential risk factors associated with the development of chronic non-communicable diseases in the Eastern Caribbean. The project has attracted a US\$5.3 million grant from the National Institute of Health with approximately US\$750,000 allocated to the Barbados component.

The CDRC has a research capacity-building programme to implement cost-effective systems and procedures to facilitate good research practice. This programme aims to enhance research quality not only at the CDRC, but also at the Mona units of TMRI and to promote good research practice among the wider regional research community. In addition, the TMRI offers short courses in research skills, primarily through the ERU.



THE INSTITUTE OF CRIMINAL JUSTICE AND SECURITY (ICJS)

The Institute of Criminal Justice and Security (ICJS) is a unit of the Vice-Chancellery established in 2007 in response to a need identified by Caribbean leaders for a regional response to crime and security in the Caribbean. Currently, it is comprised of a Director, Professor Anthony Harriott, a Projects Officer, Miss Danielle Brown, and a Research/Administrative Assistant, Miss Julian Moore.

The ICJS aims to improve the human resource capacity in CARICOM member states for more effective law enforcement, security and justice through education and training and improved capabilities for research and policy support. Its objectives as such include: (a) expanding and strengthening teaching and learning programmes, especially programmes in criminology and security studies, and developing new ones to meet on-going needs of the law enforcement agencies; (b) developing a dynamic research agenda, empirically-oriented research programmes, and an environment that enables excellent research for effective policy formulation and implementation; and (c) expanding and strengthening outreach activities, including consultancy and policy advice, and a Think Tank or Policy Forum.

RESEARCH PROJECTS

Community Action Planning (CAP) Project (funded by the Jamaica Social Investment Fund [JSIF])

This involved the assessment of twelve Inner-City Basic Services for the Poor (ICBSP) communities. For each, a community report providing community specific analyses, baseline indicators, and a community action plan for crime and violence reduction was prepared. Initially scheduled to conclude in September 2011, revisions to deliverables number 4 and 5 delayed the completion of the CAP Project. On March 30, 2012, the final report was accepted.

The final report highlighted the important common features and significant differences among the community reports (deliverables nos. 1, 2 & 3). It also included an outline of the Monitoring and Evaluation Proposal (deliverable no. 4) as well as a summary of the Training and Capacity Building Plan (deliverable no. 5).

Youth Violence and Organised Crime in Jamaica: Causes and Counter-Measures (YVOC) Project (Funded by the International Development Research Centre [IDRC])

The Institute is presently in the final stages of the YVOC Project. A technical progress report was submitted October 03, 2011 and accepted October 24, 2011. Though affected by the eruptions of violence in the communities of study and the difficulties in reaching target groups, it is expected that the final technical report will be submitted on schedule on October 24, 2012.

Guided by participatory learning and action qualitative methodology, the final technical report will discuss the nature of the relationship between youth violence and organised crime. In particular, the role of women will be highlighted. Additionally, interventions and strategies proven effective in mitigating youth violence will be documented for future policies and practices.

CONFERENCES AND MEETINGS

In March 2012, the ICJS participated in the first official meeting of the Gang Consortium, a research grouping purposed to (a) develop a body of on-going research on gangs in the Caribbean, (b) share ideas and research findings on gangs, and (c) pool resources and expertise to bid for funding for the study of gangs in the Caribbean at the regional level. It was formed under a MOU among The University of the West Indies (UWI), Sam Houston State University (SHSU), American University (AU) and Arizona State University (ASU).

The meeting was hosted by AU and, in addition



to the persons from the institutions under the MOU, individuals from international funding agencies and governmental and non-governmental organisations, Caribbean and otherwise, were in attendance. The ICJS is scheduled to host the next meeting, which is to take place in 2013.

In May 2012, the ICJS hosted the Caribbean Basin Security Initiative's (CBSI) Technical Working Focus Group on Regional Training. Among the items discussed was the Caribbean's, and possibly The UWI's, capacity to conduct web-based training. If successful, the video conferencing systems located at the sites of Open Campus would be used, facilitating an additional source of income for Open Campus as well as for the ICJS.

INITIATIVES

To supplement its limited budget, the Institute has worked assiduously to obtain additional sources of funding to achieve its objectives. In May 2012, Professor Harriott met with the Head of the Caribbean Development Bank (CDB) to follow up on the Institute's proposal for funding for a methodologist and statistician for three years. The response was favourable.

Through the YVOC Project, the Institute gained staff as well as equipment. Regarding the former, in addition to her duties as a Research Assistant on the project, Ms Moore also performed administrative duties on behalf of the ICJS. Regarding the latter, two laptops, one projector and a copier/printer/scanner were acquired.

THE INSTITUTE FOR SUSTAINABLE DEVELOPMENT

The UWI established the Institute for Sustainable Development (ISD) in 2006 to assist Caribbean nations to address the challenges of a rapidly changing world. Scientific advance and technological innovation, demographic transi-

tions, the emergence of new industrial powers, surging demand for resources, shifting patterns of environmental impact, the threat of climate change and increases in disaster risk are some of the changes which present both opportunities and existential challenges for Small Island Developing States (SIDS) in the Caribbean, which have to adjust to the loss of preferential terms of trade and increasing competition from emerging economies, adapt to climate change and growing resource shortages, while simultaneously contending with organised crime, rising homicide rates, and trafficking in illegal narcotics and firearms.

The ISD comprises the Centre for Policy Studies in Sustainable Development led by the Alcan Chair in Sustainable Development; the Environmental Management Unit, led by the James Moss-Solomon Senior Chair in Environmental Management; the Disaster Risk Reduction Centre and the Unit in Sustainable Tourism and Hospitality. These entities have near-complete autonomy under the ISD umbrella. ISD also hosts the International Secretariat of the UCSIS, the University Consortium for Small Island States, and the Violence Prevention Alliance. The ISD supports or is affiliated to several regional and international institutions, including the Caribbean Disaster Emergency Management Agency, the Pan American Health Organisation and the United Nations Environment Programme.

The ISD supports advanced and postgraduate study through its component units; students read for MSc, MPhil and PhD degrees. The ISD has strong collaborative links with a number of other universities and research institutes, and the UCSIS is working with its member universities to develop a joint international degree in Sustainable Development.

The Supporting Jamaican Deported Migrants and their Families project financed by Department for International Development (DFID) and UNDP

Caribbean Risk Atlas Project

The Caribbean Risk Atlas project funded by the World Bank, investigated hazard risk in Grenada, Barbados and Jamaica. It was implemented by the ISD with the Disaster Risk Reduction Centre, the Seismic Research Centre, the Department of Engineering, the Department of Geography and Geology, the Mona Geoinformatics Institute, the Department of Physics at Mona, and the Water Resources Authority of the Government of Jamaica.

An earthquake catalogue was compiled and used to generate a Probabilistic Seismic Hazard Assessment for Jamaica. Earthquake loss estimation software, (MAEViz) was modified to take into account the unique characteristics of the Caribbean. The risk of floods was investigated in particular high risk areas in Jamaica. Under the project, a server for sharing GIS data was launched (<http://cariska.mona.uwi.edu>).





fostered the integration of deported migrants into Jamaican society by developing resource materials and holding workshops focussed on the problems experienced by deported migrants. Seventy-one deported migrants from Britain, Canada and the United States participated in the workshops. Through peer counselling and a support system, the project was able to keep all 71 deported migrants who persisted in the workshops out of trouble with Jamaican law enforcement and assisted in placing 25 workshop participants in jobs and another 20 in job education or skills development programs. The project participants formed the National Organisation of Deported Migrants, an NGO to support deported migrants.

The *Natural Resource Valuation* (NRV) project involved working with the Government of Jamaica to incorporate NRV into the development approval process and estimating the economic value of environmental management plans. Results from this activity are expected to facilitate development and planning decisions and improve the planning process while maintaining the value of important natural resources.

THE CENTRE FOR TOURISM AND POLICY RESEARCH (CTPR)

The CTPR was launched in November 2010 and became fully operational in January 2011. The Centre was established as a Campus Centre, located in the Faculty of Social Sciences, Mona, with the aim of advancing research and training in the area of tourism and other development policy research in Jamaica and the Caribbean.

The CTPR has been very active during the academic year. It undertook research, engaged in policy interventions, developed a doctoral programme and published in various places.

APPLIED/POLICY RESEARCH/INTERVENTION

The Centre was requested by the River Rafting Authority (RRA) to conduct a study on crocodile

sightings. The Martha Brae River has been used for rafting for tourists over the years. Currently, there are groups that are interested in further developing the area for tourism. However, the RRA received reports concerning crocodile sightings in the areas desired for development. These sightings could not be verified. Consequently, the Centre for Tourism and Policy Research (CTPR) was commissioned to investigate the reports. The research was completed and a report submitted to the RRA.

CARIBBEAN TOURISM SUMMIT AND OUTLOOK SEMINAR

The Centre recently completed a report for the Jamaica Tourist Board on the “Caribbean Tourism Summit and Outlook Seminar 2012” held on June 15–16, hosted by The Ministry of Tourism and Entertainment, in partnership with the Caribbean Hotel and Tourism Association (CHTA). This report, based on a request by the Ministry of Tourism and Entertainment, is the first written documentation of the yearly event which attracts key players in the travel and tourism industry from the Caribbean, North and South America, Asia Pacific Region, and Europe. The event provided a platform for stakeholders to share successes and challenges with the objective of harnessing meaningful and lasting solutions to support and enhance the development of the tourism sector. The four major topics that covered at the summit were: *Airlift and Travel*; *The Competiveness of the Caribbean*; *Marketing and Technology*; and *The Importance of Service and Value*.

OTHER RESEARCH

Other research undertaken by the Centre:

- A follow-up survey of public perceptions of the EU
- Completed the study on Perceptions of the UWI
- Climate Insurance Initiative study



PUBLICATIONS

- A publication from the 2011 seminar on air travel in the Caribbean is now out and has been circulated to policymakers and academics who work in the field. Copies of the publication are also available for sale at the UWI Bookshop and is required reading in some courses at the UWI.
- A volume of the well-respected journal *World Wide Hospitality and Tourism Themes* entitled “Tourism, crime and terrorism: What are the policy options?” was edited by Anthony Clayton and Ian Boxill.
- A comprehensive reader on Tourism in the Caribbean is currently being published for the Centre by Arawak Publications. It is expected that the publication will be the most comprehensive on Caribbean tourism once published. Jointly edited by Ian Boxill and Diaram Ramjeesingh, this publication deals with

social, cultural, economic and environmental aspects of Caribbean tourism.

STUDENT INTERNSHIPS

The CTPR currently has 9 interns working on various projects. The internships are so popular that students from various degree programmes now seek out the Centre for internship placements. During the year the Centre accepted three students in the Masters in Tourism for three month internships. The programme provides students with hands-on experience in conducting research and developing policy proposals in a wide variety of areas. Applicants are interviewed and, if successful, are assigned to a project and a mentor. Interns are both undergraduate and postgraduate students.

Currently interns are involved in the following projects:

Tourism Symposium 2012

The annual public symposium was held under the theme, “*Tourism for Development: Illusion or Solution*” on Thursday, March 29, 2012. The event was co-sponsored by NewsTalk 93FM and was part of SALISES 50/50 commemorative activities. The objective was to present research on the impact of cruise tourism on the Jamaican economy. The presenters on the panel were: Minister of State, Damion Crawford; Dr Fritz Pinnock, Executive Director of Caribbean Maritime Institute; Dr Lee Bailey, Chairman/CEO, Caribbean Cruise and Shipping Tours and; Mr Diaram Ramjeesingh, Research Fellow at CTPR. The function proved to be very informative and was well received by all who attended.





- Restaurant survey
- The development of a Responsible Tourism award
- Climate change and insurance survey
- EU perception survey
- Assisting small community business to develop business plans
- August Town Film Project

Internship recruitment is on-going and internship places are highly sought-after by students, due to the diversity of skills, training and overall work experience that interns receive.

ROLE OF THE UNIVERSITY LIBRARIES IN PROMOTING RESEARCH AND INNOVATION

The University Libraries continued to build its unique Caribbean special collections, facilitating both local and visiting researchers. The Alma Jordan Library at St Augustine acquired the Lise

Winer Papers of correspondence and manuscripts of materials on linguistics and Caribbean culture; the Alan Lomax and Jacob D. Elder Collection of Folk recordings from several Caribbean islands; the Chris Mana Waite Carnival Research material containing manuscripts, audiotaped interviews by carnival practitioners and sound recordings; as well as the Edghill Thomas Photograph Collection of slides and negatives of Carnival in the 1960s.

At Cave Hill, the Main Library was the recipient of the George Lamming Collection and the Olga Lopes Seale fonds consisting of books, tapes, memorabilia and the Mona Library received several donations, including the papers of Sir Roy Augier and Professor Barry Higman.

The BBC Caribbean Archives, acquired in 2011, was digitised during the year in review. The collection comprises 12,000 digitised items and requires the collective effort of cataloguers from each of the three physical campuses to make the recordings accessible to users in the shortest possible time. Accordingly, common standards were established for use in metadata entry and training was conducted at St Augustine and Cave Hill.

Several 'finding aids' were created at the University Libraries to assist users in locating special collections and other relevant information.

The University Libraries continued to strengthen their digitisation initiatives with a view to populating the institutional repository, UWISpace, which facilitates the digital storage needs of all the campuses in the UWI system. In this regard, librarians of the Mona Campus and Open Campus received training in content submission and the metadata schemas associated with the repository at the St Augustine Campus. In the case of Cave Hill, two staff members from St Augustine visited and delivered the training to librarians and archivists from within the University and other local libraries. [VC](#)





4. Outreach to Underserved Communities

TEACHING AND LEARNING

The Academic Programming and Delivery Division (APAD) of the Open Campus, in collaboration with the Caribbean Child Development Centre (CCDC) contributed significantly to teaching and learning through the development of the Bachelors in Education degree programme in Early Childhood Development and Family Studies for online delivery.

The Open Campus Country Sites (OCCS) provided essential services in the respective countries and many have been able to expand the

range of services despite the shortfall in financial support from contributing governments. The Sites continued to offer local communities cultural stimulation through its cultural outreach programmes. Several events were hosted by or in collaboration with the OCCS. The activities included but were not limited to trade and fashion shows, poetry competitions, publication launches, summer camps, free film screenings and charity fun days. Of note, is the fact that the Montego Bay site reported a 125% increase in enrolment over the previous year for local certificate programmes. Of significance also is that the



Trinidad and Tobago sites again tipped the 8,000 student number scale.

NEW PROGRAMMES

One of the goals of APAD is to develop and deliver a wide cross section of programmes which will contribute financially to the Open Campus and create new options for students throughout the region. In this regard, three new programmes were developed and the first intake began in September, 2012. These are:

- Early Childhood Development and Family Studies; (Certificate, Diploma and Bachelors)
- Youth Development Work (Diploma and Bachelors); and
- Masters in English Language

INFRASTRUCTURE

As a result of funding by the United Access Fund (UAF) new permanent sites emerged in Jamaica Eastern and Western regions and major site improvements were undertaken during the academic year 2011/2012:

On August 2, 2011 the Open Campus Port Antonio opened its doors to its students and the public at its new location, on the first floor of Ramtulla Super Centre, at 34A Folly Road, Port Antonio.

» The Open Campus Country Sites (OCCS) provided essential services in the respective countries and many have been able to expand the range of services despite the shortfall in financial support from contributing governments.



Another success story was the relocation of the Open Campus site from the Brown’s Town Community College in December 2011, to Burlington Point. The site is now equipped with three IP phones, whereby contact can now be made with other sites both within and outside Jamaica. There are 17 new computers and 6 laptops and a newly furnished and equipped video conferencing room.

Additionally, a new site in Lititz started operation with an administrative presence, as a satellite of Ocho Rios, in February 2012.

Overall, the many Site improvements have benefitted significantly the Open Campus staff and its stakeholders.

TECHNOLOGICAL

Major developments were undertaken to improve the existing technological infrastructure, which included a comprehensive Enterprise Resource Planning project (ERP). The ERP represents a comprehensive upgrading of the student management system to provide a supportive platform for the entire Open Campus population, support for financial records; integration of administrative systems; support and provision for the University’s Single Virtual University Space (SVUS).

Other technological activities included the upgrade of the Learning Exchange from Moodle version 1.8 to Moodle version 2.0. The Elluminate Live version 10 was also upgraded to Blackboard Collaborate version 11 with a much cleaner and friendlier user interface.



ALUMNI

An effort to re-invigorate the local alumni association in St Lucia was initiated with a visit by Chancellor Sir George Alleyne in February 2012. The first Executive Committee of the Open Campus Guild of Students was elected during this period and the Constitution for the Open Campus Guild of Students was finalised.



Open Campus Alumni "Homecoming"

RESEARCH AGENDA

One of the major research initiatives of the Open Campus was the formulation of a research agenda for the UWI 12+1 countries aimed at identifying gaps in social and developmental research being conducted in the Caribbean with specific emphasis on the Anglophone Caribbean.



GRADUATE STUDIES

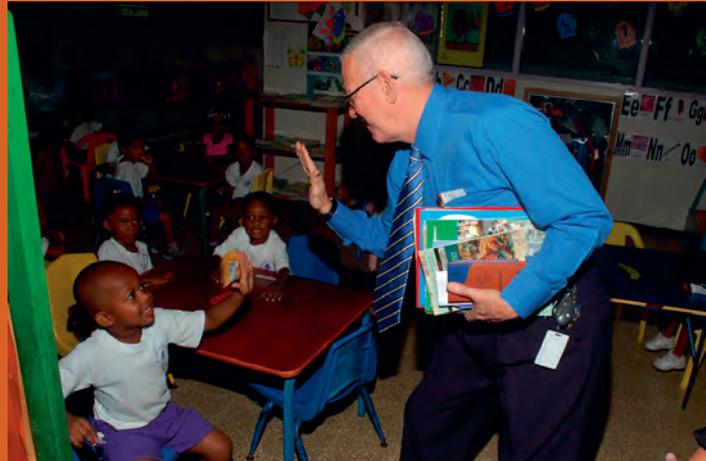
Until 2012, research degrees (MPhil/PhD) were not offered in the Open Campus. In August 2012 the Board for Graduate Studies and Research approved a programme for MPhil/PhD Cultural Studies within the Open Campus, and the first intake will be in time for the January 2013 semester.

Of significance also is the fact that for the first time this year, the Open Campus graduated students with Master’s Degrees. Fifty students graduated with a Masters of Education in Literary Instruction and four in Adult and Continuing Education.

SOUTH TRINIDAD

Students from south Trinidad are experiencing a major expansion in the number of options available to improve their access to programmes at the **St Augustine Campus**. Among the latest was the introduction of the Evening University’s south initiative where classes for a select number of courses were conducted at Naparima College in south Trinidad. Students registered for those courses therefore had the option of attending classes there instead of at the main campus. The Faculty of Social Sciences was the leading contributor to this Initiative in 2011–2012. The Faculty offered Level I courses from the Department of Management Studies, the Department

HIGHLIGHTS OF OPEN CAMPUS EVENTS





of Economics and the Department of Behavioural Sciences to students registered in several Evening University programmes.

TOBAGO

The School of Education (SOE), **St Augustine**, began face-to-face delivery of the in-service Diploma in Education programme in Tobago in 2009. The SOE expanded delivery of three curriculum areas and introduced Social Studies during 2011/2012.

STREAMING TO UNDER-SERVED COMMUNITIES

The Department of Management Studies in the Faculty of Social Sciences, **St Augustine**, launched a pilot Summer Programme with the Open Campus sites in St Kitts and in Nevis this year. Through this initiative, lectures conducted at St Augustine in two level one courses in Mathematics and Statistics were simultaneously streamed to fee-paying students in St Kitts and in Nevis. This mode of delivery was also adopted for a range of courses for students in south Trinidad.

DIFFERENTLY ABLED STUDENTS

The Academic Support/Disabilities Liaison Unit (ASDLU) at the **St Augustine Campus** facilitated the training of 21 students from the Faculty of Medicine in the Unit's Basic Sign Language programme. The unit also arranged the purchase of JAWS screen reading software to enable a blind student to pursue a co-curricular course in Microsoft Office Word run by the Campus IT

Service. The student, from the BSc in Information Technology programme, successfully completed the course examination.

FOSTERING IMPROVED PERFORMANCE AMONGST HIGH SCHOOL MATHEMATICS AND SCIENCE STUDENTS

Recognising what was then a growing challenge – the decreasing levels of performance by high school students in mathematics and the sciences generally, and the low levels of preparation of incoming students to the **Mona Campus** – the Faculty of Science and Technology embarked on an ambitious programme in 2007 to reverse this trend. The initial outreach effort was focussed on staging workshops to help Fifth and Sixth Form students and teachers with preparation for the CAPE and CSEC examinations. Since then, the intervention has evolved into a deeper, more sustained drive to achieve general improvement in the performance of students in mathematics and the science subjects. The Faculty significantly increased its interactions with high schools, with outreach efforts now starting at Third Form and running through to Sixth Form. CAPE labs, conducted by undergraduate students and lab demonstrators, are regularly held on Thursday afternoons and weekends, allowing students much needed access to lab facilities and experiments crucial to their academic development.

To help ease the critical shortage of lab equipment in schools, the Electronics Unit recently developed and introduced LabPro Max (LPM), lab equipment for electronics experiments required for high school physics. Reports thus far are that the device has met all expectations. **VC**



THE OCCS PROVIDED ESSENTIAL SERVICES IN THE RESPECTIVE COUNTRIES AND MANY HAVE BEEN ABLE TO EXPAND THE RANGE OF SERVICES DESPITE THE SHORTFALL IN FINANCIAL SUPPORT FROM CONTRIBUTING GOVERNMENTS.





Major Enablers

- Transformation of the Administrative Culture and Processes
- Effective Marketing and Branding of the Institution
- Funding the Institution
- Strengthening Regionality
- Strengthening the National Engagement Process
- Leveraging International Partnerships
- Fostering and Maintaining the Commitment and Involvement of Alumni



Transforming The Leadership & Administrative Culture and Processes

Successful implementation of the Strategic Plan is, to a large degree, dependent on transformation and reform of the administrative structures and systems of the University. This process was therefore identified as the first of the major enablers aimed at facilitating and supporting the vision and goals of the Plan. **The Office of Administration**, under the leadership of the University Registrar, is responsible for ensuring operational excellence and organisational effectiveness throughout the University, while also assuming ownership of the Transformation of its Leadership and Administrative Culture. Operational duties therefore have had to be balanced with strategic responsibilities.

The **Office of Planning and Development**, headed by the Pro Vice-Chancellor for Planning and Development, has overall responsibility for coordinating the preparation, implementation, monitoring and assessment of the Strategic Plan as well as conducting institutional research to ensure that policy direction at The UWI is informed by scientifically garnered data.

Recognising that successful implementation of the Strategic Plan calls for vertical alignment between strategy and the individuals on the ground (i.e. staff), the highest priority was attached to the 'people dimension' of the plan. Employee Engagement and Development, Change Management, Transformational Leadership Training and formulation of a Strategic

Human Resource Management framework were the initiatives undertaken and on which significant progress was made during the 2011/2012 academic year.

An Employee Engagement Survey administered during the year provided a baseline analysis of the levels of engagement across the University and indications were that there were huge gaps to be filled. Accordingly, measures were immediately put in place to ensure that the Deans/Head of Departments and all employees would benefit from an analysis of the feedback and to inform the necessary plans to close those engagement gaps. Efforts were also focussed on building leadership capabilities throughout the organisation through training workshops using the 'coach yourselves' management training module.

Even while addressing the outstanding priorities of the final year of the 2007–2012 Strategic Plan the process of formulating the 2012–2017 Plan was initiated during the year under review. The priorities identified were related to overcoming some of the challenges in the core strategic areas and major enablers. These were:

- to complete the accreditation exercises across the three campuses;
- expand the quality assurance reviews of departments and introduce the quality award;
- strengthen and broaden the library system to increase access by staff and students to online material in a cost-effective manner;

- review the range of graduate programmes to align with resources and the strategic focus of the University;
- expand Graduate Studies and Research Information Portal (GRIP) and strengthen graduate interaction across the campuses;
- expand the range of research clusters and secure additional funding;
- continue the phased upgrading of facilities in the Open Campus (OC) and resolve the relationship with residential campuses;
- restructure the Business Development Offices (BDOs) and institutional research and planning offices as part of the institutional strengthening process;
- review internal operational processes to respond to the financial challenges; and
- strengthen the internal and external communication system and assess its effectiveness.



Scenes from "Change Leadership Workshops" clockwise from bottom left: Cave Hill, RHQ/Mona/OC, St Augustine and Open Campus.



The above objectives were achieved with a remarkable degree of success, as attested to in the relevant sections of this Report.

FUNCTIONAL TRANSFORMATION AT THE OPEN CAMPUS

The campuses individually have undertaken specific measures to improve engagement and performance of staff at all levels. Among the transformation initiatives being undertaken by the Open Campus, the Academic Programming and Delivery Division (APAD) led the way by reorganising its units to increase efficiency and effectiveness. APAD began the academic year (2011/2012) structured along programme level categories, namely Pre-University and Professional, Undergraduate, and Graduate Programmes. Although this structure did have some advantages, it was clear that it was not going to support the type of programme growth the Open Campus required. Therefore, APAD embarked on moving to a functional organisational structure based on its three main activities: programme planning, course development, and programme delivery.

REALIGNMENT AND REPOSITIONING AT THE ST AUGUSTINE CAMPUS

The introduction of new Faculties, academic departments and administrative offices had in some cases been years in the making and were part of on-going efforts to restructure, realign and reposition the campuses for future relevance and growth.

NEW FACULTIES & ACADEMIC DEPARTMENTS AT ST AUGUSTINE

The Faculty of Science and Agriculture, St Augustine, was split to create two new Faculties – The Faculty of Food & Agriculture, thereby restoring to Agriculture full Faculty status as existed when the campus evolved from the

Imperial College of Tropical Agriculture in 1960; and the Faculty of Science & Technology (a name adopted by all Science Faculties throughout the system). This year also marked the establishment of the Faculty of Law at the St Augustine Campus, allowing students to pursue all three years of the degree at the campus. Within the Faculty of Humanities and Education, St Augustine, the Department of Liberal Arts was split to form the Department of Modern Languages and Linguistics (MLL) and the Department of Literary, Cultural and Communication Studies (LCCS).

NEW NAMES – NEW FUNCTIONS

The Business Development Office at **St Augustine** became the *Research Development and Knowledge Transfer Office* and the International Office was renamed the *Office of Institutional Advancement and Internationalisation*. The name changes correspond to the changes in focus for these two departments. Other changes include the transformation of the former Works Department to the *Division of Facilities Management* which retains responsibility for the maintenance of the physical plant of the campus and is now responsible for the execution of some smaller capital projects.





TECHNOLOGY UPGRADES

This year major technology projects included the deployment of a CCTV video surveillance system, implementation of an IP/Voice PBX solution and the installation of 20 additional digital signage LCD screens across the campus, the upgrade of the student portal and the introduction of software to improve electronic document management, students' Leave of Absence and Change of Status requests, and a system for online vacation leave applications.

TRANSFORMING MONA: A HOLISTIC APPROACH

The revamping of existing processes and the introduction of leaner, more effective ones continued to be a key area of focus for Mona during the 2011/2012 academic year, with some significant accomplishments. These include:

- The digitisation of students' records and the combining of data sources to create complete transcripts for graduates. Over 210,000 pages were digitised: Successful completion of these projects will allow the Mona Campus to access documentary evidence in a timely manner and to incorporate these in real-time process flow, reducing dependency on physical files which will eventually be phased out.
- The cleaning of exam data for all student records in the Banner Student System to ensure that the UWI can produce an accurate and complete academic record for any student, past or present.
- Implementation of a Recruitment Cycle in the Human Resource Division, resulting in decisions for new appointments now being made much earlier (in March) than in the past. The initiative provides structure to the recruitment of staff and enables better alignment between recruitment and the short-, medium- and long-term objectives of the Mona Campus.
- Implementation of a Contract Cycle, which effectively standardised the end of contract dates for temporary administrative, technical and service staff, linking them to the July 31 end of the academic year, in keeping with the cycle for regular and temporary academic staff. This allows for contract preparation to be undertaken in cycles, thereby reducing the time and effort normally spent on this process.
- Implementation of a new Appointments Committee E-Profile System in support of the annual performance evaluation and promotion exercise, which will enable the committee to conduct its evaluations for academic, senior administrative and professional staff in a structured, paperless environment. A similar online performance management system was also implemented for administrative and technical staff. This system allows tracking for compliance purposes and quicker response to requests for training and performance intervention.
- Development of a programme geared towards preparing academics for media interviews and assisting them with building relationships with the media, in an effort to make both academic and administrative staff more responsive in situations involving issues of national importance, as well as enabling them to better promote the important work of the campus.
- Expansion of the Mona Campus' training efforts, through its collaboration with the HEART Trust/National Training Agency to train its service staff, with access to the programme later being extended to members of the wider community. At the UWI/HEART Trust/NTA graduation exercise held on October 10, 2012, a total of 151 persons received certificates for varying levels of achievement in the areas of general construction, data operations and housekeeping; of this number, 127 were UWI employees and



the other 24 were members of the surrounding communities.

MERGER OF DEPARTMENTS AND RENAMING OF THE FACULTY

Another development during the 2011/2012 academic year involved the advancement of plans to merge the Mona School of Business (MSB) and the Department of Management Studies (DOMS), to form *The Mona School of Business and Management (MSBM)*. The merger would take effect at the start of the 2012/2013 academic year.



Another important decision taken was the renaming of the Faculty of Pure and Applied Sciences to the *Faculty of Science and Technology*. The decision signals the strengthening of focus by the UWI on technology, particularly information communication technologies, and the repositioning of science with technology throughout the institution.

ADMINISTRATIVE TRANSFORMATION AT CAVE HILL

During the review period the Cave Hill Campus continued to make advances towards the stated strategic goal of administrative transformation and in achieving even higher levels of responsiveness to stakeholder needs. The Campus Administration sought to formulate its operational plans in the context of the strategic perspectives for 2012–2017 with particular emphasis on employee engagement and development and improvement in operational processes. Mindful of the worsening financial environment, Administration sought to consolidate in areas which would maximise operational efficiencies and increase productivity. The campus strengthened its human resource development effort and set in place procedures to promote an environment supportive of employee and student well-being.

HUMAN RESOURCES

In an effort to align the campus’ human resources strategies with the University’s Strategic Plans, greater emphasis was placed on the development of its human resources function and its capacity to transition from a transactional to a strategic approach. To operationalise this, a Director of Human Resources was appointed.

In order to ensure that the Campus was equipped to better negotiate challenges, specialised training in Change Management was made available to Deans and Heads of Departments, in the context of a university-wide strategic human resources management initiative.

EFFORTS WERE ALSO FOCUSED ON BUILDING LEADERSHIP CAPABILITIES THROUGHOUT THE ORGANISATION THROUGH TRAINING WORKSHOPS USING THE ‘COACH YOURSELVES’ MANAGEMENT TRAINING MODULE.



HEALTH, SAFETY AND ENVIRONMENT

During the review period, the Cave Hill Campus placed special focus on further developing its health and safety programme, recognising this as key to the well-being and productivity of both staff and students and to ensure compliance with new local legislation regulating health and safety at work. The effort included, *inter alia*, the drafting of a comprehensive health and safety policy for approval by the Campus's Finance and General Services Committee; documentation of procedures, devising and revising policies and protocols and provision of training in priority areas. Within this context, a pocket guide detailing the steps for dealing with medical emergencies at the institution was produced. In addition, the elevator safety policy was formally documented and general information on safety in this area appropriately posted. The development of emergency evacuation procedures and the education of staff on evacuation preparation and response continued during the review period.

IMPROVEMENT OF OPERATIONAL PROCESSES

Record Management: TRIM

The Cave Hill Campus Registry Records Services began piloting a state-of-the-art records management system in October 2009. The use of this functional classification system and naming protocol enabled a more effective and efficient delivery of quality records management services across the various sections of Administration including capturing business-related e-mails directly from the desktop. HP TRIM continued its high quality service delivery and maintained its solid product capabilities and near 99% up-time for system availability. The reduced turn-around time for records access and retrieval along with the functional classification system has enhanced efficiency of work processes. The next envisioned phase is the expansion of the electronic records management service to spe-

cific sectors in the Faculties and Departments outside of central administration.

ENTERPRISE SYSTEMS AND SOFTWARE APPLICATIONS

During the period under review, the Cave Hill Campus successfully upgraded its Banner Finance application to 8.7 and the human resources and payroll system PeopleSoft to version 9.

The existing payment system facilitates students in the settlement of amounts due to the campus via online payment by credit card, with financial records being updated immediately. The Banner upgrade will allow for implementation of the TouchNet application, a more robust system providing additional functionality, including enabling students to choose and enrol in payment plans via the web. The Grants module of Banner was also implemented, assisting the Bursary in the management of externally funded projects.

In summary, as the economic environment created constraint and challenge, the institution continued to seek creative ways of sustaining the effort to transform its administrative processes and develop its human resources. This strategy aimed to improve productivity levels, service quality and efficiency, to reduce expenditure and provide support for the implementation of new strategies geared towards advancing development goals.

THE LIBRARIES

Through a grant, the Mona Library conducted its first survey of services in more than 20 years using the LibQUAL+® Survey (web survey which helps libraries to assess and identify areas which need improvement). The results revealed that the library was meeting the minimum expectations in the areas of *Affect of Service*, *Information Control* and *Library as a Place*. In



addition, the Office of the Mona Campus Principal sponsored a review of the library and its services. Strengths and weaknesses were defined and recommendations for future development were made.

The St Augustine Campus Libraries reviewed its internal processes and policies following the completion of a management audit by the UWI Management Auditors. In addition, all the University Libraries began preparation of new strategic plans for their libraries in keeping with the themes of the wider University strategic plan for the period 2012–2017; as well as a single plan for the University Libraries as a whole.

THE UNIVERSITY OFFICE OF PLANNING AND DEVELOPMENT

The University Office of Planning and Development (UOPD) is located within the Vice Chancellery and is responsible for University-wide strategic planning, institutional research, development funding and project management. The UOPD is headed by a Pro Vice-Chancellor (Planning and Development).

In the area of **strategic planning**, the UOPD is charged with the preparation, monitoring and review of the University's Strategic Plan. In the area of **institutional research**, the UOPD undertakes studies of the University's operations to inform decision-making, planning and policy formulation. The UOPD works with other departments/units within the University to collect and analyse data on students, courses/programmes, staffing and internal operations. Moreover, the Office has added an external surveillance function to its work in order to monitor and analyse changes in the external environment which influence the operations of the University.

The **development function** of the UOPD involves the design of the University's strategy for accessing financial resources from major donors and

development partners; the analysis of university-wide (non-research) projects for submission to development agencies and the mobilisation of adequate funding to achieve the development objectives of the University as stated in the Strategic Plan. It is also expected to work with the Office of Finance in developing the Operational Budget of the UWI in keeping with the Strategic Plan.

The **project management function** of the UOPD is undertaken by the University Projects Office (to be renamed the *University Project Management Office – UPMO*). This Office is responsible for the management of University-wide (non-research) projects, facilities management and grantsmanship.

The UOPD is also responsible for a special project, namely the *Caribbean Centre for Competitiveness (CCfC)*, which was established in 2011 with financial assistance from the Inter-American Development Bank (IADB), the UK's Department for International Development (DFID) and the Canadian International Development Agency (CIDA). The University, through the UOPD, is expected to provide counterpart funds to support the operations of the CCfC.

The general objective of the Centre is “to increase the effectiveness of productive development policies in the Caribbean” by increasing “the institutional capacity to generate and share world-class and Caribbean-specific knowledge products on private sector development and competitiveness” and by “upgrading the technical capacity of academics and public and private sector officials in cutting edge approaches to competitiveness, business climate reforms, clustering and small and medium sized enterprises (SME) development.”

REVIEW OF OPERATIONS 2011/12

During the academic year 2011/12, the UOPD focussed on the preparation of the University's



Strategic Plan 2012–2017 and the associated **Operational Plan 2012/13–2013/14**. Work also began on the review of the **University's Strategic Plan 2007–2012**.

The UOPD conducted training on operational planning for offices, Faculties, departments and units throughout the University. Members of staff presented reports on their work as part of the Office's staff seminar series. The Office organised a certified training programme in **Integrated Planning** which was facilitated by the *Society for College and University Planning (SCUP)*.

The professional staff of the Office prepared **Country Reports** for Barbados, Jamaica, Trinidad & Tobago and the countries covered by the Open Campus. Draft reports were prepared on (1) Global Trends and Perspectives in Higher Education; (2) Undergraduate High Failure Rates 2009–2010; (3) Post-Graduate Student Experience Survey 2009–2010; (4) Dimensions of Institutional Performance; (5) University Business Model; (6) Application and Admission Trends of UWI-12 Students; and (7) Concept Paper for The Regional Tertiary Education Council.

The Office also supplied data to the *Times Higher Education – Thomson Reuters' Global Institutional Profile Report on Universities*.

The task of the **CCFC** during its first year was to inform institutions: Government Ministers; Embassies; Multilateral-Regional bodies; Private Sector/Public Sector and UWI of its presence, its mandate and to encourage these entities to work together. Information and suggestions were sought to craft the most efficient way to grow the Centre so that it could have a transformative impact on regional private sector competitiveness and facilitate sustainable growth and employment generation.

Articles were prepared and published in the *ANCHAM Magazine* and *UWI Today*, St August-

ine, and circulated throughout the other Campus Marketing and Communications Offices.

The CCFC Executive Director initiated a process of engagement with stakeholders in the last quarter of 2011 and the first quarter of 2012. On March 6th, 2012 the Centre held its first Seminar Discussion "Innovation, Clusters and Competitiveness: the role of the University and a University-based Competitiveness Centre" delivered by Professor Adam Holbrook. Professor Holbrook was contracted by the IDB to prepare a desk review of best practices for Competitiveness Centres and to provide a strategic framework to guide the Centre's three year business plan.

The Centre has contracted the services of a regional consultant to develop a three year business plan for the CCFC. A first draft is expected to be completed by August 2012. As part of this process the Centre held two stakeholder consultations; one in Barbados (June 14th, 2012) and another in Guyana (June 29th, 2012).

A firm-based competitiveness index is being developed for the region. The theoretical framework was completed and the next stage is the design of a questionnaire for implementation.

The Centre hosted a workshop on Cluster Mapping which was facilitated by the Cluster Competitiveness Group Inc. over the period July 9th to 13th, 2012. This workshop was the first instalment of the Centre's Cluster Development and Technical Capacity Building Project held at the St Augustine Campus. Scholarship participants will prepare country cluster maps as a *practicum* following the workshop. This work should be completed by the end of September 2012.

THE OFFICE OF PLANNING AND DEVELOPMENT UNDERTAKES STUDIES OF THE UNIVERSITY'S OPERATIONS TO INFORM DECISION-MAKING, PLANNING AND POLICY FORMULATION



THE UNIVERSITY PROJECTS OFFICE

The University Projects Office is charged with supporting institutional development through the initiation, preparation, and management of projects for the Offices of the Vice-Chancellor, in accordance with the strategic priorities of the UWI. Accordingly, the Office pursues programmes to enhance the University's strategic aim of becoming recognised as a centre of excellence and relevance to the region.

During the 2011/2012 academic year, the primary focus of the University Projects Office was the completion of The University of the West Indies Regional Headquarters building. Construction was completed in May 2012 and nineteen departments of the Vice-Chancellor were relocated from widely dispersed sections of the Mona Campus.

The building, designed by Architect Bob Fowler & Associates and constructed by Kier Construction, represents "corporate world-wide at its best", featuring – in addition to offices – spaces for meetings, seminars and conferences. The building employs natural light, and is cooled by a chilled water system. Its most prominent feature is the University Council Room, with state-of-the-art meeting facilities. Other features include:

- Rainwater harvesting for irrigation purposes
- Climate control in the Archives to ensure longevity of delicate documents
- Perimeter intrusion detection
- Solar powered external lights
- Stand-by generator with the capacity to supply the full building load for up to 24 hours.
- Smoke detection and fire alarm system
- Enhanced fire detection alarm and suppression system in the archives.

A Facilities Management Office was established and a Facilities Manager employed to carry out the day-to-day operation of the building as well as oversee the management of meeting spaces



for events. The first event that was held in the RHQ was the formal opening of the building on June 27, 2012 at which the Prime Minister of Jamaica, The Hon Portia Simpson-Miller was the honoured guest. Shortly thereafter, the World Bank's Caribbean Growth Forum was held at the RHQ over a two-day period with over 150 international delegates participating. Other events include the "Season of Renewal – Celebrating 50 years of Independence and Caribbean Partnership" under the distinguished patronage of the High Commissioner of the Republic of Trinidad & Tobago to Jamaica. The demand for meeting spaces for events has steadily increased.

Support for the RHQ has been acknowledged with the placement of a plaque in the lobby with the names of contributors. In addition, three meeting spaces have been named for companies and individuals who have contributed.

PROJECT MANAGEMENT

Hugh Wynter Fertility Management Unit

The University Projects Office continued with the management of the renovations and expansion of the Hugh Wynter Fertility Management Unit, located on the grounds of the University Hospital of the West Indies. The project is expected to be completed in early 2013.



Open Campus

Project Management support has been provided to the Open Campus. This included the on-going capital works of the Open Campus Country Sites in Jamaica.

STAFF DEVELOPMENT

In keeping with the current activities of the office, members of staff participated in a number of training activities in order to improve their skills in Project Management. Courses offered by the Project Management Institute (PMI) and College of Performance Management (CPM) were attended as follows:

- PMI Essential Leadership Skills for Project Managers
- PMI Scheduling Community of Practice (SCOP) 9th Annual Conference
- Earned Value Management World Conference – Project Performance Management workshops.

The Office participated in a Strategic Planning execution workshop. The Director was one of the presenters at that workshop.

The Director of the University Office continued during the review year to serve on University as well as Mona Campus Committees and to give advice and assistance to the university community upon request.

UWI ENHANCEMENT PROJECT

The UWI/CDB Enhancement project started in 2010 with the provision of a loan of US\$8.2 million guaranteed by the governments of Barbados, Jamaica and Trinidad and Tobago to be used for the establishment of the Vice-Chancellery building. A further US\$500,000 was granted to assist with two activities under the Institutional Strengthening component of the project.

Construction of the Vice-Chancellery building was completed in May 2012 and a few months later was officially opened as the Regional Headquarters. To date 21 offices are housed in the building. The Institutional Strengthening component includes the development of a Communication Strategy and Plan, a Maintenance Policy and a Plan for the building, Improvements in the Enterprise System, Research and Innovation, Strategic Human Resource Management (HRM) and the implementation of an Enterprise Risk Management System (ERM).

The HRM and ERM initiatives commenced in 2011 assisted by the grant funding from the Caribbean Development Bank (CDB). The Governance Network consultants have facilitated workshops for the Executive Management and Challenge Teams from which the Master Change plan was used to develop the Strategic Plan 2012–2017. Further training in change leadership and assessment for academic and administrative staff has also been conducted across the four campuses and the Centre.

PricewaterhouseCoopers, consultants to the ERM intervention, have also provided Risk Management training across the campuses. Implementation of the ERM system is expected to come on stream within the next two months. Both activities are scheduled for completion by June 2013. These initiatives will enhance the perspectives identified in the Strategic Plan 2012–2017. **VC**



Marketing and Branding

University Marketing & Communications (U-M&C) is currently based at the St Augustine Campus, as the Director maintains dual responsibility for the University-wide and St Augustine functions. During the period under review U-M&C shifted focus to operational effectiveness with a work agenda centred on supporting a number of key projects related to strategic planning, stakeholder and staff engagement and effective internal and external communications, all of which had a direct impact on the future of the institution.

The team led the *Be Engaged, Be Informed, Be Empowered* communication campaign to support the University's strategic planning process and was involved in two major transformation initiatives launched in the review period: the Leadership Development Initiative (Institutional Strengthening Programme); and the Employee Engagement exercise – both aimed at fostering a new culture of employee relations and leadership at UWI.

Institution-wide, as the M&C offices continued to explore new ventures in digital/online marketing, cross-campus M&C team discussions in the period under review were strategically centred on establishing benchmarks and best practice in web development, social media and email marketing projects, with the overarching aim of balancing the task of effectively reaching key target audiences in an increasingly digital/social-

media driven world and simultaneously protecting and strengthening the UWI brand reputation online. An intensive two-day retreat of cross-campus M&C and IT staff, November 11–12, 2011 provided a platform for beginning a coordinated dialogue about pushing UWI's digital marketing agenda.

As the use of social media gained popularity across the institution, the need for a governing Social Media policy became evident. Thus in the review period, significant effort was devoted by the cross-campus M&C team to continue collaborative work on shaping a UWI Social Media policy.

The reporting period also saw several U-M&C collaborations with key internal stakeholders on a tactical level, aimed at positioning UWI, regionally and globally, as the Caribbean's leading higher education institution. Among the key joint initiatives – linked to the institution's strategic bids to create a single virtual university space, to strengthen regionality, and to establish UWI as an internationally recognised centre of excellence in Caribbean-related matters – was the launch and promotion of the UWI Libraries Information Connexion (UWIlinc), the virtual university library space which linked all UWI campus libraries into one online network. Another was the collaborative work with the Office of Internationalisation and Institutional Advancement (at St Augustine) on the various

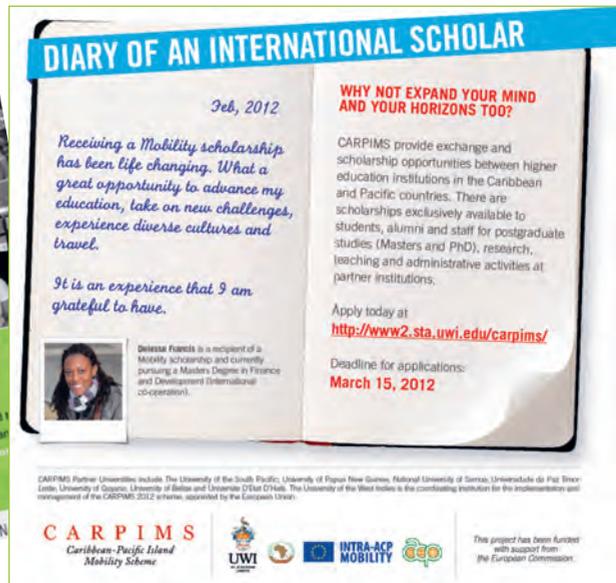


EU-funded student mobility schemes including Erasmus Mundus, Intra-ACP and the first ever *Caribbean–Pacific Mobility Scheme* (CARPIMS), designed to facilitate movement of Master’s and PhD students and staff between the Caribbean and Pacific regions to build research and teaching capacity. M&C support not only enabled the UWI as the coordinating institution to meet its participation targets in its maiden CARPIMS mobility scheme, but also helped the institution

of new identity and communication materials to help build awareness and support for UWI among the Caribbean Diaspora and other key networks in the United Kingdom.

M&C @ MONA

Adopting a data-driven approach to marketing strategy, during the review period, the Mona Campus commissioned a national survey of stakeholders to determine perceptions about the campus and satisfaction with the delivery of tertiary education. Findings from this survey



earn one of the highest application response rates of all partner universities involved in other *Erasmus Mundus* and *Intra-ACP* mobility programmes. Indeed, the UWI’s marketing and communications efforts have been lauded by the international monitoring and scientific committees for these mobility schemes.

helped to shape several marketing and communications initiatives over the period and urged the campus on in its quest to connect to current as well as new audiences in stimulating and exploring new avenues, through various digital and new media marketing tools, including email marketing, social media and the web.

As it relates to raising the University’s global profile, in the review period, U-M&C continued to support UWI’s international fund-raising and outreach efforts. In particular the office assisted the British Foundation for UWI with its re-branding effort, which included development

There was a significant shift in the strategy for communication with students, with much greater emphasis being placed on the use of social media. Efforts were made both to monitor and enhance the image of the Mona Campus



across Facebook, Twitter, YouTube, LinkedIn, Instagram, Foursquare and Flickr as a means of actively engaging with and providing a more fulfilling and rewarding experience to students of the UWI through the Mona Students' Space (MSS) affiliate brand. New features introduced to the Students' Space, such as 'Did you know' (facts about UWI Mona) and 'Speak on it' (aimed at initiating discussion on topical issues) generated a great deal of interest. A twitter account was created for the campus, deemed a necessary tool to keep the UWI Mona community (students, staff, alumni) and general public engaged and updated on major news and developments on the Mona Campus. The platform: <https://twitter.com/uwimona> currently has 981 followers.

Continued effort was invested to improve employee engagement and encourage the flow of information among members of staff and the wider society with the launch of the e-calendar to promote and increase participation in campus events, disseminated in a newsletter format via email with options for persons to save to their calendar for reminders.

The scope of the bi-monthly national newspaper, *UWIMONA Now* was expanded with a supporting website to showcase interesting news and developments on the Mona Campus. The website <http://www.uwimonanow.com/> features e-versions of current and past issues of the publication; videos on events, developments and ground breaking research. A social media component for *UWIMONA Now* was also added to allow for viral spread of information while facilitating dialogue with target audiences. The UWI Mona YouTube channel was established as another complement to the *UWIMONA Now* publication and may be viewed at <http://www.youtube.com/user/UWIMONANOW>.

In order to position Mona as a driving force for developmental needs and encourage greater participation by academic and administrative staff in various media initiatives, the Office delivered media training programmes to assist them in improving interview skills and building relationships with the media. Some 30 members of staff received training over two workshops. Training workshops were also conducted in recruitment & communication strategies in support of recruitment drives organised by the Office of Graduate Studies.

Over the period, the Office also produced promotional videos and material to support the International Students Office as it embarked on a series of initiatives aimed at increasing student enrolment primarily from the UK market. In an effort to enhance UWI's global reach and impact, the Marketing & Communications Office also coordinated three events in the UK, organised as part of the Jamaica 50 celebrations. These events showcased important research underway at Mona in a bid to provide opportunity to



The UWI Mona Performing Arts Ensemble at the "Jamaica in the Square" exhibition booth, Birmingham, UK as part of the Jamaica-50 anniversary activities.

develop institutional linkages and promote collaborative research funding and also positioned UWI Mona as part of Brand Jamaica, lifting awareness of the impact of The UWI and Caribbean culture on a global level and aiming to attract students to spend their Gap Year at UWI.

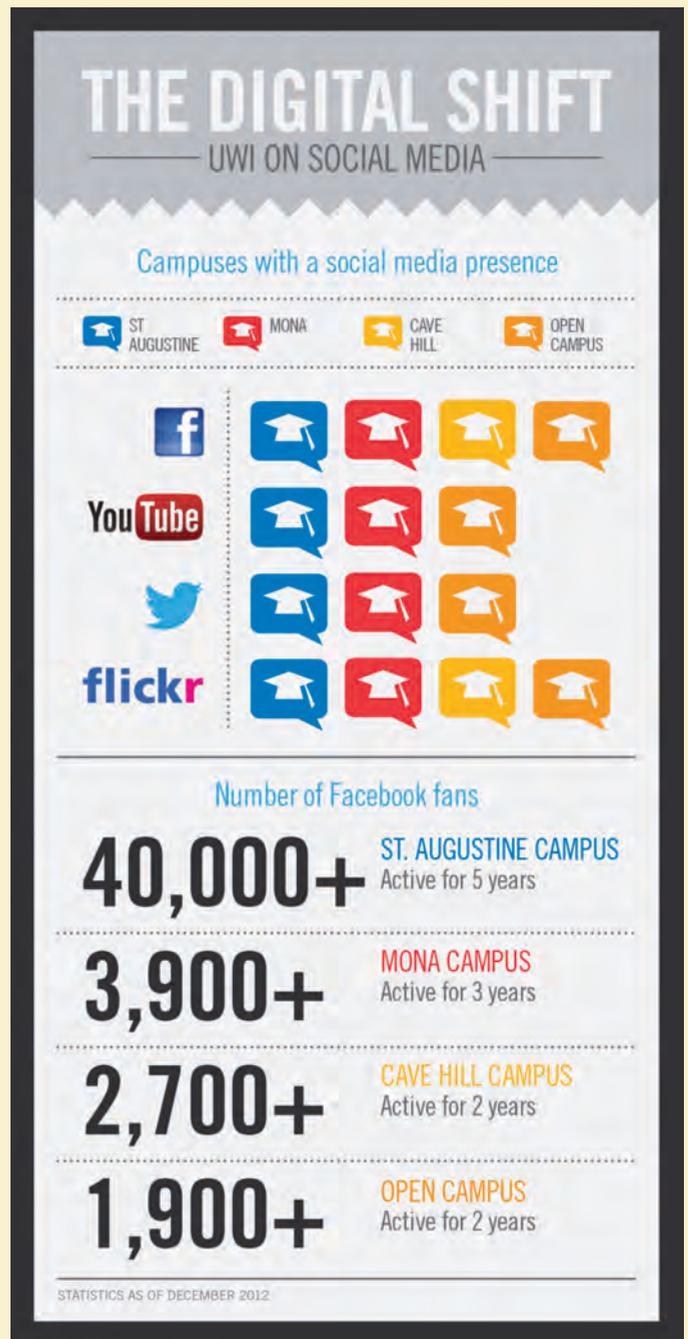
The campus-wide Digital Signage project, one of the initiatives expected to transform communication on the campus was also significantly advanced in the review period. The project is being spearheaded by the UWI Development and Endowment Fund (UWIDEF), with significant input from Mona Information Technology Services (MITS) and the Marketing and Communications Office. A comprehensive scoping exercise is underway to help determine market needs and strategic locations of boards.

M&C @ ST A

The St Augustine Campus continued to use a variety of media and communication outlets including digital screens on campus, flagship publications (*UWI Today* and *STAN* magazine), editorial opportunities in the print and electronic media, advertising and online social media such as Facebook, Twitter, Flickr and YouTube.

During the review period, the St Augustine Campus' official Facebook page attracted 7,000 new followers for a total of 36,559, primarily between the ages of 18 and 34 years, and its Twitter following also grew incrementally. The daily news analysis conducted by M&C staff showed that during the review period, more than 90% of the press coverage generated about the campus and the University was either positive or neutral. In addition to the numerous official releases issued by the campus weekly, the M&C Office continued to create and facilitate opportunities for staff to serve as expert resources for the media, leading to an 86% increase in media coverage overall.

During the review period the Office recruited



specialised staff and developed systems for a more integrated approach to marketing the campus. As a consequence, many more functions were carried out in-house, and greater demands on staff highlighted a need to rationalise the marketing and communications activities being undertaken.

The Office adjusted its processes to support a



more integrated, multi-platform approach to the communications and marketing needs of the campus, emphasising individual ownership of whole projects as opposed to just particular functions, and regular structured communication and collaboration among project leaders. The Office also embarked on an exercise to codify its processes, policies and procedures.

M&C @ CHILL

The Marketing team at the Cave Hill campus maximised the use of new media to engage new prospects through targeted email marketing; the issuing of special e-newsletters to the group supporting the overall campus recruitment drive, together with real-time engagement through a video conference with prospects – a best practice standard set by the Cave Hill M&C team. The office also facilitated high level stakeholder meetings via the online teleconferencing tool Skype when Chamber of Commerce representatives from Antigua, Belize, Grenada, St Lucia and St Vincent were brought together. In another example of innovating stakeholder engagement, the Cave Hill M&C team conducted a virtual iPad-powered tour of the campus with Education Ministry representatives responsible for scholarships from the Bahamas, Bermuda and St Vincent.

Targeted action was taken to engage local and regional prospects and support the campus' recruitment drive. Several Open House sessions were hosted and prospects treated to tours of the campus. These sessions complemented representation at the Annual College Fair and the Guidance Counsellors' Career Day as well as regionally aired radio interviews aimed at providing information about The UWI. Another initiative undertaken during the year in review was the staging of regional focus group sessions designed for gathering information to assist the Regional Office in developing more effective promotional and recruitment tools including

student handbooks, campus maps and other information material for regional recruitment. The M&C team also contributed to the Graduate Fair – the flagship event for graduate recruitment at Cave Hill.

Communication with key internal stakeholders was also high on the agenda, and the office continued with the production of the e-Chill newsletter for both staff and students.

M&C @ OPEN

In the review period, the Open Campus marketing and communications efforts were concentrated on positioning the Open Campus (OC) as a quality choice for pursuing full online and blended degrees and continuing and professional education development programmes. To this end, the Office placed an increased emphasis on external institutional marketing, sub-branding, and imaging efforts intended to appeal to UWI alumni, current students and prospective students and continued to work closely with the Recruitment and Student Support Offices to analyse and support recommendations/changes to the OC's Admissions policies and procedures, including the number, kind, and variation of touch points in the OC's communication strategies with current and prospective students. M&C also worked with other OC divisions and departments to develop and meet the many marketing requests within the department's standard responsibilities.

The marketing activities over the period focussed on increasing the OC's visual presence "in our own regional backyard," and increasing the OC's visibility in major markets throughout the region while promoting the "OC student experience." A mix of traditional and new media channels, external and internal promotional activities was utilised, including the production of a 28 x 17 billboard for the proposed OC presence in Chaguanas in Trinidad & Tobago; continued installation of correct OC signage at site and

office locations across the region; general print ads for regional print and electronic media; banner ad insertions for print and electronic media; regional media information sessions, launches and fact sheets through videoconferencing and blackboard collaborate (BCC) channels; advertising the OC in regional Yellow Pages telephone directories (both print and online); free ads in the new RedBook; an online calendar to promote key dates and events; face-to-face seminars and online Webinars for internal and external audiences; a series of short documentaries (30-and 15-minute) developed in association with various Government Information Services across the region; 30-second video ads designed specifically for each OC country; and 30-second audio ads promoting the new and continuing programmes of the OC; direct marketing efforts with specialised student and graduate databases; and support to OCCS through their Open days and Open Houses. In the review period work also continued on the production and distribution of current and new publications at the OC. These included *The Open Letter*

e-newsletter, the Principal's Update and a periodic HR bulletin *Have You Heard?*

The Open Campus M&C team also completed a number of strategic website projects during the period under review, including an upgrade of the Content Management System to Drupal 7; the development of an Open Campus news and media page, and the development of an intranet space for staff members. Officially launched in August 2011, it provides OC staff members with a centralised facility to communicate and share information with features such as blog, notebook, project tracking, document repository, calendar, staff directory and forum.

In a strategic move to tighten operational efficiency, the office engaged in process mapping of key functions. The M&C team also paid keen attention to data gathering, conducting approximately five customer surveys during the review period. In addition, the Office continued to test the social media waters, with the management of an official Facebook page, Twitter account, and Flickr account for the Open Campus. **VC**





Funding the Enterprise

THE UWI UNDERTOOK SEVERAL INITIATIVES TO INCREASE ITS ACCESS TO ADEQUATE FUNDING WHICH WOULD ALLOW IT TO MAKE REGULAR INVESTMENTS IN THE RENEWAL AND EXPANSION OF CAPITAL INFRASTRUCTURE, PLANT AND FACILITIES NEEDED TO SUSTAIN HIGH-QUALITY TEACHING AND LEARNING, AS WELL AS CUTTING EDGE RESEARCH ON A SUSTAINABLE BASIS.

Funding continued to be a major challenge for The University of the West Indies during the 2011/2012 review period. This was primarily due to under-payment by many Caribbean countries. It is within this environment that the University continued to explore diverse opportunities to support and expand the funding base of the institution. For the duration of the review period three main strategies were employed, namely: identifying additional sources for income generation; containment of operational costs; and initiatives to increase operational efficiencies. This focus was in keeping with the overall aim of the Strategic Plan which, inter alia, included the following:

- ensuring that the University had access to adequate funding to allow for investments in the renewal and expansion of capital infrastructure
- establishing a mechanism for financing planned expansion and enhancement of research activity
- broadening the funding base and reducing overdependence on any one source
- achieving productivity enhancements and efficiency through optimisation of the use of existing resources and active management of costs

FUNDING CAPITAL INFRASTRUCTURE EXPANSION

The UWI undertook several initiatives to increase its access to adequate funding which would allow it to make regular investments in the renewal and expansion of capital infrastructure, plant and facilities needed to sustain high-quality teaching and learning, as well as cutting edge research on a sustainable basis.

The University continued to make use of traditional and creative financing, particularly with regard to large infrastructure financing. Government infrastructure development plans where they existed as well as institutional borrowings were utilised. Additionally, various forms of securitisation-type financing arrangements were adopted as a creative means of funding the construction of several facilities such as buildings for student housing. Such funding has, however, been concentrated on projects which have income-generating capability or significant cost savings.

The UWI Enhancement Project (UWIEP) was a major plank in facilitating the Strategic Plan with regard to transformation of the administrative culture and the strengthening of regionality. The construction of the Vice-Chancellery Build-

ing, completed in June 2012, represented a significant investment and a major component of the UWIEP, which was jointly funded by the Caribbean Development Bank (CDB) and the University of the West Indies. For this project, the University was able to secure a mix of grants and loans from the CDB.

FUNDING RESEARCH ACTIVITY

One of the strategic aims of the University of the West Indies is to become internationally recognised as a centre of excellence in research, knowledge creation and innovation. Critical to the realisation of such an aim, is the need for effecting internal transformations necessary for the UWI to become a more research-driven institution. Acknowledging the imperative for UWI to become more research-driven is one step; making it happen is the greater challenge that

the institution must face. Fostering the desired research culture will require attention to three basic issues: (a) increasing the number of research active academic staff, (b) availability of protected research time commensurate with expectations of research performance, and (c) access to an enabling research infrastructure and associated research funding.

A critical facilitator of research activity at the UWI has been access to funding through its Special Projects activity. Special Projects are funded by grants received from international agencies and other donors and are restricted to designated research and specific programmes. During the year ended July 31, 2012, some examples of new projects funded in this way were:

- The Eastern Caribbean Health Outcomes Research Network (ECHORN) at the Cave Hill Campus, sponsored by Yale University;



Jamaica's Prime Minister, The Hon Portia Simpson-Miller, cuts the ribbon to open the new UWI RHQ building. Clockwise from top left: scenes from the TAC meeting 2012, hosted by the Mona Campus.



- The transformation of the Centre for Nuclear Sciences to the International Centre for Environment & Nuclear Sciences on the Mona Campus, sponsored by the Government of Jamaica;
- The Caribbean Pacific Island Mobility Scheme on the St Augustine Campus, sponsored by the European Union;
- The National Bio-safety Framework at the University Centre sponsored by the United Nations Environment Programme (UNEP);
- The Commonwealth Youth Programme (CYP) for the BSc degree in Youth Development at the Open Campus sponsored by the Commonwealth Youth Programme.

All grant funding typically has varying degrees of conditionalities attached. While there are numerous agency-specific regulations, special attention was paid to ensuring compliance with the regulations stipulated by international and executive government associated agencies (for example the European Union (EU) and US Federal Government donor agencies), with which the UWI must comply. The University continued to enhance its capability to access research funding from these sources, and simultaneously streamline the grants management process through the development of grants management policies and the implementation of an IT solution, *Banner Grants Management*. In this connection, emphasis was placed on timely and accurate reporting as well as on regular audits of the various funds.

In furtherance of the strategic objective of fostering a relationship which provides contributing governments with greater opportunities for dialogue on the utilisation of funding and associated outcomes, the campuses have made efforts to reposition their curricula, programmes, and research agenda to meet the developmental needs of contributing governments. This was based on feedback and consultations with the Governments of the region, the private sector, and findings from the University's Quality

Reviews conducted by external assessors. In this regard a number of new courses was offered to meet these needs, while at the same time specific research/consultancies were undertaken on behalf of the above stakeholders. Examples of this repositioning were undertaken by the Faculty of Humanities and Education (Cave Hill) and the Errol Barrow Centre for the Creative Imagination which have initiated new course offerings in potentially lucrative cultural sectors. The Bachelor Degree in Fine Arts (BFA) had its first graduating class in 2011. Similarly, the Faculty of Social Sciences continued to succeed in its offerings of professional Master's degrees in critical areas. These programmes contributed to the income-generating capacity of the campuses. The University also continued to market its programmes internationally. Attracting international students to the UWI is now being seen as a major area of focus in generating additional income.

BROADENING THE FUNDING BASE AND REDUCING OVERDEPENDENCE

In order to broaden the funding base and reduce overdependence on any one source of funding, the University has pursued the development of self-financing programmes such as the MSc Counselling, MSc Education, MSc International Management, MSc Tourism and Hospitality Management, the operations of the School of Dentistry, and full fee-paying programmes in the Faculties of Medical Sciences and Law. The surplus from this source during the reviewed year, however, was mostly due to a reduction in expenditure rather than an increase in income as the market does not appear to be growing at this time. This surplus is earmarked for capital commitments, which are expected to materialise during the year 2012/2013.

The contribution of commercial operations increased by 5% over the prior year and was derived from concessionaires, book shops, the



halls of residence at all campuses, as well as income from rented properties. The theme of broadening the funding base has allowed for a more diversified approach to obtaining sources of income and has begun to reflect some changes in the mix from previous years, with Government Contributions now 50% (2011: 51%), Tuition and Other Student Fees 15% (2011: 15%), Special Projects 8% (2011: 6%), Other Projects 18% (2011: 20%), Commercial Operations and Other Income 9% (2011: 8%). Thus, while progress has been made in broadening the funding base, change has been slow in coming. The University continues to explore all available avenues towards this end.

PRODUCTIVITY ENHANCEMENTS AND EFFICIENCY THROUGH OPTIMISATION

In funding the enterprise the University has placed great emphasis on achieving the strategic objective of minimising the need for new resources by achieving productivity enhancement and efficiency gains. This was done through optimisation of existing resources and pro-active management and containment of costs.

In this vein the University continued to realise cost saving benefits from implementing various strategic measures, such as completion of workload analyses as part of the transformation of the administrative culture.

In view of the reduction in Government subventions and for purposes of better managing expenditure by the campuses, it was necessary to understand the cost profile of the University: staff costs were found to constitute approximately 71 per cent of total costs. To promote efficiency, a target faculty load of 10 contact hours which was established on one campus, was held as best practice and is in varying stages of implementation throughout the University. Additionally, courses with low enrolment were reviewed and a centralised course scheduling system

introduced; management of all part-time contracts was also streamlined.

Despite the successes of the past, new initiatives continue to drive the focus of financing the enterprise. One of these is the exploration of the establishment of a Captive Insurance vehicle. The University is conducting an assessment to explore the feasibility of the recommendation that captive insurance might provide a long-term, cost effective solution for the University's insurance coverage needs. The University recognises the value of efficient utilisation of the scarce resources of the people of the Caribbean and is committed to good stewardship of these resources.

FUNDING THE ACADEMY: CHALLENGES AND SUCCESSES

During Academic Year 2011/12, the **Cave Hill Campus** continued to be faced by the fiscal consequences of mounting arrears in government contributions occasioned by the deepening global financial recession. This debt moved from BDS\$90 million in July 2011 to BDS\$135 million at July 31, 2012. The arrears were composed of BDS\$100 million owed for Economic Costs and BDS\$35 million for Tuition Fees. In addition, for a third consecutive year the campus reeled under cuts in its operational budget, which now stands at the 2008/9 level. Finally, the non-payment of funds for the special projects developed in collaboration with the Government of Barbados adversely affected research and innovation initiatives. During the period, the campus maintained constant dialogue with the Barbados Government with regard to the outstanding debt, and participated in a series of meetings involving at various junctures, both the Vice-Chancellor and the University Bursar. These meetings resulted in a proposal for the payment of BDS \$45 million on account of the balance due at July 31, 2012, at some point during the 2012/2013 financial year with the remainder to be cleared over a



three-year period. However, due to the delays in the receipt of these funds the campus has been placed in the unprecedented and embarrassing position of being unable to settle accounts with suppliers as promptly as it had done in the past. More recently, the delays have impacted on the campus' ability to pay wages in a timely manner.

The campus continued to employ strategies to cope with the financial crisis which threatened to have a severe impact on the core operations of the campus. These strategies for a third year included the continued freezing of vacancies, thus creating unprecedented hardships for students and the academic and administrative staff; strict monitoring of teaching loads; utilisation of energy saving strategies; reductions in overseas travel and the greater use of teleconferencing; postponement of all but the most critical maintenance activities; reduction of overtime work to its most essential minimum. In addition, resources from capital projects had to be diverted and proceeds of income-generating activities utilised to support expenditure which had been budgeted against approved government contributions.

The **Cave Hill Campus** continued to place heavy reliance on the receipt of funds from external donors as well as self-financing activities. With the slow-down in receipts from contributing Governments, greater reliance was placed on inflows from non-UGC sources. Tuition fees from the taught Master's and the MB BS Programmes were particularly helpful in that regard. In the face of these trying circumstances, the campus administration records with sincere appreciation the manner in which the campus community has responded to the significant shortfall in funding. It notes with appreciation the creativity of the Deans and Heads in maintaining current programming and in developing proposals for income generation. The Cave Hill Campus also records its appreciation to the Prime Minister, the Hon Freundel Stuart, for his

support and interventions, and to the persistent efforts of the Minister of Education, the Hon Ronald Jones and, indeed, the overall efforts of the Government of Barbados to resolve the financial situation and to meet its statutory obligations to the University.

Except for retroactive salary provisions, the contribution from the Government of Jamaica to the Mona Campus during the 2011/2012 academic year remained unchanged from the previous year. This, viewed in the context of major reductions in support in each of the previous two years, combined with the on-going economic challenges across the region, created a very difficult financial environment in which the campus had to operate. This situation, however, further strengthened the campus' resolve to advance critical capital projects towards the achievement of key strategic financial goals of income growth and diversification of revenue streams.

COSTS REDUCTION AND CONTAINMENT

Throughout the 2011/2012 academic year, the **Mona Campus** continued its efforts to sustainably reduce or contain costs, with commendable successes. A key area of focus was staff-related costs, which currently account for over 70% of operating expenses. Cost reduction in this area resulted primarily from attrition and the restructuring of roles, as well as restricting recruitment.

Management of energy costs was another major area of focus for the **Mona Campus**. The main initiative in this regard was the investment in the recently completed air conditioning service park to provide centralised cooling to three large academic facilities in close proximity to each other. This initiative is expected to save some 26% in energy cost to cool these facilities. Phase II of the project will see integration of the service park into a Combined Heat and Power Generation Plant.

The use of "voice over internet protocol" (VOIP)



Mona Campus air conditioning service plant

technology for telephone service to reduce cost has been expanded. The technology has been incorporated in new facilities and is being installed in existing ones. The plan is for deployment of this technology across the entire campus.

IMPROVING CAMPUS INFRASTRUCTURE FOR REVENUE SUSTAINABILITY

The continuing strong strategic focus on infrastructure development seeks to accomplish three primary outcomes:

- a. providing staff and students at Mona with the most conducive teaching and learning space and technologies in support of the continuing quest for institutional excellence;
- b. enabling the campus to respond adequately to market demand for expertise in various locally underserved specialist areas; and, of critical importance,
- c. advancing efforts aimed at increasing income, diversifying revenue streams and containing

costs, to mitigate the fallout from decreasing government support.

During the 2011/2012 academic year, substantial progress was made towards completion of key projects, including:

- The Faculty of Medical Sciences Teaching and Research Complex, central to planned growth in the Faculty of Medical Sciences, including its recently introduced dentistry programme;
- Additional accommodation to house 1,000 students, thereby addressing a critical housing need;
- The Mona Campus E-Services Park, being developed for income-generation and to provide employment for over 5,000 students on a reduced work week arrangement, thereby assisting them with financial obligations like tuition fee payments; and
- The Mona Campus Combined Heat and Power Generation Plant, designed to secure the campus future energy needs. [VC](#)



UWI Consulting

A SUBSIDIARY OF THE UNIVERSITY OF THE WEST INDIES

The period under review (2011 to 2012) was a year of transition for UWI Consulting. The Company dedicated much of its time to preparing for the move from its manger-like offices in the Assembly Hall Building to its current location as of May 2012, in the magnificent premises of the newly completed UWI Regional Headquarters opposite the main gate of the Mona Campus. The period of rebuilding began in the latter part of the 2011/2012 financial year.

Despite the trailing aftermath of the 2008/2009 global recession and the hiccups experienced during the relocation, UWI Consulting continued steadfastly to forge ahead with achieving its vision. Like Tom Hockaday of Oxford University Consulting (OUC), UWI Consulting believes that “in the current economic climate many companies are moving to a more outsourced model and use academic experts to provide guidance and input”.

Notwithstanding the lack of economic growth in the Caribbean region during the period under review, UWI Consulting continues to attract new projects and corporate alliances, as well as the necessary affiliates to service these projects. However, the fiscal challenges faced by Jamaica in particular, one of our largest client sources, appeared to slow down the pace at which the international funding agencies approved projects and funded bids already won.

AS A WHOLLY OWNED SUBSIDIARY OF THE UNIVERSITY OF THE WEST INDIES, UWI CONSULTING CONTINUES TO DRAW ON THE INTELLECTUAL CAPITAL OF THE UWI.

ABOUT UWI CONSULTING INC.

UWI Consulting is a limited liability international business corporation, registered in St Lucia, and a wholly-owned subsidiary of the University of the West Indies. Its mission is “to unlock the development potential of the Caribbean” thereby creating impact in the Caribbean region, diversifying the revenue stream to UWI and enhancing the image of the UWI globally.

As a wholly owned subsidiary of The University of the West Indies, UWI Consulting continues to draw on the intellectual capital of the UWI. Through its consulting activities, it facilitates the promotion and development of Education and Social Policy, Policy Formulation, Legislative Reform, Tourism and Sustainable Development, Project Evaluation, Regional Biosafety, Agricultural Programmes, and other programmes which are important to public and private entities. UWI Consulting thus becomes the value-added complement to the knowledge base of The UWI.

In pursuit of its key strategic objectives, the Company is developing its operations as follows:

1. **Consulting:** Based on the experience and knowledge of the academic staff and affiliates, key experts from the corporate sector, and strategic alliances with international partners, UWI Consulting executes consultancies principally for the government sector in the Caribbean region. The Company plans to be the most recognised and respected Consult-



ing Company in the region within the next five years.

2. **Technological Innovations and Emerging Products:** UWI Consulting seeks to combine the outputs from the research and development efforts of the UWI with complementary discoveries in the region and internationally, to create business relationships that enhance product value and successfully commercialise the products.
3. **Fostering Entrepreneurship and Community Service:** By building on strategic alliances with local and international partners, as well as a selected team of industry experts and entrepreneurs, UWI Consulting functions as business advisers and mentors to young entrepreneurs and to micro-, small- and medium-sized enterprises (MSMEs). It has worked diligently to launch a SAGE (Students for the Advancement of Global Entrepreneurship) Chapter in high schools, first in Jamaica and then throughout the Caribbean.

In collaboration with the UWI and the private sector, SAGE plans to transform high school students into young entrepreneurs. The visit to Jamaica by the founder of SAGE Global, Prof Curt DeBerg, as the guest of UWI Consulting culminated with a visit to the Minister of Education, the Honourable Dr Ronald Thwaites, who asked the team to “Run with it!” The process has begun.



Dr Basil Burke, CEO of UWI Consulting, at a SAGE workshop

THE VALUE PROPOSITION TO OUR CLIENTS

Since its inception UWI Consulting has been able to supplement the expertise provided by the UWI with that from consulting firms and individual professionals and practitioners in the Caribbean and around the world. UWI Consulting has thus become the main vehicle through which the UWI provides consulting services to clients.

UWI Consulting has leveraged the best of UWI resources and experts across several disciplines and these are now available to benefit client organisations in the region and around the world. Our Affiliates/Experts are not only academically qualified but many have consultancy experience, locally and regionally.

The UWI system connects the countries in the Caribbean region through a network of contacts, skills and technical expertise, as well as electronic, physical and cyber infrastructure, creating solutions which become highly relevant in remotely located areas. In particular, the Open Campus has an operational presence in all of the English-speaking Caribbean countries. This knowledge and outreach create a unique blend of intellectual capabilities and direct access. The result is that UWI Consulting has harnessed this highly efficient network to execute and implement projects throughout the Caribbean region. Combined with the UWI Brand, the Company – through these alliances – offers real and valuable solutions to its clients, creating the best value for money in the region.

UWI Consulting is results-oriented, and we measure the impact of our service to organisations. We manage the risks inherent in consulting assignments not only by tracking outputs and costs carefully, but also by negotiating arrangements that are mutually beneficial to our clients and to the Company. We value the trust and confidence of our clients and we strive to maintain confidentiality and transparency in our consultant-client relationships.



MANAGEMENT CAPABILITY

Dr Basil Burke the Chief Executive Officer of UWI Consulting has overall responsibility for the company and provides policy and strategic guidance. His responsibilities include client relationship management, consultant recruitment and proposal development, management oversight and strategic implementation of assignments. Dr Burke is assisted by Business Development/Project Manager, Cynthia Humes (MBA), Project Manager, Claudia Hunter (MBA); Research and Administrative Associate, Vinessa Henry (MSc), and Project & Administrative Assistant; Kerryann Hodges (BA).

HIGHLIGHTS OF ACCOMPLISHMENTS

During the 2011/2012 academic year, UWI Consulting won several competitive procurement bids, and completed a number of projects whose specific goals were intended to have significant impact in the Caribbean region. Among these are:

- Ministry of Education, Jamaica – “Evaluation of the National Curriculum Policy”
- Office of the Cabinet, Jamaica – “Develop Detailed Drafting Guidelines for a White Paper on the Establishment of an Environmental Regulatory Agency” (with the Institute for Sustainable Development)
- Ministry of Youth and Culture, Jamaica – “Development of Policy Instruments to Support the Youth Sector”
- Government of St Lucia – “Review and Evaluation of ICT in Education Policy and Curriculum, and Institutional Strengthening and Capacity Building” (in a Consortium with European profiles and the UWI Open Campus.)”

PROJECTS COMPLETED:

- Government of Jamaica/Office of the Cabinet – Development of a Decentralisation Policy for Jamaica (Completed October 2012)
- CARICOM – An Assessment of the Economic and Social Costs of Substance Abuse (Completed June 2012)
- CARICOM – Preparation and Publication of Resource Manuals to Assist Small Enterprises Overcome Generic Challenges (Completed February 2012)
- Government of Jamaica/Ministry of Labour and Social Security – Consumption Patterns and Coping Strategies of PATH Households (Completed January 2012)
- UNICEF – Evaluation of the Quality of Learning Environment and the Teaching Methodologies at Schools Providing Special Education (Completed October 2011)
- UNICEF – Situation Analysis of the State of Sexuality Education in Nine Caribbean Countries (Completed September 2011)

ALLIANCES AND PARTNERSHIPS FORGED

The question of how to beat the global competition has intensified over the period, and one way of dealing with it was to forge alliances with international companies. The fact that international and regional organisations continue to approach UWI Consulting for partnerships and alliances is a sign of our growing international and regional presence. Mutually beneficial partnerships were formed with the following companies:

- ECORYS Netherlands
- ECORYS UK Limited
- European Profiles
- B&S Europe
- SAGE Global

The pieces of the puzzle are in place. There is hope and opportunity, and the future looks bright. **VC**



Strengthening Regionality and the National Engagement Processes

‘REGIONALITY IS NOT A DENIAL OF THE NATIONAL SPACES IN WHICH THE UWI IS LOCATED; INDEED, THE ABILITY TO MOBILISE REGIONAL INTELLECTUAL CAPACITY AND TALENT TO SERVE NATIONAL NEEDS SHOULD BE LEVERAGED IN OUR EFFORTS TO FORGE EVER STRONGER BONDS’.

– Dr Wendy Grenade, member of the Task Force on Strengthening Regionality at the UWI.

The same factors which undermine the movement toward Caribbean integration – political short sightedness, insularity and nationalism, narrowly defined notions of cultural identity, economic disparities and the MDC/LDC divide – are those which help to erode the regional character of The University of the West Indies. To counter this, proactive measures have been taken to highlight and build on successful models of regionality which currently exist within the institution, such as the seamless UWI Library System *UWILinC*, cross-campus collaboration in research, the biennial Faculty of Social Sciences Conference, SALISES, the UWI Games and the accreditation of the Faculties of Medical Sciences as **one** UWI Medical Faculty.

In August 2010 the Vice-Chancellor established a Special Task Force on achieving a more regional University, under the chairmanship of Professor Brian Meeks (Director, SALISES, Mona). Its membership was drawn from all the campuses and included student representatives. In May, 2011 University Council received and

considered the Task Force’s Report whose main finding was that there was overwhelming support throughout the academy for the UWI to continue indefinitely as a regional institution, but equally strongly held was the view that its regional character had been undermined over time. Council agreed that the recommendations that were practical and immediately implementable (such as encouraging more cross-campus collaboration and infusing teaching with Caribbean content) should be taken on board, while those concerning governance (such as the



Dean Hamid Ghany (L) and Dean Mark Figueroa in discussion at the cross-campus meeting of the Faculty of Social Sciences.



recommendation to strengthen the power of the Vice-Chancellery) should be considered within the context of the overall Governance Review undertaken at ten-yearly intervals.

The regional nature of The UWI is manifested both structurally and culturally within the institution and this received a boost with the UWI Enhancement Project (reported on in the chapter on Transformation of the Administrative and Leadership Culture) which facilitated the construction of the Regional Headquarters Building, seat of the Vice-Chancellery – the realisation of a recommendation made back in 1994 by the Chancellor’s Commission on Governance. The relocation of scattered offices of the Vice-Chancellery to a central location near to, but separate from, the Mona Campus was considered to be an important plank in the institutional strengthening and transformation process.

As part of the thrust towards regional engagement, that is, service to our stakeholders in the region, the University provides technical advisory services to its contributing countries and has also contributed to the development of regional policies through CARICOM. The UWI stands ready to be the ‘first port of call’ for Caribbean governments in a crisis, and several countries have reached out. Recent examples are the emergency team of technical experts from across the academy which was deployed and sent to Grenada following the devastation of that sister island by hurricane Ivan in 2004; the assistance given to Haiti following the earthquake in January 2010; and the UWI response to a request by the Government of St Lucia for technical advice in combatting an outbreak of black sigatoka disease on its banana plantations in January 2012.

Throughout the academic year 2011/2012 all the campuses continued to host conferences, symposia, seminars and policy fora which served not only to stimulate intellectual discourse but also sought to focus and make recommendations on

challenging issues of local, national and regional importance.

Following is a sample of the many discussion sessions hosted:

CAVE HILL CAMPUS

- The Inter-American Court of Human Rights and the Faculty of Law co-sponsored a symposium entitled ‘The Inter-American system and the Caribbean’, held in the Moot Court Room on October 12, 2011. The Symposium was attended by seven judges of the Inter-American Court, Chief Justice Marston Gibson of Barbados, Chief Justice Hugh Rawlins of the OECS Supreme Court, the Hon Mr Justice Winston Anderson of the Caribbean Court of Justice, the Hon Mr Justice Lennox Campbell of the Supreme Court of Jamaica, the Hon Madam Justice Sandra Mason of the Barbados Court of Appeal, several officers from the Office of the Attorney General and Ministry of Foreign Affairs, academic staff of the Faculty of Law, and approximately fifty students.
- The Department of Language, Linguistics and Literatures hosted a lecture on Tuesday November 1, 2011 by Professor Sue Thomas of La Trobe University, Melbourne, on the topic: “Mary Prince’s Slave Narrative and the Moravian speaking Subject”.
- Professor Lissa Paul of Brock University delivered a seminar presentation on Thursday 23, February, 2012, titled “Beyond her reach: Or why Eliza Fenwick (1766–1840) failed to find happiness in early 19th century Barbados”.
- The Department supported the launch of the book *The Bowling was Superfine: West Indian Writing and West Indies Cricket* edited by Stewart Brown and Ian McDonald on Monday, March 26, 2012.
- The Faculty of Law and the Institute of Chartered Accountants of Barbados (ICAB) on January 10, 2012, hosted a lecture and panel



ANNUAL GEORGE LAMMING DISTINGUISHED LECTURE

CAVE HILL CAMPUS



The George Lamming Distinguished lecture was held on April 3 with the keynote address being delivered by Dr Manthia Diawara, Director of the Institute of Afro-American Affairs, New York University. Dr Diawara, Malian writer, filmmaker, cultural theorist and art historian presented on the topic “The 1956 Artists’ Congress: Towards the Birth of a New Imaginary and Image of Africa”.

*“The 1956 Artists’ Congress:
Towards the Birth of a New
Imaginary and Image of Africa”*

discussion on ‘Regional Tax Treaties and Tax Information Exchange Agreements and OECD Standards’. The lecture was delivered by Dr Shee Boon Law, the Principal Research Associate in Tax Services of the International Bureau of Fiscal Documentation, who had worked closely with the OECD. Panellists included Dr Law, Mrs Connie Smith, President of Barbados International, Mr Wayne Lovell, Chairman of the ICAB Tax Committee, and Mr Ben Arrindell, international tax consultant. The panel, which was moderated by Mr Andrew Ferreira, attorney-at-law, was attended by approximately fifty-five persons.

- CERMES held its ‘Writesop’ during February 27, to March 2, 2012 to provide mentorship on the peer-review process to 14 young Caribbean academics who are interested in preparing papers for submission to scientific journals. Sponsored by the Stockholm Environment Institute (SEI) and the United Nations International Strategy for Disaster Reduction (UN-ISDR), participants came from Barbados, Jamaica, Trinidad and Tobago, Suriname, St Vincent and the Grenadines, Colombia and Cuba.
- In celebration of World Social Work Day on March 20, 2012, the Social Work programme hosted a seminar entitled “*Human Relationships in the Global Social Work Agenda*”. The seminar was attended by students, local social work professionals and members of the public.

MONA CAMPUS

Community Engagement

The Mona Campus outreach efforts with the wider community is multifaceted. These range from engagement on national policy development, to fostering the sustainable development of whole communities, to direct assistance with nurturing of young minds. The 2011/2012 academic year marked yet another very important one for developments at all levels.



Supporting National Imperatives

During 2011/2012, the Mona Campus engaged policy makers, business leaders and other stakeholders in various sectors on key issues of national importance in several forums. In May 2012, the campus, through its Department of Pathology, and in collaboration with the University of Toronto's Centre for Forensic Science and Medicine, staged the first International Conference on Forensic Medicine. The conference which was supported by the Ministries of Justice and National Security, sought to build forensic capacity in Jamaica with the specific aim of improving the justice system.

The Sixth Annual Caribbean Child Research Conference, held in Jamaica in October 2011 under the theme "Promoting Child Rights with Equity – Our Children in Post-Independence Times", explored issues such as violence, lack of family care and sub-standard education among the many violations of child rights. The conference's focus on equity resulted from the growing recognition worldwide by UNICEF and other child-focused agencies, that national development goals cannot be met without paying greater attention to the most vulnerable and marginalised populations.

In April 2012, the Faculty of Science and Technology hosted its 9th Biennial Conference under the theme, "Science: Bridge to the future." The keynote speaker, Mr Ricardo Jenez, Consultant in Silicon Valley and former Director at Google Enterprise, spoke on the topic, "Educational Institutions and Industry as Agents of Innovation and Entrepreneurship: Lessons from Silicon Valley". He noted that the best way to unleash innovation and entrepreneurship in a society is to have educational institutions and industry foster and support practices that enable students and faculty to turn ground-breaking research and ideas into commercial products.

First International Conference held at the UWI Mona, Western Jamaica Campus

The first joint international conference hosted by the Faculty of Social Sciences and the Faculty of Medical Sciences, was also the first conference to be hosted by the UWI Mona, Western Jamaica Campus. With the theme, "Dying to be Beautiful? Body Image, Eating Behaviours and Health in the Caribbean", the Conference which was held in January 2012, examined strategies for treating with current topical issues related to health and culture, such as skin bleaching, obesity and eating disorders.



"Dying to be Beautiful International Conference", hosted by the WJC

Workshop on Anti-Doping in Sports

In November 2011, the Mona Campus hosted a workshop on Anti-doping in Sports. The event was designed to create greater understanding of the need for the 2012 review of the WADA global anti-doping code and to generate awareness about the rationale for scientific data and research in anti-doping control. It also sought to sensitise key players to the impact of nutrition on performance and injury management.

Building, Strengthening Capacity in Surrounding Communities

Efforts by the Mona Campus to foster development in surrounding communities through initiatives aimed at improving educational and skills training opportunities; encouraging busi-



ness development and employment; unearthing talents in sports and culture; and crime and violence prevention achieved important outcomes in the 2011/2012 academic year. Two of the first five recipients of the UWI Township Challenge Scholarship, Shenhaye Ferguson and Annarhesia Farquharson, graduated in November 2012. Shenhaye pursued a BA degree in History, completing her programme with First Class Honours. Annarhesia, who also majored in History, graduated with an Upper Second Class Honours degree.

Vocational Training for Community Members

As part of efforts to build capacity in the sur-

rounding communities, the Mona Campus extended an invitation to interested community members to participate in a training programme it offered in collaboration with the HEART Trust/National Training Agency. The programme was designed to train individuals in areas such as general construction, data operations and housekeeping. The positive result of this initiative was evident at the October 2012 graduation ceremony, with 24 of the 151 participants awarded certificates for varying levels of achievement being persons from the surrounding communities. The other 127 individuals were service staff of the Mona Campus.

The Greater August Town Film Project was another innovative intervention aimed at capacity building, through engagement of the large number of unattached youth in the Greater August Town community. The on-going initiative seeks to create a more positive community image, help develop August Town and UWI Mona into a film and heritage tourism destination, widen the scope of experience for young people, provide opportunities for residents to work in a variety of areas related to film and video making, and to develop a community film school linked to the Centre for Tourism and Policy Research (CTPR) and the Caribbean Institute of Media and Communication (CARIMAC).



The Greater August Town Film Project

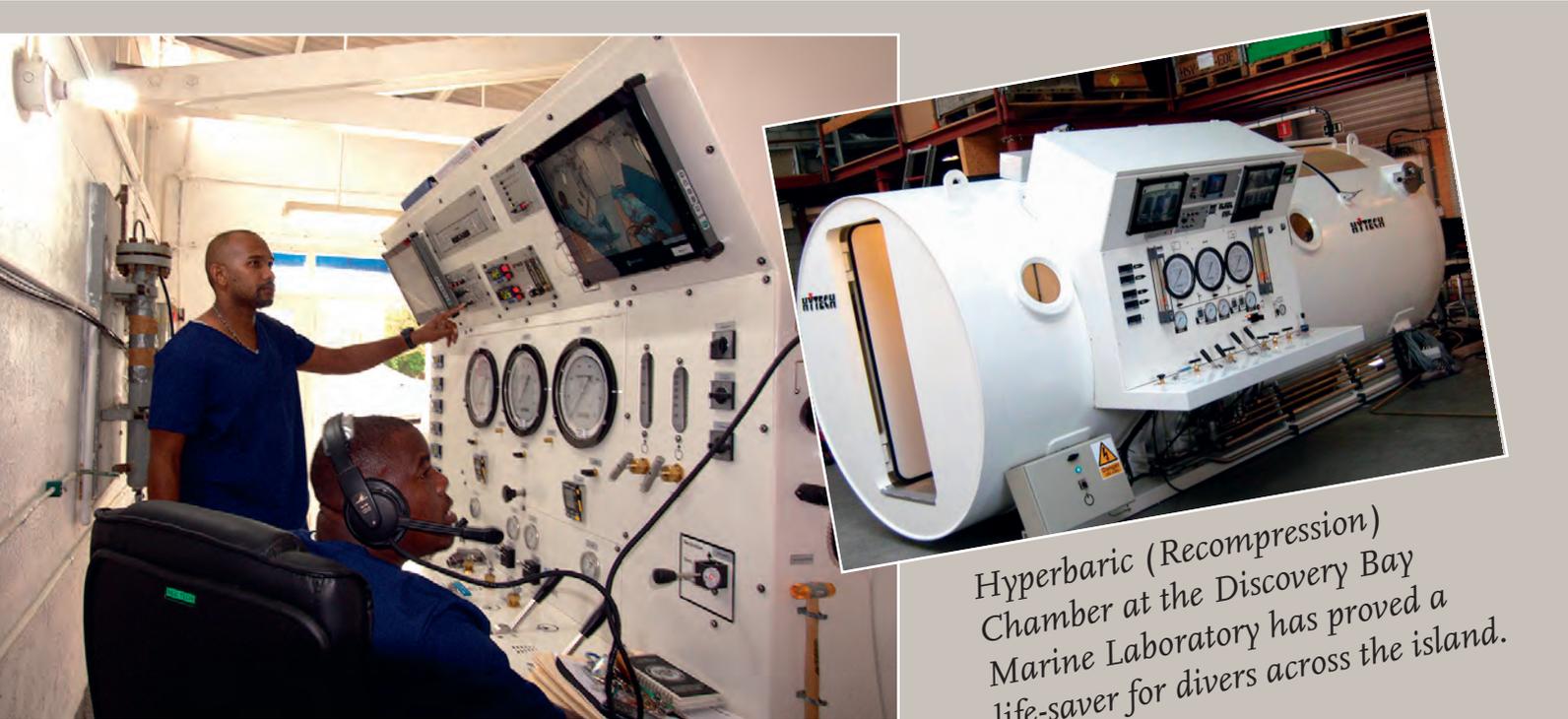


Technical advisory services by the Faculty of Science and Technology

The Faculty has been a reliable source of expert service for the public and private sectors as well as international communities. Matters consulted on include: potential and exploitation of Jamaica’s mineral resources, energy options and climate change effects/adaption, threat of invasive butterfly species to the citrus industry, management of heavy metal accumulation in the environment and export food crops, better process control in the food industry, occupational safety and health, provision of coast re-vegetation seedlings from the Port Royal Marine Labs, services of a Hyperbaric (Recompression) Chamber at the Discovery Bay Marine Laboratory for divers across the island, tracking and finding solutions to marine invasive species (especially the Lion Fish), laboratory testing for some national sports programmes and agri-product chemical profiles (e.g. ginger), science and mathematics teacher education, earthquake activity tracking, ballistics and forensics, plant disease and antiretroviral drug resistance patterns. The Biotechnology Centre continued

its innovative projects employing biotechnology techniques to promote environmentally friendly livelihoods, economically important forest biodiversity and conservation and use of nutritious biochar materials in plant production. The UWI Cardiac Surgery Simulator continued to be in demand as major universities and hospitals in the USA as well as the University Hospital of the West Indies continue to get good outcomes in training trials. Many Faculty academics continue to be in demand as editors and referees for international journals in assessment and promotions processes of universities around the globe and as chairs of boards.

The Mona Institute of Applied Sciences (MIAS) has continued to focus on retooling to provide critical analytical service to the agricultural export sector and other agencies. It is now an integral part of the quality assurance/control mechanism of the Ministry of Agriculture’s export division for ginger and other agri-products with delicate flavours/fragrances. MIAS’s assistance to the ackee industry, i.e. determination of hypoglycine levels, is also significant.



Hyperbaric (Recompression) Chamber at the Discovery Bay Marine Laboratory has proved a life-saver for divers across the island.



Above and top right: CCDC partnered with SALISES (Mona) in staging the Caribbean Child Research Conference, in October 2011.
 Right: Capacity-building workshop on Child Rights for the Dept of Correctional Services.

THE OPEN CAMPUS

The strong focus of the Consortium for Social Development and Research (CSDR) on applying research understandings to policy in national contexts was reflected in the key studies undertaken at Caribbean Child Development Centre (CCDC) on violence against children in 17 Caribbean countries and at the Social Welfare Training Centre on the impact of specific youth interventions in Jamaica. The role of all four units of the CCDC in capacity building of national and regional entities was performed in diverse contexts: in 2011/2012, capacity building and training innovations included the hosting of a workshop by the HLS Trade Union Education Institute on re-inventing collective bargaining in the public sector, and its contribution to the national debate on tax and pension reforms, both in Jamaica; the innovative training by CCDC for the Department of Correctional Services on children's rights. Heads of Units sustained their active representation of the University on CARICOM bodies promoting issues of concern

to children and youth. Examples of CSDR representation on national bodies in Jamaica include promoting industrial relations (Vice President of the Jamaica Confederation of Trade Unions) and decision making by women (Public Education and Outreach Committee of The 51% Coalition). Technical assistance was provided in Jamaica in capacity building workshops for government partners – Department of Correctional Services on child rights, Child Development Agency on staff development, Ministry of Finance and Planning on Collective Bargaining in the Public Sector. Technical assistance to the region in the core area of early childhood development was sustained through CCDC's initiatives to upgrade the CaribECD website, host four teleconferences to strengthen practice in the Caribbean Early Childhood sector and produce the CaribECD Link e-Newsletter. CCDC participated as a partner of the Global Child Development Group in the publication of *Inequality in Early Childhood: risk and protective factors for early child development*, in **The Lancet Series** Special Issue: Child Development in Developing Countries.



ST AUGUSTINE CAMPUS

Business Forum

The Campus continued to create links with the local private sector when it hosted a Business Forum at the end of January, 2012. Members of the business community met with campus leaders to get a better understanding of the University. This was an opportunity to create or strengthen partnerships with the private sector and to hear their perspectives on what they see as priority areas requiring the University’s attention. Key topics included the “employability” of UWI graduates, the University’s role in nurturing entrepreneurship, and knowledge transfer.

The Faculty of Social Sciences hosted several international conferences during the 2011/2012 academic year. These include:

- i. the Annual Conference on the Economy under the theme *Managing for Development in a Volatile Economic Environment: Addressing the Challenges Before Us* which was held from October 6–8, 2011;
- ii. a Conference on Gangs, Violence and Governance which was held over the period November 3–4, 2011;
- iii. a Conference on Poverty Alleviation which was held on October 20 and 21, 2011;
- iv. the 2nd International Tourism Conference entitled *Tourism, Culture and the Creative*

» “IN THE FIRES OF HOPE”

To commemorate the 50th anniversary of the independence of Trinidad and Tobago the History Department in the Faculty of Humanities and Education focussed on the development and execution of a yearlong series of events and public lectures. The theme for these activities was “In the Fires of Hope”. They concentrated on engaging the population of Trinidad and Tobago in informed discussion and the events were held at venues across the country in a bid to “take our University to the people”.



T&T 50th Anniversary of Independence



- Industries: Exploring the Linkages* which was held in January 2012 in collaboration with Ryerson University, Canada and London Metropolitan University, United Kingdom;
- v. the 14th International Conference on Penal Abolition which was held in collaboration with the Institute of International Relations over the period June 12–5, 2012;
 - vi. the Trade and Economic Development Unit in the Department of Economics organised a conference entitled *Revenue Management in Hydrocarbon Economies* which was held at the Hyatt Regency Hotel over the period June 20–22, 2012 with sponsorship from BP Trinidad and Tobago Limited; and
 - vii. a three-day conference entitled “Trinidad and Tobago at 50: A Model Nation?” which was co-hosted by the Faculty and the Sir Arthur Lewis Institute of Social and Economic Studies over the period April 25–27, 2012. This conference was opened by the Acting President of the Republic of Trinidad and Tobago, His Excellency, Mr Timothy Hamel-Smith and was staged to commemorate the 50th Anniversary of the independence of Trinidad and Tobago.

THE IGDS

Public lectures, conferences and seminars provided avenues for fostering national engagement. During November 2011 all Units hosted a lecture by the Chancellor, Sir George Alleyne, on “Health De-gendered is Health denied”. The Nita Barrow Unit (NBU) held the Seventeenth Annual Public Lecture. Caribbean Women: Catalysts for Change (CWCC) in the same month. It was delivered by Professor Stephanie Seguino, Professor of Economics at the University of Vermont, USA and hosted by the NBU. Her topic was “Globalisation, the Crisis and the Cost of Inequality.”

In October 2011, the Regional Coordinating Unit (RCU) launched “Through Women’s Eyes: Con-

versations on Independence”, a series of conversations designed to create a space for the perspectives and experiences of women’s voices to commemorate the fiftieth anniversary of political independence in the Commonwealth Caribbean. The Series is part of the SALISES 50/50 Project, which provides a critical assessment of the fifty years of independence of Caribbean nations and involved other partners over the three panel discussions, namely: the Friedrich Ebert Stiftung Foundation of Jamaica (FES), Women’s Resource & Outreach Centre (WROC) and Liberty Hall – the legacy of Marcus Garvey, Sam Sharpe Teachers’ College, Montego Bay, the Western Mirror, and NewsTalk93FM.

On December 8, 2011 the RCU presented a seminar by Dr William Aiken, entitled, “Why do People of African Descent in the Caribbean run so fast?: Explanations from Gender Analysis, History and Medicine”. The RCU also organised two workshops for the Jamaica Fire Brigade Service on Gender Awareness in the workplace, on February 13 and February 27, 2012. On March 7, 2012 in celebration of International Women’s Day (observed on March 8), members of staff of the RCU and Mona Unit (MU) participated in an outreach activity at the Women’s Centre of Jamaica Foundation, where they donated books and other items to the young mothers.

In collaboration with the International Kreative Aktivism Network (IKAN), Jamaicans For Justice, The Office of the Children’s Registry (OCR), the Child Development Agency (CDA), the Jamaica Red Cross, Churches Co-operative Credit Union, the Leadership and Student Engagement Unit (UWI Mona) and Wynlee Distributors, the RCU participated in the first annual Child’s Month creative forum, entitled, “VERBALISE to SENSITISE: Heal Armadale, Heal the Future” in May 2012. The forum provided an opportunity for persons to participate in discussions on child rights and issues of child abuse and included a private therapeutic session



for the survivors of the fire that killed seven of 23 girls at the Armadale Correctional facility on May 22, 2009.

The St Augustine Unit (SAU) continued its work on the *Break the Silence* project. During the year, the Project team worked with relevant subcontractors to finalise and complete several communications outputs, including; Webisodes, Radio Soap Opera and Documentary Film. The Unit also facilitated Gender Sensitivity and Awareness Training for the Ministry of National Security, targeting vulnerable youth between the ages of 15–24 during the year.



On March 9, 2012, in Commemoration of International Women’s Day the NBU staged an Awards ceremony “Celebrating Our Women: Kaiso Trailblazers” where over 30 women representing the English- and French-speaking Caribbean were honoured for their contribution in the development of calypso, chutney, zouk and soca art forms.

THE UWI DISASTER RISK REDUCTION CENTRE (DRRC)

The DRRC organised three public lectures during 2011/2012 which were well supported and received media coverage. These lectures presented recent UWI research and allowed public discussion of important issues related to disaster risk management in Jamaica. Topics were:

Introduction to Earthquake Forecasting and its Applications – January 2012 on the anniversary of the 1907 earthquake. Guest Lecturer was Mr Bob Anderson of the California Seismic Safety Commission.

Jamaica’s Earthquake Threat – Recent findings from Previously Unidentified Faults near Kingston – presenting recent research by Dr Lyndon Brown of the Earthquake Unit, Mona marking the anniversary of the 1692 earthquake.

The Proposed Hillside Development Policy by Mr Norman Harris of the Mines and Geology Division, Government of Jamaica, in support of the International Day for Disaster Reduction, October, 2011.

The DRRC is a member of the Hazard Risk Reduction and Climate Change Adaptation Thematic Working Group under Jamaica’s Vision 2030 National Development Plan. The DRRC is also a member of the Advisory Committee of the Jamaica Red Cross/ODPEM project : Improving the Legal Framework for International Disaster Assistance.

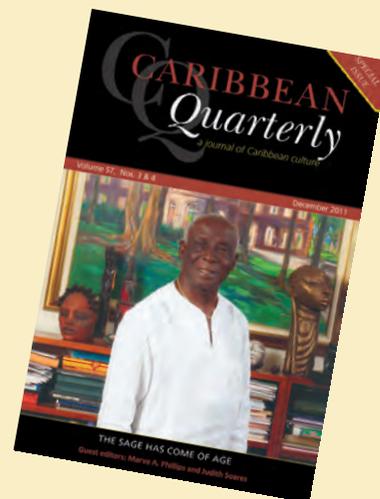
The DRRC through the Director, Ms Barbara Carby, participated in the SALISES Conference on Globalisation, Climate Change and Rural Resilience as invited Plenary speaker on the topic: Science, Disaster Risk Reduction Policy and Planning in Jamaica: Is there a Connection?



House built on the banks of the Hope River in Jamaica, succumbs to flooding of the river.

CARIBBEAN Quarterly

A tool for showcasing Research and Innovation and for Strengthening Regionalism



In honouring the commitment of the late Professor Nettleford to the cause of regionality, *CQ* is committed to maintaining a breadth of material reflective of the wide anglophone and non-anglophone Caribbean; meanwhile, in keeping with its original mandate of serving the extra-mural community, *CQ* has strengthened its relationship with the Open Campus and with the UWI-12 territories; and finally, in its commitment to a global vision, *CQ* continues to promote international scholarship on Caribbean culture.

ACTIVITIES AND ACHIEVEMENTS 2011/2012

In the period under review, the following was achieved:

Production of issues: With the continued support of a dynamic editorial board, *CQ* issues were published regularly, enabling the journal to maintain timely delivery to subscribers. A special double issue produced in honour of the late Professor Nettleford: vol. 57, nos. 3–4 (September–December 2011), entitled “The Sage Has Come of Age”, was guest-edited by Marva A. Phillips and Judith Soares, and featured selected papers from the symposium held in Professor Nettleford’s honour at the UWI in April 2010. Additionally, a general-interest single issue, vol. 58, no. 1 (March 2012), was

published. As at 31 July 2012 another special double issue was in production: vol. 58, nos. 2–3 (June–September 2012), “Communication in Action”, the first part of which was guest edited by June P. Barbour and Corinne Barnes. These publications, featuring *CQ*’s new editorial style and format established in the previous academic year, have continued to reflect the new vision of *CQ* in their increased visual content (with the March 2012 issue highlighting the photographic works of an emerging Jamaican artist and the June–September double issue featuring three visual culture analyses). All the issues have maintained the regional content long established in *CQ*, highlighting the output of local and international Caribbean studies scholars and Caribbean writers from the campus territories, the UWI-12 territories and beyond – thereby strengthening regionality as well as facilitating links and partnerships within the international community of Caribbean cultural scholars.

Promotion of UWI’s Research and Innovation: By underlining *CQ*’s status as a high-quality, peer-reviewed journal, a special effort was made in the period under review to encourage UWI faculty from the four campuses to submit their articles to *CQ* for possible publication in order to promote the

scholarship of the UWI internationally through utilisation of *CQ*’s international subscriber base. Numerous articles and special issue proposals from UWI faculty throughout the region were received and processed, with many accepted for publication.

Marketing and branding: The promotion plan for *CQ*, formulated in the previous year, was operationalised and work continued on the upgrading of the *CQ* website. Relationships with international electronic database holders were strengthened so as to showcase Caribbean cultural scholarship to a wider global audience. *CQ* was represented at the two largest annual international Caribbean Studies conferences in 2012: the 37th annual conference of the US-based Caribbean Studies Association (CSA) held in Guadeloupe in June, where the revamped journal was marketed to a primarily North American and Caribbean audience, building on promotional efforts initiated in the previous year; and the 36th annual conference of the Society for Caribbean Studies held at the University of Oxford, UK in July, where *CQ* mounted a display as a major new promotional and marketing thrust in order to explore the previously untapped UK/European market and develop new international scholarly and business partnerships. 



Leveraging International Partnerships

The University of the West Indies has had over the years several units/ individuals charged with promoting regional/international links – whether through the forging of MOUs with international organisations and other universities and facilitating exchanges of academic staff as well as students, or establishing links with regional and international higher education organisations (such as ACTI, UNICA, ACU, IAU) or engaging in collaborative research with international institutions. However, there has been a lack of coordination and clear direction or well defined policies across the institution. Hence the Vice-Chancellor undertook to establish the Central Office for Regional and International Affairs (CORIA) within the Vice-Chancellery to develop a comprehensive and cohesive approach to achieving the important strategic objective of the University to increase its visibility and positioning in a wider global context while strengthening its regional remit. The Office, which will absorb the former External Relations and Intra/Inter-Institutional Collaboration (ERIIC) Office, is to be headed by Dr David Rampersad who will relocate to Jamaica from the St Augustine Campus where he was responsible for research development and knowledge transfer.

The Office will, *inter alia*, pursue the strategic

objectives of coordinating policies and plans with respect to regional and international outreach to ensure a focussed approach across the institution; acting as advisor to the Vice-Chancellor in matters pertaining to regional and international outreach; managing relationships with major external stakeholders and strengthening the relations between the UWI and regional and international tertiary education institutions.

INTERNATIONAL PARTNERSHIPS

INDIA

The **St Augustine Campus** Principal was part of a Trinidad and Tobago delegation which accompanied Trinidad & Tobago Prime Minister, Mrs Kamla Persad-Bissessar on a 12-day State visit to India in January 2012. The trip included a visit to the Indira Gandhi Open University, which uses distance learning to deliver courses and programmes to some two million students. Six months later, a group of senior faculty, administrators and alumni of The UWI also journeyed to the subcontinent for a three-week academic immersion programme. That experience was the first of a new series started at the St Augustine Campus titled ‘UWI Discovers’.

On Thursday, July 12, 2012, the **Mona Campus** hosted an unveiling ceremony for a statue of



« THE STATUE IS INTENDED TO PROMOTE GANDHI'S TEACHINGS OF **NON-VIOLENCE** AND **HUMAN RIGHTS**.



Signing of the MOU with the Indian Council for Cultural Relations

Mahatma Gandhi, which was erected in the Inspiration Garden of the Faculty of Humanities and Education. The Statue was a gift to the University from the people of India. The Statue is intended to promote Gandhi's teachings of non-violence and human rights.

During this same period, the **Mona Campus** signed a Memorandum of Understanding with the Indian Council for Cultural Relations (ICCR) for the establishment of the ICCR Chair of Indology/Gandhian Studies. The Chair will promote the study of the languages and literature, history and cultures of the Indian subcontinent, as well as the life and thought of Mahatma Gandhi, his predecessors and other social revolutionaries.

CAVE HILL PARTICIPATES IN INTERNATIONAL STUDY OF THE ATLANTIC SLAVE TRADE

On Monday, February 20, 2012, the Cave Hill Campus, the Barbados Museum and Historical Society (BMHS) and the Harewood House Trust signed a Memorandum of Understanding (MOU) for the creation and development of an International Research Programme for the Study

of Slavery in the Atlantic World. Following the signing of the MOU David Lascelles, Earl of Harewood, presented Sir Hilary Beckles and Ms Alissandra Cummings, Executive Director of the BMHS with high-resolution digital copies of over 200 years' worth of documents which record the transactions of the Lascelles family in the Caribbean in relation to the slave trade, sugar production and the transfer of property during the 19th century. The collection will be made available to students, individuals interested in carrying out research on the slave trade, as well as to the general public.

UWI AND LATIN-AMERICA

With respect to the wider region, the Latin American-Caribbean Centre (LACC), located in the Vice-Chancellery, is the focal point for establishing links between the UWI and institutions in Latin America, Spain and the non-English speaking Caribbean countries. Its primary function is to support the University's thrust for greater engagement with Latin American and Spanish institutions for the mutual benefit of all parties. This involves the brokering of institu-



tional partnerships to enhance regional and international collaboration through the implementation of joint projects, student and staff exchange, visiting lecturers exchange, programme and project negotiation and implementation.

Teaching Assistantship Programme

In academic year 2011/2012 the UWI sent thirteen graduate students on the one-year English Language teaching assistantship programme in Colombia bringing the total number up to 99 since the programme was established seven years ago. The UWI received three Colombian teaching assistants bringing the total to 18 for the same period.

Chilean Agency for International Cooperation (AGCI), Chile – Scholarship

The International Cooperation Agency of the Republic of Chile (AGCI) awarded twenty-five scholarships to CARICOM Spanish teachers at the Primary and Secondary level to participate in a 6-week diploma course, July 30–August 31, 2012 on the *Methodology for the Teaching of Spanish as a Second Language for Spanish Teachers in the English Speaking Caribbean* at the Universidad Metropolitana de Ciencias de la Educación in Chile. This annual scholarship programme aims to provide participants with theoretical and practical methods for teaching Spanish as a second language, to share methods and strategies for the teaching of English with their Chilean counterparts and to generate cultural exchange. The LACC coordinates the scholarship offer working in collaboration with the Embassies of Chile in Jamaica and Trinidad and Tobago. This year scholarship recipients were nationals of Antigua and Barbuda, The Bahamas, Barbados, Belize, Grenada, Guyana, St Lucia, St Vincent & the Grenadines, Jamaica, Trinidad & Tobago.

Staff & Student Mobility Partnership for ACP territories: Caribbean-Pacific Island Mobility Scheme (CARPIMS) and the University of Porto

The LACC serves as the Secretariat for the Association of Caribbean Universities and Research Institutes (UNICA) which is an Associate Member in the CARPIMS and University of Porto project arrangement for cooperation and mobility among tertiary level institutions, implemented by the Education, Audio-visual and Culture Executive Agency (EACEA) of the European Union (EU). The project provides for the movement of Master’s and PhD students and staff between selected national Universities in the Caribbean and Pacific regions, with a view to building capacity and encouraging socio-economic development in each region.

Plan de Prevención 20+

The Office of the Principal and the Mona Sports Department collaborated with the LACC in hosting Plan de Prevención 20+ from November 21 – 23, 2011. This project, which is the brainchild of President Santos of Colombia, is intended to reduce the recruitment of minors by illegal armed groups, through the development of projects that improve the quality of life of children and adolescents in 20 particularly vulnerable municipalities in Colombia. The projects aim to provide opportunities for character building and adoption of values utilising the medium of sports.



Plan de Prevención 20+ participants from Colombia and Jamaica been briefed at the Usain Bolt track, Mona Campus



This Colombian initiative is part of a wider strategy for cooperation with the Caribbean Basin and is designed to promote social and economic development in the region through capacity building, exchange and experiences and stronger networks and alliances. Colombia plans to share workshops in areas such as *Football for Peace and Peaceful Coexistence* with Caribbean countries, whereby sports will become a vehicle to combat social problems which are normally difficult to address with traditional measures. A second cohort of young athletes returned to Jamaica in March for training.

LACHEC Conference

The LACC participated in the XIII Annual Meeting of the Colombian Network for the Internationalisation of Higher Education on October 26–28, 2011 in Cali, Colombia, under the theme *Space for Dialogue on International Education for Latin America and the Caribbean*.

Conference participants took part in discussions, meetings and workshops where they shared experiences and promoted alliances between Colombian HEIs and other regional institutions, including the UWI. Through this forum, LACC was able to strengthen existing cooperation agreements and form new partnerships with Higher Education institutions in Colombia. Topics discussed included: Internationalisation of Research; Internationalisation at Home; Institutional Internationalisation Management; International Accreditation of Academic Programs; Mobility and Exchange; International Cooperation for Development.

Consortium for North American Higher Education Collaboration (CONAHEC) Conference

The Vice-Chancellor and the LACC Coordinator attended the CONAHEC conference held in Puebla, Mexico, in the capacity of President and Secretary General of UNICA respectively, with the primary aim of reinforcing the position of

the UWI and the Caribbean in the North American and Latin American agendas.

Cuban Higher Education Conference

Through the Embassy of Cuba in Jamaica the LACC was invited to represent the University of the West Indies and UNICA at the 8th International Congress on Higher Education from February 13–17, 2012, organised by the Ministry of Higher Education of the Republic of Cuba in Havana. The conference facilitated discussions, reflection and analysis of solutions to the problems faced by Higher Education Institutions and the sharing of common strategies for the promotion of sustainable development, renewable energy, food security and social inclusion. The internationalisation of Higher Education was a significant item on the agenda.

Haitian Studies Association Conference

The Latin American–Caribbean Centre collaborated with the Haitian Studies Association and the Department of Modern Languages to host the 23rd Annual Conference of the Haitian Studies Association at the Faculty of Humanities at the UWI Mona Campus, November 10–12, 2011. The theme for the event was *Haiti at the Intersection of the Caribbean: Tracing the Past, Mapping the Future*. This was the first time the conference was held in Jamaica and at the University of the West Indies.

Jamaica/Colombia Bi-National

The LACC represented the UWI at the annual Jamaica/Colombia Bi-Nation Neighbourhood Commission, which was held August 31–September 1, 2011 in Bogota, Colombia. This Commission is the main framework for Jamaica/Colombia cooperation in areas such as agriculture, energy, trade and investment, education and culture. [VC](#)



Engaging the Alumni



The Institutional Advancement Division has continued to work to promote The University of the West Indies as a premier institution of higher education with leadership in areas critical to the Caribbean, to generate more philanthropic gifts for the University and to encourage alumni to view the institution as a lifelong partner for professional and personal enrichment and to pledge financial support.

SCHOLARSHIPS 2011/2012

Almost from its inception with the Princess Alice Appeal Fund, the University has been providing assistance through scholarships and other forms of support for its students.

This would not have been possible without the contribution and generosity of alumni, friends, corporations, organisations and other institutions so driven to provide high-quality higher education for students with financial need who would not otherwise have been afforded this opportunity.

The Institutional Advancement Division of the Vice-Chancellor's Office has sought over the years through various fundraising activities to solicit more funds in order to enable more students to achieve their dream of pursuing

higher education. In recent years, global financial crises have added to the demands/needs of families, making it even more compelling to source funds on behalf of students. There was a 31.7% increase in the number of scholarships awarded over the previous year (2010/2011). A total of 79 students were awarded scholarships during the 2011/2012 academic year.

UWI CANADIAN SCHOLARSHIPS

This is the second year that the UWI Canadian Scholarships were being awarded. These scholarships were first awarded during the 2010/2011 academic year from proceeds of the inaugural UWI Fundraising Gala held in Toronto, February 2010. There were 23 scholarships awarded in the 2011/2012 academic year – a 35% increase over the number awarded in the previous year. The total value of the UWI Canadian scholarships was CAD\$73,000. These scholarships were awarded across the four campuses as follows: Cave Hill (4); Mona (11); Open (6); St Augustine (2). The average value of each scholarship was CAD\$3,000. Scholarship recipients included students from Dominica (1), Jamaica (11), St Lucia (3), St Vincent and the Grenadines (2), Barbados (3), Trinidad (2) and India (1).

Each UWI Canadian Gala Scholarship awardee



AMERICAN FOUNDATION FOR THE UWI SCHOLARSHIP

AFUWI

During the 2011/2012 academic, there was an increase in the number of American Foundation for the UWI scholarships awarded. Some 35 students from across all four campuses were awarded American Foundation for the UWI (AFUWI) scholarships amounting to over US\$75,000. These students had fully satisfied the criteria as set out by the AFUWI which included having GPAs of over 3.0. The tenure of these scholarships was for one year. The awardees were from: Barbados (2); Grenada (2); Jamaica (23); St Kitts & Nevis (3); St Lucia (1); St Vincent & the Grenadines (1); Trinidad & Tobago (2).



received a signed congratulatory letter from South Africa's Archbishop Desmond Tutu and a signed copy of his book *No Future Without Forgiveness or God has a Dream*.

The **Wolmer's Toronto Alumni Association** continues to contribute to the development of ambitious, hardworking members of the Wolmer's alumni who need financial support to help them to achieve their academic objectives. In this regard, one scholarship was awarded in the amount of CAD\$2,000.00 towards the payment of tuition fees for one student for the 2011/2012 academic year.

1948 MEDICAL SOCIETY

The Institutional Advancement Division assumed responsibility for administration of the 1948 Medical Society Scholarships and Bursaries programme during the 2010/2011 academic year. This programme, established by the 1948 Society of the UWI Medical Alumni Association Inc., provides support to deserving medical students. During the 2011/2012 academic year, five one-year scholarships, each valued at US\$2,000 were awarded to students from the Cave Hill and Mona Campuses. The recipients were from Jamaica (4) and The Bahamas (1).

THE JESSICA YAP UWI PASS IT ON SCHOLARSHIP

When Jessica Yap applied for the UWI Open Scholarship in 2010 to attend The University of the West Indies, she made a promise to herself that if she were awarded the scholarship, she would commit to using her talent to assist in raising funds for scholarships for outstanding academic achievers who demonstrated financial need, leadership potential and a willingness to be of service to others. The Jessica Yap UWI Pass It on Scholarship was first awarded in the 2011/2012 academic year to a first-year Jamaican student from the Faculty of Medical Sciences for



Jessica Yap in performance

the duration of his programme leading to the undergraduate degree. The value of this award was J\$546,207.00.

UWI REGIONAL ENDOWMENT FUND (UWIREF) SCHOLARSHIPS AND BURSARIES

The UWI Regional Endowment Fund (UWIREF) scholarships and bursaries were first awarded during the 2009/2010 academic year to 19 students from the Cave, Hill, Mona and St Augustine Campuses for the duration of their degree programme, provided that they satisfied the minimum 3.0 GPA criterion.

During the 2011/2012 academic year, 13 students from across the region (Cave Hill – 5, Mona – 7 and St Augustine – 1) continued on scholarships amounting to US\$110,000. The others have either graduated or dropped out of the programme. One UWIREF Grant in the amount of US\$2,500 was awarded during the 2011/2012 academic year to a St Augustine student.



UWI Regional Endowment Fund Scholarship awardee 2011/2012, Amoako Evans, lends a caring hand.



The UWI Toronto Gala 2012 was held on Saturday, March 10, 2012 at the Four Seasons Hotel, once again under the patronage of G. Raymond Chang, Chancellor of Ryerson University, Chairman of G. Raymond Chang Limited, honorary graduate of UWI and recently named among Toronto's 100 most influential people. Scotiabank was the Lead Chair for the third consecutive year.

The honourees included:

Luminary Award recipients: Mr Malcolm Gladwell (renowned author of bestsellers *Blink* and *Tipping Point*; The Honourable Zanana Akande (first black woman to hold a cabinet position in the Canadian government); and Mrs Artis Lane (renowned artist).

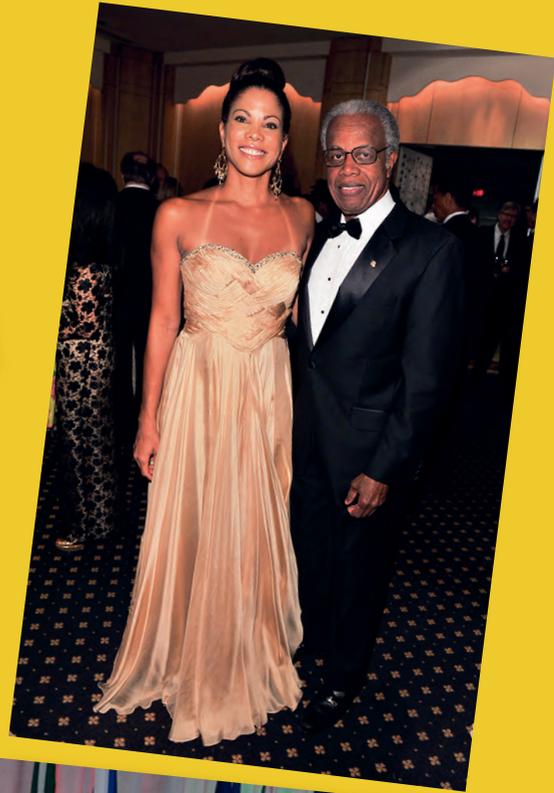
Chancellor Award recipient: the University Health Network (UHN) which includes Toronto General, Toronto Western and Princess Margaret.

Vice-Chancellor's Award recipients: Dr Pamela DeCamara, Mr Lloyd Seivright, Mr Suresh Sookoo, Dr Tony MacFarlane and Mr Frank Walwyn.

The Gala was sold out two weeks prior to the event with strong support from the Canadian private sector through such companies as: Scotiabank, Royal Bank of Canada, Hitachi, CISCO, Price Waterhouse, Toronto Dominion, Maple Leaf Foods, CGX Energy, Guyana Goldfields, Grace Kennedy, Brookfield Asset Management, Portland Holdings and CI Financial, to name a few; Institutions of Higher Education such as the University of Toronto, McMaster University, Wilfrid Laurier, George Brown and York University, and the Canadian and Caribbean-Canadian communities.

Since the inaugural gala in 2010, 75 scholarships have been awarded across the region and all Faculties with values between CAD \$3,000 and CAD\$10,000 each. Twenty-three scholarships were awarded in the academic year 2011/2012.

Toronto Gala 2012





SOCIAL MEDIA

In order to ensure “connectivity” to the UWI alumni population, emphasis on communications via the web and social networking site ALUMNI ONLINE (AO) www.alumnionline.uwi.edu and Social Media such as AO Facebook, AO Twitter and AO Linked In, continued to be augmented.

Social Media (SM) provide an inexpensive way to tap into the alumni community and engage them on a frequent basis and indeed, a large percentage of the UWI’s alumni and student population are regular users of social media. SM builds brand loyalty, equity and awareness at a lower cost relative to traditional media and advertising, allowing not only for the providing of information but also for obtaining feedback from alumni and other stakeholders with a real-time response. SM can also be used to solicit and raise funds, as seen with crowd funding for small businesses. The UWI will benefit tremendously from social media in the areas of friend and fundraising.

ALUMNI RELATIONS

It must be realised that Alumni Relations begins long before a student graduates from an institution. The seed is sown from the day the student is contacted by, or contacts the University and the subsequent nurturing process, determines whether it develops or dies.

Indeed, students should be introduced to the Alumni Association during Orientation and the Association should be seen as a resource by both parents and students.

Alumni’s passion and enthusiasm about their *alma mater* are directly related to their experiences while enrolled at the institution.

The UWI STAT (UWI Students Today, Alumni Tomorrow) Vice-Chancellor’s Ambassador Corps programme is designed to:

- work toward enhancing the student life

experience for all students enrolled at the University

- further develop leadership qualities
- inculcate in students a spirit of philanthropy
- enhance the image of the University
- promote the University both regionally and internationally

The UWI STAT students pledge lifelong commitment to their *alma mater* and become Alumni Ambassadors upon graduation. The



A token of appreciation for Prime Minister of Barbados, The Hon Frendel Stuart, for agreeing to meet with the UWISTAT Ambassadors

annual UWI STAT Ambassadorial Visit programme to high schools around the region and meetings with Prime Ministers, Ministers of Education and leaders in other sectors allow advocacy of the UWI and Caribbean integration. These visits took place from November 2011–February 2012 and information from the Ambassadors’ interaction with students and leaders is used by the Vice-Chancellor and Executive Management for strategic planning.



UWI STAT Ambassadors participated in a beach clean-up day



Regional activities included the UWI STAT Open Campus Corps' Online Panel Discussion on March 1, 2012 with the theme "Is CARICOM ready for the CSME?", the St Augustine Corps' CSME Week and the Mona Corps' Caribbean Integration week which were held during March and April.

UWI STAT helps to promote HIV/Aids prevention, Disaster Mitigation and Risk Management, Pelican Pride and loyalty to alma mater. They are responsible for the annual *FOOTPRINTS: Students for Development Campaign* which is the only regional, annual student-giving campaign designed to engender a tradition of "giving back" in the student population. UWI STAT Ambassadors also support other positive efforts such as Cancer and Heart Disease Research and Diabetes Research on an annual basis.

UWI ALUMNI ASSOCIATION (UWIAA) CHAPTERS AND CONTACTS

Nineteen UWIAA Chapters and six Contacts operate worldwide with on-going engagement and participation being encouraged. The annual Central Executive Committee Meeting (CEC) for UWIAA Presidents took place at which activities and donations were reported to the IAD. A monthly teleconference between the Director of Alumni Relations, IAD and the UWIAA Presidents is held, and daily/weekly contact occurs as needed. The Vice-Chancellor's Presidents Club, exclusively for UWIAA Presidents and Past Presidents remained in place to promote continued engagement.

ALUMNI SUPPORT

The UWIAA and graduates worldwide support the UWI Foundations through volunteerism and financial assistance. Scholarships and Bursaries are given annually by UWIAA Chapters. In addition funds are donated by alumni to the American Foundation for UWI (AFUWI), the Campus

Endowment Funds, the UWI Regional Endowment Fund, Faculties and Departments. Alumni funds are also donated to the campuses through the UWI VISA Credit Card.

MONA CAMPUS 2012 HOMECOMING CELEBRATIONS

The Mona Campus hosted its annual Homecoming and Commemoration Celebrations during the period February 16–9, 2012. This year's celebration was of particular significance, as it marked the 50th anniversary of Jamaica's independence, as well as commemorated the 50th anniversary of the UWI's transition from a College of the University of London established in 1948 to a fully-fledged degree-granting institution in its own right in 1962. For that reason, the 2012 Celebrations focussed on the Graduating Class of 1962. Professor Orlando Patterson, a member of the 1962 UCWI graduating class and the John Cowles Professor of Sociology at Harvard University was guest of honour. Professor Patterson emerged as this year's honouree for his outstanding scholarship and international contribution to the dialogue on issues of culture, race and society. [VC](#)



Prof Orlando Patterson (L) conversing with Mona Principal, Prof The Hon Gordon Shirley (centre) and Dr Basil Burke who is a batchmate of Patterson's.



Royal Visits to mark Diamond Jubilee of H.R.H. Queen Elizabeth II

During the year, the Cave Hill Campus responded to the Government of Barbados' request to mount an exhibition during the visit to Barbados of Their Royal Highnesses, the Earl and Countess of Wessex, in February 2012 to mark the Diamond Jubilee of Her Majesty, The Queen. The exhibit, *Looking Back . . . Looking Forward: 60 years of Progress and Achievement through Education* was curated by the Main Library led by Elizabeth Watson, Campus Librarian and supported by Sharon Alexander-Gooding, Senior Assistant Registrar, Records. The exhibition, held in the Walcott-Warner Theatre of the Errol Barrow Centre for Creative Imagination, showcased the Campus' contribution, through education and research, to national development. A particular feature of the event was the bookending of the display with simulations of a 1962 primary and a 21st century smart classroom. The exhibition was officially opened by the Earl of Wessex on February 23, 2012. Ministers of Government, UWI Chancellor, Sir George Alleyne, Vice-Chancellor Professor E. Nigel Harris, Pro Vice-Chancellor and Principal Professor Sir Hilary Beckles, Deputy Principal Professor Eudine Barriteau and other senior members of the Cave Hill Campus accompanied the Earl and Countess on a tour of the Exhibition. The tour was followed by an opportunity for the Royal Couple to meet members of the Executive of the Guild of Students and to interact with representatives of the over twenty students' clubs and associations.



On March 6, 2012 the UWI, Mona Campus hosted His Royal Highness Prince Henry of Wales, popularly known as Prince Harry. The visit formed part of official celebrations by the British Monarchy in commemoration of the Diamond Jubilee of Her Majesty, The Queen – marking the 60th Year of her coronation as Queen of England. During his visit, Prince Harry toured facilities at the Mona Bowl for Sporting Excellence, interacting with the Hon



Usain Bolt and other athletes from the Racers Track Club and the UWI Mona track team, as well as students from schools in the surrounding communities.

Prince Harry subsequently toured facilities at the new Faculty of Law building where, during a brief ceremony, he unveiled a plaque commemorating his visit. There, the Vice-Chancellor conferred on him the title of Honorary Fellow to

mark the occasion of the Diamond Jubilee of Her Majesty, The Queen, and the 50th Anniversary of the University of the West Indies as a fully-fledged degree granting institution, under Royal Charter. Additionally, he was awarded a silver medal with the inscription, “Presented to HRH, Prince Henry of Wales, on the occasion of his visit to the UWI, Mona, Jamaica, March 6, 2012.” **VC**

GRADUATES OF

CAVE HILL 1,796 > MONA 3,280



THE UWI 2012

ST AUGUSTINE 3,984 > OPEN CAMPUS 742 = TOTAL UWI 9,802







University Council 2012/2013

CHAIR

Sir George Alleyne

VICE-CHANCELLOR

Professor E. Nigel Harris

CHAIRMEN OF CAMPUS COUNCILS

Mr Paul Altman

Cave Hill

Dr Marshall Hall

Mona

Mr Ewart Williams

St Augustine

Sir Dwight Venner

Open Campus

PRO VICE-CHANCELLORS

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Research

Professor Yvette Jackson

Graduate Studies

Professor Andrew Downes

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CAMPUS PRINCIPALS

Professor Sir Hilary Beckles

Cave Hill

Professor The Hon Gordon Shirley

Mona

Professor Clement Sankat

St Augustine

Professor Hazel Simmons-McDonald

Open Campus

REPRESENTATIVES OF ACADEMIC

BOARDS

Professor Joseph Branday

Professor Eudine Barriteau

Cave Hill

Professor Dale Webber

Dr Swithin Wilmot

Mona

Professor Funso Aiyejina

Dr Nicole Roberts

St Augustine

Dr Gary Hepburn

Professor Julie Meeks-Gardner

Open Campus

UNIVERSITY LIBRARIAN

Ms Jennifer Joseph

APPOINTED BY THE ALUMNI ASSOCIATION

Mr Athelstan Bellamy

Mrs Leonora Wynter-Young

APPOINTED BY THE GOVERNMENTS OF THE CONTRIBUTING COUNTRIES

The Hon Eddison Baird

Anguilla

The Hon Dr Jacqui Quin-Leandro

Antigua & Barbuda

The Hon Jerome K. Fitzgerald

Bahamas

The Hon Ronald Jones

Barbados

The Hon Patrick Faber

Belize

The Hon Nalton Brangman

Bermuda

The Hon Myron V. Walwyn

British Virgin Islands

The Hon. Rolston Anglin

The Cayman Islands

The Hon Petter Saint Jean

Dominica

The Hon Anthony Boatswain

Grenada

The Hon Rev Ronald Thwaites

Jamaica

The Hon Colin Riley

Montserrat

The Hon Nigel Carty

St Christopher/Nevis

The Hon Dr Robert K. Lewis

Saint Lucia

The Hon Girlyn Miguel

St Vincent & The Grenadines

The Hon Fazal Karim

Trinidad & Tobago

APPOINTED BY THE CHANCELLOR

Dr Compton Bourne

Mr Edwin Carrington

Dr Charmaine Gardner

Mr Aubyn Hill

The Hon Dennis Lalor

TERTIARY LEVELS INSTITUTIONS REPRESENTATIVE

Dr Angella-Samuels Harris

COMMITTEE OF DEANS REPRESENTATIVE

Professor Pedro Welch

SENIOR ADMINISTRATIVE STAFF REPRESENTATIVE

Mr Gerard Roger

(St Augustine Campus)

ADMINISTRATIVE, TECHNICAL & SERVICE STAFF REPRESENTATIVE

Mr Dale Bernard

(Cave Hill Campus)

FOUR STUDENT MEMBERS ON COUNCIL

Mr Damian Belgrave (Cave Hill)

Mr Terron Dewar (Mona)

Mr Kevin Ramsewak (St Augustine)

Ms Ruthlyn Matthias (Open Campus)

UNIVERSITY BURSAR

Mr Archibald Campbell

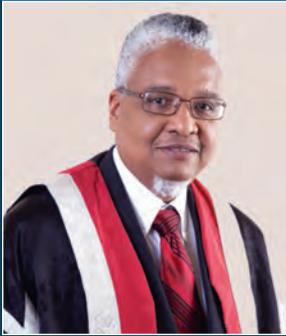
UNIVERSITY REGISTRAR (SECRETARY)

Mr C. William Iton

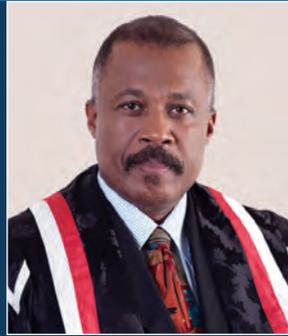
Ms Cecile Clayton

(Recording Secretary)

The Executive Management Team



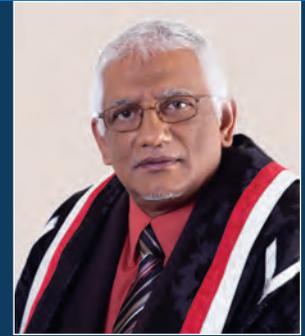
Professor E. Nigel Harris
Vice-Chancellor



Professor Sir Hilary Beckles
Pro Vice-Chancellor and Principal,
Cave Hill



Professor The Hon Gordon Shirley
Pro Vice-Chancellor and Principal,
Mona



Professor Clement Sankat
Pro Vice-Chancellor and Principal,
St Augustine



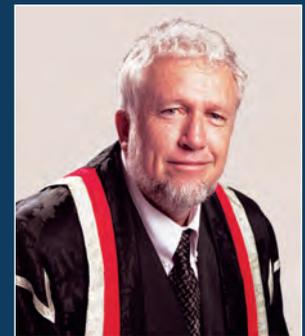
Professor Hazel Simmons-McDonald
Pro Vice-Chancellor and Principal,
Open Campus



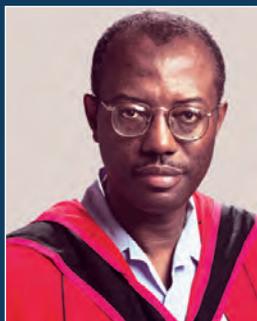
Professor Alan Cobley
Pro Vice-Chancellor,
Undergraduate Studies



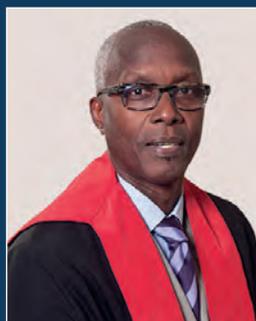
Professor Yvette Jackson
Pro Vice-Chancellor,
Graduate Studies



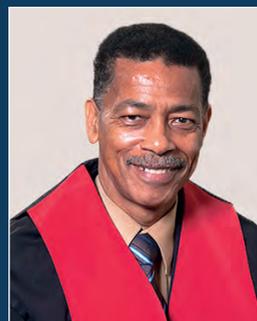
Professor Wayne Hunte
Pro Vice-Chancellor,
Research



Professor Andrew Downes
Pro Vice-Chancellor, Planning and
Development



Mr C. William Iton
University Registrar



Mr Archibald Campbell
University Bursar/
Chief Financial Officer



Ms Jennifer Joseph
University Librarian



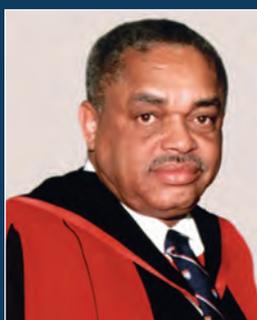
Mrs Brigitte Collins
Chief Information Officer



Ms Cecile Clayton
Deputy University Registrar



Professor Eudine Barriteau
Deputy Principal, Cave Hill



Professor Archibald McDonald
Deputy Principal, Mona



Professor Rhoda Reddock
Deputy Principal, St Augustine



Professor Vivienne Roberts
Deputy Principal, Open Campus

Committee of Deans



Professor Brian Copeland
Engineering,
St Augustine



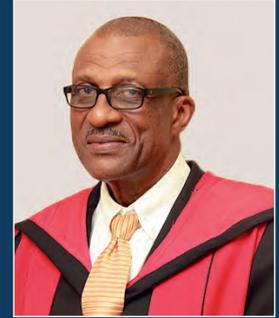
Professor Pedro Welch
Humanities & Education,
Cave Hill (Chair)



Dr Swithin Wilmot
Humanities & Education,
Mona



Professor Funso Aiyejina
Humanities & Education,
St Augustine



Dr Carlisle Pemberton
Food & Agriculture,
St Augustine



Dr David Berry
Law, Cave Hill



Dr Derrick McKoy
Law, Mona



Dr Kusha Haraksingh
Law, St Augustine



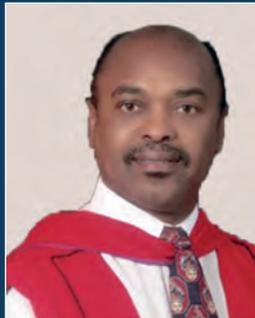
Professor Joseph Branday
Medical Sciences, Cave Hill



Professor Horace Fletcher
Medical Sciences, Mona



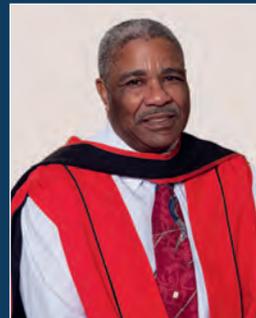
Prof Samuel Ramsewak
Medical Sciences, St Augustine



Dr Robin Roberts
School of Clinical Medicine &
Research, The Bahamas



Dr Justin Robinson
Social Sciences, Cave Hill



Professor Evan Duggan
Social Sciences, Mona



Mr Errol Simms
Social Sciences, St Augustine



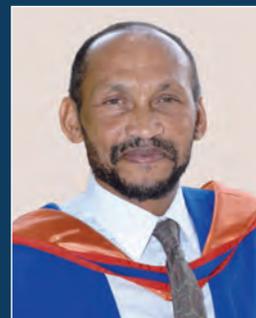
Mr Peter Gibbs
Science & Technology
Cave Hill



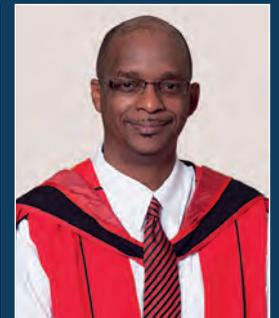
Prof Ishenkumba Kahwa
Science & Technology
Mona



Prof Indar Ramnarine
Science & Technology,
St Augustine



Mr Lincoln Williams
Director, CSDR, Open Campus



Dr Francis Severin
Director, Open Campus Sites





Staff Developments 2011/2012

CAVE HILL

Promotions

Dr Adrian Cashman

Promoted to Senior Lecturer
Centre for Resource Management
and Environmental Studies
(CERMES)

Dr Brian Francis

Promoted to Senior Lecturer
Department of Economics

Dr Winston Moore

Promoted to Senior Lecturer
Department of Economics

Dr Eddy Ventose

Promoted to Professor
Faculty of Law

New Appointments

Mr Dirk Hernandez

Information Technologist
(Functional Analyst)
Registry

Mr Adrian Sobers

Information Technologist II
(Database Administrator)
Campus IT Services

Ms Tania Hoser

Lecturer
Errol Barrow Centre for Creative
Imagination

Dr Mary Grace-Ann Jackman

Lecturer
School of Education

Dr Ian Marshall

Lecturer
School of Education

Dr Penelope Moore

Lecturer
School of Education

Dr Guangyu Zhao

Lecturer
Department of Computer Sciences,
Mathematics & Physics

Mr Ramon Sargeant

Assistant Lecturer
Department of Computer Sciences,
Mathematics & Physics

Dr Pearson Broome

Lecturer
Department of Government,
Sociology and Social Work

Dr Wendy Grenade

Lecturer
Department of Government,
Sociology and Social Work, Dept
of Management Studies

Dr Kristina Hinds Harrison

Lecturer
Department of Government,
Sociology and Social Work

Mr Dwayne Devonish

Lecturer

Mr Dion Greenidge

Lecturer
Department of Management
Studies

Ms France Langlois

Lecturer
Errol Barrow Centre for Creative
Imagination

Ms Sonia Williams

Teaching Assistant
Chronic Disease Research Centre

Dr Yolande Cooke

Development Officer
Office of Planning & Development

Professor Emerita Christine Barrow

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

FACULTY OF HUMANITIES AND EDUCATION

Professor Edwin Brandon

Lecturer

Dr Alana Johnson

Lecturer
Department of History and
Philosophy

Dr 'BioDun Ogundayo

Lecturer
Department of History and
Philosophy

Mr Martin Alleyne

Lecturer
Department of Language,
Linguistics and Literature

Dr Keisha Evans

Lecturer
Department of Language,
Linguistics and Literature

Dr Janice Jules

Lecturer
Department of Language,
Linguistics and Literature

FACULTY OF LAW

Ms Lana Ashby

Lecturer

Ms Karen Tesheira

Senior Lecturer



[Ms Sheldine Greene](#)
Senior Library Assistant
Law Library

[Professor Velma Newton](#)
Officer in Charge
Caribbean Law Institute Centre

FACULTY OF MEDICAL SCIENCES

[Dr Jo-Anne Brathwaite-Drummond](#)
Lecturer

[Mrs Heather Hennis](#)
Lecturer

FACULTY OF PURE & APPLIED SCIENCES

[Dr Argenis Da Silva](#)
Lecturer
Department of Computer Science,
Mathematics and Physics

[Mr Andre Lynch](#)
Lecturer
Department of Computer Science,
Mathematics and Physics

[Professor Charles Cadogan](#)
Lecturer
Department of Computer Science,
Mathematics and Physics

[Dr Mauri Valtonen](#)
Lecturer
Department of Computer Science,
Mathematics and Physics

FACULTY OF SOCIAL SCIENCES

[Mr Wilberne Persaud](#)
Senior Lecturer

[Mr Anderson Elcock](#)
Lecturer
Department of Economics

[Mr Anthony Wood](#)
Lecturer
Department of Economics

[Ms Alana Griffith](#)
Lecturer
Department of Government,
Sociology and Social Work

[Ms Gina Griffith](#)
Lecturer
Department of Government,
Sociology and Social Work

[Dr Sandra Franklin-Hamilton](#)
Lecturer
Department of Government,
Sociology and Social Work

[Mrs Therese James](#)
Lecturer
Department of Government,
Sociology and Social Work

[Dr Cecilia Karch-Brathwaite](#)
Senior Lecturer
Department of Government,
Sociology and Social Work

[Dr Robertine Chaderton](#)
Senior Lecturer
Department of Management
Studies

[Dr Glenda Gay](#)
Lecturer
Department of Management
Studies

[Dr Terri Lituchy](#)
Senior Lecturer
Department of Management
Studies

[Mr Kemaul Persaud](#)
Lecturer
Department of Management
Studies

[Dr Paul Pounder](#)
Lecturer
Department of Management
Studies

[Dr Alfred Walkes](#)
Lecturer
Department of Management
Studies

[Mrs Diana Weekes-Marshall](#)
Lecturer
Department of Management
Studies

INSTITUTE OF GENDER AND DEVELOPMENT: NITA BARROW UNIT

[Ms Tonya Haynes](#)
Lecturer

Resignations

[Miss Jennifer Pollard](#)
Career Counselling
Specialist/Internship Coordinator
Office of Student Services

[Mrs Harriett Yearwood](#)
Director
Office of Student Services

[Dr Kevin Vinson](#)
Senior Lecturer
School of Education

[Dr Surujhdeo Seunarine](#)
Lecturer
Department of Computer Science,
Mathematics and Physics

Retirements

[Dr Karen Ring](#)
Lecturer
Department of Government,
Sociology and Social Work

[Professor Betty Jane-Punnett](#)
Lecturer
Department of Management
Studies

[Senator Professor Velma Newton](#)
Dean
Faculty of Law

[Professor Arthur Richardson](#)
Lecturer
School of Education

Principal's Award for Excellence 2012/2013

[Dr Peter Adams](#)

[Dr Philmore Alleyne](#)

[Dr Winston Moore](#)



MONA CAMPUS

Promotions

Dr Veront Satchell

Department of History and Archaeology
promoted to the rank of Professor

Dr Henry Ellis

Department of Chemistry
promoted to the rank of Professor

Dr Paula Tennant

Department of Life Sciences
promoted to the rank of Professor

Dr Joanna Bennett

UWI School of Nursing
promoted to Senior Lecturer

Dr Roger Gibson

Department of Community Health and Psychiatry
promoted to Senior Lecturer

Dr David Gilbert

Lecturer, Department of Medicine
promoted to Senior Lecturer

Dr Alison Nicholson

Lecturer, Department of Microbiology
promoted to Senior Lecturer

Dr Joseph Plummer

Lecturer, Department of Surgery, Radiology, Anaesthesia and Intensive Care
promoted to Senior Lecturer

Dr Marinna Scarlett

Lecturer, Department of Surgery, Radiology, Anaesthesia and Intensive Care
promoted to Senior Lecturer

Dr Jean Williams-Johnson

Lecturer, Department of Surgery, Radiology, Anaesthesia and Intensive Care
promoted to Senior Lecturer

Dr Shaun Wynter

Lecturer, Department of Obstetrics and Gynaecology
promoted to Senior Lecturer

Dr Susan Chang-Lopez

Lecturer, Tropical Medicine Research Institute – Epidemiology Research Unit
promoted to Senior Lecturer

Dr Marceline Collins-Figueroa

Lecturer, Institute of Education
promoted to Senior Lecturer

Dr Conall Kelly

Lecturer, Department of Mathematics
promoted to Senior Lecturer

Dr Ezra Mugisa

Lecturer, Department of Computing
promoted to Senior Lecturer

Dr Moses Peart

Lecturer, Institute of Education
promoted to Senior Lecturer

Dr Heather Ricketts

Lecturer, Department of Sociology, Psychology and Social Work
promoted to Senior Lecturer

New Appointments

Professor Susan Walker

Director
Tropical Medicine Research Institute – Epidemiology Research Unit

Ms Tracy Robinson

Senior Lecturer
Faculty of Law

Dr Jean-Pierre Louboutin

Senior Lecturer
Department of Basic Medical Sciences

Dr Jacqueline Corness

Senior Lecturer
Department of Basic Medical Sciences

Dr Lizette Mowatt

Senior Lecturer
Department of Surgery, Radiology, Anaesthesia and Intensive Care

Mr Winston Butler

Senior Teaching Fellow
Mona School of Business and Management

Dr Richard Annells

Director General
International Centre for Environmental and Nuclear Sciences

Retirements

Professor Mohammed Ahmad

Director
Biotechnology Centre

Professor Bernard Headley

Department of Sociology, Psychology and Social Work

Professor Phyllis Coates-Beckford

Department of Life Sciences

Dr Anthony Mullings

Senior Lecturer
Department of Obstetrics & Gynaecology

Dr Michael Ponnambalam

Senior Lecturer
Department of Physics

Dr Dharmaratne Amarakoon

Senior Lecturer
Department of Physics

Dr Patrick Lodenquai

Lecturer
Department of Basic Medical Sciences

Dr Augustine Ezenne

Lecturer
School of Education

Mr Christopher Zombas

Lecturer
Centre for Hotel and Tourism Management

Ms Yvonne Wint

Lecturer
UWI School of Nursing

Ms Anne Lyew-Ayee

Co-ordinator
Department of Geography & Geology

Ms Mabel Hall

Senior Assistant Registrar
Registry – Human Resource Management Division

Mr Francis Felix

Senior Project Officer
Business Development Office



Ms Veronica Smith
Chief Medical Technologist
Department of Pathology

Ms Joan Powell-Jones
Senior Medical Technologist
Department of Pathology

Ms Carol Ann Khan
Chief Medical Technologist
Department of Microbiology

Resignations

Dr Dillon Alleyne
Senior Lecturer
Department of Economics

Ms Avinel Richards-Pounal
Senior Scientific Officer
Department of Microbiology

Mr Dwyte Bremmer
Senior Scientific Officer
TMRI – Sickle Cell Unit

Dr Sharon Smile
Lecturer
Faculty of Medical Sciences

Dr Sultana Afroz
Lecturer
Department of History and
Archaeology

Dr Diana Thorburn
Lecturer
Department of Government

Dr Teresa Maria Villoria Nolla
Lecturer
Department of Modern Languages
and Literatures

Ms Binol Balachandar
Lecturer
UWI School of Nursing

Ms Anika Jobson
Lecturer
Department of Mathematics

Ms Kimberly Moloney
Lecturer
Department of Government

Mr Garfield Higgins
Student Services Manager
Western Jamaica Campus

OPEN CAMPUS

Promotions

Mrs Germaine Alexander
Site Coordinator/Contract Officer II
Human Resource Department
promoted to Human Resource
Officer, Assistant Lecturer level

Ms Martina Mendoza
Contract Officer II
Office of the Campus Librarian
promoted to Librarian II

Ms Adessa Francis
Senior Administrative Assistant
Open Campus Country Site
Camp Road
promoted to Programme Officer,
Assistant Lecturer level
Temporary Appointments

Mrs Ceceile Minott
Head (Ag.), Caribbean Child
Development Centre
CSDR – Lecturer Level

Mrs Sandra Griffith-Carrington
Marketing and Communications
Assistant
Office of the Deputy Principal -
Assistant Lecturer Level

Ms Melissa Alleyne
Research Assistant
Research and Development Unit
Office of the Principal

Dr Emily Dick-Forde
Head, Special Projects
APAD – Lecturer Level

New Appointments

Mrs Deborah Dalrymple
Head, St Vincent & the Grenadines
Open Campus Country Site

Mrs Lesley Crane-Mitchell
Marketing and Outreach Officer
Open Campus Country Site
St Lucia

Dr Denise Gaspard-Richards
Head Course Development
Department, APAD
Trinidad & Tobago

Mrs Alecia Walters-Archie
Course Delivery Supervisor

Programme Delivery Department
APAD, Jamaica

Ms Lesleann Whiteman
Programme Manager
Programme Delivery Department
APAD, Trinidad & Tobago

Ms Keisha Campbell
Programme Manager
Programme Delivery Department
APAD, Trinidad & Tobago

Mrs Kareen Guscott
Programme Manager
Programme Delivery Department
APAD, Jamaica

Mrs Hilary Drakes-Morris
Programme Manager
Programme Delivery Department
APAD, Trinidad & Tobago

Ms Annette Arjoonsingh
Programme Manager
Programme Delivery Department
APAD, Trinidad & Tobago

Ms Kathyann Lashley
Programme Manager
Programme Delivery Department
APAD, Barbados

Retirements

Mr Earl Alfred
Programme Officer
Open Campus Country Site
The Bahamas

Dr Adrian Fraser
Head
Open Campus Country Site
St Vincent & the Grenadines

Resignation

Mr Marvin Powell
Junior Research Fellow
Honours & Awards

Mrs Jane Bennett
Head of the Belize site

Dr Sharmayne Saunders
Programme Officer at the Belize Site

Ms Janet De Souza
Administrative Officer, Director of
CSDR Office



ST AUGUSTINE

Promotions

Dr Sandra Ingrid Gift

Promoted to Senior Programme Officer III
Quality Assurance Unit

Dr Anderson Maxwell

Promoted to Professor
Department of Chemistry

Dr Christopher Starr

Promoted to Professor
Department of Life Sciences

Dr Shivananda Nayak

Promoted to Professor
Department of Pre-Clinical Sciences

Dr Christine Carrington

Promoted to Professor
Department of Pre-Clinical Sciences

Shelby Nicholas

Promoted to Head of Department
Agricultural Economics & Extension

Mrs Claire Craig

Promoted to ITO-Senior Level I
Campus Information Tech Services

Dr Jeannine Irene Remy

Promoted to Senior Lecturer
Department of Creative and Festival Arts

Mr Jessel Murray

Head of Department
Department of Creative and Festival Arts

Dr Moawia Alghalith

Promoted to Senior Lecturer
Department of Economics

Dr Jayaraj Jayaraman

Promoted to Senior Lecturer
Department of Life Sciences

Miss Elmelinda Lara

Promoted to Senior Lecturer
Department of Life Science

Dr Nicole Roberts

Promoted to Head of Department
Department of Modern Language and Linguistics

Mr Anand Dass

Promoted to Senior Planning Officer
Office of Planning and Development

Dr Richard Robinson

Promoted to Senior Research Fellow
Seismic Research Unit

Dr Godfrey St Bernard

Promoted to Senior Research Fellow
Sir Arthur Lewis Institute of Social and Economic Studies (SALISES)

Mr Frank Soodeen

Senior Librarian I
The Alma Jordan Library

Mrs Shamin Renwick

Senior Librarian I
The Alma Jordan Library

New Appointments

Mr Christopher Keith Thomas
Web & User Interface Designer/Developer
Campus Info Tech Services

Mr Leighton Andrew Ellis

Assistant Lecturer
Department of Civil Engineering

Miss Salys Sarah Sultan

Assistant Lecturer in Computer Science
Computing & Information Technology

Mr Jason Shivand Dhun

Facilities Manager
Division of Facilities Management

Dr Stephen Nigel Martin Geofroy

Lecturer
School of Education

Dr Debbie Wendy Mc Collin

Lecturer
Department of History

Ms Karen Lisa Paula Dickerson

Business Analyst
SAS Banner (OCR)

Dr Vidya Raman

Assistant Lecturer
School of Dentistry

Resignations

Dr Amar Shashi Wahab

Lecturer
Behavioural Sciences

Dr Lennise Joan C Baptiste

Monitoring & Evaluation Specialist
Caribbean Health Research Council

Mr Nicholas Paul Jennings

Monitoring & Evaluation Officer
Caribbean Health Research Council

Dr Ivan Chang Yen

Senior Lecturer
Department of Chemistry

Prof Andrew John Chadwick

Department of Civil Engineering

Mr Selwyn J Tom Pack

Assistant Estate Manager II
Division of Facilities Mgmt

Dr Dhanayshar Mahabir

Lecturer
Department of Economics

Dr Sonja Teelucksingh

Lecturer
Department of Economics

Dr William Mollineau

Assistant Lecturer
Department Food Production
Department of Management Studies

Dr Charles Albert W. Matowe

Senior Lecturer
Department of Para-Clinical Sciences

Dr Compton Olatunji Bourne

Lecturer – Medical
School of Dentistry

Dr Mark Robinson

Lecturer – Medical
School of Medicine

Dr Sarafadeen Amusa Adebayo

Senior Lecturer
School of Pharmacy

Mr Prakash Carl Williams

Contract Officer I
School of Pharmacy

Dr Henry Massey Odbert

Research Fellow
Seismic Research Unit

THE JFK COMPLEX

NAMED FOR FORMER US PRESIDENT, JOHN F. KENNEDY (1961-1963), THE JFK COMPLEX WAS FORMALLY OPENED BY CHANCELLOR, PRINCESS ALICE, IN JANUARY 1969. BUILT ON LANDS PREVIOUSLY USED AS THE IMPERIAL COLLEGE OF TROPICAL AGRICULTURE (ICTA) 'OLD FARM', THE COMPLEX WAS FUNDED BY THE US GOVERNMENT AS PART OF THE 1960 AGREEMENT WHICH SAW THE CHAGUARAMAS NAVAL BASE RETURNED TO THE GOVERNMENT OF TRINIDAD & TOBAGO.



STUDENT REGISTRATION

TOTAL REGISTRATION

50,439

UNDERGRADUATE DEGREES

40,362

GRADUATE DEGREES

10,077



Student Enrolment 2011/2012

The University of the West Indies enrolled 50,439 students (including off-campus students) in the 2011/2012 academic year (Table 1). This represents a 3.8% increase over the previous year or an additional 1,864 students. Of the 50,439 registrants, 83.7% were on-campus students engaged in face-to-face study, 12.6% were enrolled in the Open Campus, while 3.8% were off-campus students studying at tertiary and affiliated institutions and by distance education.

ON-CAMPUS ENROLMENT

The University experienced a 4.9% increase in on-campus enrolment (Table 1). This translates to an additional 1,970 students over the previous year. Comparatively, the St Augustine Campus registered 1,143 additional students while the Cave Hill Campus enrolled an extra 167 students and the Mona Campus, 660 additional students.

For the period 2010/11 to 2011/12, the Mona, Cave Hill and St Augustine Campuses fell short of their projected annual on-campus growth rates. The targeted annual growth rates as indicated in the Strategic Plan 2007–2012 are 9.8% Cave Hill, 5.3% Mona and 8.6% St Augustine. The percentage changes in on-campus enrolment over 2010/11 were 1.9% at Cave Hill, 4.7% at Mona, and 6.5% at St Augustine (Graph 1).

In terms of actual enrolment headcount, the projected on-campus enrolment for 2011/12 as indicated in the Strategic Plan 2007–2012 were 15,171 for Mona, 10,186 for Cave Hill and 21,200 for St Augustine. Mona achieved 96.6% of its target while Cave Hill achieved 86.7% and St Augustine achieved 88.2% of its target.

OPEN CAMPUS ENROLMENT

The University's Open Campus student population reached 6,337 in 2011/2012. This represents an increase of 3.1% or an additional 190 students over the previous year.

OFF-CAMPUS ENROLMENT

The University's off-campus student (excluding Open Campus) population was 1,906 in 2011/2012. This represents a decrease of 13.4% or 296 less students over the previous year.

Tertiary level institutions had the largest share of students with 1,115 followed by distance education programmes with 462 students, while affiliated institutions recorded 229 students and external students 100. As a proportion of off-campus enrolment, tertiary level institutions accounted for 58.5%, distance education 24.2%, affiliated institutions 12.0% and external students 5.3%.

FTE REGISTRATIONS (ON-CAMPUS)

The University's full-time equivalent (FTE) enrolment grew by 1,827 to reach 34,669 FTE students in 2011/2012 (Table 4). This represents a 5.6% increase over the previous year. The Mona Campus recorded the highest increase at 6.2% followed by St Augustine with 5.4% and Cave Hill with 4.8%.

At the University and Campus levels, the Faculty of Social Sciences enrolled the most students followed by Pure and Applied Sciences/Science & Agriculture and Humanities and Education (Table 5). As seen in Table 5, St Augustine led



the way in registering the highest proportion (51%) of students pursuing science and technology programmes. The corresponding proportions were 42% at Mona and 20% at Cave Hill.

the proportion of students pursuing higher degrees was 20% at St Augustine, 16% at Mona and 12% at Cave Hill. The St Augustine Campus recorded an increase of 2 percentage points, Cave Hill remained steady at 12%, while the Mona Campus showed a decrease of 1 percentage point.

FULL-TIME AND PART-TIME REGISTRATIONS

In 2011/2012, of the 42,113 on-campus or face to face students enrolled, 27,090 or 64.3% were full-time and 15,023 or 35.7% were part-time. Compared to the previous year, full-time enrolment decreased by 1 percentage point. The proportions of full-time to part-time enrolment by campus were 52% to 48% at Cave Hill, 74% to



Of the 34,669 FTE students, 15,188 were enrolled at St Augustine, 12,728 were enrolled at Mona and 6,753 were registered at Cave Hill. As a proportion of total enrolment, 80% of students were pursuing first degrees (Table 6). At the Campus level, the percentage of students enrolled in first degree programmes was 86% at Cave Hill, 83% at Mona and 75% at St Augustine.

Higher degree enrolment, an important area for expansion at the University, stood at 17%, the same as the previous year. As seen in Table 6,



26% at Mona and 63% to 37% at St Augustine. The Cave Hill Campus continues to record a higher proportion of enrolment in part-time study than Mona and St Augustine.

ENROLMENT BY GENDER

The University of the West Indies has enrolled a disproportionately higher percentage of females to males over the past decade. In 2011/2012, the proportion of females to males was 69% to 31% for total University enrolment, 66% to 34% for





tered in first degree programmes followed by Mona (68%), Cave Hill (68%) and St Augustine (64%). Each campus also recorded a high percentage of females in the Faculties of Law, Humanities and Education, Social Sciences and Medical Sciences. The only disciplines where men dominated were the Faculty of Engineering (St Augustine) with a proportion of 69% male and 31% female and Pure and Applied Sciences (Cave Hill) with a proportion of 53% male and 47% female.

on-campus enrolment, 81% to 19% for Open Campus enrolment and 74% to 26% for off-campus enrolment.

Overall, the Open Campus recorded the highest proportion of females at 81% of total enrolment, followed by Mona with 70%, Cave Hill with 69% and St Augustine with 63% (Table 7).

A similar pattern emerged for first degree enrolment. As Table 8 shows, the Open Campus had the highest proportion of females (81%) regis-





STUDENT REGISTRATIONS BY FACULTY AND PROGRAMME

Student registration by Faculty has shown that University-wide, the Faculty of Social Sciences attracts the most students (Table 9). Of the University's 48,533 on-campus and Open Campus students, 45.2% or 21,923 were registered in the Social Sciences in 2011/2012. This represents a 3.7% increase over the previous year. As a proportion of on-campus enrolment, the Faculty of Social Sciences registered the highest proportion of students at each campus ranging from 34% at St Augustine, to 38% at Mona, to 59% at Cave Hill. The Faculty of Humanities and Education attracted the second highest number of students at Mona and Cave Hill with 19.5 and 15%, respectively. At St Augustine, Science & Agriculture attracted the second highest share of students, at approximately 22.7% of on-campus enrolment. When the Open Campus enrolment was grouped by faculty of origin, Social Sciences registered the highest proportion of students with 76.1%, followed by Humanities and Education with 22.5%.

A comparison of enrolment by Faculty is presented in Graph 2. The Mona campus recorded the most students in Medical Sciences and Gender and Development Studies, while St Augustine registered the most students in Social Sciences, Humanities and Education, Engineering and Pure and Applied Sciences/Science & Agriculture. The Cave Hill Campus enrolled the most students in Law.

By programme, the University of the West Indies continues to cater to a predominantly undergraduate student population. As seen in Table 7, 38,029 students were pursuing undergraduate study from a total of 48,106 on-campus and Open Campus students combined. As a proportion of on-campus enrolment, 76.6% of students were registered in undergraduate programmes while 23.4% were enrolled in postgraduate programmes. For the Open Campus, 94%

of students were registered in undergraduate programmes. Among all on-campus undergraduate students, 94.4% were registered in first-degree programmes while 95% of postgraduate students were registered in higher degree programmes. At the Open Campus, 83.5% of undergraduate students were registered in first degrees while 83.4% of postgraduate students were enrolled in higher degrees.

GEOGRAPHICAL DISTRIBUTION OF STUDENTS

As a regional university, the University of the West Indies enrolls students predominantly of Caribbean origin. In 2011/2012, 38.8% of total university students had origins from Trinidad and Tobago, 32.8% had origins from Jamaica and 15.7% had origins from Barbados (Table 12).

The percentage distribution of on-campus students originating from OECS countries decreased marginally to 3.1% of total on-campus enrolment (Table 11). The OECS countries include Antigua and Barbuda, Dominica, Grenada, Montserrat, St Kitts/Nevis, St Lucia, and St Vincent and the Grenadines. Of the 1,309 OECS students enrolled (3.1% of total), 1.7% was registered at Cave Hill, 0.4% was registered at Mona, and 1.0% was enrolled at St Augustine.

For the Open Campus the percentage distribution of students originating from OECS countries was 32.3% of the total Open Campus enrolment of 6,337 in 2011/2012 (Table 12).

For on-campus enrolment, the proportion of students originating from non-contributing countries was 1.5% in 2011/12. Of these 869 students, 251 were enrolled in the Faculty of Medical Sciences (Table 10). By Campus, 529 were at St Augustine, 220 at Mona and 120 at Cave Hill (Table 12). For Open Campus students, students originating from non-contributing countries stood at 78 or 1.2% of total enrolment. **VC**

Table 1: Comparative Student Registrations at On- and Off- Campus Locations in 2010/2011 and 2011/2012

Student Registration	2010/ 2011	Percent of Total	2011/ 2012	Percent of Total	Number Change	Percent Change
On-Campus						
Cave Hill	8,674	17.9	8,841	17.5	167	1.9
Mona	13,989	28.8	14,649	29.0	660	4.7
St. Augustine	17,563	36.2	18,706	37.1	1,143	6.5
Total On-Campus	40,226	82.8	42,196	83.7	1,970	4.9
The Open Campus	6,147	12.7	6,337	12.6	190	3.1
Off-Campus						
Distance Education Programmes	611	1.3	462	0.9	-149	-24.4
Tertiary Level Institutions	1,066	2.2	1,115	2.2	49	4.6
Affiliated Institutions	236	0.5	229	0.5	-7	-3.0
Other Off-Campus:External	289	0.6	100	0.2	-189	-65.4
Total Off-Campus	2,202	4.5	1,906	3.8	-296	-13.4
Grand Total	48,575	100.0	50,439	100	1,864	3.8

Graph 1: Percentage Change in On-Campus and Open Campus Student Enrolment between 2010/2011 and 2011/2012

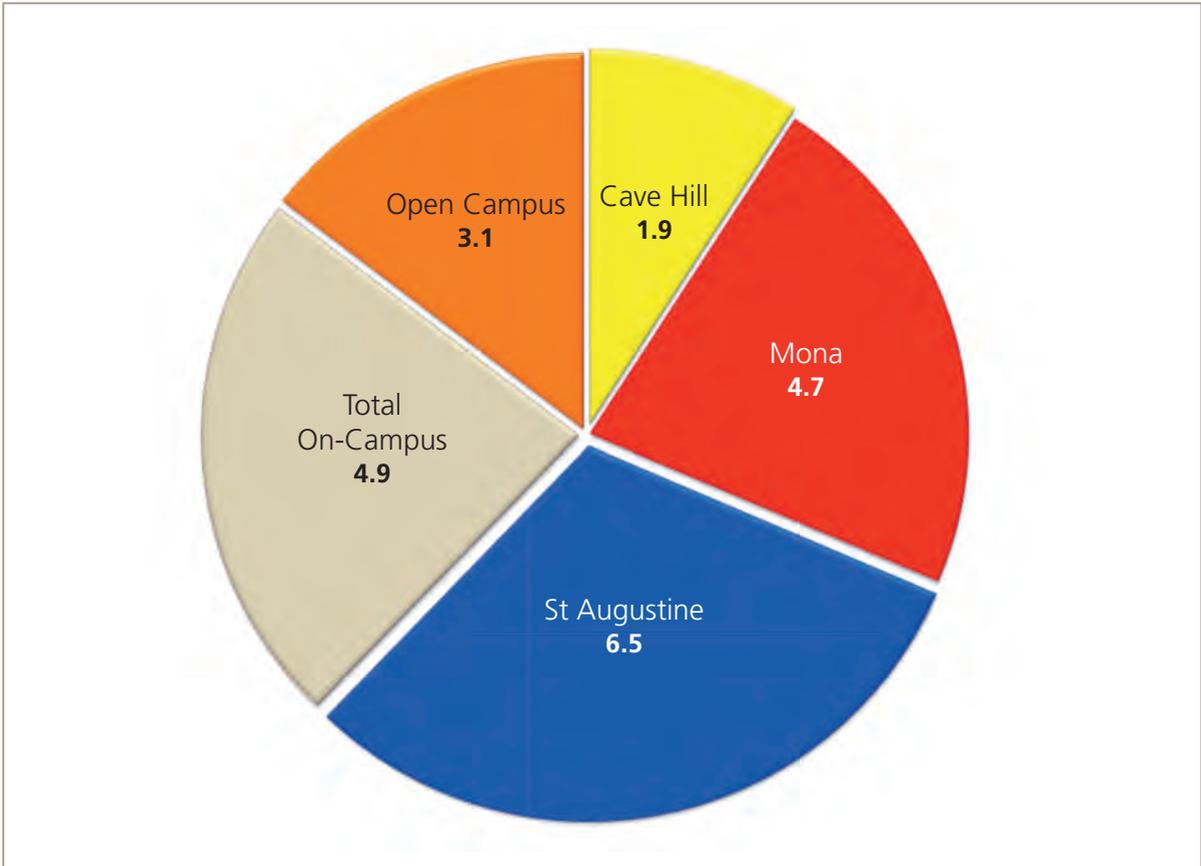




Table 2: Total University Student Enrolment by Campus, Faculty, Programme and Gender, 2011/2012

CAMPUS & PROGRAMME	AGRICULTURE			HUMANITIES & EDUCATION						ENGINEERING			LAW		
				HUMANITIES			EDUCATION								
	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
CAVE HILL															
First Degree	0	0	0	1,073	274	799	0	0	0	0	0	0	557	150	407
Certificates/Diplomas	0	0	0	32	21	11	0	0	0	0	0	0	0	0	0
Higher Degrees/PG Diplomas	0	0	0	193	53	140	0	0	0	0	0	0	111	34	77
Specially Admitted	0	0	0	20	4	16	0	0	0	0	0	0	3	3	0
Total	0	0	0	1,318	352	966	0	0	0	0	0	0	671	187	484
MONA															
First Degree	0	0	0	1,959	488	1,471	0	0	0	0	0	0	433	106	327
Certificates/Diplomas	0	0	0	8	4	4	0	0	0	0	0	0	0	0	0
Higher Degrees/PG Diplomas	0	0	0	858	163	695	0	0	0	0	0	0	0	0	0
Specially Admitted	0	0	0	41	10	31	0	0	0	0	0	0	0	0	0
Total	0	0	0	2,866	665	2,201	0	0	0	0	0	0	433	106	327
ST AUGUSTINE															
First Degree	566	213	353	1,448	339	1,109	308	23	285	1,350	928	422	251	63	188
Certificates/Diplomas	16	3	13	214	94	120	141	26	115	13	7	6	0	0	0
Higher Degrees/PG Diplomas	194	87	107	371	90	281	646	146	500	1,162	641	521	0	0	0
Specially Admitted	3	1	2	21	2	19	0	0	0	8	6	2	0	0	0
Total	779	304	475	2,054	525	1,529	1,095	195	900	2,533	1,582	951	251	63	188
UNIVERSITY ON-CAMPUS															
First Degree	566	213	353	4,480	1,101	3,379	308	23	285	1,350	928	422	1,241	319	922
Certificates/Diplomas	16	3	13	254	119	135	141	26	115	13	7	6	0	0	0
Higher Degrees/PG Diplomas	194	87	107	1,422	306	1,116	646	146	500	1,162	641	521	111	34	77
Specially Admitted	3	1	2	82	16	66	0	0	0	8	6	2	3	3	0
Total	779	304	475	6,238	1,542	4,696	1,095	195	900	2,533	1,582	951	1,355	356	999
OPEN CAMPUS															
First Degree	7	4	3	0	0	0	1,154	185	969	0	0	0	0	0	0
Associate Degree	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Certificates/Diplomas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Higher Degrees/PG Diplomas	0	0	0	0	0	0	271	30	241	0	0	0	0	0	0
Specially Admitted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	7	4	3	0	0	0	1,425	215	1,210	0	0	0	0	0	0
OUTREACH-OFF CAMPUS															
Cave Hill	0	0	0	365	70	295	0	0	0	0	0	0	68	28	40
Mona	0	0	0	425	98	327	0	0	0	0	0	0	0	0	0
St Augustine	0	0	0	0	0	0	0	0	0	74	49	25	0	0	0
Total University Enrolment	786	308	478	7,028	1,710	5,318	2,520	410	2,110	2,607	1,631	976	1,423	384	1,039



MEDICAL SCIENCES			PURE & APPLIED SCIENCES/ SCIENCE & TECHNOLOGY			SOCIAL SCIENCES			INSTITUTE FOR GENDER AND DEVELOPMENT STUDIES			TOTAL		
T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
266	77	189	1,146	612	534	4,510	1,270	3,240	0	0	0	7,552	2,383	5,169
0	0	0	0	0	0	79	23	56	0	0	0	111	44	67
71	22	49	117	50	67	602	192	410	12	1	11	1,106	352	754
0	0	0	7	4	3	42	10	32	0	0	0	72	21	51
337	99	238	1,270	666	604	5,233	1,495	3,738	12	1	11	8,841	2,800	6,041
2,068	529	1,539	2,431	1,144	1,287	4,340	1,365	2,975	169	48	121	11,400	3,680	7,720
0	0	0	0	0	0	18	6	12	0	0	0	26	10	16
656	198	458	374	191	183	1,143	361	782	31	5	26	3,062	918	2,144
29	8	21	19	10	9	72	26	46	0	0	0	161	54	107
2,753	735	2,018	2,824	1,345	1,479	5,573	1,758	3,815	200	53	147	14,649	4,662	9,987
1,788	575	1,213	2,948	1,305	1,643	3,606	949	2,657	0	0	0	12,265	4,395	7,870
0	0	0	35	20	15	301	71	230	0	0	0	720	221	499
412	185	227	462	212	250	2,370	828	1,542	21	3	18	5,638	2,192	3,446
0	0	0	34	8	26	17	4	13	0	0	0	83	21	62
2,200	760	1,440	3,479	1,545	1,934	6,294	1,852	4,442	21	3	18	18,706	6,829	11,877
4,122	1,181	2,941	6,525	3,061	3,464	12,456	3,584	8,872	169	48	121	31,217	10,458	20,759
0	0	0	35	20	15	398	100	298	0	0	0	857	275	582
1,139	405	734	953	453	500	4,115	1,381	2,734	64	9	55	9,806	3,462	6,344
29	8	21	60	22	38	131	40	91	0	0	0	316	96	220
5,290	1,594	3,696	7,573	3,556	4,017	17,100	5,105	11,995	233	57	176	42,196	14,291	27,905
70	4	66	0	0	0	3,740	736	3,004	0	0	0	4,971	929	4,042
0	0	0	0	0	0	733	101	632	0	0	0	733	101	632
0	0	0	0	0	0	239	117	122	12	2	10	251	119	132
0	0	0	0	0	0	0	0	0	0	0	0	271	30	241
0	0	0	0	0	0	111	19	92	0	0	0	111	19	92
70	4	66	0	0	0	4,823	973	3,850	12	2	10	6,337	1,198	5,139
645	33	612	80	32	48	249	78	171	0	0	0	1,906	388	1,518
0	0	0	7	3	4	83	29	54	0	0	0	523	130	393
645	33	612	62	22	40	116	35	81	0	0	0	1,248	188	1,060
0	0	0	11	7	4	50	14	36	0	0	0	135	70	65
6,005	1,631	4,374	7,653	3,588	4,065	22,172	6,156	16,016	245	59	186	50,439	15,877	34,562



Table 3: Total Campus Student Registrations by Programme and Campus, 2011/2012

PROGRAMME LEVEL	UNIVERSITY			CAVE HILL			MONA			ST AUGUSTINE			OPEN CAMPUS		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
On-Campus/ Open Campus															
First Degree	11,387	24,801	36,188	2,383	5,169	7,552	3,680	7,720	11,400	4,395	7,870	12,265	929	4,042	4,971
Associate Degree	101	632	733	-	-	-	-	-	-	-	-	-	101	632	733
Certificate	318	516	834	21	11	32	0	0	0	197	422	619	100	83	183
Diploma	76	198	274	23	56	79	10	16	26	24	77	101	19	49	68
Advanced Diploma	164	369	533	3	12	15	14	44	58	140	275	415	7	38	45
Higher Degree	3,328	6,216	9,544	349	742	1,091	904	2,100	3,004	2,052	3,171	5,223	23	203	226
Specially Admitted	115	312	427	21	51	72	54	107	161	21	62	83	19	92	111
Sub-Total	15,489	33,044	48,533	2,800	6,041	8,841	4,662	9,987	14,649	6,829	11,877	18,706	1,198	5,139	6,337
Off-Campus															
Distance Education	54	408	462	0	0	0	54	408	462	0	0	0	-	-	-
Affiliated Institutions	59	170	229	0	0	0	59	170	229	0	0	0	-	-	-
Tertiary Level Inst.	215	900	1,115	130	393	523	75	482	557	10	25	35	-	-	-
External	60	40	100	0	0	0	0	0	0	60	40	100	-	-	-
Sub-Total	388	1,518	1,906	130	393	523	188	1,060	1,248	70	65	135	-	-	-
Total Registration	15,877	34,562	50,439	2,930	6,434	9,364	4,850	11,047	15,897	6,899	11,942	18,841	1,198	5,139	6,337

**Table 4:** Comparison of FTE* Enrolment between 2010/2011 and 2011/2012

Campus & Faculty/School	2010/2011	2011/2012	Number change	% change
CAVE HILL				
Humanities & Education	932	884	-48	-5.2
Law	629	612	-17	-2.7
Medical Sciences	268	328	60	22.4
Pure and Applied Sciences	943	1,047	104	11.0
Social Sciences	3,622	3,812	190	5.2
Institute of Gender & Development Studies	7	10	3	35.7
Special Admittance	46	62	16	33.7
TOTAL	6,447	6,753	307	4.8
MONA				
Humanities & Education	2,225	2294.5	70	3.1
Law	265	431.5	167	62.8
Medical Sciences	2,462	2642	181	7.3
Pure and Applied Sciences	2,397	2645.5	249	10.4
Social Sciences	4,450	4,460	10	0.2
Institute of Gender & Development Studies	49	158	109	222.4
Graduate Studies	1	0	-1	
Special Admittance	138	96	-42	-30.2
TOTAL	11,986	12,728	742	6.2
ST AUGUSTINE				
Sciences & Agriculture: Agriculture	693	629	-64	-9.2
Humanities & Education	2,448	2,508	60	2.5
Engineering	1,942	2,015	74	3.8
Law	118	251	133	112.7
Medical Sciences	1,903	1,988	85	4.5
Sciences & Agriculture: Sciences	3,044	3,179	136	4.5
Social Sciences	4,206	4,557	351	8.3
Institute of Gender & Development Studies	28	20	-8	-27.3
Special Admittance	30	42	12	38.3
TOTAL	14,410	15,188	779	5.4
UNIVERSITY				
Sciences & Agriculture: Agriculture	693	629	-64	-9.2
Humanities & Education	5,605	5,687	82	1.5
Engineering	1,942	2,015	74	3.8
Law	1,012	1,295	283	27.9
Medical Sciences	4,632	4,957	326	7.0
Pure and Applied Sciences/Sci. & Agri.: Sciences	6,384	6,871	488	7.6
Social Sciences	12,278	12,829	551	4.5
Institute of Gender & Development Studies	84	188	104	124.6
Graduate Studies	1	0	-1	
Special Admittance	214	199	-15	-6.8
TOTAL	32,842	34,669	1,827	5.6

*For purposes of computing FTE, 2 part-time students are counted as one FTE.
It should be noted that these FTE figures are only computed for on-campus students.



Table 5: On-Campus FTE Enrolment by Campus and Faculty/School, 2011/2012

Faculty/School	CAVE HILL	MONA	ST AUGUSTINE	TOTAL
Science & Agriculture: Agriculture	0	0	629	629
Humanities & Education	884	2,295	2,508	5,687
Engineering	0	0	2,015	2,015
Law	612	432	251	1,295
Medical Sciences	328	2,642	1,988	4,957
Pure & Applied Sciences/Sciences and Agriculture: Sciences	1,047	2,646	3,179	6,871
Social Sciences	3,812	4,460	4,557	12,829
Institute of Gender and Development Studies	10	158	20	188
Graduate Studies	0	0	0	0
Special Admittance	62	96	42	199
Total	6,753	12,728	15,188	34,669
Science & Technology %	20	42	51	42

Note: The Science and Technology group includes the Faculties of Sciences and Agriculture, Pure and Applied Sciences, Engineering, and Medical Sciences/School of Clinical Medicine and Research.

Table 6: On-Campus FTE Student Enrolment by Campus, Sex and Programme, 2011/2012

	UNIVERSITY			CAVE HILL			MONA			ST AUGUSTINE		
	T	M	F	T	M	F	T	M	F	T	M	F
ON-CAMPUS												
Undergraduate												
1st Degree	27,709	9,407	18,302	5,831	1,844	3,987	10,512	3,414	7,098	11,367	4,150	7,217
Certificate	381	117	265	17	12	6	0	0	0	364	105	259
Diploma	127	33	95	40	12	28	19	8	11	69	13	56
Sub-Total	28,217	9,556	18,661	5,888	1,867	4,021	10,530	3,422	7,109	11,800	4,268	7,532
Graduate												
Higher Diploma	365	110	256	11	1	11	40	11	29	315	98.5	216
Higher Degree	5,888	2,085	3,804	793	258	535	2,062	639	1,423	3,034	1,188	1,846
Sub-Total	6,253	2,194	4,059	804	259	545	2,102	650	1,452	3,348	1,286	2,062
Specially Admitted	199	61	139	62	16	46	96	34	62	42	11	31
Total	34,669	11,811	22,859	6,753	2,142	4,611	12,728	4,105	8,623	15,189	5,564	9,625
First degree %	80	80	80	86	86	86	83	83	82	75	75	75
Higher Degree %	17	18	17	12	12	12	16	16	17	20	21	19


Table 7: University Enrolment by Campus, Student Status, Gender and Programme, 2011/2012

	UNIVERSITY			CAVE HILL			MONA			ST AUGUSTINE			OPEN CAMPUS		
	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Student Status															
Full-time	27,141	9,332	17,809	4,665	1,485	3,180	10,806	3,548	7,258	11,670	4,299	7,371	-	-	-
Part-time	15,055	4,958	10,097	4,176	1,314	2,862	3,843	1,114	2,729	7,036	2,530	4,506	-	-	-
Subtotal	42,196	14,290	27,906	8,841	2,799	6,042	14,649	4,662	9,987	18,706	6,829	11,877	-	-	-
Open Campus	6,337	1,198	5,139	-	-	-	-	-	-	-	-	-	6,337	1,198	5,139
Undergraduate															
1st Degree	36,188	11,387	24,801	7,552	2,383	5,169	11,400	3,680	7,720	12,265	4,395	7,870	4,971	929	4,042
Associate Degree	733	101	632	-	-	-	-	-	-	-	-	-	733	101	632
Certificate	834	318	516	32	21	11	0	0	0	619	197	422	183	100	83
Diploma	274	76	198	79	23	56	26	10	16	101	24	77	68	19	49
Subtotal	38,029	11,882	26,147	7,663	2,427	5,236	11,426	3,690	7,736	12,985	4,616	8,369	5,955	1,149	4,806
Graduate															
Higher Diploma	533	164	369	15	3	12	58	14	44	415	140	275	45	7	38
Higher Degree	9,544	3,328	6,216	1,091	349	742	3,004	904	2,100	5,223	2,052	3,171	226	23	203
Sub-Total	10,077	3,492	6,585	1,106	352	754	3,062	918	2,144	5,638	2,192	3,446	271	30	241
Off-Campus	1,906	388	1,518	523	130	393	1,248	188	1,060	135	70	65	-	-	-
Specialty Admitted	427	115	312	72	21	51	161	54	107	83	21	62	111	19	92
TOTAL ALL	50,439	15,877	34,562	9,364	2,930	6,434	15,897	4,850	11,047	18,841	6,899	11,942	6,337	1,198	5,139
% Male/Female		31.5%	68.5%	-	31.3%	68.7%	-	30.5%	69.5%	-	36.6%	63.4%	-	18.9%	81.1%



Table 8: Percentage Distribution of Male and Female Registrations in On-Campus & Open Campus First Degree Programmes by Faculty/School and Campus, 2011/2012

Faculty/School	CAVE HILL		MONA		ST AUGUSTINE		OPEN CAMPUS	
	M	F	M	F	M	F	M	F
Science & Agriculture: Agriculture	0%	0%	0%	0%	38%	62%	57%	43%
Humanities & Education	26%	74%	25%	75%	21%	79%	16%	84%
Engineering	0%	0%	0%	0%	69%	31%	-	-
Law	27%	73%	24%	76%	25%	75%	-	-
Medical Sciences	29%	71%	26%	74%	32%	68%	6%	94%
Pure & Applied Sciences/Sciences	53%	47%	47%	53%	44%	56%	-	-
Social Sciences	28%	72%	31%	69%	26%	74%	20%	80%
Total	32%	68%	32%	68%	36%	64%	19%	81%

**Table 9:** Comparison of On-Campus/ Open Campus Enrolment between 2010/2011 and 2011/2012

Campus & Faculty/School	2010/2011	2011/2012	% change
CAVE HILL			
Humanities & Education	1,362	1,318	-3.2
Law	686	671	-2.2
Medical Sciences	271	337	24.4
Pure & Applied Sciences	1,216	1,270	4.4
Social Sciences	5,129	5,233	2.0
Institute of Gender and Development Studies	10	12	20.0
Total	8,674	8,841	1.9
MONA			
Humanities & Education	2,795	2,866	2.5
Law	265	433	63.4
Medical Sciences	2,561	2,753	7.5
Pure & Applied Sciences	2,588	2,824	9.1
Social Sciences	5,717	5,573	-2.5
Institute of Gender and Development Studies	62	200	222.6
Graduate Studies	1	0	
Total	13,989	14,649	4.7
ST AUGUSTINE			
Sciences & Agriculture: Agriculture	819	779	-4.9
Humanities & Education	3,086	3,149	2.0
Engineering	2,416	2,533	4.8
Law	118	251	112.7
Medical Sciences	2,066	2,200	6.5
Sciences & Agriculture: Sciences	3,294	3,479	5.6
Social Sciences	5,735	6,294	9.7
Institute of Gender and Development Studies	29	21	-27.6
Total	17,563	18,706	6.5
OPEN CAMPUS			
Sciences & Agriculture: Agriculture	10	7	-30.0
Humanities & Education	1,557	1,425	-8.5
Engineering	2	0	
Law	0	0	0.0
Medical Sciences	10	70	600.0
Social Sciences	4,555	4,823	5.9
Institute of Gender and Development Studies	13	12	-7.7
Total	6,147	6,337	3.1
UNIVERSITY			
Humanities & Education	8,800	8,758	-0.5
Engineering	2,418	2,533	4.8
Law	1,069	1,355	26.8
Medical Sciences	4,908	5,360	9.2
Pure & Applied Sciences/Sciences & Agriculture	7,927	8,359	5.4
Social Sciences	21,136	21,923	3.7
Institute of Gender and Development Studies	114	245	114.9
Graduate Studies	1	0	-100.0
Total	46,373	48,533	4.7



Table 10: Total On-Campus Registration of Students by Faculty/School and Country of Origin – 2011/2012 – All Campuses

COUNTRY	AGRICULTURE	HUMANITIES	EDUCATION	ENGINEERING	LAW	MEDICAL SCIENCES	APPLIED SCIENCES/SCIENCES	SOCIAL SCIENCES	GRADUATE STUDIES	IGDS	TOTAL	% OF TOTAL
Anguilla	0	2	1	0	0	1	1	4	0	0	9	0.0
Antigua & Barbuda	2	12	1	2	7	13	12	96	0	0	145	0.3
Bahamas	0	3	0	1	15	190	19	25	0	0	253	0.6
Barbados	10	1,175	1	97	199	351	1,085	4,608	0	7	7,533	17.9
Belize	2	6	2	7	39	16	17	45	0	0	134	0.3
Bremuda	0	0	0	0	0	6	0	2	0	0	8	0.0
British Virgin Islands	0	8	0	0	7	15	1	3	0	0	34	0.1
Cayman Islands	0	0	0	0	1	4	4	1	0	0	10	0.0
Dominica	5	9	1	9	16	15	25	65	0	0	145	0.3
Grenada	3	22	2	9	25	13	18	55	0	0	147	0.3
Guyana	4	20	5	32	3	39	21	73	0	2	199	0.5
Jamaica	18	2,750	3	84	566	2,119	2,690	5,385	0	198	13,813	32.7
Monserrat	0	4	0	0	0	3	0	5	0	0	12	0.0
St Kitts/Nevis	3	10	0	3	18	16	18	45	0	0	113	0.3
St Lucia	11	45	0	18	14	39	45	119	0	1	292	0.7
St Vincent & The Grenadines	9	44	14	18	21	29	97	213	0	1	446	1.1
Trinidad & Tobago	693	1,981	1,055	2,194	412	2,107	3,412	6,149	0	21	18,024	42.7
Turks & Caicos Islands	0	1	0	0	0	6	1	2	0	0	10	0.0
Others	16	146	10	59	12	308	110	205	0	3	869	2.1
All Campuses	776	6,238	1,095	2,533	1,355	5,290	7,576	17,100	0	233	42,196	100.0

Note: Education figures are included with Humanities at the Mona and Cave Hill Campuses

Table 11: Number of OECS Students as a Percentage of Total On-Campus Student Population by Campus, 2008/2009 to 2011/2012

COUNTRY	2008– 2009	Total Students	%	2009– 2010	Total Students	%	2010– 2011	Total Students	%	2011– 2012	Total Students	%
Cave Hill	629		1.8	635		1.6	702		1.7	701		1.7
Mona	167		0.5	200		0.5	197		0.5	184		0.4
St Augustine	346		0.9	352		0.9	380		0.9	424		1.0
Total	1,142	35,764	3.2	1,187	38,678	3.1	1,279	40,226	3.2	1,309	42,196	3.1

Note: The Organisation of Eastern Caribbean States (OECS) comprises the following countries: Antigua & Barbuda, Dominica, Grenada, Montserrat, St Kitts/Nevis, Saint Lucia and St Vincent and The Grenadines.

Graph 2: UWI On-Campus & Open Campus Student Enrolment by Faculty and Campus, 2011/2012

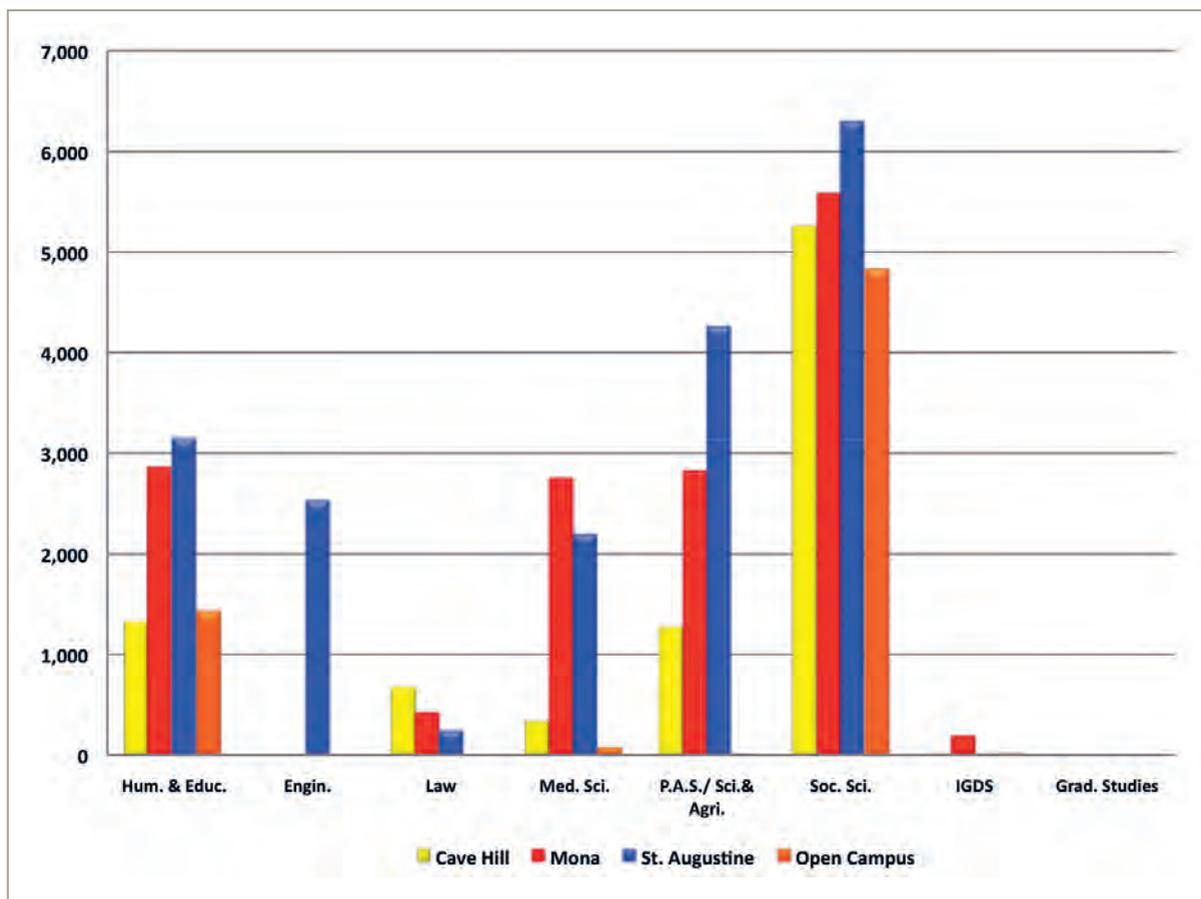




Table 12: Total University Enrolment by Campus and Country of Origin, 2011/2012

	Total		On Campus												Open Campus			Off Campus			Total University		
	T	M	Cave Hill			Mona			St Augustine			T	M	F	T	M	F	T	M	F	T	M	F
			T	F	M	T	F	M	T	F	M												
Anguilla	9	2	7	7	2	5	0	0	0	2	0	2	52	12	40	1	0	1	62	14	48		
Antigua & Barbuda	145	44	101	110	30	80	20	8	12	9	6	166	25	141	117	31	86	428	100	328			
Bahamas	253	75	178	36	11	25	123	38	85	26	68	43	11	32	72	29	43	368	115	253			
Barbados	7,533	2,448	5,085	7,170	2,296	4,874	161	40	121	112	90	155	26	129	233	46	187	7,921	2,520	5,401			
Belize	134	66	68	82	38	44	31	15	16	13	8	153	37	116	22	7	15	309	110	199			
Bermuda	8	1	7	2	0	2	4	0	4	1	1	3	1	2	0	0	0	11	2	9			
British Virgin Islands	34	13	21	11	6	5	8	3	5	4	11	18	3	15	20	3	17	72	19	53			
Cayman Islands	10	5	5	1	1	0	9	4	5	0	0	10	2	8	0	0	0	20	7	13			
Dominica	145	47	98	81	22	59	23	6	17	19	22	392	66	326	19	2	17	556	115	441			
Grenada	147	48	99	72	19	53	11	6	5	23	41	353	74	279	9	2	7	509	124	385			
Guyana	199	101	98	48	22	26	28	10	18	123	69	75	15	60	101	58	43	375	174	201			
Jamaica	13,813	4,395	9,418	212	51	161	13,387	4,227	9,160	117	97	1,680	337	1,343	1,045	162	883	16,538	4,894	11,644			
Montserrat	12	4	8	7	3	4	3	0	3	2	1	58	5	53	1	0	1	71	9	62			
St Kitts/Nevis	113	43	70	54	18	36	37	15	22	10	12	185	33	152	3	1	2	301	77	224			
Saint Lucia	292	103	189	132	45	87	37	7	30	51	72	606	108	498	81	11	70	979	222	757			
St Vincent & The Grenadines	446	158	288	238	82	156	53	19	34	57	98	290	45	245	126	20	106	862	223	639			
Trinidad & Tobago	18,024	6,323	11,701	456	108	348	487	161	326	17,081	6,054	2,017	379	1,638	36	6	30	20,077	6,708	13,369			
Turks & Caicos Islands	10	5	5	2	0	2	7	4	3	1	0	3		3	0	0	0	13	5	8			
Others	869	410	459	120	46	74	220	99	121	529	265	78	19	59	20	10	10	967	439	528			
All Countries	42,196	14,291	27,905	8,841	2,800	6,041	14,649	4,662	9,987	18,706	6,829	6,337	1,198	5,139	1,906	388	1,518	50,439	15,877	34,562			