



UWI
OPEN CAMPUS

Launching into the Global Expanse



Departmental
Reports
2021/2022

**UWI OPEN CAMPUS
DEPARTMENTAL REPORT
AUGUST 1, 2021 – JULY 31, 2022**

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Principal's Overview

The August 1, 2021 - July 31, 2022, Academic Year might be aptly styled *a challenging and hectic year* for The University of the West Indies Open Campus. Let me interpolate, posthaste, that this is not to say, by any means, that there was little to acclaim. To be sure, and quite to the contrary, it is the very juxtaposition of this hectic context and schedule within which the Campus operated, with its ability to still execute its fundamental mission, is what strikes me with awe and admiration, as the Campus Principal.

In essence, our various Divisions, Departments, Country Sites, and Units, peopled by dedicated staff in many instances, were able to continue the Campus' work throughout the Region and, *ipso facto*, remain faithful to its philosophy, as a Campus for the Times, of "*Continuing to Open Doors to Lifelong Learning*". Verily, it is the appropriate Campus on which the Global Campus must be erected. There is no other way.

It is against this backdrop that I feel honoured to preside over a Campus with many dedicated staff who believe in the Caribbean Dream and the role of education and research in ensuring that, as a Caribbean Nation and Civilization, we are never again colonized. It is when one witnesses the variegated socioeconomic levels of our graduates that one can really legitimately appreciate the meaning of empowering people and lifting them out of the persistent poverty that still bedevils our Caribbean Region. We understand that in spite of the very severe and daunting financial challenges, fueled by huge outstanding government receivables of over **BB\$66 million**, as at July 31, 2022, a brighter day will come, so long as we do what is necessary, even though painful.

But let us not be naïve: A brighter day will be cruelly delayed if these massive government receivables coupled with large student receivables, are not paid. This is essentially the *alpha and omega* of the matter. Over 77% of those receivables are due from three Governments which have not honoured their agreements over the years. As a Campus, we are keenly aware that there is much we can do and there are some spheres that are within our control, including our contribution to the well-thought-out **Revenue Revolution '75**.

We also know that the way we are working is not working, especially with a wage bill and benefits that are well over 70% of our operating cost. The continued provision of quality services is inevitably hampered by the withholding of payments for those services. This must also be a matter of concern for governments which do their best to pay and which, unwittingly so, find their taxpayers supporting the students of countries which withhold payments. There must be a fundamental discussion of this matter by the **University Grants Committee** (UGC) and ultimately by the Annual Business Meeting of Council because there is an existential threat not only to the Open Campus, but also to the entire University of the West Indies. To be brutally frank, it is now time to frontally address *the elephant in the room or zoom*. Rightsizing or "Optimal-sizing" is a must-and it is urgent.

This preamble is not meant to repeat the many impressive activities of the Campus. I know you will read through these pages. It must not be business as usual because we have the responsibility of the Caribbean's future. Any existential threat to The UWI is an existential peril to the Caribbean and posterity.

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In this 75th year of The UWI's existence, there is a lot to celebrate but we must also be absolutely clear that we cannot take this greatest gift to ourselves for granted, if not for our own sake, but for the sake of future generations. After all, is this not what the concept of sustainable development connotes? Is this not what Agenda 2030 envisions? It is therefore important for us to be straightforward, ethical and reasonable with those who will succeed us. Although within the context of Higher Education and The UWI, the **Sustainable Development Goal # 4** is the one that might most concern us, it is quite possible to argue that any failure to honour our commitment to our people in terms of this particular **SDG # 4** will also undermine all the other SDGs and chip away at their outcomes, via the multiplier effect.

It is in ruminating over these matters that my Campus is especially grateful to the governments which try their very best to meet their obligations, in spite of their domestic trials including the myriad competing local demands. Their keen understanding of the absolute boon that an excellent quality UWI education presents to their respective countries coupled with the sense of pride we feel that we are elevating our people, motivate us to engage in all the excellent activities and initiatives that you will read throughout these pages. Hence, our indefatigable commitment to **SDG # 4** is reflected in all our activities for Academic Year 2021-2022, whether one is mulling over the redesign of the Learning Exchange; or professional development training; or the Revised Teaching Model for undergraduate degree programmes; or the redesigned undergraduate course template to align with the Revised Teaching Model, by our **Academic Programming and Delivery (APAD)** Division.

We must not allow narrow cultural ethnocentrism and parochialism to blur, diminish or downplay the special, historical and unparalleled reach of our **Open Campus Country Sites (OCCS)**. A review of these departmental reports is instructive and displays the range of activities across the sixteen (16) countries with their kaleidoscopic "flavours". These pages will reveal teaching and learning in a wide range of Pre-university, Undergraduate, Postgraduate and Continuing and Professional Education (CPE) programmes and courses; public service and national development initiatives; outreach activities including country conferences, workshops, seminars, representation and engagement with national stakeholders in the respective countries/jurisdictions; and research and publications.

We are convinced now more than ever that, in light of the impact of our more dynamic Country Sites, there has to be a careful consideration of positioning them strategically to play a fundamental role in a "distributed" Caribbean development. The technology—and thankfully Digital Transformation—will allow us to leverage the best practices at the most dynamic and viable Sites, in order to reach more of the masses.

In the Academic Year, 2021-2022, our leading research Division, the **Consortium for Social Development and Research (CSDR)** had to adjust to conducting workshops, seminars and research online, as a result of the cataclysm of the COVID-19 Pandemic. The Division successfully procured research and income generating projects, and developed programmes and courses to offer regionally and internationally. The successes of the **Caribbean Child Development Centre (CCDC)**, in its emphasis on the holistic development of the child from birth to the age of eighteen; the **Hugh Shearer Labour Studies Institute (HLSI)** in its work with employers and employees on labour relations in Jamaica and the Region; the **Social Work Training and Research Centre (SWTRC)** in developing and facilitating a number of workshops in the sphere of social work; and the **Women and Development (WAND)** Unit's timely intervention in gender and development issues across the Region, redound to the benefit of our Caribbean Region and its precious people. For the Open Campus, the CSDR's fundamental efforts at

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mobilising funds, and seeking strategic relationships to source funding for projects, activities and improving capacity to sustain programmes is an extraordinary boon.

When I consider the foci of the research activities of **WAND**, that is, *Abortion Law Reform and Women's Reproductive Health in the Eastern Caribbean; A Review of Gender Bias of Judicial Decision-making in Barbados in Gender-Based Violence (GBV) Court Cases; Femicide in Three Caribbean Countries*; or the **SWTRC's** *Digital Transformation of Jamaican Social Workers*; or the **CCDC's** *Longitudinal Study on a Transitional Housing Intervention in Jamaica*; and *Formative Assessment of Positive Parenting Support Programmes in Sint Maarten*, there is absolutely no doubt in my mind that the Open Campus is an integral part of Caribbean development. Visualizing the Caribbean without the Open Campus is an unsettling thought with dystopian imagery.

During the Academic Year of focus, the **Continuing and Professional Education Centre (CPEC)** revised the template that was approved in 2020, and these amended guidelines allowed for the addition of conferences and seminars as micro-trainings in order to increase the pathways to access micro-credentials offered by the Campus. Included in its busy year, the CPEC Centre designed a new set of CPE courses and programmes which it successfully submitted for approval by the Open Campus Academic Quality Assurance Committee (AQAC).

The many initiatives by the **Open Campus Libraries and Information Services (OCLIS)** should also capture our thoughts. The continued provision of reference and research support via the OCLIS *Ask A Librarian Virtual Reference Service* is one that we are proud of but also one which is very easily taken for granted. It goes without saying that the *Ask A Librarian Virtual Reference Service* is a very important part of the academic experience.

I cannot wrap up this prologue without singling out one of the fundamental initiatives in the Academic Year 2021-2022, that is, the “**Social Mediathon**” which was held on Saturday, July 30, 2022 under the distinguished patronage of His Excellency Sir Rodney Williams, GCMG, KGN, KSt.J, MBBS, PhD (h.c.), Governor-General of Antigua and Barbuda, and Her Excellency the Most Honourable Dame Sandra Mason, FB, GCMG, DA, QC, LLD, President of Barbados.

We have heard the many distressing narrations from students who sincerely need our assistance and facilitation so that they may accomplish their full potential. It would be tragic if promising students like ours are not allowed to pursue their dreams and goals because of their lack of financial resources. The Social Mediathon epitomized that year's theme, “**UWI Alums: Stronger Together**” and underscored that we must indeed look out for each other. This event was broadcast live by UWITv and the performers who made the event memorable were drawn from students and alumni all over the Caribbean. At the time of reporting, there was over **US\$20,000 (BD\$40,000)** in the Endowment Fund.

Hence, there is much to celebrate, but such celebration must take place within a context of practicality, pragmatism and a keen awareness of the financial reality and the existential threat that it poses. If the foregoing is not checked and addressed, it might irreparably undermine the proud gains we have made as a Campus, an elite University and as a Caribbean People. I earnestly hope that everyone generously, selflessly and magnanimously comes on board for the sake of posterity.

Francis O. Severin, Ph.D.
Pro Vice-Chancellor and Principal

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OFFICE OF THE DEPUTY PRINCIPAL

The Office of the Deputy Principal of the Open Campus provides critical support to the Office of the Principal for the leadership and management of the day-to-day affairs of the Campus across all departments. In this regard, for the reporting period, the Deputy Principal, Dr. Emily Dick-Forde continued to chair and attend statutory and Campus Committee meetings and also engage relevant stakeholders in the interest of the Campus and The University of the West Indies as a whole. The Deputy Principal also served on committees as assigned by the Vice-Chancellor. The Deputy Principal has therefore been engaged in meetings to ensure effective leadership over, inter alia, student matters, quality assurance for examinations, advancing Campus policy and compliance in Health Safety and Environment, ICT oversight, Quality Management, AQAC and the processing of Human Resource matters as assigned. The Deputy Principal is also Chair of the Campus Research Ethics Committee, and a member of the Management Committee of the Global Institute for Climate Smart and Resilient Development (GICSRD) serving as Lead for Online Learning.

The Deputy Principal currently oversees the Prior Learning Assessment Unit (PLA), the Enterprise Resource Planning Unit (ERP) and the Business Development Unit (BDU) and is Campus liaison for the Quality Assurance Unit. To advance the roles, functions and duties of the Deputy Campus Principal, Dr. Emily-Dick-Forde has staff who directly supports her work:

- **Mrs. Andrea Burnett** - Programme Officer
- **Mr. Ronnie Daniel** - Administrative Officer
- **Mrs. Libby Martinez** - Senior Administrative Assistant, OC REC Secretary and Ethics Admin System (EA System) Administrator.

Staff Activities / Service to Campus and University

Dr. Emily Dick-Forde:

- UNESCO-Japan Prize on Education for Sustainable Development Award – November 19, 2022.
- Guest Speaker at Orientation for OCCS Jamaica Eastern – September 16, 2021.
- As Chair of the Open Campus Research Ethics Committee facilitated a special meeting at the request of the Course Coordinator for PSYC3055 to review the research proposals for the final year practicum students - February 9, 2022.
- Presented on “*Climate Justice and the Role of Caribbean Governments*” at the “*Climate Justice in The Caribbean: a conversation on the key issues facing the Caribbean and the need for Climate Justice*” Webinar. The Webinar was organized by The UWI and the Open Society Foundations, through Open Society University Network (OSUN) under the Worldwide Teach-In on Climate and Justice, which was held simultaneously on this day across the globe - March 30, 2022.

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- Attended the UWI-UNDP Public Policy Think Tank for a Blue Economy Webinar themed “*Strengthening Research-Policy Linkages for a Thriving Blue Economy in the Caribbean*” and presented on the topic “*The UWI Flagship Initiative: Global Institute for Climate-Smart and Resilient Development (GISCRD)*” - April 4, 2022.
- Panel presenter on Climate Finance and Climate Justice at the United Nations Food and Agriculture Organization (FAO)-UWI climate-poverty nexus online course - May 25, 2022.
- Supported the quality assurance review for Early Childhood Development Studies programmes and courses offered by the Open Campus. Interviewed by the Review Panel, attended and gave vote of thanks at close-out meeting.
- Featured Speaker at the 19th Annual ACHEA Conferences – July 8-9, 2022.

Mrs. Andrea Burnett

- Presented at the School of Education Conference on June 15, 2022.

Academic Activities:

Dr. Emily Dick-Forde

Research Supervisor in the Open Campus Doctor of Education Programme – Currently supervising two students from CSDRs CAY’S programme. Deputy Principal also engaged in activities for personal continuing education as an accounting and finance professional, as well as to advance The UWI in the area of climate resilience action.

Publications:

Oftedal, E., **Dick-Forde, E.**, and Longworth, L. (2022) “Activist Leadership in the Caribbean: The case of The University of the West Indies.” *Universities and Regional Engagement: From the Exceptional to the Everyday*, Editors: Tatiana Iakovleva, Elisa Thomas, Laila Nordstrand Berg, Rómulo Pinheiro, and Paul Benneworth Routledge Publishers, Oxford and New York.

Milestones:

The University of the West Indies and the Open Society Foundation (OSF) Virtual Climate Justice and Education Platform

On Thursday, September 17, 2020, The University of the West Indies (The UWI) and the Open Society Foundations (OSF) signed a Memorandum of Understanding (MOU). The Open Society Foundations is an entity that is dedicated to providing financial and other support to entities and societies across the world to promote human rights, climate justice, democratic governance, inter alia. The cooperation between The UWI and the OSF include training, the provision of educational content, research and innovation as well as advocacy.

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The UWI submitted a proposal to the OSF and secured grant funding in the amount of US\$139,550.00 (the contract was signed on April 8, 2022) to create a virtual space/platform as a repository for Agenda 2030 with climate justice, climate literacy and education as the focus. The Office of the Deputy Principal, Open Campus led the submission of the proposal under the umbrella of the Global Institute for Climate Smart and Resilient Development. The platform will provide knowledge and knowledge products related to climate change and sustainability.

The Open Campus has begun to engage personnel on the Campus to discuss the implementation of this project with a view to providing an implementation plan for approval. Specifically, the Office of the Deputy Principal has begun discussions with the Computing and Technology Services Department and will be liaising with the Global Institute for Climate Smart and Resilient Development further in the management of this project.

Work of the Section:

Mrs. Andrea Burnett - Programme Officer

ACCESS:

Development of a Climate Justice and Education Hub

- The Climate Justice and Education hub will be hosted on the website of the Global Institute for Climate Smart and Resilience Development (GICSRD). To provide access to knowledge and knowledge products related to the issue of climate action and sustainability. This includes an outreach component where youth ambassadors will be engaged to serve in communities to disseminate information to persons who may not have access or reliable access to the internet.

Development of the Just transition to Low-carbon Economies Massive Open Online Course (MOOC)

- The Open Campus is seeking to attract at least 10,000 students in the first year and given the high level of interest in climate action/justice and sustainability, there will be a completion rate of 50% or more of the students.

AGILITY

- The University of the West Indies was successful in its proposal submission to develop the virtual hub and was therefore granted US\$139,550 for the project by the Open Society Foundations.
- It is also hoped that students undertaking the MOOC will complete all the assessments therein and therefore pay for a Certificate, thus generating income for The UWI.

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ALIGNMENT

- This development of Virtual Hub and the MOOC project are aligned with The UWI's effort to promote activism and to be an advocate specifically as it relates to climate.
- The MOOC will be hosted on the Future Learn platform and as such, The UWI is taking advantage of an internationally recognised brand in order to show the knowledge and expertise that exist within the university. In this regard, the university can leverage the FutureLearn platform's reach to be even more visible to international earners.

Open Campus Research Ethics Committee

Alignment

The Open Campus Research Ethics committee is engaged in the ongoing reviews of the research proposals submitted by students, staff and external applications for ethics review. At the end of AY 2021/2022, the Committee reviewed 55 research proposals of which 47 of these were submitted by Open Camps students. The Committee participated in two (2) Cross Campus reviews and there was one (1) application from an external Researcher.

Agility (AG5)

Over the period under review, the Research Ethics Committee has benefitted from the automation of the ethics review process with the introduction of the online Ethics Administration (EA) System. The transitioning of the research ethics application and review process from manual to online is in keeping with the strategic pillar of Agility and the strategic goal AG5 that speaks to fostering the digital transformation of The UWI. Several updates were done to improve the EA System. These included the addition of new forms to the system such as:

- Request for Approval of Extension
- Request for Approval of Modifications
- External Applicants Form

Prior to the upgrading of the system, which was concluded on May 10, 2022, the EA System could only facilitate applications from staff, faculty and students of The UWI. The system has since been upgraded to accommodate external applications from researchers desirous of conducting data collection at the Open Campus. Additionally, the processing of requests for extensions and modifications to research proposals, approved by the OC REC, were handled manually; however, continuous upgrades has helped to facilitate the processing of these approvals within the EA System.

The Open Campus EA System Administrator, Mrs. Libby Martinez, remains engaged in the day- to-day management of the Ethics Admin System. In her role as Administrator, she functions as the liaison for cross-campus matters involving cross campus research ethics reviews, preparing reports to be presented at the University Research Ethics Committee meetings and attending periodic trainings for upgrades to the

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EA System. In addition to her Secretarial duties for the OC REC, she also checks and responds to emails to the OC REC email account and updates the OC REC website as need.

Staff Activities:

Mrs. Libby Martinez:

- Attended a Cross Campus Meeting for Chairs and EA Administrators to implement a standardized Reporting Form within the System, which will be used for year-end reporting purposes to the University Research Ethics Committee. – November 5, 2021.
- Attended a special meeting for the PSYC3055 to review the research proposals for the final year practicum students – February 9, 2022.
- Attended a Cross Campus meeting with EA System Administrators to discuss the design and functioning of the new application form for external applications – February 15, 2022.
- Attended the PSYC3055 practicum presentation – April 18, 2022.

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ENTERPRISE RESOURCE PLANNING (ERP) UNIT

Work of the Section

The Enterprise Resource Planning (ERP) Unit is responsible for facilitating synergies across Campus business processes, ensuring integration of the ERP Banner system with other systems to support ease of use, and addressing policy where needed as it impacts the user community. The Unit is currently assigned six (6) members that include the Chief Process Manager and five (5) Analysts:

- Sunil Lackan - Chief Process Manager
- Hadiya Jules - Functional Analyst
- Juliana Lendor - Business Analyst
- Marc DeSouza - Functional Analyst
- Camille Morris-Robinson - Business Analyst
- Amanda Morris - Functional Analyst

The ERP Unit staff is expected to work closely with the various departmental units and their teams to support their functional business processes. Also, the unit is expected to partner with the respective Computing and Technology Services (CATS) Units to ensure ERP technology infrastructure services are delivered to all stakeholders. The main objectives of the Unit are as follows:

- a. Process optimization
- b. Process support expertise
- c. Project/Process Teams collaboration and change management support
- d. Training
- e. Troubleshooting and support

The following lists some of the achievements by the Unit for the period:

Access

- Completed all key Banner configurations to allow for Admissions and Registration for the Semester 1 2021/22, Semester 2 2021/22, Summer 2021/22 - AC1, AC2

Agility

- Supported departments with timely resolution of incidents and problems reported during academic year - AG4;
- Conducted Banner module specific refresher trainings for end users as requested or where was required - AG4;
- Designed Recruitment, Admissions and Registration business processes for the UWI Global Online initiative - AG1, AG3;

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- Provide ERP knowledge services and business support to facilitate short projects e.g. Transcultura Project and Greenhouse Gases (GHG) Inventorying and Quality Assurance / Quality Control – AG1, AG2, AG3;
- Designed Banner customization to allow the Five Island Campus (FIC) Student Admissions and provided the required training – AG4, AG5;
- Designed and implemented processes for the Automation of Offer Letters for Open Campus and FIC – AG5;
- Designed and guided the implementation of the Tutor/Facilitator Helpdesk for improved customer service -AG5;
- Delivered information requested for the UWI Digital Transformation Project - AG5
- Supported the Payment Gateway Modifications / Improvements - AG2, AG3, AG5;
- Functional Business Process Review for the Library Records Management to SharePoint System Project –AG5;
- Design, Test and Implement Academic Advising Holds for FIC – AG5;
- Transform CSDR Department’s manual processes for short courses to operate in the Banner system – AG3, AG5.

Alignment

- Team member in the Health and Safety Committee. - AL2.

Staff Activities

Presentations:

- Presentation to the Open Campus community on the topic “*Overview of the Banner Student Management System*” by Chief Process Manager, Mr. Sunil Lackan – March 2022.

Training:

- Ellucian Live - Conference for Higher Education, Denver, Colorado- April 2022
Staff participated – Amanda Morris and Marc De Souza.

Public Service:

- Juliana Lendor - Part of a 2-person team to provide groceries and/or other identified non-food items to children’s homes.

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- Marc De Souza- Food Hamper distribution drive during Covid -19 with the St. Vincent de Paul Society and the St. Charles RC Church.
- Hadiya Jules- Volunteer at Belmont Community Youths in Action group which aid primary level students with homework and other school projects.
- Sunil Lackan – Activist for better Local Government services in Couva North community.

Publications:

“*Global Digital Economy and Autonomy*” - to the Transforming Data with Intelligence (TDWI) organization by *Sunil Lackan on May 2020*

PRIOR LEARNING ASSESSMENT (PLA) UNIT

Work of the Section:

The UWI Open Campus’ offer of Prior Learning Assessment (PLA) means that prospective learners will have an opportunity to secure the relevant learning from their work experience, on-the-job training, volunteer work, training seminars, workshops, and other courses, assessed for academic credit. The Unit currently consist of two staff members.

- Dr. Monica Masino - Programme Officer
- Ms. Azaria Prescott - Administrative Assistant

The focus of the work of the PLA Unit during the review period was to identify ways in which to increase the number of students who possessed the requisite experiential learning to register for the Prior Learning and Portfolio Development/Assessment courses: PLPD0100 – PLA for Advanced Placement in an undergraduate programme and PLPD001 – PLA for Matriculation (Admission).

Access:

The PLA shared a policy document on PLA Low Course Enrolment with Academic Programming and Delivery (APAD) Division. The policy on low course enrolment will allow the student to continue with the PLA course but as self-paced. As of June 2022, the PLA Unit received thirty-four (34) E-forms from potential applicants who expressed interest in Prior Learning Assessment. Of those thirty-four (34), thirty-one (31) were interested in PLA for Advanced Placement and three (3) were interested in PLA for Matriculation (Admission). Registration numbers for Semester 1 2022/2023 are - PLA Matriculation (Admission) course PLPD001 - 5 and PLA for Advanced Placement PLPD0100 - 1. The PLA webpage was updated in August 2022 and again in September 2022, to improve the student experience with this site and with the application process. A Committee has been formed including members of the Office of the Campus Registrar and Chaired by the Head Student Experience Unit to provide a timely and transparent process for application and acceptance.

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THE BUSINESS DEVELOPMENT UNIT

Agility

The Business Development Unit continues to provide technical assistance, business development support and client relationship management services. The work of the BDU involved focusing on cross-divisional efforts towards the strategic initiative – “Restoring Financial Health to the University” particularly by generating *Revenues from Partnerships and Projects*. The BDU collaborated with internal divisions and departments of the Campus, supporting the efforts to successfully secure consultancies from entities and generate revenue for the campus.

Access

Successful negotiations were led for award of scholarships from the Organization of American States (OAS) for students in the Early Childhood Development programme, and proposals and budgets were developed for other projects. BDU is supported the Offices of Sports Academy and Special Initiatives Office in the preparation of a budget for Course Planning, Development and Delivery for Continuing and Professional Education (CPE) training, which is expected to offer partial PanAm scholarships for selected sport administrators.

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THE ACADEMIC PROGRAMMING AND DELIVERY DIVISION

Overview

The Academic Programming & Delivery (APAD) Division remained steadfast to the commitment of planning, development and delivery of the Campus' online and distance learning programmes during the Academic Year 2021/2022. In addition to the activities that were required to support internal and external stakeholders, the continued tweaking and revision to teaching and delivery focused on improved course delivery.

Redesign of the Learning Exchange: use of tiles to reduce the 'scroll of death' to reach various units on the course page;

1. **Return of Content Experts' direct interaction with students:** provision of a standard method of instruction by *content specialists*, as currently occurs at the other campuses; use of *Teaching Assistants* for larger classes, and use of *markers* to solely focus on grading and the return of course work in a timelier manner; and;
2. **Number of assessments:** standardized three assessments comprising one automated individual assessment, one non-automated individual assessment, and one group project.

This report is a representation of key activities completed by the Division during Academic Year 2021/2022 in the context of alignment to the 'Triple A' Strategy of The UWI.

Work of the Division

Access

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

During this period, the Division once again collaborated with internal and external partners to deliver programmes and courses that went beyond our regular academic programming delivery. Through the Online Programming and Production Department and the Online Programmes Delivery Department, ten (10) special projects were effectively managed and implemented and included critical areas such as Greenhouse Gas, Inventorying and Plant Quarantine Basics. The complete list of special projects undertaken during the year can be viewed at Table 1 below.

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Duration	Project	APAD's contribution	Notes
August-October 2021	OECS - Integration of Diabetes and other NCD Considerations across the Disaster Management Cycle Course. Full project dates March-October 2021	The APAD contribution is valued at US \$21,850 on completion of this project.	Completion of delivery of this course which began in June 2021. Project management activities and completion of reporting requirements.
August-October 2021	International Labour Organisation Funded - Online Entrepreneurship and Employability Skills Training.	The APAD contribution is valued at US \$25,215 on completion of this project.	Instructional Design and multimedia development using the H5P interactive learning technology to deliver this self-paced, 10-weeks course.
August-December 2021	CARICOM IMPACS - Consultancy for the Development and Delivery of a Certified Online Training Course with a Train-the-Trainer Component	The APAD contribution is valued at US \$32,930 on completion of this project.	Full development and delivery of the 14-week Train-The-Trainer course for new as well as experienced trainers within the law enforcement and security fields. Also engaged in project planning and reporting activities.
September-November 2021	UNESCO Transcultural Project. Delivery of Teacher Training to Cuban teachers in online teaching technologies and pedagogy in English and Spanish.	US \$95,800 of value from APAD activities is expected on completion of this project.	With the assistance of UNESCO, facilitated the conversion of existing course and orientation content to Spanish. Redesigned the course page for multi-language delivery. Delivery of course in Spanish. Supported live interpreted teaching sessions. Also engaged in project planning and reporting activities.

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December 2021 - June 2022	UNESCO Transcultural Project. Technical support for 11 existing Open Campus entrepreneurship courses delivered by OCCS.	See above.	With the assistance of UNESCO, facilitated conversion of 11 courses and orientation content to Spanish and French. Redesigned the course page for multi-language delivery.
May - October 2022	Implemented the pilot training workshop for the Trinidad and Tobago's Greenhouse Gas (GHG) Inventorying and Quality Assurance / Quality Control Certification Programme.	The budget value was TT \$509,200.00 on completion of the project.	The project is due to be concluded by October 31, 2022.
May - August 2022	Caribbean Development Bank (CDB) Project Cycle Management and Public Policy Analysis and Management conversion of existing training materials to an Online Learning Course	Invoice submitted to CDB for the amount of USD \$26,197.44 on August 15. Payment received on September 13, 2022.	Completion of a revised content design for Phase 1: PCM 1 Modules 3, 4 and 5 based on feedback from first offering of Phase 1 Courses.
July - August 2022	Caribbean Development Bank (CDB) Project Cycle Management and Public Policy Analysis and Management conversion of existing training materials to an Online Learning Course	Invoice amount of USD \$19,648.08 to be issued to CDB after CDB review of the already submitted End-of-Programme evaluation.	Analysis and documentation required to complete the End-of-Programme evaluation (data triangulation). Awaiting initial review from CDB
May - June 2022	AGRI020 Plant Quarantine Basics course (a partnership with the Faculty of Food and Agriculture (FFA), UWI St. Augustine Campus) - Lab component development and delivery	Submitted invoice to the FFA for USD\$6,000 for the delivery of the online course.	Lab components were fully developed and delivered.

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2) AC3: Improving the quality of teaching, learning and student development.

Professional Development Training

Each year, the Instructional Development Coordinator of the Online Programmes Delivery Department, delivers cycles of training for new adjuncts on the Foundations of Successful Online Facilitation (FSOF) and related courses. Training offered to adjunct staff included FSOF001- FSOF004, with Cycle 2, 2021-22 being conducted from June 9 to August 27, 2021, and Cycle 1, 2022-23 from February 23 to May 15, 2022. Also included in this suite of professional development courses were TechQuest 1: Technology Assessment and TechQuest 2: Open Campus Systems, which were delivered for six (6) weeks commencing October 1, 2021. Tables 2 and 3 capture the number of adjuncts successfully completing the FSOF training.

Table 2: CYC 2, 2021-22

<i>Course</i>	<i>Total Enrolment</i>	<i>Successful participants</i>	
		<i>Number</i>	<i>Percentage</i>
<i>FSOF001: Orientation to Open Campus Online Learning</i>	36	27	75
<i>FSOF002: Foundations of Facilitation</i>	25	21	84
<i>FSOF003: Timely and Meaningful Assessment</i>	29	23	79
<i>FSOF004: Course Room Facilitation Techniques</i>	26	21	81
<i>Total</i>	116	92	79%

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Table 3: CYC 1, 2022-23

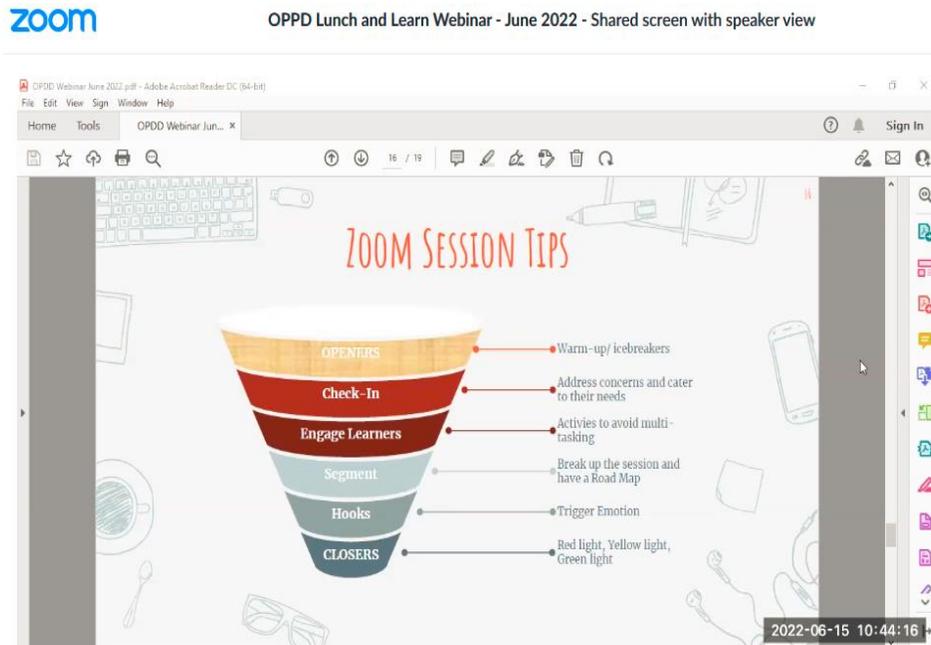
<i>Course</i>	<i>Enrolment</i>	<i>Successful participants</i>	
		<i>#</i>	<i>%</i>
<i>FSOF001: Orientation to Open Campus Online Learning</i>	<i>48</i>	<i>41</i>	<i>85</i>
<i>FSOF002: Foundations of Facilitation</i>	<i>41</i>	<i>39</i>	<i>95</i>
<i>FSOF003: Timely and Meaningful Assessment</i>	<i>42</i>	<i>41</i>	<i>98</i>
<i>FSOF004: Course Room Facilitation Techniques</i>	<i>41</i>	<i>40</i>	<i>98</i>
<i>Total</i>	<i>172</i>	<i>161</i>	<i>94%</i>

In June, 2022, a “Lunch and Learn” webinar on "Factors that Affect Student Engagement" and "Teaching Strategies during Zoom Sessions" (see screenshot below) was held for adjuncts to address areas of expressed interest as captured by an adjunct survey administered prior to the webinar. Approximately 20 persons attended the webinar which was well received by those in attendance; 91.7% of adjuncts agreed that the webinar delivered the information they expected to receive while 8.3% were neutral. 100% of respondents agreed and strongly agreed that the subject matter was presented effectively, that the pace was satisfactory and that the presenter was knowledgeable.

Over 90% stated that they now understood factors affecting engagement better and would recommend that others watch the recording. Feedback has shown that another area of interest is ‘The Flipped Classroom and other Teaching Approaches’, will be discussed with the team to ensure that the delivery of this webinar aligns with the revised teaching model. A tentative date for this session is early January 2023 before teaching begins in Semester 2, 2022/2023.

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Fig 1: Screenshot of the Lunch and Learn Webinar held for Adjuncts



Improving Service to Students

- a) Our disaster preparedness protocol and the procedure for outreach to students who are adversely impacted by inclement weather and other hazards, were both revised. The procedure now includes:
- Recirculation of the protocol among students, facilitators, and OC sites throughout the academic year, particularly during the hurricane season.
 - Tracking of outreach to students and facilitators.

The revised protocol can be found using the link below.

https://drive.google.com/file/d/1wYCFTro_tzegoyANxQ89Z8xApjLlhdzc/view?usp=sharing

- b) The online orientation course for undergraduate students was also revised to more closely align with the layout and structure of typical senate approved courses i.e., modular format with relevant learning activities such as Moodle quizzes and discussion forums.

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Revised Teaching Model for Undergraduate Degree Programmes

In planning for the AY 2022/23 the drafting of a revised teaching model for undergraduate degree courses commenced in July 2022 and was later approved by the Board for Undergraduate Studies. This revised model aimed to address both financial challenges of the Campus and the pedagogical deficits noted during course delivery whilst taking full advantage of the affordances of new and emerging technologies. The main purpose for the revisions to our teaching model were to:

- Standardize the number of assignments in each course to three (3) assignments;
- Implement 100% continuous assessment for the academic year 2022/2023, and;
- Rationalize and streamline adjunct roles and responsibilities.

On examining the layout and navigation of the course pages on the Learning Exchange, it was also decided to revise the Campus' Moodle user interface for undergraduate courses.

Redesigned the UG course template to align with the Revised Teaching Model

UG course template - The grid/tiled format was implemented in the Undergraduate programmes for the AY 2022/23, in alignment with the new teaching model. The format simplifies the course pages, making them compact, clean, and more user-friendly while using less vertical scrolling. In this format, course resources and activities are grouped together in tiles as seen in the image below. This allows the user to quickly access the relevant materials, activities and course resources.

Fig. 2: Revised User Interface on the Learning Exchange Course Pages



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Course Completion Analytics in All UG Courses to align with the New Teaching Model

In preparation for semester 1, 2022-23, activity completion or completion tracking was made available in all Undergraduate courses at the Open Campus. This tool allows students to see their course progress within the LE, through the use of checkboxes on the side of activities. However, it's not just students who benefit! Adjuncts can also access activity completion reports to check the progress of all their students in the LE, as seen in the image below.

Figure 3:

Criteria group		Activities																	Course	
Aggregation method		All																	All	
Criteria		Facilitator-Student Exchange	Course Guide	Detailed Course Schedule	GROUP ASSESSMENT_ Cost ...	Drop-Box, Group Assignment ...	Drop-Box Peer Assessment ...	Work Sheet #1	Practice Quiz_Unit 1	Practice Quiz_Unit 2_Cost ...	Work Sheet #2 _Inventory ...	Test Your Knowledge _ ...	Test Your Knowledge _ ...	Test Your Knowledge _ Job ...	Suggested Solutions_ WS #3...	Test Your Knowledge _ ...	Suggested Solution _ WS #4_ ...	Work Sheet #6 - C-V-P Analysis	Practice Quiz _ Unit 7_ ...	Course complete
First name / Surname	Email address	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[Redacted]	khadine.abdulbaki@my.open.uwi.edu	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[Redacted]	likerah.adams@my.open.uwi.edu	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[Redacted]	veronica.alexander@my.open.uwi.edu	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[Redacted]	karra.alexander@my.open.uwi.edu	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[Redacted]	caris.alexander@my.open.uwi.edu	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Revised Teaching Model Support Website

A support website was developed to inform and provide support to all facilitators about the OC's revised teaching model. It provides an insight into the model's background, purpose and new role and tasks. The website can be viewed at: <https://sites.google.com/dec.uwi.edu/open-campus-revised-teaching>
APAD Website- <http://208.131.174.203/apad>

This space was developed to provide an insight into the APAD department's roles and academic departments. It is intended to inform the user about the support services available. The aforementioned revisions were made after consultations with adjuncts, students and other key internal stakeholders. The revised model was implemented in Semester 1, 2022/2023 and is being closely monitored and evaluated so that further improvements, if applicable, can be made during the AY 2022/2023.

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Self-Assessment Reports (SARs)

For the period August 1 2021- July 31, 2022 the Online Programme Planning & Production Department accomplished the following:

- Preparation for a Self-Assessment Report (SAR) for the BSc Psychology programmes (actual review postponed to 2022/23 due to lack of suitable experts to carry out the review);
- In collaboration with CPEC and OCCS, prepared a SAR for the early childhood programmes (undergraduate certificate and bachelor degree as well as CPE courses);
- Infusion of EON-XR content into course materials (January – June 2022);
- Commenced a comprehensive internal review of the graduate programme in Teaching and Learning with Emerging Technologies;
- Revision of FOUN1001 to include oral communication.

Agility

AG4: Foster the digital transformation of The UWI

Upgrading of Moodle 3.11 to Version 4.0

In preparation for the AY 2023-24, the OPDD Learning Support team together with the CATS team has recommenced a project to update our Moodle learning platform i.e. the Learning Exchange (LE). Our Moodle 3.11 will be upgraded to version 4.0 with the aim of improving the user experience and preventing performance issues. The general improvements derived from the upgrade include an enhanced “look and feel” of Moodle, including accessibility fixes, more efficient handling of Moodle data, and ongoing bug and security patching. Authentication of users and course enrollment will also be major areas of testing.

Accessibility Support

The Learning Support Team rolled out an Accessibility Support web Interface and integrated this interface with the Learning Exchange.

See. <https://sites.google.com/dec.uwi.edu/oclearningtechnologies/oc-accessibility-resources>. This site provides information on disabilities for students and staff and highlights the University’s commitment regarding accessibility for persons who may have visual or hearing challenges.

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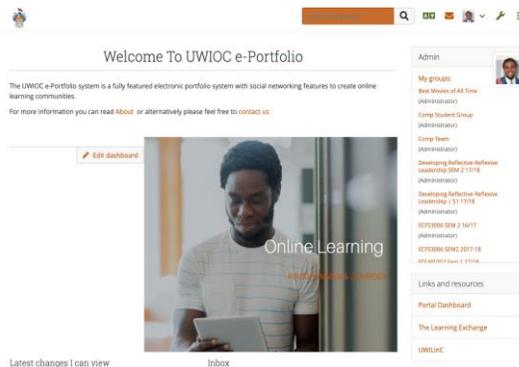
ePortfolio System Upgrade to Version 20.04.1

Mahara, our ePortfolio system used in several courses, was updated to Version 20.04.1. The update includes business critical features that will continue to enhance the online delivery operations of the Open Campus. Such features include:

- Language Selection Toggle
- Personal Group Labels
- Combined Export (now includes PDF)
- File Type Restriction (for better security)
- Stronger (Single Sign On) SSO Integration
- Enhanced Collection Design
- And many more

The OC teams performed the system upgrade in preparation for the academic year 2022-23.

Fig. 2 The OC E-Portfolio Interface



Integrated email Templates (Canned Responses) within Learning Support (Outcome - Faster email response times)

To facilitate a faster email response time, canned responses in the OC eMail were set up to allow users to create and save multiple email templates in their inboxes.

Zoom to Replace Blackboard Collaborate Ultra

The University of the West Indies, led by the office of the University CIO made a joint decision in the second quarter of 2021 to change the web conferencing tool utilized across all campuses. Based on this decision, in Semester 2 2021/22, the UWI Open Campus transitioned from Blackboard Collaborate Ultra to Zoom technologies as our web conferencing solution for teaching and learning. The Learning Support team facilitated in making this a reality. This project was full documented:

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- *Project Documentation*
- *Charter*
- *Transition Gantt*

Zoom Sessions for Large Courses

The standard Zoom accounts that are used by our facilitators are limited to 300 participants per session. This limit presented challenges in courses with more than 300 users. Consequently, all students were unable to participate in the live sessions.

The affected courses were:

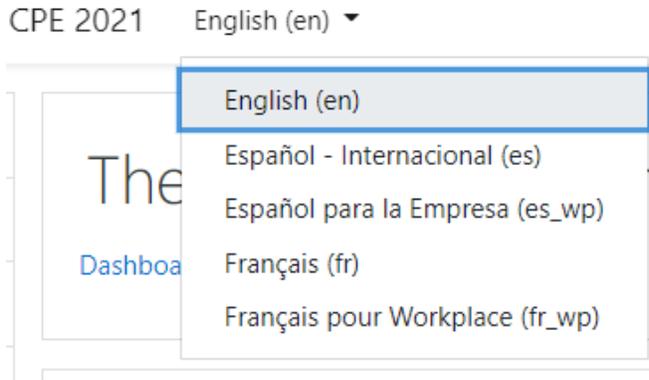
- FOUN1001 - English for Academic Purposes
- ECON1003 - Mathematics for Social Sciences I
- ECON1000 - Principles of Economics 1
- FOUN1501 - Foundations for Learning Success
- IYMS1001 - Improving Your Math Skills
- ACCT1002 - Introduction to Financial Accounting
- MGMT2023 - Financial Management 1
- MGMT2064 - Organisational Behaviour and Human Resource Management
- MGMT2063 - Research Methods for Business - Introduction to Qualitative & Quantitative Methods

This issue was brought to the attention of the OC CIO by the Manager, Learning Support, OPDD. The CIO has since created large Zoom sessions that support up to 1000 participants for all courses that have more than 300 users. It is important to note that to facilitate this, course links would have had to be created outside of the course pages and the links and recordings for Zoom sessions would have had to be manually added to the pages so that users may access them. To address this, the OPDD Learning Support team identified all courses with 300 or more users and recorded the course information (course code and course name) for each of these courses along with the Course Instructors' contact information. The Manager, Learning Support was then able to import the large Zoom session links into the relevant course pages. This fix allowed the facilitators and students to seamlessly access the session links and recordings from within their course pages.

Integrated Language Options On The LE: Moodle Language Pack

In preparation for the UNESCO Transcultural Project delivery of 12 short courses in English, Spanish and French, the Moodle Language Pack was installed and enabled in the CPE LE server, which is currently under the supervision of APAD Learning Support. This pack allows any user to easily select their preferred language within the Moodle interface. With English being the default language set, two variations of Spanish and English were enabled. All menus, buttons and other functional Moodle text are presented in the selected language. LE initiated notifications and emails are also received by users in the language selected in Moodle. Course Content, however, is not automatically translated to the selected language. With the assistance of UNESCO, all course content was translated to Spanish and English for upload to the course page.

Fig. 3: Integrated Language Options



Multi-language conversion of the CPE Self-Paced Orientation

With the assistance of translation services provided through UNESCO, all content in the CPE Self-paced orientation course, including practice quizzes, was presented in English, Spanish and French for students participating in the 12 UNESCO Transcultural project courses.

Integration of EON XR with the LE to use AR/ VR Objects for Teaching and Learning

As a part of the Campus' commitment to the implementation of the EON XR project, the EON XR platform was integrated with our Moodle Learning Exchange (LE) to use Augmented Reality and / or Virtual Reality (AR/ VR) Objects for Teaching and Learning. This was initially implemented using the EON XR LTI 1.1 configuration provided by EON Reality. This integration made it possible for direct links to be added in our course pages to specific lessons created on the EON XR platform. These lessons provide interactive 3D objects and 360-degree environments that enhance pre-existing course content.

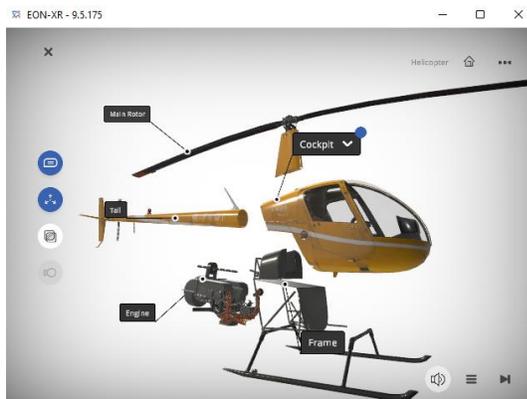


Fig. 4: An learning object exploded using EON VR software

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Additionally, with this LTI integration, course facilitators and students are automatically logged into the EON XR website to view their lessons when they click on a link on their course pages. More recently, EON Reality released LTI ADVANTAGE 1.3 and this has been added to the LE. LTI ADVANTAGE LTI 1.3 uses the OAuth 2.0 standard that is more secure and widely used; it also adds new features like grade reporting and deep linkin. Deep linkin brings information, like icons, from the EON website onto the Moodle course page as shown below.

The Learning Support team created and collated tutorials and “help” resources to assist facilitators link EON lessons to the LE. E.g. [How to link an EON lesson to the Learning Exchange](#)

Qualtrics to Replace Survey Monkey

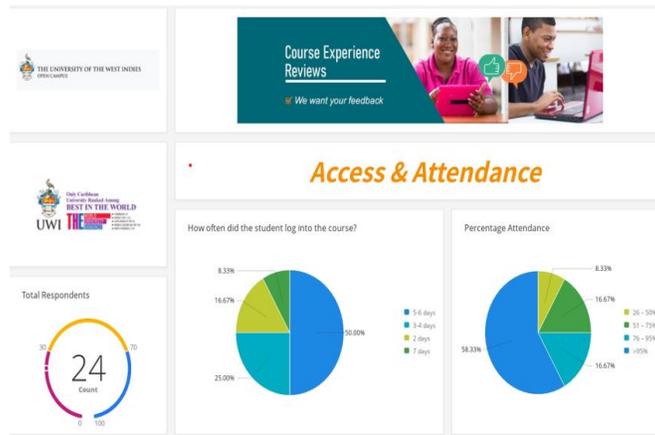
As part of the One UWI initiative there was a change from the traditional tool used to conduct course and facilitator evaluations. There was also a change from the term Course Evaluations to Course Experience Reviews, which was adapted by the Open Campus. Additionally, a review was done of the instrument used to capture information regarding the teaching learning experience for a given semester. A series of workshops were held with the assigned Qualtrics Technology Consultant from UGAM (Data Science Company) to assist with the implementation of the tool. The first set of surveys were distributed via this tool on December 1, 2021, and remained open until the end of the semester.

The Qualtrics Course Evaluations course/workshop evaluation solution is designed to evaluate the quality of a particular teaching/learning session for organizations to understand strengths, weaknesses, opportunities for growth to improve experience over time. Qualtrics was implemented in Semester 1 2021/22, however was used concurrently with Survey Monkey in the first instance as there were some further tests to be done. In Semester 2 2021/22 and Summer 2021/22 all the surveys were distributed and responses collected using the Qualtrics tool. All parties who would be using the tool were notified of the change from SurveyMonkey to Qualtrics and training was held with the core group of persons who would be required to download and subsequently share the survey results with the relevant parties. A webpage was also built to provide further information about the evaluation process. This is updated every semester, before each evaluation period. Course Experience Review webpage: <https://www.open.uwi.edu/course-experience-reviews>

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Sample of how the CER results appear:

Fig. 5:



Notification that was sent to the student population regarding the change in the evaluation process:

<https://docs.google.com/document/d/12um-IwVBADxL8iET6AmVloOINsQBCsVW/edit?usp=sharing&oid=102221175252368881081&rtpof=true&sd=true>

Designed, Developed and integrated Web Interfaces to support Self-Service

OC Technologies - <https://sites.google.com/dec.uwi.edu/oclearningtechnologies>

This is the official space where users can visit to be exposed to all OC's Learning Technologies. It provides backgrounds and support on these technologies. It also houses relevant OC tutorials focusing on these technologies for further facilitator support.

UWI Zoom- <https://uwi.edu/remote/tools/zoom>

Zoom was selected as the new enterprise web conferencing tool for teaching and learning across The UWI, replacing Blackboard Collaborate Ultra, effective August 1, 2022. This site contains tools and resources to support UWI staff and students during the transition and everything users will require to know about the transition to Zoom for web conferencing across The UWI.

Redesign of undergraduate course shell layout and course materials for Moodle Books and H5P (2021-2022)

Redesign of workflow processes for Moodle Books and H5P (2021-2022)

Infusion of EON-XR content into course materials (January – June 2022)

Transition from Apollo to Basecamp (October 2021)

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Staff Activities

Publications

Technical Reports:

Grant-Fraser, E., Ramsoobhag, K., Noel, E., Drakes-Morris, H., Sinclair, E., Cumberbatch, A., Lashley, K. Joseph-Edwards, A. (July 2022). *Proposal for Pilot Revised Teaching Model*. Presented for the Board of Undergraduate Studies.

Creative writing

Lewinson-Morgan, A., and Rock, R. (under the joint account @-NikaRave-) (Nov. 2021). *Canaisis ∞ The Last Living Ship*: Chronicle One. Wattpad.com.

Lewinson-Morgan, A., and Rock, R. (under the joint account @-NikaRave-) (2022 ongoing serial). *Canaisis ∞ Chronicle Two: A Captain's Journey*. Wattpad.com.

Papers Read at Conferences

Tucker, R. Presenter: CoETal Biennial Teaching Conference for Teaching Educators (virtual) September 2021. Title of Presentation: “*blended Learning, Facilitating and Leading During and Posr- Disruptions.*”

Welsh, N. Presenter: CoETal Biennial Teaching Conference for Teaching Educators (virtual) September 2021. Title of Presentation: “*blended Learning, Facilitating and Leading During and Posr- Disruptions.*”

Contributions to Seminars, Workshops or Training

Ellis-Worrel, K. 2021. Co-Developer: Self -paced training course entitled: *Designing Higher- Order MCQs*

Ellis-Worrel, K. 2021 Co Developer: Self-paced training course entitled: *Getting Started with Updating and Undergraduate Course Guide*

Public Service

Ellis-Worrel, K. 2021. Voluntary service to the Breaking Bread Ministry's Homeless feeding programme in Barbados

Joseph- Edwards, A. 2021 Authentic Assessment Professional Development Workshop. Presented for: University of the Southern Caribbean

Retirement/Resignation

- Dr. Susan Sarah Owen- Director (Ag.) APAD.
- Pauline Osbourne- Programming & Delivery Administrator.
- June Castello - Curriculum Development Specialist.

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OFFICE OF DIRECTOR, OPEN CAMPUS COUNTRY SITES

The University of the West Indies (UWI) Open Campus Country Sites (OCCS) Division is the physical representation of The UWI Open Campus in the territories in which the Campus operates. The OCCS serves forty (40) Site locations and four (4) satellite locations in the sixteen (16) English-speaking countries in the Caribbean and focuses on strengthening and expanding its reach, services and offerings to regional communities. The Sites are led by Heads or Officers-in-Charge and, in the case of Trinidad and Tobago, a Country Manager, and the British Overseas Territories (BOTs), a Manager, who report to the Director. The work of the Division is led by the Director with a support structure in the Office of the Director which included one Deputy Director, an Administrative Officer, two Administrative Assistants and an Enterprise Resource Planning (ERP) Unit.

The Division currently comprises approximately two hundred and thirty-one (231) employees who, by extension, assist The UWI Open Campus in the execution of its main Strategic Initiatives: -

- Developing a robust model of delivering Continuing and Professional Education;
- Strengthening Student Services and Support;
- Strengthening our Teaching and Learning model;
- Marketing, Outreach and Stakeholder Management Relations.

The **Director's Office within the OCCS Division** comprises eight (8) staff members and provides the following key functions: -

- Governance and Administration;
- Strategic Planning;
- Financial Management;
- Project Management;
- Student Experience and Support Management;
- Facilities Management and Maintenance;
- Audit Matters;
- Support to the Institutional Re-Accreditation and Self-Assessment.

The ERP Unit

The ERP Unit within the Office of the Director comprises three (3) staff members. The primary functions of this Unit are as follows: -

- Monitor and support OCCS Banner CPE-related operations;
- Business process development;
- Data management;
- Knowledge transfer;
- Training to address needs gaps;
- Business systems efficiency;
- Banner registration and other Support to Special Projects.

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Within the OCCS, a range of activities are undertaken across the sixteen (16) countries. These activities include: -

1. Teaching and learning in a wide range of Pre-university, Undergraduate, Postgraduate and Continuing & Professional Education (CPE) programmes and courses; Teaching and learning objectives include: -
 - Expanding reach to underserved populations to enhance human potential;
 - Closing the knowledge gaps at the continuing education level;
 - Boosting the structure and variety of CPE programming;
 - Marketing and recruitment to increase paid-up enrollment in Senate-Approved and CPE programmes and courses;
 - Student Support and Services;
2. Public service and national development initiatives;
3. Outreach activities – Country Conferences, Workshops, Seminars, representation and engagement with national stakeholders in respective countries;
4. Research & Publications;
5. The Ambassadorial and National Representational role.

The work of the OCCS Division is aligned the University’s Triple A Strategic Plan of Access, Agility and Alignment. The foregoing sections seek to capture the projects, activities that are cascaded and operationalized in concert with the strategic objectives.

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2.0 ACCESS

Our Triple A Strategy Plan is founded in our vision that The UWI must revolutionize access to higher education in the Caribbean region and extra-regionally. The OCCS was unrelenting in its conviction that regional constituents should have access to pedagogy germane to meet the evolving needs of Caribbean people. Various initiatives were instituted to ensure that programmes and courses developed for the purpose of relevance, currency and fit were positioned and postured for regional consumption. Thus, the OCCS invoked innovation and resourcefulness to reach targeted groups and to promote the programmes of the Campus. Much of the rewards were the result of cooperation with community and corporate partners to implement initiatives that would meet the emerging needs of many.

2.1 University for All

The OCCS launched into the academic year 2021/22 coordinating course registration, class scheduling, and orientation efforts. Expectations for steady growth in student enrolment were high and the trajectory for the year's accomplishments were certain. As a result, the OCCS realized an increase in enrollment in Continuing and Professional Education (CPE) courses over the previous year's performance and sustained matriculation in undergraduate and graduate programmes. Enrollment in CPE for the academic year represented a 24% increase over the strategic objective set, and 15% growth in numbers over the previous year. The ability to boost enrollment in CPE over the prior year's performance is evidence of the agility, dynamism and determinedness of the Open Campus teams.

2.1.1 Special Initiatives in CPE

Special initiatives spearheaded to achieve the Access agenda are as follows: -

ILO/UWI Employability/ Entrepreneurship Skills Training Programme

The International Labour Organization (ILO) engaged The UWI through the Open Campus Antigua and Barbuda and The British Virgin Islands (BVI) respectively, on the development and virtual delivery of a course via the Campus' CPE Learning Exchange for CPE. The goal was to mollify the deleterious socio-economic effects of the COVID-19 pandemic on the socially vulnerable and in particular women by instilling a culture of entrepreneurship and providing participants with the requisite skills to enhance employability.

The course ECON014-The Social and Economic Impact from COVID-19 and Employability Skills Training, was developed as an online, interactive and self-paced training course on entrepreneurship and employability proficiencies. It was delivered in eight (8) modules at a minimum of forty (40) contact hours. It assisted participants to develop an entrepreneurial mindset and the ability to scan the marketplace for new opportunities and possibilities to apply innovation. During the period August to December 2021, two (two) cohorts totaling one hundred and eighty-four (184) individuals completed the training. The programme generated **US\$77,400.00** in revenue.

The Open Campus British Virgin Islands (BVI) collaborated with the Open Campus Antigua and Barbuda and the BVI Department of Labour to host the Certificate Presentation Ceremony on April 5, 2022, for the learners who successfully completed the programme. The Labour Commissioner; the Hon. Minister for Natural Resources, and Labour and Immigration; Labour Relations Officer; Her Excellency Ambassador Chair of The UWI Open Campus Council, Dr. June Soomer; the Vice President of Academic

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Affairs at the H. Lavity Stoutt Community College; and the Ag. Deputy Secretary, Ministry of Health and Social Development were in attendance and participated in the Presentation Ceremony.

UNESCO Transcultural Programme

The OCCS Division executed Phase 2 of the United Nations Educational, Scientific and Cultural Organization (UNESCO) Transcultural Programme which involved the delivery of eleven (11) CPE courses to approximately two hundred ninety-six (296) UNESCO-scholarship awardees in the English-Speaking Caribbean and selected Caribbean Forum (CARIFORUM) countries of Cuba, Haiti and the Dominican Republic. The project aimed to strengthen professionalization of the Cultural Heritage and Creative Industries Sector in the Caribbean region and to increase opportunities for socio-economic development and cultural cooperation within the Caribbean and between the Region and the European Union (EU).

The courses were delivered over a six (6) week period from May to June 2022 by a selected cadre of facilitators who were drawn from countries within the Caribbean. These courses were: Small Business Management, Effective Leadership and Management, Entrepreneurship and New Venture Creation, Effective Business Communication, Grant Proposal Writing, Finance for Non-Finance Managers, Entrepreneurship and Small Business Management, Project Management, Brand Management and Sales and Marketing Management.

One hundred forty-nine (149) of the beneficiaries successfully completed the programme. Successful completion rate in most courses was achieved primarily by females and attrition rates appeared to be higher among male beneficiaries. Total revenue earnings recorded at **US\$254,702.59**.

Open Campus Bahamas

The Open Campus Bahamas hosted its annual High School Summer Programme for the second year. This is a five (5) week programme, which is held in Semester III on the topic Entrepreneurship and Small Business Management. The programme hosted seventeen (17) participants, who were mainly sponsored by the Ministry of Social Development and Urban Renewal. The programme sought to expose the participants to the principles of entrepreneurship.

Open Campus Belize

A number of training initiatives were undertaken by The Belize Site during the last Academic Year, viz;

Certificate in Caring for Older Persons

The Certificate in Caring for Older Persons was a donor-funded project delivered in collaboration with the National Council on Aging and was conducted between February and June 2022.

Training for Public Servants

The Open Campus Belize fulfilled the requirements of two (2) contracts with the Ministry of Public Service on April 19, 2022, with an accumulated value of **BZD\$82,500.00 (US\$ 40,946.27)**.

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The programmes delivered were the Secretarial Programme and Advanced Secretarial Programme respectively.

The Trust of Americas for the ‘Democratizing Innovation in the Americas’ (DIA) Project

The Site successfully won a bid for a contract with Trust of Americas for the ‘Democratizing Innovation in the Americas’ (DIA) project. This project was made possible through collaboration with the Business Development Unit (BDU). The project is valued at **US\$20,000.00**. The program had a successful orientation with over one hundred and twenty (120) participants. The DIA Lab featured forty (40) hours of training in topics such as Life Skills, Digital Literacy/New Technologies, and Financial Literacy, Pitching for Success and Networking and Social Media. Additionally, students were able to select a specialization course for a total of twenty (20) hours from the list of specialization courses; namely, Graphics Design with Social Media and Photography, Mobile Apps Development Animation and Game Designs, Introduction to Cyber Security, and Introduction to Prototyping/Pretotyping for Youths. The project trained and awarded verifiable credentials to one hundred and eleven (111) youths - forty-three (43) males and fifty-seven (57) females.

Open Campus British Overseas Territories (Anguilla, BVI, Cayman, and TCI)

Train the Trainer Workshop for the Caribbean Customs Law Enforcement Council

The Open Campus British Overseas Territories (BOTs) delivered a specially designed Train the Trainer Workshop for the Caribbean Customs Law Enforcement Council from September 15- 16, 2021. Forty (40) senior Customs Officers from Anguilla, Antigua and Barbuda, Barbados, Belize, British Virgin Islands (BVI), Grenada, Guyana, St. Lucia, St Vincent, St. Kitts/Nevis and the Turks and Caicos Islands (TCI) participated in the training. Topics included Instructional Design, Leading Learning, Lesson Planning, Assessment and Evaluation, as well as Emotional Intelligence and Effective Communication. The value of the training programme was **US\$12,400.00**.

Open Campus British Virgin Islands

Supervisory Management for staff of the British Virgin Islands Health Services Authority (BVIHSA)

Open Campus British Virgin Islands conducted a special offer of the CPE course Advanced Supervisory Management for twenty-one (21) staff members of the British Virgin Islands Health Services Authority (BVIHSA) from November 2021 to January 2022. A special Certificate Presentation Ceremony was held on June 2, 2022 in recognition of participants’ successful completion of the course. The initiative generated **US\$6,300.00** in revenue.

Open Campus Cayman Islands

Her Majesty's Cayman Islands Prison Service Initiative

The Open Campus Cayman Islands Prison Initiative is an undertaking established through a Memorandum of Understanding (MOU) between the Open Campus and Her Majesty's Cayman Islands Prison Service (HMCIPS) for participation in CPE courses each semester. During the 2021/22 academic

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year thirty-seven (37) inmates received certificates for successful completion of courses, for instance the Use of English course. The signing of the MOU contributed to expanding the facility's teaching programme and is a major community outreach activity that is geared towards crime reduction and crime prevention. The revenue earned during the year was **US\$8,000.00**.

Open Campus St. Kitts and Nevis

Fundamentals of Disaster Risk Financing for Advancing Sustainable Development of Small Island Developing States (SIDS) course - CCRIF-SPC sponsored course

The Open Campus St. Kitts and Nevis supported the second cohort of learners in the Fundamentals of Disaster Risk Financing for Advancing Sustainable Development of Small Island Developing States (SIDS) Caribbean Catastrophe Risk Insurance Facility Segregated Portfolio Company (CCRIF SPC) sponsored course which commenced on November 16, 2021, with thirty-eight (38) participants residing in Barbados, Belize, Grenada, Guyana, Jamaica, Saint Maarten, St Kitts and Nevis, St Lucia, St Vincent and the Grenadines, Trinidad and Tobago and the United States of America. The rationale of the programme was to emphasize to participants the importance for countries to have in place disaster risk financing policies and strategies and how these can be developed to complement countries' comprehensive disaster risk management policies. Participants were exposed to a number of tools and techniques.

Open Campus St. Kitts and Nevis

Teaching Adult Learners in the 21st Century Workshop

The Open Campus St Kitts and Nevis organized and conducted two (2) workshops for thirty-six (36) facilitators of the Eastern Caribbean Central Bank (ECCB) Savings and Investment course in February 2021. The purpose of this training was to ensure that the facilitators who engaged in the delivery of the Savings and Investment course throughout the Organization of Eastern Caribbean States (OECS) were trained in the principles of Adult Learning. Participants were exposed to topics such as Andragogy and the Use of Information and Communications Technology (ICT) and Classroom Management in Adult Education. These workshops generated **US\$7,200.00**.

Open Campus Jamaica Eastern

Training for Caribbean Vulnerable Communities

The Site negotiated and conducted training with the Caribbean Vulnerable Communities (CVC) for fifty-one (51) CVC employees in six (6) areas – Project Management, Customer Relations, Events Management, Small Business Management, Computer Literacy and Supervisory Management. Training commenced in January 2022. The initiative generated funds in excess of **J\$1,066,000.00 (US\$6,910.05)**.

Open Campus Saint Lucia

Certificate Course Offerings

The Open Campus Saint Lucia continued to focus on offering CPE courses in direct response to community needs and requests. These included Project Management (31 students) Supervisory Management (36 students), Events Management (12 students), Criminal Law (18 students) and Facilities

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Maintenance Management (22 students). Students in the Events Management Class participated in “Sound Check Creative Talk” - the educational component of U4RIA 10, a major annual Carnival event. The topics covered were “Making Ideas Happen” and “The Artist and Money”. Students also got an opportunity to assist with coordinating the event all in an effort to provide them with the real world experiences necessary to enrich their learning. “Sound Check Creative Talk” took place on July 7, 2022. During the month of July 2022, three (3) new workshops were introduced to meet the needs of individuals working in the Financial Sector including the Preventing, Deterring and Detecting Fraud, Customer Risk Ratings and Responses and Introduction to Enterprise Risk Management courses.

Open Campus Trinidad and Tobago (OCTT)

The Guyana GOAL Project

The Site, through inter departmental collaboration and through sponsorship by the Government of Guyana, through the Guyana Online Academy of Learning (GOAL) embarked on an initiative to train nationals of Guyana. Courses offered included Art, Painting and Drawing, Conversational Spanish, Events Management 1, Garment Construction 1, Introduction to Counselling, Jewelry Making 1, Joinery and Cabinet Making, Massage Therapy 1, Photography 1, Therapeutic Massage, Wedding Planning and Decoration 1, Procurement Cycle, Project Management, Early Childhood: Health and Safety and Nutrition and Early Childhood: Health and Family Life Education. Participants in this first cohort were issued verifiable digital credentials through the Open Campus Trinidad and Tobago Examinations Unit in early 2022. This was in keeping with the Campus’ digital transformation exercise and the issuance of micro-credentials.

Open Campus Trinidad and Tobago (OCTT)

Instrumentation with Virtual Reality

The Instrumentation with Virtual Reality (VR) was a CPE short course offered at the Open Campus Trinidad and Tobago in Semester II. The digitization strategy utilized 360 Video and Virtual Reality and 3D Modelling. Over twenty-five (25) VR (360 Video) recordings of classroom content and three (3) Industry Simulations in VR and 27 animated (3D) models of instruments were produced for the course. The 3D assets were accessed through the EON-XR Online Platform, which was integrated into the Moodle Learning Exchange. The semester began during the week of February 28, 2022, and synchronous teaching started on March 2, 2022. This course was a 60-contact hour long one.

2.2 To be first choice for alumni and non-student customers

The OCCS under the supervision of Site Heads persisted in its ambassadorial role within respective jurisdictions in support of The UWI’s strategic intent and engaged in strategic partnerships for direct marketing and promotions. The team and their staff partnered with local Guild of Students, Alumni Associations, Ministries of Education and with national and regional affiliates, such as the Chamber of Commerce, Hotel and Tourism Associations and other organisations to implement access related initiatives. Due to limited financial resources, and in order to capture a varied and broad demographic, many Sites have employed social media, electronic appearances on radio and television strategies in order to reach our prospective clients and students. These were the accomplishments embarked upon to achieve the strategic objectives.

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2.2.1 Marketing and Outreach through Collaborative Efforts

Open Campus Anguilla - Career Guidance Expositions

Open Campus Anguilla's marketing and outreach efforts included career guidance expositions to prospective students on March 11 and 30, 2022. These direct and cost-effective engagements were designed for past and present students to introduce potential applicants to the Open Campus' online environment, its programmes and courses and possible career paths afforded by the learning opportunities. In addition, the Site hosted its annual Open House on July 8, 2022, to boost application numbers as well as to present information on Open Campus programmes. This received wide coverage on a local television station. The monthly "UWI to YOU" programme was also presented via local radio stations and Facebook. On July 14, 2022, new applicant recruitment efforts were held in collaboration with the Career and Guidance Unit of the Albena Lake Hodge Comprehensive School. A presentation on Work Ethics and the importance of Training was facilitated to highlight the University's workplace development and Senate-Approved degree programmes.

Open Campus Antigua and Barbuda

First Educational Expo

Open Campus Antigua and Barbuda attended, participated and presented at the First Educational Expo under the auspices of the Honourable Prime Minister, Gaston Brown and Youth on the Move. The Expo was held at the Villa Community Center on June 28, 2022. The presentation targeted youth attending the event with a focus on the unique but relevant offerings and educational opportunities available to them at The UWI Open Campus.

Open Campus Belize

Virtual Belize Tertiary Options and Opportunities Expo

The 2022 Virtual Belize Tertiary Options and Opportunities Expo took place in February 2022. The Open Campus Belize delivered a presentation to fifty-eight (58) prospective students from across the country. The activity provided an opportunity for Site representatives to engage directly with potential parents, students and the general public on programmes and courses and the pathways to successful study and career development. The Expo was hosted by the Ministry of Education on February 25, 2022.

Open Campus Dominica

Island-wide Promotions

Staff of the Open Campus Dominica travelled around the island over a two to three-day period each semester actively promoting the Campus' programmes and courses. These island wide tours, which were halted as a result of the COVID-19 pandemic protocols, were embarked upon with renewed energy and zeal. Members of staff met with stakeholders from the public and private sector during the tours to discuss programme requirements. Individuals and groups residing in communities distant from the capital were afforded access to CPE courses delivered and assessed through online means. The tours were held on December 20-21, 2021, January 3-7, 2022, March 14-18, 2022, and May 30 to June 3, 2022.

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Open Campus Grenada

The 'Hit the Streets' Strategy

The 'Hit the Street Marketing strategy' is adopted by Sites across the region for personal one-on-one interactions with potential students on the streets! In Grenada, staff were eager to leave the offices post the COVID-19 lockdowns to engage directly with folks on the road. The Hit the Streets activity was held in the capital of St. George's on May 13, 2022. All staff were smartly dressed in UWI T-shirts engaged the general public all day. Brochures with information on programmes proffered and registration packages for professional development courses were distributed, and advice on courses of study available at all four Campuses of The UWI was given.

Open Campus Jamaica Western Region

Pop up Table for Career Choices

A collective approach to marketing was undertaken October 29, 2021, across the four Sites in the Jamaica Western Region, taking advantage of economies of scale to lower costs. 'Pop up Table for Career Choices' is one where staff would 'pop up' at various locations with tables of marketing material. The aim was to bring awareness to the Open Campus brand and to introduce product offerings to targeted areas to enhance access to short courses across Sites. A significant contributor to the success of the activity was the e-marketing supported by active distribution of flyers which enabled one-on-one engagements. As a result of these meetings, three (3) new course/programme offerings - Introduction to Procurement Management, Production and Operations Management and Facilities Management were proffered during the year. In addition, a course in Real Estate Management was successfully added to the suite of course offerings beginning September 2021.

Open Campus Montserrat

Marketing at Market Day

During this event, the Site moved its operations from Salem to Little Bay for Market Day. The opportunity was ideal for marketing the programmes and short courses that came on-stream in January 2022. It was interesting to see people ticking off what short courses they had already done and checking to see what else they could select. Information was also gathered with regards to individual training needs. At the event, books for Christmas were gifted to passers-by.

Open Campus Saint Lucia

The Millennium Heights Career Showcase

The Millennium Heights Career Showcase, hosted by the Professional Development Committee of the Millennium Heights Medical Complex (MHMC) targeted educational institutions with a career development component. The aim was to build capacity and facilitate professional growth for the staff at the Complex. The Site delivered a presentation on programmes and course offerings, recruited prospective students, created an awareness of the academic requirements for various career paths and the skills and qualifications needed for career development; provided guidance on financing opportunities and

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formed networking relationships with other participating agencies. The activity was conducted on May 13, 2022.

Open Campus Turks and Caicos Islands

Collaborative Marketing at College Fairs

In February and May 2022 respectively, the Site participated in the Clement Howell High School “Exit Readiness” College Fair/Workforce Seminar for 5th Form students and the Louise Garland Thomas High School Annual Career and College Awareness Expo. A branded booth was set up and the staff engaged with the students, teachers and other participants regarding Open Campus programmes and the application process.

2.2.2 Student Experience

Open Campus Anguilla

7th Annual ‘Oneness’ Networking and Information Sharing Conference

The Open Campus Anguilla, in collaboration with the Guild of Students, hosted their 7th annual ‘Oneness’ networking and information sharing conference on November 6, 2021, under the theme “Coping with Change”. The event brought together students of the Open Campus as well as other tertiary institutions on the island and a number of local and prolific influencers.

Open Campus Anguilla

Student Engagement through Community Support Activities

The Anguilla Guild of Students continued to engage in the work of the Site in community-support initiatives. Consequently, Open Campus Anguilla staff, Guild of Students Executives and UWI Students Today Alumni Tomorrow (STAT) Ambassadors participated in the Autism Awareness activities on April 1, 2022. The Site coordinated the Student Guild’s donation of **USD \$150.00** to the I-Speak Autism Society on April 1, 2022, to commemorate World Autism Day. This non-profit organization was created to increase awareness of people in the community living with Autism. This presentation was promoted via social and other media. On May 20, 2022, the Staff and Guild of Students also participated in the Lupus Awareness activities in support of a local student/lupus warrior.

Open Campus Dominica

Guild of Students Yoga Days

Guild of Students Yoga Days were conducted on June 3 and 10, 2022. The ‘Yoga Days’ event was designed to enhance camaraderie among students and to provide an avenue for rest and relaxation that would contribute to improved performance. The event was put on by the Guild of Students Dominica Chapter for students. Two (2) sessions were conducted on each day, and students got the opportunity to bond afterwards and to enjoy fresh fruit. The Site staff supported the Yoga Days because it provided a wonderful opportunity for students to meet and interact.

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Open Campus Jamaica Western

CHASE Fund Sponsorship

Two (2) students from the Brown's Town and Savanna-la-Mar Sites were awarded sponsorship towards their tuition fees from the CHASE Fund in the amount of **J\$400,000.00 (US\$ 2,592.89)** for the academic year. The Member of Parliament within the Western Zone of the Sites' operations donated **J\$100,000.00 (US\$ 648.22)** to two (2) students enrolled in BSc. Management Studies programme for the year.

Open Campus Jamaica Western

Student Retention Drive

The Sites actively engaged students who had discontinued their programme of study for more than two (2) years to reapply, and for those less than two years to advise them of their status and to settle any outstanding requirements that would facilitate re-entry into their programmes. As a result, ten (10) students from the Savanna-La-Mar, Brown's Town and Ocho Rios Sites regained entry. The drive is ongoing with the aim of meeting students' academic and other support needs.

Open Campus St. Vincent and the Grenadines

EB John Memorial Bursary

The Toronto St. Vincent and the Grenadines Support Group, in collaboration with The Open Campus, have established the EB John Memorial Bursary. The CPE programme Public Relations Management was approved by the Support Group as an appropriate field of study for this initiative. The Bursary was launched at a Press Conference on April 19, 2022, and the first recipient was awarded. Mr. John, for whom the bursary is named, was a pioneer in the Media/Broadcasting field.

Open Campus St. Vincent and the Grenadines

Support Post the La Soufriere Eruption

Students from the Open Campus St. Vincent and the Grenadines received financial support in the wake of the La Soufriere volcanic eruption which occurred during the period April 9 -22, 2021. Financial assistance was awarded from the American Foundation for The UWI in the sum of **US\$17,279.35**, and the Grace Kennedy Foundation in the sum of **US\$9,735.90** to assist students. Thirty-five (35) undergraduate and eight (8) graduate students received scholarships.

Open Campus Saint Lucia

Virtual Library Orientation

An opportunity to experiment with the practical application of augmented reality to the student orientation exercise arose out of the Head of Site's participation in the OECS/World Bank 4th Higher Education Meeting on the "Education in Extraordinary Times: From Vulnerability to Resilience" event held on March 2, 2022. Mrs. Lesley Crane-Mitchell, Head of Site, was selected by the World Bank Team to host

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its first ever augmented reality event sponsored by the OECS/World Bank Metaverse for Education at the Site facilities. As a consequence of this engagement a proposal for a Virtual Library Orientation was developed and forwarded to the World Bank team by Ms. Daisy St. Rose, Librarian. The resulting Orientation event, featuring special Library collections, was hosted as a fun and engaging activity which served to enhance student experience and that of patrons in general. The session was led by Ms. St. Rose and ably assisted by IT Technicians Mygell Felix and Kevin George on June 7, 2022.

Open Campus Trinidad and Tobago

Further Education Programming

At the Open Campus Trinidad and Tobago, students in Further Education programming were enthusiastic about pursuing opportunities to build their skills and experience as proficient online communicators. This was the impetus for implementing the Digital Ambassadors concept, where students were coached in writing content in a clear and concise way and to express themselves in an open and friendly manner. The identified vehicles for communicating were blogs, videos and vlogs, podcasts and social media takeovers on Instagram, Facebook, TikTok to facilitate conversation with potential students. The skills that they brought to the project included photography, videos and podcast production, graphic design, social media posts, and TikTok videos. A website was created as a platform for connecting with future students and for sharing content.

Open Campus Turks and Caicos Islands

TCI Guild of Students Awarded at Guild's 60th Anniversary Gala

The Open Campus Turks and Caicos Islands and its Guild of Students worked assiduously to ensure the welfare of students. The Guild is an active one that has spearheaded numerous student interest initiatives. On June 1, 2022, Christine McCann, Regional Student Guild President and student of the Open Campus Turks and Caicos Islands received an award on behalf of the Student Guild during the Guild's 60th Anniversary Gala held in Trinidad.

2.2.3 Alumni Relations

Open Campus Anguilla

Julian R. Harrigan Memorial Scholarship

The Open Campus Anguilla continued to work closely with the local UWI Alumni Association (UWIAA) and facilitated the online Annual General Meeting (AGM) on August 31, 2021. During this AGM, UWI Students Today Alumni Tomorrow (STAT) Ambassador and completing Masters Student, Ms. Kemoloy Murphy, was elected as the new President. The Site collaborated with the UWIAA Anguilla Julian R. Harrigan Memorial Scholarship Committee in the advertising and selection of the 2021/22 Scholarship Recipient. The Scholarship was awarded to Ms. Janet Morancie, a student in the Bachelor of Science Social Work programme.

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Open Campus Belize

The Open Campus Belize Global Giving Bursary Award

Each year, Open Campus Belize awards Global Giving Bursaries to its students. Thus, the Site held its annual Global Giving Award ceremony virtually on September 15, 2021, where **BZD\$30,500.00** was awarded to nine (9) deserving students. This initiative is in its 5th year.

Open Campus Belize

Professional Excellence Apex Award 2022

The Open Campus Belize hosted the first UWI Professional Excellence Apex Award 2022 on July 8, 2022. The activity formed part of several initiatives to espouse the UWI Alumni Association (UWIAA) Belize Chapter. Dr. Adrian Coye was the award recipient at the ceremony. Members of the Belize Site staff, the media and invited guests attended the event.

Open Campus British Virgin Islands

Pelican Awards Ceremony

As part of its efforts to re-establish the BVI Alumni Association, the Site co-hosted a special Meet and Greet/Pelican Awards Ceremony on December 16, 2021. Pelican Awards were presented to two (2) outstanding UWI Alumni, veteran Educator, Writer and Cultural Activist, Dr. Patricia Turnbull, and Medical Director of the Emergency Medical Services (EMS), Dr. Domnick Frazer, by Interim President of the Association, Mrs. Desiree Flanders-Harrigan and Chair of the Open Campus Council, Her Excellency, Dr. June Soomer.

Open Campus Dominica

Alumni Host Fifth Annual Emerging Leaders Conference

The Open Campus Dominica Guild of Students and the UWIAA Dominica Chapter hosted the Fifth Annual Emerging Leaders Conference on May 10, 2022. One hundred and forty (140) emerging leaders from form four of the Dominica Grammar School, participated in the six (6) leadership sessions facilitated at the event. The “Developing Your Leadership Potential” session was presented by Dr. Kimone Joseph, Head of the Open Campus Dominica. UWI Alumni presenters included Ms. Leandra Lander who delivered on the topic “Planning a Successful Event or Activity”, “Stress Management” by Mr. Oliver Wallace, “Effective Meetings Management” by Ms. Shanda Carbon, “Self-Esteem Workshop” by Mrs. Delia Cuffy-Weekes and “Effective Public Speaking” by Mrs. Fredericka Durand.

Open Campus St. Kitts and Nevis

Global Giving and Pelican Award Ceremony

The Open Campus St Kitts and Nevis Site, in collaboration with The UWIAA St Kitts and Nevis Chapter, hosted the 5th Annual Global Giving and 4th Annual Pelican Award ceremony on August 1, 2021.

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The ceremony was held under the auspices of His Excellency Sir S. W. Tapley Seaton, GCMG, CVO, QC, JP, LL.D, Governor-General of St Kitts-Nevis. Owing to COVID-19 government-imposed restrictions, the

event was limited to 30 specially invited guests and was held in the Government House Stateroom. The ceremony was streamed live on YouTube and aired on the local TV station, ZIZ. The Chancellor, Mr. Robert Bermudez, Vice Chancellor, Professor Hilary Beckles, Pro Vice-Chancellor and Principal, Dr. Francis Severin, and the UWI Director of Institutional Advancement Division, Mrs. Elizabeth Buchanan-Hind, delivered remarks. Mrs. Celia Davidson-Francis, Director of Alumni Relations, presented on the History of the Pelican Award. The Hon. Sir Hugh A Rawlins, was awarded the 2021 Pelican Award for his regional and international contributions to jurisprudence. During the ceremony, His Excellency Ambassador Vance Amory, Ambassador in the Office of the Prime Minister reflected on his experiences as a student with The UWI. The St Kitts-Nevis Site received **EC\$4,100.00 (US\$1,517.09)** in Global Giving donations from this event.

Open Campus St. Kitts and Nevis

UWI Alumni Launched Book

On 2 June 2022, Open Campus St Kitts and Nevis Site hosted the launch of the book ‘From Shepherd Boy in the Hills of Frigate Bay to Prominent World Scientist’ written by UWI Alum, Dr. Samuel Rawlins. Dr. Samuel Rawlins lectured at the Mona campus in Jamaica and the St. Augustine campus in Trinidad. In 2007, Dr. Rawlins had the distinction of sharing the Nobel Peace Prize with other scientists who worked on the Intergovernmental Panel on Climate Change. The programme included remarks from Dr. Karen Polson Edwards, PAHO/WHO Representative for Barbados and the Eastern Caribbean. The book is an autobiography which describes Dr. Rawlins’ life as a little boy growing up in St Kitts, migrating to England, returning to live and work in several Caribbean islands, his academic life and retirement in St Kitts. The book motivates readers to strive for excellence, learn to adapt and trust in God. During the event, Dr. Rawlins generously donated a copy of his book to The UWI Open Campus St. Kitts and Nevis Site Library, which was accepted by Mrs. Gaile Gray-Phillip, Head of Site.

Open Campus Saint Lucia

Launch of SAJIO

The UWI Open Campus Saint Lucia Student and Alumni Job and Internship Opportunity (SAJIO) database was launched to assist students and alumni in securing employment prospects. SAJIO is a student data repository designed to serve as an intermediary linking past and current students and potential employers. SAJIO was implemented on April 29, 2022.

2.2.4 Recognition of Graduates Ceremonies

Open Campus Anguilla

Recognition of Graduates

Open Campus Anguilla hosted a “Watch Party” for thirty-six (36) Graduates with their family and friends on October 16, 2021, courtesy of Roy’s Bayside Grill, which provided use of the venue free of cost.

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The Site also hosted its annual Recognition of Graduates Ceremony on December 9, 2021, for the Class of 2021. The ceremony was streamed live on Facebook and local radio stations, and was attended by the Honourable Premier, Minister of Education and Deputy Governor, as well as the Chief Education Officer, the Permanent Secretary Education and the President and Dean of the Anguilla Community College amongst others.

Open Campus Anguilla

Annual Certificate Presentation and Recognition Ceremony

The annual Open Campus Anguilla Certificate Presentation and Recognition Ceremony was held on July 26, 2022. Various groups of students were recognized for their accomplishments. Seventy-three (73) certificates were awarded to CPE completing students; Two (2) students were awarded certificates of the full Early Childhood Education Care and Development Programme. Sixty-One (61) Open Campus Anguilla 2021/2022 Semester One and Semester Two Honour Roll students were recognized for their outstanding achievements. The 2022/2023 Student Guild Executive was also inducted during the ceremony.

Open Campus British Virgin Islands

Recognition of Graduates Ceremony

Open Campus British Virgin Islands hosted a local Recognition of Graduates Ceremony on October 28, 2021. The UWI Open Campus Council Chair, Her Excellency Dr. June Soomer, presented the Keynote Address and certificates to the graduates. Representatives of the Executive Members of the BVI Chapter of the Open Campus Guild of Students and the UWI Open Campus Alumni Association BVI also participated in the ceremony and congratulated the graduates. The Recognition of Graduates Ceremony honoured 2021 graduates from the Open Campus as well as Mona and Cave Hill Campuses. The event received wide media coverage.

Open Campus St Kitts and Nevis

Recognition of Graduates Ceremony

On January 13, 2021, the Open Campus St. Kitts and Nevis hosted a ceremony to recognise the 2020 graduates. The ceremony was held under the auspices of His Excellency Sir S. W. Tapley Seaton, GCMG, CVO, QC, JP, LL. D, and Governor-General of St Kitts and Nevis. Special attendees included the Deputy Minister and Minister of Infrastructure et al, Mr. Shawn Richards, the Minister of Education, Mr. Jonell Powell and other senior officials in the Ministry of Education. Sir Kennedy Alphonse Simmonds, the Open Campus 2020 Honorary Graduate, National Hero and first Prime Minister of St. Kitts and Nevis was also in attendance. This ceremony was sponsored by the Ministry of Education and His Excellency Sir Tapley Seaton.

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Open Campus Saint Lucia

CPE Virtual Recognition Ceremony and Presentation of Awards

The Open Campus Saint Lucia Site hosted a virtual ceremony to celebrate two hundred and fifty (250) students who successfully completed CPE courses in Semesters I and II. The event took place on June 8, 2022, at 7:00 PM EC via Zoom. This event was followed by an on-Campus presentation of awards to Top Achievers, donated by generous corporate sponsors on July 7, 2022.

2.3 Improving the quality of teaching and learning.

Open Campus Dominica

Independent Tutor Evaluation

Tutor evaluation forms the basis for the improvements to teaching and learning. It is a requirement for re-accreditation that is a well-considered activity undertaken by Sites. Learners in CPE programmes and courses are required to participate in surveys to determine the areas to be enhanced. At the Open Campus Dominica, an Education Consultant was engaged during each period of teaching whose role was to observe tutor delivery in the virtual classrooms. The recommendations made as a result of these assessments included tutor training in areas identified for improvement. Tutor observation for Semester II CPE courses ran from January 17 to April 21, 2022, and April 4 to May 20, 2022.

Open Campus Jamaica Eastern

English Language Proficiency Test (ELPT) Workshop

Jamaica Eastern Region continued to promote the work of The UWI Open Campus in the parishes of Kingston and St. Andrew at the Camp Road Site and Mona Learning Centre, The Port Antonio Site in Portland, the May Pen Site in Clarendon and the Mandeville Site in Manchester. The major thrust for the academic year was on serving the emerging needs of local and regional students, engaging in training partnership with stakeholders, and to improve operations. Thus, a workshop to assist regional students who had failed the English Language Proficiency Test (ELPT) was offered to prepare students for the sitting of the ELPT. The Guild of Students was engaged to determine the specific needs for these workshops. The initiative received their full support as it allowed students, who have taken and failed the ELPT on more than one occasion, the opportunity for additional training prior to doing the re-sit. The first workshop commenced on July 18, 2022.

Open Campus Saint Lucia

Library Information and Literacy Orientation Sessions

As part of continued efforts to support the quality of teaching and learning, the resident Librarian, Ms. Daisy St. Rose, hosted three (3) Library Information and Literacy Orientation sessions from October 4 to 6, 2021. A total of one hundred and thirteen (113) students, including CPE students, took advantage of these sessions. Ms. St. Rose also hosted a refresher “Ask a Librarian” training session for team members on November 15, 2021.

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2.4 Improving the quality, quantity and impact of research, innovation and publication

Open Campus Belize

COVID-19 Pandemic and Online Learning - Belizean Higher Education Institutions Crisis Response Migration Methods

Dr. Sharmayne Saunders, Head of Site, presented her research paper at the Consortium of Belizean Education Cooperation (COBEC) Summer Conference held in Odessa, Texas at the University of Texas Permian Basin on July 21 - 23, 2022. The research entitled: Crisis Migration to Online Methods of Instruction among Tertiary Institutions in Belize during the COVID-19 Pandemic: Higher Education Administrators' Lens. The article has been submitted for publication to a peer review journal. The entire Belizean education sector from elementary to tertiary was adversely affected by the March 2020 lockdown period caused by the COVID 19 pandemic. This research examined the crisis migration strategies of higher education institutions in Belize, and how these methods will shape the future of higher education and learning in Belize.

Open Campus Montserrat

Bioblitz

Ms. Gracelyn Cassell, Head of Open Campus Montserrat, opened up her garden space to serve as a teaching and learning laboratory for a bioblitz which took place on July 10, 2022. A group was invited to tour the grounds for a demonstration of the usefulness of the iNaturalist app created for identifying plants in the garden. The bioblitz was staged for participants to identify as many plants as possible in the specified area. A short video was developed to encourage wider use of the iNaturalist software.

3.0 AGILITY

The OCCS Division was constrained in its performance by diminishing government contributions, financial and other resource constrictions. Despite these challenges, at the nucleus of the Division's financial sustainability undertakings is programme and course development and delivery, considered outreach initiatives and judicious partnerships and resource mobilization efforts. Consequently, the expansion and advancement of programmes to improve access to teaching and learning, the establishment of collaborative arrangements to strengthen our capacity to achieve viability and sustainability and the exploration of projects in the marketplace to become more agile in order to take advantage of growth opportunities was key.

3.2 Restore financial health to The UWI

Technical Advisory (TAC) Meeting

On March 8, 2022, Open Campus Turks and Caicos hosted the virtual Technical Advisory (TAC) Meeting. The Honourable Premier of the TCI was the Keynote Speaker. During his address he reiterated the TCI's commitment to the work of The UWI and highlighted a number of outstanding UWI graduates who were contributing to the development of the Turks and Caicos. Also making presentations were other Government officials including the Permanent Secretary of Education and the Minister of Education.

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A few of the recent UWI graduates were also in attendance by special invitation. The meeting of the TAC facilitated key stakeholders' deliberations on the financial growth agenda of the Open Campus.

3.2.1 Cost Containment

The measures adopted by the OCCS to reduce costs were varied, yet strategic in nature and included among others the reduction of both local and regional travel costs (e.g., between Country Sites with multiple Sites configuration by harnessing/utilizing the appropriate virtual technology. Courier costs were contained, particularly with the adoption of paperless office spaces, and consistent with climate change risk reduction. The use of social media forums was maximized for marketing and promotional activity. A culture of energy efficiency was encouraged which included plugging off appliances in general, especially on weekends. A few examples at some Sites are noteworthy:

Open Campus Saint Lucia, Trinidad & Tobago and Barbados

Reduction in Security Costs

These Sites, among others, have negotiated reduced security costs with the service providers by carefully assessing the mix of physical/manned and technology-driven security services, whilst not compromising health and safety requirements. For example, The Open Campus Saint Lucia moved to reduce the number of security guards on Site from three (3) to two (2) lessening the associating fees paid to the security company. The cost reduction achieved was a 60% reduction in cost per month.

Open Campus Jamaica Eastern & Western Zones, Trinidad & Tobago

Reduced Rental Rates of Site Facilities by Landlord, Site Closure/Merger

The OCCS Division commenced the exercise for rationalizing Site operations in 2021/22. This involved a process of conducting a detailed assessment of key performance indicators to determine the best course of action. In that period, the Point Fortin and Mayaro Sites in Trinidad and Tobago were streamlined through the closure and merger with the San Fernando Site resulting in annual savings of **US\$13,782.00**. In 2021/22, relocation of the Jamaica Western Region's Junction Site to the St. Elizabeth Technical High School (STETHS) in St. Elizabeth and the St. Vincent & the Grenadines Frenches' location to Richmond Hill in Kingstown generating US\$47,394.00 in annual cost reduction. Additionally, rental costs for the two (2) Site facilities in Savanna-la-Mar and Brown's Town for the period September 2021 to July 2022 was reduced by 30% and 17% respectively.

3.2.2 Revenue Generating Initiatives

3.2.2.1 CPE Revenue

Revenue generated from the hosting of CPE programming, including year-long courses, short courses, workshops and seminars generated income in excess of XX.

3.2.2.2 Hosting of Examinations

Sites across the Division generate income by providing examination proctoring services. Sites such as those in The Bahamas, Trinidad and Tobago, Saint Lucia, Antigua and Barbuda, The Cayman Islands and

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Barbados, among others, serve as proctoring centres for ACCA online examinations. This service is facilitated through The British Council. Additionally, The Open Campus Belize has fostered its ongoing relationship with the Ministry of Education Examinations Section by offering its facilities to host examinations. This relationship garnered a total of **BZD\$5,325.00 (US\$2,642.90)** for the period April – July 2022. Other facilities rental initiatives amounted to **BZD\$8,980.00 (US\$4,456.94)**. Total facilities rental for the reporting period was **BZD\$14,330.00 (US\$ 7,112.24)**.

3.2.2.3 Rental of Space

Open Campus Jamaica Eastern

Partnership with Government Ministries and Agencies have continued various rental arrangements with the Open Campus Jamaica Eastern Sites. During the February to March 2022 period, rental of the Camp Road facility generated **J\$522,000.00 (US\$3,383.72)**.

3.3 Generate economies of scale and scope for The UWI

3.3.1 Strategic Partnerships

Open Campus Anguilla

Partnership with Anguilla Chamber of Commerce and Industry and the Anguilla Hotel and Tourism Association

The Open Campus Anguilla maintained its membership in the Anguilla Chamber of Commerce and Industry and the Anguilla Hotel and Tourism Association. The cost for these memberships is minimal but provide huge returns in the marketing of the University's programmes and activities. Strategic partnerships with the local print, radio and television media ensured the sharing of information without cost. Press Releases are issued weekly to raise awareness of the UWI's programming.

3.4 Foster a creative, caring, accountable, motivated, professional (CAMP) team

The EON-XR Virtual Reality Platform – Staff Training

A number of staff within the Division have been trained in the EON-XR Virtual Reality platform with project elements which include course building for 3D and 360 lessons comprises three (3) major components - Technology Adoption, Grant Applications and the establishment of a UWI Extended Reality (XR) Business Centre. During the academic year 2021/22, the focus was on Technology Adoption through upskilling of staff to utilize XR technologies that would enhance teaching and learning. The month-long course - *Educator 3.0. Level 1* provided a deeper appreciation of the reasons why Augmented and Virtual Reality (AVR) should be considered in education and how basic teaching and learning pedagogical models could be applied using the EON-XR platform. Participants who successfully completed the training programme created 3D and 360-degree lessons on the platform and were certified as EON-XR Educators.

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Open Campus Jamaica Eastern

Customer Service Workshop

Jamaica Eastern hosted a three-series Customer Service workshop on Regional programmes from October to November 2021. The purpose of the workshops were to improve the knowledge-base of staff members who were reassigned to customer service duties, due to the COVID-19 pandemic. These workshops focused on information regarding Regional programme offerings, various Open Campus Departments such as Academic Programming and Delivery (APAD), Office of Finance and Registry, and how they impact the student experience. It also reviewed ‘frequently asked questions’ from students and the general public, and best responses to these questions. The final workshop consisted of a short assessment of knowledge gained, as well as a short training on Personalities and Managing difficult customers.

Staff Engagement Activities

In addition to the customary monthly staff meetings to ensure preparedness of staff to handle the operations of the Sites and to conduct important dissemination of information, a number of Sites such as those in the Jamaica Western and Eastern Zones, St. Kitts & Nevis, Grenada, Antigua and Barbuda, Belize St. Vincent & the Grenadines and Dominica engage in staff retreats and other teambuilding and motivational events.

4.0 ALIGNMENT

The equanimity with which the OCCS team has taken on the work of managing the affairs of the Division and rallying the support of local stakeholders and partners for the sale of promoting activism and advocacy is commendable. Heads of Sites and their staff participate in national undertakings to advance both The UWI’s, Government and national development agendas for the advancement of the Caribbean Region and its people. These activities contribute to establishing relationships for mutual benefit.

4.1 Promote greater activism and public advocacy

Open Campus Anguilla

Malliouhana Poetry Competition/Awards

The Site hosted the annual Malliouhana Poetry Competition/Awards; a collaborative effort, which is held in collaboration with the Anguilla Library Service, the Department of Youth and Culture and the Anguilla Community College. The 2022 Awards Ceremony was held on May 17, 2022. Seventy-one (71) submissions were received from participants in the Junior, Teen and Senior categories for the “On the Page” and “Performance” segments. Three (3) additional Anguillan artistes/culture workers: Mrs. Evalie Bradley, Mrs. Hyacinth E. Hughes and Mr. Colville Petty were presented with the Malliouhana Culture Bearer Awards for the year.

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Open Campus Anguilla

International Men's Day

Open Campus Anguilla collaborated with the Gender Affairs Unit and the Ebenezer Men's Fellowship in celebrating International Men's Day on November 19, 2021. During the ceremony, three (3) awardees were recognized for their service, humanitarian efforts and contributions to the Anguillian Community.

Open Campus Anguilla

Emancipation Lectures

The Site joined forces with the Anguilla Country Conference Committee, the Malliouhana Poetry Committee and the Methodist Church, Anguilla Circuit to host the annual Distinguished Emancipation Lecture Community Engagement Session on Emancipation Day, Sunday, August 1, 2021. The Lecture entitled 'Slavery in Anguilla and the Price of Emancipation' was presented by Mr. Carlyle Rogers. During the programme, three senior Malliouhana Poetry Poets paid tribute to poet and writer, the late Rev. Dr. Wycherley Gumbs. The event was also live streamed on Facebook and YouTube with the Lecturer fielding questions and comments from the in-house audience, as well as online viewers.

Open Campus Belize

Promoting Research on and of Belizean Women

The Open Campus, Belize in collaboration with Galen University, the University of Belize and Caribbean Women in Leadership (CIWiL) Belize Chapter held its first International Research Conference on Belizean Women entitled "Belizean Women Crossing the Margins: Agency, Contestations and Change" on March 31, 2022. For this research conference, there were eighteen (18) presenters of five (5) distinct panels with moderators, with over one hundred and fifty (150) participants in hybrid modality - via ZOOM and in-person at the Open Campus, Belize auditorium. Topics presented included:

- Feminisms and Gender Equity Movements in Belize;
- Exploring and shaping public and political spaces;
- Overcoming barriers and leading in gendered spaces;
- Preserving culture and identity while upending cultural constraints;
- Experiences of violence, powerlessness and agency;
- Bodies, beliefs and Behaviours.

Open Campus Grenada

Panel Discussion on "Republicanism: Barbados as a Republic - What say we in Grenada"

Dr. Nicole Phillip-Dowe, Head of Site, was part of a panel of three (3) on the 'Beyond the Headlines' television programme on December 6, 2021. The panel discussed the topic: "Republicanism: Barbados as a Republic - What say we in Grenada". Other members of the panel included Ambassador to CARICOM Arley Gill and Historian and Archivist John Angus Martin.

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Open Campus Montserrat

Annual Alliouagana Festival of the Word

The Annual Alliouagana Festival of the Word was held from November 18 to 20, 2021. As part of the Literary Festival, Ms. Gracelyn Cassell, Head of Site, coordinated and hosted an online panel discussion at the Alphonsus Arrow Cassell Memorial Lecture Series. The topic for the panel discussion was “Preserving and Expanding Arrow’s Cultural Legacy”. At the closing event for the Festival, the Authors Gala, Ms. Cassell was recognized with a plaque and gift as Founder of the Festival and for continued commitment to building Montserrat’s Literary Legacy.

Open Campus St Kitts and Nevis

Clarence Fitzroy Bryant College Founder’s Week of Activities

On October 1, 2021, Head of the St Kitts and Nevis Site, Mrs. Gaile Gray-Phillip, was a panelist for a discussion on “A sustainable future for the Clarence Fitzroy Bryant College - demanding a transition to hybrid education”. Mrs. Gray-Phillip’s presentation focused on the policies, systems, personnel and budgetary needs for transitioning to hybrid education. The panel discussion formed part of the Clarence Fitzroy Bryant College Founder’s Week of Activities.

Open Campus St Kitts and Nevis

Sir Probyn Inniss Public Memorial Lecture 2021

The Site, in partnership with the History and Heritage Month Committee, hosted the 5th Sir Probyn Inniss Memorial Lecture on March 23rd, 2021. Owing to COVID-19 restrictions, the lecture was delivered online via the Open Campus Facebook page and YouTube Channel. This year, Dr. Deborah Hickling Gordon, a lecturer in Cultural Studies at The University of the West Indies, Institute of Caribbean Studies, Mona Campus presented on the *Cultural Opportunities and Challenges in a Post-COVID-19 World*.

Open Campus St. Vincent and the Grenadines

The Sir K. Dwight Venner Memorial Independence Lecture

On October 25, 2021, the Sir K. Dwight Venner Memorial Independence Lecture was delivered by Professor of Geology, Dr. Richard Robertson, and Seismic Research Centre. Professor Robertson was one of the lead scientists on the ground during the La Soufriere eruption. He presented on the subject: “Navigating the disaster risk landscape in an independent St. Vincent and the Grenadines”.

Open Campus St. Vincent and the Grenadines

Winners of the Ellsworth “Shake” Keane Poetry Prize, and The H. Nigel Thomas / The UWI Open Campus Fiction Prize

On December 7, 2021, a Press Conference was held to announce and award the winners of the Ellsworth “Shake” Keane Poetry Prize, and The H. Nigel Thomas. The UWI Open Campus Fiction Prize. Each 1st place winner received **EC\$1,000.00 (US\$370.02)**, second place winners received **EC\$500.00**

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(US\$185.01) and the entrants placing 3rd received EC\$250.00 (US\$92.51). The prizes were funded by Professor H. Nigel Thomas, a Vincentian living in Canada, along with WAD Insurance / Arabesque Inc. and the Cooperative Credit Unions viz - Kingstown, General and Teachers.

Open Campus St. Vincent and the Grenadines

9th International Garifuna Conference

The Site collaborated with the Garifuna Heritage Foundation in presenting the “9th International Garifuna Conference”, March 12 and 13, 2022. The theme of the Conference was “Building Resilience: Creating Cultural Capital for Sustainability of the Garifuna Heritage” and was presented virtually.

Open Campus St. Vincent and the Grenadines

Country Conference: “History, Ancestry and Heritage, The Vincentian Identity: From Whence We Came

On July 19 and 29 2022, the St. Vincent Site hosted a Country Conference entitled, “History, Ancestry and Heritage, The Vincentian Identity: From whence we came” Twenty-three presentations were made in a blended format. Presentations covered a wide range of topics from the pre-Columbian period; settlement by the indigenous peoples; migrations; and the post-independence period. Topics also included socio-economic movements, and the impact of the La Soufriere Volcano on the history of St. Vincent and the Grenadines.

4.3 Promote a cohesive single UWI brand consciousness

Open Campus British Virgin Islands

Launch of Dr. Dacia Leslie’s Book: Recidivism in the Caribbean: Improving the Reintegration of Jamaican Ex-prisoners from the BVI

The Open Campus British Virgin Islands collaborated with the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) UWI Mona, Palgrave Macmillan and Dr. Dacia Leslie for the launch of Dr. Leslie’s book: Recidivism in the Caribbean: Improving the Reintegration of Jamaican Ex-prisoners from the BVI on March 29, 2022. The session was chaired by Dr. Ramona Biholar, Senior Lecturer in the Faculty of Law, The University of the West Indies. The Keynote Address was delivered by the Premier of the BVI, Honourable Natalio Wheatley. Opening Remarks were delivered by Chair of The UWI Open Campus Council, Ambassador, Dr. The Honourable June Soomer, and Professor David Tennant, Dean, Faculty of Social Sciences, The UWI, Mona Campus. Other presentations came from: Book Reviewers, Professor Aldrie Henry-Lee, University Director, SALISES, Author of “Women in Prison. The Impact of the Incarceration of Jamaican Women on Themselves and Their Families”; and Kirk James, DSW, MSW, BA, AA Clinical Assistant Professor, New York University; and Ms. Josephine Taylor, Editor, Senior Commissioning Editor, Criminology Palgrave Macmillan, Springer Nature. Ambassador, Dr. Richard Bernal, O.J. Professor in Practice, SALISES, delivered the Closing Remarks. The launch took place during Dr. Leslie’s visit to the BVI to conduct fieldwork/research as part of her Commonwealth Scholarship Commission in the UK (CSCUK) Research Impact Award. Dr. Leslie is a Research Fellow at the Sir Arthur Lewis Institute of Social and Economic Studies, The UWI Mona Campus.

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Open Campus St. Kitts and Nevis

Seminar Presentation with Mona Campus School of Education

On October 15, 2021, Mrs. Gaile Gray-Phillip, Head of Site, presented at a graduate seminar hosted by the Mona Campus School of Education. Mrs. Gray-Phillip presented the quantitative results of her research-in-progress on using a mixed-methods research to investigate how several factors influence adult online students' commitment to learning in an online environment.

Open Campus Belize

Support to UWI Mona Hugh Wynter Fertility Management Unit's Revised Masters in Counselling Programme

Dr. Sharmayne Saunders, Head of Site, assisted with the presentation of the Revised Masters in Counselling Programme with UWI Mona Hugh Wynter Fertility Management Unit to the Fertility Management Studies Committee for Graduate Studies on November 24, 2021. The MSc. Counselling Programme was under revision for a few years. The efforts were made to streamline the courses in the programme and to give consideration to the duration of the programme.

Open Campus Belize

Endorsement of the MSc. in Environment, Resilience and Sustainability Programme for The UWI St Augustine

Dr. Sharmayne Saunders, Head reviewed (as Open Campus reviewer) and endorsed the MSc. in Environment, Resilience and Sustainability programme for The UWI St Augustine Campus on May 6, 2022. The Master's Degree in Environment, Resilience and Sustainability will be the first in the region. The rationale for the development of the programme is seen as an essential step in expanding resilience and sustainability education in the region and connecting scales and climate and environment issues locally and globally, a taught postgraduate programme builds the importance and relevance of the discipline in a world-wide labour market that is expanding in the sustainability industries and paradigms.

5.0 Publications

Open Campus Belize

- Saunders, Sharmayne, Hickey, Wesley, Martinez, Karen. (2022). COVID-19 Pandemic and Online Learning - Belizean Higher Education Institutions Crisis Response Migration Methods. July 22, 2022.

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6.0 Staff Activities

Antigua and Barbuda

- Mrs. Afeefah Beharry, Senior Administrative Assistant, was the Guest Speaker at a webinar presentation to The UWI Five Islands Administrative Professional Staff. The activity was conducted on September 27, 2021, on the theme: “Manage Up”.
- Ms. Coleen Letlow, Head of Site, was the Keynote Speaker at the Antigua and Barbuda’s 15th Annual Country Conference on October 14-15, 2021. She presented on the Scholarly Paper titled: “COVID-19: Opportunity Recalibration in Antigua and Barbuda”.
- Mrs. Afeefah Beharry, Senior Administrative Assistant, represented the UWI Open Campus as a panelist to judge a cultural products competition. This project was done in partnership with the DECIDES Antigua and Barbuda. The purpose of the project was to allow young persons to convey a key message promoting understanding and awareness about gender equality, sexual identities and inclusivity. The completion took place on February 23, 2022;
- Ms. Coleen Letlow, Head of Site, presented the opening remarks at The Women Against War Organization (WAR) 15th Anniversary celebratory symposium at The UWI Open Campus on April 21, 2022.

Open Campus Dominica

- Dr. Kimone Joseph, Head of Site, facilitated a Workshop for staff of the Dominica Grammar School entitled “Effective Communication Skills for Educators” on September 2, 2021.
- Dr. Kimone Joseph, Head of Site, hosted a radio programme “Managing Personal Finances” on Q-95 FM with a panel of individuals from other partners of Financial Information Month on October 19, 2021.
- Dr. Kimone Joseph, Head of Site, hosted the UNDP’s radio programme “The Strengthening Women Disaster Preparedness in the Commonwealth of Dominica” on DBS radio with a team of panelists from the Bureau of Gender Affairs, Ministry of Agriculture and others on November 23, 2021.
- Dr. Kimone Joseph, Head of Site, presented the featured address entitled “Building to last: Setting the balance between growth and maturity” at the Graduation Ceremony of the Pentecostal Assemblies of the West Indies, Dominica District’s West Indies School of Theology on May 29, 2022.
- Dr. Kimone Joseph, Head of Site, presented the featured address entitled “Imagine Rotary” at the Investiture Ceremony of Rotary Club of Dominica on July 2, 2022.

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Open Campus St. Kitts and Nevis

- On October 5, 2021, Mrs. Gaile Gray-Phillip, Head of the St Kitts and Nevis Site, was a guest lecturer for 4th year nursing students in the Division of Health Sciences, Clarence Fitzroy Bryant College. Mrs. Gray-Phillip lectured on navigating the Statistical Package for Social Sciences (SPSS) to conduct various statistical tests and how to interpret the outputs.

Open Campus St. Kitts and Nevis

- As a key partner supporting the design and development of St. Kitts and Nevis National Drug Plan, Mrs. Gaile Gray-Phillip, Head of Site attended an Organization of American States sponsored “Training Workshop on Monitoring and Evaluation for National Drug Policies, Strategies, and Plans”, which was held in person on June 15-16, 2022, in Kingston, Jamaica.

Open Campus Saint Lucia

- Ms. Daisy St. Rose, Librarian, made a pre-conference presentation at the Acuril Conference 2022 on “Cutting Edge Technologies In The Library 4.0: Using Virtual Reference Service (VRS) Cloud Software Technology To Enhance Reference Services – Building Cooperation and Partnerships Across Academic Libraries”, in collaboration with Ms. Colleen Johnson, Research Officer at The UWI Open Campus Open Campus Library and Information Systems (OCLIS) on May 18, 2022.
- Ms. Daisy St. Rose, Librarian, made contributions as a columnist for Da Majority - Caribbean Online Magazine with her featured series “Moun Sent Lisi” (Saint Lucian People).

Open Campus St. Vincent and the Grenadines

- The Head of Site, Mrs. Deborah Dalrymple, participated in a National Consultation on June 21, 2022 on the Reimaging of Education, and the National Consultation for the development of a Disability Policy.

7.0 Visitors and Linkages

In light of the COVID-19 restrictions, which were still in existence across the region, many of the customary visits by distinguished persons, were limited. However, it is noteworthy to mention a few visits that were made, particularly at the OCCS St. Lucia.

Open Campus Saint Lucia

- Mr. Gavin Herbertson, Graduate Student, University of Oxford, visited the Site to make use of the Roderick Walcott Special Collection on March 29, 2022.
- H.E. Dame Pearlete Louisy, Former Governor General of Saint Lucia, visited the Site to participate in the taping of a video appeal for public support of The UWI Endowment Fund.

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- Dr. Paula Henry visited the Site to donate ten (10) copies of “The Life I Recall” - an autobiography of the late Dr. Cuthbert Joseph. Dr Joseph worked closely as Government Minister and Diplomat under Dr. Eric Williams in Trinidad and Tobago from pre-Independence (1962) until Dr Williams’s passing in 1981. Dr Joseph was known by many because of his personal attributes as a teacher of Law and International Relations, Public Servant and Educator. The books were donated to the Library by his daughter Dr Paula Henry (Photo of handover included). The visit took place on July 13, 2022.
- Mr. Darwin Guard of Bold INC. Analicia Edmunds and Shailede Kalicharan (Local Creatives, Entrepreneurs and Event Planners) visited the Site to present “Sound Check” the educational component of U4RIA 10 - a major annual Carnival event. The topics covered were Making Ideas Happen and The Artiste and Money. The visit took place on July 7, 2022.
- Dr. Antonia Mc Donald, Dean, Faculty of Arts, St. Georges University visited the Site to serve as Facilitator for the 6th Annual Patricia Ismond Literary Workshop held under the theme, “Appreciating and Assessing the Power of Poetic and Dramatic Texts”. This was the site’s annual contribution to H.E. Dame Pearlette Louisy’s Nobel Laureate Festival celebrations for 2022. The Workshop was a collaboration with the MOE and in particular CSEC English B teachers and Theatre Arts teachers. The focus was on the understanding and appreciation of the writer’s craft in order to enhance tutors’ teaching skills, and by extension, their students' learning experience. Mr. Kendel Hippolyte, acclaimed Saint Lucian dramatist and poet, also assisted by addressing the elements that influence the choices of dramatic and poetic techniques in the creation of literary work. The visit took place on March 4, 2022.
- A collaborative effort between the Organization of Eastern Caribbean States (OECS) Commission and the World Bank on building the Site’s capacity to improve remote collaboration by hosting events, holding classes, and accessing student services in the Metaverse was conducted on June 7, 2022.
- Mrs. Lesley Crane-Mitchell, Head of Site, continued to work with the Saint Lucia National Reparations Committee towards the creation of an education plan to sensitize the public (and in particular students) on the many critical issues surrounding the ongoing demand for Reparations.

8.0 Benefactions

A number of individuals and organisations continued to play a meaningful role through their demonstration of social responsiveness to the Campus through the OCCS Division.

Open Campus Barbados

Learn to Code Director, Mr. Ralph Goddard donated a 42-inch flat-screen television set to the Site, December 2021.

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Open Campus Bahamas

The Site received monetary donations from a number of individuals and corporate entities in the country in support of its inaugural UWI Fun Run, Walk, Push Fundraising event. Sponsors provided support to acquire food supplies and T shirts.

Open Campus Saint Lucia

- Pledges and promises to the Open Campus Endowment Fund included to a donation of **EC\$2,000.00 (US\$ 740.04)** received from the Bank of Saint Lucia to the Social Media-thon on July 26, 2022.
- Donation of CPE Top Achievers Awards valued at **EC\$2,143.00 (US\$ 792.95)** on July 7, 2022.
- Warner Eugene - Project Management - Plaque sponsored by Bank of Saint Lucia.
- Mandel Abraham - Advance Supervisory Management - Plaque sponsored by the Embassy of the Republic of China (Taiwan) in Saint Lucia.
- Joycelyn Eugene, Eulampius Frederick - Project Management - Plaque sponsored by Royalton Saint Lucia.
- Mianda Joseph-John - Supervisory Management Plaque sponsored by Saint Lucia Electricity Services (LUCELEC).
- Ms Sancha Leon - Introduction to Facilities Management – Plaque sponsored by Bank of Saint Lucia.
- Kacha Collymore - Supervisory Management - Plaque sponsored by the Embassy of the Republic of China (Taiwan) in Saint Lucia.
- Glenda Etienne-Cepal, Myreen Cenac - Project Management - Plaque sponsored by Ministry of Youth Development and Sports - Saint Lucia.
- Silas Missole - Occupational Health and Safety - Plaque sponsored by Ministry of Youth Development and Sports - Saint Lucia.
- Silas Missole was also the overall top achiever and received a special token from the Embassy of the Republic of China (Taiwan) in Saint Lucia and a special prize sponsored by Jardé P Media Ltd.

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Open Campus St. Vincent and the Grenadines

- The St. Vincent Site received the first tranche of a **US\$74,140.00** grant from the Global Environmental Facility (GEF) for the project “Highlighting Symbols of National Heritage and Strengthening Community Support Systems”. Under this project the aqueduct, which formed part of the historical Cotton Ginnery, will be restored.

CONSORTIUM FOR SOCIAL DEVELOPMENT AND RESEARCH

DIRECTOR'S OVERVIEW

The academic year, 2021-2022 saw the Consortium for Social Development and Research (CSDR) adjusting to conducting workshops, seminars and research online due to the impact of the COVID-19 pandemic. The Division was able to successfully secure research and income generating projects, develop programmes and courses to offer regionally and internationally. CSDR collaborated with individuals, organisations and government throughout the academic year trying to make an impact in their specialist areas. The Caribbean Child Development Centre (CCDC) focused on the holistic development of the child from birth to the age of eighteen. This was accomplished through the Bloom preschool, the Positive Parenting Programme being developed for Sint Maarten and developing a Chatline for youth in Jamaica. The Hugh Shearer Labour Studies Institute (HLSLI) continued to work with employers and employees on labour relations and was able to expand into the Caribbean region during this academic year. The Social Work Training and Research Centre (SWTRC) developed and facilitated a number of workshops in the area of social work and the Women and Development unit continued its work in gender and development across the region. During this academic year, two staff members were able to complete their PhD and one received a scholarship for leadership training in the United Kingdom. The Ministry of Labour, Jamaica recognised the Hugh Shearer Labour Studies Institute (HLSLI) for outstanding contribution to Labour Relations in Jamaica. This report contains the activities of the division for the academic year 2021/2022 supporting The UWI's Triple A Strategy – Access, Agility and Alignment.

Work of the Sections

Caribbean Child Development Centre CCDC)

The activities of the Caribbean Child Development Centre (CCDC) were in keeping with its mandate areas of research, teaching and learning, and developmental work aimed at positively impacting child and youth development. The activities supported The UWI's Triple A Strategy - Access, Agility and Alignment, to varying degrees, even as staff mentally navigated internal and external shocks arising from world events. During the 2021/2022 academic year, the CCDC continued the implementation of the Youth Mental Health Chatline project, in partnership with the United Nations Children's Fund (UNICEF) and the Ministry of Health and Wellness. Centre staff also commenced a joint consultancy project with Parenting Partners Caribbean. The project - Positive Parenting Support Programme in Sint Maarten, is sponsored by the Dutch Committee for UNICEF.

Four students were accommodated under the summer youth internship initiative which serves as both a cost-saving and youth empowerment mechanism. All projects and special initiatives supported the UWI in its thrust to be agile and relevant in addressing issues of national, regional and global impact. During the year, though unsuccessful, CCDC staff prepared and submitted two funding proposals for grant funding:

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- Concept paper to Lever for Change, Lego Foundation. Participation in the Build a World of Play Challenge, May 17, 2022;
- Proposal, Consultancy for Evaluation of the Jamaica Early Childhood Curriculum for Children Birth to Age Five, Early Childhood Commission, May 20, 2022.

Bloom ECCE

The UWI Open Campus Early Childhood Centres of Excellence (ECCE), otherwise known as Bloom ECCE, operated solely in Jamaica (JA) having closed out the Centre in Trinidad at the end of the previous academic year. Bloom Jamaica should have re-opened on August 25, 2021. However, due to the increase in COVID-19 cases in Jamaica at that time, the preschool was re-opened on September 6, 2021 for online classes and on September 16, 2021 for face-to-face classes. Bloom continued to maintain all COVID-19 protocols and was not able to accommodate the full capacity of 62-68 children; the capacity was therefore reduced to 44 spaces.

The ECCE held three Parent Teacher’s Meetings during the period as well as the Graduation and Prize Giving Ceremony. The Early Childhood Commission carried out an inspection of the preschool. The inspection report indicated minor adjustments that needed to be made to a few documents as well as the lighting requirements.

Hugh Shearer Labour Studies Institute (HLSI)

Despite the challenges caused by the COVID-19 pandemic the Institute was able to successfully deliver training to stakeholders and conduct research with partners within the national, regional and international community. A special emphasis was placed on increasing partnerships with companies that required specialized training in Industrial Relations and Human Resource Managements. Several customized training sessions were offered ‘in-house’ for Centerfield (Jamaica), HEART Trust/NTA, Jamaica Employers Federation (JEF) and RJR/Gleaner. The Institute completed one project and was successful with two proposals for the academic year from ILO. In April 2022, a report was submitted to the ILO for a labour inspection and needs assessment for the Bahamas, Barbados, Guyana, St Lucia and Trinidad & Tobago. The two successful proposals were: ILO Just Transition and Labour Assessment Review of Nationally Determined Contributions (NDCs) in Antigua and Barbuda and Skills and Capacity Gap Analysis in the Renewable Energy and Transport Sectors for a Just Transition in Antigua and Barbuda.

HLSI continued to work with Brock University and the Jamaica Household Workers Union on the research project, *Advancing Decent Work for Domestic Workers in Jamaica*. This project seeks to examine the role of the Jamaican Household Workers’ Union (JHWU) in developing a regime of effective regulatory enforcement and compliance as the Jamaican state moves to apply ILO Convention No. 189 in national law and practice. During the academic year, the Institute signed MOUs with the Jamaica Civil Service Association (JCSA) and the Ministry of Labour and Social Security (MLSS). A survey was done for the JCSA on public sector workers perception of the compensation restructuring within the public service.

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The HSLSI continued to host workshops and webinars for the public. Several workshops were held on disciplinary procedures, sexual harassment and labour laws among other topics. Two webinars were held for the period, the first was entitled ‘Take the Job or Lose the Job: Implications for the Employment Relationship’ and the other ‘Public Sector Employees Perception of The Public Sector Compensation Restructuring. During the academic year, support was provided to Hope Valley Experimental School in August Town. With sponsorship from various partners, the Institute conducted a children's treat at Hope Valley Experimental School. The children received tablets, stationery and cell phones received from sponsors.

Social Work Training and Research Centre (SWTRC)

The Social Work Training Research Centre (SWTRC) remained steadfast in the face of challenges and times of adversity. As it transitioned from the pandemic, it was buoyed by the plans of rebuilding stronger. The Centre celebrates its 60th year in 2022 of its work in developing social workers and engagement in developing the scholarship and social work discourse. A series of activities were planned that spanned from semester II of the 2021/2022 academic year. During this academic year, SWTRC successfully executed three activities: World Social Work day celebrations, Stationary Drive in aid of the Hayfield Primary and Infant school and a Virtual Charity auction in aid of student scholarships and development of the physical infrastructure at SWTRC.

The Centre continued to maintain training access to various groups, organisations and individuals across the region and the world despite the challenges faced. The Centre sought new partnerships with organisations to commit to the continuous training and development of their staff and other stakeholders within the private and public sector therefore developing a network and engagement plan to take forward in the new academic year. The Head of Centre was invited to share on behalf of the Commonwealth Caribbean social workers and present on the history of social work and social education in the region at the *Comparative Histories of the Development of Social Work across the Commonwealth* Conference March 31- April 1,2022. This conference was planned by the University of London, School of Advanced Study, Institute for Commonwealth Studies and the Commonwealth Organisation for Social Work. This presentation was aligned with the strategic focus of the Centre as a department for the promotion of social work scholarship in the region and globally.

The Centre was involved in a number of studies such as the Digital Transformation of Jamaican social workers that looked at digital literacy and how social workers were able to transition to digital social work during the pandemic. The study will be expanded to help in the digital transformation of social work education and practice given the digital revolution of care based and health work that is taking place globally. The Centre supports the publication of the Caribbean Journal of Social Work and this year saw the publication of the first online version of the journal. The pandemic continued to impact the residential accommodations and the concessionaire canteen at the Centre during the reporting period.

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Women and Development Unit (WAND)

For the reporting period, the Women and Development Unit focused on building strategic partnerships to execute community outreach activities, the WAND Online Learning Hub, to plan for applied research projects and mobilise funds to be able to build out prior successful activities into programmes. Partnerships were established with the Scotiabank's ScotiaRise Foundation and the Marie Holder Memorial Trust to conceptualise projects in the area of youth empowerment and leadership. Partnerships were developed with Leadership Institute and the Caribbean Democratic Union to continue the Unit's work in girls' empowerment and leaders in politics. Partnerships were also developed with the Sexual Violence Research Initiative in support of building out its multiple-country study on femicide in the Caribbean with the Canadian Observatory on Femicide, University of Guelph. WAND secured a partnership with Outright International and the Eastern Caribbean Alliance for Diversity and Equality (ECADE) as one of the organisers of the 10th Annual Conference on Caribbean Women and Sexual Diversity to be held in October 2022.

New relationships were forged to develop work in a new area - the Performing Arts, namely, the Frenetic Arts, the Artists Alliance of Barbados and the National Cultural Foundation. WAND embraced a new role of Producer/ Project Lead, of a Caribbean play, *Who Diablesse*, which examines the lives of 6 Barbadian women across generations, who encountered gender-based violence. The Women and Development Unit spent much of 2021/2022 on fierce resource mobilisation and grant writing to generate funds for a range of projects and activities. A total of 9 grant proposals were submitted during the reporting period of approximately USD 275,000. Nominations for two international funding networks were also submitted for representation. Despite the pandemic, WAND continued its community outreach activities, with greater thrust on online public forums and small group stakeholder consultations. Staff members contributed their knowledge and expertise by leading and/or participating in 24 workshops, online public forums and webinars combined, in a range of areas such as COVID-19 and its impact on the education of Caribbean children. Other areas included sexual trauma and its impact on sexual pleasure, Caribbean women's reproductive health and rights, maltreatment of incarcerated children in state care, child abuse and the Caribbean boy child, learning from African rites of passage and decolonising childrearing practices in the Caribbean; and, improving youth leadership and participation in Caribbean democracies.

Further progress was made in establishing WAND's Online Learning Hub by developing four additional courses: Gender Analysis for Development Professionals, Gender and Inclusive Development Planning, Child Rights in Development Planning and Gender and the Project Cycle. These are expected to be launched in 2023. The research project on Gender and Judicial Decision-making experienced COVID-related setbacks, however got back on stream in early 2022. Further progress was made on the methodological framework for the joint research project on femicide in the Caribbean with the University of Guelph; while a baseline assessment of the experience of transgender persons in Barbados commenced in early July 2022.

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CONTRIBUTION TOWARDS STRATEGIC GOALS

ACCESS

Teaching and Learning

- 1) **Child, Adolescent & Youth Development MPhil/PhD:** CCDC continued to support the MPhil/PhD Child, Adolescent and Youth Studies programme as Academic Lead. Collaborating with APAD, advances were made in the selecting/appointing of advisory committee panelists. Also alternative taught courses were identified for students who require resit of courses/replacement courses and who had been on leave of absence. During the year 26 of the students remained in the programme and one graded seminar were held.
- 2) **HSLSI** conducted 78 workshops and 3 webinars on various topics relevant to industrial relations and the broad area of labour studies. The training activities were offered both face-to-face and online during the academic year, with the online platform accounting for approximately eighty-five (85%) of the sessions. There were approximately 1500 persons attending. The workshops focussed mainly on the application of labour laws and IR best practices. The sessions were attended almost equally by participants from the public and private sectors. The following organizations represented well:
 - Jamaica Information Service
 - H.E.A.R.T NSTA Trust
 - Government of Jamaica ministries and agencies
 - The RJR GLEANER Group
 - Centerfield Jamaica Limited
- 3) **Course Development for WAND's Online Learning Hub** - Further progress was made during the reporting period to design additional courses, namely, Gender Analysis for Development Professionals, Human Rights and Development Planning and Child Rights in Development Planning. Funding was sought from the OAS (USD 100,000) and the Bretton Woods Institute (USD11,000) to support the Hub.
- 4) **Spotlight Initiative (WAND):** Online delivery of two (2) courses, developed in collaboration by Grenada's Social Transformation Ministry, OCCS and WAND, commenced in September 2021. It is hoped to offer the courses to the general public after the pilot is concluded. 40 participants in all were expected: *Gender Analysis Training for Development Professionals and Gender and Inclusive Planning for Development Professionals*. To date, 22 participants completed the first course in Gender Analysis for Development Professionals, at the end December 2021.
- 5) **Programme Development with UNICEF (WAND):** Negotiations were conducted between WAND, UNICEF and the Ministry for the development/delivery of a Child Rights in Development Planning course. Resource mobilisation continued in this area as well.

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- 6) **Pink Parliament Initiative (WAND):** The activities of the 3rd Pink Parliament cohort moved to an online based format, due to the increased cases of Covid-19 due to the ongoing pandemic in Barbados. One of the new initiatives of this cohort was a sensitisation session on the importance of the Covid-19 vaccine. About 65% of participants were vaccinated at OCCS The Pine. The 3rd cohort was completed in March 2022.
- 7) **Girls Empowerment in Belize (WAND):** Funding negotiations with the Westminster Foundation for Democracy secured USD17,500 for WAND and the LeadHerShip Institute to provide leadership and girls empowerment training to the youth arm of the United Democratic Party in Belize.
- 8) **Girls Empowerment in St Vincent and the Grenadines (WAND):** Conceptual development and negotiation commenced to roll out another girls’ empowerment training in collaboration with the Westminster Foundation for Democracy and the LeadHerShip Institute.
- 9) **WAND Programme conceptualisation completed for a “Pink Academy” – girls’ leadership programme for primary schools.** Resource mobilisation underway to implement.
- 10) **Digital Social Work (SWTRC):** The emergence of this course came out of the pandemic and the need for adaptable social work practice through technology facilitated online digital assessment and intervention. The training was influenced by the findings of a study conducted during the period. The Digital Social Work workshop was designed to strengthen the capacities of current and aspiring social workers to transform their practices through the effective utilisation of technology. The course will introduce participants to diverse digital, online, and other forms of electronic social services that will aid in enhancing access and equity in serving the vulnerable.
- 11) **Introduction to Play Therapy (SWTRC):** The introductory Play Therapy course seeks to fill the gap and build capacity in the area of child therapy. Students will be introduced to the intervention modality which seeks to empower young children to positively respond to negative and traumatic emotions and experiences. The outline for the course was drafted and reviewed by an external subject matter expert. The pilot is expected to be conducted during the 2022/2023 academic year.
- 12) **Workplace to Workspace (SWTRC):** The Workplace to Workspace online workshop was held October 26–27, 2021. The 4-hour session was a collaboration with the Hugh Shearer Labour Studies Institute. The facilitators included Cerita Buchanan, Head of Centre, SWTRC, and two representatives for the HSLSI — Dr Lauren Marsh and Dillon Doyle. The workshop was offered to participants across the Region.

Participants were introduced to:

- Emotional Intelligence/Psycho-social and Employment Policy considerations when working remotely.
- Employment policies and remote working
- Technology, security and storage of data
- Engagement contracts and addendums, including benefits and coverage

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- Labour laws and workplace policies
- 13) **Introductory Social Work (SWTRC):** The course was offered in both Semesters I and II. Over 40 participants from multiple organisations benefited from the two-part course, including 30 hours of teaching and 40 practicum hours at an approved social work/service agency. This introductory course is intended to provide a foundation on which students can begin to build their understanding of the role and functions of a generalist social work practitioner and the importance of linking knowledge to practice. It introduces students to social work through an exploration of its history, philosophical foundation, code of ethics and its responsibility to respond to the needs of people in varying circumstances.
 - 14) **Mental Health First Responders (SWTRC):** The course was offered during Semesters I and II to over 24 students. Ms Sherene Hemmings, a medical social worker at the University Hospital of the West Indies, facilitated the two offerings of the MHFR course. This course was designed to educate families, community members and the general public on how to identify common signs of good and poor mental health and provide them with information on how to care for, and interact with, individuals who may be experiencing mental health challenges. It also trains individuals on how to respond to mental health needs as it arises within their communities and/or workspace as well as take better care of their own mental health.
 - 15) **Grant Writing (SWTRC):** The SWTRC, for another year, offered this two-day workshop as a part of our thrust to be active participants in the field of academic research and support capacity building for the academic community at a regional level. The online workshop was offered during the Summer semester to regional participants from the islands of Jamaica, Trinidad & Tobago and St. Vincent & the Grenadines. The instructor was Ms. Taneshia Stoney, a Social Scientist with a history of working in the government relations industry and who specialises in Community Development and Social Research.
 - 16) **Violence and Abuse Prevention and Management (SWTRC):** The tailored training programme was delivered to 18 women from the Women of Destiny non-government organisation. The group included survivors of domestic abuse and gender equality advocates. Over a 7-week period, the participants were introduced to knowledge and techniques in violence and abuse prevention and management. The training seeks to help the clients to ultimately help victims of abuse and/or themselves to deal with very difficult and complex circumstances. This is done through the introduction and simulation of the use of knowledge and techniques in Violence and Abuse Prevention and Management.

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Programme Enrolment:

Programme	Number of Students		
	Semester I	Semester II	Semester III
Courses:			
Introductory Social Work	13	37	-
Mental Health First Responders	18	6	-
Violence and Abuse Prevention and Management (VAPM)	-	13	-
Webinar/Workshop:			
Workplace to Workspace	7	-	-
Grant Writing	-	-	9
TOTAL	38	56	9

Student Development:

Two practicum students fulfilling requirements for The UWI Mona Social Work programme were placed at the SWTRC for an internship period October 2021 until April 2022. The BSc Social Work interns – Breann Reid and Odean Anderson, assisted with planning and organisation of World Social Work Day 2022. Students were introduced to development of proposals, budgets, work plans and event planning. The experience provided them with the opportunity to develop networks with social work agencies and the University Student Guild in executing the event. One practicum student fulfilling requirement for The UWI Mona Applied Psychology programme was placed at SWTRC for a research practicum. Mr Ammeshi Ennis: (studying for MSc Applied Psychology: Internship February until April 2021) Recruited participants, developed and disseminated data collection instrument for digital transformation of Jamaican social workers’ rapid study.

AGILITY

Significant effort was made by the Division to mobilise funds, seek strategic relationships to source funding for projects, activities and to improve capacity to sustain programmes.

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TITLE OF INITIATIVE/GRANT/CONSULTANCY	BENEFACTOR/SPONSOR	DURATION	CONTRACT VALUE / INCOME (BBD)
Grant: Develop a Youth Mental Health Chatline	United Nations Children Fund (UNICEF)	Dec 2020 – May 2023	\$322,320.00
Consultancy: Develop Positive Parenting Support Programme in Sint Maarten	UNICEF Dutch Committee for Netherlands	January 2022 to Mar 2023	\$326,470.00
Entrepreneurship: Early Childhood Centres of Excellence	Student Fees	August 2021 – July 2022	\$229,901.18
Residential and Facility Rental	Students / Stakeholders	August 2021 – July 2022	\$62,467.84
Professional Programmes	Students	August 2021 – July 2022	\$90,522.68
Projects (Other)			\$212,555.00
Auxiliary			\$896.55
TOTAL			\$1,245,133.25

A number of proposals were submitted during the reporting period as follows.

- 1) **Infrastructure and entrepreneurial development:** WAND's entrepreneurial plan to generate non-donor, self-sustainable and profit-making income for WAND and broader UWI OC, was finalised and submitted. From that plan, the Unit contributed to the Entrepreneurial Plan of the CSDR's being developed by a consultant in order.
- 2) **Black Feminist Fund (USA):** Nomination developed and submitted for representation.
- 3) **The Commonwealth Equality Funding Network (TCEN):** Nomination developed and submitted for representation.
- 4) **Partnership discussions with the Caribbean Culture Fund** for potential match funding of Who Diabliesse.
- 5) **Caribbean Policy Development Centre:** A proposal was submitted to CPDC to supplement the project with the National Cultural Foundation of Barbados to produce the play, Who Diabliesse. Valued at USD \$24,000.

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- 6) **National Cultural Foundation:** Proposal to stage a production of the play *#StagingWhoDiabliesse* was accepted by the NCF (**USD22,000**). The draft memorandum of agreement was drafted and submitted for review by The UWI Legal Unit.
- 7) Alternative proposal submitted to the **International Music and Arts Foundation (USD83,664.33)** to supplement *#StagingWhoDiabliesse*.
- 8) **Conceptual Framework developed** for training young women in leadership and empowerment in partnership with LeadHERShip Institute.
- 9) Proposal development for research project on **Violence and Lesbian, Bisexual and transgender (LBT) Women** in 3 Caribbean countries. Gender and Diversity Knowledge Initiative of the Inter-American Development Bank (IDB) (USD 200,000).
- 10) Proposal development for **Understanding Consent for Teenagers** - Scotiabank Rise (USD 38,000)
- 11) Proposal submitted to FRIDA to fund the **Pink Academy** (15,000 pounds).

Staff Meetings:

During the period, WAND held bi-weekly team meetings; attended quarterly Heads' meetings; and led quarterly meetings of the WAND-CPEC working group. HSLSI and SWTRC held monthly staff meetings. CCDC, in an effort to keep staff engaged and up to date with centre activities, held seven monthly staff meetings. The annual staff retreat, although initiated during the year, was held in August 2022. This served to review the past year's performance and plan the objectives for the 2023 academic year.

ALIGNMENT:

CSDR continued to engage other entities and internal stakeholders in the development and execution of research projects. Among these research collaborations were:

Research Activities

- 1) **WAND**
 - a) **Abortion Law Reform and Women's Reproductive Health in the Eastern Caribbean** Component B of the research project: A Socioeconomic Impact Assessment of Abortion Law Reform in Barbados and St Lucia - completed and now with graphic designer.
 - b) **A Review of Gender Bias of Judicial Decision-making in Barbados in GBV Court Cases** ongoing project with International Center for Advocates Against Discrimination (ICAAD) continued during the reporting period despite delays in field research because

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of the pandemic, which led to shifting methodologies. The final study is expected to be completed by December 2022.

- c) **Femicide in Three Caribbean Countries.** Partnership building and conceptual development and methodological framework for femicide research continues with the Canadian Observatory for Femicide Research, University of Guelph in Canada.
- d) **Navigating National ID systems in Barbados: The Experience of Transgender and Non-binary communities.** Commencement of a baseline assessment in partnership with Butterfly Barbados.

2) **SWTRC**

- a) **Digital Transformation of Jamaican Social Workers.** The COVID-19 pandemic affected how people-centred and care professionals, such as social workers, provide services such as counselling, home visits, assessments etc. Through brief interviews with social work agencies, and reports from practitioners, the SWTRC found that Jamaican social work practitioners had to swiftly learn to incorporate remote techniques in their service delivery. Therefore, a rapid study was conducted to ascertain basic information on social work practitioner's level of Information and Communication Technologies (ICT) integration into their practices focusing on devices and software used as well as benefits and challenges. Additionally, information was collected on the organisational support that the practitioners received in their ICT transition. The data was collected from social workers in two social service agencies in Jamaica using a survey and interviews. Following analysis, a publication was prepared for submission in the new academic year.

3) **CCDC**

- a) **A Longitudinal study on a transitional housing intervention in Jamaica.** A longitudinal study of the outcomes of 38 young adults who are housed in the independent living facilities compared with 35 matched young adults not housed in the facilities. The second wave of data collection was completed and represented the post-implementation, Year 1 follow-up for youth housed in transitional housing and their control group. Duration: July 2019 to December 2022
- b) **Youth Mental Health Chatline- U-Matter (Uptake Study).** Through the use of a service feedback instrument, data was and continues to be collected from youth accessing the Text-in service provided by the U-Matter Chatline service. The data is being collected as a part of an uptake study on the services provided. Benefactor: UNICEF Jamaica. Duration: December 20 to May 2023.
- c) **Children's use of media in Jamaica.** Study on children's use of media in Jamaica. A cross-campus collaboration with CARIMAC. Paper being drafted from Phase 1 data

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collection which included a data collection from adolescents at 3 high schools in Kingston & St. Andrew. Partner/Sponsor: New Initiative Grant. Duration: June 2019 to present.

- d) **Teaching of Literacy at Grade 1 in primary schools in Jamaica.** An examination of
- e) how teachers teach reading and writing to Grade 1 students. A cross-campus collaboration with the School of Education, Mona. Phase I was completed with 5 school. The project was affected by the COVID-19 pandemic and was largely on hold during the reporting period. Partner/Sponsor: In-house staff resources. Duration: January 2019 to present.
- f) **Formative Assessment of Positive Parenting Support Programmes in Sint Maarten.** A formative assessment of parenting practices and parenting support programs in Sint Maarten. A comprehensive literature review and mapping of programmes were completed. Also, primary data was collected using a survey, key informant interviews and focus groups discussions. Sponsor: UNICEF Dutch Committee for the Netherlands. Duration: January 2022 to present.

Projects

CCDC

- 1) **UNICEF-MOHW Mental Health Chatline.** Goal: *To improve access to mental health services by adolescents and youth.*

The CCDC, in partnership with the United Nations Children Fund (UNICEF) and the Ministry of Health and Wellness, embarked on a project for the implementation of a Youth Mental Health Chatline in December 2020. The project was extended to two years and is scheduled for completion by May 2023. During this period, CCDC continued to refine the training manual based on the technical experiences with the software. The Chatline was named - U-Matter and launched in March 2022. While there was some attrition in the number of volunteers that were trained in the previous period, 15 additional volunteers were recruited and trained. Up to the end of the reporting period, 694 cases were addressed.

- 2) **Positive Parenting Support Programme in Sint Maarten (PPSP).** Goal: *To empower parents/caregivers to support the psychosocial needs of children and equip parents/caregivers with the relevant tools to positively impact their well-being as caregivers.*

The CCDC commenced the implementation of the PPSP project under a joint consultancy with Parenting Partners Caribbean in January 2022. The project will conclude in March 2023 and includes a Formative Assessment, developing a PPSP Outline, training of Facilitators and Master Trainers, materials development and designing a monitoring and evaluation framework.

Outreach

WAND

- 1) **Women and Inclusive Politics.** The 3rd Cross Country Dialogue, WAND and Pink Parliament with MP Elizabeth Kerekere of the New Zealand Parliament, August 2021.

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- 2) **Reclaiming Sexual Pleasure After Sexual Trauma.** An Online Public Forum, WAND and UWIHARP Cave Hill. November 18, 2021. IDEVAW 2021 event for the 16 Days of Activism on Violence Against Women.
- 3) **The Healing Room: A Night of Poetry Sharing.** Commemoration of 16 Days of Activism 2021 (IDEVAW), WAND in collaboration with The Frenetic Arts. November 26, 2021.
- 4) **Child Abuse and the Caribbean Boy Child.** Public forum for parents, caregivers and survivors. In commemoration of 16 Days of Activism 2021 (IDEVAW). WAND in collaboration with the Barbados Family Planning Association, December 7, 2021.
- 5) **Histories of Caribbean Children in State Care** series in collaboration with UWI Museum and, WAND, CCDC and SWTRC. April and May 2022.
- 6) **Discriminatory Taxes on Menstrual Products: A Policy Brief,** drafted in collaboration with the Soroptimist International - Barbados to draft a policy brief on in Barbados; January 2022.
- 7) **Breaking the Barriers of Youth Leadership in Politics,** WAND in collaboration with Pink Parliament for the 4th Cross Country Dialogue, with Anguillan Barrister and Politician, the Hon. Dee-Ann Kentish-Rogers, March 3, 2022 (IWD2022 event).
- 8) **What have we learnt since COVID? Addressing Biases and Finding Solutions in Caribbean Education.** WAND held an online forum with children from Barbados, Jamaica and Trinidad & Tobago and education specialist Rachael McDonald, March 10. (IWD2022 event).
- 9) **Community Road Tennis,** WAND partnered with Stand Pipe High and Busy Bee Riding School to organise a competition for children 5 to 16 years in Bannister Land, St Michael, Barbados, Easter Weekend, April 15 to 18, 2022.
- 10) **The Role of Rites of Passage in Childcare and Family Development in the African Diaspora.** Public lecture in collaboration with the Ketus Ifa Institute, June 14, 2022.
- 11) **My ID, My Identity? Examining the Impact of the National ID Systems on Barbadian Transgender citizens.** WAND and Butterfly Trans Barbados, stakeholder conversation with the Barbadian transgender community, relevant government stakeholders, policy makers and human rights advocates, July 7, 2022.

HSLSI

- 1) **MOU signed with Open Campus and Jamaica Civil Service Association,** 2021
- 2) HSLSI hosted **Children's Treat for Child's Month at the Hope Valley Experimental School.** May 2022

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SWTRC

1) World Social Work Day

World Social Work Day 2022 was celebrated on March 15, 2022 under the theme “Co-building a New Eco-Social World: Leaving No One Behind”. The annual event was held at the Social Work Training and Research Centre (SWTRC) with several activities including a Panel Discussion, a demonstration of Building Community through Yoga, an Eco-Social World Trivia and the Social Work Village. Over 30 persons were physically at the event, while over 90 individuals participated virtually as visitors of the blended modality Social Work Village or patrons joining the live streamed programme via [The UWI Open Campus’ YouTube channel](#). Participants of the event were social work professionals, lecturers and students from various agencies and educational institutions. Specially invited guests included Dr Francis Severin, Principal, The University of the West Indies Open Campus; Dr. Orville Taylor, Head, Sociology, Psychology and Social Work Department; and Ms. Jacqueline Bryan, President, The Jamaica Association of Social Workers.

The panellist of the academic discussion included representatives from social work agencies, non-government organisations and paraprofessional/welfare entities, namely:

1. Ms. Sandra Latibeaudiere, Coordinator, Social Work Unit, The UWI Mona
2. Rev Dr Barbara Black, Divine Exchange Ministries
3. Mrs Olivia Shaw-Lovell, Founder and Chief Visionary, Women of Destiny
4. Mrs Cynthia Pitter, Lecturer, UWI School of Nursing
5. Ms Jacqueline Bennett, Senior Social Worker, Jamaica Council for Persons with Disabilities
6. Mr Warren Thompson, Children and Family Programmes Director, Child Protection and Family Services Agency

2) Leaving No Child Behind Contactless Stationery Drive

The Leaving No Child Behind Contactless Stationery Drive was launched on March 15, 2022, at the annual World Social Work day celebration. The drive was to support Hayfield Primary and Infant School located in St Thomas. Donations were requested to assist with the student’s intellectual and social development. The SWTRC partnered with The UWI Bookshop, The UWI Regional Centre, The UWI Mona Social Work Department, Liguanea Drug and Garden Centre, and Sangster Bookstore (Liguanea location) as drop off centres for selected learning materials. On May 25, SWTRC staff members headed to St Thomas to hand over the school items (valued over \$50,000 JMD) to gleeful students and appreciative teachers.

3) Virtual Charity Auction

The charity auction was held July 29, 2022, with the goal of obtaining funds through donations and sale of auctioned items. The funds earned were earmarked to support the Continuing and Professional Education students negatively impacted by the COVID-19 pandemic and assist with renovations. Over 50 items were curated, inclusive of artwork, sporting goods, fashion and homewares.

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Publications

- Minott, C., Dick-Forde, E., Hazel, N., Green business case study — *Dominica, Guyana and Saint Lucia. International Labour Organization, Office for the Caribbean - Port of Spain: ILO, 2021. ISBN: 9789220350331 (Web PDF). http://www.ilo.org/caribbean/information-resources/publications/WCMS_816569/lang--en/index.htm.*
- Buchanan, C., Bailey-Belafonte, S., & Williams, L. (2022). *Best practices in developing and teaching community work to an eclectic group: Lessons from a Jamaican University*. In S. Karalam, N. Paul, & M. Kimura (Eds.), *Best practices of social work methods: Contextual examples and reflections from the field* (pp. 173-194). Notion Press.
- Heron, T (2022), Submitted two poems to *Unstitching Silence: Fiction and poetry by Caribbean writers on GBV*.
- Marsh, L., Allen, A., & McKenzie, O. (2022). *Jamaica Public Sector Workers' Compensation Review 2022: A Gender Analysis*. Under review by Authors.

Book Chapter

- Anaokar, P., Campbell, M., Meeks Gardner, J., Minott, C., Perkins, A., Thomas, K., & Thomas, J. (2022). *Experiences in Providing Vocational Skills Support for Youth in Care in Jamaica. Equitable Education for Marginalised Children and Youth in Latin America and the Caribbean, Routledge Research Series*.

Technical Report

- Marsh, L., Minott, C., Doyle, D., Bennett-Davis, S. ILO Labour Needs Assessment - *Barbados, The Bahamas, Guyana, St. Lucia and Trinidad & Tobago*. (2022). Submitted to International Labour Organisation (ILO).

Staff Activities

1) Participation on Radio, TV and Other Media

Dillon Doyle

- PBCJ television interview- Know your rights (April 5, 2022).

Antoinette Emmanuel

- (2022, June 3). Interview to Promote Impact Assessment and Evaluation Course with Antoinette Emmanuel. Un-Filtered, The Edge Radio, Georgia Crawford-Brown.
- (2022, June 15). Interview to Promote Mental Health First Responders Course with Antoinette Emmanuel. Let's Talk Access Online Programme, Youtube, The UWI Open Campus.

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Taitu Heron

- Heron, T, (2021). Talk show discussant on Women's Reproductive Rights in the Eastern Caribbean, The Big Issues programme - Observer Radio, Antigua and Barbuda.
- Heron, T. (2022). Talk show discussant on Women in Politics, on Down to Brass Tacks - Starcom Network Radio, Barbados.
- Heron, T. (2022) Talk Show discussant on Roe vs Wade and Women's Reproductive Rights in the Caribbean - NationWide Radio, Jamaica.
- Heron, T (2022) Guest, Podcast on Afro-Fairy Tales, discussion on Grandmother wisdom, ancestors and the Divine Feminine.

Lauren Marsh

- Presentation UWI TV - Women Transitioning Into Traditionally Male Occupations In Jamaica: Challenges, Opportunities And Implications For Employment Policy (July 25, 2022).

Cerita Buchanan

- (2022, June 17). The Jamaica Diaspora North East USA Think Tank Community Engagement.
- (2022, July 8). Barita Foundation Scholarship Committee – Orientation.

2) **Contributions to Seminars, Workshops or Training Activities**

Cerita Buchanan

- (2021, October 26). The Psychosocial and Emotional Dimensions of working from home. Workplace to Workspace workshop. Collaboration between Hugh Shearer Labour Studies Institute and Social Work Training and Research Centre (2022, March 31 and April 1). Comparative Histories of the Development of Social Work across the Commonwealth Conference. University of London: School of Advanced Study. Institute for Commonwealth Studies. Commonwealth Organisation for Social Work.
- (2022, April 21). Social Work Development in the Anglophone Caribbean. Context Matters: Histories of Caribbean Children in State Care. UWI Museum.
- (2022, May 17). Developing a Self-care Plan. UWI Open Campus Human Resources Department.
- (2022, May 22). Resources to support our children. Reigniting our nation for greatness: Securing our children's future. The Jamaica Diaspora North East USA (New York).

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Sainia Bennett-Davis

- Conflict Management - HSLSI/Centrefield Training - March 2022.
- Procedures & Protocols for Home-Based Work - HSLSI/Centrefield Training - March 2022.
- How to Delegate Effectively - HSLSI/Centrefield Training - March, 2022.
- Procedures & Protocols for Home-Based Work - JEF/HSLSI Training - July, 2022.
- Strategic Planning - JEF/HSLSI Training - July, 2022.
- How to Delegate Effectively - JEF/HSLSI Training - July 2022.

Deon Dewar-Gray

- (2022, May 31). Youth Development Seminar: Career Exposure. Youth Education Association. The Jamaica Diaspora North East USA (New York).

Taitu Heron

- Heron, T. (2021). Towards a Republic of Dignity (Online). Central Bank Annual Policy Review Seminar of Barbados.
- Heron, T. (August, 2021) Radical Women Leaders, Leadership and Leading Self, Pink Parliament Initiative, Cohort 3.
- Heron, T. (August, 2021). Women Trail Blazers in Legislative Reform and Advocacy in Barbados, Pink Parliament Initiative, Cohort 3.
- Heron, T. (2021, October 13). Feminism and Capacity Building of Women's Rights Organisations in the Caribbean. A conversation in collaboration with IGDS Cave Hill.
- Heron, T. (2021, October 19). SDG5: Gender Equality and Teaching Gender Equality in the Classroom, Teacher Empowerment Webinar organised by the Ministry of Education & Youth (Jamaica), Jamaica Teachers Council and Talks With Tia.
- Heron, T. (2021, November 17). “Reclaiming Sexual Pleasure After Sexual Trauma” virtual discussion hosted by WAND and UWIHARP, in commemoration of the International Day to Eliminate Violence Against Women.
- Heron, T. (2021, November 21). Gender Based Violence and the Girl Child, Pink Parliament Initiative, Cohort 3.

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- Heron, T. (2022, December 07). WAND UWI Open Campus and the Barbados Family Planning Association's online forum, "Child Abuse and the Caribbean Boy Child."
- Heron, T. (2022, January - March). Seven (7) workshop sessions under the LeadHerShip Belize Project.
- Heron, T. (2022, (February)). Two (2) workshop sessions under the Pink Parliament Initiative.
- Heron, T. (2022, April 18). "Women's Voices as a Tool for Healing", Artists Alliance Barbados.
- Heron, T. (2022, April 21). "When the law is a shackle: Barbadian children in state care", Context Matters: Histories of Caribbean Children in State Care. UWI Museum Series.
- Heron, T. (2022, May 17). "Deconstructing the Laws Governing Incarcerated Children in Barbados & Jamaica," WAND Current Affairs Webinar.

Kelly-Ann Knight

- Knight, K. (2021, November 17). "Reclaiming Sexual Pleasure After Sexual Trauma" virtual discussion hosted by WAND and UWIHARP, in commemoration of the International Day to Eliminate Violence Against Women.
- Knight, K. (2022, May 17). "Deconstructing the Laws Governing Incarcerated Children in Barbados & Jamaica," WAND Current Affairs Webinar.

Lauren Marsh

- Marsh, L. (2021, November 30) Presentation at JCSA virtual conference entitled 'The Impact of COVID-19 on Jamaican Workers.'
- Marsh, L. (2021, November 30) Moderator for HSLSI webinar 'Take the Job or Lose the Job: Implications for the Employment Relationship.'
- Marsh, L. (2022, May 31). Panellist - Ministry of Labour & Social Security Western Convention.
- Disciplinary Procedures (HSLSI, August 19, 2021).
- Employment Contracts and Leave Provisions During COVID-19 (HSLSI, October 20, 2021).
- Gender, Migration and Global Labour Markets (Institute of Gender & Development Studies, (October 26, 2021).

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Ceceile Minott

- Understanding and working with a child at the stages of his/her development. Presented to Child Protection and Family Services Agency. Kingston, Jamaica. December 9, 2021.
- Basic Counselling Skills. Presented to Student Experience Unit, The UWI Open Campus (online). December 7, 2021.
- Implementation of a Trauma-Informed Programme into the Child Care System in Jamaica. World Forum on Early Childhood and Education (online & in-person), Orlando, Florida, USA. May 16-19, 2022.

Joan Thomas

- Anaokar, P. & **Thomas, J.**, Implementing a Transitional Living Programme for Children in State Care in Jamaica. World Forum on Early Care and Education (online & in-person), Orlando, USA, May 16-19, 2022.
- **Thomas, J.** (July 18, 2022). *Youth Work and the Role of the CCDC*. Sir Arthur Lewis Institute of Social & Economic Studies (SALISES), The University of the West Indies, Mona Campus, and Birmingham City University online workshop on “Perspectives on Youth Work, Communities and Change: Comparative Approaches in the Caribbean, Latin America and the UK”.

3) **Attendance to Seminars, Workshops and Training Activities**

Bloom ECCE Staff

- (2021-Present). Linda Mood Bell project on ‘*Creative language-based learning*’.
- 2021, November 17). *Food Handler’s Training*. Kingston & St. Andrew Health Department.

Andrea Brown-Dennis

- (2022, January 26). *The role of Justices of the Peace and Land Matters*. Ministry of Justice.
- (2022, February 15). *Maintaining Your Electronic Filing System* [Webinar]. The UWI Open Campus Human Resources Department.
- (2022, February 16). *The role of the Justice of the Peace in the Zones of Special Operation*. Office of the Public Defender, Jamaica.
- 2022 May, 18). *Introduction to Law and the Jamaica Legal System*. Justice Training

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Institute, Ministry of Justice.

- (2022, June 14). *Setting Smart Goals* [Webinar]. The UWI Open Campus Human Resources Department.

Cerita Buchanan

- (2022, Feb 3). Colucci, E. and Rafael, A.: Capacity building workshop on developing successful proposals for EU funding.
- (2022, Feb 3). McGuire, J. Google Slides for Breakout Rooms. Centre for Excellence in Teaching and Learning, The University of the West Indies, Mona.
- (2022, February 9). Data Accuracy for Efficiency. Jamcopy.
- Alleyne-Regis, A. (2022, Feb 15). Maintaining Your Electronic Filing System. The UWI Open Campus.
- (2022, March 7). The Art of Investing – Making Money on the Stock Market. Scientific Research Council.
- Esprit, S. (2022, April 7). *The Importance of Work Life Balance*. The UWI Open Campus

Marva Campbell

- (2022, April 13). *Build a World of Play Pre-Application Virtual Meeting*.
- (2022, June 6). *EON XR Proposal Development meeting*.
- (2022, June 9). *Verifiable Credentials Banner Issuance Sensitisation Session*.
- (2022, June 30). *Public Sector Compensation Restructuring, Public Forum*.
- (2022, July 1). *EON XR Proposal Development meeting*.
- (2022, July 13). *RISE Funding Proposal Budget Working Session*.
- (2022, July 21). *VC Forum: Examining the Patterson Report*.

Antoinette Emmanuel

- Reveillac, N. (2021, October 28). *Networking in the Digital Age*. UWI MSBM and Netflix Consumer Insights.
- McGuire, J. (2022, Feb 3). *Google Slides for Breakout Rooms*. Centre for Excellence in Teaching and Learning, The University of the West Indies, Mona.

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- Alleyne-Regis, A. (2022, Feb 15). *Maintaining Your Electronic Filing System*. The UWI Open Campus.
- Colucci, E. and Rafael, A. (2022, Feb 3) *Capacity building workshop on developing successful proposals for EU funding*.
- Lackan, Sunil. (2022, March 23). *Overview of Banner Students Management System*. The UWI Open Campus.
- Forde, Eva. (2022, March 31). *The Social Work Way to Wealth: Making Our Skills Marketable*. [Webinar]. Jamaica Theological Seminary.
- (2022, April 5). *Verifiable Credentials Banner Issuance Sensitisation Session*. The UWI Open Campus. World Data Inc and Internal Development Bank.
- Esprit, S. (2022, April 7). *The Importance of Work Life Balance*. The UWI Open Campus.
- (2022, April 21). *Supporting Children as they Transition to Face-to-Face Learning*. The UWI Open Campus.
- (2022, May 5). *Creating Google Email Groups*. The UWI Open Campus.
- (2022, June 9). *Verifiable Credentials Banner Issuance Sensitisation Session*. The UWI Open Campus Continuing and Professional Education Centre.
- (2022, June 17). *The Jamaica Diaspora North East USA Think Tank Community Engagement*.

Deon Dewar-Gray

- (2021, November 4). *APA Manual of Style 7th Edition Presentation*. The Mona Information Literacy Unit, The UWI Mona.
- (2021, October 28). *Networking in the Digital Age*. Hosted by MSBM. Presented by Nikkia Reveillac.
- (2021, September 12). *How To Detox for Mental, Physical and Spiritual Health*. Hosted by Shakti at Home in their Women's Wellness Webinar. Presenter Sharon Feanny.

Taitu Heron

- Inter-American Development Bank, professional course in Data Analysis for Effective Policy Making.
- London Business School, Executive education programme in Women and Leadership.

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- Universidad Nacional de Córdoba, professional course, Herramientas y Metodologías de Gestión de Proyectos.

Heather Leveridge

- (2021, September 14). The Future of Work and Making Yourself Indispensable. Office Dynamics International. Hosted by Joan Burge, Daren Martin, Ph. D., Melia Amira
- (2022, May 17). The Power of the Executive/EA Partnership. Office Dynamics International. Hosted by Joan Burge.
- (2022, May 17). Developing a Self-care Plan. UWI Open Campus Human Resources Department. Ms. Cerita Buchanan, Head, SWTRC.
- (2022, June 23). Giving Constructive Feedback to Your Leader. Office Dynamics International. Hosted by Joan Burge, Melia Amira.

Nakeisha Lorde

- IGDS Summer Institute on Gender and Development.
- UN Women Training Institute: courses in gender equality and gender analysis.

Lauren Marsh

- (2022, February) Ministry of Labour and Social Security (MLSS) Consultation on Humanitarian Assistance Policy and Strategy (HAPAS).

Andrien Perkins

- (2022, February 15). *Maintaining Your Electronic Filing System* [Webinar]. The UWI Open Campus Human Resources Department.
- (2022, February 24). *Stress Management - A Physician's Perspective* [Webinar]. The UWI Open Campus Human Resources Department

Donnette Reynolds-McPherson

- (2021, September 28). *Living Your Big and Bold Life Description: Living Your Big and Bold Life*: Office Dynamics International. Hosted by Joan Burge.
- (2022, May 17). *Developing a Self-care Plan*. UWI Open Campus Human Resources Department. Ms. Cerita Buchanan, Head, SWTRC.

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Cecelia Batson-Rollock

- UWI Open Campus Internal Training.
- Breaking the Silos - Continuing and Professional Education Centre.
- Introducing the Open Campus Culture Stewards.
- Breaking the Silos-Special Initiatives.

4) **Public Service**

Andrea Brown-Dennis

- National Secretary, Lay Magistrates' Association of Jamaica.
- 1st Vice President, Lay Magistrates' Association of Jamaica (Kingston Chapter).
- Vice Chair, Kingston Eastern Neighbourhood Watch Council.
- Treasurer, Springfield Gardens Community Development Committee.
- Board Member, Manley Meadows Citizens' Association.
- Interviewer, Justice of the Peace Candidates (Kingston).
- Community Representative, Restorative Justice Conference, Ministry of Justice.

Marva Campbell

- Member, Project Management Institute Inc.
- Member, Project Management Institute Jamaica Chapter.
- Member, Good Shepherd Roman Catholic Church Council.
- Secretary, L'Aventura Citizens' Association.

Dillon Doyle

- Employment Relations Advisor on Honey Bun Foundation Advisory Committee.
- Employment Relations Mentor Adlib Studio Jamaica Limited.
- Employment Relations Mentor Purkup Cosmetics Limited.
- HRMAJ member and Professional Development Committee member.

Deon Dewar-Gray

- February 2021 – present. Committee member, Finance “Think Tank” Committee, UWIOC.
- November 2020 – January 2022. Mentor, Vincent HoSang Venture Competition, Mona School of Business and Management, UWI.

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Antoinette Emmanuel

- 2018–present, Board of Directors, Treasurer and Plant Manager, Divine Exchange Ministries.
- 2021–present, Board of Directors, Fellowship Chair, Optimist Club of Kingston, Jamaica.

Taitu Heron

- National GBV Committee
- Soroptimist International Barbados Board
- Barbados Red Cross Board
- We Change Jamaica Advisory Board

Lauren Marsh

- Justice of the Peace (serving UWI community and the public)
- Member of Ministry of Labour COVID-19 Taskforce
- Industrial Relations Advisor, Digicel
- Industrial Relations Advisor, Centerfield Jamaica
- Industrial Relations Advisor, Central Medical Labs
- Industrial Relations Advisor, ITERUM
- Industrial Relations Advisor, Durastone
- Industrial Relations Advisor, Garots Trading.

Ceceile Minott

- Chair, Child Protection Services, Family and Community Technical Working Group for the implementation of the National Plan of Action for an Integrated Response to Children and Violence. Jamaica.
- Chair of CARICOM’s Early Childhood Association Technical Working Group (2021).
- Member, Caribbean Visionary Educators (CVE).
- Member, World Forum Foundation Working Group on Rights of Children in Children’s Home.
- Board Member, International Association for Laboratory Schools
- Member, Violence Prevention Alliance.

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Joan Thomas

- CCDC Representative, Violence Prevention Alliance, Jamaica.
- Member, Caribbean Sociological Association.

5) **University Activities**

Marva Campbell

Membership

- The UWI Open Campus Quality Champions Team
- West Indies Group of University Teachers (WIGUT) Sub-Committee on Professional Development

Dillon Doyle

- Chairman, The UWI OC Quality Champions

Antoinette Emmanuel

Membership

- The UWI Open Campus Quality Champions Team
- The UWI Open Campus Wellness Committee
- The UWI Open Campus Culture Stewards Committee
- Provided administrative support to the UWI Press Board of Directors

Taitu Heron

Membership

- The UWI Gender Mainstreaming Committee
- UWI Gender Mainstreaming Sub-Committee on Sexual Harassment Policy Review
- The IGDS Board of Studies

Lauren Marsh

Membership

- The UWI Open Campus Library Committee.
- The UWI Open Campus Council.
- Culture Steward, The UWI Open Campus.

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Ceceile Minott

Membership

- The UWI Open Campus Council.
- The UWI Open Campus Executive Management Committee.
- The UWI Open Campus Academic Board.
- The UWI Open Campus Academic Quality Assurance Committee.
- The UWI Open Campus Appointment Committee.
- The UWI Open Campus Early Childhood Centre of Excellence Board.
- The UWI Committee of Deans.

Appointed to serve on the:

- Appointments (Administrative and Technical and Service Staff) Committee [Jamaica], Chair.
- The UWI Board of Undergraduate Studies.
- The UWI COVID-19 Task Force.
- The Open Campus Committee for Graduate Studies and Research.
- The UWI One Policy Disability Committee, Chair.
- Administrative, Technical and Service Staff Scholarship Awards Committee, Chair.

Visitors and Linkages

During the year Pro-Vice Chancellor and Principal, Dr. Francis Severin made a courtesy call on CCDC. Other visitors and linkages to the Division included:

- Barbados Red Cross Society
- Grenada's Ministry of Social Transformation
- Jamaica's Ministry of Education and Youth
- International Center for Advocates Against Discrimination (ICAAD)
- Soroptimist International of Barbados
- University of Guelph
- Frenetic Arts
- Artists Alliance of Barbados
- National Cultural Foundation
- Barbados Family Planning Association (BFPA)
- LeadHERship Institute
- Caribbean Democratic Union

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- Westminster Foundation for Democracy
- ScotiaRise Foundation
- Marie Holder Memorial Trust
- Women in Action Network
- Sexual Violence Research Initiative
- Outright International
- Ketus Ifa Institute
- Talks With Tia
- Eastern Caribbean Alliance for Diversity and Equality (ECADE)
- Dr. Simon Black, Assistant Professor, Labour Studies at Brock University, Ontario
- Dr. Dion Greenidge, Department of Management Studies (Cave Hill)
- Ms. Gillian Corrods, Divisions Director, Ministry of Labour and Social Security
- Mr. David Wan, President, Jamaica Employers' Federation
- Mr. Dalton Yap, President, Chinese Benevolent Association
- Caribbean Journal of Social Work
- Child Protection and Family Services Agency
- Divine Exchange Ministries
- Jamaica Council for Persons with Disabilities
- Jamaica Social Investment Fund
- Ministry of Health
- Ministry of Labour and Social Security
- Mona Social Services
- OC Caribbean Child Development Centre/TLP
- OC Examinations
- OC Learning Centre

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- Peace Management Initiative
- The Jamaica Association of Social Workers
- The University Hospital of the West Indies Medical Social Work Unit
- The UWI Mona Social Work Unit
- The UWI Mona Sociology, Psychology and Social Work Department
- The UWI School of Nursing
- Transformed Life Church
- United States Embassy Kingston
- United Nations Development Programme
- United Way Jamaica
- Women of Destiny

Milestones

- **Operational Assessment of the UWI Sexual Harassment Policy across UWI campuses:** WAND participated as a committee member on the UWI Sexual Harassment Policy Review Sub-committee and was co-contributor of the final report submitted to the Gender Mainstreaming Committee.
- Taitu Heron was awarded a tuition scholarship to participate in the Women's Leadership Programme offered by the London Business School. Held over 20 community outreach activities, despite the global pandemic and wrote a record number of grant proposals - 9 in one academic year.
- Lauren Marsh was awarded his PhD in Gender and Development.
- Joan Thomas was awarded her PhD in Sociology.
- Denise Thomas completed Year 2 of the BSc Liberal Studies in the Faculty of Arts and Education, Mona Campus.

Staff Employment for the period 2021/2022:

- Kelly-Ann Knight assumed the role of Course Facilitator / Tutor Course and Developer in Gender and Development Planning, on September 1, 2021.

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- Renee Watson-Bell (OCCS St Ann, Jamaica) was deployed to WAND as Administrative Assistant in April 2022.
- Antoinette Emmanuel, CSDR's Director's Office, was redeployed temporarily to the post of Programme Officer at SWTRC
- Janeil Brown, Programme Officer SWTRC, was redeployed to the Student Experience Unit.
- For the 2021/2022 academic year, the following staff members joined the CCDC team:
 - Andrien Perkins, Senior Secretary
 - Stacy-Ann Wright-Williams, Assistant Teacher

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Ceceile Minott, Director of the Consortium for Social Development and Research and Head of the Caribbean Child Development Centre

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Taitu Heron, Head of Women and Development (WAND)

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Cerita Buchanan, Head of Social Work Training and Research Centre (SWTRC)

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Lauren Marsh, Head (Acting) of Hugh Shearer Labour Studies Institute (HLSI)

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BLOOM EARLY CHILDHOOD CENTRES



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Hope Valley Experimental Primary School Treat, May 27, 2022

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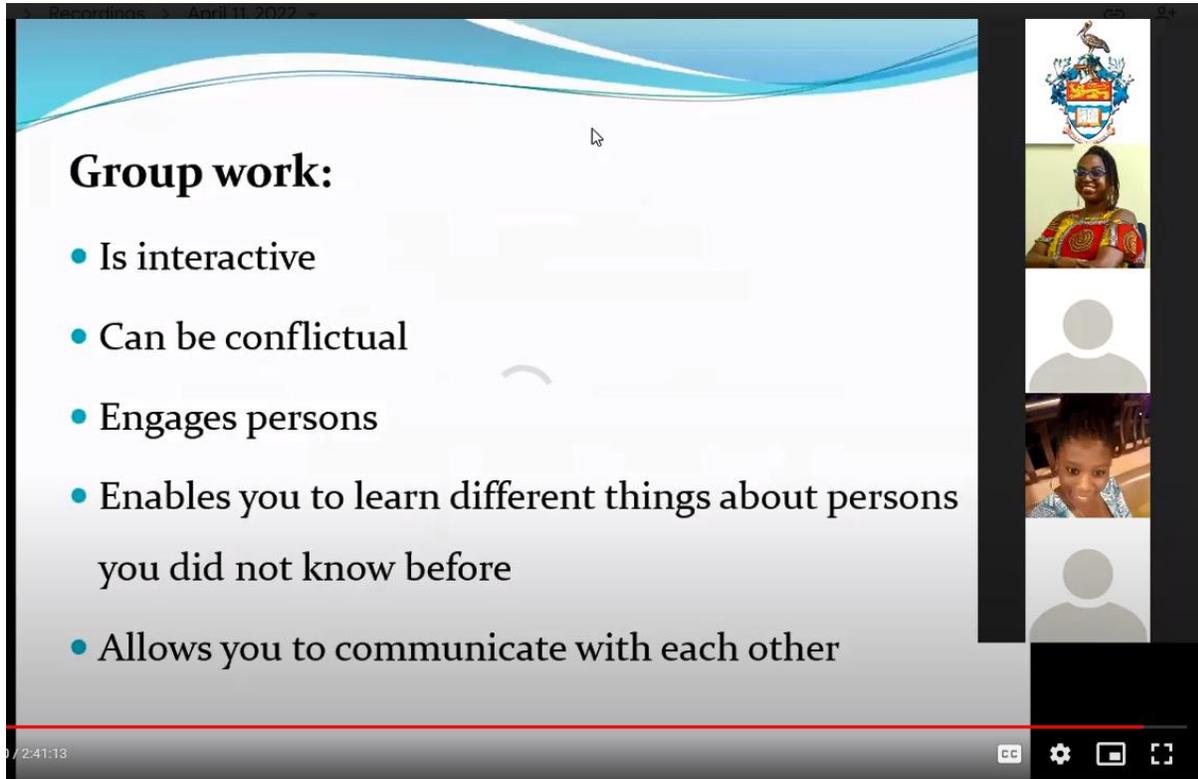
Hope Valley Experimental Primary School Treat, May 27, 2022

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HSLSI Staff Lyme 2021



Courses and Tailored Training



The screenshot shows a Zoom meeting interface. On the left, a slide titled "Group work:" lists five bullet points: "Is interactive", "Can be conflictual", "Engages persons", "Enables you to learn different things about persons you did not know before", and "Allows you to communicate with each other". On the right, a vertical strip shows four avatars: the top one is a woman in a red and yellow patterned top, the second is a grey placeholder, the third is a woman with dark hair, and the fourth is another grey placeholder. At the bottom right of the Zoom window, there are icons for chat, settings, a video camera, and a full-screen button. A red progress bar is visible at the bottom left of the slide area.

Snippets of the 10-Week Introduction to Social Work Course facilitated by Mrs. Kimberley Hinds-Herron – via Zoom.

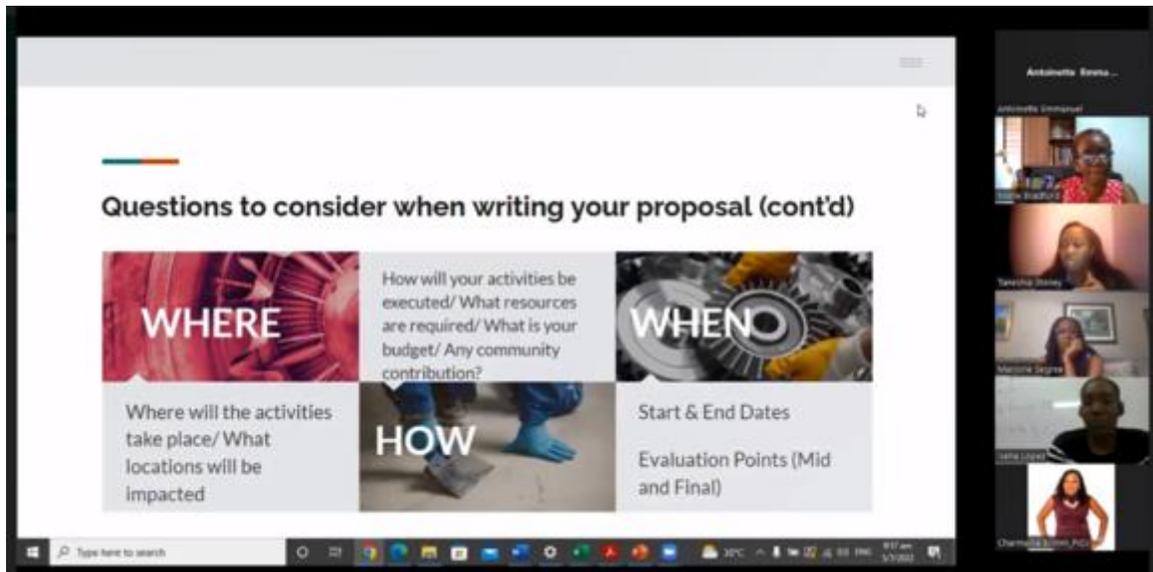
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Figure 1: Mental Health Continuum

Healthy	Reacting	Injured	Ill
<ul style="list-style-type: none"> • Normal fluctuations in mood, calm, takes things in stride • Normal sleep patterns, few sleep difficulties • Physically well, good energy level • Consistent performance • Sense of humour, in control mentally • Physically active and socially active • Limited or no gambling/alcohol use 	<ul style="list-style-type: none"> • Nervousness, irritability, impatience, sadness, feeling overwhelmed • Trouble sleeping, intrusive thoughts, nightmares • Tired/low energy, muscle tension, headaches • Procrastination • Displaced sarcasm, forgetfulness • Decreased physical and social activity • Regular but controlled gambling/alcohol use 	<ul style="list-style-type: none"> • Anxiety, anger, pervasive sadness, hopelessness • Restless or disturbed sleep, recurring images or nightmares • Increased fatigue, aches and pains • Poor performance and concentration or workaholic, presenteeism • Negative attitude • Social avoidance or withdrawal • Increased gambling/alcohol use 	<ul style="list-style-type: none"> • Excessive anxiety, easily angered, depressed mood, suicidal thoughts • Unable to fall or stay asleep, sleeping too much or too little • Exhaustion, physical illness • Unable to perform duties/control behavior/concentrate, overt subordination, absenteeism • Isolation, avoiding social events, not going out or answering the phone • Alcohol/gambling addition, other addictions
Actions to take at each phase of the continuum			
<ul style="list-style-type: none"> • Focus on task at hand • Break problems into manageable chunks • Identify and nurture support systems 	<ul style="list-style-type: none"> • Recognize limits • Identify and minimize stressors • Engage in healthy coping strategies 	<ul style="list-style-type: none"> • Identify and understand own signs of distress • Seek social support and talk with someone instead of withdrawing 	<ul style="list-style-type: none"> • Seek consultation as needed • Follow health care provider recommendations

Snippets of the 10-Week Mental Health First Responders Course facilitated by Mrs. Sherene Williams-Hemmings – via Zoom. Workshops and Webinars

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Snippets from the Grant Writing Webinar held on July 5th and 6th, 2022 our presenter being Ms. Taneshia Stoney, a Social Scientist with a history of working in the government relations industry and who specialized in Community Development and Social Research.

From Workplace to Workspace Workshop: Managing the transition

Your Presenters: –

Cerita Buchanan - Head, SWTRC



Lauren Marsh, Acting Head, HSLSI

Dillon Doyle, Programme Officer, HSLSI



A workshop collaboration between Hugh Shearer Labour Studies Institute and Social Work Training and Research Centre held October 26th and 27th, 2021. From Workplace to Workspace: Managing the transition. Presenters were: Ms. Cerita Buchanan, Head, SWTRC; Dr. Lauren Marsh, Acting Head, HSLSI and Mr. Dillon Doyle, Programme Officer, HSLSI.

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SWTRC celebrating 60 years!



The Centre kicked off its 60th anniversary celebration with our World Social Work Day 2022 event, celebrated on March 15, 2022 under the theme 'Co-Building a New Eco-Social World: Leaving No One Behind.' The theme presents a vision and action plan to create new global values, policies and practices that develop trust, security and confidence for all people and the sustainability of the planet. The event was held face-to-face and streamed live on Youtube and Facebook with persons joining virtually via Zoom.

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The “Leaving No Child Behind” Contactless Stationery Drive was launched at the annual Word Social Work day celebration. The drive was to support Hayfield Primary and Infant School located in St Thomas. SWTRC staff members headed to St Thomas on May 25th to hand over the school items to appreciative teachers and students.

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As part of our 60th Anniversary celebrations, we decided to celebrate, give back and rebuild community. With that in mind we hosted our very first Virtual Charity Auction on July 29th, 2022, with part proceeds going towards assisting vulnerable students in upskilling and retooling themselves for greater advancement through education and renovation of the student accommodation block.

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Co-Hosting the Jamaica Diaspora North East USA Think Tank Community Engagement activity - June 17, 2022.

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The SWTRC website underwent review and redevelopment to equally highlight the degree and continuing professional education programmes, as well as to provide students with useful information regarding payment options and non-academic programmes/projects.

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Stakeholder consultation with the Barbadian Transgender Community. L-R Raven Gill, Executive Director, Butterfly Trans Barbados, Minister Colin Jordan, Ministry of Labour and the Third Sector, Taitu Heron, Head of WAND, Kelly-Ann Knight, Gender and Development Specialist/Course Facilitator, WAND.

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Participants of the Girls Empowerment and Leadership Training Programme with the youth arm of the Democratic Party (Belize).

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WAND staff with members of the Ketu Ifa Institute, including guest lecturer and high priest, Araba Olatunji Muyiwa Somorin

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Busy Bee Road Tennis Competition for children, Bannister Land, St Michael, Barbados.

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Online public forum on public forum on the laws governing incarcerated children in Barbados and Jamaica. Mrs Kelly-Ann Knight, Gender and Development Speaker, WAND UWI Open Campus with panelists: Alexis Goffe (Human Rights Advocate), Michelle Russell (Attorney-at-Law) and Liz-Ann Taylor (Attorney at Law).

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Ms Taitu Heron, Head of WAND UWI Open Campus, met with research partners at the International Center for Advocates Against Discrimination. Pictured here, Mr Jaspreet Singh, is here in Barbados on the second leg of the research project looking at gender bias in judicial decision making in Barbados.

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The Unit Heads of the Consortium for Social Development and Research (CSDR) of the University of the West Indies Open Campus, recently met to wrap up the academic year project deliverables and programme activities and to plan for the academic year ahead.

L-R: Dr Lauren Marsh, Head of the Hugh Lawson Shearer Labour Institute, Ms Cerita Buchanan, Head of the Social Work Training and Research Centre, Mrs Ceceile Minott, Head of the Caribbean Child Development Centre and Director of the Consortium, and Ms Taitu Heron, Head of the Women and Development Unit.

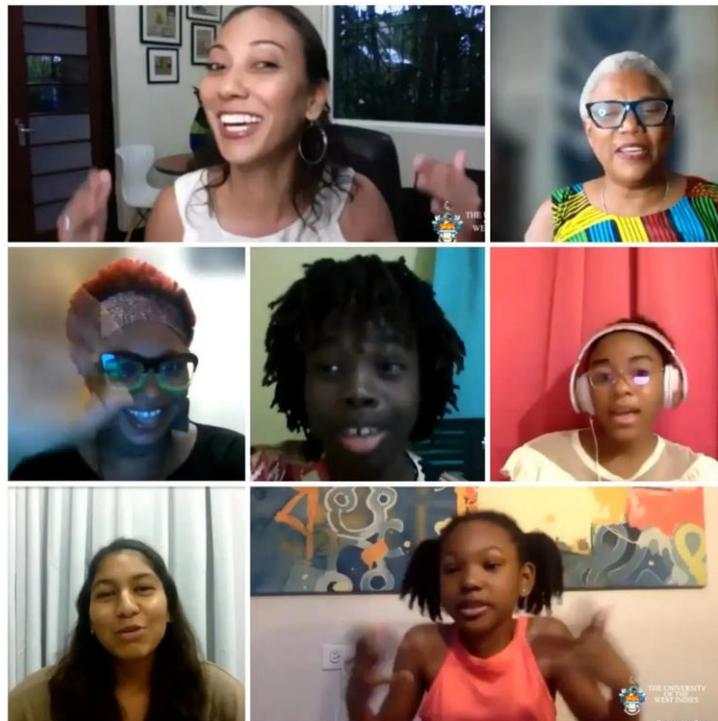
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Final group activity of the 3rd cohort of Pink Parliament.



International Women's Day (IWD) 2022 Public Forum, "What have we learnt since COVID? Addressing Biases and Finding Solutions in Caribbean Education". Panelists: Ms Rachael McDonald, Education Specialist with child discussants from across the Caribbean: Kymora-Lee Walker, Immaculate Conception High School (Jamaica), Issamandela Neferatari, Homeschooler (Barbados), Nishka Maharaj, Hillview College (Trinidad and Tobago), and Thais Lewis, St Angela's Convent School (Barbados). Moderated by Taitu Heron and Kelly-Ann Knight of WAND.

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Post-planning photo between WAND and members of the LeadHerShip Institute.



Post-partnership meeting pictures between WAND and the members of the Artist Alliance of Barbados. Pamela Proverbs, Taitu Heron and Lisa Fields.

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Taitu Heron, Head of WAND with Head of the AAB, Oneka Small and artist, Ancel Daniel.

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Highlights from The Healing Room. Poetry event commemorating #16Days of activism in collaboration with Frenetic Arts.



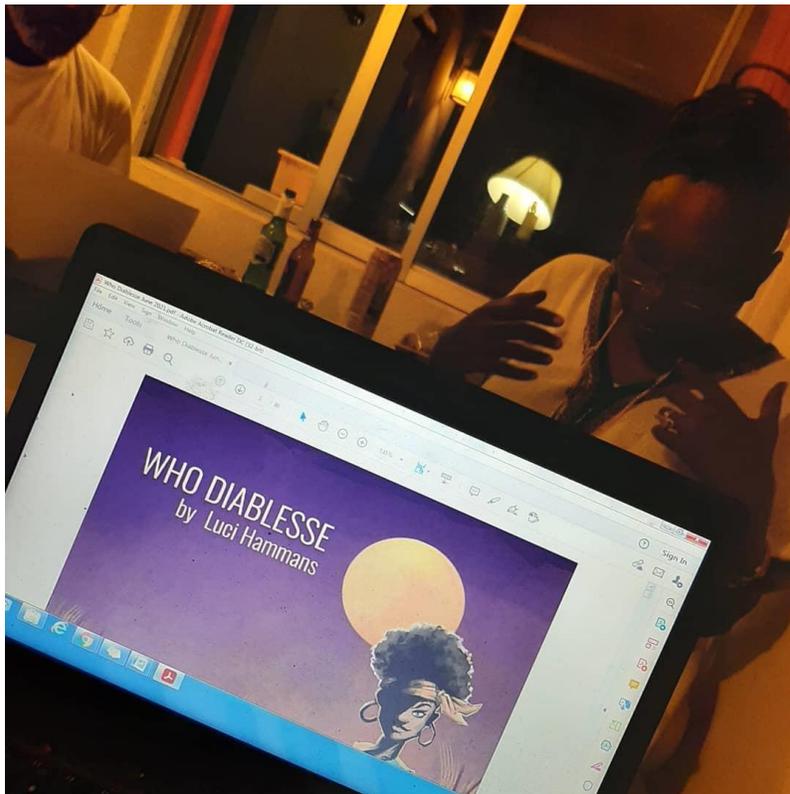
Audience in the Healing Room.

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Commemorating International Day of the Girl Child and welcoming the 3rd Cohort of Pink Parliament.

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Planning meeting with Head of WAND and members of the Core Management Committee for Staging Who Diabliesse: Sonia Williams, Luci Hammans and Peter Lewis.

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CONTINUING AND PROFESSIONAL EDUCATION CENTRE

Re-accreditation Action Plan: CPE Activities

The CPE Centre coordinates and implements a number of key activities as outputs from The UWI Open Campus Re-Accreditation Plan. The following are updates on the key activities for the AY 2021/2022.

***Access - AC3 Improving the Quality of Teaching and Learning and Student Development
Early Childhood CPE Programmes Self-Assessment Review***

During the reporting period, The UWI Open Campus conducted a Self-Assessment Review (SAR) of the Early Childhood Degree and Continuing and Professional Education (CPE) programmes. This was the first instance where the Campus included a review of the CPE Early Childhood programmes in the SAR. Led by the Academic Programming & Delivery Department (APAD), the CPE Centre supported the exercise by gathering, analysing and reporting on the student data captured within the Academic Years 2017/2018 to 2021/2022. The Campus is currently in the process of preparing the action report based on the recommendations made by the external reviewers of the SAR.

***Access - AC3 Improving the Quality of Teaching and Learning and Student Development
Conferences, Workshops and Webinars Guidelines and Templates***

During this AY, the CPE Centre developed a revision to the Workshops and Webinars Guidelines and Outline Template approved in 2020. The revised guidelines allow for the addition of conferences and seminars as micro-trainings in order to increase the pathways to access micro-credentials offered by the Campus. The CPE Centre also recommended a revision to the outline template to include a section which provides accountability for review of the content of these types of micro-trainings. Accordingly, the revised outline template now includes a section for Subject Matter Experts to submit feedback and comments following a quality assurance review of the micro-training content. The Academic Quality Assurance Committee approved the revision of the guidelines and outline template in February, 2022.

***Alignment - AL3 - Promote a cohesive Single UWI Brand Consciousness
Micro-Credentials Certificate Guidelines***

The CPE Centre provided feedback to the Stackable Credentials and Learning Pathways committee, a University team, which worked on the development of a revised CPE Microcredentials Certificate Guidelines. These guidelines provide comprehensive guidance regarding the credentialing of Continuing and Professional Education courses and Programmes. The CPE Micro Credential Certificate Guidelines were approved for implementation across all Campuses of the University by the Board of Undergraduate Studies in December 2021. The University-wide implementation of these guidelines adopts a One-UWI approach to CPE credentialing.

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Agility 5 - AG5 - Foster the Digital Transformation of The UWI Verifiable Credentials Pilot Project

The Open Campus alongside partner World Data implemented the Verifiable Credentials Project, an initiative funded by Compete Caribbean & the Inter-American Development Bank to develop and implement a blockchain solution to effectively issue verifiable credentials to students of Continuing and Professional Education courses facilitated by The UWI Open Campus. This project allowed for the issuance of tamper-evident, blockchain technology generated credentials, where students can have their credentials verified as authentic by employers, universities and clients around the world.

Major Project Outputs/Milestones:

1. Under the project, a governance system and operating procedures involving multiple campuses to facilitate digital certificates within the Caribbean were developed;
2. A comprehensive sensitisation and communications strategy was implemented via several virtual sessions with students, regional stakeholders and UWI staff.
3. The project produced two issuance processes Process A utilised a populated CSV file to upload to the REM platform so that certificates in the form of verifiable credentials could be issued directly from the provider’s website. Process B utilised API integration which allows for issuance directly from the Open Campus’ Banner/Argos. Throughout the project, just under 2000 credentials were issued to students of the Open Campus who participated in select CPE training.

New Courses & Programmes

The following list reflects new Continuing and Professional Education (CPE) courses and programmes which the CPEC successfully submitted proposals for approval by the Open Campus Academic Quality Assurance Committee (AQAC) during the reporting period. The proposals for these CPE offerings were developed in collaboration with various Academic Content Leads at The UWI.

Title	Academic Content Lead
Climate Resilience Practices for Improved Agricultural Production	The UWI St. Augustine, Faculty of Food and Agriculture
Development Management	Open Campus Dominica
Fundamentals of Special Education I	Open Campus Dominica
Mental Health First Responders	Social Work Training and Research Centre
Programme Evaluation	Consortium for Social Development and Research
Social Entrepreneurship for Caribbean Transformation	Open Campus Barbados

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***Alignment - AL2 Increase and Improve Academic/Industry Research Partnerships.
CPE Workshops***

The following list reflects the workshops in which the CPEC offered direct coordination support for the reporting period:

- Business Adaptation Programme – This initiative was fully funded by the United Nations Development Programme (UNDP), developed and facilitated via The UWI Open Campus with support from the UNDP and the Frankfurt School. Starting in June 2021, the collaboration resulted in two cohorts of the workshop series, technical assistance and two rounds of mentorship to support Micro, Small & Medium Enterprises in the tourism sector of the Eastern Caribbean with the retooling skills to combat the negative impacts of COVID-19. Participants accessed training in Digital Technologies, Financial Planning and Marketing as well as technical assistance on how to develop a Business Improvement Plan. A Train the Trainer workshop was also developed and delivered to Government Partners across the Eastern Caribbean. The training allows each country to deliver the workshop locally to MSMEs in their jurisdiction. The gross budget for this project was US\$222,450.
- Disaster Risk Financing & Analytics: A Practitioner's Guide - This workshop series was delivered in partnership with the World Bank and their partners, RESEMBID, the Global Facility for Disaster Reduction and Recovery and the European Union (EU). The training provided capacity building in the areas of global risk analytics and risk financing. Fourteen facilitators and experts in Disaster Risk Analytics led sessions to practitioners from around the world over the course of six (6) weeks. Participants completed virtual synchronous sessions via Zoom.

Staff Activities

Cameron-Bascombe, Joyelle. (2021). *UWI Early Childhood Education Quality Review*. (Contributor)

Doctor, Annalisia. (2021). *UWI Early Childhood Education Quality Review*. (Contributor)

Rocke, Jamie-Lee. (October 2021 to July 2022). *Association of Caribbean Higher Education Administrators Conference Planning Committee*. (Committee Member)

Rocke, Jamie-Lee. (2021) *University Council of Jamaica Micro Credentials Standards Development Consultation*. (Reviewer)

Rocke, Jamie-Lee (July 2022). *UWI Open Campus Belize Introduction to Using Canva Training*. (Facilitator)

Rocke, Jamie-Lee (July 2022). (2021). *UWI Early Childhood Education Quality Review*. (Contributor)

Thomas-Williams, Helen. (2021). *UWI Early Childhood Education Quality Review*. (Contributor)

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Visitors and Linkages

- The CPEC in collaboration with colleagues from the St. Augustine Campus collaborated on the development of the Professor Lawrence Carrington Fellowship. This is the first professional fellowship made possible to participants across the region, allowing participants to engage in professional development and apprenticeship in the area of Climate Change and Health Leadership. Six participants successfully completed the first cohort to receive a Certificate of Competence as defined and allowed by the University's CPE Micro-Credentials Certificate Guidelines.
- Coordinated through the CPEC with implementation support by the Open Campus Country Sites St Kitts and St Lucia, the Open Campus continued to collaborate with CCRIF SPC to deliver CPE training in Disaster Risk Financing. A third cohort was delivered for the CPE Certificate *Fundamentals of Disaster Risk Financing for the Sustainable Advancement of Small Island Developing States (SIDS)*. A fourth cohort was held of the Summer Internship CPE Workshop in *Understanding Disaster Risk Financing, CCRIF Parametric Insurance Policies And The Relationship With Fiscal And Economic Policy*.
- The Open Campus collaborated with the Climate Resilience Execution Agency in Dominica (CREAD) to develop and deliver training to public sector officials in Dominica in the area of Development Management. This was a collaborative initiative, with coordination led by CPEC, the Business Development Unit with implementation support from Open Campus Dominica. This year-long partnership provides public servants in Dominica with the capacity to implement resilient policies and practices during times of crisis and disaster.
- The Open Campus has signed a Memorandum of Understanding with the Government of the Commonwealth Republic of Guyana to collaborate on the delivery of Continuing and Professional Education (CPE) training to residents of Guyana through a national initiative titled Guyana Online Academy of Learning (GOAL). Residents of Guyana will have access to UWI CPE Courses and Programmes in over 20 various areas of capacity building. This is a five-year partnership valuing approximately US\$500,000.
- The St. Augustine Campus and the Open Campus collaborated on the development and delivery of a CPE Certificate Programme in Climate Smart Agriculture based training for Extension Officers in the Commonwealth of Dominica. This year-long partnership came about in response to the Dominican Government's desire to build the capacity of their public servants as it relates to implementing best practices in the area of Agriculture while considering Climate Change.

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COMPUTER AND TECNOLOGY SERVICES

Work of the Division

The Computing and Technology Services (CATS) department exists to develop, operate and maintain the technological environment in the Open Campus and to integrate this with the rest of UWI, so that the Open Campus and UWI can achieve its strategic goals. To support the IT infrastructure in 44 sites and 16 countries, CATS is organized into three sub departments: Network Infrastructure, Enterprise Applications, User Support and Helpdesk. The Network Infrastructure team focuses on the ongoing development and operations of the centralized application servers and also provides guidance on telecommunications and local networks at the sites. The Enterprise Applications team focuses on the development and maintenance of software solutions that spans the entire Open Campus. The User Support and Helpdesk team provides training and technical support to users of the Information Systems in the Open Campus.

Access - AC1 To be a University for All.

- From August 2021 – Transitioned the Five Island Campus to the Open Campus technological infrastructure supporting the full life cycle of prospective and enrolled students.

Access - AC2 To be the University of first choice for alumni and non-student customers seeking products and services for all things Caribbean.

- Continued supporting the OCCSTT delivery of CPE courses for students on scholarship from the Guyana government.
- Supported the BDU in the preparation of bids in response to various requests for proposals for services by regional and international organizations in the Caribbean.

Access - AC3 Improving the Quality of Teaching and Learning and Student Development.

- Continued supporting the transition of face-to-face CPE courses to online teaching;
- Supported the adoption of EON-XR technology in teaching, learning and research;
- Supported student access to online T&L by providing laptops to identified students and reimbursing invoices for internet access during the CoVid-19 pandemic, for the period October 2021 to March 2022 (CDB Grant Agreement 214);
- Supported the transition of the HRD's Facilitator Contract Management System from SharePoint 2010 to SharePoint Online (from SEM 1 2021/2022).

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Agility - AG1 Establish a physical presence of The UWI on all continents.

- Due to Covid-19 restrictions and financial constraints the establishment of the site in Guyana has been put on hold.

Agility - AG2 Restore Financial Health to The UWI.

- Using Amazon Web Services (AWS) for the second year has yielded savings in capital and operational expenditure and in freeing up staff from maintenance of hardware at the primary data centre.
- Costs were reduced by cancelling IT services and software maintenance.
- Supported the Registry and Finance teams to achieve improved collections of tuition and fees from students.

Agility - AG3 Generate economies of scale and scope for The UWI.

- Amazon Web Services (AWS) leverages global economies of scale and provides the ability to scale operations up or down to meet market demands in very short time in a very cost-effective way which would be useful for the Global Campus initiative.

Agility - AG5 Foster the Digital Transformation of The UWI.

- The Campus is the sponsor for the Technology Domain of the UWI Digital Transformation initiative and staff in CATS led the Technology Domain teams across The UWI to meet the objectives of the initiative.
- Provided support for a second year for The UWI as it transitions to using Zoom.

Alignment - AL2 Increase and Improve Academic/Industry Research Partnerships.

Consultancy

- Provided support for many consultancies initiated by the BDU and other departments

Publications

- September 2021 - The University of West Indies, Open Campus accelerates digital transformation and reduces costs by migrating aging hardware to AWS: <https://aws.amazon.com/solutions/case-studies/uwi-open-campus/>.

Staff Activities

- The CIO served as the Area E Director of the International Amateur Radio Union Region 2 (IARU R2) for 2019 to 2022.

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OFFICE OF THE CAMPUS REGISTRAR

Work of the Division

The Office of the Campus Registrar (The Registry) continued to provide administrative support to the Open Campus in its management of the admissions, registration, records management, student services, examinations processes and the servicing of all Senate-mandated boards and committees. During the year under review, the Registry lent support in the transition of the campus to phase 2 of the Triple A Strategy – *The Revenue Revolution*. Notwithstanding, work continued ensuring the chief tenets of phase one of the Strategy were still being pursued. **Access**, and in particular, *AC3: Improving the quality of teaching, learning and student development*, and **Agility**, especially *AG5: Foster the digital transformation of The UWI* and *AG4: Foster a creative, caring, accountable, motivated, professional (CAMP) team*. While striving to embody the core values of integrity, excellence, gender justice and diversity, the Registry remained deeply committed to internalising the core value of **student centredness** in delivering caring and efficient support to our primary customers. the period the OCR experienced staff changes but displayed resilience and ingenuity to ensure the continued efficiency of the services it provided. To achieve this the Campus Registrar was assisted by a Senior Assistant Registrar, 4 Assistant Registrars and a Campus Records Manager (Acting) (Records and Information Management).

The Recruitment, Admissions and Registration Department (RAR)

The Recruitment, Admissions and Registration Department continued to deliver on its core responsibilities of facilitating the admissions and registration processes for all Senate-approved programmes for The UWI Open Campus and the provision of support for its stakeholders throughout the Academic Year 2021/2022.

ACCESS - AC3: Improving the Quality of Teaching, Learning and Student Development

The department sought to meet the strategic goal of increasing access by improving admissions and registration processes as well as other services to enhance student experience as follows:

- Maintained the online process to enhance efficiency in the department's receipt and preparation of student cases for submission to the Academic Board Committee on Student Matters (ABSCSM).
- Advanced the use of the customized override system integrated with the Banner Student Administration System to assist in monitoring and reporting on override requests for each registration period.
- Collaborated with the Academic Programming and Delivery Division on the following to reduce the number of override requests received from students during registration:

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- Adjustment to the maximum credit hour restriction in the system.
- Use of historical registration data in the planning and setting of course capacities.
- Facilitated the online application processes for persons seeking Special Admission and Cross Campus Registration.
- Extended the option to allow applicants to submit supporting documents directly via specially created email accounts to facilitate processing.
- Processed **6,358** applications and facilitated the registration of **6,659** students at the undergraduate and postgraduate levels. This, was done throughout the year inclusive of Specially Admitted, Cross Campus registration and Special Projects (eg. Jamaica Defense Force, Guyana Online Academy of Learning (GOAL)).
- Processed requests such as leave of absences, deferrals, programme withdrawals, programme transfers, site transfers, and requests for student data.
- Prepared and distributed Student Identification cards in Semesters 1 and 2, 2021/2022 for regional and international students.
- Implemented a non-refundable application processing fee effective Semester 2, 2021/2022.
- Produced a departmental procedure's manual.
- Recruited staff from other departments through the Campus' temporary reassignment initiative to assist and support the work of the department.
- Re-engineered various processes and standards with the objective improving efficiency and enhancing the experience of all stakeholders.

(See Appendix A for Admissions and Registration statistics for Academic Year 2021/2022).

The Assessment, Awards and Records Department (AAR)

The Assessment, Awards and Records Department continued the conduct of mid-semester and other examinations across all Open Campus Sites and facilitated the conduct of examinations for students in international locations as well as the proctoring of examinations for international institutions.

Assessment Method

All undergraduate Senate approved courses continued to be assessed under the 100% continuous coursework mode of assessment for the Academic Year 2021/2022.

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Results and Award of Degrees

Following the processing of results for the academic year 2021/2022, (Semesters I and II, and the Summer Session) the Board of Examiners' meetings convened on February 16, July 06 and September 12, 2022 respectively, officially declared seven hundred and sixty-six (766) graduands. An additional 24 graduands were declared subsequent to the September 12, 2022, meeting increasing the total number of graduands to 790.

The Programme Type and Award Class of Degrees/Certificates/Diplomas awarded are indicated in the respective tables below:

Programme Type	No. of Graduands	%
Associate of Science	64	08
Bachelor of Education	106	13
Bachelor of Science	535	68
Diploma	25	03
Undergraduate Certificate	60	08
Grand Total	790	100%

Award Class	Number of Graduands	%
First Class Honours	330	42
Second Class Honours (Upper Division)	235	30
Second Class Honours (Lower Division)	57	07
Pass	90	11
Distinction	17	02
Honours	14	02
Credit	47	06
Grand Total	790	100%

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Completion Letters and Certificates were forwarded to respective Sites for their distribution to students who completed their programmes of study in Semesters I, II and Summer Session and who were in good financial standing with the University.

Processing of Marksheets – Academic Year 2021/2022

Semester I

January 04, 2022, was the scheduled deadline date on the Academic Calendar for the receipt of marksheets in the AAR department and January 18, 2022 was the scheduled deadline date for the publishing of grades. There were 170 marksheets recorded to be submitted to the department for processing. Please see table below with recorded information on receipt of marksheets:

SEMESTER I, 2021/2022			
DATE	# OF MARKSHEETS RECEIVED FOR RESPECTIVE PERIOD	TOTAL MARKSHEETS RECEIVED	% OF TOTAL MARKSHEETS RECEIVED
By January 04 (Deadline for submission)*	113	113	66%
By January 11	39	152	89%
By January 18 (Deadline for Publication)	11	163	99%
By January 21	7	170	100%

***Note that the first 2-mark sheets were received on December 02, 2021 and the final 2 mark sheets were received on January 21, 2022.**

The department was grateful for the significant improvement in the submission of mark sheets by Course Coordinators. This also meant that the department was in a position to publish grades in a timely manner. All grades were published by January 21, 2022, 3 days later than the scheduled date of January 18, 2022.

Semester II

May 27, 2022 was the scheduled deadline date on the Academic Calendar for the receipt of mark sheets in the AAR department and June 10, 2022 was the scheduled deadline date for the publishing of grades. There were 192-mark sheets recorded to be submitted to the department for processing. Please see table below with recorded information on receipt of mark sheets:

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SEMESTER II, 2021/2022			
DATE	# OF MARKSHEETS RECEIVED FOR RESPECTIVE PERIOD	TOTAL MARKSHEETS RECEIVED	% OF TOTAL MARKSHEETS RECEIVED
By May 27, 2022 (Deadline for submission)*	165	165	86%
By June 03, 2022	14	179	93%
By June 10, 2022 (Deadline for Publication)	09	188	98%
By June 27, 2022	04	192	100%

***Note that the first 3 marksheets were received on May 01, 2022. The final marksheet was received on June 27, 2022, exactly one month after the scheduled deadline date for submission.**

Grades were therefore fully published on June 27, 2022, 2.5 weeks after the scheduled deadline date of June 10, 2022 for publication of grades. Although there was an improvement in the receipt of and publication of grades, the late receipt of the final marksheet, especially for a Level III course, greatly contributed to the delay in the meeting of the Board of Examiners to declare graduands for that period. There were 120 students registered for that particular level III course.

Summer Session

August 05, 2022, was the scheduled deadline date on the Academic Calendar for the receipt of marksheets in the AAR Department and August 19, 2022 was the scheduled deadline date for the publishing of grades. There were 121 marksheets recorded to be submitted to the department for processing. Please see table below with recorded information on receipt of marksheets:

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SUMMER SESSION, 2021/2022			
DATE	# OF MARKSHEETS RECEIVED FOR RESPECTIVE PERIOD	TOTAL MARKSHEETS RECEIVED	% OF TOTAL MARKSHEETS RECEIVED
By August 05, 2022 (Deadline for submission)*	65	65	54%
By August 12, 2022	28	93	77%
By August 19, 2022 (Deadline for Publication)	10	103	85%
By August 26, 2022	11	114	94%
By September 02, 2022	02	116	96%
By September 12, 2022	03	119	98%
On October 03, 2022	01	120	99%
On November 07, 2022	01	121	100%

***Note that the first 2 marksheets were received on July 20 & 21, 2022. The final marksheet was received on November 07, 2022, 3 months after the scheduled deadline date for submission. This was for a Level 1 course.**

Grades were therefore fully published on November 07, 2022, 2.5 months after the scheduled deadline date of August 19, 2022. However, 94% of the total marksheets was published by August 26, 2022, one week after the scheduled deadline date. The improvement in the receipt of marksheets for Semester II, over Semester I, had declined during the Summer Session.

2021/2022 Graduation Ceremony

The 2021/2022 Graduation Ceremony again was a virtual production and all elements of the Ceremony were pre-recorded and broadcast via UWItv, the UWI YouTube Channel and on social media platforms. The sum of US\$70.00 was the graduation fee, an increase of US\$20.00. This charge included the receipt of 1 digital photograph, 1 canister and the use of the academic regalia however, it did not cover the full cost of the services and items received by the graduates. The Open Campus Graduation Website was launched on **Monday, August 24, 2022**. Full details on the Virtual Graduation Ceremony were posted on the website for easy access and retrieval of information by graduands and staff. The website was promptly and constantly updated as additional information and graphics were prepared and disseminated.

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The link to the website is as follows:

<https://www.open.uwi.edu/graduation>

During the week of Monday, October 03, 2022, and on behalf of the Campus Registrar, a formal graduation invitation was widely distributed to all 2022 graduates, all Open Campus staff, Deans and Executive Management of the landed Campuses and other internal and external stakeholders. The graphic was designed by the Marketing and Communications department.

On Saturday, October 15, 2022, at 4:00 pm (Belize); 5:00 pm (Jamaica/EST); 6:00 pm (EC/AST) the Open Campus once again presented an elegant Virtual Graduation Ceremony. This included 701 graduands - 550 undergraduates and 151 postgraduates. This was a record number of graduates who participated in the Open Campus' 2022 Virtual Graduation Ceremony. Due to a few technical and other errors on the original production, a corrected version of the Virtual Graduation Ceremony was rebroadcast on Saturday, November 12, 2022.

English Language Proficiency Test (ELPT)

The ELPT, using PSI Online Proctoring Services, was conducted during the periods November 09 – 11, 2021; March 15 – 17 and August 09 -11, 2022. There were 5 cases of rule violations during the November sitting of the test which were brought before the Campus Committee on Examinations on February 02, 2022. During the August sitting of the Test, 6 cases of rule violations were brought before the Campus Committee on Examinations on Wednesday, October 19, 2022.

Campus Committee on Examinations (CCE)

At the end of Semester, I, 2021/2022, the AAR Department received from the Academic, Programming and Delivery Department a total of 32 cases of alleged Level 2 Plagiarism. These cases were brought before the CCE on March 21 and 23 and April 11 and 13, 2022. At the end of Semester II, 2 cases of alleged Level 2 Plagiarism and 1 case of Cheating were brought before the Committee on August 11, 2022. At the end of the Summer Session, 5 cases of alleged Level 2 Plagiarism were brought before the CCE on November 10, 2022.

Graduate Comprehensive Examination (EDEL8009)

The examination for the graduate course EDEL8009 – Comprehensive Examination, using the PSI Online Proctoring Services, was conducted on December 20, 2021, and May 04 and August 10, 2022.

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Home Based Work Assignment (HBWA)

The Assessment, Award and Records team members located in Barbados have fully returned to the physical office space. However, team members located in Jamaica report to the physical office space on a rostered basis. This was due to the presence of mold in the building where the team operated. Team members in Trinidad and Tobago continued to operate under the HBWA. Each location had a minimum staff complement of 2. The physical office space in Jamaica is not fully operational while the office space in Trinidad and Tobago is not at all operational. There were on-going maintenance issues in both locations. All Covid-19 Government-issued restrictions/protocols continued to be observed and followed.

The Student Support and Services Department

The Student Support and Services Department continued to engage in the coordination and delivery of student support services across the regional Sites. The Department responded to queries with alacrity, making student representation, monitoring, and advising students on their enrolment status to enhance the student experience. During this period, the department was charged with the responsibility of processing status letters, course exemptions and scholarship applications. The Department provided support services to the Guild of Students; the Academic Board Sub-Committee on Student Matters (ABSCSM), while increase the visibility of international students through the Virtual International Students Office (VISO) and the provision of general support to students. The department's accomplishments for the period August 1, 2021, to July 31, 2022, included:

Matriculation Ceremony

The Virtual Matriculation and Welcome Ceremony for the Open Campus was held on Wednesday, September 8, 2021, at 6:30 p.m. EC Time via ZOOM. The 2021/2022 Top Matriculant was Ms Arljanique Jamonée Ward from St. Kitts and Nevis Site.

Valedictorian Selection 2021-2022

The Valedictorian interview was held on Wednesday, September 21, 2022, at 10:00am to 12:00pm Jamaica Time/11:00 to 1:00 p.m. EC Time. This was chaired by Professor Julie Meeks, Director of Graduate Studies. Five (5) candidates were selected to vie for the position of Valedictorian for the virtual Graduation ceremony. On completion of the interview process, the Committee unanimously selected Mr Yhedui John to serve as the 2021/2022 Valedictorian.

First Year Experience (FYE) Programme

The First Year Experience Programme aims to develop and implement a coordinated approach to the first-year experience. This is achieved by creating learning communities, while using information and communication technologies that connect first year students to academic and student development support services. The following webinars were held under this initiative for both Semesters 1 and 2 for the period:

- Visual, Aural, Read/Write Kinesthetic (VARK) Learning Styles
- Efficient Ways to Improve Student Writing
- Note Taking Strategies for Online

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- Working in Groups
- Scheduling (Keeping Track of Your Learning Exchange Tasks)
- Exam preparation
- Online Games Night

Scholarships

The department administered applications for The UWI Open Scholarship, The UWI Toronto Gala, Vivienne Roberts (St. Ann, Jamaica), and The UWI American Foundation for UWI scholarships. The results are outlined below:

SCHOLARSHIPS	NO. OF RECIPIENTS
The UWI Open Scholarship	12 recipients
The UWI Toronto Gala	7 recipients
Vivienne Roberts (St. Ann, Jamaica)	1 recipient
The AFUWI	7 recipients

Academic Board Sub-Committee on Student Matters (ABSCSM)

A total of one hundred and twenty-three (123) cases were considered at ABSCSM for the academic year 2021/2022. The Terms of Reference were updated to reflect the change that administrative costs would be charged to students' accounts instead of students paying administrative fees at the bank or through the payment gateway.

Campus Honour Roll

Approximately Eight Hundred and Thirty (830) B.Ed. and B.Sc. students made the Campus' Honour Roll for Semester 1, 2021-2022 and One Thousand and Sixty-One (1061) students for Semester 2, 2021-2022. Approximately Seventy (70) students reported that they were omitted from the Honour Roll. Investigations were done to determine the cause for this recurrence as the report generator specifies the programme and other criteria to allow for an accurate report.

Exemptions

The department has responsibility for processing both Procedure 1 (applications based on approved exemptions listing) and Procedure 2 (exemptions to be evaluated) exemptions. During the period of August 1, 2021, to July 31, 2022, the department received a total of two hundred and one (201) Procedure

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1 cases and a total of two hundred and fifteen (215) cases for Procedure 2, with multiple requests for each student. Supporting documents were collated, perused and sorted for Procedure 1 and response letters were processed and dispatched. It should be noted that some students were awaiting official decision letters for their requests submitted (procedure 2). The Department experienced significant delays in receiving evaluation results for procedure 2 cases due to a shortage of willing content experts to assist with the evaluations.

Status Letters

For the period August 1, 2021, to July 31, 2022, the status letters update is as shown below:

- Six hundred and sixty-eight (668) status letter requests were received.
- Five Hundred and ninety-one (591) letters were processed and dispatched to students.
- Twenty-six (26) status letters were pending payment receipts for processing.

Virtual International Students Office (VISO)

The registration status for Semesters 1, 2 and 3, 2021/2022 for the VISO is displayed in the table below. Overall, the VISO recorded a total of Seventy-Eight (78) students for Semester 1, Seventy-Three (73) students for Semester 2, and Fifty-Eight (58) students for Summer/Semester 3.

VISO Registration AY 2021/2022

PROGRAMME	SEMESTER 1	SEMESTER 2	SEMESTER 3
Graduate	61	55	48
Undergraduate	17	18	10
TOTAL	78	73	58

Guild of Students (GOS)

The GOS inducted a new Regional Executive with Mr. Norice Artwell being elected as the Guild President. The Regional Executive held their second Virtual Induction Ceremony on **Thursday 19 August, 2021**. The induction was followed by a Virtual Retreat in October. The Global Guild Budget which was initiated at the retreat, was finalized and approved to support the Guild’s activities. The Regional Executive also finalized the Calendar of Activities for the academic year 2021/2022. At the Chapter level, the Guild continued into 2021/2022 with the hosting of activities. Due to the COVID-19 protocols in place, activities were still held virtually, and some activities were either modified or postponed. Noteworthy activities included the annual Guild Fest and numerous virtual games nights. The annual Guild and Councillors’ Grant was offered in Semester II of 2021/2022. The amount totalled US \$34,104. The table below shows the breakdown of the allocated amount:

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GRANT/DONATION	NUMBER OF STUDENTS	AMOUNT ALLOCATED
Guild Grant (undergraduate)	59 students	US \$15,604
Guild Grant (postgraduate)	17 students	US \$13,250
Councilors' Grant	21	US\$5,250
	TOTAL	US \$34,104

Payment Plan Instalment Applications

For the period August 1, 2021, to July 31, 2022, the table below shows the number of students who received payment plans for each semester:

Semester	Applications
202110	2,177
202120	2,161
202130	1,361
TOTAL	5699

The Records and Information Management Unit (RIM)

The main Strategic Goals supported under this Unit were:

1. **Agility** - AG5 - to move the Open Campus towards the use of electronic tools to capture and manage its records in the distributed environment; and
2. **Access** – AC2 - to support the Open Campus in its efforts to reach underserved communities by providing ready access to information needed for operations and services to students both past and current.

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During the reporting period, the Records and Information Management Unit was focused on the customization of SharePoint for use as an Electronic Document and Records Management System (EDRMS). The customization of SharePoint is a collaborative effort between the Computing and Technology Services (CATS), Enterprise Resource Planning (ERP), and the Records & Information Management unit. Within the period the team made significant progress with regard to the project. The accomplishments for the period were as follows; developed system requirements for EDRMS; conducted a business process mapping exercise; conducted a records inventory exercise with the Secretariat and the development of a test SharePoint site. On completion of the pilot once successful the new system will be rolled out to Sites and Departments on a phased basis. The use of an EDRMS system continued to be a critical tool in the management of the campus's electronic records within a distributed environment.

Additional work of the unit centred on the provision of guidance and support to departments and Sites. This included guidance and advice on fundamental record-keeping procedures, records classification and retention, digitization of records and disposition of expired records. The Open Campus RIM Unit worked with the wider University Archives and Records Management Group on the review and further updating of the University Archives and Records Management Policy. The group also developed the University Archives and Records Management Programme on Records Retention and Disposition Guidelines which was approved by the University Finance and General-Purpose Committee in September 2021. Other University-wide projects the Unit was involved in during the period included the Digital Transformation and Data Protection programmes.

The Secretariat

The Secretariat continued its work of supporting various Campus committees and boards through the preparation, distribution and archiving of minutes and papers. The Unit was also responsible for the coordination of the annual Campus Council meeting. The Secretariat also engaged in the following activities:

- Trained for the implementation of the SharePoint system to replace the Perceptive software that had to be halted. The Secretariat began actively filing all documents on Google and backed up files on existing computer hard drive and memory keys. This change has affected the Secretariat's ability to store and retrieve reports, papers and minutes quickly.
- Worked with various departments for the preparation of reports for submission at the Campus and University levels.
- Work on the filing and electronic storage of all meeting recordings from Zoom on Google and on the office computer hard drive.
- Compiled written and unwritten processes, gathered through collaboration with internal colleagues and sister campuses, to update the Operational Manual for the Secretariat. This process allowed the Secretariat to identify gaps in existing processes and to take necessary action to avoid errors.

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- Ensured follow-up action on decisions from all meetings serviced by the Secretariat.
- Ensured proper documentation and distribution of approved academic course approvals, in line with quality assurance requirements.
- Coordinated the updating of the Registry’s website.
- Developed the Campus calendar of meetings for Senate-mandated and ad hoc meetings.
- Coordinated the election process for the selection of members to serve on Campus and University bodies;

Staff Arrangements

The Secretariat continued to operate with 3 staff members, including Ms Terrisher Chiddick who was redeployed to assist the Secretariat. Ms Chiddick was given several short-term contracts up to August 2022. A further extension was requested.

Registry Facilities Management

As a direct consequence of the COVID-19 Pandemic, Secretariat staff operated from home for all of the reporting period. In that regard, the facilities and equipment were underutilized and arrangements were made for the sanitization of the Secretariat’s Office space to facilitate the return to face-to-face operations. The return to face-to-face operations was not yet possible as the cleaning and servicing of the A/C units was still outstanding.

Alignment – AL3 (Promote a cohesive Single UWI Brand Consciousness)

Academic Diary and Secretariat’s Calendar

The Secretariat completed work on the Campus’ Academic Diary and Secretariat’s Calendar for the Academic Year 2022/2023. A copy of the 2022/2023 Academic Diary and Secretariat Calendar with meeting dates were circulated to the campus community. Work was ongoing on the creation of a 2023/2024 Academic Diary and Secretariat calendar.

Elections

The Secretariat successfully completed the Campus’ elections for staff to represent the Open Campus on Campus and University committees, boards and Council.

Secretariat’s Objectives

Work continued on the departmental objectives. The Department successfully completed the compilation of the Registry’s procedural manuals. This project was coordinated by the Secretariat on behalf of the Office of the Campus Registrar. Each Registry unit submitted an electronic version of their departmental

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manual for compilation into a single document. The Secretariat also worked on building a database of all boards and committees within the Campus.

Audit Requirements

The Secretariat continued to facilitate requests from internal and external auditors.

Campus Council

The Secretariat managed the planning and coordination of the Campus' Council Meeting held on March 18th, 2022. The event was recorded as a tremendous success. Open Campus Council minutes for the Academic Year 2021/2022 were prepared and shared with Campus Registrar and Principal for review and feedback. The constitution of Campus Council membership for 2022/2023 was ongoing. Letters of invitation were dispatched to 2022/2023 Open Campus Council Government representatives.

Records Management

Work continued on the pilot project to develop a records management repository in SharePoint for the Secretariat and the wider Campus in collaboration with the RIM Unit.

Learning and Growth

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

During the period under review the members of staff in the Secretariat participated in a workshop organised by the Assistant Registrar, Secretariat titled "Secretariat's Journey to Resilience". This was hosted at the Trinidad Hilton and Conference Centre on May 27, 2022, in a hybrid model.

The Office of Graduate Studies and Research

Work of the Department

The Office of Graduate Studies and Research (OGSR) continued to provide specialised administrative support to the Campus' postgraduate student body, prospective students as well as to the Office of the Director, Graduate Studies and Research. The initial goal was for the department to manage the entire graduate student lifecycle from application to graduation. This would improve the service level to graduate students and applicants and provide a streamlined approach to the graduate student administration within the Campus.

Applications for Graduate Programmes

The Recruitment, Admissions and Registration Department (RAR) received applications to graduate programmes. However, the Campus Committee for Graduate Studies and Research (CCGSR) made the final decision of whether or not to accept the recommendation for acceptance of any applicant to a graduate programme. The OGSR supported the Director of Graduate Studies and Research in reviewing

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all applications to graduate programmes to facilitate the Committee's decision on the applications. The OGSR also performed follow-up activities to ensure that applicants' outstanding documents were submitted in order to have complete applications for assessment.

Graduate Student Handbook 2021-2022

In collaboration with the Academic Programming and Delivery Division (APAD) and the Director's Office, the Office of Graduate Studies and Research, prepared the first handbook for postgraduate students which was published at the start of academic year 2021-2022.

Amendment Paper – Regulations for Professional Doctorates

A meeting of the Directors of Graduate Studies and Research, the OC Director (Ag) was requested to convene a cross-campus working committee to propose amendments to the Graduate Studies Regulations for tabling at BGSR. The amendments addressed gaps in the current regulations that did not specifically address professional doctorate programmes. The Senior Assistant Registrar was asked to serve on that committee. The committee commenced its work on January 26, 2022, and the final draft of the professional doctorate regulations were approved by the Directors, Graduate Studies and Research for submission to the Board for Graduate Studies and Research at its October 2022 meeting for final approval.

Revision of the Regulations for Graduate Certificates, Diplomas and Degrees, Manual of Procedures, Graduate Studies Guide for Students and Supervisors and The UWI Thesis Guide.

The Pro Vice-Chancellor, BGSR, requested a comprehensive revision of the Regulations for Graduate Certificates, Diplomas and Degrees. A cross-campus committee chaired by the Director for Graduate Studies, St. Augustine, was formed to revise the Regulations. The Senior Assistant Registrars and Assistant Registrars for Graduate Studies and Research were members of this committee. This working committee commenced its work on March 9, 2022 and met weekly to undertake the revisions. The committee recognised that once the comprehensive review of the regulations was completed, it would necessitate amendments to the Manual of Procedures, Graduate Studies Guide for Students and Supervisors and The UWI Thesis Guide. Hence, these supporting documents to the regulations were also being revised simultaneously with the regulations.

Campus Committee for Graduate Studies and Research - Sub-Committee on Student Matters

The department organised meetings of the newly established Sub-Committee for Student Matters of the Campus Committee for Graduate Studies and Research. The meetings of this Sub-Committee were held on May 3, 2022 and August 9, 2022 for Semester II, 2021-2022 and Summer 2021-2022 respectively.

2021-2022 Graduates

The table below shows the number of students who met the requirements of their programme in 2021-2022 academic year. A total of 268 graduate students met the requirements and graduated.

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Programme Type	Semester I, 2021-2022			Semester II, 2021-2022				Summer 2021-2022			
	Distinction	Pas s	Tot al	Distinction	Merit	Pas s	Tot al	Distinction	Merit	Pas s	Tot al
Doctor of Education		4	4			2	2			7	7
Postgraduate Certificate		3	3								
Postgraduate Diploma	7	1	8	15	10	5	30	13	13	4	30
MACE										1	1
Master of Arts				1			1	5		3	8
Master of Education	5	1	6	5		1	6	7		7	14
Master of Science	8	16	24	16		45	61	27		36	63
Total	20	25	45	37	10	53	100	52	13	58	268

Of the 268 graduates, 109 students graduated with distinction and 136 students with pass. The “Merit” award class was awarded for the first time, due to the implementation of the Graduate GPA system and the introduction of the Merit award category; the Campus graduated 23 Postgraduate Diploma students with this award class (see table below). The first cohort of students who completed their programmes under the GPA system were awarded in Semester II, 2021-2022.

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Programme Type	Distinction	Merit	Pass	Grand Total
Doctor of Education			13	13
Graduate Certificate			3	3
Graduate Diploma	35	23	10	68
Master			1	1
Master of Arts	6		3	9
Master of Education	17		9	26
Master of Science	51		97	148
Grand Total	109	23	136	268

Staff activities

Althea Gordon, Campus Registrar

Miss Gordon continued to serve on several University and Campus Committees including the Standing Committee on Ordinances and Regulations (SCOR), the Board for Undergraduate Studies (BUS), the Board for Graduate Studies and Research (BGRS), the University Finance and General Purposes Committee (UF&GPC), the University Archives and Records Management Advisory Committee (UARMAC), and the Governance Implementation Committee – People Management Sub-Committee. The Campus Registrar remained the Secretary to all Senate-mandated Campus Committees and Boards as well as the recently convened Committee for Special Student Matters and the Prior Learning Assessment Steering Committee.

During the period of reporting, membership was held and service provided to the following organisations and bodies:

- Member of the Association of Caribbean Higher Education Administrators (ACHEA).
- Member of NAFSA: Association for International Educators.
- NAFSA, Inter-Cultural Training Network Sub-Committee.

Paula Alleyne, Campus Records Manager (Acting), Records and Information Management (RIM) Unit

- Worked with the University Archivist on a paper entitled “Introduction of a Vital Records Programme as part of the University Archives and Records Management Programme” which was presented at the University Archives and Records Management Committee Meeting on February 7, 2022.

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- Represented the Open Campus Records and Information Management Unit on the Knowledge Resource domain for the Digital Transformation Project.
- The Unit's representative on the Campus ICT Steering Committee and the University Archives and Records Management Committee (UARMAC).
- Member of the Working Group for Archives and Records Management for the implementation of the Data Protection Policy.
- The focal point person for the Records Management function for the Campus Digital Transformation Programme.

Alecia Walters-Archie, Assistant Registrar, Student Support and Services

- Member of American Association of Collegiate Registrars and Admission Officers (AACRAO).
- Member of the Directors of Office of Student Services Cross Campus Meetings.
- Serviced the Academic Board Sub-Committee on Student Matters (ABSCSM).
- Serviced the UWIOC Valedictorian Selection Committee.
- Served on the Implementation Committee for Prior Learning Assessment (ICPLA).
- Served on the Caribbean Tertiary Level Personnel Association (CTLPA) Regional Executive committee as the Membership Coordinator.
- Served on the One UWI Disability Policy Cross Campus Committee.

Camille Charles, Assistant Registrar, Secretariat

- Served on the Open Campus Board of Survey from 2020 to the present.
- Chair of the Association of Caribbean Higher Education Administration (ACHEA), Trinidad and Tobago Chapter from May 2021 to present;
- Chair of ACHEA strategic Group responsible for the customer;

Gillian Holder, Senior Assistant Registrar, Office of Graduate Studies & Research

- Implemented the UWI Scholar to manage graduate scholarship and research grants applications.
- Managed the launch of the Graduate GPA system through sensitisation sessions with internal stakeholders.

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- Documented Graduate Studies and Research processes for the Digital Transformation Project.
- Completed the newly developed Guideline for the Sub-Committee of the Campus Committee for Graduate Studies and Research
- Chair of the Health, Safety and Environment (HSE) Sub-Committee (Barbados), June 30, 2021
- Attended Achieving Five Star Customer Service Training, August 25, 2021

Conferences, Seminars, Workshops and Training Activities Attended

Althea Gordon, Campus Registrar

- Attended and participated in the ACHEA Conference held on July 7 – 9, 2022 in Trinidad.
- Attended the National Association of Foreign Student Advisers (NAFSA)2022 Annual Conference & Expo on May 30, 2022 - June 4, 2022 held in Denver, Colorado, USA.

Alecia Walters-Archie, Assistant Registrar, Student Support and Services

- Member of the Organizing Committee for the Caribbean Tertiary Level Personnel Association.
- (CTLPA) 25th Annual Regional Virtual Conference entitled: Strengthening Frameworks for a resilient and Sustainable Student Support System in Higher Education on June 26-29, 2022.
- Attended the National Association of Foreign Student Advisers (NAFSA)2022 Annual Conference & Expo on May 30, 2022 - June 4, 2022.

Camille Charles, Assistant Registrar

- Facilitated an internal Secretariat training session on minute taking and office administration practices for staff of the Secretariat and RIM, July 2021.
- Facilitated a Human Resources workshop entitled “Tips and Tricks in Minute Taking” for Open Campus staff on October 30, 2021.
- Facilitated a Project Management Workshop for Open Campus staff from May 31, 2021 to July 16, 2022.
- Moderator for an ACHEA Webinar, Administration in the Digital Age - October 13, 2022.
- Organised and Moderated, ACHEA Protocol Workshop, January 26, 2022.

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APPENDIX A

ADMISSIONS:

Table 1(a) provides a comparative summary of online applications received for Senate-approved programmes.

Table 1(a): Comparative Summary of Applications Received for Senate-approved Programmes

PROGRAMME LEVEL	NO. OF APPLICATIONS RECEIVED FOR ACADEMIC YEAR				PERCENTAGE INCREASES		
	2018-2019	2019-2020	2020-2021	2021-2022	2021-2022 vs 2020-2021	2021-2022 vs 2019-2020	2021-2022 vs 2018-2019
Graduate	1216	1498	1285	1181	-8%	-21%	-3%
Undergraduate	5156	5435	5515	4813	-13%	-11%	-7%
TOTAL	6372	6933	6800	5994	-12%	-14%	-6%

NB: Specially Admitted and Cross Campus data excluded.

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Table 1(b) provides a comparative overview of applications received for Senate-approved programmes.

Table 1(b): Comparative Summary of Applications by Programme

PROGRAMME	No. of Applications Received for Academic Year 2018-2019	No. of Applications Received for Academic Year 2019-2020	No. of Applications Received for Academic Year 2020-2021	No. of Applications Received for Academic Year 2021-2022
GRADUATE PROGRAMMES	1216	1498	1285	1181
Child. Adol&Youth Stud PHD O N	14	28	0	0
Child. Adol&YouthStud MPHIL ON	24	21	0	0
Disaster Risk Mgt &Res CERG ON	0	0	26	24
Disaster Risk Mgt &Res DIPG ON	0	0	15	6
Early Childhood Edu DIPG O N	0	0	0	51
Education - Secondary DIPG T	2	0	0	0
Education (Secondary) DIPG O N	0	0	0	60
Education MPHIL C**	1	0	0	0
Educational Leadership EDD O N	112	93	2	107
English Language MA O N	58	66	66	41
Hlth Res &Epidemiology DIPG ON	0	35	49	18
Instruc Design & Tech MSC O N	78	71	57	34
Instructional Design DIPG O N	12	14	19	20
Jnr Cmd & Staff Ldship CERG ON	0	0	17	8
Jnr Cmd & Staff Ldship DGR O N	0	0	35	34
Ldship for Sustain Dev CERG ON	0	187	18	14
Literacy Instruction DIPG O N	9	11	6	33
Literacy Instruction MED O N	84	79	79	54
Management Studies DIPG O N	57	58	60	45
Management Studies MSC O N	467	486	425	339
Mgmt & Edu Leadership DIPG O N	38	30	54	23
Mgmt & Edu Leadership MSC O N	174	160	158	129
Qualifying GR**	0	0	0	3
Tching & Lrning w EmTech DGR O	14	32	36	45
Tching & Lrning w EmTech EDD O	54	73	106	50
Tching & Lrning w EmTech MED O	18	54	57	42
Tching & Lrning wEmTech CERG O	0	0	0	1

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UNDERGRADUATE PROGRAMMES	5156	5435	5515	4813
Accounting BSC O N	381	360	371	376
Admin Prof Office Mgmt ASC O N	91	65	91	88
Banking & Finance (Sp) BSC O N	71	66	80	64
Banking & Finance BSC O N	122	123	129	142
Business Admin DIP O N	108	151	150	128
Business Management ASC O N	251	226	490	355
Criminology CERT O N	73	90	109	116
Early Child Dev&Family BED O N	238	231	187	250
Early Child Fam&Dev CERT O N	72	70	90	108
Economics & Finance BSC C**	0	0	0	1
Economics BSC O N	99	100	112	82
Edu Lead & Mgmt Sp BED O N	15	15	11	29
Education Lead & Mgmt BED O N	46	41	47	67
Entrepreneurship BSC O N	0	0	43	84
Entrepreneurship CERT O N	0	0	0	0
Financial Management BSC O N	0	0	48	109
Hlth & Fam Life Ed Ins DIP O N	44	17	33	27
Human Resource Mgmt BSC O N	0	0	134	251
Human Resource Mgmt CERT O N	73	75	103	90
International Mgmt BSC O N	0	0	36	146
International Relations BSC C**	0	1	0	0
Lit Studies (A) BED O N	45	54	45	0
Lit Studies (B) BED O N	19	9	12	0
Literacy Studies BED O N	0	0	2	0
Management BSC T**	1	0	0	0
Management Studies BSC O N	1685	1818	1014	416
Marketing BSC O N	0	1	50	152
No Programme**	1	1	0	0
Paralegal Cert Govt LOE CERT O	0	0	42	0
Paralegal Studies ASC O N	203	235	370	308
Political Science BSC O N	78	84	73	65
Psychology BSC O N	406	401	436	422
Public Sector Admin DIP O N	53	43	69	79
Sec Eng/Lit Ed (A) BED O N	28	27	27	0

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Sec Eng/Lit Ed (B) BED O N	24	15	13	0
Sec Maths Ed (A) BED O N	26	30	24	0
Sec Maths Ed (B) BED O N	18	19	14	0
Social Services DIP O N	10	14	29	9
Social Work ASC O N	69	62	109	83
Social Work BSC O N	338	380	338	278
Social Work CERT O N	95	82	98	65
Social Work DIP B N	93	99	59	33
Sociology BSC O N	76	79	83	55
Sport & Phys Literacy BSC O N	0	0	6	14
Sport Coaching BSC O N	0	40	25	14
Sport Kinetics BSC O N	0	47	42	36
Sport Leadership & Mgmt BSC ON	0	71	42	27
Tour & Hos Mgmt Carib CERT O N	41	46	43	34
Tourism & Hosp Mgmt BSC O N	0	1	56	125
Tourism Management (Special) T**	1	0	0	0
Youth Development Work BSC O N	108	108	88	63
Youth Development Work DIP O N	54	38	42	22
TOTAL	6372	6933	6800	5994

NB: Specially Admitted and Cross Campus data excluded.

*** To be investigated and administratively addressed.*

Table 2 provides a comparative summary of online applications received for Specially Admitted and Cross Campus Registration only.

Table 2: Comparative Summary of Applications Received (Cross Campus and Specially Admitted)

PROGRAMME	SPECIALLY ADMITTED AND CROSS CAMPUS APPLICATIONS FOR ACADEMIC YEAR			
	2018-2019	2019-2020	2020-2021	2021-2022
Cross Campus	220	521	342	253
Specially Admitted	124	493	232	111
TOTAL	344	1014	574	364

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REGISTRATION

Tables 3(a) provides a comparative overview of student registration for Senate-approved programmes.

Table 3 (a): Comparative Student Registration (Senate-approved programmes)

PROGRAMME LEVEL	STUDENT REGISTRATION FOR ACADEMIC YEAR				PERCENTAGE INCREASES		
	2018-2019	2019-2020	2020-2021	2021-2022	2021-2022 vs 2020-2021	2021-2022 vs 2019-2020	2021-2022 vs 2018-2019
Graduate	1040	1131	1094	1110	-1%	-2%	7%
Undergraduate	5434	5588	5496	5439	-1%	-3%	0%
TOTAL	6474	6719	6590	6549	-1%	-3%	1%

NB: Specially Admitted and Cross Campus data is excluded.

Tables 3(b) provides a comparative overview of student registration by programme for Senate-approved programmes.

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Table 3(b): Comparative Student Registration by Programme (Senate Approved)

PROGRAMMES	Student Registration for Academic Year 2018-2019	Student Registration for Academic Year 2019-2020	Student Registration for Academic Year 2020-2021	Student Registration for Academic Year 2021-2022
GRADUATE PROGRAMMES	1040	1131	1094	1110
Adult & Continuing Ed DIPG ON	3	0	0	0
Adult & Continuing Edu M ON	14	4	3	2
Child Adol&Youth Stud PHD ON	3	21	17	15
Child Adol&YouthStud MPHIL ON	9	10	9	8
Disaster Risk Mgt &Res CERG ON	0	0	6	5
Disaster Risk Mgt &Res DIPG ON	0	0	4	0
Early Childhood Edu DIPG ON	0	0	0	38
Education (Secondary) DIPG ON	0	0	0	46
Educational Leadership EDD ON	162	168	116	111

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English Language MA O N	51	48	45	36
Hlth Res & Epidemiology DIPG ON	0	7	21	14
Instruc Design & Tech MSC O N	69	63	47	42
Instructional Design DIPG O N	11	9	5	9
Jnr Cmd & Staff Ldship CERG ON	0	0	23	5
Jnr Cmd & Staff Ldship DGR O N	0	0	24	23
Ldship for Sustain Dev CERG ON	0	16	2	0
Literacy Instruction DIPG O N	5	5	5	25
Literacy Instruction MED O N	88	85	70	48
Management Studies DIPG O N	22	36	29	22
Management Studies MSC O N	413	420	368	350
Mgmt & Edu Leadership DIPG O N	16	20	19	13
Mgmt & Edu Leadership MSC O N	146	145	144	154
Qualifying	0	0	0	1

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GR				
Tching & Lrning w EmTech DGR O	5	8	18	26
Tching & Lrning w EmTech EDD O	19	44	83	89
Tching & Lrning w EmTech MED O	4	22	36	28
Tching & Lrning wEmTech CERG O	0	0	0	0
UNDERGRADU ATE PROGRAMMES	5434	5588	5496	5439
Accounting BSC O N	613	577	582	612
Admin Prof Office Mgmt ASC O N	69	62	51	43
Banking & Finance (Sp) BSC O N	143	132	119	102
Banking & Finance BSC O N	124	131	146	180
Business Admin DIP O N	45	47	54	50
Business Management ASC O N	127	118	150	153
Criminology CERT O N	26	30	37	31
Early Child Dev&Family BED O N	332	307	262	261
Early Child	32	28	31	43

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Fam&Dev CERT O N				
Early Child Fam&Dev DIP O N	3	3	1	0
Economics BSC O N	73	93	124	133
Edu Lead & Mgmt Sp BED O N	30	25	16	23
Education Lead & Mgmt BED O N	85	72	68	66
Entrepreneurs hip BSC O N	0	0	39	62
Financial Management BSC O N	0	0	117	142
Hlth & Fam Life Ed Ins DIP O N	25	8	8	0
Human Resource Mgmt BSC O N	0	0	251	312
Human Resource Mgmt CERT O N	17	22	27	22
International Mgmt BSC O N	0	0	139	182
Lit Studies (A) BED O N	95	95	95	66
Lit Studies (B) BED O N	27	21	22	11
Management Studies BSC O N	2090	2233	1346	1134
Marketing BSC O N	0	0	76	123

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Mgmt Studies with Econ BSC O N	34	17	13	5
Paralegal Cert Govt LOE CERT O	0	0	36	26
Paralegal Studies ASC O N	173	171	200	201
Political Science BSC O N	42	52	67	59
Psychology BSC O N	290	343	393	447
Public Sector Admin DIP O N	36	32	36	29
Sec Eng/Lit Ed (A) BED O N	32	35	38	20
Sec Eng/Lit Ed (B) BED O N	30	25	18	9
Sec Hist Ed (B) BED O N	0	1	0	0
Sec Maths Ed (A) BED O N	49	47	45	33
Sec Maths Ed (B) BED O N	38	32	22	16
Social Services DIP O N	7	6	9	5
Social Work ASC O N	47	45	46	29
Social Work BSC O N	456	468	447	434
Social Work CERT O N	21	19	24	17
Social Work DIP B N	31	26	16	16
Sociology	45	60	63	71

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BSC O N				
Sport & Phys Literacy BSC O N	0	0	3	6
Sport Coaching BSC O N	0	14	12	11
Sport Kinetics BSC O N	0	20	29	32
Sport Leadership & Mgmt BSC ON	0	24	28	28
Tour & Hos Mgmt Carib CERT O N	11	12	8	8
Tourism & Hosp Mgmt BSC O N	0	0	64	79
Youth Development Work BSC O N	123	125	107	97
Youth Development Work DIP O N	13	10	11	10
TOTAL	6474	6719	6590	6549

NB: Specially Admitted and Cross Campus data excluded.

*** To be administratively addressed.*

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Table 4 provides a comparative overview of Specially Admitted and Cross Campus registration only.

Table 4: Comparative Student Registration (Specially Admitted and Cross Campus registration)

PROGRAMME	Student Registration for Academic Year 2018-2019	Student Registration for Academic Year 2019-2020	Student Registration for Academic Year 2020-2021	Student Registration for Academic Year 2021-2022
Cross Campus	196	381	96	77
Specially Admitted	94	355	69	33
TOTAL	290	736	165	110

SCHOOL OF GRADUATE STUDIES AND RESEARCH

WORK OF THE DIRECTOR'S OFFICE

The Director, Professor Julie Meeks proceeded on administrative leave over the period August 1, 2021, to July 31, 2022, and Dr. Denise Gaspard-Richards assumed the position of Acting Director during the academic year. Dr. Schuyler Esprit, who joined the team in August 2020, continued to deliver workshops to improve the capacity of Open Campus staff to conduct and publish their research, until December 2021. Dr Esprit has since proceeded on no pay leave. In January 2021 the Administrative Officer, Ms. Janet DeSouza was assigned to assist the new Chief Financial Officer with administrative duties in an effort to reduce operational costs at the campus and carried the portfolio along with her regular duties during the reporting period. Despite having to function with the limited staff complement, the Director's Office continued the efforts at improving graduate education within the Open Campus.

ACCESS 3: IMPROVING THE QUALITY OF TEACHING AND LEARNING AND STUDENT DEVELOPMENT.

Postgraduate Student Matters (AC3)

The Office of the Director, Graduate Studies and Research, (GSR) continued to work with the representatives of the Open Campus Association of Postgraduate Students (OCAPS) to improve the student experience. In regard to programming issues, the collaborative meeting and discussion strategy with the Senior Assistant Registrar, Office of Graduate Studies and Research (OGSR), the Director's Office GSR, the Academic Programming and Delivery Division (APAD) and the OCAPS Executive Team was used for continuing discussion and reporting to address matters.

During the period under review the Graduate Board of Examiners was reconvened, after a hiatus of some years, and with the support of the Senior Assistant Registrar at the OGSR, the Campus is now fully compliant with the regulations for convening of the Board of Examiners. The office of the PVC Graduate Studies and Research also continued to be a source of support, more so regarding research software updates and approaches to enhance graduate student research capacity. During the academic year, two students from the EdD Higher Education and PhD Child Adolescent and Youth Studies programmes respectively, benefitted from participation in a sponsored QDA Miner workshop on organizing, coding, and extracting data and generating qualitative and quantitative results.

In regard to compliance with the regulations for post graduate degrees, during the academic year, there was greater focus on the appointment of Advisory Committee members to support Research Supervisors guiding student research. 7 of 26 committees have been appointed since April 2022 and the process has been accelerated for appointment of the remaining committees during Semester 1 of AY 2022/2023. To facilitate improvements in the efficiency of graduate student matters, the Campus Committee for Graduate Studies and Research formed a Sub-committee on Student Matters (CCGSR-SCSM) which became operational in Semester 1, 2021/2022. The sub-committee is chaired by the Campus Director

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Graduate Studies and Research (GSR). The work of the CCGSR-SCSM was previously subsumed under the Academic Board Sub-committee on Student Matters (ABSCSM) which included two members of the CCGSR. The CCGSR-SCSM functions with guidelines that have been adapted from the ABSCSM. The Senior Assistant Registrar Office of Graduate Studies and Research provides the administrative support for this Committee. The formation of this sub-committee to handle graduate student matters has consolidated and increased efficiency thus ensuring continuous assessment and action on matters as they arise. During the academic year under review, the CCGSR-SCSM met five times, between November 2021 and May 2022, and used the round-robin method to address urgent cases, as necessary.

AC4 - IMPROVING THE QUALITY, QUANTITY AND IMPACT OF RESEARCH, INNOVATION AND PUBLICATIONS

AL2 – INCREASE AND IMPROVE ACADEMIC/INDUSTRY RESEARCH PARTNERSHIPS

Draft Research Strategy for the Open Campus (AC4, AL2)

In response to the recommendation arising from the Institutional Re-Accreditation Action Plan, a working team comprising representatives from the Office of the Director Open Campus School for Graduate Studies and Research (OC SGSR), the Consortium for Social Development and Research, (CSDR), the Planning and Institutional Research Unit (PAIR), the Open Campus Country Sites (OCCS) and the Academic Programming and Delivery (APAD) Division advanced the completion of activities toward development of a research strategy for the Open Campus. After consultations with the Campus Committee for Graduate Studies and Research (CCGSR) a draft of the strategy document was completed for review, comments and finalization for implementation.

The Open Campus Research Strategy will extend the reach of the Office of the Director of Graduate Studies and Research which has been operational for two academic years (AY 2020/2021 and AY 2021/2022) with a focus on improving graduate education at the campus and institutionalizing the processes and structures for such improvement. The Office is now positioned to take up its responsibility for defining and implementing the research agenda of the campus and the concomitant facilitation, monitoring, evaluation and management of the campus research strategy. The strategy for the period AY 2022/2023 to AY 2024/2025 is focused on four key initiatives as follows:

1. Creating an Enabling Environment for Development of the Research Culture
2. Increasing Grant Funded Research for Revenue Growth
3. Developing Collaborative Research
4. Assessing Research Strategy Effectiveness - Measuring Output

Among the objectives is the development of a collaborative environment that facilitates inter departmental, cross campus and graduate student research. The Head Special Initiatives in the Office of the Campus Principal will support the Office of Director GSR to implement the Campus Research Strategy in the four areas listed above.

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Writing Workshop Sessions (AC4)

During the period under review, the OC SGSR continued to offer its Virtual Writing Session which provided a community for staff to work productively and discuss their successes and challenges with their respective research and writing processes. The Research Officer hosted a 3-part *Writing for Research* interactive workshop for Open Campus Staff. An average of 20 staff members attended each of the sessions which focused on understanding and developing levels of inquiry and argument, responding to relevant literature and designing and writing about theoretical and conceptual frameworks. Additionally, the Research Officer hosted workshops for postgraduate students on managing productivity in graduate school.



The flyer features the crest of The University of the West Indies Open Campus at the top left. The text is centered and reads: 'THE UNIVERSITY OF THE WEST INDIES OPEN CAMPUS', 'SCHOOL OF GRADUATE STUDIES AND RESEARCH', 'Tutorial Workshop', 'Introduction to Zotero', and '(REPEAT SESSION)'. To the right of the text is a 3D red 'Z' logo inside a hexagonal frame. Below the text, there is a table with registration details. At the bottom, a dark red banner contains promotional text about Zotero.

DATE	Friday, March 12, 2021 9AM JA/ 10AM EC time
REGISTER	https://forms.gle/Dc1vzrCbGH2KLEvW9
ZOOM LINK	https://us02web.zoom.us/j/83986246087?pwd=UFgrR0o5Vy9VZDBUKzhlRkd5WVI2Zz09

Zotero is a research assistant and citation management software that is free, open source and open access.

Keep your research sources and notes in one place; clip metadata, screenshots and PDFs from the web; and share collections and references with colleagues and collaborators.

Learn how to use the collaborative software on the web or as a stand-alone program, compatible with Mac and Windows.

Figure # 1: Zotero Tutorial Workshop

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**THE UNIVERSITY
OF THE
WEST INDIES
OPEN CAMPUS**

**SCHOOL OF GRADUATE STUDIES AND RESEARCH
OPEN CAMPUS VIRTUAL WRITING SESSION
EVERY OTHER FRIDAY**

UPCOMING 2021 DATES

**JANUARY 8
JANUARY 22
FEBRUARY 5
FEBRUARY 19
MARCH 5
MARCH 19
APRIL 9
APRIL 23**

9:00AM JA/10:00AM EC TIME

Join us for one hour of structured, uninterrupted productivity time. Come prepared to work on your writing, research or administrative project.

Zoom Link: <https://us02web.zoom.us/j/82998494822?pwd=YXlWLOJqOXpHTFRiTTI0OnQyTIRLdz09>

Figure #2: Virtual Writing Session

AL3 - PROMOTE A COHESIVE SINGLE UWI BRAND CONSCIOUSNESS

Research Supervisor Development Course (cross-campus course)

During the period under review, the content development activity for the cross-campus Research Supervisor's Development Course was advanced by the course developer Professor Gina Wisker. Course development was funded by the respective Director's Office SGR at the St Augustine, Mona and Cave Hill Campus respectively. The Open Campus provided contribution in kind in the form of the instructional design staff supporting Prof Wisker. The course includes five modules containing interactive PPTs converted to MP4s. Each module has four to six learning outcomes. The proposed assessments include a reflective diary, personal reflection or co-observation and a final assessment using web material or other literature. This course is expected to be delivered across the campuses of The UWI by the start of Semester 2, AY 2022/2023.

Service on the Working Group of the Offices of Director GSR and the OGSR Campus Offices

During the period under review, the Director's Office GSR and the OGSR participated in a working group comprising representatives of each of the five campuses in The UWI system, to develop a procedures manual, **with campus specific variations** and workflows and campus roles with oversight for

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completion of the steps in each of the procedures related to the work of the Office of Director GSR and the OGSR teams. It is expected that the procedures across all campus offices will be harmonized when the working group completes its work. Following a request from the PVC Graduate Studies and Research, at the February 2022 meeting of the Board for Graduate Studies and Research (BGRS), some aspects of the work have been incorporated as part of the wider review of the Regulations for Post Graduate Certificates, Diplomas and Degree (2018).

Amendments – Regulations for Professional Doctorates

The Office of Director GSR led a cross-campus working team to propose amendments to the Graduate Studies Regulations for Professional Doctorates, tabled at the May 2022 meeting of the BGRS. The working team comprised the following:

- Dr Denise Gaspard-Richards, OC Director GSR (Ag) - Chair
- Gillian Holder, Senior Assistant Registrar Open Campus OGSR
- Dr Keshawna Salmon-Ferguson, Programme Manager APAD
- Owen Ellis, Senior Assistant Registrar, Cave Hill Campus OGSR
- Georgia Bennett, Assistant Registrar Mona Campus OGSR
- Vanessa Duncan, Senior administrative Assistant St Augustine Campus OGSR, and
- Dr Pamela Dottin, Quality Assurance Officer, OBUS

The amendments were approved by the BGRS in May 2022 for implementation in Semester 1 AY 2022/2023.

Level 1 Plagiarism

Pursuant to the approval of a 10%-mark deduction penalty by the Board for Undergraduate Studies (BUS) for Level 1 plagiarism in undergraduate courses, the Office of the Director GSR led on development of a paper to include a penalty deduction for graduate courses. At the BGRS meeting of May 2022 the Board approved the recommendation for 25% as the maximum penalty for Level 1 plagiarism to be implemented in Semester 1, AY 2022/2023.

Publications

Gaspard-Richards, D., with Banunle A., (Ghana), Kuttoh, N., (Kenya), Mndalasini, P., (Malawi), Osuolale, O., (Nigeria), Sebape, K., (Malaysia), Shah, P., (India), Tomlinson, J., (Jamaica), Walker, C., (Barbados) and Wambwa, D.,(Zambia). **Chapter 1- Preparedness and Resilience of Education Systems to Address Multiple Threats: Pandemics, Hurricanes, Drought, Food Insecurity, in The Impact of COVID-19 on Education Systems in the Commonwealth**, Edited by Amina Osman with James Keevy. November, 2021
[https://thecommonwealth.org/sites/default/files/inline/The%20Impact%20of%20COVID-19 UPDF.pdf](https://thecommonwealth.org/sites/default/files/inline/The%20Impact%20of%20COVID-19%20UPDF.pdf)

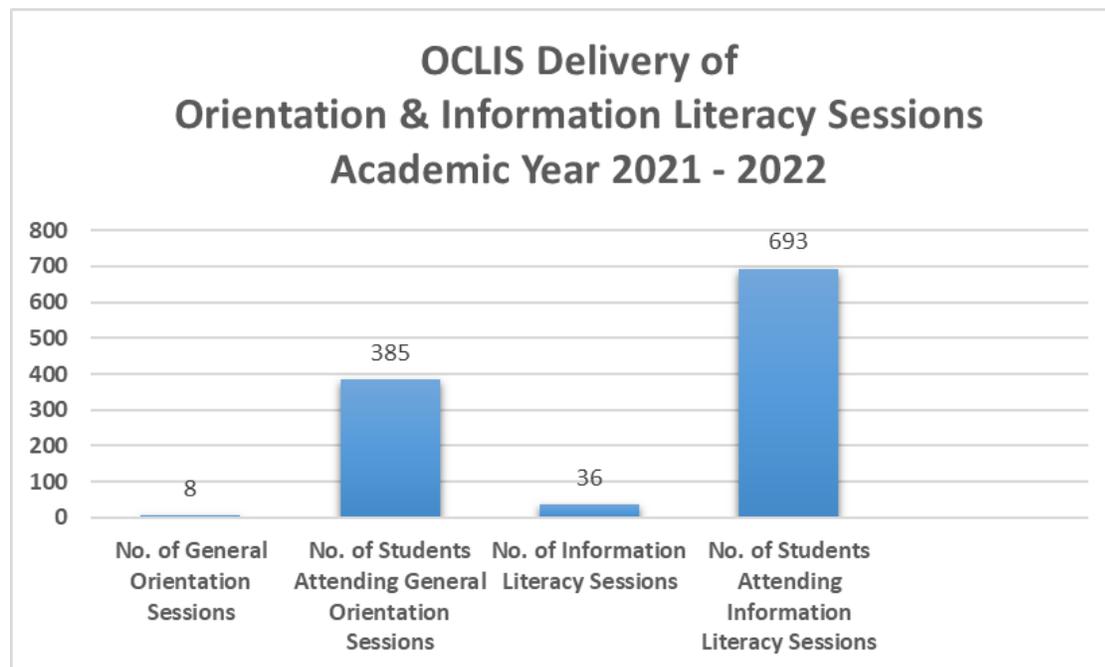
Ferguson, G.M., Meeks Gardner, J.M., Nelson, M.R., Giray, C., Sundaram, H., Fiese, B.H., Koester, B., Tran, S.P., Powell, R. (2021) Food-Focused Media Literacy for Remotely Acculturating Adolescents and Mothers: A Randomized Controlled Trial of the “JUS Media? Programme. *Journal of Adolescent Health* 69 (6), 1013-1023.

LIBRARIES AND INFORMATION SERVICES (OCLIS)

AGILITY

ACCESS - AC3 - Improving the Quality of Teaching, Learning and Student Development

Delivery of orientation and information literacy sessions to pre-university, undergraduate, post-graduate, and CPE students in support of teaching, learning and student development. Online facilitated sessions included a general introduction to OCLIS services, an introduction to UWIlInC (the e-information portal of The UWI Libraries), and information literacy sessions on topics such as *Plagiarism and Referencing*, *The UWI Thesis Guide*, *Conducting the Literature Review*, *Concepts in Database Searching*, *Introduction to UWIlInC* and *Efficient Ways to Improve Student Writing*. Table 1 shows the delivery of orientation and information literacy sessions for the period August 1, 2021 – July 31, 2022.

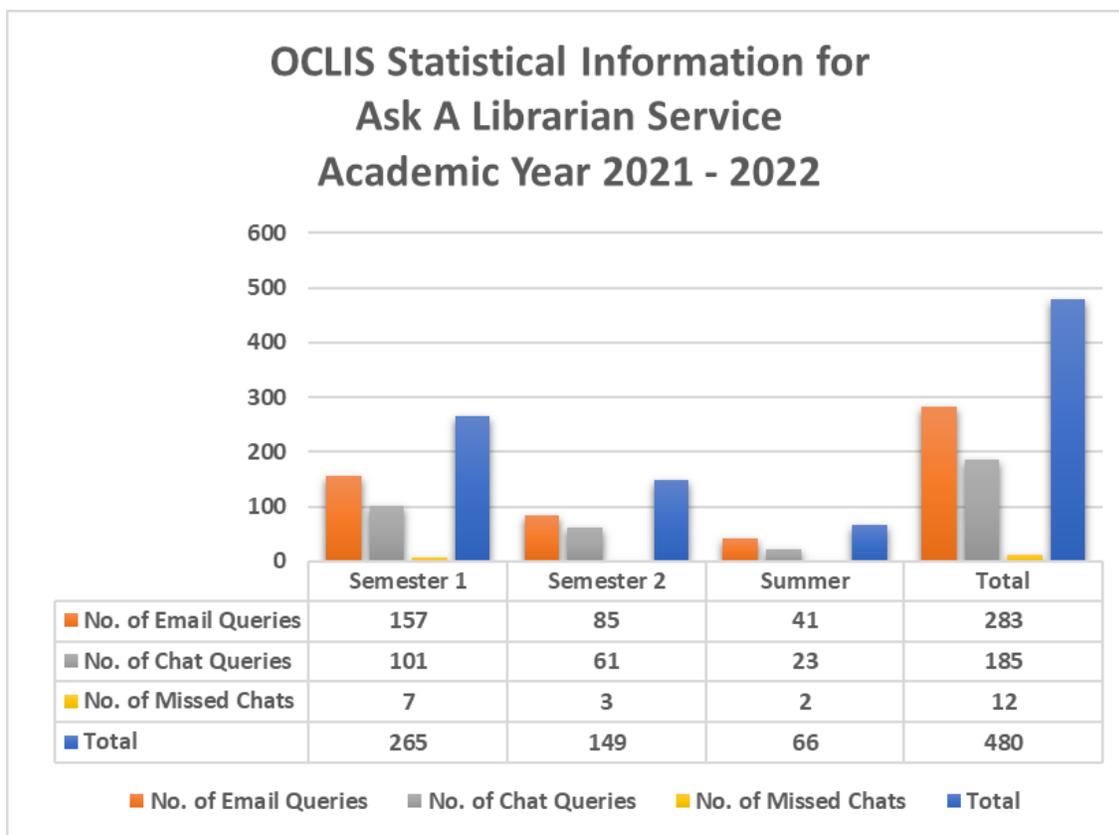


- **Provide reference and research support via the OCLIS *Ask A Librarian Virtual Reference Service***

The *Ask A Librarian Virtual Reference Service*, implemented in 2015, continues to serve as an essential online platform, supporting reference and research and the enhancement of critical thinking skills for the OC community. Using this service, students and staff can live chat online with OCLIS staff, access an online knowledge base and send in queries via email when the chat service is offline. In recognition of the importance of this flagship service to OC stakeholders residing within a geographically dispersed region, the hours of the service were increased in

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August 2020. Live chat with library staff is now available *Monday - Thursday from 11:00 am to 8:00 pm, and on Fridays from 11:00 am to 5:00 pm*, a total of 42 service hours above the 29.5 hours previously offered.



- **Programme/Course Consultations**

Liaison Librarians continually engage in consultations with OC academic departments in planning, developing, delivering, and reviewing programmes and courses to students, ably providing recommendations on resources in all formats (print, electronic, open access and Open Educational Resources) to support curriculum development.

See Appendix 1 for list of programmes reviewed during the reporting period, Librarians collectively reviewed the following programmes: During the summer of 2021, Liaison Librarians were assigned to new portfolios to support curricula in newly signed partnership projects with the University of Guyana GOAL (Guyana Online Academy of Learning) scholarship programme - Library Liaison assigned Mrs. Adele Merritt Bernard; University of St. Maarten - Library Liaison assigned Mr. Selwyn Rodulfo; and Five Islands Campus (Library Liaison assigned Mrs. Arlene Alleyne-Regis).

- **CSDR Library Review**

Librarian Mrs. Merritt Bernard, with the assistance of a library intern, continued work on a project aimed at the evaluation and organisation of materials (journals and monographs) at the new CSDR library site in Jamaica. The decision was ultimately taken to convert the space occupied by the library into a classroom for the start of summer school on July 1st, 2022. Mrs. Merritt Bernard, along with two summer interns worked to empty the room by the agreed timeline. A small collection has been retained and is housed at the project office of the Caribbean Child Development Centre (CCDC), while the remainder of the collection was redistributed to institutions such as the Main Library, Mona Campus, The Department of Library and Information Studies, Mona Campus and the National Library of Jamaica. Other libraries contacted via the Library and Information Association of Jamaica (LIAJA) network continue to review the resource list to make selections. Outdated resources and ephemera were taken to the Jamaica Recycles organization for environmentally friendly disposal.

- **Library Management System - Aleph Circulation Module – OCCS Libraries Implementation**

OCLIS Consultant, Ms. Jo-Ann Granger, continues to serve as lead support and facilitator for Aleph circulation services implementation at the OCCS libraries in Dominica, Grenada and St. Vincent and the Grenadines. On June 27, 2022, the OCCS Library in Dominica went ‘live’ with Aleph circulation services. The implementation of this service is timely and will support online access to library collections in Dominica. To date, the full implementation of circulation services at Site Libraries in Grenada and St. Vincent and the Grenadines have been delayed due to administrative and personnel issues.

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

- **Thesis Scrutiny**

Thesis scrutiny is an essential evaluative process where doctoral research projects are reviewed to certify that these are in compliance with stipulated standards of The UWI Thesis Guide and APA Style Manual. **OCLIS Librarians collectively reviewed eleven (11) research projects submitted during the period August 1, 2021 – July 31, 2022.** A team of librarians were engaged in discussions with the Senior Assistant Registrar, Office of Graduate Studies and Research (OGSR) to finalize the procedure for the uploading of students' Research Projects to UWISpace. A process was agreed upon and awaits final approval from the OCLIS Officer-in-Charge.

- **Development of Learning Objects to Support Research**

To facilitate teaching, learning and research in the online environment, team members from the OCCS TT libraries collaboratively engaged in the development of learning objects (a video recording, poster, and infographic). The video recording will assist students and tutors in downloading ebooks from the EBSCOhost research platform. The infographic poster - An introduction to Referencing, Publication Manual of the American Psychological Association, 7th edition - provides easy access to reference examples of the more common information resources used by students. How to place a Hold request via UWIlInC. A video demonstrating how a user can create a Hold Request in UWIlInC. How to access Full text – A poster demonstrating step by step how to access full text via UWIlInC.

Embedded links in the infographic facilitate easy navigation of this learning object. Learning objects and other tutorials developed in-house are hosted on the OCLIS website: <https://www.open.uwi.edu/library/research/guides-tutorials> The creation of an online tutorial <https://www.open.uwi.edu/library/accessing-uwi-theses> with step-by-step guidance on how to access UWI Theses within the institutional repository, UWISpace will support the enhanced visibility and increased usage of theses as primary resources. Work continues on a project to provide online access to Open Campus' research papers and theses.

- **UWISPACE**

Librarians Adrian Kellman and Selwyn Rodulfo are working collaboratively with the Marketing and Communications Department to host and provide access to a collection of videos from the online programme *Let's Talk Access*. The creation of the Marketing and Communication (M&C) Department's *Let's Talk Access* UWISpace Collection was activated. Two M&C staff members were trained and provided with documentation to submit items to the Collection.

- **UWIlInC**

A review of the A-Z Listing of databases is currently being undertaken collaboratively with other UWI campus libraries. This project is aimed at resolving issues with MetaLib and

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enhancing access to free resources, including Caribbean resources. Collaborative work with CATS on improving search strategies in the A-Z listing is being pursued as well. The OCLIS Databases A-Z list has been updated.

- **UWIScholar**

The total number of UWIScholar Profiles activated as at the period ending 31 July 2022 was 200, an increase of 57.

ALIGNMENT | AL1 Promote Greater Activism and Public Advocacy

- **Library Transform Campaign**

The OCTT libraries team under the leadership and supervision of Ms. Martina Mendoza, continued work on the *Library Transform Campaign* with the goal of increasing awareness of the value and impact of libraries on lives and communities. Using the theme *Libraries Transform Because They Support Lifelong Learning*, a video recording, the latest installment in this series, spotlighted OC EdD graduate Dr. Angela Lima Williams who shared her story of the positive impact of libraries on her lifelong learning journey: <https://drive.google.com/file/d/1qC2b7vu8z1xgMVAH9VxFniP2TOuDeIrN/view>.

- **OCLIS Connect**

The launch of the inaugural issue of the OCLIS newsletter *OCLIS Connect* in November 2021, with Librarian Mrs. Arlene Alleyne-Regis in the lead with support from Library Assistants stationed at the EDRC, highlighted the work of Liaison Services, library services to support teaching, learning and research, the reopening of physical library spaces and tips on achieving academic success: <https://www.open.uwi.edu/library/oclis-connect>.

- **Culture Stewards Newsletter *Our CV***

Responding to an invitation from the Campus Principal (interim), Dr. Severin and advocacy calls from the OCLIS Research Officer, an OCLIS team contributed to a special issue of the Culture Stewards Newsletter *Our CV* using the theme *Academic Integrity and Plagiarism*. The issue focused on OCLIS support services, The UWI Policy on plagiarism, types of plagiarism and best practices to avoid plagiarism: https://drive.google.com/file/d/1-81GX-DTZ_62JW83id_MgTJXFcd7LHCD/view.

AL2 Increase and improve academic/industry research partnerships.

- **Inventory Open Campus Visual Arts Collections**

An OCLIS team (Senior Librarian, Acting), Research Officer, and Resource Management Librarian), continued collaborative work with The UWI Museum Curator and Senior Research Officer, Planning and Institutional Research Unit (PAIR) to develop an inventory of the Open Campus Visual Arts Collections. The pilot survey was administered in December 2021 to

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Heads of Sites in Trinidad and Tobago, Grenada and Jamaica. Comments received were integrated into the final version of the survey which was administered by PAIR to Open Campus Country Sites on March 23, 2022. The project, which documents valuable works of arts located indoor and outdoor at the OCCS, was undertaken in response to a request from the Open Campus Principal, with support from the Director of Graduate Studies and Research, at the Academic Board meeting on September 10, 2020. The creation of this inventory is timely, closely aligned with the recently approved University policy for the Management of Visual Arts Collections. This policy governs the acquisition, collection management, and preservation of visual arts collections owned by the UWI across all its landed sites. The creation of an inventory of visual art collections at the Open Campus will facilitate the effective implementation of the University policy, given the survey's emphasis on identifying, locating, and documenting works of art owned by the campus.

AG2 Restore Financial Health to the UWI

- **Audit of Open Campus Library and Information Services (OCLIS).**

The audit of the OCLIS, facilitated by the Open Campus Audit Manager, commenced in September 2020. Review continued in 2021 and 2022, with the expectation that final reporting will be completed by December 31, 2022. The Audit Manager convened meetings with OCLIS staff to obtain information on unit processes and workflows, often requesting data on specialised areas such as course consultations, the virtual reference service and the West Indian Collections. Completion of this audit will serve to improve operational efficiencies and enhance organisational productivity.

AG5 Foster the Digital Transformation of The UWI

- **Digital Transformation.**

The UWI Digital Transformation project launched in 2019, is focused on technology-enabled cultural and operational changes to facilitate more seamless multi-lateral collaboration and data exchange to achieve greater economies of scale. Within the Informatics cluster, the Knowledge Resource Domain has been operationalised and consists of two streams with emphasis on the UWI Libraries and the Archives/Records Management function. The OCLIS has representation on the Libraries Knowledge Domain Stream of The UWI Digital Transformation Programme. The first stage of the project, the Discovery stage, aimed at capturing baseline data to generate outputs of OCCS/FIC locations listing, transformative projects being undertaken, and the development of a common language for the University libraries (nomenclature), has been completed in large part. In February 2022, work commenced on the "Footprint" scan aimed at collating information on the creation of inventories of existing repositories, websites, dashboards, collections, and data libraries.

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ADMINISTRATIVE MATTERS

Finance

Payment of Vendor Invoices.

To prevent the pending loss of subscription to shared e-resources and continued access to the Aleph Ex Libris Library system which provides online access to the e- information portal UWIinC, the following payments are of **immediate** concern and should be treated as priority:

- Payment to vendor Ex Libris for the Aleph library system in the amount of **US\$97,380.27** (4 quarterly payments due Oct 2021, Jan 2022, April 2022, and July 2022). Each campus library is responsible for paying a portion of the total figure which is **USD 435,572.98**.
- Payment to AJL/STA for subscription costs of shared e-resources for the period 2020/2021 in the amount of USD **96,883.04**.
- Non-payment to AJL/STA for the period **2014/2015- 2020/2021**. The total indebtedness to AJL stands at **TTD 3,465, 998**.
- Payment to OCLC_Cataloging and Metadata Subscription Service dates: July 01 2022 - June 30, 2023 **USD \$6,899.17**.

Payment of these outstanding invoices should be considered as a priority to ensure continuous access to these mission critical services to the OC community.

Oversight of the OCLIS

Senior Librarian (Acting), Mrs. Cheryl Peltier-Davis proceeded on approved leave of absence for the period April 1, 2022 – September 30, 2022. In her absence, the following arrangements were implemented for continued oversight of the OCLIS:

- Mr. Selwyn Rodulfo, Librarian III, to act as Senior Librarian (Acting) with oversight of the OCLIS for the period April 1, 2022 – June 30, 2022. Leave for the period July 1, 2022 - September 30, 2022.
- Mrs. Adele Merritt Bernard, Librarian III, to act as Senior Librarian (Acting) with oversight of the OCLIS for the period July 1, 2022 – September 30, 2022.

Staff Redeployment

- Ms. Gemma Alexander was temporarily reassigned to the Registry-Records and Information Management Unit, St. Augustine in the capacity of Junior Records Analyst
- (Grade 9) for the period April 12, 2021, to August 31, 2022, and then extended to December 31, 2022, upon request by HR.

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- Mr. Alpha De Bourgh, Library Attendant was granted a temporary assignment to work with the Student Billings and Receivables team (Finance) for the period February 28, 2021, to July 31, 2022.

Consultancy

Ms. Granger continues voluntary work as OCLIS Consultant until September 30, 2022.

Staff Rationalization

On Friday January 14, 2022, the Senior Librarian (Acting) submitted the OCLIS Staff Rationalization proposal to Dr. Severin, Campus Principal (interim) as requested.

The Table of Contents on the areas covered in the submitted proposal are outlined below:

TABLE OF CONTENTS

- Introduction
- OCLIS Overview
- OCLIS Mission Critical Services - Aligned with THE UWI Triple A Strategy (Phase 1: 2017-2022 and; Phase 2: 2022- 2027)
- Supporting The UWI Open Campus Transition to The UWI Global Campus: The OCLIS Response:
- Re-Imagined, Re-Engineered, RR75+ Services Aligned with The UWI Triple A Strategy (Phase 1: 2017-2022 and Phase 2: 2022- 2027)
- Staff Rationalization – OCLIS Response
- OCLIS Rationale for Retaining Present Complement of Staff (ASAP and ATSS)
- References

ACCESS - AC4 - Improving the Quality, Quantity and Impact of Research, Innovation and

STAFF PUBLICATIONS 2021-2022

Arlene Alleyne-Regis (Librarian III)

Book Chapter

- Alleyne-Regis, A., & Winter, M. (2022). Invited authors for a book chapter on *Information rights: An overview*. for a joint UWI Press/Department of Library and Information Studies, The UWI Mona Campus publication titled *Information Services in the Caribbean*. (In Progress).

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Expected submission date of final manuscript to UWIPress is December 31, 2022. Articles (refereed)

- Mendoza, M., Kellman, A., Baptiste, P. & Alleyne-Regis, A. (2021, May). Pushing Students towards Ebooks: A critical look at Usage, Awareness, and Perceptions by Graduate Students of The UWI Open Campus during Covid -19. Library and Information Association of Jamaica (LIAJA) Journal. (32 pages)

Colleen Johnson (Research Officer)

Articles (referred)

- Submitted and accepted for publication to Acceso. Johnson, C. & St. Rose, D. (2022). Cutting Edge Technologies in the Library 4.0: Enhancing Reference Services in Caribbean Academic libraries with Virtual Reference Service (VRS) Cloud Software Technology.

Conference presentations

- Johnson, C. & St. Rose, D. (2022). Cutting Edge Technologies in the Library 4.0: Enhancing Reference Services in Caribbean Academic libraries with Virtual Reference Service (VRS) Cloud Software Technology. Pre-Conference Session, ACURIL 2022, June 5- 9, 2022.

Adrian Kellman (Librarian II)

Book Chapter

- Kellman, A., Mendoza, M., & Baptiste, P. *Advocacy*. Invited authors for a book chapter for a joint UWI Press/Department of Library and Information Studies, The UWI Mona Campus publication titled *Information Services in the Caribbean*. (In Progress). Expected submission date of final manuscript to UWIPress is December 31, 2022. Articles (refereed)
- Mendoza, M., **Kellman, A.**, Baptiste, P. & Alleyne-Regis, A. (2021, May). Pushing Students towards.
- Ebooks: A critical look at Usage, Awareness, and Perceptions by Graduate Students of The UWI Open Campus during Covid -19. Library and Information Association of Jamaica (LIAJA) Journal. (32 pages).

Adele Merritt Bernard (Librarian III)

Book Chapter

- Stewart, P., Crawford, M. & Merritt Bernard, A. *Public Libraries in the Caribbean*. Invited authors for a book chapter for a joint UWI Press/Department of Library and Information Studies, The UWI Mona Campus publication titled *Information Services in the Caribbean*. (In Progress). Expected submission date of final manuscript to UWIPress is December 31, 2022. Articles (refereed)
- Merritt Bernard, A. *The future is Now: Use of VR and AR in Academic Libraries in*

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the Caribbean. Accepted for publication in the Journal of Arts Science and Technology (JAST) Supplement. (In Progress). Expected publication date is December 2022.

Martina Mendoza (Librarian III)

Book Chapter

- Kellman, A., Mendoza, M., & Baptiste, P. *Advocacy*. Invited authors for a book chapter for a joint UWI Press/Department of Library and Information Studies, The UWI Mona Campus publication titled *Information Services in the Caribbean*. (In Progress). Expected submission date of final manuscript to UWIPress is December 31, 2022. Articles (refereed)
- Mendoza, M., Kellman, A., Baptiste, P. & Alleyne-Regis, A. (2021, May). Pushing Students towards Ebooks: A critical look at Usage, Awareness, and Perceptions by Graduate Students of
- The UWI Open Campus during Covid -19. Library and Information Association of Jamaica (LIAJA) Journal. (32 pages)

Cheryl Peltier-Davis (Senior Librarian, Acting)

Book Chapter

- Peltier-Davis, C., Winter, M., & Rajah, J. (2022). Technologies in Two Academic Libraries During the Covid-19 Pandemic: The Case of the Alma Jordan Library and the Open Campus Libraries and Information Services, The University of the West Indies. In V. Janse (Ed.), *Academic libraries: Reflecting on crisis, the Fourth Industrial Revolution and the way forward*. essay, UJ Press.
- Peltier-Davis, C., and Alexander, G. Invited authors for a book chapter on *Marketing Information Services in the Age of Social Media* for a joint UWI Press/Department of Library and Information Studies, The UWI Mona Campus publication titled *Information Services in the Caribbean*. (In Progress). Expected submission date of final manuscript to UWIPress is December 31, 2022. Articles (refereed).
- Hanson, Ardis, Cheryl Peltier-Davis, Kumaree Ramtahal and Elizabeth Pierre-Louis. (2021). "Rethinking Open Access: A Case Study of ACURIL's Disaster Fund Social Mediathon." *Caribbean Library Journal* 5

Selwyn Rodulfo (Librarian III)

Articles (refereed)

- Submitted for review and publication to *European Journal of Education*
Parsons, D., Palalas, A., Stavros, N. & Rodulfo, S. (2022). Mobile learning frameworks and pedagogy: A systematic review.

APPENDIX 1

List of courses reviewed for the period August 1, 2021 - July 31, 2022

SENATE APPROVED COURSES

Post Graduate Diploma in Early Childhood Education (GOAL)

- Fundamentals of Early Childhood Development
- Curriculum Design in Early Childhood Education
- Language and Literacy Development
- Diverse Needs & Inclusive Education
- Educational Management and Sustainable Practices

Post Graduate Diploma in Secondary Education (GOAL)

- Foundations in Education
- Curriculum Theory & Practice
- Classroom Assessment in Today's Schools
- Methods in Teaching English
- Teaching Secondary Mathematics
- Practice in Teaching

Interdisciplinary BSc. Data Science, Economics, and Computer Science (FIC)

- Introduction to Probability and Statistics [DSECS0111]
- Applied Computation Thinking & Data Science [DSECS3105]
- Machine Learning [DSECS2205]
- Professional Ethics & Law in Platform Economy [DSECS3015]
- Introduction to Optimization [DSECS2250]
- Platform Economy Capstone Course [DSECS3645]
- Platform Economy Internship [DSECS3955]
- Design and Management of Platform Economy [DSECS3015]

Master of Arts in Teaching (MAT) Exceptional Children with emphasis on Learning, Emotional, Behavioral and Intellectual Disabilities (FIC)

- Inclusion and Differentiation for Learners with Special Needs
- Assessment and Progress Monitoring of Learning

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- Organization and Behavioral Management of Inclusive Classrooms
- Methods & Materials in Learning Disabilities
- Teaching Functional and Life Skills to Students with Disabilities
- Methods & Materials in Intellectual Disabilities
- Educational Diagnosis and Prescription for Children with Exceptionalities
- Intervention for Behavior Problems of Students with Disabilities
- Student Teaching Experience & Capstone Portfolio
- Applied Behavior Analysis for Teachers
- Seminar in Special Education Literacy
- Education of Exceptional Children with an Ecological Approach

MA Teaching Mathematics in Secondary School – EDIP 6005 (FIC)

Teaching Practicum – EDIP 6090 (FIC)

MSc. Corporate Finance (FIC)

- Managing Financial Institutions
- Corporate Finance and Valuation
- Finance Theory and Ethical Principles
- Financial Accounting and Analysis
- Research Methods with Internship and Research Pathways

Postgraduate Diploma in Industrial Relations

- Industrial Relations: Context and Perspective
- Labour Laws and Practice
- Workplace Conflict
- Negotiating Strategies
- Discipline and Grievance Handling
- Preparing for Conciliation and Arbitration

CONTINUING AND PROFESSIONAL EDUCATION PROGRAMMES & COURSES

CARICOM IMPACS: Online Training Design and Delivery

- Climate Resilience Practices for Improved Agricultural Production
- Soil Health Management
- Climate Resilient Crop Production
- Climate Resilient Livestock Production

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- Sustainable and Inclusive Extension
- Plant and Animal Quarantine for Sustainable Agricultural Health and Food Safety

Development Management Training in the Public Service

- The Caribbean Economy
- Developing Leadership Presence
- Strategic Planning & Management
- Fundamentals of Disaster & Risk Management
- Project Management Essentials

Project Cycle Management programme

- Project Cycle Management, Part 1
- Project Cycle Management, Part 2
- Public Policy Analysis Management
- Fundamentals of Special Education
- Introduction to Family Law in the Select Caribbean Jurisdictions

QUALITY REVIEW AUDIT OF PROGRAMMES

- Early Childhood Development Studies programmes (Cert./B.Ed.)

MARKETING AND COMMUNICATIONS

ACCESS (AC4)

For the academic year 2021/2022, the Marketing and Communications Department promoted the Campus' regional online programmes and courses to various target audiences and stakeholders regionally and internationally. Two promotional campaigns were launched for student intake for Semesters I and II, under the theme, *Unlock the Door to Your Future*. The main strategic goals of these campaigns were to drive enrolment, create reach and engagement and promote brand awareness. Based on these strategic goals, the Marketing and Communications team planned a promotional strategy geared towards value proposition advertising using call-to-action messages to grab the attention of our target audiences.

To boost the promotional efforts, it was decided to increase and diversify the available advertising funds across the main social media platforms for greater reach and engagement through the promotion of group and single programme offerings. This tactic was facilitated through the implementation of a social media promotional blast, which saw us posting both paid and organic advertisements at strategic times throughout the day. This strategy assisted us to garner more reach and engagement and push prospects toward the Campus' application portal. Most of our postings were based on the tactics noted below:

- Increased and diversify our spending on the social media platforms Facebook and Instagram toward paid advertising
- Posted value proposition advertisements using individual programmes
- Included silent advertisements and indirect marketing to create brand awareness, nurture and attract prospects

With this strategy, approximately three (3) value proposition advertisements along with engaging messages, to inform, persuade and encourage our target audiences towards enrolment were placed on Facebook, Twitter, and Instagram daily throughout the campaign and geo-target to prospective students across the Region and the Caribbean diaspora. TikTok, the video-sharing platform was added as another platform during this period and several short video ads titled "Why study at The UWI Open Campus" which showed graduates talking about their experiences while studying at the Open Campus, along with other video ads were posted to this platform.

Other major marketing tactics that assisted the promotional efforts are as follows:

- Website Advertising;
- Google My Business Promotions;
- A Virtual Open House Series held in collaboration with APAD, CPEC, and OCTT to highlight specific programmes;
- Five (5) promotions were placed on the radio with RJR Communications Group. This was facilitated by Hugh Shearer Labour Studies Institute;
- Public Relations activities in the form of Facebook live sessions and media releases to promote specific programmes and events;
- Participation in stakeholders' Online Expos.

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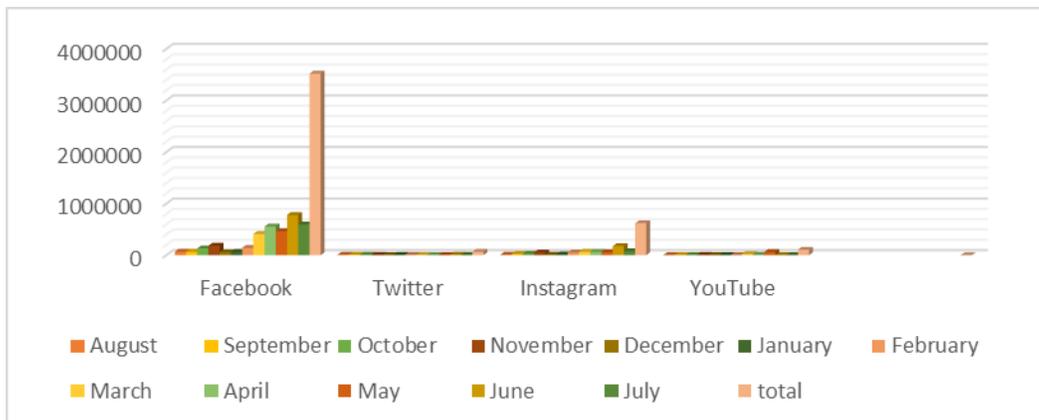
Advertising and Promotions

For the period under review, social media and Google served as the major promotional platforms for all advertising. All regional online programmes and courses were advertised as per the programme listing provided by the Academic Programming and Delivery Division (APAD). To support the department’s promotional efforts, flyers representing the various programme categories (undergraduate and postgraduate) were prepared and shared with Heads of Sites and Marketing Officers/Marketing Liaisons across the Open Campus Country Sites (OCCS) to assist with promotions in their various locations. Within the main promotional campaigns, the department also promoted single undergraduate and postgraduate courses to cross-campus UWI students and Special Admissions to non-UWI students. These flyers were also shared with the Open Campus Country Sites to assist our promotional efforts.

Social Media Advertising

The Social Media Report reflects the data obtained from the Campus’ corporate social media pages - Facebook, Instagram, YouTube, and Twitter. The social media campaign for the period under review focused mainly on value proposition advertising using individual programmes while diversifying our spending towards paid advertising to inform, persuade and encourage our target audiences towards enrolment. Prospective students and stakeholders were encouraged to visit the programmes page at www.open.uwi.edu/programmes to learn about the programmes on offer and apply at www.open.uwi.edu/apply. The detailed social media report follows:

Comparative Overview of UWI OC Social Media Platforms



The graph above shows a comparative overview of the Campus’ four main social media platforms (Facebook, Instagram, YouTube, and Twitter), and the reach they have when adverts were posted to these pages.

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During the period under review August 2021 – July 2022, Facebook had the greatest reach with the highest amount in June 2022 at 778,786 and the lowest in December 2021 at 58,398. Instagram had the second-highest reach of 174,065 in June 2022 and the lowest in December at 7,618. The other social media platforms, YouTube and Twitter, follow with YouTube having the highest reach in May 2022 at 61,120 and the lowest in June 2022 at 547. Meanwhile, Twitter had the highest reach in August 2021 at 8,900 and the lowest reach in December 2021 at 2,300.

Comparative view of Facebook and Instagram Reach¹ and Page and Profile Visits²



The graphs above show a comparison of the Facebook and Instagram platforms' total reach for the period under review (August 1, 2021- July 31, 2022) and the previous academic year (August 1, 2020- July 31, 2021). Both platforms showed an increase when compared to the previous academic year.

The total increase of reach for our largest social media platform Facebook was 631,865 or 1.6%. Meanwhile, the number of individuals that visited the page for the academic year under review increased by 12,738 or 27.9%.

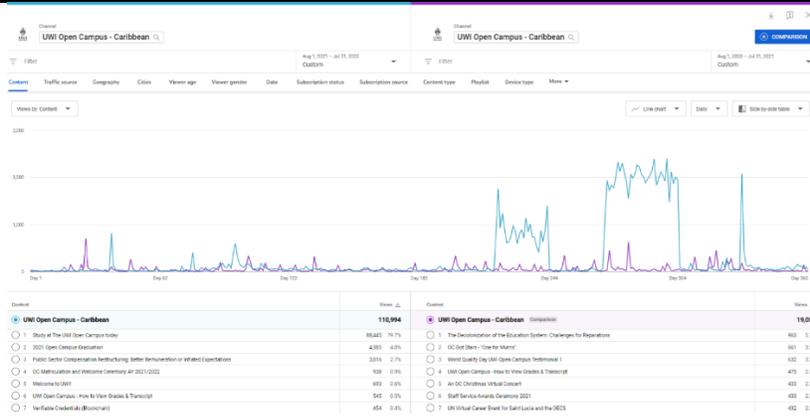
The total increase of reach for the Campus' second largest social media platform Instagram is 149,132 or 3.6%, while the number of individuals that visited the page for the reported academic year increased by 17,412 or 49.8%.

YouTube Comparative Analysis

¹ The number of [people](#) who saw any content from your Page or about your Page, including posts, stories, ads, social information from people who interact with your Page and more. Reach is different from [impressions](#), which may include multiple views of your posts by the same people.

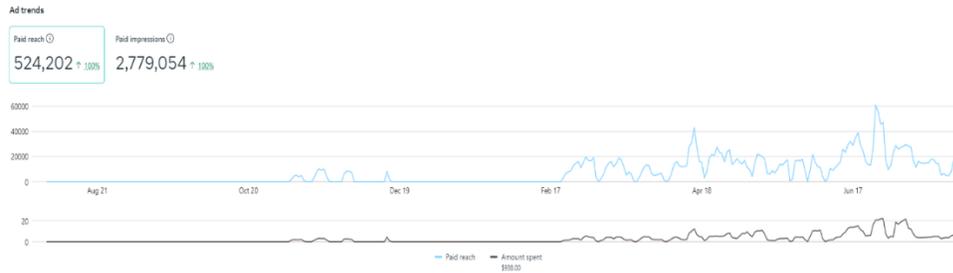
² The number of times your Page was visited.

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YouTube comparative analysis: | The total views for the previous academic year (August 1, 2020 – July 31, 2021) is 19,058. Meanwhile, the total views for the reported Academic Year (August 1, 2021 – July 31, 2022) is 110,944. This showed a sharp increase in the number of views by 482.139%.

Paid Advert on Facebook and Instagram



Approximately USD\$938.00 was spent on paid adverts on the Facebook and Instagram platforms for the reported period. The number of unique users that represented paid reach is 524,202, and the total paid impressions are 2,779,054. Both platforms showed an increase in paid reach and impressions of 100% from the previous Academic Year 2020/2021.

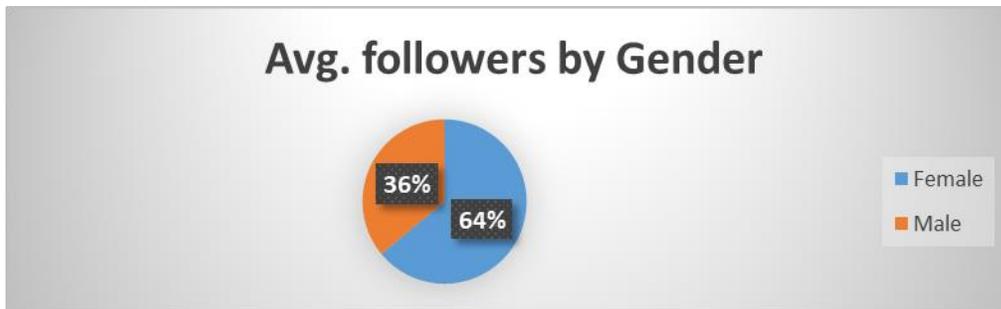
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The table below gives a breakdown of how much was spent on each advert and the reach and impressions gained by each.

Ad Set Name	Reach	Impressions	Result type	Results	Amount spent (USD)
Post: "Are you interested in pro	66966	116422	Link clicks	899	50
Post: "The Open Campus is an e	20903	43938	Messaging Conve	47	50
Post: "Are you ready to equip y	102080	212095	Post engagement	16102	50
Post: "Unlock the door to your	117376	205194	Link clicks	10409	50
Post: "We are now taking applic	90491	151864	Link clicks	2899	50
Post: "Do you need the qualific	62546	133773	Link clicks	6231	40
Post: "We are now taking applic	67873	122067	Link clicks	2056	30
Instagram post: The UWI Open	84127	158337	Link clicks	9096	30
Post: "Learn about our program	27312	38178	Post engagement	1333	25
Post: "Learn about our program	27576	42401	Post engagement	1102	25
Post: "Our Masters programme	52224	69340	Post engagement	2019	25
Post: "Gain a solid grasp of the	2519	3400	Messaging Conve	4	25
Post: "Start with a certificate an	879	1034	Post engagement	183	25
Post: "Take the leap! Upgrade y	39811	58272	Link clicks	576	20
Post: "Support The UWI Open C	17444	25272	ThruPlay	17141	20
Post: "Hungry for Knowledge? V	42752	67592	Link clicks	484	20
Post: "The Open Campus is an e	42176	64104	Link clicks	590	20
Post: "Our Master programmes	50957	70058	Link clicks	636	20
Post: "The Open Campus is an e	31552	57754	Link clicks	856	20
Post: "We are now taking applic	52223	85643	Link clicks	4435	20
Post: "The UWI Open Campus C	49679	82764	Link clicks	4681	20
Post: "Are you interested in an	45017	75718	Link clicks	1126	15
Post: "Are you interested in an	36945	56390	Post engagement	1316	15
Post: "Are you interested in a S	7987	11041	Post engagement	770	15
Post: "Start with a certificate an	29150	41570	Post engagement	1134	15
Post: "Start September 2022 wi	37177	56213	Post engagement	2181	15
Instagram post: Our Masters pr	41856	60595	Link clicks	551	14
Instagram post: The UWI Open	37977	58689	Link clicks	781	14
Post: "Start September 2022 wi	27568	37345	Post engagement	1090	10
Post: "Are you interested in pol	24368	36547	Post engagement	725	10
Post: "Gain a solid grasp of the	41417	59990	Link clicks	225	10
Post: "The Master of Science in	9106	12094	Post engagement	490	10
Post: "The Postgraduate Certific	4279	6852	Messaging Conve	16	10
Post: "Seize your opportunity w	15776	22493	Link clicks	808	10
Post: "Persons trained in accou	14100	18878	Post engagement	748	10
Post: "Do you need the qualific	23992	32674	Link clicks	345	10
Post: "Be able to identify and a	7901	10611	Post engagement	460	10
Post: "Earn a prestigious online	33280	49435	Link clicks	1543	10
Post: "Are you interested in a c	8875	15316	Messaging Conve	24	10
Post: "We invite you to Support	8676	15869	Messaging Conve	6	10
Post: "At The UWI Open Campu	23504	33997	Link clicks	429	10
Post: "Do you need the qualific	26828	38895	Link clicks	513	10
Post: "Everything you need to t	23760	32710	Link clicks	665	10
Post: "Unlock the door to your	32129	44918	Link clicks	2539	10
Post: "Are you ready to equip y	36185	56725	Link clicks	630	10
Post: "The Postgraduate Diplon	24728	34304	Link clicks	592	10
Post: "Unlock the door to your	6682	8345	Post engagement	451	5
Post: "Open your door to the w	15871	20399	Link clicks	208	5
Post: "Are you thinking of apply	9474	10882	Link clicks	1073	5
Post: "Let's Talk Access Gradua	6233	10057	Link clicks	323	5

Average Views by Gender Twitter Facebook YouTube and Instagram

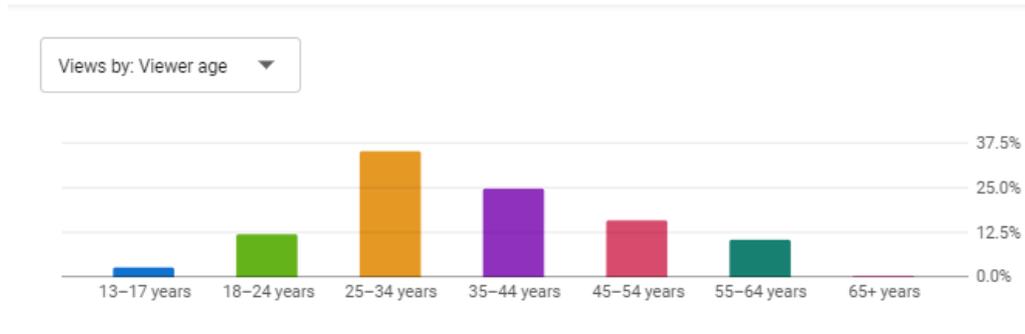
- Male 46% (Twitter) 22% (Facebook) 40% (YouTube) 22% (Instagram)
- Female 54% (Twitter) 78% (Facebook) 60% (YouTube) 78% (Instagram)



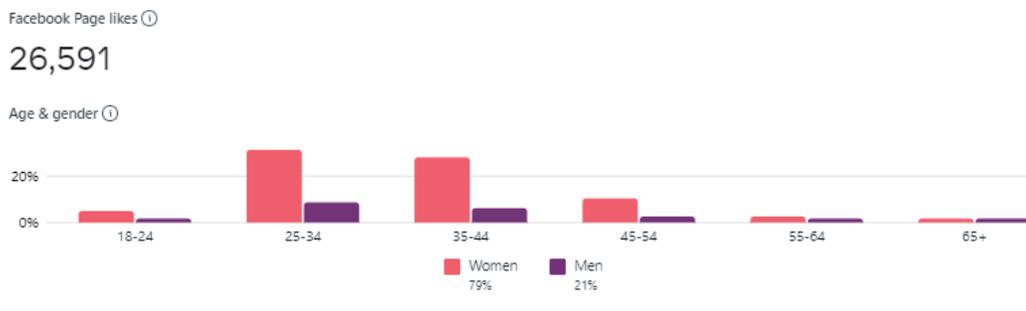
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Age Range of the Audiences

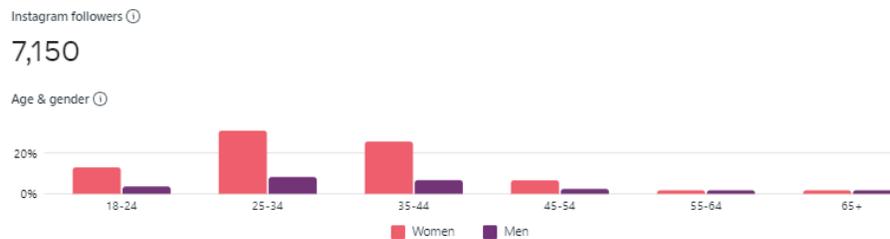
Youtube:



Facebook:



Instagram:



Based on the graphs above, it can be seen that the majority of the audiences that follow the Campus' social media platforms are women. From the data, the age range of followers is between the ages of 25 - 44 years.

Google Advertising

As the department continued its promotions on Google via the Campus' Google My Business page. We were able to post several free advertisements that attracted significant leads and engagements.

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The promotional flyers for the undergraduate and postgraduate programmes along with ads from social media were posted on Google and linked to the website application page at www.open.uwi.edu/apply and the programmes page at www.open.uwi.edu/programmes. The main purpose of these postings was to encourage enrolment, create awareness, and generate leads towards application as well as to maintain the visibility of the Campus online.

Promotional messages were also posted on Google COVID-19 updates to alert our stakeholders of the Campus' continued promotion of programmes and courses. Samples of these messages are as follows:

- Unlock the door to Your Future with our Flexible High-Quality Online Programmes. Learn more: www.open.uwi.edu/programmes. Apply Today! www.open.uwi.edu/apply
- Are you thinking about acquiring an undergraduate or postgraduate degree from the comfort of your own home? Study Online at The UWI Open Campus! Apply Today @ www.open.uwi.edu/apply! Learn more: www.open.uwi.edu/programmes
- At The UWI Open Campus, you can achieve your academic dreams. We offer easy-to-access tertiary education programmes at affordable costs. Apply today at www.open.uwi.edu/apply! Learn more: www.open.uwi.edu/programmes
- The University of the West Indies (The UWI) is committed to providing flexible, accessible, and world-class tertiary education. Come study online with The UWI Open Campus! Pursue a certificate, diploma, or degree programme from wherever you are. Apply Today @ www.open.uwi.edu/apply. Learn more: www.open.uwi.edu/programmes
- Are you ready to equip yourself with the right tools to make a successful career? Not to worry! The UWI Open Campus provides a variety of programmes to assist you on your path to your career goal. Apply now at www.open.uwi.edu/apply
The UWI Open Campus - Online | On Site | On Demand
- Do you wish to start studying in January 2022? Then Apply Today for one of our High-quality Undergraduate Programmes. Don't delay! Join those who have already applied.
- Come Study Online with The UWI Open Campus! Apply Now @ <https://www.open.uwi.edu/admissions/undergraduate>.
- The UWI Open Campus is still accepting applications for undergraduate programmes commencing January 2022. This is your chance to apply. Come study with us! Check out our flexible high-quality programmes at www.open.uwi.edu/programmes and apply @ <https://www.open.uwi.edu/admissions/apply-now>.
- Make haste! Application deadline: December 15, 2021
Payment plans are available! We are #openforlearning
- Study Online with The UWI Open Campus!
Our BSc Accounting programme integrates the theory and practice of accounting and provides a solid foundation for persons going into any career in business and finance. The programme is also of value for persons wanting to pursue professional accounting designations such as

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- ACCA.

Learn more @ <https://www.open.uwi.edu/programmes/bsc-accounting> and Apply @ <https://www.open.uwi.edu/admissions/apply-now>
Application Deadline: December 15, 2021

- Improve your career prospects with a flexible high-quality online undergraduate degree programme from The UWI Open Campus. Don't be left behind! Start your journey towards a better future today! Apply @ <https://www.open.uwi.edu/admissions/apply-now>.

Insights from these engagements are based on the following categories:

- How customers search for your business
- Queries used to find your business
- Photo views

Customer Searches

The main search query used by persons to find the Open Campus on Google is the Campus name. The data for the reported period revealed that approximately 147,000 individuals searched for the Campus via direct search using the Campus name and over 96,000 by discovery searches.

The number of persons who found the Campus on Google and engaged with the content posted over the period under review totalled 243,000 and the number of photo views was 367,244.

Publication and Public Relations Management

The department arranged and facilitated various publications and public relations of news and events across the campus as well as managed the Campus' media relations efforts. To assist this process, several Facebook live sessions were hosted under the theme: *Let's Talk Access* to highlight various activities across the Campus as well as to promote programmes and courses. These live sessions are listed below.

- Discussion with Social Work Training and Research Centre to promote their Grant Writing Course with Ms. Cerita Buchanan, Head of Centre, and Mrs. Antoinette Palmer-Emmanuel, Acting Programme Manager for the Centre on June 15th.
- Discussion with Open Campus graduates from the BSc Social Work and the BSc Management Studies (Entrepreneurship) – December 15th.
- Discussion on the programme Teaching and Learning with Emerging Technologies (TLET) with Programme Managers and graduates of the programme – December 8th.
- Discussion on the BSc in Accounting with the Programme Manager from APAD, Executive Director, from the Institute of Chartered Accountants of Barbados, and a Senior Member, BDO Eastern Caribbean – December 1st.
- Discussion with Open Campus graduates from the BSc Accounting, BSc Marketing, and the BED in Language Education (Literatures in English) – November 17th.
- Discussion with Open Campus graduates from the Associate Degree in Paralegal Studies and the BSc in International Management – November 11th.

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- A conversation with graduates from the Open Campus Academy of Sports (OCAS) programmes, BSc Sport Kinetics and BSc Sports Leadership and Management – November 10th.
- A conversation with Open Campus graduates to talk about their experience while studying at the Campus – October 20th.
- Discussion on Verifiable Credentials with Ms. Jamie Rocke, Officer-in-Charge, CPEC – September 29th.

Event Planning and Management

The department organised, assisted with, promoted, or participated in the following events:

- Planned, promoted, and managed the live stream of the Open Campus Open Houses on June 6, 20 & 21, 2022 in collaboration with APAD, CPEC, and OCTT.
- Participated in the Ministry of Education, Antigua and Barbuda Virtual International Fair held March 31st.
- Participated in the Inaugural Barbados Accreditation Council (BAC) Higher Education Virtual Expo on November 24, 2021.
- Promoted the Open Campus Council Meeting opening session and media conference, which was held on March 18, 2022, under the theme *Repurposing for a Global Future* and broadcast live on UWItv.
- Promoted the Compete Caribbean Regional Business Plan Competition that was held in collaboration with the Open Campus between January – March 2022 and facilitated the live broadcast of the Awards Ceremony to announce the winners. A media release was also prepared to publicise the outcome of the competition.
- Assisted with the planning and broadcast of the Virtual Staff Recognition Ceremony organised by the Human Resource Department.
- Promoted the Open Campus Graduation Ceremony for the 2021 Presentation of Graduates Ceremony which was held virtually via UWItv on October 16, 2021. A photo caption contest to encourage engagement and participation among graduands was also promoted. Mishall Leo a graduate of Saint Lucia emerged as the contest winner. Media releases about the 2021 honorary graduate and the valedictorian as well as highlights of the Graduation Ceremony were shared to assist the promotional efforts.
- Promoted the UWI/UNESCO Transcultural project and scholarships which aimed to deepen integration and strengthen people-to-people cooperation and exchanges across the Caribbean.
- Collaborated with the Jamaica Western Site to prepare a presentation for the Site's participation at the St Ann 4-H Club Virtual Career Day on November 24, 2021.

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Other Promotional Activities

The department also facilitated the promotion of Open Campus partner events and activities as follows:

- Promoted various scholarships opportunities to Open Campus and UWI students
- Promoted the ACHEA 19th Annual Conference
- Promoted the Book Venture Partnership between the Open Campus and Professor Emerita Vivienne Roberts
- Promoted World Quality Week 2021

Internal Communications

- The department circulates a daily Information Bulletin on various news and events from across the Campus and the University to the Open Campus Community.

Supporting the Open Campus Divisions and Offices through Engagement

For the year under review, the department supported the work of the divisions and offices by serving on various committees, assisting with the planning and promotion of events, managing various live stream events, and posting programmes/courses information and events on the website, on Google, and social media.

The department served on the following Planning Committees:

- The Business Development Unit (BDU) Planning Committee for the Compete Caribbean Regional Business Plan Competition
- The BDU Planning Committee for the UWI/UNESCO Transcultural Project
- The UWI Open Campus 75th Anniversary Planning Committee
- The Open Campus Graduation Planning Committee

The department promoted events, programmes/courses/workshops, and facilitated Livestream events as follows:

- Assisted with the planning and promotion of the Campus' first Social Mediathon facilitated by the Open Campus Alumni Office to raise funds for the Open Campus Endowment Fund.
- Promoted and manage the live stream for the Hugh Shearer Labour Studies Institute Online Public Forum on Public Sector Compensation Restructuring: Better Remuneration or Inflated Expectations – Facilitated by Dr. Lauren Marsh, Head of the Institute – June 30th.
- Promoted the online Summer courses offered through UWI/CCRIF-SPC partnership.
- Promoted the Social Work Training and Research Centre's 60th Anniversary events, virtual auction, and online professional development courses and workshops.
- Promoted the Hugh Shearer Labour Studies Institute workshops.
- Promoted the Open Campus Anguilla Annual Emancipation Lecture.

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- Promoted and facilitated the live stream of the Open Campus Trinidad and Tobago Open Day Webinars.
- Promoted Jamaica Eastern Region Virtual Prayer Breakfast.
- Promoted Jamaica Eastern Regional professional development programmes and courses.
- Promoted Open Campus Sport Academy (OCAS) Webinar Series - Nutrition: The Body's Fuel.
- Promoted Online Tuition Payment.
- Promoted and facilitated the live stream of the following WAND Fora:
 - Barbados Family Planning Association Online Forum, "Child Abuse and the Caribbean Boy Child"
 - "The Healing Room: A Night of Poetry Sharing" presented by WAND The Frenetic Arts in commemoration of the 16 Days of Activism on Violence Against Women and Children
 - *Cross Country Dialogue on Breaking the Barriers of Youth Leadership in Politics*
 - *What Have We Learnt From COVID? Addressing Biases and Finding Solutions in Caribbean Education*
 - WAND Public Forum titled *Deconstructing the laws governing incarcerated children in Barbados and Jamaica* – facilitated by Ms. Kelly-Ann Knight, Gender and Development Specialist – WAND.

The department also prepares promotional flyers for some Sites, develops departmental web pages, and assists with various public relations activities to engage stakeholders.

AL3 – Promote a Cohesive Single UWI Brand Consciousness

Supporting a Consistent Brand Identity across all Sites and Offices

In the promotion of the Single UWI brand consciousness, the department continued to support the University Marketing and Communications (UM&C) Office and our sister campuses in the promotion and distribution of university-wide news and events via our various communication channels. The department also attended UM&C meetings in support of university-wide engagements. The department also continued to guide as needed the Open Campus Divisions and Offices in the proper use and management of The UWI brand in their publications. This process is to ensure that a consistent brand identity is maintained across the Campus and to ensure that the logo is used correctly and that all publications are in keeping with The UWI brand standards.

Website Report

For the year under review, several website development projects were initiated, some brought to the point of completion while others are ongoing. These activities were executed under the mandate set out in the Triple A Strategic Plan 2017 – 2022.

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The website development projects were undertaken for the reported period as follows:

- Tuition Calculator
- Search Programme Category
- Transcultura Website
- Compete Caribbean
- Culture Steward Committee
- Academic Programming & Delivery (APAD)
- Student Virtual Concierge Services Unit (SVCSU)

Tuition Calculator

The Marketing and Communication Department (M&C) was approached by User Support Services (CATS) and the Office of Finance (OOF) to help with the implementation of a GATE calculator. The initial intention of the calculator was to assist students in Trinidad & Tobago to calculate their tuition fees based on the subsidy provided by GATE. The M&C team however saw this as an opportunity to address a long-standing need for a general-purpose tuition calculator for the existing student population and prospective students alike. Using the Google sheets prototype created by the User Support Services, the team was able to develop a custom Drupal module titled “Tuition Calculator” with features necessary to accomplish the estimation of tuition fees based on the number of credits per course, administrative fees, and option to include GATE fees. The calculator is functional but still considered in development as the OOF reviews it for accuracy before the final sign-off by the Open Campus Executive Management Committee (OCEMC). *See figure 1 – Tuition Calculator.*

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SELECT CAMPUS ▾ | MYOC | EMAIL | DIRECTORY | VACANCIES | DONATE | APPLY NOW

 THE UNIVERSITY OF THE WEST INDIES
OPEN CAMPUS

[About](#) | [Academics](#) | [Admissions & Aid](#) | [Open Life](#) | [Research](#) 

Tuition Calculator

[Home](#) / [Admissions & Aid](#) / Tuition Calculator

Regional Undergraduate Programmes

ESTIMATE MY TUITION AND FEES

This calculator can help you get an idea of the costs associated with attending The University of the West Indies, Open Campus. Figures generated are estimates only and all tuition rates and fees may vary by your programme or courses. For a comprehensive listing of programme/course fees and administrative fees, please see [Schedule of Fees 2022/2023](#) at [Financial Information](#).

The validity of this Calculator depends on the accuracy of the information you enter.

Programme

Student Type Semester

Number of Credits (Total credits based on the number of credits per course)
 Currency

GATE Means Rate (Trinidad & Tobago Students ONLY)

ESTIMATE TUITION

The University of the West Indies
Open Campus
Bridgetown, St. Michael
Barbados



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Search Programme Category

One of the major imperatives of the recent Website Redesign Project was the availability of the central programme database. This feature would allow both prospects and students to search for programmes offered by the Open Campus from the landing page. It was noted that an open search area allowing visitors to search generically for programmes would not be ideal and would not reveal to visitors what programmes were available on offer. The solution proposed was to work with the APAD team to categorize the programme into groups. These categories include Accounting, Education, Banking, Finance, etc, and provided options to visitors that were in line with their area of interest. This was in the form of a drop-down menu and allowed for faster navigation and display of desired results. *See figure 2 – Programme Search Category.*

Find your programme

Choose from over 400 programmes across a variety of academic disciplines

 ▼ Search

[+ Advanced Search](#)

Transcultura Project

The UNESCO Regional Office for Culture in Latin America and the Caribbean, the UNESCO Cluster Office for the Caribbean, and the Delegation of the European Union to Cuba were the sponsors of a scholarship programme called “Transcultura Programme” which was geared towards deepening the integration in the Caribbean region and strengthening people-to-people cooperation and exchanges in the Caribbean. A website was constructed to support the UNESCO Transcultura Project. Due to the nature of this project, a regional approach was taken whereby a blended approach utilized both synchronous and asynchronous delivery. For blended learning, The UWI Open Campus, through its Academic Programming and Delivery Division, provided an online space ‘The Learning Exchange (LE)’ for all continuing and professional education programmes and courses via the Learning Management System. A website was also developed as a marketing tool to provide information on the programmes on offer and important dates and a portal for registration. The website address is <https://www.open.uwi.edu/transcultura-support>.

Below are details regarding the website usage for the period January 1, 2022 - July 3, 2022.

- Transcultura/Transcultura-Support - 12,238 Page views
- Scholarships - 10,354 Page views

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See figure 3 – Transcultura Website



Transcultura Scholarship Scheme

Transcultura: Integrating Cuba, the Caribbean and the European Union through Culture and Creativity is a four-year UNESCO Programme, funded by the European Union.

In this context, the Transcultura Scholarship Scheme is a fully funded mobility initiative, supporting young artists and cultural professionals to develop a career related to culture and creativity. Through Call for Applications, candidates will have the opportunity to be enrolled in short capacity-building courses related to cultural heritage and creative industries, offered by the Regional Cultural Training Hub, which brings together leader cultural institutions in Cuba and the Caribbean.

These training opportunities are designed to be offered in face-to-face and online formats, primarily in physical locations in Havana, but also through partner institutions like the University of West Indies and its online campus. However, due to the need to address and adapt the Scholarship Scheme to the COVID-19 outbreak, they are currently implemented exclusively in an online format and will be available in Spanish, English and French.

ACADEMIC OFFER

- March 9 2022 to April 13 2022 Small Business Management
- March 9 2022 to April 13 2022 Effective management and Leadership
- March 7 2022 to April 12 2022 Effective Business Communication
- March 10 2022 to April 14 2022 Grant Proposal Writing
- March 7 2022 to April 11 2022 Financial Monitoring and Evaluation
- March 9 2022 to April 13 2022 Project Management
- March 9 2022 to April 13 2022 Entrepreneurship and New Venture Creation
- March 10 2022 to April 14 2022 Finance for Non-Finance Manager
- March 7 2022 to April 11 2022 Sales and Marketing Management
- March 7 2022 to April 11 2022 Entrepreneurship and Small Business Management
- March 10 2022 to April 14 2022 Brand Management

[Apply Here](#)

- [Call for Applications](#)
- [Catalogue of Capacity-Building Courses](#)
- [Selection Criteria](#)
- [Schedule LIVE Transcultura Courses](#)

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Barbados

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Compete Caribbean

Compete Caribbean in collaboration with The UWI Open Campus planned and executed a Regional Business Plan Competition targeting entrepreneurs. The competition was for entrepreneurs who are operating or wish to operate within the Caribbean Community Based Tourism industry. A website was developed in aid of the competition objectives to provide a platform for Competition Registration, Webinar Registration, and Downloadable Resources. *See figure 4 – Compete Caribbean website.*

Projects Under Development & Review

A Micro-site set as a communication hub for the Culture Steward Committee to make available publications, documents, and multimedia features to highlight the work of the committee is under development.

Culture Steward Committee – Micro-site set as a communication hub for Culture Steward Committee to make available publications, documents, and multimedia features to highlight the work of the committee. *See figure 5 - Culture Steward Committee*

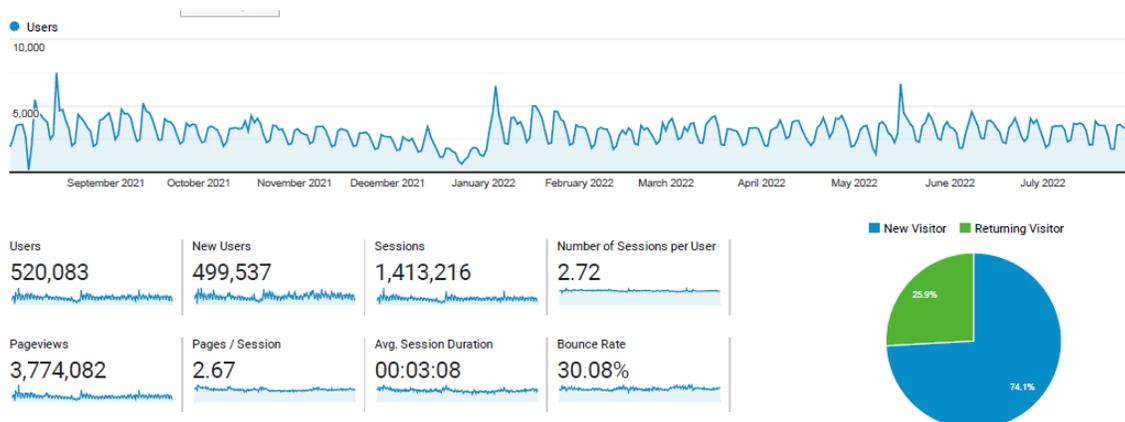
Academic Programming & Delivery (APAD) Division – Micro-site outlining the organizational structure, the roles within the departments and support services. *See figure 6 - Academic Programming & Delivery (APAD) Division*

Student Virtual Concierge Services Unit (SVCSU) – A central contact page for students to get one-on-one direct contact with department officers to address admissions and other student support matters. *See figure 7 - Student Virtual Concierge Services Unit (SVCSU)*

Analytics

The Analytics Report covers the period from **August 2021 to July 2022**.

Audience Overview



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Table showing the comparison of Academic Years

	August 2020 - July 2021	August 2021 - July 2022
Sessions	1,691,367	1,413,216
Total Number of Users	567,010	520,083
New Visits	73.3%	74.1%
Returning Visits	26.7%	25.9%
Avg. Session Duration	00:03:04	00:03:08

The table and graph above indicate that for the period under review the Open Campus attracted just over 74% of new visitors to the website with 1,413,216 sessions from a total of 520,083 users, averaging approximately 3 minutes per session. The data showed a decrease in the number of sessions recorded for this reported period when compared to the previous period. This may be due to the significant decrease in the number of paid promotions and the limited visibility that is being created about the Campus offerings.

Top 10 Viewed Pages

Page	Pageviews ↓	Unique Pageviews
	3,774,082 % of Total: 100.00% (3,774,082)	2,827,406 % of Total: 100.00% (2,827,406)
1. / 	752,534 (19.94%)	574,600 (20.32%)
2. /programmes 	178,662 (4.73%)	120,993 (4.28%)
3. /all-programmes?field_programme_type_target_id=18 	143,993 (3.82%)	91,240 (3.23%)
4. /admissions/apply-now 	119,897 (3.18%)	87,261 (3.09%)
5. /undergraduate/programme-advising 	107,036 (2.84%)	83,528 (2.95%)
6. /all-programmes?field_programme_type_target_id=19 	63,392 (1.68%)	36,622 (1.30%)
7. /jamaica 	62,479 (1.66%)	49,689 (1.76%)
8. /trinidad_tobago/local-programmes 	52,301 (1.39%)	26,153 (0.92%)
9. /academics/programme-search 	47,738 (1.26%)	34,403 (1.22%)
10. /trinidad_tobago 	41,384 (1.10%)	29,764 (1.05%)

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The table above shows that the homepage, programmes, admissions/apply-now, and undergraduate programme advising pages featured high on the list of most visited pages. The data also revealed that there were 3,774,082 page views and 2,876,406 unique page views for the reporting period. This data also revealed a decrease in page views and unique page views from the figures of the previous year.

Conclusion

Over the period under review, the department continued to find creative and strategic ways to highlight the programme offerings of the Campus as we inform, engaged, and encourage prospects to study online with the Open Campus. However, this process has become more difficult for the Marketing and Communications team as the lack of funds for promotion has decreased our ability to reach our various audiences.

For the period, social media was the major promotional platform that was used to reach our target audiences. As a result, our reach and engagements have been limited. The lack of funding for promotions has also impacted the number of page views on our website as we were unable to conduct an integrated marketing campaign that would see us sharing the website address across various promotions to bring visitors to the website. To boost the department's promotional efforts, we continued to collaborate with the Open Campus divisions and offices to assist in the promotion of the Campus' programmes and courses.

HUMAN RESOURCES DEPARTMENT

Introduction

The onset of the COVID-19 Pandemic proved to be a challenging time for the Open Campus. Not only had it caused the Campus to transition fully to online delivery of services but it did so with the full complement of staff working remotely from home. The reliance for the delivery of services to our students and customers shifted from one based on an environment of close supervision to one premised on holding each member of staff responsible and accountable for their part. This was achieved primarily by the measures set in place by the Home-Based Work Arrangement Guidelines, particularly its requirement for weekly/monthly work plans which provided staff with a clear understanding of targets and general expectations.

During the current period, the Campus maintained alignment with the national protocols for COVID-19 in the respective jurisdictions, and this allowed it to resume some degree of face-to-face service while maintaining a remote presence. The dual work arrangement enabled the Campus a significant degree of flexibility in rotating staff while ensuring that their safety and the delivery of services were not compromised.

1. APAD CONTRACT PREPARATION AND SUPPORT

In the Academic Year 2021/2022 HR created and processed 2,134 contracts through the SharePoint Online system. Due to special circumstances the department also manually created contracts outside of the system which included 42 for the Course Delivery Department and 9 for Internal Examiners in the Postgraduate courses.

To reduce manual processing and increase accountability, HR continues to work with CATS to implement all contract templates and roles across APAD in the SharePoint system for all upcoming 2022/2023 contracts. In addition, improvements were made to the single sheet contracts along with an Adjunct's handbook and adjuncts continue to participate in staff activities across the Campus such as the online training activities.

2. DESIGN PROGRAMMES FOR STAFF LOYALTY AND ENGAGEMENT/IMPROVE STAFF EXPERIENCE

Staff Development

HR continues to find creative ways to provide staff with access to training in areas considered critical to the mission of the Campus/University at no cost to the Campus. Sessions were offered across a range of topics including; Work Life Balance, Sexual Harassment and Performance Management. The department also assisted CATS and the BDU with the coordination of EON-XR Pedagogy and Curriculum Implementation and EON-XR Educator Courses across the University. Along with supporting the delivery of Staff Engagement Sessions hosted by the Quality Champions and Culture Stewards.

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We remain thankful for the support given by the facilitators of these sessions for sharing their knowledge and expertise as a contribution to the advancement of the Campus and development of our staff members.

The UWI OC Mentorship Programme (OCMP)

In December 2021 the department welcomed the news that the Association of Commonwealth Universities (ACU) has responded to our application for the HR in HE Community Challenge Grant, awarding the Unit a grant of 3,568 pounds sterling towards the development of a Mentorship Programme. Using these funds 10 members of staff received training on Mentorship by Impact Factory, a UK based training facilitator.

Subsequent to the training activity, a pilot phase of the Mentorship Programme was concluded in early May 2022 with highly favourable feedback. Participants (mentors and mentees) reported success and significant strides towards their respective goals during the pilot period. A number of mentees reported accomplishing goals which have long sat stagnant. Six participants (3 mentors and 3 mentees) submitted audio-visual testimonials which were aired at The OCMP official launch ceremony which was successfully executed on August 10, 2022. The following have also been launched and details circulated to the wider Open Campus community:

- The OCMP website was also launched on Aug 10, 2022 - The website carries details of the programme, benefits for both mentees and mentors and application forms. Other materials such as feedback forms, mentee orientation videos, and mentor training/guide materials will be housed on the website.
- Original OCMP Logo with tagline is also in circulation and can be seen in the email signatures of all HRD members as well as other staff members who have expressed interest in supporting the programme.
- OCMP Engagement Flyer - will be circulated to the UWIOC Community until further notice to maintain the momentum until the programme has gained sufficient traction and prominence.

Current Mentors have expressed their excitement and commitment to continue volunteering their services towards the growth and development of fellow OC colleagues. While HR intends to expand the pool of mentors through mentorship applications and by directly approaching/recruiting able staff members who fit the set criteria. The programme has already gained traction as applications have started to come in for the AY 2022/2023.

Reorganization of Office of Finance (OOF)

The HRD worked with the CFO and his team to roll out the approved reorganization of the Office of Finance. This included hosting meetings with senior leaders in the department, hosting meetings with Union representatives, reviewing and creating new job descriptions and revising the organizational chart for the unit.

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3. HR TRANSACTIONS/ACTIVITIES

The following is a summary of the HR transactions/activities over the period under review.

Activities:

- (2) Evaluation and Promotions Committee Meetings
- (2) Campus Appointments Committee Meetings
- (1) Interview Committee Meeting
- (59) Internal Staff Development Successions
- Standardization and rationalization project in conjunction with Office of Finance to streamline the HRMS (Peoplesoft) for HR Ops Jamaica and UWI14
- Continued work on the facilitators (local Sites and OPDD) contract management process
- Application of annual increments for ATSS and ASAP (Jamaica & UWI14) and across-the-board salary increases for all staff categories in March and August 2022 respectively (w.e.f. 04/01/2021-ATSS and 08/01/2021-ASAP)
- Implementation of collective agreement (July 8, 2022) between UWI & WIGUT (Ja.) UWI12+2 for the period Aug 1, 2020 - Jul 31, 2023
- Vacation Leave Audit for the academic year August 1, 2021, to July 31, 2022 (Jamaica & UWI14)
- Negotiations with Unions representing the various bargaining units for example the Public Sector Union (PSU), ATS staff St. Vincent and the Grenadines, the Civil Service Association (CSA) ATS staff St. Lucia, West Indies Group of University Teachers (WIGUT) Jamaica ASAP staff Jamaica.

Electronic greeting cards were sent as follows:

- (12) Monthly Birthday Greetings
- (2) Special Occasions
- (10) Congratulations for Academic Achievement
- (11) Condolences

STAFF ACTIVITIES:

Outreach and University Service:

- Community Service
- Served on Advisory Board for Primary School
- Served on Constituency Council Board for St. Michael
- University Lectures, Naming of Buildings, Graduation events, other University Events

Mr. Eric Innocent Baron

- Member of Data Protection HR Work Group
- Director on UWIOC ECCE Company Board

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Ms. Aisha Estwick

- Served as a member of OC Virtual Awards Ceremonies Committee 2021

Ms. Michelle Wiltshire

- Served as a member of OC Virtual Awards Ceremonies Committee 2021/2022

Mrs. Khadijah Moses

- Project Management Training Workshop Planning Committee 2021
- Served as a member of OC Virtual Awards Ceremonies Committee 2021/2022

Mr. Ronnie Squires

- Served as a member of the working group (Human Resources), Data Protection Policy
- Served as member of the working group (Registry), Data Protection Policy
- Served as member of the Open Campus Health, Safety and Environmental (HSE) Sub-Committee for Barbados
- Served on the Nominations Committee, Human Resource Management Association of Barbados (HRMAB)

Dr. Roger Nesbeth

- Served as OC Representative in the Negotiations between WIGUT Jamaica and UWI's three operational units in Jamaica (Mona Campus, Open Campus [OC], and UWI Regional Headquarters)
- Served as a Justice of the Peace for The UWI Community (Mona, Open Campus and Regional Headquarters)
- Served as member Open Campus Health Safety and Environmental Sub-Committee (Jamaica)
- Served as member of St. Andrew Justices of the Peace Association of Jamaica
- Served as member of Campus Registrar's Awards Committee (OC)

Mr. Kristyan Chance

- Served as a member of the ACHEA T&T Chapter 2022 Conference Planning Committee
- Served as a member of the UWI Digital Transformation work group
- Served as a member of the HR Work Group - Data Protection Policy

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- Served as Co-Facilitator for OCCS Dominica Performance Mgmt. Workshop

Mrs. Reisha Prudhum-Ali

- Member, University Risk Management Steering Committee
- Member, Campus HSE Committee and several other HSE Subcommittees
- Member, Association of Caribbean Higher Education Administrators (ACHEA)
- Member of ACHEA planning committee for conference 2022

Ms. Melissa Cumberbatch:

- Served as a member of OC Virtual Awards Ceremonies Committee 2021/2022

Mrs. Kadine Marshall-Williams

- Served as Vice Chairperson Dallas Primary Junior High School Board

Ms. Tameka Burke

- Served as a member of the UWI Open Campus Culture Stewards Committee

Professional Training and Development

Ms. Aisha Estwick

- Webinar: Virtual Onboarding: 5 Keys to Success, Amazon & Sundt Oct 2021
- Webinar: Building a More Diverse and Inclusive Workplace with Modern Mentorship Jan 2022
- Webinar: Overcoming the Great Resignation with Talent Development Jan 2022
- A Talent Acquisition Peer Forum: Lessons Learned and Winning
- Strategies for the Future Jan 2022
- Webinar: How Hybrid Work Impacts the Employee Experience Jan 2022
- Unconscious Bias in Recruitment, International Criminal Court April 2022
- Awareness Session - Procurement Process: roles, responsibilities, contract administration and management, International Criminal Court June 2022
- Records Manager Basics, International Criminal Court July 2022

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Mrs. Khadijah Moses

- Webinar: DEI: Beyond the Tipping Point Feb 2022

Mr. Ronnie Squires:

- Strategic Planning Meeting – Sensitization of the 2022 – 2027 July 2022
- ACU HR in HE Workshop – Emerging from the pandemic – Shaping the future world of work July 2022

Dr. Roger Nesbeth

- Annual Bob Marley Lecture, The VP Records Story Feb 2022
- Webinar: Positioning Negotiations on Maternity and Paternity Leave May 2022
- Webinar: Public Sector Compensation Restructuring: Better Remuneration June 2022
- Elsa Goviea Memorial Lecture June 2022
- Presented Paper at OC Webinar: Performance Management ASAP Staff June 2022
- Presented Paper at OC Webinar: ASAP Leave Types July 2022
- Presented Paper at OC Webinar: Performance Management ATS Staff July 2022

Ms. Tameka Burke

- CARICAD Webinar: Building Adaptive Leadership Capacity Sept 2021
- OC Training: Turning your Savings into a Retirement Income Oct 2021
- OC Training: Security Threats and Risks Oct 2021
- OC Webinar: Breaking the Silos - Office of Finance Oct 2021
- Impact Factory Training: Trained Mentor (Certificate issued) Feb 2022
- OC Webinar: The ASAP (WIGUT) Performance Management Process Jun 2022
- Training: Protocols for Jamaica Labour Laws Sept 2022

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- OC Webinar: Webinar: Health and Wellness - An Occupational Perspective Sept 2022
- OC Training: Health, Safety and Environmental (HSE) Leadership & Communication Sept 2022

Ms. Kareen Williams

- Open Campus Webinar: Customer Service and the Importance of Quality Assurance Sept 2022
- Open Campus Training: Health and Wellness - An Occupational Perspective Sept 2022
- Open Campus Webinar: Work Life Balance April 2022
- Open Campus Webinar: Stress Management - A Physicians' Perspective Mar 2022
- Open Campus Webinar: Building Healthy Relationships Feb 2022

Mrs. Kadine Marshall-Williams

- Open Campus Webinar: Health and Wellness an Occupational Perspective Sept 2022
- Open Campus Webinar: Jamaica & UWI 14 ATSS Forms & Procedures July 2022
- Open Campus Webinar: Ergonomics and Working Safely Mar 2022
- Open Campus Webinar: Understanding the Basics of 0365 Suite Mar 2022
- Open Campus Webinar: Understanding the Cloud Mar 2022
- Open Campus Webinar: Maintaining Your Electronic Filing System Feb 2022
- Open Campus Webinar: Building Healthy Relationships Feb 2022

Mr. Kristyan Chance

- Training and Certification EON XR June 2021
- Leading Transformation: Manage Change (Macquarie University) Mar 2022
- ILO Virtual Symposium - from Recovery to Resilience May 2021

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- Decent Work for the Resilient Caribbean
- HRSE HR Summit & Expo Nov 2021

Ms. Marcia de Souza

- Open Campus Webinar: Customer Service and the Importance of Quality Assurance Sep 2022
- Open Campus Webinar: Breaking the Silos - Human Resources Department Oct 2021

Ms. Rebecca Ramtahal

- SharePoint Training Aug 2021

Mr. Jabari Montaque

- Open Campus Webinar: Earthquake Safety and The Science in The Eastern Caribbean Oct 2021
- Open Campus Webinar: Breaking the Silos - Human Resources Department Oct 2021
- Open Campus Webinar: Recap: Trinidad & Tobago ATSS Appraisal July 2022
- Forms and Procedures

Mrs. Reisha Prudhum-Ali

- Webinar: IOSH, Caribbean Branch – Safety for Educational Institutions, Dr. Olga Kuzmina Jan 2022
- Training: Microsoft 0365 April 2021
- Webinar: Managing Stress in These Times May 2021
- Webinar: Disaster Mitigation and Preparedness: Hurricanes and their hazards July 2021
- Webinar: Improving Indoor Air Quality through National Standards, Barbados HSE Week July 2021
- Webinar: Practical Tips for Safety Committees, Barbados HSE Week July 2021
- Webinar: Preventing and Managing Violence and Harassment at Work, Barbados HSE Week July 2021

Ms. Latoya Jordan

- Open Campus Webinar: Asthma Triggers & How to Manage Them Aug 2021
- Open Campus Webinar: Steps for Effective Communication in The Workplace Aug 2021

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- Open Campus Webinar: Earthquake Safety and The Science in The Eastern Caribbean Oct 2021
- Open Campus Webinar: Breaking the Silos - HR Department Oct 2021
- Open Campus Webinar: IT Security Threats & Risk Oct 2021
- CAF/Development Bank 25th Annual Conference - The 'Lost Year':
- The Pandemic's Impact on The Education Sector in Latin America & The Caribbean Oct 2021
- UNDP & EN-LAC Foundation - Financial Resilience and Sustainability for The Tourism Entrepreneurs Oct 2021
- Surviving In a Pandemic: Keys To Dealing with Fear of Covid-19 Oct 2021
- UNDP-LAC - Employment Resilience & Social Protection For Sustainable Tourism Dec 2021
- Open Campus Webinar: Defensive Driving May 2022
- Open Campus Webinar: Setting S.M.A.R.T. Goals June 2022
- Open Campus Webinar: Hurricane Preparedness June 2022
- Open Campus Webinar: Earthquake Science & Safety- What you should know. July 2022

Achievements of the Health, Safety and Environment Unit 2021-2022

The HSE Unit continues to work to fulfill its mandate to assist Open Campus with achieving legislative compliance. Ongoing projects include the development of a framework for occupational safety and health, and promulgation of OSH throughout the Campus to improve the safety culture and to build awareness. For the period of 2021-2022 the HSE Unit was engaged with the following:

- Development of procedures and guidelines to manage occupational safety and health, such as organizational arrangements for HSE, accident investigation and reporting, guidance for the joint HSE committees, procedures for safe return to work, hurricane and disaster preparedness etc.
- Awareness building through monthly dissemination of information on key HSE topics via webinars.
- Issuing notices and bulletins related to HSE and areas of concern for staff, such as regular Covid-19 updates, hurricane preparedness, return to work guidance in light of country specific changes related to Covid-19.
- Establishment of the various HSE Committees and the continuous support of such.

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- Establishment of contact with colleagues of other Campuses via their joint OSH Committees to ensure a consistent approach to HSE.
- Performance of workplace inspections with management and the union prior to return to work, along with continuous monitoring and feedback of the work in progress.
- Provision of advice as well as contractor review and selection for maintenance and construction projects.
- Ongoing work with OCCS to ensure revision of existing emergency procedures as well as drafting of procedures where absent.
- Investigation and reporting of occupational complaints, injuries, and illnesses and establishment of the accident database.
- Development of Covid-19 reporting policy and database and reporting system for staff Covid-19 cases.
- Lead role in the Legal Attestation Project under the purview of the Campus Registrar
- Monitoring of Covid-19 cases including follow-up with staff members regarding their health, issuing of monthly notices and provision of advice regarding sanitization procedures.
- Provision of timely advice and guidance to the OC community on HSE related matters to mitigate risk year-round.
- Planning of HSE Week 2022 to be hosted at the start of AY 2022/2023.

OPEN CAMPUS STAFF CHANGES

FOR THE ACADEMIC YEAR 2021-2021

(As at July 31, 2022)

PERMANENT APPOINTMENTS

NAME	LEVEL
Mrs. Kadine Marshall-Williams, Human Resource Assistant II w.e.f. November 1, 2021, Human Resource Department, Jamaica	ATSS
Ms. Janelle Pierre, Course Quality Assistant w.e.f. November 1, 2021 Online Programmes Delivery Department, Academic Programming and Delivery Division, Barbados	ATSS

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Ms. Rene Henry, appointed Senior Administrative Assistant 11 w.e.f. November 1, 2021, Open Campus Country Site, Anguilla	ATSS
Mrs. Violet Findlay-Wellington, appointed Programme Manager, w.e.f December 1, 2021, Open Campus, Online Programmes Delivery Department, APAD, Jamaica	ASAP
Mrs. Cheryl Farquharson-Jarrett, appointed Library Assistant, w.e.f January 1, 2022 LIS, Jamaica	ATSS
Ms. Heather Leveridge, Administrative Secretary w.e.f January 1, 2022, CSDR-SWTRC, Jamaica	ATSS
Ms. Andrien Perkins, Senior Secretary, w.e.f January 1, 2022, CSDR, CCDC, Jamaica	ATSS
Ms. Dezreen Kirkland, Office Attendant w.e.f February 1, 2022, Office of the Director, OCCS, Jamaica	ATSS
Ms. Rieah Holder, Administrative Assistant w.e.f. March 1, 2022, Office of Finance, Barbados	ATSS
Mr. Charles Springer, Stenographer/Clerk II w.e.f. March 1, 2022, Open Campus Country Sites, Barbados	ATSS
Ms. Toskia Reid, Administrative Assistant w.e.f April 1, 2022, OCCS Junction Site, Jamaica	ATSS

PROMOTIONS

NAME	LEVEL
Mrs. Donna Smith, promoted to Senior Administrative Assistant w.e.f January 1, 2022, Open Campus Country Site, Bahamas	ATSS

REDEPLOYMENTS

NAME	LEVEL
Ms. Naseera Mohammed reassigned as Technical Assistant I, Registry, August 1, 2021 to December 31, 2022	ATSS
Mrs. Giovanna Mootie, reassigned as Administrative Assistant, Registry August 1, 2021 to July 31, 2022	ATSS
Ms. Terrisher Ciddick, reassigned as Clerical Assistant, Registry August 1, 2021 to July 31, 2022	ATSS
Mrs. Keisha Lincoln-James reassigned as Clerical Assistant I, Registry August 1, 2021 to December 31, 2022	ATSS

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Mrs. Keisha Lincoln-James reassigned as Clerical Assistant I, Registry August 1, 2021 to December 31, 2022	ATSS
Mrs. Wendy Grandison reassigned as Programme Manager, APAD November 30, 2022 APAD-PDD, Trinidad and Tobago	ASAP
Ms. Seana De Freitas reassigned as Clerical Assistant II, Registry October 28, 2021 to July 31, 2022	ATSS
Ms. Azaria Prescott reassigned as Administrative Assistant, PLA September 1, 2021 - November 30, 2022	ATSS
Ms. Nesha Yearwood reassigned as Programme Officer, Student Experience Unit September 1, 2021 - August 31, 2022	ASAP
Mrs. Colleen Robinson-Hunte reassigned as Programme Officer, Student Experience Unit, September 1, 2021 - August 31, 2022	ASAP
Ms. Andrea Burnett reassigned as Programme Officer, Office of the Deputy Principal September 13, 2021 - July 31, 2022	ASAP
Ms. Nicole Welsh reassigned as Curriculum Development Specialist, OPDD November 1, 2021, to October 31, 2022	ASAP
Ms. Lavinia McClure reassigned as Acting Senior Administrative Assistant, Student Experience Unit, November 25, 2021 to July 31, 2022	ASAP
Mrs. Antoinette Palmer Emmanuel reassigned as Programme Officer SWTRC, CSDR, November 25, 2021 to July 31, 2022	ASAP
Mrs. Janeil Brown reassigned as Programme Officer, Student Experience Unit November 25, 2021 to July 31, 2022	ASAP
Mrs. Makeba Jarrett-Cardwell reassigned as Clerical Assistant Student Experience Unit, December 1, 2021 to July 31, 2022	ATSS
Ms. Whaheeda Irving reassigned as Course Delivery Assistant, Programme Delivery Department, APAD from January 1, 2022 to December 31, 2022.	ATSS
Ms. Natasha Douglas reassigned as Clerical Assistant from February 1, 2022 to July 31, 2022	ATSS
Mrs. Joyelle Cameron-Bascombe reassigned as Acting Secretary, CPE March 1, 2022 to July 31, 2022	ATSS

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Ms. Nicole Romany, reassigned as Programme Manager, APAD
March 10, 2021 to March 9, 2022 ASAP

Mrs. Renee Watson-Bell, reassigned as Administrative Assistant
WAND, CSDR, April 1, 2022, until further advised. ATSS

Ms. Gemma Alexander, reassigned as Junior Records Analyst, Registry
April 12, 2022 to December 31, 2022 ATSS

Mrs. Charon Ince-Christopher, reassigned as Programme Manager, APAD
May 1, 2022 to April 30, 2023 ASAP

APPOINTMENT OF STAFF TO NEW POST

NAME	LEVEL
Dr. Veronica Simon, appointed to the post of Head, Student Experience Unit August 1, 2021.	ASAP w.e.f

TEMPORARY APPOINTMENTS OF 1 YEAR OR MORE

NAME	LEVEL
Ms. Shivana Bhagwandeem, Library Attendant for the period August 1, 2021 to December 31, 2022 OCLIS, Trinidad and Tobago	ATSS
Ms. Britney Williams, Clerical Assistant, for the period August 1, 2021 to July 31, 2023, OCCS, St. Lucia	ATSS
Mr. Sherwyn Reid, Laboratory Technician for the period August 1, 2021 to July 31, 2022, OCCS The Pine, Barbados	ATSS
Ms. Terrisher Chiddick, Clerical Assistant III, Office of the Secretariat-Registry T&T for the period August 1, 2021 to July 31, 2022	ATSS
Mr. Garfield Holness, Site Technician, for the period October 1, 2021 to September 30, 2022, OCCS Brown's Town, Jamaica	ATSS
Ms. Kamali Phagoo, Library Assistant II, for the period October 1, 2021 to September 30, 2022, OCLIS, Trinidad and Tobago	ATSS
Mrs. Raelle Lyons-Franklin, Library Assistant II, October 1, 2021 to September 30, 2022 OCLIS, Trinidad and Tobago	ATSS
Ms. Dorothy Richards, Chief Office Attendant, for the period November 1, 2021 to October 31, 2022, OCCS Montego Bay, Jamaica	ATSS

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Ms. Roschell Reynolds, Cleaner, for the period November 5, 2021 to November 4, 2022, OCCS, Belize	ATSS
Ms. Janessa Gordon, Administrative Assistant, for the period November 1, 2021 to October 31, 2023, Academy of Sport, Trinidad and Tobago	ATSS
Ms. Candace Wilkinson, Clerical Assistant for the period November 3, 2021 to October 30, 2022, OCCS, Trinidad and Tobago	ATSS
Mrs. Shakita Taylor, Administrative Assistant for the period December 1, 2021 to November 30, 2022, Office of Alumni Relations, Office of the Principal, Barbados	ATSS
Ms. Tanya Cumberbatch, Office Attendant for the period January 1, 2022 to December 31, 2022, Women and Development Unit, CSDR, Barbados	ATSS
Ms. Sheryl Williams-Davis, temporarily appointed to the post of Programme Manager, for the period January 1, 2022 - Dec 31, 2022 APAD, Jamaica	ASAP
Mrs. Chantalle Clarke-Pryce, Administrative Assistant, for the period January 1, 2022 to December 31, 2024, Office of the Director OCCS Jamaica	ATSS
Ms. Keira Kildare, Clerical Assistant, for the period March 1, 2022 to February 23, 2023, Registry Jamaica	ATSS
Mr. Anderson Eastmond, Office Assistant/Driver, for the period March 1, 2022 to February 28, 2023, OCCS The Pine, Barbados	ATSS
Mr. Winston Welsh, Student Service Officer, for the period March 1, 2022 to September 30, 2022, Office of Finance, Jamaica	ATSS

ACTING APPOINTMENTS OF 1 YEAR OR MORE

NAME	LEVEL
Dr. Lauren Marsh, Acting Head, HSLSI, CSDR for the period August 1, 2021 to July 31, 2022	ASAP
Mrs. Siguthani Bryan, Acting Marketing and Outreach Officer, OCCS, St. Lucia for the period August 1, 2021 to July 31, 2021	ASAP
Mr. Jabari Montaque, Acting Human Resource Assistant, HR Department for the period August 16, 2021 to November 30, 2022	ATSS
Mr. Ronnie Daniel, Acting Administrative Officer, Office of the Deputy Principal For the period September 15, 2021 to July 31, 2022	ASAP
Mrs. Antoinette Palmer-Emmanuel, Acting Programme Officer, SWTRC CSDR, Jamaica for the period November 25, 2021 to July 31, 2021	ASAP

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Ms. Tania Doyle, Acting Clerical Assistant II, Office of Finance
for the period July 1, 2022 to December 9, 2022 ATSS

SABBATICAL LEAVE

NAME	LEVEL
Dr. Cheryl McDonald-Sloley, Director OCCS, Office of the DOCCS on sabbatical leave for the period Aug 1, 2022 to July 31, 2023	ASAP

LEAVE OF ABSENCE

NAME	LEVEL
Ms. Tischanna Jones, Administrative Assistant, September 28, 2021 to September 27, 2022 APAD, Trinidad and Tobago	ATSS
Ms. Jeni Embrack, Clerical Assistant I, September 1, 2021 to November 30, 2021 OCCSTT, Trinidad and Tobago	ATSS
Mrs. Cheryl Peltier-Davis, May 18, 2022 to September 30, 2022 OCLIS, Trinidad and Tobago	ASAP
Dr. Schuyler Esprit, Research Officer, March 24, 2022 to February 28, 2023 School of Graduate Studies and Research, Jamaica	ASAP

RESIGNATIONS

NAME	LEVEL
Ms. Nakeshia Lorde, Administrative Assistant w.e.f. March 1, 2022, Women and Development Unit, Barbados	ATSS
Mrs. Bernadette Tennant-Wynter, Human Resource Assistant II w.e.f. December 31, 2021, Human Resource Department, Jamaica	ATSS
Ms. Yanique Robinson, Administrative Assistant, w.e.f. March 30, 2022 Open Campus Site, Cayman Islands	ATSS
Ms. Sharlene Grant, Administrative Assistant, w.e.f. May 30, 2022 Office of Finance, Jamaica	ATSS
Mr. Keyon Jordan, Technical Assistant I, w.e.f. June 17, 2022 Computing and Technological Services, Trinidad and Tobago	ATSS
Mr. Louis Boxill, Web Content Coordinator w.e.f. July 31, 2022, Office of the Principal, Barbados	ASAP

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Ms. Melissa Cumberbatch, Human Resource Assistant II w.e.f. July 31 2022, ATSS
Human Resource Department, Barbados

Ms. Richan Durant, Human Resource Assistant II w.e.f. July 31, 2022, ATSS
Human Resource Department, Barbados

RETIREMENTS

NAME **LEVEL**

Ms. Marilyn Brown, Senior Secretary w.e.f. August 6, 2021 ATSS
CCDC, CSDR, Jamaica

Mrs. Pauline Francis-Cobley, IT Training Coordinator ASAP
w.e.f. October 1, 2021 Computing and Technology Services, Barbados

Mrs. Olwen Edwards-Pile, Senior Administrative Assistant ATSS
w.e.f. Dec 1, 2021 Human Resource Department, Barbados

Mr. Donnavan Grant, Graphic Artist, w.e.f. January 16, 2022 ATSS
Marketing & Communications Department, Jamaica

Mrs. Joy Gyles, Senior Departmental Attendant w.e.f. February 16, 2022 ATSS
Open Campus Site, Jamaica

Ms. Susanne Uter, Senior Administrative Assistant II w.e.f. March 31, 2022 ATSS
Registry, Assessment and Records, Jamaica

Ms. Deborah Gonzales, Clerical Assistant I w.e.f. June 12, 2022 ATSS
Pre-University, OCCS, Trinidad and Tobago

Ms. June Castello, Curriculum Development Specialist w.e.f. July 31, 2022 ASAP
Online Programming and Production Department, APAD, Jamaica

Mrs. Marlene Francis, Administrative Officer w.e.f. July 31, 2022 ASAP
Open Campus Site, St. Lucia

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NON-RENEWAL OF CONTRACT

NAME	LEVEL
Dr. Cleveland Sam, Marketing & Communications Manager, Office of the Principal, Barbados, w.e.f. July 31, 2022	ASAP

POST RETIREMENT APPOINTMENT

NAME	LEVEL
Mr. Donnavan Grant, Graphic Artist, Marketing and Communications Dept., Jamaica Period: Feb 1, 2022 to January 31, 2023	ATSS
Mrs. Joy Gyles, Senior Office Attendant, OCCS Jamaica Eastern Period: March 7, 2022 to March 6, 2023	ATSS
Ms. Susanne Uter, Senior Administrative Assistant, Registry- Assessment, Awards and Records, Jamaica Period: April 1, 2022 to October 31, 2022	ATSS

Workshops and Training Activities facilitated by HR Unit

Internal Training Activities:

- Steps for Effective Communication in the Workplace
- Achieving a 5 Star Customer Service Experience: Strategies for the Physical and Virtual Office
- Introducing: The OC Health, Safety and Environmental Policy Statement
- Asthma Triggers and how to Manage Them
- EON-XR Educator Course – Cohort #5
- EON-XR Educator Course – Cohort #6
- Earthquake Safety & Science in the Eastern Caribbean
- Breaking the Silos (Session #11) - Human Resource Department
- Security Threats and Risk
- Turning your Savings into a Retirement Income
- EON-XR Educator Course – Cohort #7
- Surviving in a Pandemic: keys to dealing with the fear of COVID-19
- EON-XR Educator Course – Cohort #8

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- Overview of The UWI Data Protection Policy
- Breaking the Silos (Session #12) - Prior Learning Assessment
- Breaking the Silos (Session #13) - Open Campus Country Sites
- EON-XR Educator Course – Cohort #9
- EON-XR Educator Course – Cohort #10
- EON-XR Educator Course - Cohort #11
- Building Healthy Relationships
- EON-XR Pedagogy and Curriculum Implementation (Level II) - Cohort #1
- Mentorship Training (Part 1)
- Maintaining Your Electronic Filing System
- EON-XR Pedagogy and Curriculum Implementation (Level II) - Cohort #2
- Mentorship Training (Part 2)
- EON-XR Pedagogy and Curriculum Implementation (Level II) - Cohort #3
- Stress Management; A Physician's Perspective
- Staff Engagement Session - Culture Stewards
- EON-XR Educator Course - Cohort #12
- Understanding the Cloud
- EON-XR Pedagogy and Curriculum Implementation (Level II) - Cohort #4
- Understanding the Basics of 0365 Suite
- EON-XR Educator Course - Cohort #13
- EON-XR Pedagogy and Curriculum Implementation (Level II) - Cohort #5
- Overview of Banner Students Management System
- Ergonomics and Working Safely
- Caring for your Devices
- The Importance of Work Life Balance
- Staff Engagement Session - Quality Champions
- Empowering and Motivating Teams Through Times of Change and Uncertainty
- Supporting Children as they Transition to Face-to-Face Learning
- EON-XR Pedagogy and Curriculum Implementation (Level II) - Cohort #6
- EON-XR Educator Course - Cohort #14

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- Defensive Driving (Safety Tips)
- Healthy Eating: Plan for a Change
- Sexual Harassment Workshop
- Developing a Self-Care Plan
- Maximizing Project Management Support in The Digital Transformation Space
- Setting S.M.A.R.T Goals
- The ASAP (WIGUT) Performance Management Process
- Earthquake Science and Safety - What you need to know
- Hurricane Preparedness
- Recap: Trinidad & Tobago ATSS Appraisal Forms and Procedures
- Types of ASAP (WIGUT) Leave
- Recap: Jamaica and UWI 14 ATSS Appraisal Forms and Procedures
- Conducting Performance Review Meetings
- Recap: Barbados ATSS Appraisal Forms and Procedures

OFFICE OF FINANCE

OVERVIEW

The Open Campus continues to reel from the effects of the COVID-19 Pandemic. Following the first confirmed case of the Covid-19 pandemic in the Caribbean on March 1, 2020, the academic year 2021 began with some hopeful signs of economic recovery after the worst downturn in more than a century. But the damages of the crisis are still visible in Latin America and the Caribbean and overcoming them will take time and effort.

The education sector, like the tourism services, hotels, restaurants, transportation, automation and traditional cultural industries as well as the manufacturing sector continued to be “severely affected” by the crisis. The University of the West Indies and more particularly, the Open Campus, like other universities and other institutions in the sector, felt the brunt of the impact with the suspension of face-to-face classes, library and other services to students, staff having to work from home and forced to implement strict protocols in the onslaught of the pandemic. The face-to-face classes and support services in our Open Campus Country Sites were severely affected.

During the period August 1, 2021, to July 31, 2022, the Office of Finance led out in many activities across the Campus and the wider University. We saw improvements in many areas including;

- A timelier completion and delivery of the Trimester Financial Reports to the Regional Headquarters of The UWI, Cross-Campus Reports to the Campus Bursaries and other Reports required by The UWI in general.
- Strengthening of the processes and organization of resources which led to a timelier completion of the Annual Audit exercises.
- The major Reorganization of the Office of Finance which resulted in better workflows, improved processes, and greater control of the environment. Also of importance was the cost savings generated and the motivation it created for the staff members.
- Members of staff completed their degrees, and/or registered in other continuous professional education programmes.
- Members of staff assisted in ‘Preparing Today for Tomorrow's Challenges’ Programme (PTFTC) and other community-based outreach programmes enriching the lives of the community at large.
- Providing a measure of support to members of staff who became ill or whose family members were ill or unfortunately died.
- Participated in measures to address the financial crisis of the Open Campus.

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Work of the Finance Office

The Administrative Officer, Ms. Janet DeSouza was assigned to assist the new Chief Financial Officer with administrative duties in an effort to reduce cost. She carried that portfolio along with her regular duties from mid-January 2021 to July 31, 2022. Miss Rieah Holder was appointed Administrative Assistant to the Chief Financial Officer and was mentored by Ms. DeSouza for the period leading up to July 31, 2022.

In keeping with the strategic plans of the Open Campus, The Office of Finance engaged in several activities aimed at achieving the strategic focus of '*Access, Agility, and Alignment*'. The main ones impacted were:

➤ ***AC3: Improving the Quality of Teaching and Learning and Student Development***
Students Initiatives undertaken by the Office of Finance – 2021/2022

- **Online refund process implemented** – In February 2021, The Chief Financial Officer mandated a team of individuals from the Office of Finance, Registry, Enterprise Resource Planning (ERP) and Open Campus Country Sites (OCCS) to review the existing online refund process. The recommendation was accepted to change from using paper-based refund forms to online refund applications and processing. During the academic year the new process was further reviewed with the Campus Registrar and has been implemented July 11, 2022.
- **Increased communication with students** – During the academic year 2021/2022, we have extensively communicated with students regarding payment procedures, payment plan arrangements, placement of financial holds, and Government Assistance for Tuition Expenses (GATE) applicable to students from Trinidad and Tobago. Of note is the collaboration of the Guild of Students with the Office of Finance in encouraging students to honor their commitments and pay their fees as due.
- **Management of Students queries from the Helpdesk Ticketing System** – During the academic year the Student Billings and Receivables Section received over 22,000 queries from students, of which 21,000 queries were addressed and closed while work continue to address the others.
- **Student Balances Review and Failed Bank Upload exercise** – In March 2022, there was a joint collaboration with the Sites and the Office of Finance to review the student balances which included balances from our legacy system - the Open Campus Management System (OCMS). The exercise is still ongoing, and we anticipate a resolution early in the new year.

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➤ **2. AG2: Restore Financial Health to The UWI:**

Right-Sizing of the Open Campus

The plans for the right sizing of the Open Campus have been approved by all the relevant Committees of The UWI and it is expected that there will be significant increases in the generation of income, while there will be major reduction in operating costs. The plan will be reviewed and vetted by a consultant who is being selected as part of an approved selection process. Funding for this consultancy is already secured under arrangements with the Caribbean Development Bank (CDB).

The work of the Consultant is expected to be done in a relatively short time frame and should result in the implementation of the measures recommended and approved. Discussions have already taken place with the respective unions representing the staff of the Open Campus. With the worsening financial situation of the Campus, the implementation of the right sizing measures is now past urgent and must be vigorously pursued, to minimize the pain and frustration in the current operating environment of the Campus.

➤ **3. AG3: Generate economies of scale and scope for The UWI**

The Office of Finance engaged departments of the Campus in developing and implementing measures to improve economies of scale for the Campus. These include arrangements for procurement, shared services, more efficient use of resources across the Campus, merging of processes thus reducing duplication, overlaps and cost containment.

➤ **4. AG4: Foster a Creative, Caring, Accountable, Motivated, Professional (CAMP) Team.**

Update on the Reorganisation of the Office of Finance

Steps in implementing the approved Reorganisation of the Office of Finance were set to begin August 01, 2022 as scheduled. The Human Resource Department met with the Chief Financial Officer and his team on a number of occasions to finalise plans for the roll out of the approved reorganisation strategy for the Office of Finance. Contracts and job descriptions were issued to the members of staff who were reassigned and promoted to the new positions/roles. Counselling sessions were also held for members of staff who were displaced by the reorganisation.

Paymaster

The Open Campus engaged Paymaster in April 2021 to partner with the institution to provide collection services for the students located in Jamaica. The need arose due to the cessation of *walk-in* customer/student services by the National Commercial bank in Jamaica. As a result, the campus had to provide an alternative option to the online payment services which is available but recognizing that some students may not have the ability to use that option.

A pilot project was implemented between August and November 2021 which was successful. Payments have been received from January 2022 to present as part of the ongoing relationship and students' accounts have been updated successfully with the help of our Information Technology Team. The contract for service has been signed by the Open Campus in July 2022 with the hope that the Paymaster payment option will be officially available for the academic year 2022/2023 Semester 1 in the first instance.

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Staff Activities:

The following are some of the activities carried out by the members of staff of the Office of Finance for the period under review:

▪ **Ellucian Live 2022 Conference – 8th -15th April 2022**

The following members of staff attended the Ellucian Live 2022 Conference and are now equipped to be Trainers in the different elements in the Banner Finance system to the Campus:

- Dr. Noel Morgan – Chief Financial Officer
- Darren Leon – Financial Manager – Treasury and Risk Management
- Deborah Trotman – Financial Manager – Budgets
- Ann-Marie Morrison – Financial Manager – Payables
- Tonia Arthur – Functional Analyst
- Cherry Renee – Financial Manager – Student Billings & Receivables

Dr. Noel Morgan – Chief Financial Officer

- Conducted a Workshop - Managing Your Finances through a Pandemic! Surviving Covid-19 and Beyond – 6th September 2021 – to all members of the Barbados Revenue Authority and affiliates.
- Attended the Institute of Chartered Accounts of the Caribbean (ICAC) 39th Annual Conference (virtual) – 23rd and 24th June, 2022
- Interview with Nation News – 28th July, 2022

<https://www.nationnews.com/2022/07/29/changes-coming-open-campus/>

- Social Mediathon Launch – 30th July, 2022

<https://www.youtube.com/watch?v=0Daw8doNJns>

- Conducted interviews with the University Registrar’s Office for the selection of staff across the wider University.
- Initiated and participated in meetings with the University Bursar and members of the Governments in the Region regarding financial obligations of the Campus.
- Represented the Open Campus on numerous Cross-Campus committees including Federated Superannuation Scheme for Universities (FSSU), investments and other bursarial matters affecting the wider Campus.
- Co-Chair of the Open Campus Endowment Fund – several activities were done to promote and boost the fund across the Region.
- One of the facilitators for the Project Management training course ran by the Open Campus for members of staff – 21st April to 26th May 2022.

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- Lead out the developed of the Rightsizing and recovery plan of the Open Campus in conjunction with the Leadership Team and members of the Task Force.

Shelly-Ann-Roberts – Senior Financial Manager – Accounting and Financial Reporting

- Attended the Institute of Chartered Accountants of Barbados (ICAB) conference (virtual) – 11th and 12th November 2021
- Attended the Ethics and Governance workshop (virtual) – 18th November 2021
- Attended the Institute of Chartered Accounts of the Caribbean (ICAC) 39th Annual Conference (virtual) – 23rd and 24th June 2022
- Attended the International Association of Privacy Professionals (IAPP) Training Sessions (virtual) – 2nd, 4th, 9th and 11th May 2022

Deborah Trotman – Financial Manager – Budgets

- Attended the Eckler Ltd – Investment Policy Review for Pension Plans Conference 2021(virtual) –23rd November 2021
- Attended the Institute of Chartered Accounts of Barbados (ICAB) 8th Annual Conference (virtual) – 18th November 2021

Darren Leon – Financial Manager – Treasury and Risk Management

- Presented a Webinar - Money Management - July 20, 2021
- Presented a Webinar - Turning Savings into Retirement Income - Oct 14, 2021

Cherry Renee – Financial Manager – Student Billings & Receivables

- Caribbean Public Sector Financial Management Conference (virtual) – 12th February 2021
- Completed Introduction to Microsoft Office 365 Staff Training (virtual) – March 2021 - (5 days - 1-hour session each day)
- Caribbean Big 4 webinar series 2021 - Sustainability and its impact on business strategy and disclosures: Environmental, social, governance -1st December 2021
- Eon XR Educator 3.0 staff training (virtual) -3rd and 10th March, 2022
- Project Management Training (virtual) – The Open Campus – 21st April to 26th May 2022
- Attended Human Resource Management Training (virtual) – 29th June to 29th July 2022

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Garvin James- Financial Manger – Commercial Operations and Special Projects

- ISO Integrated Management Systems Lead Auditors Training Course – July 2022.

Ann-Marie Morrison – Financial Manager - Payables

- Institute of Financial Management (IOFM) Webinar - Adding Value to AP without adding Staff or Automation' – 16th March, 2022
- Institute of Financial Management (IOFM) Webinar - Mitigating Vendor Onboarding Risk (Close the Gaps in Processes) – 12th April, 2022
- Institute of Financial Management (IOFM) Webinar - 'How Supplier Portals Can Transform AP Processes' – 7th July, 2022

Tonia Arthur- Functional Analyst

- Ellucian Webinar "Budgeting and Forecasting beyond Excel"- 22nd September 2021
- Completed the course: Data Analysis Essentials Using Excel - Udemey Inc. - July 2022
- Agile Scrum Training - School of Graduate Studies and Research, The UWI, 7th and 8th March, 2022

OPEN CAMPUS ALUMNI OFFICE

The Alumni Relations Arm of the Institutional Advancement Division (IAD) continued to align the Alumni Relations Strategic Plan with The University Strategic Plan and to be guided by The UWI 2017-22 Triple “A” Strategic Plan. Against the background of prevailing government restrictions as a result of COVID-19 and with the Director of Alumni Relations on sabbatical leave, the Campus Alumni Officers and Chapter Presidents continued to work closely to build closer relationships with our alumni and to encourage them to “give-back” to their alma mater with the unwavering support of the Open Campus Pro Vice-Chancellor and Principal.

ACCESS

The Alumni focused on promoting the UWI as a university for all and student development, cognizant that a satisfied student will redound to engaged alumni. Promotions included the IAD publications and social media outreach, reaching over 160,000 alumni. Open Campus Alumni submitted articles and experiences for the UWI Connect Alumni Magazine which showcased the regional nature of the institution and the UWI Nexus, the informative monthly electronic newsletter. Interviews were held on media houses across the region with recent graduates which further helped in the promotion of the Open Campus and the UWI. In addition, alumni served as presenters on The Soft and Life Skills Series where they shared their knowledge in diverse areas while also promoting the UWI as the premier Caribbean university. Alumni meetings via ZOOM videoconferencing allowed continuous communication, while connecting Alumni across the regional UWI. These meetings and the use of the Open Campus Facebook page (facebook@uwiocalumni) encouraged alumni to market the UWI offerings to the underserved and Caribbean diaspora. UWI STAT worked with the Alumni in building an active social media presence and some chapters revitalized their twitter accounts, linked-in and Instagram pages to reach alumni and to promote the offerings of the UWI. Most Chapters maintained an active WhatsApp group of UWI Alumni and the Campus Alumni Officer is a member of these WhatsApp groups. This ensures that communication is shared with alacrity.

ALIGNMENT

In order to support Alumni kinship and loyalty, the Open Campus Alumni responded to requests from students for financial assistance through scholarships and donations. In addition, the Alumni assisted and supported the campuses through various programmes designed to enhance the student experience. The Alumni Association used the following methods to maintain relevant and value-added relationships: -

- (i) e-mentorship.
- (ii) alumni engagement programme.
- (iii) a voice on various committees .
- (iv) embracing of students from Orientation to Graduation and beyond – UWI STAT, Graduation, Chancellor’s Past Presidents Club, Chancellor’s Forum and Pelican Awards.
- (v) promoting a cohesive single UWI Brand Awareness – “Global Alumni Day, Pelican Perks and Partnerships.

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E-mentorship Programme

Alumni participated in the E-mentorship programme by giving career advice through emails; some even gave advice on a person-on-person basis. They also participated in the Pelican Talk conversations, discussing with students their career paths, challenges in their fields and cutting- edge trends or discoveries. They also served as guest- presenters on the LSS webinar and the UWI AR/YoPro Soft & Life Skills, both geared towards developing students personally and professionally.

Alumni Engagement Programme

The Alumni Office facilitated the request from UWI lecturers to provide alumni to share work experiences and give advice pertinent to their field of study, as they taught their various programmes. This year more alumni responded to the call for volunteerism and mention must be made of the counselling team which assisted students with social and emotional needs and ways to cope post-COVID. Additionally, in St. Kitts and Nevis, on August 13, 2021, the Chapter participated in the virtual student orientation and networking session hosted by the St. Kitts and Nevis Students Association (Jamaica Chapter) this week. Vice President of the St. Kitts-Nevis UWI Alumni Association, Ms. Desi Browne made a presentation, and several members used this opportunity to encourage and provide advice for those travelling to the Mona Campus in Jamaica to study for the first time.

The Alumni's Voice

The Alumni Association was represented on the Open Campus Finance Sub-committee as well as on the Open Campus Council.

Embracing of Students from Orientation to Graduation and beyond

Orientation

At the beginning of the academic year, the Director of Alumni Relations addressed all students at the Virtual Matriculation Ceremony and informed them about the role of the Alumni. The Campus Alumni Office shared a video welcoming them to the Campus.

Throughout their sojourn

The UWI STAT Ambassadors were commissioned to work closely with the students throughout their sojourn and the Vice President, Membership, referred several cases of students in dire need of financial and emotional assistance to the Campus Officer of Alumni Relations. The efficient work of the Director of Student Experience and her team must be lauded for responding to the needs and challenges of the students with alacrity.

It must be noted that the Alumni worked closely with IAD to ensure the attainment of scholarships primarily received from the UWI Toronto Awards Scholarship, Visa Card Scholarships and the American Foundation for The University of the West Indies. The response by the Open Campus UWI STAT Executive to the student who lost all her possessions by fire is also noteworthy. The photo below shows the presentation to the student who desperately needed a laptop to continue her studies.

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President Ms. Shazahra Khan (left) presenting Ms. Denise Chapman (right) with a laptop - a donation from the UWI STAT Ambassadors.

Open Campus Cohort of UWI STAT Ambassadors

The UWI STAT Ambassadors serve as the Vice-Chancellor's Student Representatives on all five UWI Campuses. Drawn from seven (7) countries, the Open Campus UWI STAT Executive Officers used their cultural diversity and must be lauded for a successful year. The Executive Officers for the period under review were: -

Shazahra Khan	President
Annissa Moulon	Secretary
Shermel Hodge	Vice President, Alumni Relations
Erica Clother	Vice President, CARICOM Relations
Akimo Murray	Vice President, Communication & Internal Relations
Beatrice Geban	Vice President, Disaster Mitigation & Climate Change
Mark Younge	Vice President, Finance
Tamara Patten	Vice President, Membership
Tyiesha Emmanuel	Vice President, Programming & Volunteerism

The Open Campus UWI STAT Executive held its Second UWI STAT week May 15-21, 2022, under the using the acronym **P.O.W.E.R** – (Promise, Opportunities, Wisdom, Empowerment, and Resilience). Outstanding events during the week included a Financial Literacy Webinar, The Trivia CARICOM awareness Competition and the Footprints Day. It must be noted that the three categories of Trivia prizes won were monetary donations to students' tuition. Pro Vice-Chancellor and Principal, Dr. Francis Severin's video promoting Footprints Day served as the impetus for students' giving.

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Graduation 2021

The Alumni continued to play an active role in graduation with Ms. Lydia Dariah welcoming the new graduates and leading them in the Alumni's pledge. The Alumni Office sent individualised packages consisting of a musical e-card and a bookmark to all graduates containing the UWI Pledge and song. In addition, each graduate received a brochure which informed of the Pelican Perks available as well as the 13 Presidents. Following Graduation, all graduates received an email encouraging them to join their respective Alumni Chapters with the requisite application form and details of all the Presidents. The Alumni Chapters work closely with the Heads-of-Sites and participate in the various Recognition Ceremonies offering congratulatory remarks and interacting with them during the social activities which followed the Ceremonies. In BVI, the UWI Open Campus Council Chair and Alumna, Her Excellency, Dr. June Soomer who was in the territory on other official business, participated in the Ceremony and presented the Keynote Address.

The Anguilla Chapter collaborated with the UWI Open Campus Anguilla Site and the Julian R. Harrigan Memorial Scholarship Committee for the selection of the 2021/2022 Scholarship Recipient which was awarded to Ms. Janet Morancie, a student in the Bachelor of Science Social Work programme. Additionally, the Chapter worked closely with the Site's hosting of the "Watch Party and Toast" for the 36 graduates, family and friends on October 16, 2021, courtesy of Roy's Bayside Grill, which provided the venue free of cost. While, the St. Kitts & Nevis Chapter highlighted the new UWI graduates with features on social media.

Chancellor's Past Presidents' Club

The Chancellor's Presidents' Club for past and current Presidents constitutes a significant pool of regional resource persons who make a meaningful contribution to maintaining the excellent standard of The UWI. In ensuring that past and current Presidents remain "engaged" with the UWI, during the academic year under review, the Past Presidents served as volunteers, guest lecturers, professional and academic e-mentors and participated in many of the activities. The Open Campus Alumni Office is responsible for the Chancellor's Past Presidents' Club and instituted a Chancellor's Forum. This year the Chancellor's Form was held on June 13, 2022 under the theme "UWI Alums: Stronger Together" and was indeed very informative, interactive and from the chat comments - very well received.

Pelican Awards

Pre-COVID the Annual Pelican Awards were presented at the Chancellor's Forum. However, with Graduation now being held virtually, chapters held their individual awards ceremony. It is, however, being proposed that we revert to the face-to-face ceremonies. The Belize Chapter issued its first UWIAA Professional Excellence Apex Pelican Award to Dr. Adrian Coye, a graduate of the Mona Medical School and Belize's first cardiothoracic surgeon. His work in the discipline includes the performing of the first successful open-heart surgery and the first cardiothoracic programme in Belize as well as the lead of the COVID-19 task force to control the spread of the pandemic in Belize.

On Thursday, December 16, 2021, the British Virgin Islands presented Pelican Awards to two outstanding UWI Alumni, veteran educator, writer and cultural activist, Dr. Patricia Turnbull and Medical Director of the Emergency Medical Services (EMS), Dr. Domnick Frazer. In St. Kitts & Nevis, Hon. Justice Sir Hugh Rawlins was conferred with the honour of the UWI Pelican Award in a ceremony held at Government House by invitation only due to COVID 19 restrictions.

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Promoting a cohesive single UWI Brand Awareness – Global Alumni Day, Pelican Perks and Partnerships

Membership in Alumni Chapters is for all graduates, regardless of which Campus studies were pursued. It is noteworthy that all Open Campus Alumni Chapters have been revitalised; some with a fully functional executive and others with an interim Committee. Several of the Chapters held a virtual “Meet and Greet” to welcome the newest alumni (graduates 2021) and to encourage alumni to give back to their alma mater. The new approach to engagement worldwide from primarily in-person engagement to the substantial use of virtual platforms, resulted in several of the chapters using the electronic media to increase their membership which is key to enhancing its effectiveness and possibilities. All Chapters are engaged in building their database.

Global Alumni Day

Global Alumni Day was held on June 26, 2022, and continued with the theme, “UWI Alums: Stronger Together”. This special event seeks to celebrate, recognise and appreciate UWI graduates who, through their professional accomplishments, contribute to the Caribbean region and the world in many spheres and at many levels; also playing a major role in enhancing the University’s reputation. This helps to build and foster relationships.

Pelican Perks

The Alumni Association encouraged alumni to give back through its Pelican Perks Initiative which is also extended to all UWI students and staff, offering tangible discounts. All Chapters are engaged in gaining a minimum of three (3) Pelican Perks annually.

Partnership with Jamaica Alumnae Chapter Delta Sigma Theta Sorority

This partnership, which was established in the last academic year, resulted in the establishment of a JAC/UWI Scholarship for single mothers living in Jamaica permanently and enrolled in the UWI Open Campus Undergraduate Degree Programme. The UWI Open Campus Alumni deemed it an honour to partner with the Jamaica Alumnae Chapter (JAC) Delta Sigma Theta, in its significant and prodigious offering to a member of society’s champions – a single mother. The inaugural winner was Ms. Monique Francis (see photo below).



Partnership with Sunswept Resorts

During the period under review, the UWI Open Campus continued its partnership with Sunswept Resorts, and shared hospitality leadership opportunities with UWI alumni by identifying and employing the best graduates.

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Partnership with The British High Commission

The UWI Alumni continues to partner with The British High Commission in promoting the Chevening Scholarship Scheme which offers a number of awards in Barbados and the Eastern Caribbean. The Campus Alumni Officer, in conjunction with the Assistant Registrar, Student Support and Services, and the Cave Hill Campus promoted these scholarships through a zoom meeting held on October 20, 2022. It must be noted that alumni and students were recipients of scholarships.

AGILITY

In order to restore financial health, the Alumni Office engaged in two (2) major activities – “Social Mediathon”, and Global Giving.

Open Campus Endowment Fund - “Social Mediathon”

One of the major achievements this year was the ‘Social Mediathon’ which was held on Saturday, July 30, 2022 under the distinguished patronage of His Excellency Sir Rodney Williams, GCMG, KGN, KSt.J, MBBS, PhD (h.c.), Governor-General of Antigua and Barbuda and Her Excellency the Most Honourable Dame Sandra Mason, FB, GCMG, DA, QC, LLD, President of Barbados. Funds from the event went towards The University of the West Indies (The UWI) Open Endowment Fund which was launched in the 2020/2021 academic year. This was as a result of the many heart-wrenching stories and requests for assistance received and allowed many deserving students to benefit from the Endowment Fund to complete their degrees by providing scholarships to talented yet needy students from across the Caribbean as well as grants for developmental projects for the Open Campus.

This event was indeed evidence of the theme for the year, “UWI Alums: Stronger Together” and the cohesiveness of the UWI. This event was broadcast live by UWI TV and the artistes were drawn from students and alumni all over the Caribbean. At the time of reporting, there is over US\$20, 000.00 in the Endowment Fund.

The team which was led by Mrs. Sandra Griffith-Carrington with Dr. Francis Severin serving as ex-officio member and Mrs. Buchanan-Hind as Advisor, comprised:

Dr. Noel Morgan	Chief Financial Officer
Mr. Tommy Chen	Chief Information Officer
Mrs. Cheryl Peltier-Davis	Conceptualiser of “Social Mediathon” and Senior Librarian (Acting), Open Campus Libraries and Information Services
Dr. Cleveland Sam	Marketing and Communications Manager
Ms. Marcia Reid	Marketing and Communications Assistant
Mr. Patrick Johnson	Web Coordinator, Marketing
Ms. Kemoloy Murphy	Representative for the Open Campus Alumni Presidents
Ms. Christine McCann	Guild President, Open Campus
Ms. Annessa Moulon	Secretary, UWI STAT, Open Campus

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Mrs. Alecia Walters-Archie	Assistant Registrar, Student Support and Services
Ambassador A. Missouri Sherman-Peters	Representative of Open Campus Patrons
Ms. Dancia Penn	Representative of Open Campus Pelican Awardees
Mrs. Shakita Taylor	Administrative Assistant, Alumni Office
Miss Keisha Trotman	Student Intern, Alumni Office

Global Giving

The Alumni responded favourably to the Global Giving Week initiative which was started in August 2016 and worked with the Patrons to host fundraising events resulting in scholarships. Special mention must be made of The UWIAA St. Kitts Chapter which, under the leadership of Ms. Jihan Williams and the patronage of His Excellency Sir S.W Tapley Seaton. This Chapter promotes Global Giving as their signature event and, therefore, hosted another successful “Global Giving” event capturing the prize another year for raising the most funds.

New Initiative to be emulated

The Belize Chapter established its first flagship initiative, the Pelican Saturday Market. The Market is held every other month and creates a space for alumni and Belizean entrepreneurs to showcase their products and services. The first market was held in June 2022, where 15 vendors participated. The Pelican Saturday Market includes a component where vendors are asked to contribute 5% of the profits made from the market day to the UWI Global Giving fund.

CONCLUSION

During the academic year under review, the Alumni Association used its resources and capabilities to respond to the many needs in this changing environment by placing emphasis first on building relationships, knowing that this can redound to financial success - both tangible and intangible.

Alumni Office Outreach Programme

The Alumni Office Outreach Programme, “Preparing Today for Tomorrow’s Challenges” continued to transform the lives of returning fifth formers in Barbados. This outreach programme which has its genesis at The Ellerslie School in 2016 is now at seven (7) secondary schools with requests from other schools not being fulfilled, as a result of limited resources. Dr. Arvat McClaine continues to be the lone sponsor of this six-month programme. Many thanks must be extended to the companies which are part of the internship programme, the donors who contribute to ensure that the students can participate in the basic dining etiquette experience and to the students who have completed the programme, especially those who subsequently gained full-time employment after their internship.

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Appreciation

Thanks to Miss Keisha Trotman, Student Intern, who was assigned to the Alumni Office for the reporting period and *inter alia* she was responsible to sending e-birthday cards to all Open Campus alumni and recognising the achievements of the alumni on the web page. Seventy percent (70 %) responded to their birthday cards with very positive words of appreciation.

Thanks to Mrs. Shakita Taylor, Administrative Assistant, who was assigned to the Alumni Office from December 1, 2021 and worked closely with the UWI STAT. Her contribution to the Alumni Outreach Programme and the “Social Mediathon” must also be mentioned.

Special thanks to the Alumni Presidents and the UWI STAT Executive who through ingenuity, persistence and preparedness consistently surmounted the challenges of the post coronavirus pandemic. Their willingness to remain adaptable and people-first oriented has demonstrated the standard of excellence of the UWI which augurs well for the future both of the UWI and the Alumni.



The Campus Alumni Officer and the UWI Open Campus Alumni in partnership, continue to commit to global standard of excellence across the spectrum of all undertakings of the UWI. Furthermore, with resolve, we continue to demonstrate the “One UWI, One Alumni Family” and to show our Pelican Pride across the several communities throughout the region; endeavouring to make it an ideology which generates a new cultural identity, a regional unity through harmonious relations and interdependence confirming our theme, “UWI Alums-Stronger Together”. We will affirm and promote a caring alumni in every sphere of Caribbean life by creating opportunities for alumni.

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Abbreviations

APAD	Academic Programming and Delivery
AJL	Alma Jordan Library
ATSS	Administrative, Technical & Service Staff
APA	American Psychological Association
ASAP	Academic Staff, Senior Administrative & Technical Staff
ABSCSM	Academic Board Sub-Committee on Student Matters
AWS	Amazon Web Services
BDU	Business Development Unit
BFPA	Barbados Family Planning Association
BGSR	Board for Graduate Studies and Research
CATS	Computing and Technology Services
CSDR	Consortium for Social Development and Research
CAMP	Creative, Caring, Accountable, Motivated, Professional Team
CPE	Continuing and Professional Education
CCDC	Caribbean Child Development Centre
CDU	Caribbean Democratic Union
CPEC	Continuing and Professional Education Centre
CPDC	Caribbean Policy Development Centre
COVID-19	Coronavirus 2019
CIO	Chief Information Officer
CDB	Caribbean Development Bank
CCGSR	Campus Committee for Graduate Studies and Research
CCGSR -SCSM	Campus Committee for Graduate Studies and Research Sub-Committee on Student Matters
EdD	Doctor of Education
EDRC	Esmond D. Ramesar Center
ERP	Enterprise Resource Planning Unit

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EA SYSTEM	Ethics Administration System
ECCE	Early Childhood Centres of Excellence
FYE	First Year Experience
FIC	Five Island Campus
HSLSI	Hugh Shearer Labour Studies Institute
HRD	Human Resource Department
HWFMU	Hugh Wynter Fertility Management Unit
FSSU	Federated Superannuation Scheme for Universities
GOAL	Guyana Online Academy of Learning
GICSRD	Climate Smart and Resilience Development
GSR	Graduate Studies and Research
GATE	Government Assistance for Tuition Expenses
IAPP	International Association of Privacy Professionals
ICAB	Institute of Chartered Accounts of Barbados
ICAC	Institute of Chartered Accounts of the Caribbean
IOFM	Institute of Financial Management
ICAAD	International Center for Advocates Against Discrimination
IWD	International Women’s Day
JA	Jamaica
LIAJA	Library and Information Association of Jamaica
LAC	Latin America and the Caribbean
MOOC	Massive Open Online Course
MA	Master of Arts
MAT	Master of Arts in Teaching
NCF	The National Cultural Foundation
OC REC	Open Campus Research Ethics Committee
OPEC	Organization of the Petroleum Exporting Countries
OCCS	Open Campus Country Sites

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OCCSTT	Open Campus Country Sites – Trinidad and Tobago
OBUS	Office of Board for Undergraduate Studies
OC	Open Campus
OC SGSR	Open Campus School for Graduate Studies and Research
OCAPS	Open Campus Postgraduate Students
OGSR	Office of Graduate Studies and Research
OCLC	Online Computer Library Center
OCLIS	Open Campus Library and Information Services
OCTT	Open Campus Trinidad and Tobago
OER	Open Educational Resources
OGSR	Office of Graduate Studies and Research
OCMS	Open Campus Management System
OECD	Organisation for Economic Co-operation and Development
PLA	Prior Learning Assessment Unit
PAIR	Planning and Institutional Research Unit
PTFTC	Preparing Today for Tomorrow’s Challenges
SWTRC	Social Work Training and Research Centre
SIDS	Small Island Developing States
USD	United States Dollar
STA	St. Augustine Campus
TCEN	The Commonwealth Equality Funding Network
The UWI	The University of the West Indies
TLP-CSC	Transitional Living Programme for Children in State Care
TTD	Trinidad and Tobago Dollar
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UWI	The University of the West Indies
UWIHARP	University of the West Indies HIV and AIDS Response Programme
UWIlinc	University of the West Indies Libraries Information Connexion

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VRS Virtual Reference Service
WAND The Women and Development Unit
WFD Westminster Foundation for Democracy



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