



REGIONAL IMPACT . . . GLOBAL VISIBILITY

UWI



The
University
of the West Indies
Annual Report
2012/2013



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University
of the **West Indies**
Annual Report
2012/2013



FOUR CAMPUSES . . . ONE UNIVERSITY

CAVE HILL | MONA | ST AUGUSTINE | OPEN CAMPUS



Establishing an environment where learning can flourish

Our Mission

To advance education and create knowledge through excellence in teaching, research, innovation, public service, intellectual leadership and outreach in order to support the inclusive (social, economic, political, cultural, environmental) development of the Caribbean region and beyond.

Our Vision

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

Preface

Academic year 2012/2013 – the review period of this report – covered the first year of the 2012–2017 Strategic Plan. While the core functions of the University remain teaching and learning, graduate studies, research and innovation and outreach to underserved communities, as enunciated in our Mission Statement, the strategic perspectives of the new plan reflect the priorities dictated by current realities – financing; employee engagement and development; internal operational processes; teaching, learning and student development; research and innovation; and outreach.

Within the framework of the five-year Strategic Plan are biennial Operational Plans focussing on the range of objectives within the strategic goals and which are linked to the financial arrangements of the University. These Operational Plans focus on initiatives to be undertaken by the various units within the University (Offices, Campuses, Faculties, and Departments). Annual Work Plans complement these Operational Plans which would be rolling plans with reports and revisions being made annually. This report of the first year of the Strategic Plan will indicate graphically, by way of a pie chart at the beginning of each chapter, the status of implementation of the relevant strategic perspective.



Building a platform for Excellence

Contents

INTRODUCTION	6	4. TEACHING, LEARNING AND STUDENT DEVELOPMENT	38
1. FINANCING THE ENTERPRISE	14	New Programmes	38
Capital Development	15	Information Resources	43
Acknowledging Benefactors	16	The UWI Museum	46
Opportunities in Times of Difficulty	16	Curriculum Review	47
Strengthening Public/Private Sector Relations and Commercialisation	18	Turning out the Ideal UWI Graduate	48
Funding Enhancement through Research Activity	18	Graduations	51
Productivity Enhancement and Efficiency Through Optimisation	19	5. RESEARCH AND INNOVATION	54
UWI Consulting	20	Graduate Enrolment and Student Support	54
2. EMPLOYEE ENGAGEMENT AND DEVELOPMENT	22	Research Institutes and Centres	55
Staff Training and Development	24	UWI Showcasing Its Research	70-71
The Centre for Excellence in Teaching and Learning	25	Inter-Campus and International Collaboration	72
Cross-Campus Faculty Collaboration	27	6. OUTREACH	74
VC Awards for Excellence	28-29	Building Stronger Communities	75
3. INTERNAL OPERATIONAL PROCESSES	30	Internationalisation	82
Grants Management	30	Marketing & Communication	90
Executive Dashboard	31	Alumni Engagement	95
ICT Governance	31	GRADUATES OF THE UWI 2012/2013	98-99
Quality Assurance	32	UNIVERSITY COUNCIL 2013/2014	101
Strengthening Regionalism	36	THE EXECUTIVE MANAGEMENT TEAM	102
Monitoring of the University's Strategic and Operational Plans	36	COMMITTEE OF DEANS	103
		STAFF DEVELOPMENTS 2012/2013	105
		STUDENT ENROLMENT 2012/2013	113



INTRODUCTION

PROFESSOR E. NIGEL HARRIS, VICE-CHANCELLOR

One year ago seven priority areas were identified by cross-campus teams in which the University, by building capacity and innovative programmes, could meaningfully contribute to reversal of sluggish development and promote sustainability of the Caribbean. The priority areas were Agro-technologies and Food Security; Alternative Energy Systems; Convergent ICT Applications; Creative Industries; Tourism Management; Human Security; Governance and Regulatory Systems. Proposals were prepared which we are taking to international development agencies to seek funding to launch these endeavours. Importantly, many of these priority areas are consonant with CARICOM's interests and we are hoping to partner with CARICOM in sourcing the necessary support for the attainment of common goals.

This initiative reflects in every way the thrust of the University over the past decade, captured in the phrase "Regional Impact, Global Visibility" or more extensively, in the Vision Statement of our 2012–2017 Strategic Plan:

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

Our challenge is finding the financial resources to achieve that vision in the midst of strikingly

adverse economic circumstances besetting most of the countries that contribute to The University of the West Indies.

This report as well as the campus reports over the past few years speak of robust advances on nearly all fronts. In the last decade, our student numbers have doubled (now about 50,000) as have applications (now in excess of 30,000 annually). This growth has occurred without any apparent decline in quality, thanks to on-going efforts at improving student services, increased efforts to improve teacher quality, including the requirement for every new academic to obtain a Certificate in University Teaching within three years of being hired. The number of undergraduate and postgraduate programmes has expanded, with considerable attentiveness to alignment with workforce needs, professional development and acquisition of attributes such as problem solving, communication and practical skills, entrepreneurship, ethics and citizenship skills.

Aggressive efforts to reach out to students living distant from the traditional campuses include the launch in 2008 of the Open Campus. Today, thanks to the extraordinary leadership of Principal Hazel Simmons-McDonald and her team, the 46 sites of the previous School for Continuing Studies in UWI-12 countries as well as in numerous sites in rural Jamaica, Trinidad and Tobago and Barbados, have been upgraded and made more visible.



SPRINTING
GLOBAL REGGAE
Caribbean Heritage
SPRINTING



The restructuring of on-line Distance Education programmes has enhanced student numbers and their satisfaction (the availability of a 24-hour tutoring service has been particularly attractive) and the Open Campus graduation ceremony has become one of the most rewarding of the 13 such ceremonies, because those mostly adult, working graduates have often overcome odds that the usual 20–24 year old residential college graduates have not encountered. While the launch of the Open Campus has not been without internal university controversy, its accreditation in the last year (for a full 6 years), the award of nearly CDN\$20 million by the Canada Department of Foreign Affairs, Trade and Development (formerly CIDA), gifts of land by the Grenadian and Trinidadian governments and guaranteed loans from the Caribbean Development Bank to upgrade Open Campus sites in Saint Lucia, St Vincent and Trinidad are all evidence of the vast possibilities of this new campus. Other residential campus initiatives such as the launch of the Western Jamaica Campus and the construction of the Penal-Debe satellite campus in southern Trinidad are further evidence of the robustness of our growth. It is estimated that the University as a whole has added 1 million square feet of space in the last decade.

To complement the on-line programmes, we have launched the Single Virtual University Space, an endeavour which will, among other things, enable video-streaming of lectures so that students in any part of the region can interact in real time with their teachers located anywhere in the region or beyond.

Similar gains have been made in research, perhaps most significant is the creation of cross-campus teams under the leadership of the Pro Vice-Chancellor for Research, Professor Wayne Hunte, that have won a series of awards from the European Union, resulting not only in needed funding but linkages with over 100 universities in 50 countries regionally and internationally. We have expanded our outreach and visibility to universities in South and Central America, China, India, parts of the African continent, as well as an increasing presence in the USA, Canada and the United Kingdom.

Gains in marketing the campuses and the University, advances in technological support, our combined libraries which have significantly expanded their access to books and journals through leveraging technologies, and efforts to enhance our student services, operational effectiveness and student engagement all speak to a collective dynamism designed for both **regional impact and global visibility**.

But there is a dark side to this story! Since 2008 government arrears in payments to the University is well in excess of US\$100 million. The **Cave Hill Campus**, the beneficiary of considerable support from the Government of Barbados in the last decade had, in its 50th anniversary year, to contend with arrears of nearly BDS\$200 million, a decline in annual funding of about 15–20% and the prospect in the 2014/2015 academic year, of students having for the first time to pay fees (about US\$2,500 to \$3,000). The **Mona Campus** has had no increase in funding for the last five years, a circumstance even more troubling given the significant devaluation of the Jamaican dollar. The **Open Campus** has had a shortfall in funding from its inception, despite the welcome its founding received from our Governments – and this has proved debilitating in terms of the attainment of the goals enunciated for this important step into the future. Students are themselves adversely affected by the poor economic situation and student arrears in fees are huge – in excess of US\$10 million at the Mona Campus (Jamaica).

The negative impact of the economic fall-out cannot be over-emphasised. Hiring has been frozen on most campuses, investment in improving student and employee services is stymied, government investment in research is practically non-existent, capital improvements are unsupported (except in Trinidad and Tobago) and arrangements must be made with vendors for extended payment.

For the past few years, we have recognised that while government support is vitally important, we must re-position ourselves to be more self-supporting if we are to sustain the momentum that our collective regional body has worked so hard to

achieve. A series of initiatives including expansion of undergraduate and postgraduate fee-paying programmes, broadening our on-line degree and professional upgrading offerings, aggressive outreach to international agencies for research funding (such as the Priority Areas project alluded to earlier), expansion of commercial enterprises including commercialisation of research, consulting services and enhancement of philanthropic endeavours are all designed to enhance our revenues. Indeed, in the last decade, thanks to these

information to believe that of the more than 20,000 universities world-wide we are in the top 5%. However, there are other more relevant measures, including the number and quality of graduates, the rate at which they are employed after graduation and how many become leaders in various sectors. The relevance of our research and tangible contributions to national and regional development are also important. Then there is our reputation, one measure of which was the decision by the Government of Bermuda a few years ago



So no matter how rocky the road, the dynamism and creativity of our community will ensure our advancement.

efforts, our revenues have doubled and the proportion contributed by governments is now less than 50%. We are aggressively exploring all means of cutting costs, concentrating on reducing energy utilisation, cutting travel costs by use of video-conferencing, streamlining our operations and employing modalities such as video-streaming to maximise access to teaching services across campuses and elsewhere.

There are a variety of measures of success. University rankings are one indicator and we have enough

and by the Government of the Turks and Caicos Islands this year to become contributing members of The UWI; by expressions of interest for The UWI to establish sites in Haiti, on the island of San Andreas and even in New York City, and by the election to and participation of growing numbers of our academics in prominent international organisations and world bodies – all speak to that “global visibility” we want to achieve. So no matter how rocky the road, the dynamism and creativity of our community will ensure our advancement. 



A LOOK BACK - 2012/2013

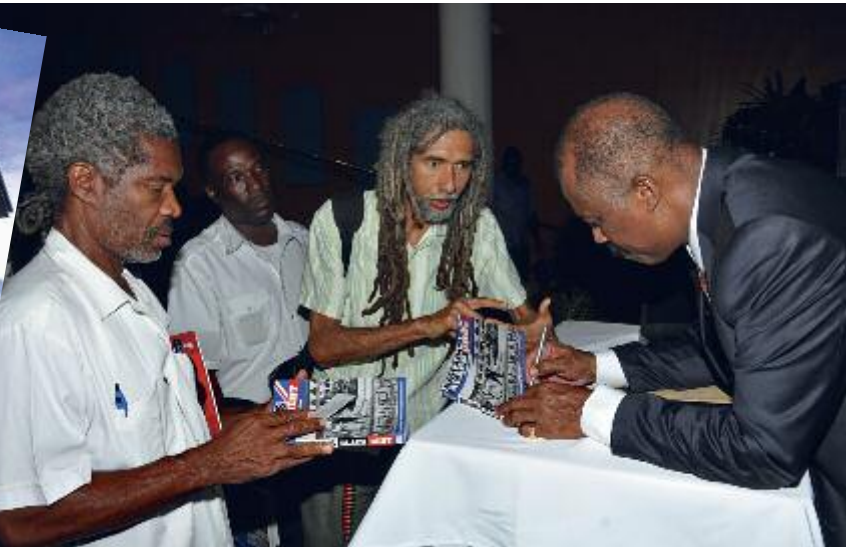
The **Cave Hill Campus** launched its Golden Jubilee 50th Anniversary under the theme “Path to Prosperity” with an Inter-Faith Church Service and a series of distinguished lectures.

The **Mona Campus** saw the changing of the guard, from Principal Professor Gordon Shirley to Professor Archibald McDonald who was formally installed as Principal in October, 2013.

The **St Augustine Campus** saw the most successful staging ever of the SPEC half-marathon, and a slate of distinguished lectures, including that by Professor Jamil Salmi, Global Tertiary Education Expert.

The **Open Campus** celebrated its 5th anniversary and received institutional accreditation from the Barbados Accreditation Council as well as approval of a grant of CDN\$20m from DFATD.







THE UWI STRATEGIC

MISSION	To advance education and create knowledge through excellence in teaching and research to support the inclusive (social, economic, political, cultural) development of the Caribbean region.		
VISION	By 2017, the University will be globally recognised as a regionally influential and innovative institution committed to Caribbean development and commitment to excellence.		
CORE VALUES	INTEGRITY	INTELLECTUAL FREEDOM	EXCELLENCE
STAKEHOLDERS AND PARTNERS	STUDENTS	STAFF	GOVERNMENT
STRATEGIC PERSPECTIVES	FINANCIAL	EMPLOYEE ENGAGEMENT & DEVELOPMENT	INTERNAL OPERATIONAL PROCESSES
STRATEGIC THEMES	A. Income Source Diversification	A. Competency-Based Development	A. Efficient & Effective Academic and Administrative Processes
GOALS	Reduce the reliance on government financial assistance and increase the contribution from other sources.	Improve leadership and management capabilities and job competencies of all employees so that they can effectively fulfil their roles.	Re-engineer academic and administrative operational processes and procedures to make them more transparent, more efficient, and effective to achieve optimum stakeholder satisfaction within and across campuses.
	B. Recapitalisation of UWI	B. Culture of Employee Engagement	B. Governance Arrangements
	Restructure the UWI's capital base toward operational independence, renewal and expansion.	Create an organisational environment that promotes personal growth and development for employees and positive cognitive, emotional and behavioural states directed toward optimum organisational outcomes.	Integrate improved governance in the operational processes.
	C. Efficient Resource Utilisation	C. Strengthening Performance Management Systems	C. Management Systems
	Introduce systems to promote a culture of greater efficiency and accountability in resource use.	Improve and upgrade all HR systems.	Improve the effectiveness of executive and management structures across campus and university levels.

FRAMEWORK 2012–2017

teaching, research, innovation, public service, intellectual leadership and outreach in order to (cultural, environmental) development of the Caribbean region and beyond.

Integrated, innovative, internationally competitive university, deeply rooted in all aspects of the region and committed to serving the diverse people of the region and beyond.

	CIVIC RESPONSIBILITY	ACCESSIBILITY	DIVERSITY	EQUITY
STAKEHOLDERS	ALUMNI	INTERNATIONAL PARTNERS/ DONORS	PRIVATE SECTORS	
STRATEGIC PILLARS	TEACHING, LEARNING & STUDENT DEVELOPMENT	RESEARCH & INNOVATION	OUTREACH	
GOALS	<p>A. Academic Quality</p> <p>Ensure excellence of academic processes.</p> <p>B. Student Engagement & Experience</p> <p>To provide a high quality student experience as a platform for enhanced regional and international student success and long-term commitment to the UWI.</p> <p>C. Open & Distance Education</p> <p>Provide multiple, flexible paths for all constituencies to pursue tertiary education over their lifetime.</p>	<p>A. Faculty-led Research & Innovation</p> <p>Create an enabling environment to support, foster and increase the output of high quality research and innovation with an emphasis on the Caribbean.</p> <p>B. Graduate Studies & Student Research</p> <p>Enhance graduates studies and increase postgraduate research output.</p> <p>C. Funding & Partnerships</p> <p>Increase funding and strengthen research partnerships.</p>	<p>A. National & Regional Development</p> <p>Become the driving force for economic, social, educational, and other critical developmental needs for the region.</p> <p>B. Internationalisation</p> <p>Enhance the global reach and impact of the UWI.</p> <p>C. Marketing & Communication</p> <p>Present a unified brand image for UWI aligned with its strategic vision and initiatives.</p> <p>D. Alumni Engagement</p> <p>Facilitate the UWI development through alumni advocacy and structured involvement in UWI and campus life.</p>	

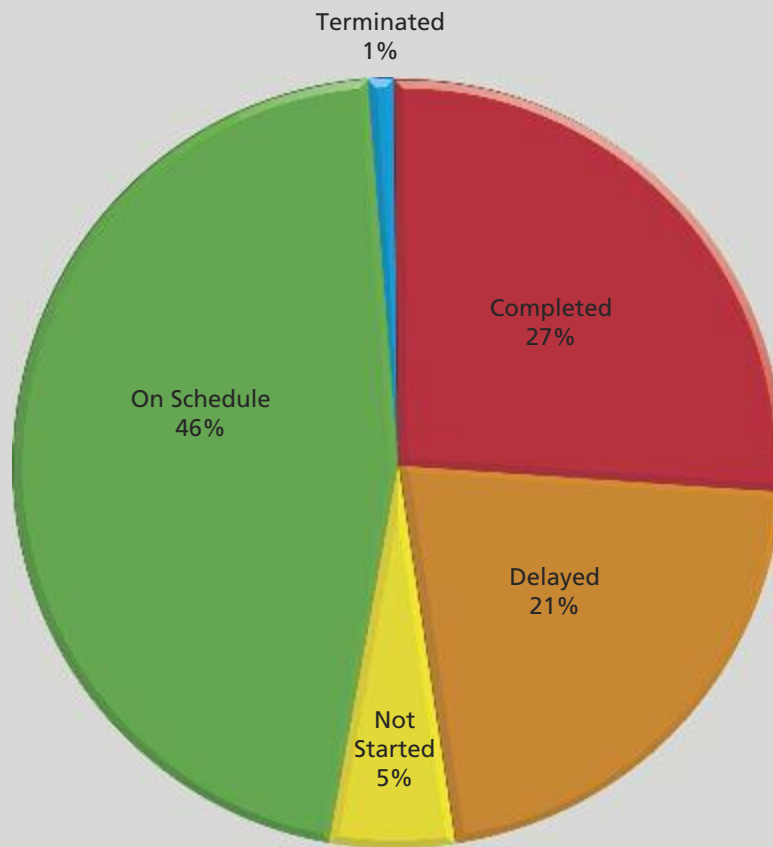


1. FINANCING THE ENTERPRISE

The 2012/2013 academic year was marked by serious cash flow problems experienced by all four campuses, the result of the continued economic crisis prevailing in The UWI contributing countries. Within this environment The University of the West Indies continued to explore diverse opportunities to support and expand the funding base of the institution. Income generating activities pursued by all campuses contributed 27% of total income whereas Government contributions covered 48%. Those income-generating activities included the full fee-paying programmes of the 'professional' Faculties of Engineering, Law and Medical Sciences as well as commercial operations such as rental of properties, fees from halls of residence and concessionaires operating on the campuses. This aggressive effort at garnering revenue from non-traditional sources was complemented by stringent cost containment measures. Each campus pursued similar tactics, within the constraints of the particular environment in the host country.

The 50th Anniversary celebrations of the **Cave Hill Campus** took place against a background of deep-

ening financial crisis occasioned by the increasing debt owed to the campus by the Government of Barbados. Moreover, during the year, the Government of Barbados enunciated a new policy for financing Barbadian students at UWI as of the 2014/2015 academic year, whereby students would pay for tuition and the Government for the economic cost of their studies. This new funding model would require Barbadian students to pay between BD\$6,000 and BD\$9,000 per year for programmes in Faculties other than Medical Sciences. The campus is deeply concerned that, based on experience elsewhere in the University, a significant number of students would be unable to source their tuition fees either through loans or personal savings. The campus is also fearful that payment by instalment would result in a large number of defaults and is mindful that the policy of deregistration of defaulting students tended to result in constant conflicts with the student population. Despite the massive cut in government contributions, however, the campus continued to contribute significantly to national and regional development and transformation.



PERSPECTIVE 1: STATUS OF 'FINANCIAL' INITIATIVES

CAPITAL DEVELOPMENT

The Cave Hill Campus continued to focus on the expansion of its physical environment and enhancement of students' amenities as well as on improving spaces for teaching and office accommodation.

Work on the expansion of the Centre for Resource Management and Environmental Studies (CERMES) continued. Funded from part of a USAID project grant to CERMES to support the expansion of its teaching and research activities in climate change, the project saw the construction of an extension to the CERMES building to provide additional accommodation and teaching facilities, computer lab and student study areas, alternative emergency exits and an upgrade in the network system to facilitate better access to the internet. Construction started in October 2012 and was completed in time for the start of semester I in August 2013.

Construction of the Student Accommodation at Clarendon also continued during the period and the first block was completed and prepared for occupation in January 2013. The Campus pro-

ceeded with the project on a phased basis which would eventually see a total construction of approximately 200 beds in three four-storey blocks, with administrative and other office facilities. In the first phase of the project one of the three blocks of rooms and associated works to make the block fully functional commenced in March 2011. That block has now been completed, furnished and equipped. The site works which consisted of drainage, roads, car park, guard wall and landscaping were also completed. Phase I of the project was completed for the start of semester 2 (January 2013).

A portion of the escarpment extending from the back of the CERMES and the Medical Sciences buildings and terminating on the University Drive is being developed as the Nelson Mandela Freedom Park. This will consist of two large level areas and will accommodate an amphitheatre, gazebos, bar, washrooms and security kiosk. The work on this site, scheduled to start in August 2013, is being undertaken in phases. Phase I will provide for the completed terrace areas and retainer walls and should be completed in March 2014, while Phase II will see the build out of the other facilities.



The campus also commenced design work on the Centre for Moral and Spiritual Development (formerly called the Multi-Faith Centre) during the year under review. The facility will provide space for students and staff to retire for reflection and worship in quiet surroundings. It will also house the Centre for African Studies programme which is currently being developed. The entire set of design work for this Centre was completed and tenders are to be invited.

Design work was also started on the West Stand at the athletics and football stadium. The West Stand will seat approximately 600 persons in its tiered seating and will also house the programme in Sports Science, a joint MSc programme with the University of New Brunswick, Canada. Work on the building started in summer 2013 and is scheduled to be completed in 2014. However, teaching in the MSc programme will commence in January of 2014 in alternative accommodation.

ACKNOWLEDGING BENEFACTORS

The 2013 Benefactors Awards Ceremony which celebrated the Campus' 50th Anniversary and its partnership with its donor community was held on May 30, 2013 at the Errol Barrow Centre for Creative Imagination. The ceremony provided an opportunity to thank and honour those institutions, organisations and individuals whose extraordinary financial and in-kind support over the past four years supported the further development of the campus, particularly in times of global economic uncertainty. More than 300 individuals and organisations, representing private citizens, including alumni; the private sector; Government and statutory agencies; development banks; donor agencies; foundations; and non-governmental organisations have made contributions.

OPPORTUNITIES IN TIMES OF DIFFICULTY

Faced with uncertain cash inflows, the **Mona Campus** employed creative strategies in order to maintain normal operations. Firstly, the campus administration sought to ensure that it maintained

good relationships with suppliers, securing their understanding of the challenges it faced and asking for their patience regarding outstanding payments. The campus kept communication lines open with suppliers, holding meetings to keep many updated. Secondly, after having avoided an overdraft facility for almost 20 years, the campus had to access credit to support operational cash flow. These measures were undertaken in tandem with on-going efforts to reduce or contain costs where possible, including closely managing the payroll – the largest component of the campus' budget.

With regard to receivables from tuition fees, the Mona Campus, in recognition of students' plight, allowed fee payments through formally agreed instalment plans, spread across both semesters in some cases. Unfortunately, in spite of these arrangements the campus' tuition fees receivables grew and its cash flow suffered as students struggled to meet their obligations.

Despite the difficult operating environment during 2012/2013, the Mona Campus remained focussed on advancing its strategic agenda. This involved developing additional and more sustainable income streams and utilising resources more efficiently. Emphasis was therefore placed on completing and bringing into operation key capital projects initiated in previous academic years. Completion of the following projects was achieved through a mix of internally generated resources and loan financing, as fiscal constraints prevented government support.

THE FACULTY OF MEDICAL SCIENCES, TEACHING AND RESEARCH COMPLEX

The new 230,000 square feet, state-of-the-art Faculty of Medical Sciences Teaching and Research Complex (FMSTRC) welcomed its first occupants in January 2013. It brings together seven sections of the Faculty of Medical Sciences which were previously found in disparate locations spread across the campus. The Faculty continues to implement innovative means of generating income to support day-to-day operations. Over J\$1,000,000 was gen-



Clockwise from top left: The Elsa Leo-Rhynie Hall; The Marlene Hamilton Hall; Students' lounge and Basic Medical Sciences lab in the new Med Sciences Teaching and Learning complex, Mona

erated from extra-departmental activities during the period. The Department of Basic Medical Sciences continues to build its core forensic and bio-analytical research and service facilities. The Caribbean Toxicology (Caritox) and Caribbean Genetics (Carigen) Units operate as commercial units, and have provided forensic toxicology and consultancy services to the legal and law enforcement professions.

THE MARLENE HAMILTON HALL OF RESIDENCE

Commenced in May 2011, with the final block completed in December 2012, the 400-room Marlene Hamilton Hall of Residence for graduate students is an ultra-modern, environmentally-friendly housing solution. The development includes four blocks, each six storeys high, with 88 self-contained regular studio apartments suited for individuals, and 12 super studios suited for married students, to accommodate family visits.

THE ELSA LEO-RHYNIE HALL OF RESIDENCE

The imposing five-block, 600-room Elsa Leo-Rhynie Hall of Residence for undergraduate students was completed in a mere 17 months. The development, which commenced in October 2011, saw blocks four and five, along with a central laundry facility, being handed over and occupied in September 2012. Blocks two and three were completed in December 2012 and block one in February 2013. Four of the hall's five blocks, each six storeys high, support single room occupancy. The fifth, four storeys high, hosts the administrative offices and 36 double-occupancy rooms.

THE BUSINESS PROCESS OUTSOURCING CENTRE

Provision of services to the Business Process Outsourcing Centre's (BPO) first client began in earnest in early 2013, following its completion. Though the growth of business at the centre was slower than projected, employment was provided for 700 students. Consistent growth in employment is expected as new services come on stream.



THE COMBINED HEAT AND POWER PLANT

Having secured the preferred Combined Heat and Power generation system in the previous year, installation of the first phase of the project was completed during the 2012/2013 academic year. Phase I involved installation of a fully functional heat recovery unit (absorption chillers). Presently, the absorption chillers function on fuel to supply air-conditioning to the FMSTRC and BPO centre, independent of the public electricity company. Other facilities are on track to benefit from the plant's cooling capabilities.

STRENGTHENING PUBLIC/PRIVATE SECTOR RELATIONS AND COMMERCIALISATION

In March, 2013, the **St Augustine Campus** signed an MOU with the Trinidadian beverage company, S.M. Jaleel, for the supply and selling of UWI branded bottled water on the campus. Other examples of the heightened entrepreneurial drive on the campus are the establishment of the University Inn and Conference Centre just outside the main campus, and the opening of an office of the National Entrepreneurship Development Company (NEDCO) in the Student Activity Centre which is the hub of student interaction. The physical presence of NEDCO on the St Augustine Campus was aimed at promoting a culture of creativity, innovation and entrepreneurship on the campus.

The campus has been aggressively advancing capital projects to cater to the needs of the growing student and staff population. While the major focus during the review period was on the construction of the UWI St Augustine South Campus at Penal/Debe, the period also saw the practical completion of the Teaching and Learning Complex project. Work was also completed on the Canada Hall South Block and the Family Development Centre (FDC).

The **Open Campus**, like the other campuses, had to contend with the negative impacts of under-funding by the UWI contributing countries. Nevertheless measures undertaken to diversify the sources of income, enhance efficiency and contain costs

met with considerable success. The Consortium for Social Development and Research (CSDR) remained the most financially viable unit in the Open Campus, with income earned from delivery of courses, sponsored research projects, consultancies and rentals. The four specialised units of the Consortium attracted funding of over US\$145,000 and J\$27 million during the 2012/2013 academic year. Several Open Campus sites established new long-term partnerships with key stakeholders in the respective countries for the running of local courses and professional development training. A number of changes to existing process flows and structures, such as the automation of students' accounts and the centralisation and outsourcing of the payroll, led to greater efficiency and cost effectiveness.

FUNDING ENHANCEMENT THROUGH RESEARCH ACTIVITY

Funding accessed through international agencies and research funding institutions in the developed countries has the double advantage of broadening and diversifying the sources of income while at the same time enhancing the UWI's image and reputation as a centre of excellence in research, knowledge creation and innovation. Currently, there are active research partnerships with about 40 different institutions in 32 different countries spread across the Caribbean, Latin America, Canada, the USA, Europe, Africa and the Pacific.

The University has aggressively pursued, as a source of income, the development and delivery of self-financed, taught Master's programmes such as the MSc Counselling, MSc Education, MSc International Management, MSc Tourism and Hospitality Management, the operations of the School of Dentistry, and programmes in the Faculties of Medical Sciences and Law. These programmes are full fee-paying and have been generating well-needed resources.

A Resource Mobilisation Unit was established in the Faculty of Science & Technology, Mona, to develop information that would assist the campus

to structure and resource its research enterprise. Following success at helping entities across the campus to increase their competitiveness in grant-funding sourcing and seeking, the unit's findings were used to conceptualise a new campus entity called Mona Office of Research and Innovation (MORI) which started its work on August 1, 2013. The Resource Mobilisation Unit will continue to support and lead the work of MORI in the Faculty.

The Faculty of Science and Technology, **St Augustine**, in an effort to become more financially sustainable developed several self-financing, post-graduate programmes such as the MSc in Renewable Energy Technology which attracted some 23 students. The Department of Computing and IT was successful in mounting various revenue generating certification courses to its stakeholders in industry. The Department was also

successful in its collaborative projects with industry whereby various revenue generating projects were initiated and completed. The Department of Chemistry has been advertising various revenue generating services to external clients in areas such as environmental monitoring, waste management, corrosion science, agriculture and food security; and analytical and glassblowing services. The Faculty is also in the final stages of establishing commercial services in the area of Computing and IT, and Statistics.

PRODUCTIVITY ENHANCEMENT AND EFFICIENCY THROUGH OPTIMISATION

The University has sought to tackle one of its largest annual expenses by investigating alternative property insurance options. The services of Towers Watson consultants were retained to assess

Opening of the Hugh Wynter Fertility Management Unit

The Hugh Wynter Fertility Management Unit embarked on an expansion of its plant in 2012. The building which is located within the University Hospital of the West Indies (UHWI) was officially opened in 2013 by the Prime Minister of Jamaica, the Most Honourable Mrs Portia Simpson-Miller. The almost self-financed project will serve the entire region and facilitate surgeons wishing to do robotic surgery, other state-of-the-art/technical procedures, and will teach doctors from across the region by video conferencing. The services offered at the institution are comparable with those offered in developed societies and it has great potential to be a major income earner as its fees are lower than that obtained in those societies.





Clockwise from top left: Artist's impression of a Hall of Residence at the St Augustine southern campus at Penal/Debe; Family Development Research Centre, St Augustine; interior of new Law Library and Business Process Outsourcing Centre, Mona.

whether a UWI-owned, captive insurance company could provide the institution with financial and/or strategic advantages in financing its property risk exposures.

The efforts at cost containment and management by the Vice-Chancellery are exemplary of the strategic objective of efficient resource utilisation. Despite the trying financial environment, the University Centre's budget was only 11% of the total University budget, of which 39.5% was allocated to the teaching and research institutes within the Vice-Chancellery. At the same time administrative costs have been maintained at 10% or less for the past three years.

FINANCIAL CODE & FINANCIAL PROCEDURES AND GUIDELINES

In March, April and May 2013, the University Centre went on a sensitisation initiative by staging workshops on the three residential campuses for

Deans, Heads of Departments and Senior Administrative personnel. The purpose of these workshops was to update participants on the revised financial code; revised financial procedures and guidelines and other financial issues.

UWI CONSULTING (A SUBSIDIARY OF THE UNIVERSITY OF THE WEST INDIES)

While the company has not yet attained financial independence from the UWI, it recorded a 14% increase in revenue and a 3% reduction in its operating expenses. Despite a 29% increase in the cost of delivering projects – the direct cost of the consultancies – there was an overall 41% decrease in the net loss suffered by the company. The objective of transforming UWI Consulting into a net contributor to UWI's revenue still remains a key imperative, and as such, the transformation process which started in 2011/2012, was continued. This transformation process anticipated a number of human resource changes including the establishment of new posts and changes in personnel for current posts. Also included in the process was



recognition of the need to change the standard operating procedures of the Company to make it more in line with local and international best practices for consulting firms.

To date, the marketing of its services has been mainly through networking. The Company website, despite its limitations, has been a useful channel for promoting its services. In planning meetings using the balanced Scorecard approach, the company has made certain determinations to ensure an increase in sales and financial performance.

During the year, the Company completed bids for and won a number of important projects, which should impact Caribbean development. These projects included:

- Ministry of Education, Jamaica – National Curriculum Policy Evaluation
- Ministry of Finance, Economic Affairs, Planning & Social Security, St Lucia – Review and Evaluation of ICT in Education Policy and Curriculum, and Institutional Strengthening and Capacity Building
- UNESCO, Guyana – Climate Change Education for Sustainable Development (CCESD) Country Programme
- Ministry of Youth, Sports & Culture, Jamaica – Development of Policy Instruments to Support the Youth Sector
- Cabinet Office of Jamaica – Develop Detailed Drafting Guidelines for a White Paper on the Establishment of an Environmental Regulatory Agency (with Institute for Sustainable Development, UWI, Mona)
- CARICOM Development Fund (CDF) –Administration of Trust Funds by the CARICOM Development Fund
- USAID – Performance Evaluation of Youth Programs USAID/Barbados and Eastern Caribbean under the Monitoring and Evaluation Services for the Caribbean Basic Security Initiative IQC
- CARICOM/CIDA – Prepare Draft Model Legislation / Regulations for CARICOM Single Market (CSM) Regimes

PROJECTS COMPLETED

- National Curriculum Policy Consultancy, Jamaica
- Review and Evaluation of ICT in Education Policy and Curriculum, and Institutional Strengthening and Capacity Building, St Lucia
- National Implementation Partner for Climate Change Education for Sustainable Development (CCESD) Country Programme, Guyana
- ERA – GREEN PAPER: Develop Detailed Drafting Guidelines for a White Paper on the Establishment of an Environmental Regulatory Agency, Jamaica
- Administration of Trust Funds by the CARICOM Development Fund, Barbados
- Performance Evaluation of Youth Programs USAID/Barbados and Eastern Caribbean under the Monitoring and Evaluation Services for the Caribbean Basic Security Initiative IQC, Eastern Caribbean such as Antigua & Barbuda, Dominica, Grenada, St Kitts & Nevis, St Lucia and St Vincent & Grenadines.

NEW ALLIANCES

New alliances were initiated with five international consultancy firms. These included:

- European Profiles – a European firm, with which UWI C partnered to conduct a Review and Evaluation of ICT in Education Policy and Curriculum, and Institutional Strengthening and Capacity Building in St Lucia.
- DEXIS and MSI – American firms which both teamed with UWI C on the Performance Evaluation of Youth Programs USAID/Barbados and Eastern Caribbean under the Monitoring and Evaluation Services for the Caribbean Basic Security Initiative IQC Antigua & Barbuda, Dominica, Grenada, St Kitts & Nevis, St Lucia and St Vincent & Grenadines.
- ACE, a Spanish firm and Nex Consulting, based in the Dominican Republic, joined with UWI Consulting to work on a consultancy to prepare draft model legislation/regulations for CARICOM Single Market (CSM) regimes. **VC**



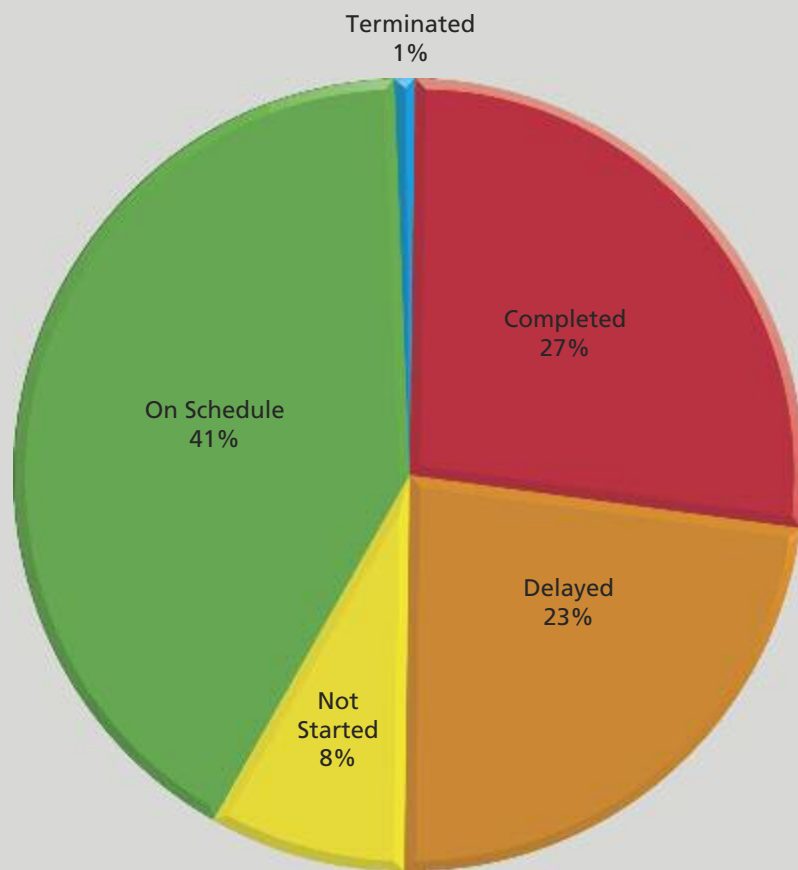
2. EMPLOYEE ENGAGEMENT AND DEVELOPMENT

In order to effect change and reverse the negative findings of the 2011 employee engagement survey, all persons in leadership positions at the University were urged to engage with staff more. All the leaders, including the Vice-Chancellor and the entire Executive Management Team, have undergone Leadership Training and Change Management sessions, as have many of the Deans. Another vital step in the process is to improve communication with staff. Accordingly, the scheduling of regular meetings with all categories of staff by Deans and Department Heads was strongly recommended. At such staff meetings the opportunity would be given to LISTEN as much as to impart information.

The results of the university-wide survey of employees undertaken by *Infotool* in 2011, though not surprising, were telling: the survey showed that although the majority of respondents agreed that the UWI was a great place to work, as it presented opportunities for personal development and good benefits, there was a serious disconnect between the general staff and leadership. The University had indeed recognised and had attempted to

address the need to pay greater attention to its employees, through a process of ‘transforming the administrative culture’, build loyalty and enhance productivity, which was a specific strategic aim of the 2007–2012 Strategic Plan. However, the means of measuring any progress in this area were not embedded in the Plan. Indeed, the failure to add metrics was a general fault of the previous Plan. Therefore, particular efforts have been made to ensure that the current 2012–2017 Strategic Plan should include a mechanism to measure progress – using the Balanced Scorecard framework and methodology.

Another initiative being spearheaded by the University Registrar to improve engagement among staff has been the UWI Change Makers project, involving the training of a cadre of persons throughout the institution to encourage the acceptance of change and help roll-out the *CoachOurselves* module and “putting people first” process. In Phase 1 of the employee engagement initiative the **Open Campus** change makers held 19 sessions through which 40 managers were sensitised to the survey results and process needed for change. Four Open



PERSPECTIVE 2: EMPLOYEE ENGAGEMENT AND DEVELOPMENT

Campus change makers benefitted from a two-day recertification training course held at the Regional Headquarters in April, 2013. Two sessions were held with staff and management at the Gordon Street, Trinidad and Tobago Site to address staff dissatisfaction. These sessions were held in June and July 2013 and were facilitated through a collaborative effort between the Open Campus HR Department and the Oilfield Workers Trade Union (OWTU), UWI Branch. These sessions provided an open platform for staff to articulate their concerns and have them addressed as far as possible.

Other relevant activities included a Performance Assessment Workshop which was held on January 10, 2013 for all staff of the Barbados site, facilitated by the then Human Resource Consultant of the Open Campus, Mr Henri Brewster. The workshop was organised in preparation for the Annual Assessment exercise and was designed to assist staff members in understanding the performance assessment process employed by the UWI, as well as to enhance their comfort level in relation to the process.

Occupational and environmental health and safety

and security in the workplace were enhanced at the Barbados site by means of two sessions conducted by the Barbados Fire Service in order to ensure that staff was aware of procedures which must be followed in the event that the site had to be evacuated. These drills served to prepare staff to effectively conduct the safety and emergency drills for students which followed the training.

Efforts to assess the degree of employee engagement and development, particularly in light of the unfavourable results of the *Infotool* survey, were undertaken at all **Open Campus** Sites, resulting in a renewed emphasis on staff meetings and regular dissemination of information via e-mail.

At the **Mona Campus**, the management of human resources received a boost with the development of a competency-based framework. Towards the end of the 2012/2013 academic year, the Human Resource Management Division (HRMD) had completed and presented the first draft of the document for review. The framework has since been revised and will be presented to the Campus Appointments Committee for consideration in the new academic year.



STAFF TRAINING AND DEVELOPMENT

Several important initiatives, focussed on staff training and development, were led by units such as the Human Resources Management Department (HRMD) and the Centre for Excellence in Teaching and Learning (CETL). During the review year the HRMD embarked on three major projects to “introduce training and management to all levels of staff.” These included:

- Revamping its training programme for Heads of Departments to introduce ‘The Leadership Co-efficient’, a programme geared towards developing the skills of current Heads and of other employees deemed to have leadership potential, who have been identified for development. Sixty-five members of staff were trained at the Mona Campus.
- Conducting seminars on ‘Effective Minute Taking and Meeting Management’ with members of the administrative staff in three of the

five Faculties.

- Launching ‘The Impact Factor’, an in-house professional development programme designed for administrative support staff. The programme sought to enable better support for heads of departments/units and Faculties.

Other significant activities geared towards employee engagement and development in 2012/2013 in the Faculty of Humanities included:

1. All categories of staff from all units in the Faculty accessed training sessions organised by the HRMD and the CETL.
2. The personal/holistic development of staff was the focus of an Employee Assistance Programme session on stress management, which was held at the School of Education on April 15, 2013. All categories of staff were invited.
3. School of Education Library staff attended an ALEPH/OCLC Refresher Training Course on November 27, 2012.



Top left: EMT team undergoing leadership training. Top right and bottom: UWI Changemakers training workshop

4. Training was provided for School of Education staff in the delivery of courses using a blended learning approach. The training was facilitated by the School of Education Blended Learning Committee comprising of its own staff members
5. The Department of Modern Languages and Linguistics held a Retreat for its Coordinators and Administrative Staff. The Department plans to make this an annual event
6. The Department of Modern Languages and Linguistics started in-house continuous training for Administrative Staff by the Administrative Assistant in the Department
7. At the Centre for Language Learning, a highly successful staff retreat facilitated by Aurora Training and Consulting brought together academic and ATS staff in a day-long session at the Ortinola Estate. ATS staff at all levels and in all job functions, from cleaners to Administrative Assistants, engaged in training and

professional development opportunities in areas as varied as business process-mapping and language learning technology

THE CENTRE FOR EXCELLENCE IN TEACHING AND LEARNING (CETL)

The rebranded CETL led a number of initiatives aimed at nurturing attitudes and developing skills and competencies in faculty, to enhance their professionalism and effectiveness in responding to students' needs. These included organised teaching programmes, such as delivery of the post-graduate Certificate in University Teaching and Learning (CUTL), a requirement for all new faculty. At Cave Hill, the Centre staged several workshops and seminars, as well as facilitated mentorship sessions for faculty, through its 'colleagues helping colleagues' initiative. Similar programmes and activities were organised and delivered by the CETL on the other campuses.



2013 graduates of the Centre for Excellence in Teaching and Learning, Cave Hill, who gained Teaching Certification

At the **St Augustine Campus** the CETL organised in September 2012 a workshop, 'Introduction to Problem-based Learning' for new tutors in the Faculty of Medical Sciences. A basic sign language course was hosted by the School of Dentistry for its staff. In March 2013, Dental Surgery Assistants attended a seminar in recognition of World Down Syndrome Day, which allowed them to become more familiar with the latest technology and practices for special needs patients. The School for Veterinary Medicine held a half-day employee engagement session facilitated by Professor Jonas Addae in January 2013 and the Department of Preclinical Sciences conducted a retreat for all academic, administrative, technical and support staff, aimed at achieving the key attributes of The UWI employee as outlined in the Strategic Plan.

The Faculty of Social Sciences at **Mona** began the academic year with the staging of its annual Faculty Day under the theme "Employer/Employee Engagement: Creating a Culture of Accountability, Transparency and Trust". As in previous years, the

Faculty Day provided an opportunity for all staff members to contribute to the planning and implementation of the Faculty's vision and tactical plans and to review its strategic objectives. Three discussion groups addressed issues related to personal and/or institutional development which would appeal to members of staff at different levels. The groups were: (1) Finding yourself on the Job; (2) Communication & Improving Internal Customer Service; and (3) Enhancing Supervisor/Supervisee Relationships. In focussing on Employer/Employee Engagement, the Faculty continued its approach of identifying and elaborating on the perspectives highlighted in the UWI 2012–2017 Strategic Plan. It was recognised that Employee Engagement and Development, if maintained in an environment of accountability, openness and trust would result in high performance and success of the organisation for both academics and non-academics alike. Since the 2012/2013 Faculty Day engagements, there are plans to extend the work of the Faculty of Social Sciences' Committee tasked with the promotion of



Faculty of Humanities and Education St Augustine Staff Retreat

The Dean of the Faculty of Humanities and Education, St Augustine, organised a two-day staff retreat for all Administrative, Technical and Support Staff, Heads of Departments and Deputy Deans in the Faculty. Some 150 staff members were hosted. The first day focussed on staff development and motivation; self-realisation and the avenues available towards self-actualisation. The second day focussed on workflows of the key functions and roles in the Faculty related to Student Affairs, Graduate Studies and Research, Programming and Planning, Distance and Outreach, Facilities Maintenance, Faculty Timetable, Servicing Faculty Board and other Faculty Committees, preparation of Faculty Reports. This is clearly a best-practice that should be emulated by other Deans.

*St Augustine Faculty of Humanities
and Education Staff Retreat, 2013*


employee/employer engagement in order to advance understanding of the specific determinants of this desirable goal within the Faculty and assist the University to establish suitable targets and interventions, to address the gaps.

CROSS-CAMPUS FACULTY COLLABORATION

Academic year 2012/2013 was the first year of having three independent Faculties of Law at The University of the West Indies. The three new Law Deans – Dean Haraksingh (St Augustine), Dean McKoy (Mona) and Dean Berry (Cave Hill) – met several times throughout the year, both in the Committee of Law Deans and in a Joint Committee of the Faculties of Law, to strengthen relations between the three Faculties. A wide range of issues was discussed over the course of the year by the Committee of Law Deans, chaired by the University Dean of Law, David Berry, and by the Joint Committee. These included those related to common syllabi, common examinations, curriculum reform, student exchanges, student transfers, and

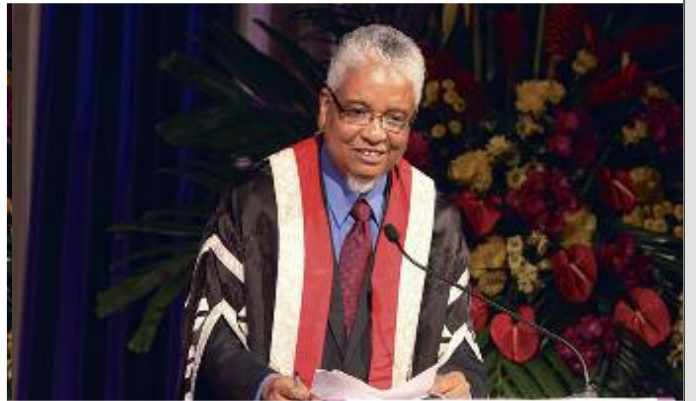
representation of the three Faculties on external bodies. As part of the collaborative process, the Faculty of Law at Cave Hill sought to engage the Faculties of Law at both Mona and St Augustine in setting common examinations. The process was partly successful, with St Augustine generally agreeing to common examinations.

The Faculty of Law has embraced the best practice of the Faculties of Medical Sciences, Social Sciences, Humanities & Education and most recently, the Faculties of Science & Technology in having a University Dean coordinating the harmonisation of curricula, examinations and research foci.

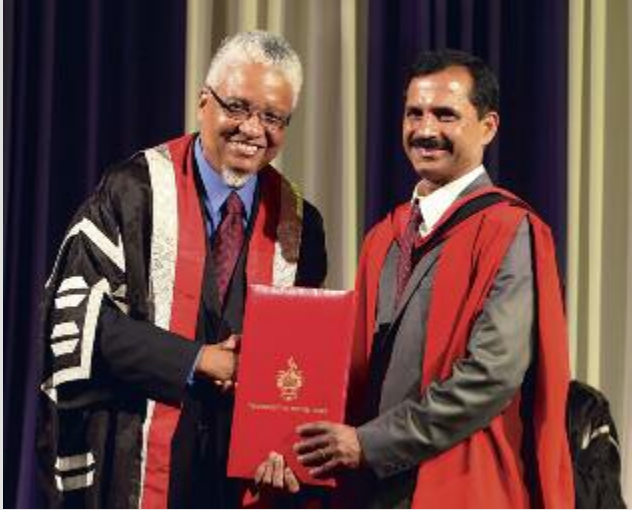
The Faculties of Social Sciences across the three campuses participated in cross-campus meetings aimed at the harmonisation of course codes, course descriptions, course pre-requisites and Faculty regulations in furtherance of the UWI’s strategic objective of encouraging regionalism and, in particular, to facilitate the movement of students across the campuses. The meetings were held during the period April 22–24, 2013 at the Mona Campus. 



VC AWARDS



FOR EXCELLENCE 2013



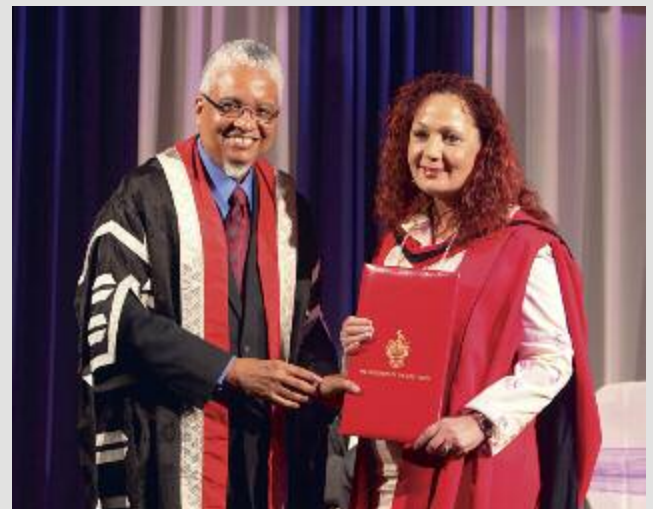
Professor Shivananda Nayak, Department of Preclinical Sciences, St Augustine, receives the award for excellence in Teaching



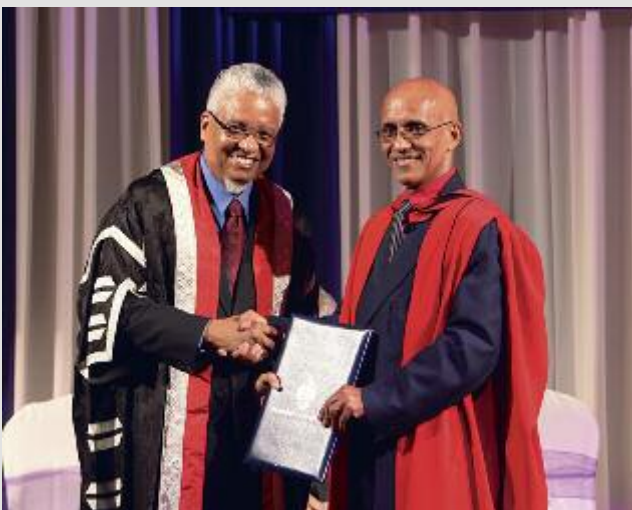
Professor Horace Fletcher, Dean, Faculty of Medical Sciences, Mona, receives the award for Research Accomplishments



Professor Pathmanathan Umaharan, Cocoa Research Centre, St Augustine, receives the award for Research Accomplishments



Professor Rose-Marie Antoine, Faculty of Law, Cave Hill Campus, receives the award for Public Service



Dr Richard Robertson collecting the Award for Research Accomplishments and Contribution to Public Service on behalf of the UWI Seismic Research Centre



Dr Carol Logie, Family Development & Children's Research Centre, St Augustine, receives the award for Service to the University Community and Contribution to Public Service



3. INTERNAL OPERATIONAL PROCESSES

The major strategic goal under this perspective is to re-engineer academic and administrative operational processes and procedures to make them simpler, more transparent, efficient, and effective to achieve optimal stakeholder satisfaction within and across campuses; and further, to align these administrative systems to be more customer-friendly and, in particular, to address the needs of all staff and students across the University.

It was inevitable that the use of cutting-edge technology would be required to drive the re-engineering of all relevant administrative and academic processes across all campuses using university-wide systems. In the area of finance, SCT Banner – which is the accounting software widely used in higher education institutions – is used by all campuses of the University for processing and reporting of financial information. All campuses are currently upgrading the Banner Finance software to at least version 8.7.

To improve accountability and provide timelier reporting of funds received, the Office of Finance implemented the Banner cashiering module at the Hugh Wynter Fertility Management Unit. In June

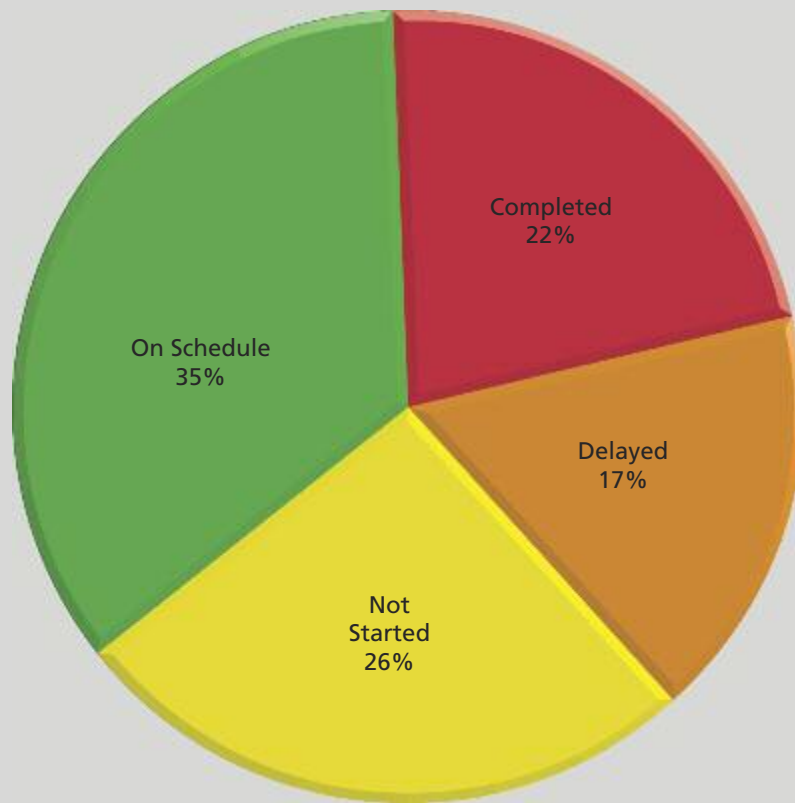
2013, the Office of Finance held training seminars for departments on the use of on-line requisition processing, a component of the accounts payable module.

GRANTS MANAGEMENT

The University has implemented the Research Accounting and Grants Billing Module of the Banner Finance software to facilitate the management of international grant funding. This will allow The UWI to be better able to compete internationally for grants and enhance the efficiency in monitoring and accounting for research projects funds, as well as provide more timely reports to its grantors. The grants management section of the Office of Finance and representatives from the other campuses attended a workshop on the US Department of Health and Human Resources Rules & Regulations, December 12–13, 2012 in Kingston, Jamaica.

ARGOS

During 2013, implementation commenced of the report writer software, ARGOS, which is compati-



PERSPECTIVE 3: INTERNAL OPERATIONAL PROCESSES

ble with the Banner Finance System and is now actively being used University-wide to facilitate more accurate and timely financial and management reports.

EXECUTIVE DASHBOARD

The Office of the University Chief Information Officer (CIO) embarked on an initiative to facilitate executive decisions by developing an 'executive dashboard' to provide customised business intelligence and empower management teams to access information through a collection of reports, generated from the operational information systems. The first phase of the executive dashboard was completed and quarterly updates of the information on the executive dashboard were scheduled to ensure that the reports are as relevant as possible.

A cross-campus Business Intelligence team was formed and has been meeting monthly since March 2013. Activities completed so far include the review of macro KPIs provided by the Office of Planning to support the strategic plan; the identification of KPIs available from enterprise informa-

tion systems for feedback to Office of Planning. The CIO team also identified and generated a report for inclusion in the Executive Dashboard, namely, the number of new academics recruited with PhDs under the Teaching, Learning and Student perspective.

Phase 2 of the Graduate Thesis Tracker was completed, involving the document dispatch and tracking functionalities of the thesis tracker system. A dedicated resource was assigned to the project which facilitated the meeting of deadlines.

ICT GOVERNANCE

Implementation of the ICT governance structure university-wide was essential to ensure that ICT would contribute optimally to, and bring added value to the University's performance. Significant progress was made towards establishing ICT governance when the policy paper was approved by University Finance and General Purposes Committee in May 2011. A University Steering Committee was established and held its first meeting in May 2013, a report of which was submitted to University

F&GPC and Executive Management. Campus ICT Steering Committees and Advisory Groups were also established.

GOVERNING DOCUMENTS ONLINE REPOSITORY

The University CIO, in collaboration with the Deputy University Registrar, developed an online repository for all approved regulations, major policies and key decisions. The aim of the initiative is to improve internal communication and facilitate institutional research.

QUALITY ASSURANCE

The Quality Assurance Unit (QAU) of the Office of the Board for Undergraduate Studies continued its work in preparing for upcoming reviews, in monitoring follow-up of review action plans and, in conjunction with Academic Quality Assurance Committees (AQACs), monitoring implementation of recommendations of review teams. Officers continued to support the work of AQACs and units with responsibility for quality on each campus. The

QAU also continued to play an active role in the academic boards on the campuses, and the Senior Programme Officer for Graduate Studies and Research (SPO GSR) continued to provide support to Campus Committees for Graduate Studies & Research.

The QAU organised seventeen disciplinary reviews during 2012/2013, with the following disciplines/ departments benefitting from these reviews:

Cave Hill: Theology, Accounts, Management Studies, Computer Science

Mona: Economics, Physics, Government, History and Archaeology

Open: Management Studies

St Augustine: Economics, Geomatics and Land Management, School of Education, Electrical and Computer Engineering, Chemistry, History, School of Dentistry

Centre: Institute for Gender and Development Studies

QUALITY EVALUATIONS

Quality evaluations (also referred to as quality audits) are a review of the procedures in place within each department to assure and enhance quality. These quality evaluation exercises are led by the programme officers of the QAU. Numerous Quality Evaluations were conducted by the QAU in 2012/2013, including of 17 Centres, Institutes and Units identified for the purpose by the SPO (GSR). Evaluations were conducted in the following disciplines or departments:

Cave Hill: Law, French, Economics, Psychology

Mona: Management Institute for National Development (BSc Public Sector Management)

Knox Community College (BSc Nursing), Brown's Town Community College (BSc Nursing)

Excelsior Community College (BSc Nursing)

St Augustine: Pathology and Microbiology, Chemical and Process Engineering, Physics, Mathematics and Statistics



Top: SPO Ms Jacqueline Moniquette briefing Student Services staff.
Bottom: Consulting with Quality Review team for Management Studies.



Institutes, Centres and Units: Ansa MCal Psychology Research Centre, Archaeology Centre, Arthur Lok Jack Graduate School of Business, Caribbean Child Development Centre, Centre for Criminology and Criminal Justice, Centre for Medical Sciences Education, Centre for Resource Management and Environmental Studies, Cocoa Research Unit, Disaster Risk Reduction Centre, Environmental Management Unit, Hugh Lawson Shearer Trade Union Education Institute, Institute for International Relations, Natural Products Institute, Philip Sherlock Centre for Creative Arts, Unit for Hospitality and Tourism, Tropical Medicine Research Institute, Seismic Research Centre.

OTHER QUALITY RELATED ACTIVITIES

There were several important initiatives relating to Quality during the year. These included the offer for the first time of a new Vice-Chancellor's Award for Excellence designed to recognise departments within the University which have shown a significant commitment to continuous improvement in Quality. The QAU compiled a report on UWI Best Practices which was widely disseminated across the

University, and also drafted a proposal for a Quality Management System to broaden monitoring of quality across the University to include non-academic service departments which impact on the learning environment. The critical role of quality in the development and monitoring of articulation agreements between the University of the West Indies and other Tertiary Level Institutions was the subject of discussion between OBUS and CORIA with a view to improving the existing processes and procedures.

The **St Augustine Campus** established a Non-Academic Quality Management System (QMS) and an Institutional Effectiveness Committee (IEC). Over 100 staff members were appointed to 30 Quality Leadership Teams (QLTs), ten service charters were produced as was a web-based monitoring system. These and other measures will help the campus to integrate, monitor and benchmark service quality in all aspects of its operations.

In keeping with the recommendation of the External Evaluators' Report of the Accreditation Council of Trinidad and Tobago (ACTT), a Campus Office for Planning and Institutional Research (COPIR)



was established. This will support future decision making, policy formulation and planning based on comprehensive data collection and analysis in key areas related to student demographics, progression, stakeholder satisfaction and productivity.

Initiatives led directly from the Office of the Campus Registrar at **Mona**, resulted in the introduction of the SharePoint software for major campus committee meetings, which achieved 100% usage by committee members. Additionally, eight new HR self-service functionalities were implemented to address customer needs:

- The PeopleSoft system was fully configured for vacation, emergency, departmental and sick leave, as well a leave of absence.
- e-Recruit was rolled out, with employment applications now accessible via the internet.
- Training Administration was launched and is being used by the Organisational Development and Staffing Unit to administer in-house training courses.
- The Occupational Health and Safety Incident Tracking and Reporting tool was completed and is being used to capture such incidents on the Mona Campus.
- The Employee Relations Grievances module was rolled out and is now being used to record grievances and disciplinary actions taken.
- The Group Life Insurance module saw 85% completion by the end of the year, with system integration testing continuing.
- The targeted 80% completion of the Contract Administration module was achieved. As a result, contracts for Academic, Senior Administrative and Professional Staff can now be generated online. However, configuration of contract templates for the administrative and technical staff and persons working on contract for services remains to be done, with completion expected in the new academic year.

Other successful efforts to improve internal

processes at the **Mona Campus** resulted in the launch of an On-line Performance Management System (OPAS), to capture performance appraisals for Administrative and Technical Staff. A total of 994 ATS appraisals was managed by the system.

The **Open Campus** Academic Programming and Delivery Division (APAD) undertook initiatives to establish monitoring, communication and quality assurance activities to support the development and delivery of excellent programming. Planning was completed on two committees: the Programme Development Committee and the Programme Monitoring Committee. The Programme Development Committee will make decisions regarding the development or major revision of online programmes, initiate development projects, monitor progress on development projects, and communicate with other bodies as necessary. The Programme Monitoring Committee will monitor the performance of existing Open Campus programmes that are offered through APAD. It will address any issues and problems that emerge and will also formulate and monitor necessary actions.

Other improvements to internal operational processes by the Open Campus were made by the Registry, which assumed all statutorily required Secretariat functions for the Campus. The Registry also developed a framework for an Enrolment Management Plan to incorporate recruitment, transition, orientation, enrolment persistence and successful throughput and designed new student-centred online administrative services and forms appropriate to the distributed environment of the Open Campus. These online forms have simplified processes, allowed for data capture and improved efficiency and timeliness of service to students. The Registry also instituted service quality standards to ensure that responses to enquiries from applicants and students are both timely and accurate. Additionally, it designed and implemented a procedure for online applications for Specially Admitted applicants.

ONLINE FORMS HAVE SIMPLIFIED PROCESSES, ALLOWING FOR DATA CAPTURE AND IMPROVED EFFICIENCY AND TIMELINESS OF SERVICE TO STUDENTS.

Institutional Accreditation

Updates were taken at each meeting of the Board for Undergraduate Studies on the progress of campuses toward institutional accreditation. During the review year, both the **Open Campus** and the **Cave Hill Campus** received formal accreditation from the Barbados Accreditation Council for six years. This means that all four University campuses are now accredited in their respective jurisdictions. The **Mona Campus** continued to follow up on the recommendations arising from its institutional accreditation exercise, while the **St Augustine Campus** is already preparing for its mid-term review.



The institutional accreditation activities on the campuses continued to be supported by officers of the Quality Assurance Unit. The Programme Officer, Open Campus had lead responsibility for institutional accreditation of the Open Campus; the SPO, Cave Hill and SPO, Graduate Studies supported the accreditation activities at Cave Hill; the SPO, Mona and SPO, OBUS supported the follow up activities at Mona; and the SPO, St Augustine led the monitoring of the post-accreditation action plan at St Augustine.

At **Mona**, the four-year BSc in Nursing degree programme offered by the UWI School of Nursing received accreditation from the Nursing Council of Jamaica during the 2012/2013 academic year. The BSc Nursing programmes at both Mona and St Augustine completed the accreditation process with the Caribbean Accreditation Authority for Education in Medicine and other Health Professions (CAAM-HP), and are now awaiting the results.

The Faculty of Medical Sciences, Mona, has made submissions to CAAM-HP for its DDS Dentistry programme. The programme has so far been evaluated and is being prepared for re-evaluation in May 2014. Additionally, the Faculty commenced a vigorous pursuit of ISO accreditation for the Diagnostic Laboratories in the Departments of Microbiology and Pathology.



STRENGTHENING REGIONALISM

The Office of the Board for Undergraduate Studies continued to discharge its responsibility with regard to the preservation and strengthening of the regionality of UWI by various means. Examples include the administration of regional scholarship programmes and the promotion of regional accreditation. It also continued to work to standardise processes and curricula to promote a seamless student experience at undergraduate and graduate levels across the four campuses. The QAU, for its part, focussed on harmonising QA procedures, as recommended in the external review conducted in 2011.

In the area of scholarships, the increasing demand for UWI Open Scholarships was of special note. Over nine hundred applications were received and 41 UWI Open Scholarships were awarded. The

recipients were drawn from a wide range of contributing countries.

MONITORING OF THE UNIVERSITY'S STRATEGIC AND OPERATIONAL PLANS

The University Office of Planning and Development (UOPD) was engaged in monitoring the implementation of the first year of the 2012–2017 Strategic Plan. During preparation of the University's Operational Plan 2012–2014, the UOPD met regularly with the Campus Planning Offices to obtain updates on progress. Training was provided on strategic planning as well as on the Balanced Scorecard framework. Work was also initiated on a suitable information technology platform for reporting on progress with implementation. The framework for a draft report on the first year of the Plan was developed.



Centre for Language Learning, St Augustine, CEFR Workshop with Frank Heyworth



Left: Grantsmanship workshop participants. Top right: Cross-Campus ICT team meeting. Bottom right: Participants in Cross-Campus meeting of the Faculties of Science & Technology held at Mona Campus



INSTITUTIONAL RESEARCH

Several institutional research initiatives were either completed or started during the year. An Institutional Research and Awareness and Priorities Survey involving members of University Committees and Boards, along with Heads of various departments/offices, was completed and presented at several meetings. The Survey identified the following studies as top priority for the University:

- Postgraduate Student Experience Survey;
- Employer Survey for UWI Graduates;
- Sustainable funding for universities;
- Demand for tertiary education in the Caribbean;
- Analysis of high failure rates for undergraduate courses.

A Review of the Strategic Plan 2007–2012 was completed along with country reports on factors influencing the UWI in Barbados, Jamaica, Trinidad and Tobago and the other countries covered by the Open Campus. A study on First Year Student Retention was prepared for the period 2010–2011.

The UOPD also prepared the inaugural report entitled *UWI Higher Education and Statistical Review (HESR)* with a focus on global and regional trends in higher education and their impact on The UWI.

Research commenced on Postgraduate Student Experience; Undergraduate Student Experience; Graduate Tracer Survey; High Failure Rate Trend Analysis. The Office also initiated a Higher Education Policy Briefs series focussing on policy issues emerging from the Strategic Plan 2012–2017. Drafts were prepared on Employee Engagement, ICT, and the Green University.

The Office led the initiative relating to the ranking of universities and submitted information to the two ranking agencies: U-Multirank and Times Higher Education – Thomson.

In support of the data collection process within the University the UOPD revamped its statistical publications and began work on a Statistical Digest to support the HESR mentioned above. **VC**



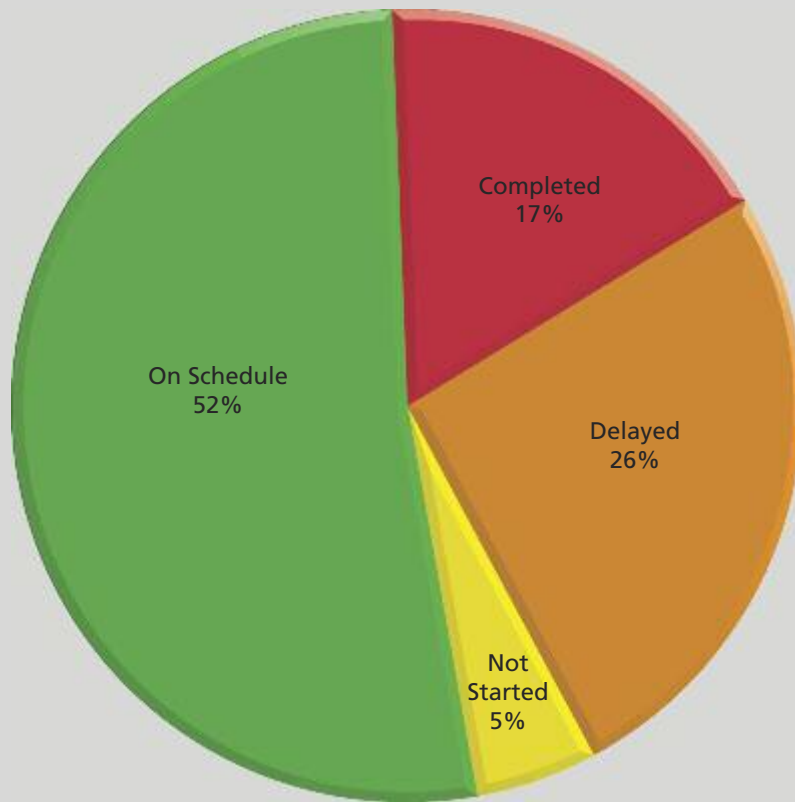
4. TEACHING, LEARNING AND STUDENT DEVELOPMENT

This is the core business of The University of the West Indies and will therefore always be a priority item in any Strategic Plan. Responding to market demand for specialist skills, several new programmes and courses were introduced during the 2012/2013 academic year. Two new Faculties opened their doors at the start of the 2012/2013 academic year at the **St Augustine Campus** following the de-merging of the old Faculty of Science and Agriculture: the Faculty of Food & Agriculture and the Faculty of Science & Technology. The transition has allowed the campus to focus on building each of the related disciplines that are vital to the future development of the region. Law also became a full-fledged Faculty on the campus in the 2012/2013 academic year with its first Dean, Professor Rose-Marie Belle Antoine taking over the mantle from interim Dean, Dr Kusha Haraksingh. At the Faculty of Food & Agriculture, the interim Dean, Professor Carlisle Pemberton, completed his contract and handed over the reins to Dr Isaac Bekele.

NEW PROGRAMMES

In 2012/2013 the **St Augustine Campus** introduced new undergraduate programmes in areas such as Dental Hygiene and Dental Therapy; Agriculture, Environmental Science and Sustainable Technology. Some older programmes were revised to create, for instance a new generic programme in Nursing, a mixed-mode programme in Pharmacy, Statistics and Economics and a new BSc in Biology with specialisation in biotechnology/zoology. New programmes at the postgraduate level include the MSc in Renewable Energy and Technology; Executive Master of Strategic Human Resource Management; International Master of Strategic Marketing; Graduate Diploma and Master of Business Administration in International Trade, Logistics and Procurement; and the Master of Port and Maritime Management.

The Faculty of Science and Technology at the **Mona Campus** developed and obtained approval for a BSc in Computer Systems Engineering, targeting students desiring careers designing computer systems and devices which rely on embedded



PERSPECTIVE 4: TEACHING, LEARNING AND STUDENT DEVELOPMENT

computing. The Faculty also responded to growing calls for more civil engineers by putting in place the necessary framework and systems to deliver the full BSc in Civil Engineering programme, adopted from the Faculty of Engineering at the St Augustine Campus, for delivery at the start of the new academic year.

During the year, the Faculty of Social Sciences received its first cohort of 18 students for the new MSc in Enterprise Risk Management (MSc ERM) programme. The programme seeks to address the need for modern risk management skills within the financial services sector and other industries.

For its part, the Faculty of Humanities and Education sought to diversify the English Language Foundation course offerings, by developing new courses in Critical Reading and Writing targeting the specific communication skills needs of students pursuing programmes within the respective Faculties. The aim is to produce graduates adept at oral communication in English and who have the requisite communication skills for the workplace, a major goal of the 2012/2017 UWI Strategic Plan.

The Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) also rolled out new graduate programmes. At **Mona**, planning and arrangements for the new MSc in Development Studies were completed and the Institute prepared for the first entrants to the programme in the 2013/2014 academic year. The new MSc is offered over one year for full time students and features a wide range of electives from across the University. It fulfils two mandates from the 2010 Quality Assurance Review, which suggested that SALISES should play to its strengths as an interdisciplinary institute, rather than try to replicate disciplinary based degrees and that SALISES should focus on its advantages in research. The final stage in the implementation of the Quality Assurance suggestions will be the review of the MPhil/PhD programme planned for 2013/2014 academic year.

Infrastructure was installed for a state-of-the-art Polycom digital communications system for teaching and supervision among the three SALISES branches at Mona, St Augustine and Cave Hill. When launched in September 2013, it will be the

USING COMPUTER ANIMATION IN E-LEARNING AND CULTURE





first experimental phase in the Single Virtual University Space, an initiative of the Vice-Chancellor.

The Graduate Scholars Programme, initiated in 2011/2012 with the introduction of five scholarships for MPhil/PhD students, continues, with the latest recipient for 2012/2013 being Ms Shamair Henry, an MPhil/PhD candidate currently working on the 'Deportee' question.

The Visiting Fellows Programme, a competitive scheme that allows Faculty members from outside SALISES to spend a semester there in order to complete research and writing projects, also continued, with Leith Dunn from the Mona Institute for Gender and Development Studies gaining the fellowship for 2013/2014.

The MPhil/PhD programme continued with its usual bi-annual seminars, in which candidates present their latest work for critical review by their supervisors and faculty. There were 32 returning MPhil/PhD students with one graduate this year. The curriculum review of the programme, following in the footsteps of the successful MSc review, is expected to commence in the academic year 2013/2014.

Graduates from the MSc Development Statistics programme at the **St Augustine Campus** have been obtaining jobs in critical domains where their acquired skills are appreciated. The programme is gaining popularity insofar as it is filling a void in spheres where skills akin to development policy and applied quantitative skills are needed. To date, eight of the 19 students from the 2012/2013 cohort of the MSc Developmental Statistics programme are still in the programme. From the cohort of 2011/2012, six students completed their course requirements and are preparing research reports for graduating. Of the 17 students left from the cohort of 2010/2011, seven are working toward completing their research report during 2013/2014.

At **Cave Hill** the MPhil/PhD programme continued during the year. First year seminar presentations were made by two of the MPhil students.

The Academy of Sports at the **Cave Hill Campus**

launched its Certificate in Sport Management at a press conference on October 17, 2012 attended by the Minister of Family, Culture, Sports and Youth, the Honourable Stephen Lashley. The Certificate which is composed of four courses: Introduction to Sport Management, Introduction to Sport Marketing, Sociology of Sport and Essentials of Sport Psychology provides exposures to the basic theory, principles, concepts and practices of sport management. Students may upgrade to the UWI Certificate in Management and Administration of Sport. This 30 credit programme allows for matriculation to the BSc Sport Sciences degree which is a double degree with the University of New Brunswick and slated to commence in August 2013. New partnerships were forged with overseas universities and there were continued efforts to provide student mentors. The move towards the elite level of training has strengthened with cricket being the huge success story and football and track and field poised to follow in its wake. Significant success has also been achieved across the general suite of sports offered by the Academy.

The Academic Programming and Delivery Division (APAD) of the **Open Campus** made improvements to academic quality by improving quality assurance practices through completing the first Self-Assessment Report for an online programme: the BSc Management Studies. Additionally, the Instructional Development Coordinator's role was aligned to the operation of UWI's Centres of Excellence in



APAD staff (Open Campus) in training session



Teaching and Learning (formerly Instructional Development Unit), allowing the OC to participate in two major UWI Cross-Campus initiatives: The revised GPA Scheme and Introduction of The UWI Research Supervisor Development Course.

Two new accredited undergraduate programmes were developed – the BSc Youth Development and BEd Early Childhood Development and Family Studies and a proposal for a BSc in Social Work was completed. Curriculum renewal aligned to the attributes of the UWI graduate was achieved by the conversion of 22 face-to-face courses to online delivery from Pre-University courses in the Associate Science Degree Programme.

Due to the nature of the Open Campus, technological solutions for teaching, learning and research are of prime importance. To this end, APAD created a Procedures Manual to guide the training of instructors, students and administrative staff for optimal use of existing technologies, with the aim of having 100% of teaching staff trained in appro-

priate areas. An online manual for teaching staff was also developed and key online courses which teach users how to effectively use the Learning Exchange were revised and upgraded. Another technological improvement which impacted the learning process for students was that the online student learning environment was upgraded to Moodle version 2.3 and Mahara version 1.5. These products will be continuously upgraded as part of the maintenance schedule of the technical support team. The *Blackboard Collaborate* web conference product enabled support for Android devices in May 2013, in addition to the support for the Apple iPhone, iPod and iPad, which allows students to make full use of such devices for their learning.

In view of the increased use of electronic resources and the strategic goal of producing the 'IT skilled and information literate graduate', the Libraries have collaborated and completed a draft online information literacy course for use by all students especially those of the Open Campus who do not have access to face-to-face library instruction. Two

training videos have been completed and are available on two of the Libraries' websites.

INFORMATION RESOURCES

Despite the current financial challenges the University Libraries acquired some additional resources in support of teaching and research. There has been a general reduction in the acquisition of print resources except in specific areas such as the new Law programmes at St Augustine and at Mona. The Mona Law Library received a generous donation of books from the University of Alberta and a grant from the United States Embassy in Jamaica. Emphasis has been placed on increasing access to electronic resources. St Augustine added seven new electronic sources to support the new three year law programme and the Libraries gained access to 28 additional databases by upgrading the subscription from Proquest to Proquest Central. The Cave Hill and St Augustine Campuses also gained access to two new electronic Law databases. The IMF e-Library was acquired by all four campuses and there is now university-wide access to over 100,000 e-books.

SPECIAL COLLECTIONS

The University Libraries continued negotiating with donors for the acquisition of new special collections while developing and promoting the use of current collections. The **Mona Campus** received additional material for the Professor Richard B. Sheridan's Collection; the academic and literary collection of Professor John Figueroa, former Professor in the Faculty of Education at Mona; the Hugh Lawson Shearer Collection and West Indian/Jamaica cricketer, Franz "Gerry" Alexander's collection of cricket memorabilia. Finding aids were completed and mounted on the Library's website for a number of the Library's collections including John Hearne and P.J. Patterson's.

St Augustine acquired the Colin Laird Collection comprising his architectural plans and photographs of buildings designed by him; the papers of musicologist, Joslynn Carr Sealey which include documents on Panorama, Best Village and theatre history in Trinidad; the papers of social worker and UWI honorary graduand, Nesta Patrick and Rafique Shah's address to the Court Martial at the





Town Hall, Port of Spain in January 1971 following the attempted coup.

At the request of the Vice-Chancellor, the University Librarian, the University Archivist and the Head of the Radio Education Unit at Mona collaborated to ensure the preservation and accessibility of the unique collection of recordings of the Library of the Spoken Word. The collection was relocated to the University Archives at UWI Regional Headquarters and the Mona Library began the process of including the cataloguing records in UWIlInC.

SERVICES

The University Libraries continued to improve services to all students. The Mona Information Literacy Unit, in collaboration with the Faculty of Science and Technology convened a Graduate Thesis Writing Workshop. One hundred graduates were taught how to write proposals, conduct literature reviews, avoid plagiarism and format theses in accordance with the University Thesis Guide.

The **Mona Campus** Library introduced a Tablet loan service and a UWIlInC APP was included on

the tablets so that students could seamlessly move from the e-books provided on their tablets to the Library's collection. The Library also launched the roaming customer service manned by student assistants who provide assistance to fellow students on library procedures and services.

At **Cave Hill**, the Library improved its services to the physically challenged and enrolled professional staff in the web-based course Improving Library Services to People with Disabilities. A facility for the visually-impaired was also established in the Main Library.

At **St Augustine**, the redesign of the Alma Jordan Library's website was completed allowing users to quickly perform searches on the various library resources, using a simple layout.

The University Libraries is seeking to accelerate the process of digitising its unique Caribbean resources in support of the research and innovation thrust. The UWISpace Institutional Repository currently houses more than 13,000 digital objects that include some special collections and the research output of faculty. The technical issues





pertaining to the linking of the UWIRD Researcher (bibliographic) Database to the full-text Institutional Repository were resolved and it is anticipated that this facility will showcase the activities of faculty across the UWI in research and innovation. The St Augustine Campus Libraries developed a technical platform for digital publishing and now hosts three departmental online journals.

THE UWI MUSEUM

The UWI Museum is committed to establishing its relevance to the University community and beyond. In the year under review, the museum received visits from several hundred UWI students

and staff as well as alumni, veterans and the wider community. These included fieldtrips by groups of students from the Department of Library & Information Studies (DLIS) and the MA Heritage Studies, Department of History & Archaeology, as part of their work.

In addition, groups visiting as part of their UWI/campus orientation included Mona 'First Year Experience' (FYE) groups from halls of residence as well as with individual mentors; International student groups; UWISTAT Ambassadors Designate and the History Club.

Over 700 individuals signed the Visitors Book during the year. It is estimated that around half





to two-thirds of visitors will sign; fewer when groups visit. The Museum has contributed to UWI outreach to stakeholders beyond as well as within the university. These have included dignitaries visiting the Regional HQ; groups of conference participants; international students at UWI; friends and family of University staff and students; groups from high schools attending UWI Research Day, among others.

Additionally, the museum has created positive publicity for the University through newspaper items and radio interviews; and has established a presence in cyberspace via its blog, which received more than 6,700 views over the period August 2012–July 2013.

The Museum Curator has been invited to participate/present at relevant UWI events (DLIS Orientation; 2013 International Students Orientation; Launch of St Augustine Museum Website, via skype) and at conferences (Archaeological Society of Jamaica; Records & Management Section of the Library & Information Association of Jamaica, LIAJA); University Archives panel) on issues relevant to UWI history & heritage and the mission of the museum.

CURRICULUM REVIEW

All departments across all campuses continued to review and revise curricula to ensure that courses and programmes are relevant and marketable. This on-going process of curriculum review is also aimed at consolidating and/or eliminating under-subscribed courses. The Faculties of Humanities and Education, in particular, responded to external questioning as to the relevance of the humanities by expanding and enhancing its course offerings. Access to foreign language courses was extended to students from other Faculties with the aim of enhancing the preparation of more globally ready and rounded graduates. At **Mona**, the Institute of Caribbean Studies (ICS) delivered six courses from its Cultural Studies and Entertainment and Cultural Enterprise Management programmes at the Western Jamaica Campus (WJC) while the Department of Literatures in English mounted two new film courses, Film Adaptation and Reggae Films, which were well received by the students.

At **St Augustine**, courses delivered by the Department of Creative and Festival Arts (DCFA) with low subscription were temporarily withdrawn from the course offerings and some courses in Theatre



Arts and Visual Arts have been made more appealing, with the result that student enrolment increased in 2012/2013. The Carnival Studies courses/programme underwent review with respect to the name of the programme, marketing of courses and intake. Additionally, courses were reviewed with respect to the philosophical grounding and the entrepreneurial elements of the Carnival Arts programme; mas' history & development; and stronger links with other DCFA units (e.g. Visual Arts). An Undergraduate Practitioner's Certificate in Carnival Studies was approved in 2012/2013.

TURNING OUT THE IDEAL UWI GRADUATE

Internships and other out of classroom learning experiences, locally, regionally and internationally, formed part of the students' exposure and training at the **Mona Campus** in disciplines such as Archaeology, Education, Entertainment and Cultural Enterprise Management, Integrated Marketing and Communication, Journalism, Library Studies and Modern Languages.

In keeping with the goal of the Strategic Plan to

produce graduates capable of oral communication in English and with communication skills for the world of work, the Language section of the Department of Language, Linguistics and Philosophy developed new courses that diversify the English Language Foundation course offerings. As of 2013/2014, the courses in Critical Reading and Writing will distinguish between students in programmes in Humanities, Education, Social Sciences and Gender Studies, Science & Technology and Medical Sciences. Additionally, a new Foundation course for students who lack sufficient levels of English language proficiency for academic success was approved for implementation in 2013/2014. Intake in the two level three courses, Public Speaking and Business Communication, was also expanded.

PREPARING WORK-READY GRADUATES

During the 2012/2013 academic year a number of units secured internship arrangements with various private sector entities, to facilitate students' exposure to real work situations. In February 2013, the Mona School of Business and Management (MSBM) signed an agreement with the Musson's



The Department of Sociology, Psychology and Social Work had the practicum from its course 'Theory and Practice of Restorative Justice II' adopted by the Ministry of Justice and incorporated into its Restorative Justice Community sensitisation project. Students introduced the programme to members of various communities and, based on the initiative's success, the Ministry later invited the students to become Restorative Justice Facilitators.

Several private sector entities based in Montego Bay provided internship opportunities for students at the Western Jamaica Campus. Among the participating companies were Sandals Resort International, Vista Print, Montego Bay Credit Union, Summerfest Productions Limited (Reggae Sumfest), Island Outsourcers and MBJ Airports Limited.

STUDENT FINANCIAL SUPPORT

The level of need for financial assistance among the last cohort of students at The UWI, **Mona Campus** was unprecedented. During the 2012/2013 academic year, the Mona Campus disbursed 1,416 academic and needs-based awards to students,

Group of Companies, launching a formal internship programme. One of the programme's primary goals is to provide current undergraduate and graduate students with real-world business experience, developing and stimulating their career interests.





valued at J\$540.4 million. At 29%, bursaries were the second largest component of total awards, but accounted for just over half (50.6%) of funds disbursed. Scholarships accounted for the largest proportion of awards (49%) and 48.3% of money allocated. The remaining 1.1% funded the campus' books, meals and grants support programme.

The Office of Student Services (OSS) at **Cave Hill** enjoyed success in securing local internships from external partners, including Price Waterhouse Coopers (PWC) which offered three internships and hired fourteen graduates. Those graduates possessed first or second-class accounting degrees in combination with minors such as Finance, Economics, Mathematics and Information Technology

or Banking and Finance; Ernst & Young Services Ltd (EY) hired eight graduates on a permanent basis. In addition, one person was offered a temporary position and six students gained internships, including one student with a disability; one male economics major student was recruited by the Inter-American Development Bank for a paid summer internship. Agency feedback indicated that the student's performance exceeded expectations. He was described as very pro-active in his problem-solving and reporting practices. Four students were recruited during the summer at the Grantley Adams International Airport and during the second semester the Barbados Manufacturing Association (BMA) approached the OSS to resume its



collaboration with the department to offer internships in the manufacturing industry. As a result five students were placed in marketing and sales positions. Finally, the Nation Publishing Co Ltd took on one student majoring in Literatures in English as an intern for the summer of 2013. This internship was obtained through participation in the campus' 2012/2013 Mentorship Programme.

At **St Augustine**, the Faculty of Social Sciences provided funding for 35 Hospitality and Tourism students for a one-week study tour in the Bahamas; for seven graduate students to make presentations at the Caribbean Studies Association Conference held in Grenada in June 2013; for an MPhil/PhD student to undertake a one-year attachment at the University of Alberta and for a graduate student to make a presentation at an international Management Information Systems conference in the United States.

GRADUATIONS

As the **Cave Hill Campus** began its celebrations marking 50 years since its establishment, it was fitting that the newest of its Faculties should have produced the first graduates of the full five-year undergraduate programme which was introduced

in September 2008. At a ceremony held on June 12, 2013, twenty-five recently qualified doctors recited the oath that marked successful completion of their formal educational programme and their induction into the medical fraternity. In his address to the class, Emeritus Professor Henry Fraser likened them to the first pioneering graduates of the fledgling University College of the West Indies in 1954 and challenged them to live up to the reputation established by members of that class and the many others who followed. Ten of the new graduates attained passes at honours or distinction level in one or more disciplines in the final examination and three will be awarded an honours degree based on excellent performance at both pre-clinical and clinical stages. A total of 1,463 students graduated with Bachelor degrees in 2012/2013. Approximately 11% (155) received First Class Honours, 24% (347) received Upper Second Class degrees, 44% (642) received Second Class degrees and 22% (3160) received Pass degrees.

At the post-graduate level 419 persons received degrees. This represents an increase of 11% over 2011/2012. Sixteen persons graduated with doctoral degrees including ten from the Faculty of Humanities, two from the Faculty of Medical Sciences and four from the Faculty of Science and



Geology Students (St Augustine) on a field trip

Technology. Ten persons graduated with MPhil degrees: nine from the Faculty of Science and Technology and one from the Faculty of Social Sciences. Two hundred and sixty-seven persons received Master's degrees; One Hundred and sixty from the Faculty of Social Sciences, 36 from the Faculty of Humanities and Education, 32 from the Faculty of Law, 30 from the Faculty of Science and Technology and nine persons from the Faculty of Medical Sciences. Thirty-nine persons received EMBA's and 87 received Advanced Diplomas.

The **St Augustine Campus** welcomed 4,175 new graduates to its alumni family, an increase of 2% over the previous year and a new record for the Campus. At the six ceremonies held at the end of October 2013, the campus saw the first graduates from the newly created Faculties of Food & Agriculture and Science & Technology. This year's graduates from the Faculty of Law were also the first cohort to complete all three years of the programme at the St Augustine Campus. Prior to 2011, only the first year of the programme was

offered at St Augustine. The Faculty of Social Sciences graduated its first two students with the PhD in Business Administration and the Faculty of Medical Sciences celebrated its first graduates from the BSc in Optometry and Diploma in HIV Management programmes.

Six hundred and fifty five students graduated from the **Open Campus**; of these 81 received higher degrees and 574 received undergraduate certificates. One hundred and thirty-one students processed at the ceremony in Grenada, of which 115 were undergraduate and 15 postgraduate.

The **Mona Campus** graduating class of 2013 was presented at four ceremonies, across the customary two days, on Friday, November 1 and Saturday, November 2. Certificates were presented to 3,409 graduates, 4% more than in November 2012. At 75%, first degree awards continued to account for the majority of graduates from the Mona Campus, with higher degrees comprising 23%. Diplomas and certificates account for the remaining 2%. **VC**



Faculty of Social Sciences Cave Hill, Student Awards

During academic year 2012/2013 the Faculty of Social Sciences celebrated the academic achievements of its students by establishing a Deans list and four new prizes named in honour of former Deans of the Faculty and one long-serving Administrative Officer, namely: the Frank Alleyne Plaque for the best student in Economics; the Farley Brathwaite Plaque for the best student in Sociology; the George Belle Plaque for the best Political Science student; and the Cynthia Layne Plaque for the Undergraduate Student of the Year.



Dr Dion Greenidge presenting Susan Ollivierre-Bhola with the award for best student in MSc Management



Ms Cristina Jonsson presenting Melanie Giddings with the Anthony Arthur plaque for best graduating student in BSc Hospitality & Tourism Management



Dr George Belle presenting Danielle Thorpe with the George Belle Award for best graduating student in Political Science



Mrs Stacey Estwick presenting Danica Corbin with the Robertine Chaderton plaque for best student in BSc Accounting



Dr Paul Pounder presenting Christopher Lashley with the award for best student in MSc Building & Construction Management



Dr Alleyne presenting Avelle McConnie with the award for best undergraduate student in the Department of Management



5. RESEARCH AND INNOVATION

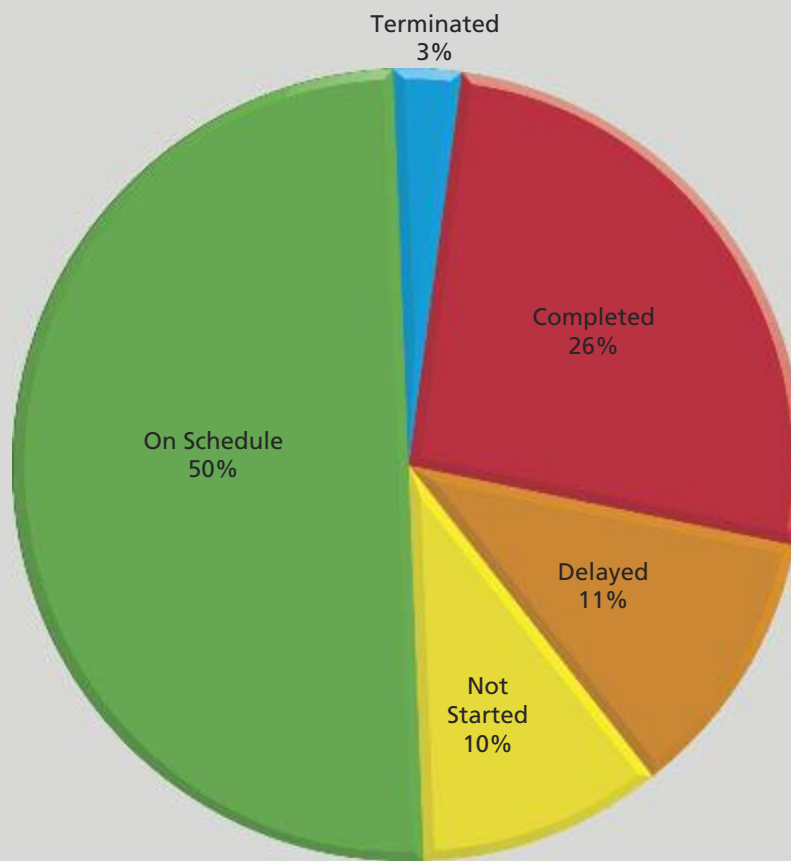
Enrolment in graduate programmes continued its long-term increasing trend between academic years 2011/2012 and 2012/2013. The data suggest significant growth of about 29.3% across the University between the two academic years. One reason for this growth trend is a continuing increase in the number of graduate programmes available at The University of the West Indies. The Board for Graduate Studies and Research approves new graduate programmes at the UWI only if the proposed programmes meet a regional need, are likely to be attractive to students, are well integrated with existing programmes already delivered at the UWI, and can be delivered at the level of quality expected of the UWI. Twenty-three new graduate programmes were approved by the Board in 2012/2013 (see page 56).

There are now about 391 taught graduate programmes identified as available on the books at the University of the West Indies. An important activity of the Board in the coming academic year is therefore to compile all taught graduate programmes currently listed, and to assess their

activity status, current relevance and rationale for continuation.

GRADUATE ENROLMENT AND STUDENT SUPPORT

Enrolment in graduate programmes for the academic year 2012/2013 was 9,593, an increase of about 29.3% over the prior year which had 7,421 enrolled of which about 70% were registered part-time and 30% full-time. The split between part-time and full-time was the same as in the previous year. Growth in research degrees had either remained steady or increased marginally in recent years, but showed an increase of 29.1% between 2011/2012 and 2012/2013. The percentage of graduate students registered in research degrees was similar in 2012/2013 (16.6%) to what it was in 2011/2012 (16.7%). The increase in number of research students is encouraging, but a positive trend in the percentage of research students that are full-time was halted in 2012/2013. Specifically, the percentage of research students who are full-time was about 33% in 2009/2010, about 37% in



PERSPECTIVE 5: RESEARCH AND INNOVATION

2010/2011, about 47% in 2011/2012, and dipped to 42% in 2012/2013.

UWI Graduate Scholarships: The allocation for graduate scholarships was substantially increased for the 2012/2013 academic year, moving by over 50% to BD\$1.1M. This allowed for both increases in the number of scholarships on all the campuses, as well as an increase in value on one campus.

ParCa Scholarships: The International Development Research Centre (Canada) provided six scholarships, valued at about US\$10,000.00 annually each, to research students pursuing MPhil and PhD studies related to Climate Change.

CCRIF Scholarships: Three scholarships, valued at US\$11,000.00 each, were again offered by CCRIF (the Caribbean Catastrophe Risk Insurance Facility), to students registered in the MSc Natural Resource Management (Disaster Management specialisation) programme. An MPhil Environmental Management student was also the beneficiary of a second year of funding in the amount of US\$8,250.00.

OAS MOU and Scholarships: In April 2013, a Memorandum of Understanding was signed between the UWI and the OAS for the award of fifteen partial scholarships to students from OAS Member States registered for select graduate degree programmes at all campuses of The UWI for the 2013/2014 academic year.

RESEARCH INSTITUTES AND CENTRES

THE DISASTER RISK REDUCTION CENTRE (DRRC)

The Disaster Risk Reduction Centre was involved in the Capacity Development for Hazard Risk Reduction and Adaptation (CATALYST) project. This project was aimed at strengthening capacity development for Disaster Risk Reduction and Climate Change Adaptation. Partners of the project included Seeconsult GmbH, Alterra, Fondazione Eni Enrico Mattei (FEEM), Geological Survey of Denmark and Greenland, GEUS, Helmholtz Centre for Environmental Research GmbH-UFZ, United Nations University and the Third World Academy of Sciences (TWAS).

New Graduate Programmes 2012/2013

Programme	Department/Faculty
CAVE HILL	
Postgraduate Diploma and MSc in Sport Sciences	Faculty of Social Sciences, Faculty of Science and Technology, Faculty of Medical Sciences
MPhil/PhD Pharmacology	Faculty of Medical Sciences
MONA	
MSc in Sports Business Management	Mona School of Business and Management
Master of Public Health with Specialisation in Health Management	Faculty of Medical Sciences and Mona School of Business and Management
Postgraduate Diploma in Health Management	Faculty of Medical Sciences and Mona School of Business and Management
Fellowship in Neonatology	Department of Child and Adolescent Health, Faculty of Medical Science
Postgraduate Diploma in Social Protection	Department of Sociology, Psychology and Social Work
Master of Arts in Heritage Studies	Department of History and Archaeology
Master of Arts in History	Department of History and Archaeology
MSc in Development Studies	Sir Arthur Lewis Institute for Social and Economic Studies
ST AUGUSTINE	
Two options in MSc Marketing and Agribusiness Programme: Business and Marketing Analysis, and Managing Food and Nutrition Security	Department of Agricultural Economics and Extension
MSc in Financial Economics	Department of Economics
Postgraduate Diploma in Sports Management	Department of Management Studies
MSc in Applied Psychology	Department of Behavioural Sciences
MSc in Renewable Energy Technology	Department of Physics
Executive Diploma and Master of Strategic Human Resource Management	Arthur Lok Jack Graduate School of Business
International Diploma and Master of Strategic Marketing	Arthur Lok Jack Graduate School of Business
Postgraduate Diploma and Master of Business Administration in International Trade, Logistics and Procurement	Arthur Lok Jack Graduate School of Business



On-site visit to a location devastated by volcanic eruptions in Montserrat

The DRRC also partnered in the multi-disciplinary STREVA project (Strengthening Resilience in Volcanic Areas) with the goal of researching strategies and techniques that assist communities and decision-makers to maintain and/or increase resilience to volcanic activity. Fieldwork was done in Montserrat. Project partners included College of Life and Environmental Sciences (University of Exeter), University of Buffalo, Montserrat Volcano Observatory, Seismic Research Centre, University of the West Indies, Trinidad and Tobago, University of Iceland, Institut de Physique du Globe de Paris, France, Corporación OSSO, Colombia, Instituto Geofísico – Escuela Politécnica Nacional, Ecuador, Icelandic Meteorological Office (IMO).

THE INSTITUTE OF CRIMINAL JUSTICE AND SECURITY (ICJS)

During the 2012/2013 academic year the ICJS submitted the Final Technical Report and the Final Financial Report for the project Youth Violence and Organised Crime in Jamaica: Causes and Counter-Measures (YVOC). The Reports were accepted and approved by the International Development Research Centre (IDRC) in March 2013.

The Final Technical Report, which was authored by Mr Horace Levy, the Participatory Learning and Action (PLA) specialist on the study, explores the

nature of youth violence and its relationship to organised crime. It provides typologies for the street gangs identified, advancing knowledge of the internal dynamics of these groups (e.g., the structure of leadership, the role women play, the relationship to the community, etc.). It also provides an assessment of the programmes designed to help these youth exit such groups.

In August 2012, ICJS responded to a call for proposals from IDRC under its Safe and Inclusive Cities Research Initiative. Although the proposal was not selected to move forward, the proposed study is relevant and important. Firstly, because it would have regional impact as it proposes a comparative study of the [in]formal institutions and interventions dealing with violence, poverty and inequality in the urban Caribbean, specifically, in Georgetown, Guyana; Kingston, Jamaica; Paramaribo, Suriname and Port of Spain, Trinidad and Tobago. And secondly, it would build and strengthen The UWI's relationship with academic institutions regionally, as well as globally as it would involve researchers from the University of Guyana, University of Amsterdam, and The UWI Mona and St Augustine Campuses. The Institute will therefore continue to identify potential funding for the study.

In January, 2013, ICJS and the Faculties of Social Sciences (FSS) co-hosted the 3rd Annual UWI Postgraduate Cross-Disciplinary Research Degree Seminar on Crime and Crime-Related Topics at the St Augustine Campus.

In addition to presentations by PhD students and MPhil students, there was a wider participation of students enrolled in the criminology and criminal justice programme (i.e., non-presenters). This is significant since those students, like the presenters, engaged in peer learning. Moreover, the interaction between different disciplines provided a fluid environment for knowledge enrichment. They also benefitted from the feedback given by the supervisors and other participating faculty members. This included, importantly, the development and submission of good research.



The resources available for a programme of criminology and criminal justice at The UWI are limited. Currently, only the St Augustine Campus offers postgraduate degrees in the field (MSc, MPhil and PhD). Students conducting criminological research at the Cave Hill and Mona Campuses do so by way of enrolling in a Social Sciences degree programme and selecting a focus of study related to crime. In these instances, the students are supervised by available faculty, only some of whom are experts or developing experts in this field. The seminar, therefore, played an important role in pooling these limited resources, thus making them accessible to students across The UWI. The limited resources are mainly as a result of limited funding. Hence, when resources are identified, particularly external ones (e.g., US- or UK-based faculty members, notable criminologists, etc.), the method of deployment must allow for maximum reach at minimum costs.

It must be noted that due to low funding, this year's staging of the seminar failed to deliver on a series of activities proposed following the 2nd staging. In an effort to acquire assigned funds (thus far, the Faculties have absorbed the majority of the costs), the Institute wrote to the Office of the Vice-Chancellor relaying the purpose of the seminar and the need for funds to be secured on its behalf. It is anticipated that if the funds requested are assigned this would enable all proposed activities to be facilitated, including the introduction of a session on theory as well as the addition of a qualitative component to the session on methodology.

THE INSTITUTE FOR GENDER AND DEVELOPMENT STUDIES (IGDS)

The IGDS continued to engage in dynamic projects aimed at strengthening and expanding the breadth and scope of its local, regional and international research agendas.

In celebration of the 20th anniversary of the Institute, the four Units collaborated on the creation of a two-year calendar to illustrate the making of Caribbean feminisms. Twenty-four outstanding

Caribbean women who have contributed to Caribbean development, the advancement of women's, calls for social justice and have worked towards the formation of the IGDS and other important institutions in the region, were highlighted in the publication.

The IGDS also concluded its contribution to the CARIBSAVE Project on gender and climate change, with the acting Junior Research Fellow in the **Regional Coordinating Unit (RCU)**, Ms Karen Small, executing several activities started by Mrs Suzanne Charles-Watson. These included:

1. A gender sensitive desk review of national policies and plans for Jamaica and a literature review and recommendations for the enhancement of policies to include gender considerations.
2. Investigating capacity building relating to livelihood activities in coastal communities in Tobago.
3. Undertaking community profiles at three project sites – Port Antonio, Portland; Bluefields, Westmoreland (Jamaica); Hopkins Village, Belize; Andros Island, (Bahamas) – as part of the Climate Change, Coastal Community Enterprises: Adaptation, Resilience and Knowledge (CCCCE-ARK) Project.

The RCU hosted a joint Press Conference with the UNFPA to present the findings from its history textbook review project on November 7, 2012. Drs Rita Pemberton and Janice Mayers, researchers on the project from the Caribbean Kunuku Collective, attended and presented findings of the research. A follow-up workshop with select educators was also held on the same day to sensitise them to the findings of the project. Publication of the research findings has also been disseminated to CAPE History examination markers as well as to several stakeholders in the island.

The RCU further continued its work on the project sponsored by the Inter-American Development Bank (IDB) entitled, "Adolescent Dislocation in Jamaica: Causes and Costs of Dislocation at the Secondary Level." During the period under review,



Left: Professor Verene Shepherd poses with 2012 MSc Graduate, Nigel Stewart. Top right: Professor Barriteau (left) with colleagues at launch of her book “Love and Power”. Bottom: Professor Amina Mama, guest lecturer on “Catalyst for Change” at the IGDS NBU, Cave Hill.

a number of activities were undertaken, including field work in several schools across the island and the submission of social and economic background papers to the Bank.

The final activity report for the UN Women/Haiti Project undertaken by the RCU was submitted in February 2013. The regional project which began in May 2011 fulfilled its objectives to build a sustainable body of gender advocates in Haiti and saw the development of academic programme formulation, curriculum content and teaching approaches in the area of gender and development at the Université Quisqueya.

The **Mona Campus Unit (MCU)** was involved in four main research projects during the year;

1. Gender, Sexuality and HIV/AIDS for the UWI’s Health Centre’s Ford Foundation-

funded Sexual Safety Initiative Project (SSIP). The study examined differences in attitudes and behaviours of the diverse population of UWI students – residential, commuting; those who self-identify as LGBT (lesbian, gay, bi-sexual and transgender) as well as students with disabilities. Findings were used to develop media messages to promote sexual safety as part of an expanded UWI Sexual Safety Policy and Programme on three campuses.

2. Dr Beverley Mullings and Dr Annecka Marshall conducted research on the ways that underprivileged young people of African Caribbean descent living in Montreal, Canada and in Kingston, Jamaica perceived and experienced cultural, economic and political exclusion.
3. Gender, Leadership and Governance, funded



by the United Nations Democracy Fund (UNDEF) and UN Women (formerly UNIFEM), the project supported the training programme of the Caribbean Institute for Women in Leadership (CIWIL) and 79 women from six Caribbean countries were trained as transformational leaders, equipped to run for political and public office.

4. Dr Leith Dunn was commissioned by UN Women and the Ministry of Labour and Social Security (MLSS) to implement an action research study to support Jamaica's ratification and implementation of ILO Convention 189: Decent Work for Domestic Workers, adopted in 2011. A national survey on the situation of Household Workers was completed in partnership with Dr Lloyd Waller, Head, Department of Government and the Jamaica Household Workers Association. Focus group discussions were also held with household workers in Portland, St Elizabeth, Kingston and St Andrew. Seminars were also held with employers in partnership with the Jamaica Employers' Federation and with Labour Inspectors in the MLSS.

Work continued at the **St Augustine Unit (SAU)** on several innovative research projects. These included:

- Building Responsive Policy: Gender, Sexual Culture and HIV & AIDS in the Caribbean
- Islamic iconography in Trinidad, Indo-Caribbean symbols of gender identity
- Research on the Irish in Trinidad
- Biographies of Women in Science
- Politics Power and Gender Justice in the Anglophone Caribbean: Women's Understanding of Politics
- Experiences of Political Contestation and the Possibilities for Gender Transformation
- Gender, Labour, Migration and Environment in the Caribbean and Gender Practices among African Trinidadian Muslims: A Case Study at the Jamaat al Muslimeen and Madressa.

The research project with the International Development Research Centre (IDRC), Canada also continued with the project examining four strategies to promote democratic governance, women's rights and gender equality.

The **Nita Barrow Unit at Cave Hill (NBU)** was also involved in a range of research projects. These included a project entitled 'Education and Teen Sexuality in Barbados: A Gender Perspective' which ran from January to July 2012 and was led by Dr Carmen Hutchinson Miller and Graduate Student and Intern Ms Fatimah Jackson. Another project, 'Changing Gender Relations in the 21st Century Caribbean' (Formerly Women in the Caribbean Project 2 WICP 2) seeks to compare the roles and positions of contemporary Caribbean women. The project is in its embryonic stage, but is set to be a regional IGDS project.

During the year the NBU also embarked on a collaborative regional action research project to address the problem of sexual violence against women in the Eastern Caribbean. The project aims to engage young women and girls as leaders in their communities in addressing the problem of sexual violence, and to evaluate and address the current responses to this issue. The research will be conducted in Dominica, Grenada, St Vincent and the Grenadines and St Lucia.



NBU Art Action Project



INSTITUTE FOR SUSTAINABLE DEVELOPMENT (ISD)

The Institute for Sustainable Development won two major grants during the reporting period, totalling over five million US dollars. A grant from the Global Environment Facility (GEF) for US\$2.4 million will support the design and construction of a net zero energy zero-carbon “smart” building.

The total value of the project is US\$7.1 million with the remainder coming from UWI resources and other donors. The project will allow the UWI to design and build a multipurpose centre that will provide space for teaching and research and at the same time demonstrate high standards of energy and resource-efficiency in building design for the tropics. Due to a combination of managing energy use, state-of-the-art design, building management



and generation of energy from renewable sources, it is expected that the building should be able to generate more energy than it consumes. The building will be designed to withstand severe hurricanes and other climate-related hazards, since it is expected that the severity of such hazards will increase. The aim of the project is to demonstrate to the construction industry a range of practical techniques, technology and building management protocols that will improve energy efficiency and productivity, reduce CO₂ emissions, increase resilience to climate change and reduce dependency on imported fuel. The project will assess available technology and ensure that solutions that are compatible with the tropics in general and the Caribbean in particular are employed in its construction and use. While the building will be used as a demonstration model, it will also be utilised for other purposes and generate funds to support its financial sustainability.

The second grant was from the Government of Canada for CN\$2.8 million. The *Enhancing Knowledge and Application of Comprehensive Disaster Management (CDM)* Initiative will be implemented by the ISD and the Disaster Risk Reduction Centre. The grant from the Government of Canada will be supplemented with in-kind contributions from the UWI, bringing the total value of the project to US\$3.4 million. The project is intended to reduce the impact of natural and anthropogenic hazards and the impact of Climate Change in the Caribbean. There will be a strong focus on providing Small and Medium Enterprises with tools to reduce their disaster risk as well as supporting research and training in Disaster Risk Reduction. Training will be targeted to postgraduate students as well as professionals. The project will create a network to generate, manage and share information on Disaster Management; increase the availability of training materials for degree courses and for short courses for students, professionals and persons employed in the field; and increase fact-based decision-making in Disaster Management in key economic sectors and Caribbean Small & Medium Enterprises (SMEs).

During the report period the ISD was implementing projects with a total life-of-project value of USD 3.8 million.

ISD carried out work for the Government of Jamaica on policy aspects of environmental and natural resources management. One aspect of this was to design a more effective framework for the Government agencies in charge of Physical planning and environmental management. An improved institutional structure to manage environmental assets in Jamaica was designed and submitted to the Government. Other research activities included work on incorporating aspects of the economic valuation of ecosystem services, biodiversity and natural resources into decision making processes for development. On behalf of the National Environment and Planning Agency in Jamaica, ISD carried out an economic valuation of a wetland protected by the *Ramsar Convention* and investigated the feasibility of integrating economic analysis into the management plans for Protected Areas. This research provided evidence for an aggregated value to Jamaica for selected ecosystem services and indicated that every US\$1 spent on conservation efforts within the Protected Area could create up to US\$717 in welfare improvement across the adult population of Jamaica.

Staff from the ISD also assisted the Government of Jamaica in developing a successful project proposal to manage the natural resources and environmental services of the watersheds of the Hope and Yallahs Rivers.



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

SALISES was established in 1999 out of the merger of the Institute of Social and Economic Research (ISER) and the Consortium Graduate School of the Social Sciences (CGSSS). With Centres at Mona, St Augustine and Cave Hill, it is the Social Science Research Institute at The University of the West Indies with an accompanying graduate research programme as well as taught masters degrees. In 2010 the UWI Quality Assurance team reviewed the Institute and concluded that while it should retain a footing in both research and graduate teaching, it should play to its strengths as a research institution and seek to streamline the graduate programme in keeping with this mandate. Some of the main thrusts have included a curriculum review of the MSc offerings, a quality review and clean-up of the MPhil/PhD programme with a forthcoming curriculum review and a

rethink of both the theoretical and organisational approaches to research.

The 2012/2013 academic year began on a high note with the staging of the thirteenth annual SALISES conference, this year dedicated to the fiftieth anniversary of independence in the Commonwealth Caribbean, *Fifty-Fifty: Critical Reflections in a Time of Uncertainty*. The Fifty-Fifty-conference, held from August 20–24, featured over three hundred participants, organised in 67 panels and addressed wide-ranging themes including Caribbean integration, labour markets, knowledge and education, politics, the state and constitutional reform, social protection, gender reform, environment and vulnerability, The UWI, crime, agricultural development, the state of youth and many others. Special plenary speakers included Jamaican Prime Minister The Most Hon Portia Simpson Miller, Leader of the Opposition Hon Andrew Holness and Minister of Finance Dr Peter Phillips,



Scenes from the SALISES 50/50 Conference in Jamaica



Prime Minister of St Vincent and the Grenadines Dr Ralph Gonsalves, United Kingdom Member of Parliament Dame Diane Abbott, Governor of the Eastern Caribbean Central Bank Sir K. Dwight Venner, Chancellor of the UWI, Sir George Alleyne, Professors Emeritus of the UWI Norman Girvan and Selwyn Ryan and UWI Professor Verene Shepherd. The Conference was the culmination of a series of thirty-two events staged over the previous two years that included a Prime Ministerial Reflections series featuring former Jamaican Prime Ministers and a similar series of events in Trinidad and Tobago hosted by SALISES St Augustine, a major conference on Law and Justice in the Caribbean with guest speaker Prime Minister Dr Kenny Anthony of St Lucia as well as international events co-sponsored with fraternal institutions in London, Florida, Havana and the Cayman Islands.

The Fourteenth Annual SALISES conference was hosted from April 22–24 by SALISES Cave Hill, in Barbados under the theme ‘Towards a New Development Paradigm for the Caribbean: The Next Fifty Years’. Over eighty participants continued the inter-disciplinary conversation initiated at Fifty-Fifty on the future prospects of the region. During the Conference, the Sir Arthur Lewis Distinguished Lecture was delivered by Sir Marston Gibson, Chief Justice of Barbados. The lecture entitled: “Accelerating Justice: The UWI in the Justice Process,” spoke to a role for the UWI and its students in ameliorating the severe backlog of cases in the Justice system of Barbados.

Mona: One of the immediate outcomes of the Fifty-Fifty project was the initiation and consolidation of a cluster system for research in the Institute. In order to carry out the wide-ranging series of seminars associated with Fifty-Fifty, some seventeen clusters were established to bring together interdisciplinary groups of scholars and practitioners from within The UWI, the region and beyond, in order to meet, plan and execute a research agenda around designated thematic areas. Six of these have to date been retained as SALISES clusters around which research will be organised in the future,

namely: in Sustainable Rural and Agricultural Development; Caribbean Integration; Grenada; Youth; Social Policy and Political Economy & Public Policy.

The Annual Child Research Conference, led by Dr Aldrie Henry-Lee and held for seven consecutive years, continued as an important feature of the SALISES calendar. This year the theme was ‘Political Independence and Child Rights’ in keeping with the Fifty-fifty theme.

Two grants were secured for the production of films: Dr Patricia Northover received a grant from the Ministry of Agriculture and Fisheries for a film addressing the history and looking towards the future of the sugar industry, entitled ‘Raising Cane: recycling Sweetness and Power in Modern Jamaica’ and Professor Brian Meeks was given one of twenty grants from the Jamaica Legacy Committee commemorating fifty Years of Independence to make a film based on the fifty-fifty theme.

Other projects completed included:

- Evaluation of early Childhood Institutions (JSIF)
- Reducing Inequalities for a better Jamaica: Report on Post 2015 Consultations in Jamaica (UNDP)

Four issues of the flagship journal *Social and Economic Studies* (SES) were produced in the year, with a special issue on “Women’s Reproductive Health and Rights in select Caribbean Countries” (Vol. 61:3) in September 2012. Attempts to make SES an on-line journal using a paid access model are being pursued, with expected delivery in 2014.

Cave Hill: The annual Public Policy lecture was presented by Dr Paul Sutton on the topic “Westminster Challenged, Westminster Confirmed: Which Way Caribbean Constitutional Reform?”

A Public Policy Forum was held on the topic “Contemporary Perspectives on State Punishment: The Case of Barbados”

The Institute also completed the following major projects:

- The Barbados Country Assessment of Living Conditions (CALC).

- A National Training Plan for Barbados.
- National Survey of the Small Business Sector in Barbados.
- Microcredit to Microfinance Project funded by CIBC First Caribbean International Bank.

Work continued on the following major projects:

- **Compete Caribbean: Strategies for Private Sector Development in Six OECS Countries.** This project is managed by the Caribbean Development Bank (CDB) and funded by the IDB, DFID and CIDA.
- **Executive Opinion Survey for the Global Competitiveness Index, World Economic Forum, Switzerland.**

St Augustine continued its *SALISES Forum* series, a public education exercise which deals with topics of national, regional and international interest. Topics treated during the 2012/2013 academic year

included: *Section 34: dealing with the issues, The 2011 Census: Making Sense of the Numbers, The San Fernando-Point Fortin Highway: airing the issues and The Flotation of the TT dollar: the experience of the past 20 years.*

St Augustine began implementation of the project **CASCADE (Climate Change Adaptation Strategies for Water Resources and Human Livelihoods in the Coastal Zones of Small Island Developing States)** in partnership with the Euro-Mediterranean Centre for Climate Change (CMCC) and the Caribbean Community Climate Change Centre (CCCCC). This included an inception meeting held in Trinidad in December 2012 and a field visit to St Lucia. Work also began, in collaboration with CER-MES, on a third project, **Sustainable Water Management under Climate Change in Small Island Developing States (Water aCCIS)**, funded by the IDRC.



Aquaponics project by Mona Faculty of Science and Technology (FST) students





TROPICAL MEDICINE RESEARCH INSTITUTE (TMRI)

The goal of the TMRI is to conduct and disseminate high quality research that addresses regional and global health priorities. The Institute comprises three units located on the Mona campus: Epidemiology Research Unit (ERU), Sickle Cell Unit (SCU) and Tropical Metabolism Research Unit (TMRU); and the Chronic Disease Research Centre (CDRC) at Cave Hill.

ON-GOING RESEARCH PROJECTS

Risk factors for prostate cancer – The Chronic Disease Research Centre has examined the incidence and mortality of prostate cancer in The Barbados National Cancer Study (BNCS). BNCS has previously reported high mortality rates from prostate cancer in Barbadian men (Hennis AJ et al. *Cancer*, 2011). This research has now demonstrated that sex before age 16 and having multiple sexual partners are risk factors associated with the odds of high grade prostate cancer (Hennis AJ et al. *Prostate Cancer*, 2013). These findings fall into a pattern of health disparities characterised by relatively poorer health outcomes in cancer, diabetes, stroke and car-

diovascular disease in black Caribbean populations compared to the African American diaspora. The extent and causes of regional health disparities are the subject of on-going research at the TMRI.

Diagnosing renal failure in persons living with sickle cell disease – As median survival of persons with sickle cell disease (SCD) has improved, the prevention, diagnosis and treatment of chronic, end organ disease has become more important. The treatment of chronic renal failure, a common cause of morbidity in adults with SCD, includes expensive interventions such as blood transfusions and haemodialysis. Early diagnosis of renal disease may allow interventions to delay or prevent renal failure. Diagnosis of renal impairment depends on the application of various estimating equations which have been developed to estimate glomerular filtration rate (GFR). Researchers from the Sickle Cell Unit have demonstrated that the commonly used equations are invalid for use in SCD populations. They have derived disease specific equations, which they validated within a simulated dataset. These results were published in the prestigious *PLoS One journal*; Asnani et al, *PLoS One* 2013 8(7):e69922.

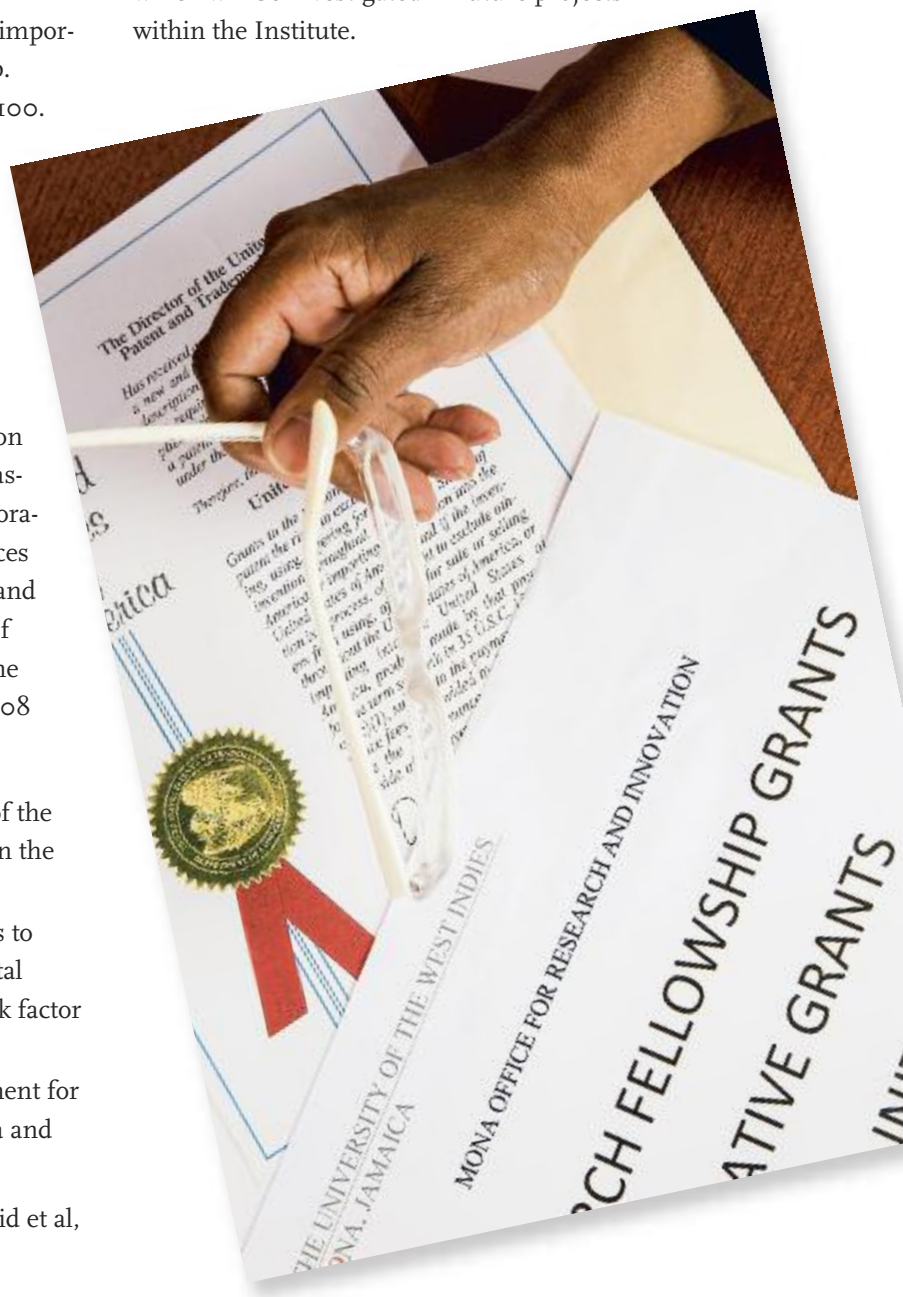
How important is asthma to persons with sickle cell disease? – Researchers from the Sickle Cell Unit (SCU) had previously reported that having co-morbid asthma increases the risk of having sickle cell disease (SCD) complications such as Acute Chest Syndrome. Further research has demonstrated that, in a group of patients 19 to 27 years of age when their pulmonary status was first assessed, those with co-morbid asthma and/or a history of smoking were more likely to have died when the group was re-assessed a decade later. This further strengthens previous recommendations to treat co-morbid asthma aggressively in persons living with SCD and highlights the importance of discouraging smoking in this group. Knight-Madden et al, *Lung* 2013; 191(1): 95–100.

Excess cardiovascular risk burden in Jamaican women does not influence predicted ten-year CVD risk profiles of Jamaican adults – Cardiovascular disease (CVD) is the leading cause of death in the Caribbean. The World Health Organisation (WHO) and the International Society of Hypertension (ISH) have produced prediction charts to assess the 10-year risk of a cardiovascular event for all regions globally. A collaborative team from the Faculty of Medical Sciences (TMRI, Department of Community Health and Psychiatry, Deans Office), the Department of Economics and Dr Simon Anderson from the University of Manchester used the 2007/2008 Jamaica Health and Lifestyle Survey data to

- (i) calculate and describe the distribution of the WHO/ISH 10 year cardiovascular risk in the Jamaican population
- (ii) evaluate the cost of different approaches to prevention of cardiovascular disease (total cardiovascular risk versus individual risk factor approach) and
- (iii) develop an evidence-based policy statement for cardiovascular risk reduction in Jamaica and the Caribbean.

The first paper from this series, (Tulloch-Reid et al, *PLOS One* 2013) reported that while 90% of

Jamaican adults had a 10-year WHO/ISH CVD risk of less than 10%, approximately 2% of the population or 14,000 persons had a 10 year WHO/ISH CVD risk greater than 30%. As expected the risk of a CVD event increased with age but there was no sex difference despite women having a greater risk factor burden from diabetes, obesity, hypertension, high cholesterol and physical inactivity. Women, but not men, with low socioeconomic status had the most adverse CVD risk profile. This analysis has raised additional issues regarding cardiovascular disease aetiology and approaches to treatment which will be investigated in future projects within the Institute.



Assessing composition of weight gain in rehabilitated, malnourished children – Management of childhood severe malnutrition according to WHO guidelines reduces case-fatality but the diet used to enable catch-up-growth is high in energy and nutrients and there is concern it may be associated with poor synthesis of lean tissue, excess body fat and risk of obesity. Excess body fat in childhood is related to obesity and related diseases in adulthood. Researchers at the Tropical Metabolism Research Unit (TMRU) measured lean mass after malnourished children had recovered in weight. The results showed that lean body mass content was consistent with reported values for normal children but the children remained short for their age (stunted). Therefore, it is important to monitor children after catch-up in weight to ensure that dietary intake is adequate for normal growth. An improvement in linear growth is important because stunting is a risk factor for poor cognition and development of obesity. This work was presented at the International Atomic Energy Agency (IAEA) workshop on management of severe acute malnutrition during early life in Ghana (November 2012), as an invited presentation at the International Paediatric Association pre-congress workshop on the management of malnutrition (Australia, August 2013) and at the International Congress of Nutrition (Spain, Sept 2013). The abstract has been published in *Ann Nutr Metab* 2013; 63(suppl 1): 1517. Acknowledgement: IAEA Grant: contract No 15268/RO.

Establishment of the Caribbean Branch of the United States Cochrane Center – The Caribbean Branch of the US Cochrane Center (CBUSCC) was launched with an opening ceremony and one day symposium entitled “Translating Research for Policy Impact and Practice: An Evidence-Based Approach”, held at the UWI Regional Headquarters on June 6–7, 2013. The keynote address was delivered by the Cochrane Collaboration CEO, Mr Mark Wilson, with plenary presentations from several regional and international speakers. Local and regional stakeholders including the US Cochrane Center, The University of the West Indies, the Pan American Health Organisation, the Caribbean Public Health Agency and the Ministry of Health (Jamaica), looked forward to the branch providing evidence-based solutions for policy and practice.

The establishment of the CBUSCC will improve the English speaking Caribbean region’s ability to conduct systematic reviews relevant to patient care and policy and facilitate the use of evidence in the decision making process. The branch is headed by Co-Directors Mr Damian Francis and Dr Marshall Tulloch-Reid and core members Miss Chisa Cumberbatch (Barbados, MOH), Dr Nadia Bennett (TMRI-ERU) and Professor Ian Hambleton (TMRI-CDRC, Cave Hill). For more information, please email cochrane.caribbean@gmail.com or visit the website at www.carib.cochrane.org



Left to right: Ernest Pate, Mark Wilson, Roberta Scherer, Damian Francis, Jeremy Grimshaw, Nadia Bennett, Peter Tugwell, Luis Gabriel and Marshall Tulloch-Reid at the launch of the Caribbean Branch of the US Cochrane Center





UWI SHOWCASING



ITS RESEARCH





INTER-CAMPUS AND INTERNATIONAL COLLABORATION

Several activities to facilitate cross-campus and international collaboration for UWI researchers, and thereby to facilitate the operation of the UWI as one regional institution and promote international partnerships, were supported during the reporting period. The criteria for selecting activities for support include opportunities for UWI staff and research students from different campuses to work together, opportunities for international collaboration and capacity development, and activities in UWI-12 countries.

RESEARCH FUNDING AND INTERNATIONAL PARTNERSHIPS

The University-wide system for informing potential UWI applicants of research funding opportunities, and for coordinating, selecting, facilitating and enhancing the quality of research proposals being prepared across the University for submission to external funding programmes, often in collaboration with partner universities, has been further developed and is increasing UWI's competitiveness for external research grants. Currently, there are active research partnerships with about 40 different institutions in 32 different countries spread across the Caribbean, Latin America, Canada, the USA, Europe, Africa and the Pacific.

Some of the larger collaborative research and grants coordinated through the Office of Research and won in 2012/2013 include:

- 'Addressing Resource Adaptation in Water Management under Climate Change' (UWI as Lead with 4 Caribbean Partners; Donor: International Development Research Centre; Value: CAN\$3.0M);
- 'Caribbean-Pacific Island Mobility Scheme' (UWI through the International Offices and Office of Research as Lead with 10 ACP and 1 EU Partner; Donor: European Commission; Value: €1,999,025.00);
- 'Promotion of Capacity and Energy Education Development in the Caribbean Region' (University of Turku as Lead with 5 ACP Partners; Donor: European Commission; Value: €490,000.00);

- 'Strengthening Capacity for Food Science and Technology Teaching, Learning and Research to add value to indigenous food for Food Security in Africa and the Caribbean' (University of Makerere as Lead with 2 ACP and 1 EU Partner; Donor: European Commission; Value: €500,000.00);
- 'Mainstreaming Energy Efficiency and Climate Change in Built Environment Training and Research in the Caribbean' (UWI as Lead with 3 ACP and 1 EU Partner; Donor: European Commission; Value: €500,000.00);
- 'Developing Sustainable Disease Management Strategies to improve vegetation production towards self-sufficiency and Food Security in the Caribbean' (UWI as Lead with 2 ACP and 1 EU Partner; Donor: European Commission; Value €498,970.00);
- 'Global-local Caribbean Climate Change Adaptation and Mitigation Scenarios' (UWI as Lead with 3 ACP and 1 EU Partner; Donor: European Commission; Value €499,299.00);
- 'Climate Change Adaptation Strategies for Water Resources and Human Livelihoods in the Coastal Zones of Small Island Developing States' (UWI as Lead with 1 ACP and 1 EU Partner; Donor: European Commission; Value €472,978.00).

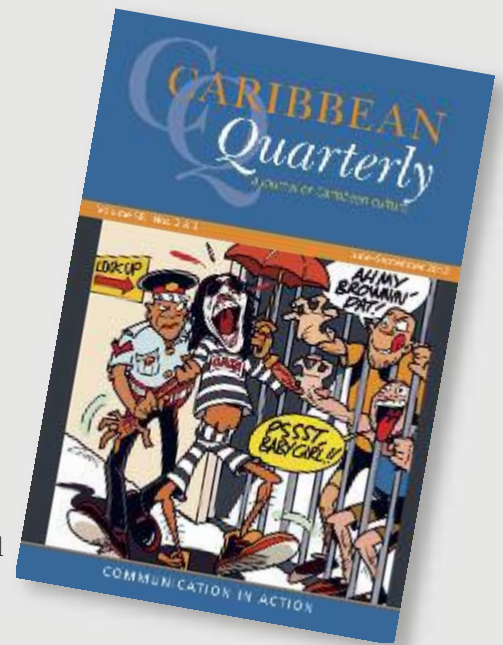
IP PROTECTION AND TECHNOLOGY TRANSFER

The Office of Research continued to oversee the process of application for patent protection at UWI and to pay the maintenance costs of most UWI patents. The process of assessment of applications for patents needs to be refined, and perhaps separated for each campus, and refinement of this process is currently being undertaken by the Intellectual Property Management Unit of the Office of Research. The Coordinator for Innovation and Technology Transfer, jointly funded by the Office of Research and the Cave Hill Campus, visited all UWI staff holding patents, and began developing realistic scenarios for exploring the commercial potential of the products and processes protected. **VC**

CARIBBEAN Quarterly

A journal of Caribbean culture

A tool for showcasing Research and Innovation and for Strengthening Regionalism



Caribbean Quarterly (CQ), launched in 1949 by the then Extra Mural Department of the University College of the West Indies and long regarded as the flagship journal of the University, was revamped in 2010/2011. A *CQ* board appointed by Vice-Chancellor E. Nigel Harris formulated a new vision and strategic plan for *CQ*, sharpening its identity as a peer-reviewed “journal of Caribbean culture”, while encouraging a livelier diversity of material, therefore giving *CQ* a special place in the family of journals at UWI, and a special place in the global arena. *CQ* is committed to supporting the continued development of the UWI, particularly as a tool for the promotion of research and for outreach.

INTERNAL OPERATIONAL PROCESSES / FINANCIAL

CQ has ensured high-quality and timely publication of issues (with one double issue and three single issues published during the year under review) so as to establish and sustain UWI’s reputation as an institution of excellence. In the period under review *CQ* continued its exploration of the viability of electronic publishing as the way of the future, and as a way of “leveraging ICT to generate financial efficiencies over time” as mandated by the strategic plan. *CQ* also developed its website so as to provide improved tools for marketing the journal to a wider international audience.

OUTREACH

As part of the UWI’s aim of to better serve the needs of the UWI-served nations, and in particular the UWI-12 countries, plans were put in place to utilise *CQ* as a vehicle for the publication of research output of the UWI-12 via articles and special issues, and preparation commenced for a special double issue based on selected papers from the Belize 2010 Country Conference scheduled for publication in September–December, 2013. In recognition of *CQ*’s role in “marketing the UWI brand internationally and within the region”, as well as a continued awareness of the necessity of strong marketing and branding in support of strong content in order to ensure the journal’s continued viability despite global contractions in scholarly publishing, implementation of promotional strategies formulated in 2011 continued. Progress was made in upgrading of the *CQ* website so as to enhance offerings and promote the scholarship published in the journal. *CQ* continued efforts to strengthen relationships with international electronic database holders so as to showcase Caribbean cultural scholarship to a wider global audience; and due to its relationship with one such provider, JSTOR, *CQ* was invited to participate in the Ithaka Sustainable Scholarship 2012 conference in New York where possibilities for sustainable electronic publishing of scholarly journals were explored. *CQ*’s policy of strategic attendance at international conferences in order to promote *CQ* internationally as UWI’s flagship journal and a premier journal of Caribbean culture, as well as to expand its subscriber base and its bank of contributors and to develop new international scholarly and business partnerships, was again demonstrated by attendance in 2013 at the two largest annual international Caribbean studies conferences: the 38th annual conference of the US-based Caribbean Studies Association (CSA) 2012 held in Grenada in June 2013, and the 37th annual conference of the Society for Caribbean Studies held at the University of Warwick, UK in July 2013.



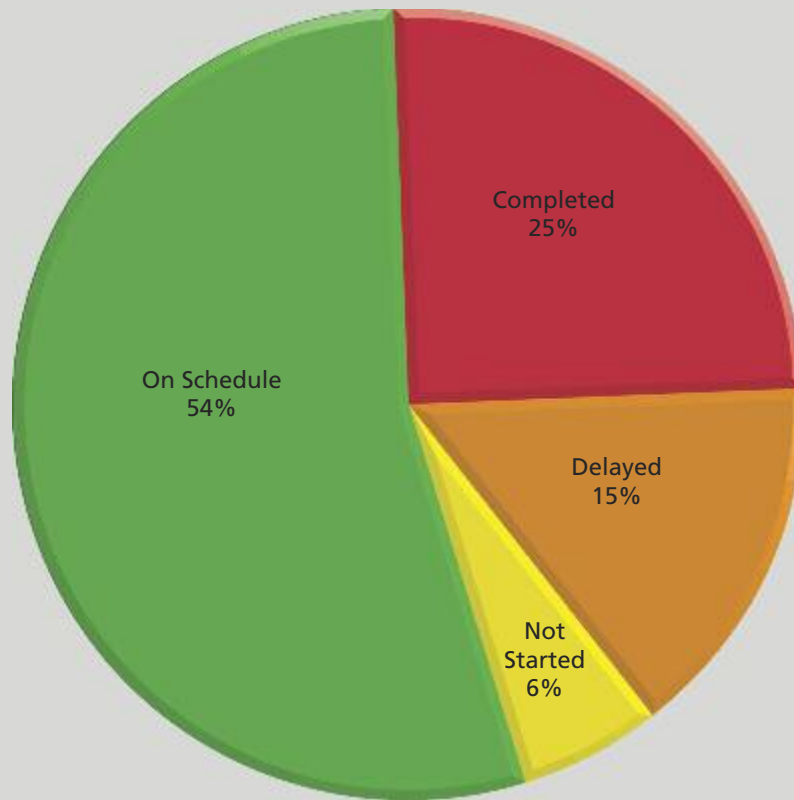
6. OUTREACH

The mission, vision and core values of The University of the West Indies basically echo and reinforce the original mandate set by our founding fathers, to be the catalyst and engine for the development of the Caribbean region. From its inception, outreach has been a vital function of The UWI, whether this was called “Extra Mural”, “Continuing Education” “Distance Education” or now “Open Campus”. Each of the four campuses is sensitive to the needs of its immediate communities and by extension, the region, and responds with initiatives to address the perceived development gaps. Each campus stages annually a number of public lectures, seminars and international conferences which serve as vehicles for the dissemination of knowledge and offers opportunities for public discourse on topics of interest.

In the year under review, the Department of History and Philosophy in the Faculty of Humanities and Education at the **Cave Hill Campus** organised a series of workshops for the Eastern Caribbean in heritage management, in collaboration with UNESCO. There was also a series of public lectures

of which *The Emancipation Project: 1838–1937* was a signal event. There was also the hosting of the CHiPs (Philosophy) symposium under the theme “Body, Mind, Cognition”, The School of Education participated in key regional meetings and organised a leadership course for senior educators in the summer of 2012 and, again, in 2013, in collaboration with the Ministry of Education. During the period, the Errol Barrow Centre for the Creative Imagination (EBCCI) was involved in a UNDP/ CARICOM/ Government of Italy collaboration that provided a grant of US\$150,000 to the EBCCI for training programmes in film production skills. A second grant of US\$339,000 was also made to the EBCCI for expansion of the projects to other OECS states. The Department also benefited from a MOU with the University of Florence, which saw a financial allocation to a project to provide training to youth in the Caribbean in the harnessing of their creative talents.

In Jamaica, important strategic links were cemented between the School of Education (SOE) of the **Mona Campus** Faculty of Humanities &



PERSPECTIVE 6: OUTREACH

Education and the Ministry of Education (MOE), in keeping with the Mona Campus' commitment to provide special support to the MOE. Noteworthy are the SOE's special interventions to improve students' performance in CSEC Mathematics and English at Grades 10, including participating in the training of approximately 400 CSEC English A and Mathematics teachers. The SOE also served on the team that developed the National Mathematics and Numeracy Policy which defines standards for the teaching and learning of Mathematics and to improve the quality of teachers of Mathematics. Further, the SOE developed proposals for Special Programmes to upgrade teachers in Early Childhood Education and to upgrade Secondary School Teachers in selected subjects.

BUILDING STRONGER COMMUNITIES

Work to build capacity in socio-economically depressed communities continues to yield remarkable results. During the 2012/2013 academic year, the Mona Campus advanced efforts started in previous years in August Town and adjoining commu-

nities to strengthen early childhood and primary education and to improve the employability of residents.

THE ONE LAPTOP PER CHILD PROJECT

In an effort to expand the success of its One Laptop per Child (OLPC) initiative launched in 2011, The **Mona Campus** collaborated with People's Action for Community Transformation (PACT) to implement an OLPC programme at the Mission House Basic School in Gordon Town, in May 2013. The project, which saw 20 students being presented with XO laptops, was funded by Grace Kennedy/Western Union. The OLPC project seeks to provide learning opportunities for children in Jamaica's poorest communities. Part of a global OLPC initiative, the programme has so far assisted 115 three to six year-old children from surrounding communities, to good effect. Each child was provided with a sturdy, connected XO laptop computer, loaded with content and software designed for collaborative, enjoyable, self-empowered learning. The result has been a dramatic improvement in the children's



Microsoft Windows Phone Competition

The first Microsoft Windows Phone Competition in Barbados was held under the aegis of the Ministry of Industry, International Business, Commerce and Small Business Development in collaboration with Microsoft's Trinidad-based office and Cave Hill's Department of Computer Science, Mathematics and Physics. It ran from January 4–February 16, 2013 with two days (January 8–9) allotted to training by Microsoft staff and the ensuing weeks to creating and submitting the apps. Contestants, ranging in age from 18 to 30, were required to create apps featuring local cultural themes/heritage; entertainment in Barbados; games or sports and media. Three final year Computer Science students from Cave Hill – Alexander Patrick, Jamal Rice and Rashid Holder – beat out some 29 other contestants with their Windows Phone app, Barbados Life, featuring 'what's on' and other tourist-oriented information about local happenings, culinary and leisure spots for visitors. It should be noted that Cave Hill students made a clean sweep of the top three places.



Left to right: Winners of the Microsoft Windows Apps competition Alexander Patrick, Jamal Rice and Rashid Holder

technological savvy, reading and numeracy skills.

At the **St Augustine Campus** several conferences, seminars and distinguished lectures were organised to engage the wider campus community on issues of national and regional importance. These included the annual “Conference on the Economy (COTE)” hosted by the Department of Economics; “Improvement in Health Care Quality and delivery: Making a Difference” and the “Emergency Medicine Conference 2012” both organised by the Faculty of Medical Sciences; “Advancing Education through a culture of inquiry, innovation and indigenisation” hosted by The UWI School of Education; and the “1st Caribbean Specialty Contact Lens Symposium” hosted by the School of Optometry.

The campus hosted the 30th West Indies Agricultural Economic Conference, supported by the Caribbean Food Crop Society (CFCS) and the International Society for Horticultural Sciences (ISHS) entitled, “Agribusiness Essential for Food Security: Empowering Youth and Enhancing Quality Products”, which attracted a wide cross-section of Caribbean professionals engaged in the food and agriculture sector.

The Distinguished Open Lecture by Global Tertiary Education Expert, Dr Jamil Salmi, entitled, “World-

Class Universities or World-Class Higher Education Systems?” was another very important and relevant forum as it presented insightful information for the effective management of tertiary institutions based on Dr Salmi’s work with institutions across the globe.

The **Open Campus** took part in numerous outreach activities at all of its sites. The **Social Welfare Training Centre (SWTC)** – a unit of the Open Campus’ Consortium for Social Development and Research – in a follow up collaboration with the Association of Development Agencies (ADA), Jamaica, mounted a short course on project management on “Integrating Gender Issues in Climate Change in the Project Cycle”. Based on the success of this course it is hoped that the collaboration with ADA will be extended to developing workshops and other short courses in the critical area of involving communities in efforts to mitigate the impact of climate change in Jamaica.

Another unit of the Consortium, **Women in National Development (WAND)** continued to reach women in the community around the Caribbean with the following outreach programmes:

- Life-Long Learning for Women Farmers: Fancy, St Vincent and the Grenadines



Community Outreach in action by WAND





- Community Preschool Project: La Pointe, Saint Lucia
- Towards a Successful Future: Affective Education for Girls, Christ Church Girls' Primary School, Barbados
- Project FEM: Fashioning Through Education and Mentoring
- Affective Education for Girls and Young Women in Sterling Children's Home: Barbados
- Community-based Disaster Management Project for Catadupa Primary and Junior High and Catadupa Basic Schools: Jamaica

Social outreach activities engaged in by the different OC sites include:

- The Hugh Lawson Shearer Trade Union Education Institute's (HLSTUEI) Annual Christmas Treat for the Shalom Basic School on December 18, 2012.
- The Jamaica Eastern Camp Road Site's Christmas treat for the Amy Bailey Basic School on December 12, 2012.
- The beautification project for Caribbean Christian Centre for the Deaf organised by the Camp Road Site.

The Greater August Town Film Project (GATFP)

The Greater August Town Film Project (GATFP), spearheaded by the Centre for Tourism and Policy Research, aims to help develop a more positive community image; widen the scope of experience for the community's young people; provide opportunities for residents to work in different areas of film and video making; and develop August Town into a film and heritage tourism destination.

During the year, 30 members of the community were trained and certified in the basics of film and video production. Of the three of those graduates who were successfully placed in internships programmes with private sector organisations, one now freelances, while the other two are working with a major media organisation. One of the crowning moments for the project occurred June 20–23, 2013, with the successful staging of the first Greater August Town Film Festival – GATFFEST. The festival saw the screening of several short films produced by graduates alongside those of local and international film makers.



- The Labour Day project mounted by the Jamaica Eastern Site of Mandeville, in collaboration with local private and public sector institutions, providing much-needed assistance to the Woodlawn School of Special Education which caters to students with intellectual and physical disabilities. A section of the school's grounds was paved; several classrooms repainted and important signs were erected. The project was a rewarding and fulfilling one for all participants.
- The Jamaica Eastern Montego Bay Site demonstrated the admirable quality of caring for one's community by the activities of the Events Management group during Christmas 2012. The group chose as its beneficiary the Farm Primary and Junior High School and contributed computer systems, bedding material, reading material and other items to the school. The funds were raised through an event entitled Laugh for Charity, which featured some of Jamaica's best comedians.
- The Trinidad and Tobago sites participated in the UWI Children's Christmas Party, an annual event which caters to the needy children of society by way of gift-giving of toys, hampers and other treats as the children are entertained.

Additionally, a substantial amount of technical support was provided to C@ribnet in the establishment of the National Research and Education Networks (NRENS) in Trinidad and Tobago and the OECS. The technical implementation of the Trinidad and Tobago Research and Education

Network Trust (TTRENT) network infrastructure was managed by Reeve Ramharry of the Open Campus. Through the Open Campus' participation in this and the above projects, there was increased prominence and awareness of The UWI Open Campus in the relevant countries.

For the **IGDS (Institute for Gender and Development Studies)** outreach continues to be an important mandate and all Units were actively engaged in outreach activities during the year. At the **St Augustine Unit (SAU)**, two main activities were conducted as part of the project "Breaking the Silence: A Multi-sectoral Approach to Preventing and Addressing Child Sexual Abuse in Trinidad and Tobago". From February to May 2013, the Unit finalised a toolkit for involving communities and including gender sensitisation in programmes aimed at preventing and responding to child sexual abuse and incest. The toolkit was then presented in Antigua on May 27 and 28 to UNICEF country officers. The SAU also held a public forum on the draft national policy on gender equality and development on May 22, 2013. The forum was held to discuss the proposed impact of the National Gender Policy and its implementation. A video produced to promote the Break the Silence campaign won two top awards – Gold in the category for Public Service, Charity, Non-profit Organisation, Interest Group; and Platinum in 'Best in Show in the Multi-Medium Campaign' at the Ad Agencies Award 2012. The Children's Water Vacation Camp staged by the SAU also won the 2012



IGDS, SAU Children's Vacation Water Camp



Breaking the Silence . . . Letting their voices be heard

Atlantic LNG CEO’s Sustainability Award in the category of Corporate Social Responsibility.

The **Nita Barrow Unit (NBU)** hosted the Eighteenth Annual Caribbean Women Catalysts for Change Public Lecture, on November 16, 2012. Delivered by Professor Amina Mama, Director of Women and Gender Studies at the University of California at Davis, the presentation was entitled, “Post Colonial Feminism in Africa and Beyond.” The Unit further hosted an evening of poetry, spoken word, film and music for the Art Action Project as part of the 16 Days of Activism against Gender-based Violence on November 29, 2012.

On February 14, 2013 the NBU, in collaboration with several organisations at the Cave Hill Campus, held its “One Billion Rising...” campaign. The collaborative event aimed to create global solidarity among entities working to eliminate Violence against Women.

The 10th Caribbean Institute in Gender and Development: An Intensive Training Programme (CIGAD) was held from July 1–31, 2013, facilitated by the NBU. The programme which introduced participants to theoretical and methodological approaches to the issue of gender relations attracted 62 applicants from several different countries. These included; Antigua, Barbados,

Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, St Vincent & the Grenadines, Trinidad & Tobago, Ghana, Nigeria, Pakistan and Ethiopia.

On January 24, 2013 the UWI Press awarded the NBU for “Outstanding Contribution to Caribbean Scholarly Activity”. The Unit was congratulated for leading the way in the production of scholarship on feminism and gender relations in the Caribbean.

On November 22, 2012, lecturer at the **Mona Campus Unit (MCU)**, Dr Charleston Thomas, together with members of a new IGDS Mona Unit activist group called ‘The Enlightened’ which he had founded, made a presentation at the “Male Awareness Now Project Health and Wellness Fair” held under the theme ‘Better Men for Today.’ The presentation was made at the invitation of Children First, a community based organisation serving the development needs of street and working children in Spanish Town, St Catherine, Jamaica.

Head of the MCU, Dr Leith Dunn, served as a member of the Ministry of Labour and Social Security’s Project Advisory Committee for the ILO’s TACKLE (Tackling Child Labour through Education) project which formulated a comprehensive national sustainability plan to prevent and combat child labour in Jamaica. She also served as a member of the Planning Institute of Jamaica’s Task

UWI-CHART/CHLI Contributing to HIV/AIDS Policy Development

UWI-CHART (Coordinating Unit of the Caribbean HIV/AIDS Regional Training Network) has, in collaboration with the Pan American Health Organisation, faculty from the three residential UWI campuses and the Human Resource Department of the Ministry of Health in Jamaica, developed training in Human Resources for Health (HRH); policy development and strategies for workforce capacity building. Priorities identified in HRH assessments and priority-setting meetings held in 2011 and 2012 will be addressed through the pursuit of strategies such as mapping the status of countries along an HRH planning and implementation continuum and continuing to advocate for Ministries of Health to have greater autonomy or voice in human resource planning and management.

In collaboration with a team from Harvard University and the HEU Centre for Health Economics at the St Augustine Campus, UWI-CHART convened a Health Systems Strengthening and Health Financing workshop from July 22–29, 2013 in Trinidad. The 32 participants included senior policy makers from Ministries of Health and from Planning and Finance Ministries of the six independent member countries of the OECS, together with faculty from the three residential campuses of UWI. Evaluation of the outcome and impact of the workshop is being documented and follow-up activities are being planned in the participating countries.

A cohort of 38 scholars from twelve Caribbean countries and territories, including eleven CARICOM member states and Sint Maarten, was trained during the review period under the affiliated Caribbean Health Leadership Institute (CHLI). Three health care workers, one each from the National Defence Forces of Belize, Jamaica and Trinidad & Tobago were sponsored by the US Department of Defence (DOD) and were part of this CHLI cohort. CHLI is funded through a Cooperative Agreement between the University of the West Indies and the US Centres for Disease Control & Prevention under the President's Emergency Plan for AIDS Relief (PEPFAR) and contributions from a sub-award from the Pan-Caribbean Partnership against AIDS (PANCAP), via a grant from the Global Fund to fight AIDS, Tuberculosis and Malaria and from the Pan-American Health Organisation. This was the final year of this six-year project during which a total of 152 scholars from 19 countries and territories in the English and Dutch Caribbean graduated. The programme is being extended with the acceptance of a new cohort of scholars with support from the Global Fund.



Force that prepared the country's International Migration and Development Policy.

The **Regional Coordinating Unit (RCU)** officially re-launched its Homework Centre on September 3, 2012. The Centre, which has been in existence since 1994, has provided a facility for students and staff on campus, in which they can leave their children safely supervised whilst their parents are at school or work.

The Unit hosted a seminar on the Jamaica National Policy for Gender Equality on December 5, 2012. The seminar featured a panel discussion by several gender experts. As part of the 20th Anniversary celebrations of the Institute, on March 25, 2013 the RCU launched one of its flagship events, "Groundings with the Brothers & Sisters – Reasoning the Way." Groundings is the reclamation of a methodology of conscience raising, developed by Guyanese Historian Walter Rodney in the 1960s. The programme seeks, among other things, to provide a multidisciplinary framework through which students might be grounded in cultural content for national development; and the creation of a space for frank discussions among young men and women, towards knowledge building, better gender relations and interpersonal development.

In collaboration with the Human Resource Department, the RCU hosted a workshop entitled "Work Life Balance" on March 18 and 19, 2013. The workshop, led by certified professional facilitator, Sandra D. Cooper, targeted members of staff at the middle management level and sought to initiate a programme of training and development to help employees fulfil both employment-related as well as personal responsibilities.

INTERNATIONALISATION

The UWI has as a strategic objective "enhancing the global reach and impact" of the institution. Accordingly, each campus pursues strategies to extend linkages with other institutions and organisations as well as with individual countries through bi-lateral cooperation agreements and memoranda

of understanding. Within the Vice-Chancellorcy, there are three units with the specific mandate of establishing and strengthening those ties: the Central Office for Regional and International Affairs (CORIA), the Latin-American-Caribbean Centre (LACC) and the Institutional Advancement Division.

CORIA

Following its establishment in late 2012, the Central Office for Regional and International Affairs (CORIA) has undertaken activities to meet its mandate of developing a comprehensive, cohesive approach to increase the visibility of the UWI, positioning it in a global context while strengthening its regional remit. In doing so, CORIA's Opera-



Visiting SUNY team led by Dr Mitch Leventhal (in red tie) and Vice-Chancellor Professor E. Nigel Harris sign agreement on joint research projects

tional Plan has been revised to meet changing needs. CORIA has focussed on information management, the strengthening of relationships with multilateral and regional agencies, relations with other tertiary level institutions (TLIs) as well as its representational role.

An Outreach Committee was established in January 2013, with representation from relevant Campus and Centre offices, to facilitate greater collaboration, prevent overlap and strengthen the ability of The UWI to engage in regionalisation and internationalisation initiatives. It meets bi-monthly

and is implementing a comprehensive strategy to promote the regional and international profile of The UWI. It was agreed that Deans should be involved in the process of regionalisation and internationalisation since related activities take place mainly at the Faculty level. As of May 2013, the Executive Director of CORIA, chair of the Committee, has presented a report to the Committee of Deans at cross-Campus meetings.

UCOSMIC CONSORTIUM

The collection, storing, manipulation and sharing of information generated within The UWI and externally, that is pertinent to regional and international collaboration, are critical to a rational policy of regionalisation and internationalisation. The



UWI has become a partner in the UCosmic Consortium, led by the State University of New York (SUNY), a software system that facilitates the mapping and monitoring of regional and international activities across the University, with a view to facilitating its outreach objectives.

The UCosmic system comprises eight modules (Agreements, Faculty and Staff, Alumni, Students, Representatives, Travel, Corporate Engagement, and Global Press). The UWI work plan for participating in the system has been drawn up. A Research Assistant has been implementing a pilot

project, the focus of which has been on the agreements module which facilitates entry and tracking of information about agreements. Electronic copies of the agreements are stored and the system has a geo-tagging feature which allows the user to view the partner university's webpage. The module has been populated with 115 agreements between the UWI and 89 institutions. An important activity has been liaising with Centre and Campus offices to obtain copies of agreements with other institutions. On 19 March, 2013 a UCOSMIC Project Management team visited the Regional Headquarters and conducted a workshop on its processes and approach. Staff from all four campuses involved in planning internationalisation, institutional research and IT systems participated.

PRIORITY AREAS FOR RELATIONSHIPS WITH FUNDING PARTNERS

The need to strengthen the capacity of the UWI in areas critical to regional development has required identification of the priority areas as well as individuals with interest and expertise in each of the areas; the development of Concept Notes which identify needs and activities for capacity development and regional impact, and the identification of funding agencies. This is important since multilateral funding agencies and major foundations with mandates that include capacity building and the implementation of projects with regional impact, can become partners for funding.

Using the priority areas identified in the Strategic Plan and following discussions among the UWI Executive Management Team and feedback from the campuses, the following priority areas were selected:

- i. Agrotechnologies and Food Security;
- ii. Energy Efficiency and Sustainability;
- iii. Convergent ICT Applications;
- iv. Cultural Industries;
- v. Tourism Development, Management and Sustainability;
- vi. Human Security; and
- vii. Governance and Regulatory Matters.



Cross-Campus teams were selected to draw up Concept Notes for these priorities.

RELATIONSHIPS WITH HIGHER EDUCATION INSTITUTIONS (HEIS)

SUNY

CORIA is responsible for strengthening existing, and initiating where necessary, new relationships with international and regional HEIs. One noteworthy relationship established during the past year has been with SUNY. A visit by senior UWI officials to SUNY in early November 2012 set the parameters for the relationship including a focus on institution-to-institution projects for national and regional impact. That visit was reciprocated when a SUNY team visited the Regional Headquarters in January 2013. It was agreed that both institutions would award seed funds to successful UWI-SUNY teams to facilitate the development of collaborative research proposals or collaborative instructional programmes for submission to external donors. A call for proposals was issued in both institutions which led to the funding of six projects. The University Registrar and the Executive

Director, CORIA, also participated in a preparatory meeting in July for a *Systemness* Conference to be organised by SUNY.

King's College, UK

Following the visit to the UWI in July 2012 by a King's College, UK team in the areas identified as being of interest to both The UWI and King's, CORIA has been working to facilitate the introduction of UWI staff to their counterparts to discuss possible projects for collaboration. The Executive Director, CORIA, has held meetings with his King's College counterpart to agree on the strategy for moving forward.

University of Belize

In mid-July a UWI team, comprising the Vice-Chancellor, University Registrar and the Executive Director, CORIA, visited the University of Belize (UB) and met the Board of Trustees, senior staff as well as Ministers of Government and external stakeholders. Discussions centred on how The UWI could work with UB to strengthen its institutional capacity so that the latter can meet its mandate to act as an engine of national development, and on strengthening the UWI-UB relationship.



Left to right: University Registrar, Will Iton; Vice-Chancellor Professor E. Nigel Harris, Dr Cary Fraser, President of the University of Belize and Dr David Rampersad, Executive Director, CORIA.

Franchise and articulation arrangements with Caribbean Tertiary Level Institutions (TLIs)

The UWI has a history of franchising programmes for delivery by a TLIs as well as a system of articulation under which TLI graduates are exempted from certain UWI courses. In order to introduce a comprehensive approach to this relationship, CORIA and the Office of the Board for Undergraduate Studies (BUS) have been discussing revisions to the procedures for articulation and franchising. Requests from TLIs for franchising and articulation continue to be dealt with by CORIA. For 2012/2013, articulation requests from four institutions and three requests for franchise from two institutions were followed up.

The Quality Assurance Unit of BUS supported by CORIA led quality evaluation exercises for franchise arrangements with institutions in Jamaica for which the agreements had expired although the arrangements continued. All evaluations were positive.

Proposed new arrangements with Caribbean TLIs

A task force comprising Professors Vivienne Roberts, Alan Cobley and Andrew Downes was appointed to review existing relationships with the TLIs and recommend future possibilities. The work included a review of the franchise and articulation arrangements and a re-examination of the university college concept, which had been proposed in 2004. CORIA will be responsible for overseeing the implementation of the recommendations of that committee.

REPRESENTATIONAL DUTIES

Given the importance of collaborating with regional organisations to build capacity, the strengthening of relationships with organisations such as CARICOM and CARIFORUM is important. In July, the Executive Director, CORIA, and the PVC Research attended a meeting of Regional Institutions and the CARICOM Secretariat which identified clusters for the development of project

proposals for strengthening capacity. The UWI was identified as a partner in several clusters. Following that meeting, the Executive Director attended a meeting between CARICOM and its regional partners with International Development Partners (IDP). Both the regional partners and the IDP spelt out their priorities for which, in the case of the former, support was required and for which, in the case of the latter, funding was available.

The CORIA is a member of the IDB-led Working Group on Regional Private Sector Development and Cluster Assessment.

CORIA oversaw the preparation of the UWI response for the 4th Global Survey of Universities of the International Association of Universities. The survey was designed to promote better understanding of internationalisation processes including the changing goals, mechanisms, benefits, risks, challenges and opportunities presented by internationalisation.

THE LATIN AMERICAN – CARIBBEAN CENTRE (LACC)

The LACC is the University Centre's focal point for establishing and strengthening links between the UWI and institutions in Latin America, Spain and the non-English speaking Caribbean countries and in this way supports the University's thrust for greater engagement with Latin American, Caribbean and Spanish institutions. Actions include the brokering of institutional partnerships for the implementation of joint projects, student and staff exchanges, research clusters and cultural interaction. LACC represents Latin America and the wider Caribbean on the Outreach Committee of CORIA

TEACHING ASSISTANTSHIP PROGRAMME

During the 2012/2013 academic year, fifteen graduate students were selected to participate in the one-year English Language teaching assistantship programme at Colombian Universities jointly coordinated by the LACC and ICETEX, Colombia. This



brought the total number of beneficiary graduates up to 114 for the 7-year period of existence of the programme. The UWI received 3 Colombian teaching assistants, bringing the total received for the same period to 21.

In July of 2013, the UWI expanded the programme by entering into an Agreement with the Universidad Autónoma de Nariño (AUNAR) whereby six graduates would spend five months as Teaching Assistants of English at the four AUNAR campuses. The Mona and Cave Hill Campuses participated in the initial arrangement.

CHILEAN AGENCY FOR INTERNATIONAL COOPERATION (AGCI), CHILE – SCHOLARSHIP FOR CAPACITY BUILDING IN SPANISH TEACHER EDUCATION

The LACC coordinates the scholarship offer by the International Cooperation Agency of the Republic of Chile (AGCI) for CARICOM Spanish teachers at the Secondary level to participate in a 6-week Diploma course in Spanish Teaching Methodology. This is done in collaboration with the Embassies of Chile in Jamaica and Trinidad and Tobago. In this instance, twenty-five of the fifty-four applicants received scholarships and undertook the programme July 30–August 31, 2012 at the Universidad Metropolitana de Ciencias de la Educación in Chile. This annual scholarship programme aims to provide participants with theoretical and practical methods for teaching Spanish as a second language, to share methods and strategies for the teaching of English with their Chilean counterparts and to promote cultural exchange. The scholarship recipients were nationals of Antigua and Barbuda, Barbados, Belize, Grenada, Guyana, St Lucia, St Vincent & the Grenadines, Suriname, Jamaica and Trinidad & Tobago.

STAFF & STUDENT MOBILITY PARTNERSHIP FOR ACP TERRITORIES: CARIBBEAN-PACIFIC ISLAND MOBILITY SCHEME (CARPIMS) AND THE UNIVERSITY OF PORTO

The LACC continued to function as the Secretariat for the Association of Caribbean Universities and Research Institutes (UNICA), an Associate Member in the CARPIMS and University of Porto ANGLE project arrangement for cooperation and mobility among tertiary level institutions, implemented by the Education, Audiovisual and Culture Executive Agency (EACEA) of the European Union (EU). The project provides for the movement of Masters and PhD students and staff between selected national Universities in the Caribbean and Pacific regions, with a view to building capacity and encouraging socioeconomic development in each region.

UWI-COLOMBIA PARTNERSHIPS – PLAN DE PREVENCIÓN 20+

The LACC again partnered with the Office of the Principal and the Sports Department, Mona, to host the third cohort of young athletes from vulnerable communities in Colombia who came to



Professor E. Nigel Harris and Dr Alfonso Múnera (right), Secretary General, ACS with Father Tulio Aristizábal, S.J. during a visit to the San Pedro de Claver Church in Cartagena

observe and train alongside Jamaican professional athletes at the UWI and high school students, in the Plan de Prevención 20+ from October 25–29, 2012. This Colombian initiative is part of a wider strategy for cooperation with the Caribbean Basin and is designed to promote social and economic development in the region through capacity building, exchange and experiences and stronger networks and alliances. Colombia plans to share workshops in areas such as Football for Peace and Peaceful Coexistence with Caribbean countries, whereby sports acts as a vehicle to combat social problems which are normally difficult to address with traditional measures. A second cohort of young athletes returned to Jamaica in March for training.

VC JOINS THE IAU BOARD AT ITS AGM IN PUERTO RICO

The Vice-Chancellor was elected to the Board of the International Association of Universities (IAU) during its Annual general meeting held at the Inter American University of Puerto Rico in November, 2012. VC made a presentation on Privatisation of Higher Education at the Forum.

The Executive Committee of UNICA convened in parallel on that occasion agreed to recommend that the Executive continue its mandate for another two-year term.

AGREEMENT SIGNED BETWEEN THE UWI AND THE MINISTRY OF NATIONAL EDUCATION AND PROFESSIONAL TRAINING IN HAITI (MENFP)

A Cooperation Agreement was signed between the UWI and the MENFP, Haiti in May 2013. Discussion between the two parties took place during the visit with Haitian President Michel Martelly by a UWI team comprising the Vice-Chancellor, the University Registrar, the LACC Coordinator and the Open Campus Coordinator for Academic Programmes. Funding is currently being sought for a project targeting the training at UWI of 30 Masters students from public universities in Haiti, and includes a 3-month English Language Training

programme and long term delivery of graduate programmes through UWI Delivery Learning Centres in Haiti.

VISIT BY CORPUCA PRESIDENT AND AUF REGIONAL DIRECTOR

In April 2013, incumbent CORPUCA President Dr Jacky Lumarque, Rector of Quisqueya University in Haiti and Dr Michel Dispersyn, Regional Director of the AUF (Francophone Universities Agency), met with LACC Coordinator, Directors of Centres and Heads of Department to discuss the creation of a Chair in Caribbean Studies which would rotate among Universities drawn from linguistic country groupings in the Caribbean.

PARTICIPATION IN REGIONAL MEETINGS

In her capacity of Secretary General of UNICA, the LACC Coordinator was invited to participate in a workshop offered by the Institute for University Management and Leadership (IGLU) sponsored by the Inter-American Organisation for Higher Education (OUI-IOHE) in the Dominican Republic. There is interest in offering an IGLU Workshop for institutions for higher education in the English-speaking Caribbean and the UWI would be the appropriate partner. In a similar capacity, the LACC Coordinator also attended the Fifth Meeting of Councils of Rectors and University Networks convened by IESALC/UNESCO in Panama in July 2013.

LACC / MINISTRY OF EDUCATION OF COLOMBIA

LACC coordinated the participation of the UWI in the Travesía activity organised by the Colombian Ministry of Education in San Andrés aimed at fostering partnerships among higher education stakeholders. A team comprising the LACC Coordinator, the PVC for Undergraduate Studies, and the Dean of the Faculty of Social Sciences, Mona, participated in meetings July 21–26, 2013. UWI participation in Higher Education strengthening in partnership with the Ministry, national funding



agencies and HEIs was discussed. A Letter of Intent was subsequently signed by all stakeholders. The UWI and Colombian HEIs took the opportunity to discuss the establishment of a Language, Culture and Research Centre in San Andrés.

MEETINGS OF THE GROUP OF LATIN AMERICAN RECTORS AND ASSOCIATIONS OF UNIVERSITIES

The LACC Coordinator represents the UWI and UNICA at meetings convened by the Group of Latin American Rectors and Associations of Universities to create ACRULAC (the Association of Councils of Latin American and Caribbean University Rectors and Presidents), a body set up to address the Education agenda within CELAC. The first meeting was in Nicaragua followed by other meetings in Cuba and Panama between June and August, 2013. UWI/UNICA was nominated to the pro-tempore Committee to operationalise ELACES (Higher Education Space for Latin America and the Caribbean).

VISIT BY SUE CARIBE

A meeting between Member Rectors of Universities from the Caribbean Colombia and the Vice-Chancellor was convened in February at the Regional Headquarters. The objective of the visit was to familiarise themselves with the UWI, in the wake of years of student and staff exchange programmes and to explore collaboration in areas of common interest. The group interacted with PVCs, Deans and Heads by videoconference and an important outcome was a list of joint research interests and corresponding specialists by institution. It was agreed that a future meeting of researchers would be convened.

EXCHANGE OF VISITS BY ACS SECRETARY GENERAL AND VICE-CHANCELLOR

Former Ambassador of Colombia to Jamaica and current Secretary General of the ACS met with Vice-Chancellor at the Regional Headquarters at the end of April to discuss the creation of research clusters among ACS member country institutions

and the involvement of the UWI. This interest had been voiced at the recently concluded ACS Heads Summit in Haiti, when an Education portfolio was added to the functions of the ACS. To initiate this partnership, Secretary-General (SG) Múnera extended an invitation to VC Harris to be a keynote speaker at the annual regional conference on the Caribbean hosted at the University of Cartagena at the end of July, with the intention of convening a parallel meeting of specially invited researchers to seek to compose regional research clusters on areas corresponding to the ambit of the ACS such as Sustainable tourism, Public Policy, the Caribbean Sea, Crime and Security, and Renewable Energy. Online training in the languages of the region and the creation of a Regional Caribbean Studies Institute would also be addressed. Funding resources



Above: Dr Alfonso Múnera, Secretary General, Association of Caribbean States and Prof. E. Nigel Harris at the UWI Regional Headquarters, during Dr Múnera's visit in 2013

Below: Dr Alfonso Múnera, H.E. Luis Guillermo Martinez, Ambassador of Colombia to Jamaica and Prof. E. Nigel Harris at the Latin American-Caribbean Centre (LACC)

for these initiatives would be considered at the meeting. SG Múnera met also with the Directors of the Institute for Sustainable Tourism and SALISES and the Head and Faculty members of the Department of Government at Mona.

Following on the invitation by Secretary General Múnera, The Vice-Chancellor, the LACC Coordinator and the PVC for Graduate Studies attended the Annual Caribbean Studies Seminar organised by the University of Cartagena. The VC gave the keynote address and was conferred the Order of Merit José Joaquín Gomez by the University of Cartagena. He was later presented the keys to the city by the Mayor of Cartagena. A meeting with Rectors and Presidents of Colombian Universities was convened by the Vice Minister of Education of Colombia at which time it was agreed that a team of Colombian Researchers would meet with their UWI counterparts to move the process of joint research and projects forward.

At the level of the campuses following are highlights of the initiatives undertaken to increase the UWI's global profile:

The **Cave Hill Campus** continued to focus on reducing its dependency on government funding through the internationalisation of its student population. Ten agreements were signed with universities and educational entities in Canada, China, Brazil, and the USA. These were:

- Concordia University College of Alberta
- Zhejiang Wanli University
- AMIZADE
- New College Florida
- Chattanooga State Community College
- Centennial College
- Homburg Academy
- Universidade Federal de Pernambuco
- California State University Monterey Bay
- China University of Political Science and Law

As part of the internationalisation of Cave Hill and the development of Science and Technology, Dr Anthony Fisher, Director, International Relations,

applied for and received a BD\$40,000 grant from the Inter-American Development Bank (IDB) to take three members of the planning committee of the Centre for Food Security and Entrepreneurship (CFSE) on an educational tour of Brazil's top three universities – University of Sao Paulo, University of Campinas and the University of the State of Sao Paulo, which collectively account for fifty of that country's publications in science and technology. It is expected that formal agreements with these universities will link the campus to the top agricultural and food sciences institutions in Brazil.

In September 2012, the UWI's internationalisation efforts received an important boost with the visit to Jamaica and the **Mona Campus** of a South African delegation, which included the Honourable Dr Bonginkosi E. Nzimande, Minister of Higher Education and Training for the Republic of South Africa.

The visit formed part of efforts by the Government of Jamaica to strengthen relations with South Africa in the field of education, specifically, higher education and training. It sought to concretise strategic partnerships which would facilitate the exchange of ideas and best practices in education and deepen bilateral co-operation between the two countries in this area. Successful development of a programme of study through this partnership would see South African medical students training at the UWI Mona Campus.

The efforts of the International Students Office (ISO) to increase the campus' international student population, continued apace during the last academic year. The result was a 136% increase in international exchange student enrolment at Mona, during the year. Of note, the total number of non-Jamaicans pursuing full undergraduate degree programmes at Mona increased by 34%, with international students contributing 4% to this growth.

The ISO also led efforts in forging several important strategic partnerships during the year. These included new partnerships with:



- The University of New Brunswick; the University of Western Ontario; and the Memorial University of Newfoundland – all in Canada, bringing the total number of partnerships with universities in that country to 20.
- Yale University (Medical Elective Programme) and North Carolina Central University – USA.
- The University of Birmingham and Kingston University in London – UK.
- Universidad de las Ciencias Informaticas – Republic of Cuba.
- La Universidad de Panama.

The Mona Campus also experienced an increase in the number of visiting overseas groups during 2012/2013, both on pre-arranged international study programmes, as well as on reconnaissance missions. There were five faculty-led study groups from the USA, which included summer visits from: State University of New York, New Paltz; Temple University, Philadelphia; North Carolina Central University; and Beloit College, Wisconsin. The fifth team from Colgate University of New York visited Mona for a full semester.

Internationalisation continues to be a major focus also for the **St Augustine Campus**, which has been actively pursuing key partnerships in support of its strategic priorities. Over the reporting period the campus established links with countries such as China, Germany, Chile and Spain. In particular, it is expected that partnerships between the St Augustine Campus and some of the leading institutions in agriculture in China could strengthen the thrust of The UWI to support sustainable agriculture across the region. During this period the campus also laid the groundwork for the establishment of a Confucius Institute at the St Augustine Campus which would also help strengthen ties between that country and the Caribbean.

PARTNERSHIPS BETWEEN THE ST AUGUSTINE CAMPUS AND SOME OF THE LEADING INSTITUTIONS IN AGRICULTURE IN CHINA COULD STRENGTHEN THE THRUST OF THE UWI TO SUPPORT SUSTAINABLE AGRICULTURE ACROSS THE REGION.

MARKETING & COMMUNICATION

MARKETING AND BRANDING

University Marketing & Communications (U-M&C) continues to serve units of the Vice-Chancellery and collaborate with Marketing & Communications teams across the campuses from its St Augustine location.

For the 2012/2013 period the University continued to explore new opportunities and directions, all of which were in line with the University's 2012–2017 strategic plan and many of which the University Marketing & Communications team actively supported, promoted and guided.

As social media platforms grow in importance as a communication tool and vehicle they require constant monitoring and updating in order to remain relevant and engaging and in order to know what is being said in those channels about The UWI brand. In addition to the official sites there are a plethora of unofficial social media sites that require review – particularly where there is unauthorised use of The UWI crest and word mark. The need to manage the increasing demand from stakeholders and UWI entities to create social media profiles/pages led to the development and eventual approval by F&GPC in January 2013, of an official University policy to regulate social media use – the UWI Social Media Policy and Guidelines which seek to clarify how best to enhance and protect personal and professional reputations when participating in social media.

A critical strategic objective was the redesign of the UWI web pages which would allow for improved visibility and ranking. In order to promote UWI's global visibility, therefore, improved web presence, rankings and search engine optimisation are absolutely necessary. The cross-campus website redesign project continued in 2013 with the completion of the Mona Campus pilot; the template for which has been disseminated to the other campuses for replication.

The University's strategic bid to establish the insti-

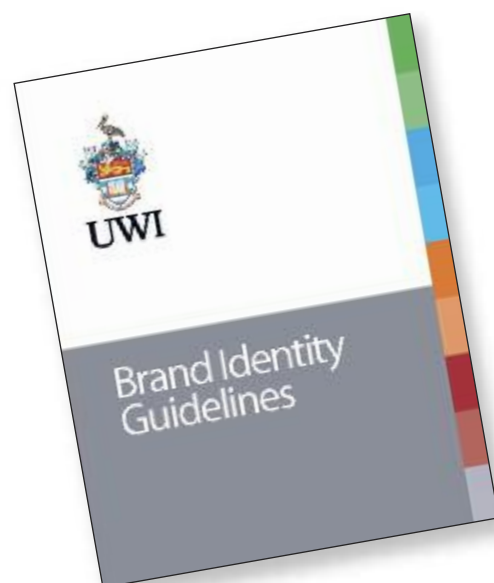
tution as an internationally recognised centre of excellence saw the U-M&C working on several related projects. A pitch brochure produced for the Central Office for Regional and International Affairs was well received within and outside of the University and serves in the promotion of The UWI brand among potential funding agencies in Europe and North America as well as in the region. The team also created a marketing plan for the launch and promotion of the Single Virtual University Space – a technology hub that allows students located anywhere access to the best teaching and learning resources from any of The UWI’s four campuses.

The ‘You are an Essential Piece’ campaign, a joint venture with the St Augustine Marketing team, saw communication packages being shared with the other campuses to help foster a UWI culture of employee engagement and leadership. In this regard, U-M&C has been participating in the regular cross-campus meetings of the Change Makers, a group of 26 colleagues from across the campuses charged with transforming the University. This group of change agents, acting under the guidance of Vice-Chancellor Professor E. Nigel Harris and

University Registrar C. William Iton, will continue to work towards engaging employees with the mandate of “People First.”

A successful initiative, exemplary of the collaborative nature of the interactions among the University Marketing and Campus Marketing teams, was the simultaneous announcement of the revised GPA within the University community and to the external publics. It is expected that the M&C teams will again pull together to manage the communications flow when the revised GPA takes effect in 2014.

Riding on this success, the M&C Centre and Campus teams met in St Augustine for a strategic retreat. It was at this forum that the teams formally signed off on the revised Brand Identity Guidelines. Vice-Chancellor E. Nigel Harris sees the management of The UWI image as a key responsibility. The UWI Brand is seen as more than just a name, logo, products and services. It is reflected in The UWI attitude, way of doing things, of behaving and of communicating. The collective M&C team has worked to present a manual to formally establish The UWI’s distinct, cohesive visual identity and the University Finance and General Purposes Committee has since given its approval to this *UWI Brand Identity Manual*. It is expected that the Brand Manual will help to maintain a clear and consistent brand identity. Since this can only be



achieved with the support of internal stakeholders, guidance on its use will be communicated to the campus community.

The 2013 *Pelican* magazine saw contributors sharing perspectives on the first half-century of the history of the University of the West Indies, the achievements and missteps of the people, and what is needed to move forward.

The University Marketing and Communications office served on the committee which planned the 25th anniversary staging of the Vice-Chancellor’s Awards for Excellence 2013. Five outstanding faculty members and one Research Centre were honoured – taking the number of awardees to 101.

CAVEHILL MARKETING & COMMUNICATIONS (CHILL M&C)

The academic year 2012/2013 saw CHILL M&C, along with the Office of Student, Corporate and Alumni Relations (OSCAR), featuring prominently in a year-long programme of activities to mark the campus’ 50 years of service to the people of the Caribbean and beyond.

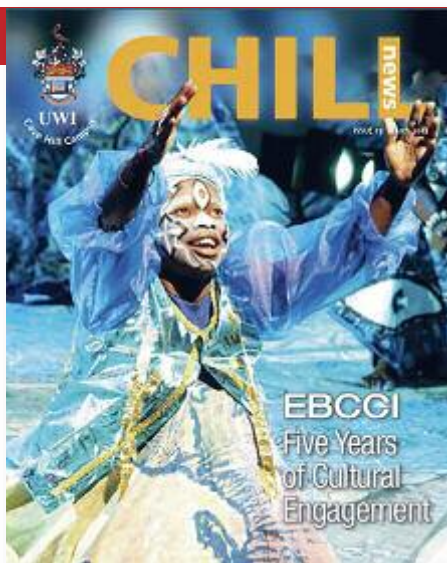
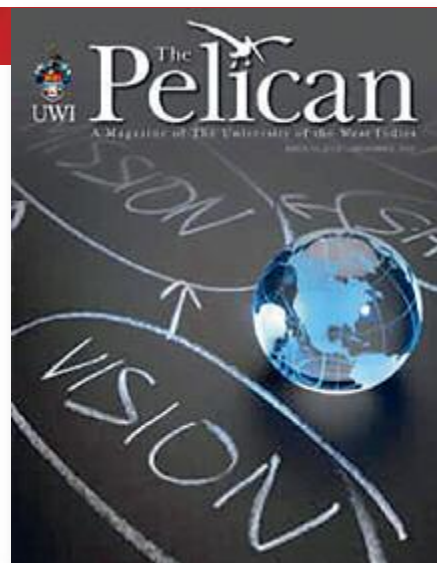
In early January CHILL M&C coordinated the unveiling of the 50th anniversary theme and logo – “Path to Prosperity”, setting the pace for the subsequent events. The wider Caribbean and the world at large were able to share in the celebrations by

the live web stream of all the 50th anniversary events, including lectures, conferences and naming ceremonies. The celebrations were further heightened when the Central Bank of Barbados in its redesign of the Barbadian currency featured the picturesque 3Ws Oval pavilion at the Cave Hill campus on the five dollar note.



In support of the campus’ science and technology thrust, CHILL M&C launched two major OSCAR publications highlighting some of the scientific research being undertaken at Cave Hill. Another marketing initiative was the introduction of electronic digital screens. These screens allow administration, faculty and students to communicate important messages to the campus community and facilitate advertising of products and services, thereby serving as a new revenue generation stream.

CHILL M&C joined with colleagues in OSCAR to mount the annual Alumni Week which for the jubilee celebration was themed as a special alumni Home Coming. The intent served to encourage



alumni to use the anniversary occasion to reconnect and network thereby giving their organisation greater vibrancy going forward.

MONA MARKETING & COMMUNICATIONS (MONA M&C)

In direct response to the 2012 perception survey which indicated the need to diversify the ways in which The UWI Mona communicates with the wider public to project its image, retain its competitive edge and increase support from stakeholders, the Mona Marketing & Communications Office (Mona M&C) raised Mona’s visibility through increased media coverage in the year under review.

Mona M&C coordinated the roll-out of the new social media policy to staff and students thereby assisting The UWI community to leverage maximum benefits while mitigating risks of social media networking. Two new social media platforms were launched: Google + and Flickr. The Facebook page now has some 7542 Likes – a 50% increase over the last year. Part of that growth was achieved during the Graduate Orientation period when some 400 new Likes were achieved. The UWI Mona Students’ Space page now has some 4,637 Likes, an increase of 29%. This is higher than the 3,200 targeted for the period.

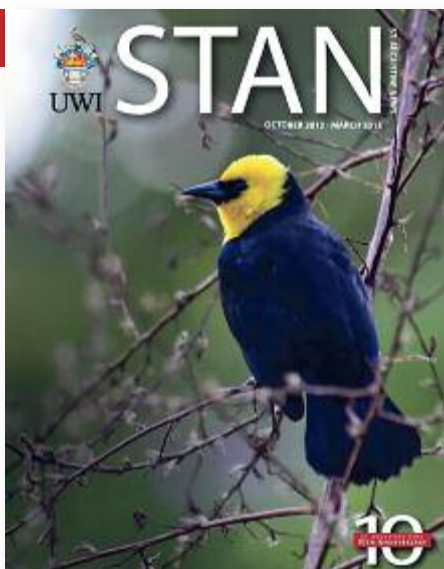
The team is integrally involved in the University’s

Website Redesign Project aimed at positioning The UWI to local, regional and international prospects. as world class and internationally competitive. As Mona was farthest ahead in its own website redesign project, its website became the pilot project and, with the help of a consultant, was realigned to the wider cross-campus websites redesign initiative.

Employee engagement and the flow of information internally showed improvement: more members of staff accessed the staff communication portal MonaLink, There were 2,747 page views in March – April 2013, moving to 3,892 page views over the six month period May–November 2013. Unique page views moved from 1,776 in March–April 2013 to 2,626 over the May–November 2013 period; however this was slightly under the target (3,000) for the reporting period. Mona M&C also ramped up its collaboration with internal stakeholders for a more effective delivery of advertising and promotional support.

ST AUGUSTINE MARKETING & COMMUNICATIONS (STA M&C)

In the 2012–2017 Strategic Plan, there is a specific focus in the area of Outreach, with an overall goal of presenting a unified brand image for UWI aligned with its strategic vision and initiatives. Meeting this goal entails targeted engagement with



internal and external stakeholders. Over the last year, STA M&C has taken an active role in engaging its audiences and continuing to build Brand UWI.

Another key area of focus of the Strategic Plan is systematically addressing employees' concerns and grievances, captured by an independent Employee Engagement Survey. STA M&C played an active supporting role in the mission of the "Change Makers" and worked with the consultants to gather feedback, to circulate the results and to communicate all strategic initiatives to ensure a clear line of sight for staff.

STA M&C continued efforts to build official campus presence on social media. Currently, the campus' Facebook page reaches more than 47,000 persons, a 23% increase in the last year. In May 2013, STA M&C spearheaded the University-wide awareness campaign of the adopted UWI Social Media Policy and Guidelines.

Among STA M&C's strategies to engage external stakeholders has been the launch of *UWI BEAT*, an advertorial series for both print and radio. *UWI BEAT* is now among St Augustine's most successful strategies to showcase and highlight the events and activities of the campus to the wider national community and adds to the many media channels employed. These include traditional newspaper advertising, digital advertising through the screens across the campus and via social media channels – on Twitter, Facebook, Flickr and YouTube. Despite reductions in both human and financial resources, the 2012/2013 period was a productive one for STA M&C.



OPEN CAMPUS MARKETING AND COMMUNICATIONS (OC M&C)

During the past year OCM&C focussed on ensuring Open Campus consistency with the branding of the University's residential campuses. This began with the execution and adoption of an integrated marketing and communications plan supportive of the University's 2012-2017 Strategic Plan. Implementation included an awareness campaign targeted at all Open Campus marketing and communications personnel across the region. Training in the areas of messaging, media relations, social media received special attention. There were also initiatives related to advertising, special events, personal visits as well as communication with opinion leaders and stakeholders. In the first quarter of 2013, key Open Campus personnel conducted a series of webinars to reinforce the campus' competitive advantages and present a consistent communications message.

The UWI Open Campus has, since 2010, made use of social media as a communications tool to support limited marketing communications resources. The campus has a Facebook page with 2,830 followers and a Twitter profile with 212 followers in addition to a shared UWI Flickr and a YouTube (Open TV) Channel; all of the channels are integrated on the main website at www.open.uwi.edu. In recognition of social media's importance in the campus' communications arsenal, OCM&C has requested approval to create a new position for a Communications Officer who would be responsible for managing digital content and driving new initiatives online. A social media strategy will be implemented during the next academic year to bolster external and internal communication campaigns.

The University's web re-design project has also jumpstarted planning for the re-design of the Open Campus' website. The strategy and timeline for this project will be in tandem with the residential campuses.

ALUMNI ENGAGEMENT

“Outreach to alumni” continued to be the theme of the Alumni Relations arm of the Institutional Advancement Division (IAD) aimed at encouraging UWI graduates to “keep connected” to their *alma mater* throughout their lifetime. It is recognised that our graduates are our greatest products and form part of the “living history” of the UWI. The following strategies were employed to ensure their involvement:

COMMUNICATIONS AND PUBLICATIONS

UWI Connect: the alumni magazine was given a “new look”. It is published in both flip format, email and print versions and gives a quarterly regional overview. Current and past issues are available on the Alumni Online Homepage.



Alumni Online: (AO – www.uwialumnionline.uwi.edu) is the informative and interactive web and social networking community for the UWI alumni population globally. Together with its AO Facebook, AO Twitter and AO Linked In, it has increased engagement and involvement of alumni by over 35%.



UWI E-Mail for Life: all graduates are offered free permanent email services upon graduation.

STUDENTS – OUR FUTURE ALUMNI

The regional Vice-Chancellor’s UWI STAT (Students Today, Alumni Tomorrow) Ambassador Corps promotes loyalty to the *alma mater* and Ambassadors encourage their peer students to join the Alumni Associations and remain “engaged”. The Ambassadors are also responsible for promoting their respective campuses as well as the entire institution both regionally and internationally and each campus has members from across the region from all Faculties and fields of study. They pledge lifelong commitment to their *alma mater* and become Alumni Ambassadors upon graduation.

The annual UWI STAT Ambassadorial Country Visit programme is staged around the region, demonstrating tangible advocacy of the strategic mandate of “Strengthening Regionality”. Meetings are arranged with high school students, Prime Ministers, Ministers of Education and leaders in other sectors. The information gathered “on the ground” from the student perspective, which is both current and relevant, is used to inform Executive Management decisions. The Ambassadors also promote regional integration through CSME Week and a Prime Minister’s Lecture. During the review year the Cave Hill Corps hosted the lecture with



UWISTAT (St Augustine) Ambassadors with Vice-Chancellor Professor E. Nigel Harris



From top left: AFUWI Scholarship winners, Princeton Brown, Asha Pundit and Dahmarly Foster pose with Janet Rollé (second left) and AnnMarie Grant (centre); AFUWI scholar Asha Pundit (left) with Beverly Hunter; UWI Toronto Gala Scholarship recipient Aaronia Stedman with The Hon Raymond Chang, Gala Patron and his wife, Donette Chin-Loy Chang and Aaronia Stedman speaking at the Gala.

the theme “The use of technology to unlock Caribbean potential in order to create further Caribbean development” and Dr the Right Honourable Keith Mitchell, Prime Minister of Grenada was the guest speaker. The annual ‘FOOTPRINTS: Students for Development’ campaign which is the only regional, annual student giving campaign was again staged. It is designed to encourage student participation in campus development, to foster *Pelican Pride* and encourage allegiance to UWI. The Corps has also represented UWI at various conferences and seminars such as the 4th Youth-In Project in Barbados, the Regional Youth Focus Meeting in Suriname and the International Federation of Medical Student’s Associations in Washington DC, USA.

UWI ALUMNI ASSOCIATION (UWIAA) CHAPTERS AND CONTACTS

UWI alumni provide important value to the UWI in areas such as profile raising, student recruitment, mentorship and E-mentorship, networking and as speakers/conference participants. They are represented by twenty-seven UWI Alumni Association (UWIAA) Chapters and UWIAA Contacts worldwide. They remain “connected” through their activities in association with and for the UWI, the monthly teleconferences between the UWIAA Presidents and the Director of Alumni Relations, the Vice-Chancellor’s Presidents Club, the annual Central Executive Committee (CEC) Meeting for UWIAA Presidents, at reunions and many other

activities. The UWI Alumni and Medical Alumni Associations in the Bahamas held a reception in recognition of UWI Chancellor Sir George Alleyne's 80th birthday and collected donations of more than US\$10,000.00 towards the UWI Regional Endowment Fund. Alumni also support the UWI by using the UWI Visa card and donate annually to the UWIAA Chapters, the Regional Endowment funds and special events. The UWIAA Pelican Perks programme is adding value to membership by allowing graduates to access discounts and concessions wherever they have been negotiated, no matter which UWIAA Chapter they join.

ALUMNI ENGAGEMENT AT MONA

Efforts to engage with alumni and the wider community received a significant boost with the staging of the inaugural CB Group UWI 5K Walk/Run on November 18, 2012. The event, the brainchild and largest legacy of the Grand Jamaica Homecoming 2012 Committee, celebrated the outstanding achievements of Racers Track Club and UWI, Mona athletics coach, Glen Mills, in its initial

staging. It also raised J\$18 Million towards sports development and scholarships for the most talented and in-need students at the Mona Campus.

Continuing its efforts to engage with graduates and celebrate outstanding accomplishments within that community, the campus hosted an official Induction Ceremony for the Hon Kamla Persad-Bissessar, Prime Minister of Trinidad and Tobago, at 'The Park in Honour of Graduates Who Are or Have Been Heads of Government', on August 7, 2012. The Hon Kamla Persad-Bissessar, who is the first female Prime Minister of Trinidad and Tobago, also became the first female Prime Minister to be inducted into the 'The Park'. She graduated from the Mona Campus with a Bachelor of Arts degree in 1974 and a post-graduate Diploma in Education in 1976. She later earned her Bachelor of Law degree at the Cave Hill Campus in 1985. She also holds an Executive Master in Business Administration (EMBA) from the UWI, St Augustine Campus' Arthur Lok Jack Graduate School of Business.

Scholarships Administered by the Institutional Advancement Division

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



Juett Carty, Rex Nettleford Foundation/ Jamaica National Scholarship awardee for 2012/2013. Her scholarship is valued at J\$245,000.00.



Alecia Hamilton, UWI Regional Endowment Fund (UWIREF) Scholarship recipient. Fifty UWIREF scholarships totalling US\$272,000 were awarded in 2012/2013.



Mario Thomas, 1948 Medical Society Scholarship Awardee. Mario is one of seven such scholars receiving US\$2000 each in 2012/2013.

GRADUATES OF

CAVE HILL 1,844 > MONA 3,343



THE UWI 2013

ST AUGUSTINE 4,175 > OPEN CAMPUS 663 = TOTAL UWI 10,025







University Council 2013/2014

CHAIR – CHANCELLOR

Sir George Alleyne

VICE-CHANCELLOR

Professor E. Nigel Harris

CHAIRMEN OF CAMPUS COUNCILS

Mr Paul Altman

Cave Hill

Dr Marshall Hall

Mona

Mr Ewart Williams

St Augustine

Sir Dwight Venner

Open Campus

PRO VICE-CHANCELLORS

Professor Alan Coble

Undergraduate Studies

Professor Wayne Hunte

Research

Professor Yvette Jackson

Graduate Studies

Professor Andrew Downes

Planning & Development

CAMPUS PRINCIPALS

Professor Sir Hilary Beckles

Cave Hill

Professor Archibald McDonald

Mona

Professor Clement Sankat

St Augustine

Professor Hazel Simmons-McDonald

Open Campus

REPRESENTATIVES OF ACADEMIC BOARDS

Professor Eudine Barriteau

Professor Pedro Welch

Cave Hill

Professor Evan Duggan

Professor Dale Webber

Mona

Professor Funso Aiyejina

Dr Bheshem Ramlal

St Augustine

Professor Julie Meeks-Gardner

Dr Francis Severin

Open Campus

UNIVERSITY LIBRARIAN

Ms Jennifer Joseph

APPOINTED BY THE ALUMNI ASSOCIATION

Ms Julie-Ann Laudat

Mr Cheridan Woodroffe

APPOINTED BY THE GOVERNMENTS OF THE CONTRIBUTING COUNTRIES

Dr The Hon Jerome Roberts

Anguilla

The Hon Dr Jacqui Quin-Leandro

Antigua & Barbuda

The Hon Jerome K. Fitzgerald

Bahamas

The Hon Ronald Jones

Barbados

The Hon Patrick Faber

Belize

Dr The Hon BE Grant Gibbons

Bermuda

The Hon Myron V. Walwyn

British Virgin Islands

The Hon Tara Rivers

The Cayman Islands

The Hon Petter Saint-Jean

Dominica

The Hon Anthony Boatswain

Grenada

The Hon Rev Ronald Thwaites

Jamaica

The Hon Colin Riley

Montserrat

The Hon Nigel Carty

St Christopher/Nevis

The Hon Dr Robert K. Lewis

Saint Lucia

The Hon Girlyn Miguel

St Vincent & The Grenadines

The Hon Fazal Karim

Trinidad & Tobago

APPOINTED BY THE CHANCELLOR

Dr Compton Bourne

Mr Edwin Carrington

Dr Charmaine Gardner

Mr Aubyn Hill

The Hon Dennis Lalor

TERTIARY LEVELS INSTITUTIONS REPRESENTATIVE

Dr Angella-Samuels Harris

COMMITTEE OF DEANS REPRESENTATIVE

Dr Swithin Wilmot

SENIOR ADMINISTRATIVE STAFF REPRESENTATIVE

Mrs Veronica Simon

(Open Campus)

ADMINISTRATIVE, TECHNICAL & SERVICE STAFF REPRESENTATIVE

Ms Judith Wright

(St Augustine Campus)

FOUR STUDENT MEMBERS ON COUNCIL

Mr Damani Parris (Cave Hill)

Mr Terron Dewar (Mona)

Mr Alexander Johnson (St Augustine)

Mrs Fallan Skinner-Thomas

(Open Campus)

UNIVERSITY BURSAR

Mr Archibald Campbell

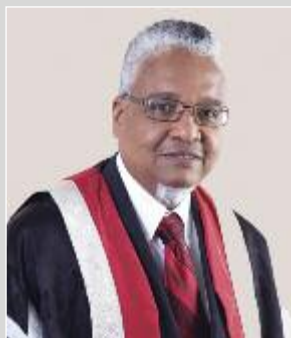
UNIVERSITY REGISTRAR (SECRETARY)

Mr C. William Iton

Ms Cecile Clayton

(Recording Secretary)

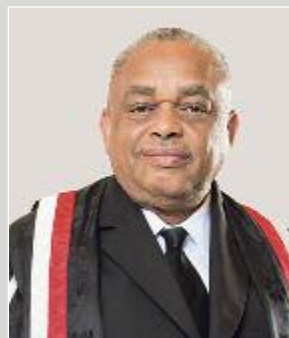
The Executive Management Team



Professor E. Nigel Harris
Vice-Chancellor



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



Professor Archibald McDonald
Pro Vice-Chancellor and Principal,
Mona



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



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



Professor Alan Cobley
Pro Vice-Chancellor,
Undergraduate Studies



Professor Yvette Jackson
Pro Vice-Chancellor,
Graduate Studies



Professor Wayne Hunte
Pro Vice-Chancellor,
Research



Professor Andrew Downes
Pro Vice-Chancellor, Planning and
Development



Mr C. William Iton
University Registrar



Mr Archibald Campbell
University Bursar/
Chief Financial Officer



Ms Jennifer Joseph
University Librarian



Mrs Brigitte Collins
Chief Information Officer



Ms Cecile Clayton
Deputy University Registrar



Professor Eudine Barreiteau
Deputy Principal, Cave Hill



Prof Ishenkumba Kahwa
Deputy Principal, Mona



Professor Rhoda Reddock
Deputy Principal, St Augustine



Professor Vivienne Roberts
Deputy Principal, Open Campus

Committee of Deans



Professor Brian Copeland
Engineering,
St Augustine



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



Dr Swithin Wilmot
Humanities & Education,
Mona



Professor Funso Aiyejina
Humanities & Education,
St Augustine



Dr Isaac Bekele
Food & Agriculture,
St Augustine



Dr David Berry
Law, Cave Hill



Dr Derrick McKoy
Law, Mona



Prof Rose-Marie Antoine
Law, St Augustine



Professor Joseph Branday
Medical Sciences, Cave Hill



Professor Horace Fletcher
Medical Sciences, Mona



Prof Samuel Ramsewak
Medical Sciences, St Augustine



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



Dr Justin Robinson
Social Sciences, Cave Hill



Professor Evan Duggan
Social Sciences, Mona



Mr Errol Simms
Social Sciences, St Augustine



Dr Colin Depradine
Science & Technology
Cave Hill



Professor Paul Reese
Science & Technology
Mona



Prof Indar Ramnarine
Science & Technology,
St Augustine



Mr Lincoln Williams
Director, CSDR, Open Campus



Dr Francis Severin
Director, Open Campus Sites



UNIVERSITY OF THE WEST INDIES PRESS SOCIETY

25th Anniversary
Award Ceremony

University of the West Indies Press Society
25th Anniversary Award
OUTSTANDING CONTRIBUTION
TO CARIBBEAN SCHOLARSHIP
AND PUBLICATION ACTIVITY
Candidate for Creation and Development
Audrey Hill-Kempson, Esq.
University of the West Indies, Cave Hill
2012



Staff Developments

2012/2013

PROMOTIONS, NEW APPOINTMENTS, TEMPORARY APPOINTMENTS AND RESIGNATIONS

CAVE HILL

Promotions

Mr Kenneth Chase

Promoted to Librarian II
Sidney Martin Library

Dr Peter Adams

Promoted to Senior Lecturer
Faculty of Medical Sciences

Dr Yasodananda Kumar Areti

Promoted to Professor
Department of Computer Science,
Mathematics and Physics

New Appointments

Mrs Dale Lynch

Director
Office of Student Services

Mr Andrew Millington

Senior Lecturer
Errol Barrow Centre for Creative
Imagination

Dr Desrine Bogle

Lecturer
Department of Language,
Linguistics and Literature

Dr Keisha Evans

Lecturer
Department of Language,
Linguistics and Literature

Dr Nicola Hunte

Lecturer
Department of Language,
Linguistics and Literature

Dr Janice Jules

Lecturer
Department of Language,
Linguistics and Literature

Mr Jason Seigel

Junior Research Fellow
Department of Language,
Linguistics and Literature

Dr H el ene Zamor

Lecturer
Department of Language,
Linguistics and Literature

Dr Verna Knight

Assistant Lecturer
School of Education

Dr Dawn Grosvenor

Lecturer
Faculty of Medical Sciences

Dr Reginald King

Lecturer
Faculty of Medical Sciences

Dr Jacqueline William

Senior Lecturer
Faculty of Medical Sciences

Dr Sharon Gopaul-McNicol

Senior Lecturer
Department of Government,
Sociology and Social Work

Dr Alana Griffith

Lecturer
Department of Government,
Sociology and Social Work

Mrs Th er ese James

Lecturer
Department of Government,
Sociology and Social Work

Dr Debra Joseph

Lecturer
Department of Government,
Sociology and Social Work

Mrs Kay Thompson

Senior Programme Officer
Quality Assurance Unit

Temporary Appointments

Mr Corey Hinds

Information Technologist
Campus IT Services

Ms Kerri-Ann Haynes-Knight

Project Officer
Office of the Deputy Principal

Ms Sonia Bowen

Librarian I
Sidney Martin Library

Mrs Alicia Payne

Senior Library Assistant
Sidney Martin Library

Mrs Sandra Thomas

Senior Library Assistant
Sidney Martin Library

Ms Fay Thompson

Senior Library Assistant
Sidney Martin Library

Mrs Andrea Burnett

Research Associate
Quality Assurance Programme

Mr Rudolph Alleyne

Academic Coordinator
Academy of Sports

Mr Floyd Reifer

Head Coach
Academy of Sports

Mr Kevin Grant

Operations Manager
Academy of Sports

Ms DeCarla Applewhaite

Producer
Errol Barrow Centre for Creative
Imagination



Dr Augustin Hatar
Senior Lecturer
Errol Barrow Centre for Creative
Imagination

Mr Mitch Hartman
Development Officer
Office of Planning and
Development

Ms Don-Marie Holder
Career Counselling
Specialist/Internship Coordinator
Office of Student Services

Ms Carmeta Douglin
Project Officer
UWI HIV&AIDS Response
Programme (UWI/HARP)

FACULTY OF HUMANITIES AND EDUCATION

Dr Allison Ramsay
Lecturer
Department of History and
Philosophy

Dr Tara Inmiss
Lecturer
Department of History and
Philosophy

Ms Roxanne Burton
Lecturer
Department of History and
Philosophy

Dr Rodney Worrell
Lecturer
Department of History and
Philosophy

Dr Porfirio Furé Davis
Lecturer
Department of Language,
Linguistics and Literature

Dr J Deanne Ford
Lecturer
School of Education

FACULTY OF LAW

Ms Jill St George
Research Fellow

Ms Lana Ashby
Lecturer

Ms Alana Lancaster
Lecturer

Ms Karen Tesheira
Senior Lecturer

Ms Sheldine Greene
Senior Library Assistant
Law Library

FACULTY OF MEDICAL SCIENCES

Dr Sean Bernstein
Lecturer

Dr Asha Pemberton-Gaskin
Lecturer

Dr Alan Smith
Lecturer

Dr Hugh Thomas
Lecturer

FACULTY OF SCIENCE AND TECHNOLOGY

Ms Angela Carrington-Dyall
Lecturer
Department of Biological and
Chemical Sciences

FACULTY OF SOCIAL SCIENCES

Ms Prosper Bangayo-Skeete
Lecturer
Department of Economics

Mr Anderson Elcock
Lecturer
Department of Economics

Ms Gina Griffith
Lecturer
Department of Government,
Sociology and Social Work

Dr Sandra Franklin-Hamilton
Lecturer
Department of Government,
Sociology and Social Work

Dr Cecilia Karch-Brathwaite
Senior Lecturer
Department of Government,
Sociology and Social Work

Mrs Felicia Robinson
Lecturer
Department of Government,
Sociology and Social Work

Mr Terry Harris
Assistant Lecturer
Department of Management
Studies

Mr John Burnett
Lecturer
Department of Management
Studies

Dr Robertine Chaderton
Senior Lecturer
Department of Management
Studies

Mrs Stacey Estwick
Lecturer
Department of Management
Studies

Dr Glenda Gay
Lecturer
Department of Management
Studies

Ms Nicole Knight-Arthur
Lecturer
Department of Management
Studies

Mr Kemaul Persaud
Lecturer
Department of Management
Studies

Dr Paul Pounder
Lecturer
Department of Management
Studies

Dr Alfred Walkes
Lecturer
Department of Management
Studies

Mrs Diana Weekes-Marshall
Lecturer
Department of Management
Studies

Resignations

Dr Penelope Moore
Lecturer
School of Education

Dr Jacqueline Conley
Lecturer
Department of Government,
Sociology and Social Work

Dr Tania Hoser
Lecturer
Errol Barrow Centre for Creative
Imagination



Dr Carmen Hutchinson
Research Assistant
IGDS: Nita Barrow Unit

Mrs Cheryl Small
Librarian II
Sidney Martin Library

Retirements

Mrs Jacqueline Wade
Campus Registrar

Mr Philip Gilkes
Senior Information Technologist
Campus IT Services

Professor Sunday Iyare
Professor
Department of Economics

Mrs Amparo McWatt
Senior Lecturer
SALISES

Dr Jerome Jones
Senior Lecturer
Faculty of Medical Sciences

Mr Peter Gibbs
Senior Lecturer & Dean
Faculty of Science and Technology

Dr Judy Whitehead
Acting Director
Senior Programme Officer
Quality Assurance Unit

Ms Jacqueline Moniquette
Department of Language,
Linguistics and Literature

Principal's Award for Excellence 2012/2013

Mrs Patricia Atherley

Mrs Gale Hall

Ms Betty Thorpe

Dr Grace Fayombo

Dr Aaron Kamugisha

Dr Leah Garner-O'Neale

MONA CAMPUS

Promotions

Dr Densil Williams
Promoted to Professor
Mona School of Business and
Management

Dr Patsy Lewis
Promoted to Professor
Sir Arthur Lewis Institute for Social
and Economic Studies

Dr Michael Taylor
Promoted to Professor
Department of Physics

Dr Wendel Abel
Promoted to Professor
Department of Community Health
& Psychiatry

Dr Rose-Marie Wright Pasco
Promoted to Professor
Department of Medicine

Dr Michael McFarlane
Promoted to Professor
Department of Surgery, Radiology,
Anesthesia & Intensive Care

Dr Marshall Tulloch-Reid
Promoted to Professor
Tropical Medicine Research
Institute

Dr Mark Newnham
Promoted to Senior Lecturer
Department of Surgery, Radiology,
Anaesthesia & Intensive Care

Dr Lloyd Waller
Promoted to Senior Lecturer
Department of Government

Dr Leary Myers
Promoted to Senior Lecturer
Department of Physics

Dr Paul Maragh
Promoted to Senior Lecturer
Department of Chemistry

Dr David Batic
Promoted to Senior Lecturer
Department of Mathematics

Dr Michael Bucknor
Promoted to Senior Lecturer
Department of Literatures in
English

Dr Kurt McLaren
Promoted to Senior Lecturer
Department of Life Sciences

Dr Christopher Ogunsalu
Promoted to Senior Lecturer
Department of Basic Medical
Sciences

Dr Curtis Busby-Earle
Promoted to Lecturer
Department of Computing

Dr Georgianna Gordon-Strachan
Promoted to Senior Lecturer
Faculty of Medical Sciences

Dr Paul Aiken
Promoted to Senior Lecturer
Mona School of Engineering

Mrs Alison Dundas-Campbell
Promoted to Senior Information
Technology Officer
Mona Institute of Technology
Services

Mrs Elecif Arthurs
Promoted to Senior Assistant
Registrar
Student Records Unit

Miss Stacey-Ann Farquharson
Promoted to Senior Assistant
Registrar
Office of the Campus Registrar –
Human Resource Management
Division

Mrs Karlene Robinson
Promoted to Senior Librarian I
Library

Dr Howard Reid
Promoted to Senior Level I
Mona Institute of Applied Sciences

Mr Kirk Mulling
Promoted to Senior Information
Technology Officer
Mona Information Technology
Services

Mr Carl Duncan
Promoted to Senior Information
Technology Officer
Mona Information Technology
Services

New Appointments

Mrs Zada Mulrain
Lecturer
UWI School of Nursing

Dr Ramona Biholar
Lecturer
Faculty of Law

**Dr Mark Gillis**

Lecturer
Faculty of Law

Dr Stacy-Ann Wilson

Lecturer
Government

Dr Twila-Mae Logan

Lecturer
Mona School of Business
and Management

Ms Toululope Bewaji

Lecturer
Mona School of Business
and Management

Mr Clive Scott

Senior Research Fellow
Mona School of Business
and Management

Dr Dimitri Malini

Lecturer
Department of Mathematics

Mr David Soutar

Lecturer
Caribbean Institute of Media
and Communication

Dr Jan Keil

Lecturer
Economics

Dr Samuel Brathwaite

Lecturer
Economics

Miss Karen Tyrell

Librarian
Library

Miss Tanya Manassi

Librarian
Library

Miss Karlene Nelson

Librarian
Library

Miss Jessica Lewis

Librarian
Library

Miss Yolanda Tugwel

Librarian
Library

Mr Lindon Falconer

Engineer
Mona School of Engineering

Sophia Hayles-Johnson

Administrative Officer
Faculty of Humanities & Education

Dr Rajendra Babu

Lecturer
Basic Medical Sciences

Dr Philip Rose

Lecturer
Department of Life Sciences

Dr Michael Rowe

Lecturer
Department of Basic Medical
Sciences

Dr Nina Bruni

Lecturer
Department of Modern Languages

Dr Leslie-Gay King

Head, Clinical Services
TMRI

Dr Andrew Spencer

Programme Director
Centre for Hotel and Tourism
Management

Dr Doreen Gordon

Lecturer
Department of Sociology Psychology
& Social Work

Dr Althea Bailey

Lecturer
Department of Community Health
& Psychiatry

Dr Carmeneta Jones

Lecturer,
Department of Language,
Linguistics & Philosophy

Dr Taka Oshiki

Lecturer
Department of History &
Archaeology

Dr Simon Ewedafe

Lecturer
Department of Computing

Retirements**Professor John Figueroa**

Department of Community Health
& Psychiatry

Dr Canute James

Senior Lecturer
CARIMAC

Dr Marcia Stewart

Senior Administrative Officer
School of Education

Professor Zellyne Jennings-Craig

School of Education

Dr Roy Thomas

Basic Medical Sciences

Ms Doreen Mallett

Manager – Applications
Mona Information Technology
Services

Mrs Giddeltine Scott

Lecturer
UWI School of Nursing

Resignations**Dr Jacqueline Corness**

Senior Lecturer
Basic Medical Sciences

Dr Michelle Hamilton

Lecturer
Basic Medical Sciences

Dr Rustam Aminov

Senior Lecturer
Basic Medical Sciences

Dr Michelle Campbell-Taylor

Medical Officer
Tropical Medicine Research
Institute

Mr Carl Reid

Assistant Lecturer
Mona School of Business and
Management

Dr Lyndon Brown

Head
Earthquake Unit

Dr Roger Irvine

Lecturer
Department of Surgery, Radiology,
Aneasthesia & Intensive Care

Dr Judith Mendes

Lecturer
Department of Life Sciences

Dr Charleston Thomas

Lecturer
Institute for Gender and
Development Studies



Dr Susanna Bortolusso-Ali

Head, Clinical Services
TMRI

National Honours and Awards

Dr Trevor Yee

Executive Director, Natural Products Institute (NPI)
Bronze Musgrave Medal from the Institute of Jamaica

Professor Michael Taylor

Head of the Department of Physics
Silver Musgrave Medal from the Institute of Jamaica

Professor Carolyn Cooper

Professor of Literary and Cultural Studies
The Order of Distinction (Commander rank)

Professor Verene Shepherd

University Director of the Institute for Gender and Development Studies
The Order of Distinction (Commander rank)

Professor Tara Dasgupta

Professor Emeritus, Department of Chemistry
Honorary Order of Distinction (Commander rank)

OPEN CAMPUS

New Appointments

Dr Barbara Rodgers-Newbold

Head, Open Campus Country Sites
Bahamas

Mrs Emmogene Budhai-Alvaranga

Programme Manager
Academic Programming and Delivery (APAD)
Jamaica

Mr Eric Innocent Baron

Human Resource Manager
Trinidad and Tobago

Mrs Juliana Lendor

Business Analyst
Enterprise Resource Planning Project
Trinidad and Tobago

Promotions

Mr Donovan Williams

Administrative Assistant
Open Campus
Trinidad and Tobago

Mr Ronnie Squires

Administrative Assistant
Human Resource Department
Barbados

Mr Sheldon Cardoza

Systems Technician
Computing and Technology Services Department
Jamaica

Mrs Shalini Roberts

Production Assistant
APAD
Trinidad and Tobago

Temporary Appointments

Mrs Ceceile Minott

Programme Officer
Caribbean Child Development Centre

Dr Lora Woodall

Curriculum Development Specialist
APAD– Lecturer Level

Retirements

Professor Edwin Brandon

Senior Programme Officer
Planning and Development
Office of the Principal
Barbados

Dr Olabisi Kuboni

Head Graduate Programmes
Graduate Programmes
APAD
Trinidad and Tobago

Resignation

Dr Rohan Jowallah

Programme Coordinator
Academic Programming and Delivery
Trinidad and Tobago

Principal's Award for Excellence 2012

Ms Marva Campbell

Programme Officer
Caribbean Child Development Centre
Consortium for Social Development and Research

ST AUGUSTINE

Promotions

Dr Jeremy Wilson

Promoted to Professor
Department of Chemical Engineering

Dr Selby Nichols

Promoted to Senior Lecturer
Department of Agriculture Economics

Dr Carlisle Pemberton

Promoted to Professor
Department of Agriculture Economics

Dr Zinora Asgarali

Promoted to Senior Lecturer
Department of Basic Veterinary Sciences

Dr Bharat Bassaw

Promoted to Professor
Department of Clinical Surgical Sciences

Dr Kameel Mungrue

Promoted to Senior Lecturer
Department of Para-Clinical Sciences

Dr Amit Paryag

Promoted to Lecturer
School of Dentistry

Dr Vidya Raman

Promoted to Lecturer
School of Dentistry

Dr Arlana Bissoon

Promoted to Lecturer
School of Dentistry

Mr Sandeep Maharaj

Promoted to Lecturer
School of Pharmacy

**Dr Reisha Rafeek**

Promoted to Senior Lecturer
School of Dentistry

Dr Adash Ramsubhag

Promoted to Senior Lecturer
Department of Life Sciences

Dr Karim Rahaman

Promoted to Senior Lecturer
Department of Mathematics &
Statistics

Dr Vrijesh Tripathi

Promoted to Senior Lecturer
Department of Mathematics and
Statistics

Dr Robin Antoine

Promoted to Senior Lecturer
Department of Mathematics and
Statistics

Dr Moawia Alghalith

Promoted to Professor
Department of Economics

Dr Althea La Foucade

Promoted to Senior Lecturer
Department of Economics

Dr Rajendra Ramlogan

Promoted to Professor
Department of Management
Studies

New Appointments**Dr Roxanne Charles**

Assistant Lecturer
Department of Basic Veterinary
Sciences

Ms Janelle Johnson

Assistant Lecturer
Department of Clinical Veterinary
Sciences

Dr Ignacio Corradini

Lecturer
Department of Clinical Veterinary
Sciences

Dr Stany Lobo

Lecturer
Department of Pre-Clinical
Sciences

Dr Ramachandra Hooli

Lecturer
School of Advanced Nursing
Education

Dr Betty Long

Lecturer
School of Advanced Nursing
Education

Miss Visha Ramroop

Lecturer
School of Dentistry

Dr Candy Naraynsingh

Lecturer
School of Dentistry

Dr Anne Kowlessar

Lecturer
School of Dentistry

Dr Sateesh Sakhamuri

Lecturer
School of Medicine

Dr Nigel Bascombe

Lecturer
School of Medicine

Dr Ronan Ali

Lecturer
School of Medicine

Dr Devendra Singh

Lecturer
School of Medicine

Dr Dave Harnanan

Lecturer
School of Medicine

Dr Senthikumar Raju

Lecturer
School of Medicine

Mr Trevor Seepaul

Lecturer
School of Medicine

Dr Yardesh Singh

Lecturer
School of Medicine

Dr Ravindra Maharaj

Lecturer
School of Medicine

Dr Madan Mohan Gupta

Senior Lecturer
School of Pharmacy

Dr Sameer Dhingra

Lecturer
School of Pharmacy

Mrs Indira Boochoon-Ousman

Administrative Officer
Faculty of Science and Technology

Professor Satpal Sekhon

Professor
Department of Physics

Dr Vaalmikki Arjoon

Lecturer
Department of Management
Studies

Dr Meena Rambocas

Lecturer
Department of Management
Studies

Mr Christopher Thomas

Campus Information Technology
Services

Ms Georgia Alexander

Librarian I
The Alma Jordan Library

Dr Whitfield Knight

Director
Institute of International Relations

Mr Richard Saunders

Campus Registrar
Office of the Campus Registrar

Mrs Camille Ramcharan

Campus Legal Officer
Office of the Campus Registrar

Mr Stephen Sheppard

Director
Human Resources Division

Ms Melissa Berkley

Planning Officer
Office of the Campus Principal

Dr Eduardo Ali

Programme Manager
Office of the Campus Principal

Ms Karen Dickerson

IT Officer I
SAS Banner

Mrs Mitra De Souza

Assistant Manager
Sir Arthur Hall of Residence



Ms Karen Pascal
Junior Research Fellow
Seismic Research Unit

Mr Roger Deo
Lecturer
Chemical Engineering

Dr Kailas Banerjee
Lecturer
Civil Engineering

Dr Gyan Shrivastava
Professor
Civil Engineering

Mr Marcus Ganness
Assistant Lecturer
Electrical and Computing
Engineering

Mr Arvind Singh
Lecturer
Electrical and Computing
Engineering

Dr Akash Pooransingh
Lecturer
Electrical and Computing
Engineering

Dr Chris Maharaj
Lecturer
Mechanical Engineering

Dr Renique Murray
Development Engineer
Mechanical Engineering

Dr Sa'eed Bawa
Senior Lecturer
Agricultural Economics and
Extension

Professor Erik Boman
Professor
Agricultural Economics and
Extension

Mrs Jennifer Collymore
Lecturer
Geography

Dr Stephen Geofroy
Lecturer
Education Foundation and
Teacher Education

Dr Keston Pierre
Lecturer
Literary, Cultural and
Communication Studies

Ms Suzanne Burke
Lecturer
Literary, Cultural and
Communication Studies

Dr Oscar Bazan
Senior Lecturer
Modern Languages and
Linguistics

Mr Lovell Francis
Instructor III
School of Humanities

Mrs Beular Mitchell
Lecturer
School of Education

Professor Rose-Marie Antoine
Dean
Faculty of Law

Resignations

Ms Carla Dube
Campus Bursar

Mr Harrichanda Singh
Contract Officer III
Office of Inst Adv. & Internalis'tn

Dr Paul Cole
Director
Seismic Research Unit

Mrs Jill Marcelle-De Silva
Lecturer
Department of Chemical
Engineering

Dr Romain Cruse
Lecturer
Department of Geography

Mrs Patricia Worrell
Lecturer
Education Foundation & Teacher
Education

Dr Shilpa Venkatachalam
Lecturer
Literary, Cultural & Communication
Studies

Mr Joseph Tito Farquharson
Lecturer
Modern Languages & Linguistics

Mr Mendes Douglas
Lecturer
Faculty of Law

Dr Noora Johanna Arajarvi
Lecturer
Faculty of Law

Mrs Jacqueline Wilson
Lecturer
Centre for Medical Sciences
Education

Mr Paul Kadetz
Lecturer
Department of Para-Clinical
Sciences

Dr Jacqueline Comerasamy
Director
School of Advanced Nursing
Education

Dr Danielle Hadeed
Lecturer
School of Medicine

Dr Daniel Nehring
Lecturer
Department of Behavioural
Sciences

2012 UWI/Guardian Life Premium Teaching Award

Dr Sandra Reid
Dr Chalapathi Rao
Faculty of Medical Sciences

Dr Gelien Mathews
Dr Geraldine Skeete
Faculty of Humanities & Education

Professor Surendra Arjoon
Faculty of Social Sciences



**STUDENT
REGISTRATION**

**TOTAL
REGISTRATION**

52,032

**UNDERGRADUATE
DEGREES**

38,739

GRADUATE DEGREES

13,293



Student Enrolment

2012/2013

The University of the West Indies enrolled 52,032 students (including off-campus students) in the 2012/2013 academic year (Table 1). This represents a 3.2% increase over the previous year or an additional 1,593 students. Of the 52,032 registrants, 83.1% were on-campus students engaged in face-to-face study, 13.3% were enrolled in the Open Campus, while 3.6% were off-campus students studying at tertiary and affiliated institutions and by distance education.

ON-CAMPUS ENROLMENT

The University experienced a 2.5% increase in on-campus enrolment (Table 1). This translates to an additional 1,054 students over the previous year. Comparatively, the St Augustine Campus registered 441 additional students, the Mona Campus enrolled an extra 678 students while the Cave Hill Campus enrolment showed a decline by 65 students.

OPEN CAMPUS ENROLMENT

The University's Open Campus student population reached 6,932 in 2012/2013. This represents an increase of 13.3% or an additional 585 students over the previous year.

OFF-CAMPUS ENROLMENT

The University's off-campus student (excluding Open Campus) population was 1,850 in 2012/2013. This represents a decrease of 2.9% or 56 less students over the previous year.

Tertiary level institutions had the largest share of students with 957 followed by distance education

programmes with 456 students, while affiliated institutions recorded 226 students and external students 211. As a proportion of total university enrolment, off-campus enrolment accounted for 3.6%, off which tertiary level institutions accounted for 1.8%, distance education .9%, affiliated institutions .4% and external students .4%.

FTE REGISTRATIONS (ON-CAMPUS)

The University's full-time equivalent (FTE) enrolment grew by 1,148 to reach 35,817 FTE students in 2012/2013 (Table 4). This represents a 3.3% increase over the previous year. The Mona Campus recorded the highest increase at 6.4% followed by St Augustine with 1.8% and Cave Hill with .9%.

At both University and Campus levels, the Faculty of Social Sciences enrolled the most students followed by Science & Technology and Humanities and Education (Table 5). As seen in Table 5, St Augustine led the way in registering the highest proportion (51%) of students pursuing science and technology programmes (inclusive of Engineering, Food & Agriculture, Medical Sciences and Science & Technology). The corresponding proportions were 42% at Mona and 20% at Cave Hill.

Of the 35,817 FTE students, 15,462 were enrolled at St Augustine, 13,540 were enrolled at Mona and 6,815 were registered at Cave Hill. As a proportion of total enrolment, 79% of students were pursuing first degrees (Table 6). At the Campus level, the percentage of students enrolled in first degree programmes was 85% at Cave Hill, 83% at Mona and 74% at St Augustine.

Higher degree enrolment, an important area for expansion at the University, stood at 17%, the same

as the previous year. As seen in Table 6, the proportion of students pursuing higher degrees was 21% at St Augustine, 15% at Mona and 13% at Cave Hill. The St Augustine Campus recorded an increase of 1 percentage point, Cave Hill increased

55% to 45% at Cave Hill, 77% to 23% at Mona and 62% to 38% at St Augustine. The Cave Hill Campus continues to record a higher proportion of enrolment in part-time study than Mona and St Augustine.

ENROLMENT BY GENDER

The University of the West Indies has enrolled a disproportionately higher percentage of females to males over the past decade. In 2012/2013, the proportion of females to males was 69% to 31% for total University enrolment, 66% to 34% for on-campus enrolment, 84% to 16% for Open Campus enrolment and 78% to 22% for off-campus enrolment.

Overall, the Open Campus recorded the highest proportion of females at 84% of total enrolment,

by 1 percentage point while the Mona Campus showed a decrease of 1 percentage point.

FULL-TIME AND PART-TIME REGISTRATIONS

In 2012/2013, of the 43,250 on-campus or face to face students enrolled, 28,392 or 66.6% were full-time and 14,858 or 33.4% were part-time. When compared to the previous year, full-time enrolment increased by 2 percentage points. The proportions of full-time to part-time enrolment by campus were



followed by Mona with 69%, Cave Hill with 69% and St Augustine with 64% (Table 7).

A similar pattern emerged for first degree enrolment. As Table 8 shows, the Open Campus had the highest proportion of females (81%) registered in first degree programmes followed by Mona (68%), Cave Hill (68%) and St Augustine (65%). Each campus also recorded a high percentage of females in the Faculties of Law, Humanities and Education, Social Sciences and Medical Sciences. The only disciplines where males dominated were the





students, 45.1% or 22,646 were registered in the Social Sciences in 2012/2013. This represents a 3.3% increase over the previous year. As a proportion of on-campus enrolment, the Faculty of Social Sciences registered the highest proportion of students at each campus ranging from 34% at St Augustine, to 38.7% at Mona, to 60% at Cave Hill. The Faculty of Medical Sciences attracted the second highest number of students at Mona with 19.7% while at Cave Hill it was Science and Technology with 14.2%. At St Augustine, Science & Technology which attracted the second highest share of students, at approximately 15.7% of

Faculty of Engineering (St Augustine) with a proportion of 69% male and 31% female and Science & Technology (Cave Hill) with a proportion of 55% male and 45% female.

STUDENT REGISTRATIONS BY FACULTY AND PROGRAMME

Student registration by Faculty has shown that University-wide, the Faculty of Social Sciences continues to attract the most students (Table 9). Of the University's 50,182 on-campus and Open Campus





on-campus enrolment. When the Open Campus enrolment was grouped by Faculty of origin, Social Sciences registered the highest proportion of students with 71.3%, followed by Humanities and Education with 28.5%.

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

By programme, the University of the West Indies continues to cater to a predominantly undergraduate student population. As seen in Table 7, 38,739 students were pursuing undergraduate study from a total of 50,182 on-campus and Open Campus students combined. As a proportion of on-campus enrolment, 75.8% of students were registered in undergraduate programmes while 24.2% were enrolled in postgraduate programmes. For the Open Campus, 94% of students were registered in undergraduate programmes. Among all on-campus undergraduate students, 97.8% were registered in first-degree programmes while 95.3% of postgraduate students were registered in higher degree programmes. At the Open Campus, 78.3% of undergraduate students were registered in first degrees while 86.8% of postgraduate students were enrolled in higher degrees.

GEOGRAPHICAL DISTRIBUTION OF STUDENTS

As a regional university, the University of the West Indies enrolls students predominantly of Caribbean origin. In 2012/2013, 40.2% of total university students had origins from Trinidad and Tobago, 33.1% had origins from Jamaica and 15.0% had origins from Barbados (Table 12).

The percentage distribution of on-campus students originating from OECS countries decreased marginally to 2.9% of total on-campus enrolment (Table 11). The OECS countries include Antigua and Barbuda, Dominica, Grenada, Montserrat, St Kitts/Nevis, St Lucia, and St Vincent and the Grenadines. Of the 1,274 OECS students enrolled (2.9% of total), 1.6% was registered at Cave Hill, 0.4% was registered at Mona, and 1.0% was enrolled at St Augustine.

For the Open Campus the percentage distribution of students originating from OECS countries was 31.4% of the total Open Campus enrolment of 6,932 in 2012/2013 (Table 12).

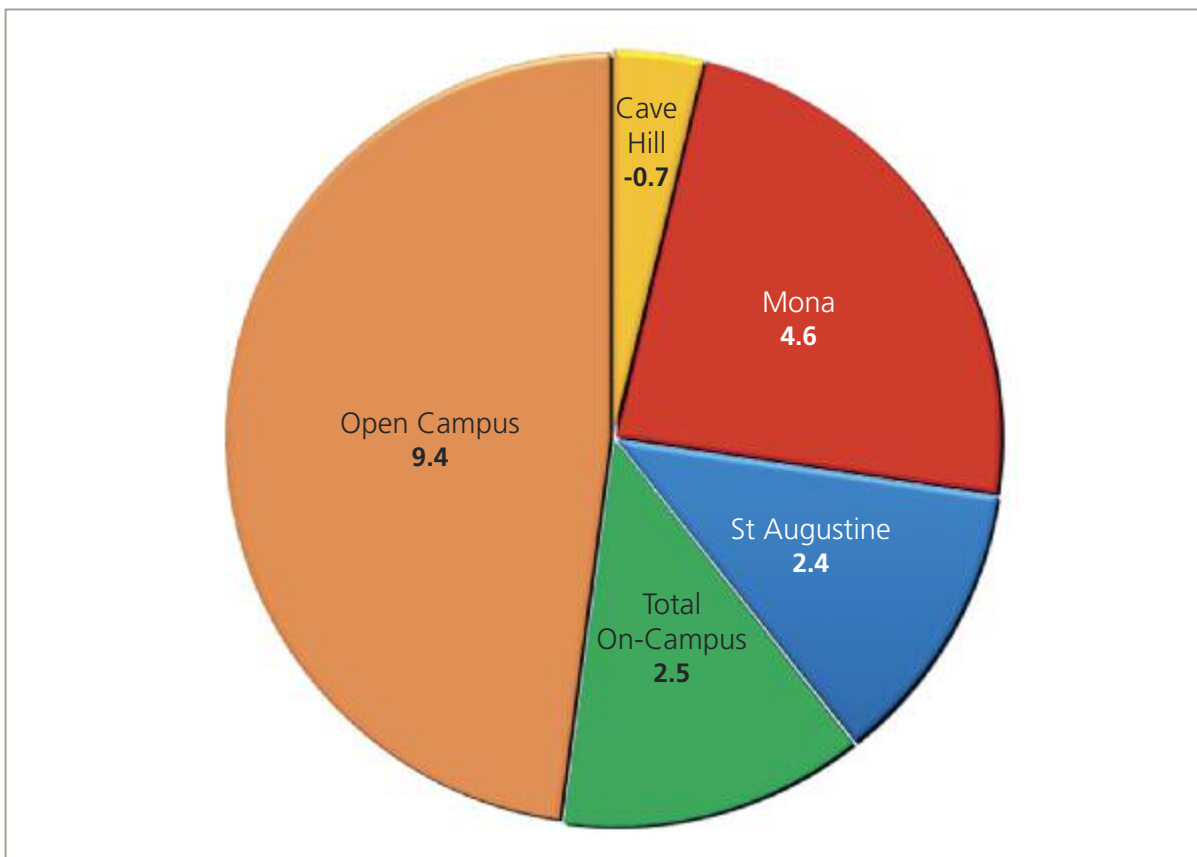
For on-campus enrolment, the proportion of students originating from non-contributing countries was 2.3% in 2012/13. Of these 988 students, 308 were enrolled in the Faculty of Social Sciences and 278 in Medical Sciences (Table 10). By Campus, 676 were at St Augustine, 214 at Mona and 98 at Cave Hill (Table 12). For Open Campus students, students originating from non-contributing countries stood at 82 or 1.2% of total enrolment.



Table 1: Comparative Student Registrations at On- and Off- Campus Locations in 2011/2012 and 2012/2013

Student Registration	2011/ 2012	Percent of Total	2012/ 2013	Percent of Total	Number Change	Percent Change
ON-CAMPUS						
Cave Hill	8,841	17.5	8,776	16.9	-65	-0.7
Mona	14,649	29.0	15,327	29.5	678	4.6
St. Augustine	18,706	37.1	19,147	36.8	441	2.4
Total On-Campus	42,196	83.7	43,250	83.1	1,054	2.5
The Open Campus	6,337	12.6	6,932	13.3	595	9.4
OFF-CAMPUS						
Distance Education Programmes	462	0.9	456	0.9	-6	-1.3
Tertiary Level Institutions	1,115	2.2	957	1.8	-158	-14.2
Affiliated Institutions	229	0.5	226	0.4	-3	-1.3
Other Off-Campus:External	100	0.2	211	0.4	111	111.0
Total Off-Campus	1,906	3.8	1,850	3.6	-56	-2.9
Grand Total	50,439	100.0	52,032	100	1,593	3.2

Graph 1: Percentage Change in On-Campus and Open Campus Student Enrolment between 2011/2012 and 2012/2013



**Table 2: Total University Student Enrolment by Campus, Faculty, Programme and Gender, 2012/2013**

CAMPUS & PROGRAMME	FOOD & AGRICULTURE			HUMANITIES & EDUCATION			ENGINEERING			LAW		
	T	M	F	T	M	F	T	M	F	T	M	F
CAVE HILL												
First Degree	0	0	0	943	240	703	0	0	0	575	144	431
Certificates/Diplomas	0	0	0	2	2	0	0	0	0	0	0	0
Higher Degrees/PG Diplomas	0	0	0	220	55	165	0	0	0	104	31	73
Specially Admitted	0	0	0	16	2	14	0	0	0	7	1	6
Total	0	0	0	1,181	299	882	0	0	0	686	176	510
MONA												
First Degree	0	0	0	1,874	459	1,415	0	0	0	502	138	364
Associate Degree	0	0	0	0	0	0	0	0	0	0	0	0
Certificates/Diplomas	0	0	0	12	4	8	0	0	0	0	0	0
Higher Degrees/PG Diplomas	0	0	0	762	145	617	0	0	0	0	0	0
Specially Admitted	0	0	0	49	7	42	0	0	0	2	0	2
Total	0	0	0	2,697	615	2,082	0	0	0	504	138	366
ST AUGUSTINE												
First Degree	800	269	531	1,619	316	1,303	1,394	960	434	329	91	238
Certificates/Diplomas	32	12	20	360	133	227	8	4	4	0	0	0
Higher Degrees/PG Diplomas	234	112	122	978	230	748	1,265	696	569	0	0	0
Specially Admitted	18	7	11	20	5	15	14	8	6	1	0	1
Total	1,084	400	684	2,977	684	2,293	2,681	1,668	1,013	330	91	239
UNIVERSITY ON-CAMPUS												
First Degree	800	269	531	4,436	1,015	3,421	1,394	960	434	1,406	373	1,033
Associate Degree	0	0	0	0	0	0	0	0	0	0	0	0
Certificates/Diplomas	32	12	20	374	139	235	8	4	4	0	0	0
Higher Degrees/PG Diplomas	234	112	122	1,960	430	1,530	1,265	696	569	104	31	73
Specially Admitted	18	7	11	85	14	71	14	8	6	10	1	9
Total	1,084	400	684	6,855	1,598	5,257	2,681	1,668	1,013	1,520	405	1,115
OPEN CAMPUS												
First Degree	2	1	1	1,510	154	1,356	0	0	0	0	0	0
Associate Degree	0	0	0	0	0	0	0	0	0	0	0	0
Certificates/Diplomas	0	0	0	46	0	46	0	0	0	0	0	0
Higher Degrees/PG Diplomas	0	0	0	417	47	370	0	0	0	0	0	0
Specially Admitted	0	0	0	0	0	0	0	0	0	0	0	0
Total	2	1	1	1,973	201	1,772	0	0	0	0	0	0
OUTREACH-OFF CAMPUS	0	0	0	696	164	532	0	0	0	69	28	41
Cave Hill	0	0	0	254	57	197	0	0	0	69	28	41
Mona	0	0	0	442	107	335	0	0	0	0	0	0
St Augustine	0	0	0	0	0	0	0	0	0	0	0	0
Total University Enrolment	1,086	401	685	9,524	1,963	7,561	2,681	1,668	1,013	1,589	433	1,156

MEDICAL SCIENCES			SCIENCE & TECHNOLOGY			SOCIAL SCIENCES			INSTITUTE FOR GENDER AND DEVELOPMENT STUDIES			TOTAL		
T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
285	77	208	1,108	630	478	4,440	1,256	3,184	0	0	0	7,351	2,347	5,004
0	0	0	0	0	0	100	39	61	0	0	0	102	41	61
97	26	71	135	55	80	676	210	466	12	1	11	1,244	378	866
2	2	0	7	1	6	47	15	32	0	0	0	79	21	58
384	105	279	1,250	686	564	5,263	1,520	3,743	12	1	11	8,776	2,787	5,989
2,293	611	1,682	2,558	1,209	1,349	4,700	1,498	3,202	178	49	129	12,105	3,964	8,141
19	1	18	0	0	0	0	0	0	0	0	0	19	1	18
0	0	0	0	0	0	30	8	22	0	0	0	42	12	30
689	198	491	385	188	197	1,129	355	774	31	4	27	2,996	890	2,106
17	6	11	21	9	12	76	20	56	0	0	0	165	42	123
3,018	816	2,202	2,964	1,406	1,558	5,935	1,881	4,054	209	53	156	15,327	4,909	10,418
2,060	631	1,429	2,443	1,116	1,327	3,628	945	2,683	0	0	0	12,273	4,328	7,945
0	0	0	0	0	0	257	62	195	0	0	0	657	211	446
467	182	285	511	227	284	2,595	888	1,707	40	5	35	6,090	2,340	3,750
4	2	2	45	17	28	25	7	18	0	0	0	127	46	81
2,531	815	1,716	2,999	1,360	1,639	6,505	1,902	4,603	40	5	35	19,147	6,925	12,222
4,638	1,319	3,319	6,109	2,955	3,154	12,768	3,699	9,069	178	49	129	31,729	10,639	21,090
19	1	18	0	0	0	0	0	0	0	0	0	19	1	18
0	0	0	0	0	0	387	109	278	0	0	0	801	264	537
1,253	406	847	1,031	470	561	4,400	1,453	2,947	83	10	73	10,330	3,608	6,722
23	10	13	73	27	46	148	42	106	0	0	0	371	109	262
5,933	1,736	4,197	7,213	3,452	3,761	17,703	5,303	12,400	261	59	202	43,250	14,621	28,629
9	0	9	0	0	0	3,577	670	2,907	0	0	0	5,098	825	4,273
0	0	0	0	0	0	790	100	690	0	0	0	790	100	690
0	0	0	0	0	0	251	70	181	5	1	4	302	71	231
0	0	0	0	0	0	0	0	0	0	0	0	417	47	370
0	0	0	0	0	0	325	42	283	0	0	0	325	42	283
9	0	9	0	0	0	4,943	882	4,061	5	1	4	6,932	1,085	5,847
662	40	622	214	100	114	209	69	140	0	0	0	1,850	401	1,449
0	0	0	13	4	9	75	21	54	0	0	0	411	110	301
651	36	615	32	11	21	66	22	44	0	0	0	1,191	176	1,015
11	4	7	169	85	84	68	26	42	0	0	0	248	115	133
6,604	1,776	4,828	7,427	3,552	3,875	22,855	6,254	16,601	266	60	206	52,032	16,107	35,925



Table 3: Total Campus Student Registrations by Programme and Campus, 2012/2013

PROGRAMME LEVEL	UNIVERSITY			CAVE HILL			MONA			ST AUGUSTINE			OPEN CAMPUS		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
On-Campus/ Open Campus															
First Degree	11,464	25,363	36,827	2,347	5,004	7,351	3,964	8,141	12,105	4,328	7,945	12,273	825	4,273	5,098
Associate Degree	100	690	790	-	-	-	1	18	19	-	-	-	100	690	790
Certificate	237	490	727	16	3	19	0	0	0	189	386	575	32	101	133
Diploma	98	278	376	25	58	83	12	30	42	22	60	82	39	130	169
Advanced Diploma	146	397	543	3	10	13	14	29	43	120	312	432	9	46	55
Higher Degree	3,509	6,695	10,204	375	856	1,231	876	2,077	2,953	2,220	3,438	5,658	38	324	362
Specially Admitted	151	545	696	21	58	79	42	123	165	46	81	127	42	283	325
Sub-Total	15,706	34,476	50,182	2,787	5,989	8,776	4,909	10,418	15,327	6,925	12,222	19,147	1,085	5,847	6,932
Off-Campus															
Distance Education	54	402	456	0	0	0	54	402	456	0	0	0	-	-	-
Affiliated Institutions	67	159	226	0	0	0	67	159	226	0	0	0	-	-	-
Tertiary Level Inst.	178	779	957	110	301	411	55	454	509	13	24	37	-	-	-
External	102	109	211	0	0	0	0	0	0	102	109	211	-	-	-
Sub-Total	401	1,449	1,850	110	301	411	176	1,015	1,191	115	133	248	-	-	-
Total Registration	16,107	35,925	52,032	2,897	6,290	9,187	5,085	11,433	16,518	7,040	12,355	19,395	1,085	5,847	6,932

**Table 4:** Comparison of FTE* Enrolment between 2011/2012 and 2012/2013

Campus & Faculty/School	2011/2012	2012/2013	Number change	% change
CAVE HILL				
Humanities & Education	884	845	-40	-4.5
Law	612	624	12	2.0
Medical Sciences	328	374	46	14.0
Science & Technology	1,047	1,022	-25	-2.3
Social Sciences	3,812	3,879	67	1.8
Institute of Gender & Development Studies	10	10	0	0.0
Special Admittance	62	63	1	1.6
TOTAL	6,753	6,815	62	0.9
MONA				
Humanities & Education	2294.5	2168	-127	-5.5
Law	431.5	501.5	70	16.2
Medical Sciences	2642	2921	279	10.6
Science & Technology	2645.5	2805.5	160	6.0
Social Sciences	4460	4866.5	407	9.1
Institute of Gender & Development Studies	158	172.5	15	9.2
Special Admittance	96	105	9	8.9
TOTAL	12728	13540	812	6.4
ST AUGUSTINE				
Food & Agriculture	629	883	254	40.3
Humanities & Education	2,508	2,384	-124	-4.9
Engineering	2,015	2,104	89	4.4
Law	251	329	78	31.1
Medical Sciences	1,988	2,273	285	14.3
Science & Technology	3,179	2,703	-477	-15.0
Social Sciences	4,557	4,662	105	2.3
Institute of Gender & Development Studies	20	35	15	75.0
Special Admittance	42	91	49	118.1
TOTAL	15,188	15,462	274	1.8
UNIVERSITY				
Food & Agriculture	629	883	254	40.3
Humanities & Education	5,687	5,397	-290	-5.1
Engineering	2,015	2,104	89	4.4
Law	1,295	1,455	160	12.4
Medical Sciences	4,957	5,567	610	12.3
Science & Technology	6,871	6,530	-341	-5.0
Social Sciences	12,829	13,408	579	4.5
Institute of Gender & Development Studies	188	217	30	15.7
Special Admittance	199	258	59	29.4
TOTAL	34,669	35,817	1,148	3.3

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



Table 5: On-Campus FTE Enrolment by Campus and Faculty/School, 2012/2013

Faculty/School	CAVE HILL	MONA	ST AUGUSTINE	TOTAL
Food & Agriculture	0	0	883	883
Humanities & Education	845	2,168	2,384	5,397
Engineering	0	0	2,104	2,104
Law	624	502	329	1,455
Medical Sciences	374	2,921	2,273	5,567
Science & Technology	1,022	2,806	2,703	6,530
Social Sciences	3,879	4,867	4,662	13,408
Institute of Gender and Development Studies	10	173	35	217
Special Admittance	63	105	91	258
TOTAL	6,815	13,540	15,462	35,817
Science & Technology (includes Food & Agric., Eng. Med. Sci.)	20	42	51	42

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

Table 6: On-Campus FTE Student Enrolment by Campus, Sex and Programme, 2012/2013

	UNIVERSITY			CAVE HILL			MONA			ST AUGUSTINE		
	T	M	F	T	M	F	T	M	F	T	M	F
ON-CAMPUS												
Undergraduate												
1st Degree	28,427	9,642	18,786	5,786	1,852	3,934	11,275	3,712	7,563	11,367	4,079	7,289
Associate Degree					0	0		1	18		0	0
Certificate	356	118	238	10	9	2	0	0	0	346	109	237
Diploma	137	38	99	42	13	29	33	10	23	62	15	47
Sub-Total	28,938	9,798	19,141	5,837	1,873	3,965	11,327	3,723	7,604	11,775	4,203	7,572
Graduate												
Higher Diploma	369	96	273	11	3	8	28	9	19	331	84	246.5
Higher Degree	6,253	2,188	4,065	905	276	629	2,081	639	1,443	3,267	1,274	1,993
Sub-Total	6,621	2,284	4,338	916	279	637	2,109	648	1,461	3,597	1,358	2,240
Specially Admitted	258	73	185	63	16	47	105	26	79	91	31	60
Total	35,817	12,154	23,663	6,815	2,167	4,649	13,540	4,396	9,144	15,462	5,591	9,871
First degree %	79	79	79	85	85	85	83	84	83	74	73	74
Higher Degree %	17	18	17	13	13	14	15	15	16	21	23	20


Table 7: University Enrolment by Campus, Student Status, Gender and Programme, 2012/2013

	UNIVERSITY			CAVE HILL			MONA			ST AUGUSTINE			OPEN CAMPUS		
	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Student Status															
Full-time	28,392	9,688	18,704	4,854	1,546	3,308	11,752	3,883	7,869	11,786	4,259	7,527	-	-	-
Part-time	14,858	4,933	9,925	3,922	1,241	2,681	3,575	1,026	2,549	7,361	2,666	4,695	-	-	-
Subtotal	43,250	14,621	28,629	8,776	2,787	5,989	15,327	4,909	10,418	19,147	6,925	12,222	-	-	-
Open Campus	6,932	1,085	5,847	-	-	-	-	-	-	-	-	-	6,932	1,085	5,847
Undergraduate															
1st Degree	36,827	11,464	25,363	7,351	2,347	5,004	12,105	3,964	8,141	12,273	4,328	7,945	5,098	825	4,273
Associate Degree	809	101	708	-	-	-	19	1	18	-	-	-	790	100	690
Certificate	727	237	490	19	16	3	0	0	0	575	189	386	133	32	101
Diploma	376	98	278	83	25	58	42	12	30	82	22	60	169	39	130
Subtotal	38,739	11,900	26,839	7,453	2,388	5,065	12,166	3,977	8,189	12,930	4,539	8,391	6,190	996	5,194
Graduate															
Higher Diploma	543	146	397	13	3	10	43	14	29	432	120	312	55	9	46
Higher Degree	10,204	3,509	6,695	1,231	375	856	2,953	876	2,077	5,658	2,220	3,438	362	38	324
Sub-Total	10,747	3,655	7,092	1,244	378	866	2,996	890	2,106	6,090	2,340	3,750	417	47	370
Off-Campus	1,850	401	1,449	411	110	301	1,191	176	1,015	248	115	133	-	-	-
Specialty Admitted	696	151	545	79	21	58	165	42	123	127	46	81	325	42	283
TOTAL ALL	52,032	16,107	35,925	9,187	2,897	6,290	16,518	5,085	11,433	19,395	7,040	12,355	6,932	1,085	5,847
% Male/female	-	31.0%	69.0%	-	31.5%	68.5%	-	30.8%	69.2%	-	36.3%	63.7%	-	15.7%	84.3%



Table 8: Percentage Distribution of Male and Female Registrations in On-Campus & Open Campus First Degree Programmes by Faculty/School and Campus, 2012/2013

Faculty/School	CAVE HILL		MONA		ST AUGUSTINE		OPEN CAMPUS	
	M	F	M	F	M	F	M	F
Food & Agriculture	-	-	-	-	34%	66%	50%	50%
Humanities & Education	25%	75%	24%	76%	20%	80%	16%	84%
Engineering	-	-	-	-	69%	31%	-	-
Law	26%	74%	27%	73%	28%	72%	-	-
Medical Sciences	27%	73%	27%	73%	31%	69%	0%	100%
Science & Technology	55%	45%	47%	53%	46%	54%	-	-
Social Sciences	29%	71%	32%	68%	26%	74%	19%	81%
Total	32%	68%	33%	67%	35%	65%	16%	84%

**Table 9:** Comparison of On-Campus/ Open Campus Enrolment between 2011/2012 and 2012/2013

Campus & Faculty/School	2011/2012	2012/2013	% change
CAVE HILL			
Humanities & Education	1,318	1,181	-10.4
Law	671	686	2.2
Medical Sciences	337	384	13.9
Science & Technology	1,270	1,250	-1.6
Social Sciences	5,233	5,263	0.6
Institute of Gender and Development Studies	12	12	0.0
Total	8,841	8,776	-0.7
MONA			
Humanities & Education	2,866	2,697	-5.9
Law	433	504	16.4
Medical Sciences	2,753	3,018	9.6
Science & Technology	2,824	2,964	5.0
Social Sciences	5,573	5,935	6.5
Institute of Gender and Development Studies	200	209	4.5
Total	14,649	15,327	4.6
ST AUGUSTINE			
Food & Agriculture	779	1,084	39.2
Humanities & Education	3,149	2,977	-5.5
Engineering	2,533	2,681	5.8
Law	251	330	31.5
Medical Sciences	2,200	2,531	15.0
Science & Technology	3,479	2,999	-13.8
Social Sciences	6,294	6,505	3.4
Institute of Gender and Development Studies	21	40	90.5
Total	18,706	19,147	2.4
OPEN CAMPUS			
Food & Agriculture	7	2	-71.4
Humanities & Education	1,425	1,973	38.5
Engineering	0	0	
Law	0	0	0.0
Medical Sciences	70	9	-87.1
Social Sciences	4,823	4,943	2.5
Institute of Gender and Development Studies	12	5	-58.3
Total	6,337	6,932	9.4
UNIVERSITY			
Food & Agriculture	786	1,086	38.2
Humanities & Education	8,758	8,828	0.8
Engineering	2,533	2,681	5.8
Law	1,355	1,520	12.2
Medical Sciences	5,360	5,942	10.9
Science & Technology	7,573	7,213	-4.8
Social Sciences	21,923	22,646	3.3
Institute of Gender and Development Studies	245	266	8.6
Total	48,533	50,182	3.4



Table 10: Total On-Campus Registration of Students by Faculty/School and Country of Origin – 2012/2013 – All Campuses

COUNTRY	FOOD & AGRICULTURE	HUMANITIES & EDUCATION	ENGINEERING	LAW	MEDICAL SCIENCES	SCIENCE & TECHNOLOGY	SOCIAL SCIENCES	IGDS	TOTALS	% OF TOTAL
Anguilla	0	2	0	1	0	1	4	0	8	0.0
Antigua & Barbuda	4	15	3	7	12	11	114	0	166	0.4
Bahamas	2	2	0	17	185	33	28	0	267	0.6
Barbados	18	1,075	102	241	340	1,068	4,622	7	7,473	17.3
Belize	1	8	9	34	10	25	42	0	129	0.3
Bremuda	0	0	0	1	5	0	2	0	8	0.0
British Virgin Islands	0	4	0	5	11	1	1	0	22	0.1
Cayman Islands	0	1	0	1	6	4	1	0	13	0.0
Dominica	8	7	8	10	23	23	67	0	146	0.3
Grenada	6	22	12	18	17	18	67	0	160	0.4
Guyana	3	19	83	2	49	26	79	2	263	0.6
Jamaica	21	2,590	84	624	2,386	2,809	5,718	208	14,440	33.4
Montserrat	0	2	0	0	4	0	4	0	10	0.0
St Kitts/Nevis	3	12	3	22	19	16	39	0	114	0.3
St Lucia	12	44	17	9	38	37	113	2	272	0.6
St Vincent & The Grenadines	10	52	15	20	33	87	187	2	406	0.9
Trinidad & Tobago	976	2,806	2,294	486	2,514	2,940	6,305	37	18,358	42.4
Turks & Caicos Islands	0	1	0	0	3	1	2	0	7	0.0
Others	20	193	51	22	278	113	308	3	988	2.3
All Campuses	1,084	6,855	2,681	1,520	5,933	7,213	17,703	261	43,250	100.0

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

Table 11: Number of OECS Students as a Percentage of Total On-Campus Student Population by Campus, 2009/2010 to 2012/2013

COUNTRY	2009– 2010	Total Students	%	2010– 2011	Total Students	%	2011– 2012	Total Students	%	2012– 2013	Total Students	%
Cave Hill	635		1.6	702		1.7	701		1.7	687		1.6
Mona	200		0.5	197		0.5	184		0.4	174		0.4
St Augustine	352		0.9	380		0.9	424		1.0	413		1.0
Total	1,187	38,678	3.1	1,279	40,226	3.2	1,309	42,196	3.1	1,274	43,210	2.9

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

Graph 2: UWI On-Campus & Open Campus Student Enrolment by Faculty and Campus, 2012/2013

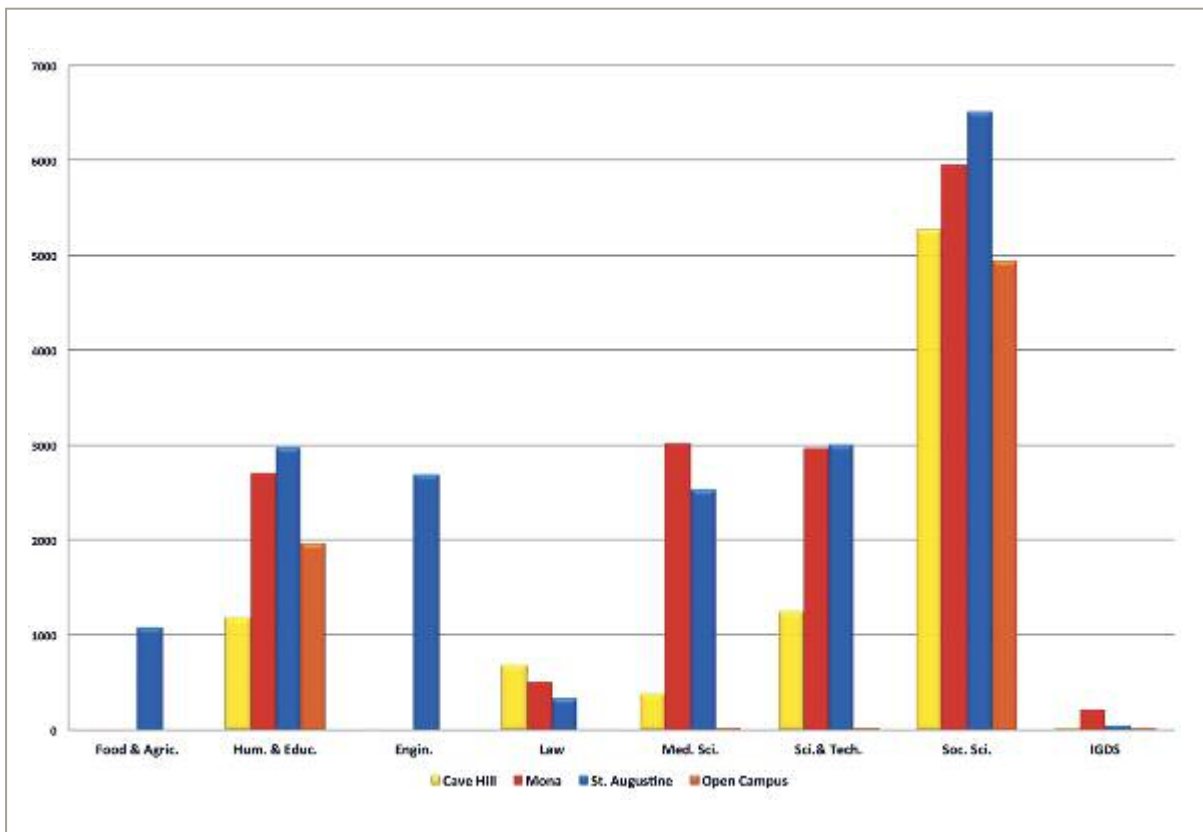




Table 12: Total University Enrolment by Campus and Country of Origin, 2012/2013

	Total		On Campus												Open Campus			Off Campus			Total University		
			Cave Hill				Mona				St Augustine				T	M	F	T	M	F	T	M	F
			T	M	F	T	M	F	T	M	F	T	M	F									
Anguilla	8	1	7	8	1	7	0	0	0	0	0	0	46	9	37	2	0	2	56	10	46		
Antigua & Barbuda	166	62	104	126	45	81	19	7	12	11	10	11	169	24	145	90	24	66	425	110	315		
Bahamas	267	67	200	53	10	43	117	34	83	74	23	74	64	12	52	81	30	51	412	109	303		
Barbados	7,473	2,480	4,993	7,118	2,320	4,798	146	41	105	90	119	90	161	31	130	166	42	124	7,800	2,553	5,247		
Belize	129	62	67	71	31	40	29	15	14	13	16	13	138	30	108	13	2	11	280	94	186		
Bermuda	8	0	8	2	0	2	5	0	5	1	0	1	4	0	4	0	0	0	12	0	12		
British Virgin Islands	22	9	13	7	3	4	8	4	4	5	2	5	17	2	15	19	3	16	58	14	44		
Cayman Islands	13	3	10	0	0	0	13	3	10	0	0	0	17	1	16	0	0	0	30	4	26		
Dominica	146	41	105	88	23	65	21	3	18	22	15	22	384	68	316	40	6	34	570	115	455		
Grenada	160	60	100	74	28	46	10	5	5	27	49	27	357	52	305	10	3	7	527	115	412		
Guyana	263	126	137	38	13	25	34	11	23	89	102	89	96	14	82	31	12	19	390	152	238		
Jamaica	14,440	4,633	9,807	194	41	153	14,038	4,481	9,557	97	111	97	1,785	293	1,492	976	145	831	17,201	5,071	12,130		
Montserrat	10	1	9	5	0	5	3	0	3	1	1	1	52	5	47	2	0	2	64	6	58		
St Kitts/Nevis	114	32	82	54	11	43	38	11	27	12	10	12	208	31	177	5	3	2	327	66	261		
Saint Lucia	272	94	178	125	44	81	35	7	28	69	43	69	650	107	543	82	14	68	1,004	215	789		
St Vincent & The Grenadines	406	133	273	215	65	150	48	14	34	89	54	89	358	50	308	81	12	69	845	195	650		
Trinidad & Tobago	18,358	6,376	11,982	498	125	373	545	174	371	11,238	6,077	11,238	2,342	339	2,003	214	87	127	20,914	6,802	14,112		
Turks & Caicos Islands	7	5	2	2	0	2	4	4	0	1	1	0	2	1	1	0	0	0	9	6	3		
Others	988	436	552	98	27	71	214	95	119	362	314	362	82	16	66	38	18	20	1,108	470	638		
All Countries	43,250	14,621	28,629	8,776	2,787	5,989	15,327	4,909	10,418	12,222	6,925	12,222	6,932	1,085	5,847	1,850	401	1,449	52,032	16,107	35,925		



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