



THE UNIVERSITY OF THE WEST INDIES

CAVE HILL | MONA | ST AUGUSTINE | OPEN CAMPUS



2007/2008 | annual report



Vision Statement | STRATEGIC PLAN 2007–2012

BY 2012, THE UWI WILL BE AN INNOVATIVE INTERNATIONALLY COMPETITIVE, CONTEMPORARY UNIVERSITY DEEPLY ROOTED IN THE CARIBBEAN, COMMITTED TO CREATING THE BEST POSSIBLE FUTURE FOR ALL ITS STAKEHOLDERS. IT WILL BE THE UNIVERSITY OF FIRST CHOICE FOR THE REGION'S STUDENTS AND TALENTED ACADEMICS. IT WILL PROVIDE A TRULY SUPPORTIVE ENVIRONMENT THAT REWARDS EXCELLENCE AND IT WILL BE AGILE ENOUGH TO THRIVE IN A DYNAMIC GLOBAL ENVIRONMENT.

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Preface

This Report of academic year 2007/2008 chronicles the activities of The University of the West Indies in the first year of its 2007–2012 five-year Strategic Plan. It also covers the landmark achievement of 60 years in calendar year 2008.

Established in 1948 initially as “a University College in special relationship with the University of London”, The University of the West Indies is the oldest, fully regional institution of higher learning in the English-speaking Caribbean. Supported by fifteen countries, all current or former colonies of Great Britain, the UWI fulfils its commitment to the development of the region through the training of its human resources, the conducting of research, providing advisory services to governments as well as to the private sector and forging links with other institutions in the rest of the world.

Annual reports of our stewardship are intended not only to inform our major stakeholders of the extent to which the mandates of our mission are being carried out but also

to be a means of exposing to a much wider public, including potential benefactors, the accomplishments of this unique institution.

The Report is divided into reports from Centre Units and reports from the campuses, including the new Open Campus. It gives a summary of the activities of the Faculties of Engineering, of Humanities and Education, Law, Medical Sciences, Pure and Applied Sciences, Science and Agriculture and the Social Sciences, with a more extensive review of the Offices and Units that make up the Vice Chancellery. More detailed accounts of the work of the various academic departments are recorded in the reports to Campus Councils and can be made available on request.

EON N. HARRIS, VICE-CHANCELLOR



Introduction

The year 2008 proved to be an exceptional one for the University of the West Indies. It marked the 60th Anniversary of our founding, an event recognised in different ways in all 15 of our contributing countries. Our rich harvest of graduates – Heads of States, Prime Ministers, Ministers of government, professionals, business and civil leaders – came out in proud numbers to attend banquets, galas, cultural performances, church services of thanksgiving, numerous symposia and lectures on all of our four campuses. Commemorative stamps were issued in 12 countries. A publication entitled *60 Under 60* recognising the broad and exceptional work of some of our current younger academics was widely distributed and very well received. On July 1, the Regional Endowment Fund was launched which will be expected to grow in perpetuity with donations from alumni and friends. The proceeds of the Fund will be used only for scholarships, academic chairs and upgrading facilities. The fund approximated US\$4 million at the end of the year and we hope our alumni and friends will strive to achieve a target of US\$20 million by 2014 (a small sum by comparison with large US Universities but to quote the Chinese saying, “a journey of a thousand miles begins with the first step”).

The year 2008 also marked the launch of our fourth, Open Campus, and Mona’s “Western Campus”. The Open Campus is an amalgamation of the School of Continuing Studies, the UWI Distance Education Centre (UWIDEC) and the Tertiary Level Institutions Unit. This entity will reach beyond the walls of the three traditional campuses utilising on-line and face-to-face modalities to teach students of all ages across the education spectrum – pre-university, undergraduate, postgraduate, diploma, certificate and professional upgrade programmes. A major goal is

that this initiative will help to draw the UWI-12 countries more into the fold of the University. Equally exciting was the launch of the “Mona West” in November 2008, a campus in Montego Bay with programmes specific to hospitality and tourism, Spanish, business, etc., recognising the importance of tourism in this part of Jamaica and the heavy investments made recently by the Government of Spain.

In the past year we also advanced several steps towards the goals of our 2007–2012 Strategic Plan, the vision of which is:

“By 2012, the UWI will be an innovative, internationally competitive, contemporary university deeply rooted in the Caribbean; committed to creating the best possible future for all our stakeholders. It will be the university of first choice for the region’s students and talented academics. It will provide a truly supportive environment that rewards excellence and it will be agile enough to thrive in a dynamic global environment.”

The four central areas of the Plan are: **Teaching and Learning**; growing our **Graduate Programmes**; strengthening **Research and Innovation**; and strengthening our **Outreach** sector. These are underpinned by six “enablers”: **Transformation of the Administrative Culture**; **Financing the Enterprise**; **Marketing and Branding**; **Strengthening National Engagement Processes**; **Strengthening Regionality**; and **International Partnerships**.

Within the context of **Teaching and Learning**, we are conducting university-wide reviews of courses and programmes with an emphasis on reform to make them more learner-oriented, current, practical and better focussed on national and regional development goals. All new academics will be required to obtain a certificate in teaching within three years of their employment. While limited by the tragically low funds available in our region for research, our academic and administrative staff have sought funding from the European Union, CIDA and other international agencies to support programmes in areas such as sustainable development, climate change, agro-biotechnology, alternative energy, HIV/AIDS and other health-related areas, to name a few. We are also aggressively enhancing our postgraduate programmes with an emphasis on building a new, much broader category of researchers and innovators. It is with some pride that we have noted in recent times, increased publications in peer-reviewed journals, patents filed and

technical papers produced by our faculty. The creation of the Open Campus and the Mona Western Campus, as well as several other campus-based initiatives to engage government and communities, speak to our outreach goals.

With respect to the “enabling goals” within the Strategic Plan, we are working hard on a plan to **transform our administrative systems** to achieve greater efficiency and better customer service. An effort related to this goal is the creation of a single, seamless, virtual ICT space for all four campuses. This will improve and decrease the cost of communication and enable academics to link with colleagues and students anywhere in this space. Our progress in **marketing and branding** was best evidenced in the successful promotion of the 60th Anniversary Celebrations. Progress is also being made toward goals of **strengthening national engagements**, and **enhancing regionality**.

As the hurricane winds of the global economic crisis descend upon us, one of our Strategic Plan’s enablers, **financing the enterprise**, becomes especially important. While the commitment of our governments to continue to fund this important regional enterprise is vital, we know that any sustainability and growth will also rely on generating more revenues even while we contain costs and minimise expenditure. Recognising that each campus exists in a different economic environment, Principals have been charged to mobilise their communities to maximise revenues and minimise expenditure. At the University level, we shall work as a region to share best practices and to look for opportunities to support each other, for if one campus fails, we shall all suffer.

Great universities of our world have existed over centuries, surviving depressions, wars (even national defeats), plagues and other catastrophes. They have survived because their people recognised that these institutions were guardians of their civilisation and the promise of their future. In our 61st year, the Regional University of the West Indies, through the abundantly rich product of its graduates, through its scholarship, contributions to government, business and civic life has done and will do for West Indians what other great universities have accomplished for their people. The UWI has leapt beyond the status of “Trade Schools” or a degree granting mill for students with vouchers. We have carved out a path that can assure the future of our people – it is one that we hope our governments, alumni, business and broader community will support.

Highlights of the



Roll-out of Strategic Plan 2007–2012

- Draft of the Plan refined to take account of revision of the financial projections and key performance indicators and approved by University Council
- Departmental Action Plans aligned to budgets and Strategic objectives for the first year of the Plan.



Teaching and Learning

- Guidelines for curriculum reform developed
- New undergraduate courses introduced, eg BSc Management Information Systems (Mona), Bachelor of Fine Arts (St Augustine), Certificate in Substance Abuse, Prevention and Treatment (Open Campus)
- New graduate programmes approved, such as the Diploma in E-Commerce (Cave Hill), Doctorate in Public Health (Mona), MSc in Development Studies (St Augustine)
- Certification programme in teaching and learning developed for new members of academic staff.



Research and Innovation

- Inter-campus collaboration strengthened on research in Tropical Medicine, Cultural Studies, Environmental Management, Disaster Risk Reduction and in Biotechnology
- Competitive bids for funding of research under the European Union's EDULINK programme reaped success; two of five UWI proposals as lead applicant and two of three as partner with other institutions have been selected for funding, totalling some €3.3 million.

Year 2007/2008

Strengthening the Outreach Sector

- Launch of a fourth campus – the UWI Open Campus – amalgamating the former School of Continuing Studies, The UWI Distance Education Centre and the Tertiary Level Institutions Unit
- Launch of a Mona Campus Extension in Western Jamaica (in Montego Bay).



Addressing the Financial Base of the University

- Aggressive efforts being made to identify research grants, e.g. EDULINK
- UWI Regional Endowment Fund launched in July 2008. As at end of 2008 US\$3 million had been raised towards the US\$20 million targetted over five years. Proceeds to be used for undergraduate and postgraduate scholarships and bursaries and for development of new programmes and facilities
- Other avenues being explored in the face of current global challenges to contain costs and maximise revenue generation through self-financing programmes, offering professional development courses, applied research (translating research into commercial operations e.g. Anthurium project).

60th Anniversary Celebrations

- Regional character of UWI reinforced with official declaration of January 7 as 'UWI Day' by 12 of 15 contributing countries
- Celebratory events, including church services, special symposia, distinguished lectures, concerts, exhibitions and fundraising dinners held throughout the English-speaking Caribbean as well as in the Caribbean Diaspora in the USA, Canada and the UK
- Convocation Week and 'Gathering of Graduates' July 12–18 at Mona
- Issue by several contributing countries of commemorative postage stamps and the TSTT Telephone directory in Trinidad & Tobago featured the UWI on its cover
- Publication of award-winning special issue of *Pelican magazine*, featuring 60 UWI researchers who are under sixty years old.





Reports from the Centre





PROFESSOR ALVIN WINT – Pro Vice-Chancellor

Office of The Board for Undergraduate Studies

Introduction

The Board for Undergraduate Studies (BUS) continued, during 2007/2008, to engage in activities corresponding to its three areas of focus: policy, quality assurance and the preservation of regionality. In addition, in this the first year of the UWI 2007–2012 strategic plan, the Board was assigned the responsibility for catalysing and monitoring the implementation of the teaching and learning component of the strategic plan.

Policy

With regard to policy the Board was quite active in developing and considering new policies, *inter alia*:

Programme Approvals

The Board considered and pronounced on: “Clarification of the Role of BUS/Academic Boards in the Approval of Undergraduate Programmes”; “Guidelines for Submission of Undergraduate Academic Proposals” and a “Policy on Monitoring Course Outlines and Assessment Processes at UWI.” New programmes authorised include the BSc Management Information Systems (Mona), the Bachelor of Fine Arts (St Augustine), Special in Speech and Language Pathology (Mona) and the Certificate in Management Programme (BNCC/DE).

Review of Examination Regulations

The Board considered a proposal for re-aligning UWI’s examination regulations to correspond more closely with

the assessment processes required to develop the ideal graduate called for in the strategic plan. The essence of this proposal was the elimination of UWI’s regulatory bias towards examinations as the preferred method of assessment in recognition of the fact that important learning outcomes conceived of in the strategic plan, for example, in the areas of communication skills and teamwork, were not best assessed using traditional examinations. The Examination Registrars and the Senior Programme Officer (SPO) in the Office of the Board (OBUS) were involved in the updating of the Examination Regulations.

Review of Matriculation Requirements

The Board continued its work from the 2006/2007 academic year in examining matriculation policy and regulations. Additional data gathering called for in the May 2007 meeting of the Board was conducted and used as a platform to recommend that for a period of five years, in the first instance, students who had passed at least two subjects in CAPE Unit 1 at grades 1–4, who also had the requisite CXC subjects and who were registered for CAPE Unit 2 would qualify as normal matriculants to the University. This new UWI matriculation policy facilitated the offering of early firm admission to students. The Mona Campus, which faces significant competition from institutions in the Jamaican and international tertiary sector, used this new matriculation policy to fill a significant percentage of its incoming cohort by April 2008. The Board also approved a change to the minimum TOEFL score required for acceptance into UWI for applicants whose first language is not English.

Grade Point Average

The Board approved a change in the regulation that allowed Faculties to determine the GPA to be assigned to failed courses, on the basis that an issue as important as the treatment of failed courses needed University-wide consideration. The University position is that failing grades should receive 0 quality points in a student's GPA calculation, with re-sits receiving the quality point associated with the grade achieved at the re-sit.

Policies in Support of Teaching and Learning

In support of its role in advancing the implementation of the teaching and learning component of the strategic plan, the Board considered several policy papers. A major thrust during the year was UWI's first-ever university-wide programme of curriculum reform. In supporting this programme of reform, the Office of the Board assisted in organising the call for departmental reform plans, monitored the submission of plans and reported to the community on the submission rate.

OBUS developed two supporting policy papers "Curriculum Reform at UWI: Insights from Quality Assurance Reviewers" and "Curriculum Reform at UWI: Insights from Departmental Plans." OBUS also worked with the three UWI instructional units in the development of a joint IDU paper

"Guidelines for Curriculum Reform." Further, the Board supported the on-going reform process through the consideration of three papers: "Policy for Academic Support for UWI students involved in Co-curricula competition," "Policy on Teaching Loads at UWI" and "Towards a Student Learning Initiative Proposal."

An important dimension of the teaching and learning theme of the strategic plan is the development of a certification programme in teaching and learning for new members of academic staff. The Board supported this process by adopting a paper "Incorporating Formal Training in Learning and Teaching in Academic Career Paths," which the Chair shepherded through various university committees. The Chair also worked with the three IDUs in the preparation of the "UWI Post-Graduate Certificate in Teaching and Learning" which received final approval from the Board at its May 2008 meeting.

Academic Standards

In its review of academic standards, the Board considered two papers: "An Analysis of First Class Honours Performance at UWI: 1975–2007" and "First Class Honours Performance: An International Perspective." These papers showed that first class honours degrees at UWI had increased significantly



Mona undergraduates enroute to Students Awards Ceremony



Anthony Perry making a point at meeting of the College & University Recognition Task Force, for the International Baccalaureate programme, Vancouver, Canada

The first year of the **UWI 2007–2012 strategic plan**, the Board was assigned the responsibility for catalysing and monitoring the implementation of the teaching and learning component of the strategic plan

as a portion of the graduating class between 1975 and 2007, but that the 2007 UWI ratio was somewhat lower than the UK average.

Foundation Course Review and Reform

During the period, in its effort to review and reform the foundation courses, OBUS developed a CARIBUS (Caribbean Civilisation/Board for Undergraduate Studies) lecture series; gained the commitment of two regional publishers, UWI Press and Ian Randle Publishers, to donate a number of books on Caribbean Issues to libraries in UWI-12 countries to enhance student access to these materials; and conducted a comprehensive review of the status of the foundation course programme. The recommendations generated from this review and approved by the Board, such as table marking, submission of marking solutions for all examinations and specific budgetary allocations for the courses, are being implemented. New technological approaches such as podcasting are also being introduced in the foundation courses.

Surveys

OBUS conducted the 2008 Exit Survey and also worked with the Office of Planning & Development in undertaking the UWI's first-ever first-year student experience survey.

The Quality Assurance Unit surveyed heads of departments and discipline coordinators about their perceptions of the quality review assurance exercise, with most of those surveyed viewing the exercise as very useful.

Publications

The OBUS published the 14th Edition of the *UWI Quality Education Forum* under the theme "Benchmarking Matters" and Volume 10 of its *Quality Circle* under the theme "Shifting Gears: New Policy Directions for UWI."

Quality Assurance

OBUS's Quality Assurance Unit (QAU) organised ten quality assurance reviews (including taught Masters programmes and one research centre) during the 2007/2008 academic year.

Quality Assurance Orientation Sessions

The QAU conducted orientation sessions for most of the departments scheduled to be reviewed in 2008/2009. The orientation sessions are designed to ensure that academic staff appreciate the concept of quality informing the review, are familiar with the UWI Model of Quality and understand the guidelines for the preparation of the Self-Assessment Report.



Quality Assurance review of Psychology and Social Work

OBUS continued to provide support for the work of the Academic Quality Assurance Committees on each campus and, during the year, played a more active role in the academic boards on the campuses



Professor Paul Reese speaking at Quality Forum for graduate students

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. Whereas quality assurance reviews involve a team of reviewers, led by an international academic, the quality evaluation exercises are conducted by the programme officers of the QAU. Sixteen Quality Evaluations were conducted in 2007/2008 by the QAU.

Quality Monitoring and Follow-Up

OBUS continued to provide support for the work of the Academic Quality Assurance Committees (AQACs) on each campus and, during the year, played a more active role in the academic boards on the campuses. OBUS prepared a policy paper “Report on the Submission of QA Review Follow-Up Documents” signalling the University’s greater focus on QA follow-up.

Quality Fora

OBUS staff participated in at least seven fora. These included fora organised in conjunction with the Office of Graduate Studies on “Supervising Quality Theses”, the “Quality Post-Graduate Student – How are we Measuring Up,” “Preparing a Quality Thesis” and “Perspectives of Reviewers of UWI St Augustine Graduate Programmes.”

Preservation of Regionality

BUS sought to continue to discharge its responsibility for assisting in the preservation of the regionality of UWI by

administering the UWI Open (sixty-eight awards) and CXC (seven awards) Scholarships and facilitating collaboration with other tertiary institutions across the region.

Scholarships

During the year BUS considered a policy paper “Managing the UWI Open Scholarship Examination.” This paper identified the number of scholarships granted since 2005, identified some demographic trends in relationship to examinees, assessed administrative issues in relation to the Scholarship Examination and suggested that the “Way Forward” involved BUS undertaking research on the performance of UWI Open Scholars and considering a number of issues including the use of the Scholarship Examination as the criterion for selecting scholars, the funding of scholarships, the minimum GPA for continuing students and the role and responsibility of OBUS with respect to the administration of the Scholarship Examination.

OBUS developed, for the first time, a scholarship brochure to be used as a marketing tool. This brochure has been widely distributed across the region.

Other Initiatives

BUS approved the delivery of the BEd Programme by the H. Lavity Stoutt Community College.

At the request of the Vice-Chancellor, the Senior Programme Officer (SPO) at St Augustine represented the UWI at the second joint meeting of CARICOM’s Council for Trade and Economic Development (COTED) and its Council for Human and Social Development (COSHOD) in January.

The SPO noted in her report that according to the CARICOM Secretariat, a CARICOM regional accreditation agency is to become operational by 2009; and that if the UWI is desirous of institutional accreditation it should so inform the CARICOM Secretary General; and further that the UWI should take note of the Science, Technology and Innovation framework proposed by the Caribbean Council for Science and Technology and the Regional Negotiating Machinery’s report on “Cultural Industries in CARICOM” in its curriculum reform efforts. The Vice-Chancellor subsequently wrote to the CARICOM Secretary General indicating the University’s interest in institutional accreditation.



PROFESSOR WAYNE HUNTE – Pro Vice-Chancellor

School for Graduate Studies and Research

New Graduate Programmes Approved

The policy of The University of the West Indies is to develop new graduate programmes in areas which are particularly relevant to national and regional development needs and for which there will be significant market demand. New programmes approved by the Board for Graduate Studies and Research during 2007/2008 included: A Diploma in Public Health in the School of Clinical Medicine and Research at Cave Hill, a Stream in Disaster Management in the Masters in Natural Resource Management to be delivered by the Environmental Management Unit and the Disaster Risk Reduction Centre in the Institute for Sustainable Development at Mona, a Stream in Sustainable Urbanisation in the Masters in Natural Resource Management to be delivered by the Environmental Management Unit in the Institute for Sustainable Development at Mona, a Diploma and Masters in Tertiary Level Teaching and Learning by the Instructional Development Unit at St Augustine, a Masters in International Relations at St Augustine to be delivered in Suriname with the Anton De Kom University of Suriname, a Masters in Development Statistics to be delivered at St Augustine by the Sir Arthur Lewis Institute for Social and Economic Studies, a Diploma in E-Commerce in the Department of Computer Science, Maths and Physics at Cave Hill, a Masters in Creative Arts in the Errol Barrow Centre for Creative Imagination at Cave Hill, graduate courses in Scientific Literature Review and in Scientific Writing in the Faculty of Pure and Applied Sciences at Cave Hill, a Diploma in Business Administration in the School of Business at Mona, a Doctorate of Public Health in the Faculty of Medicine at Mona, a Diploma in

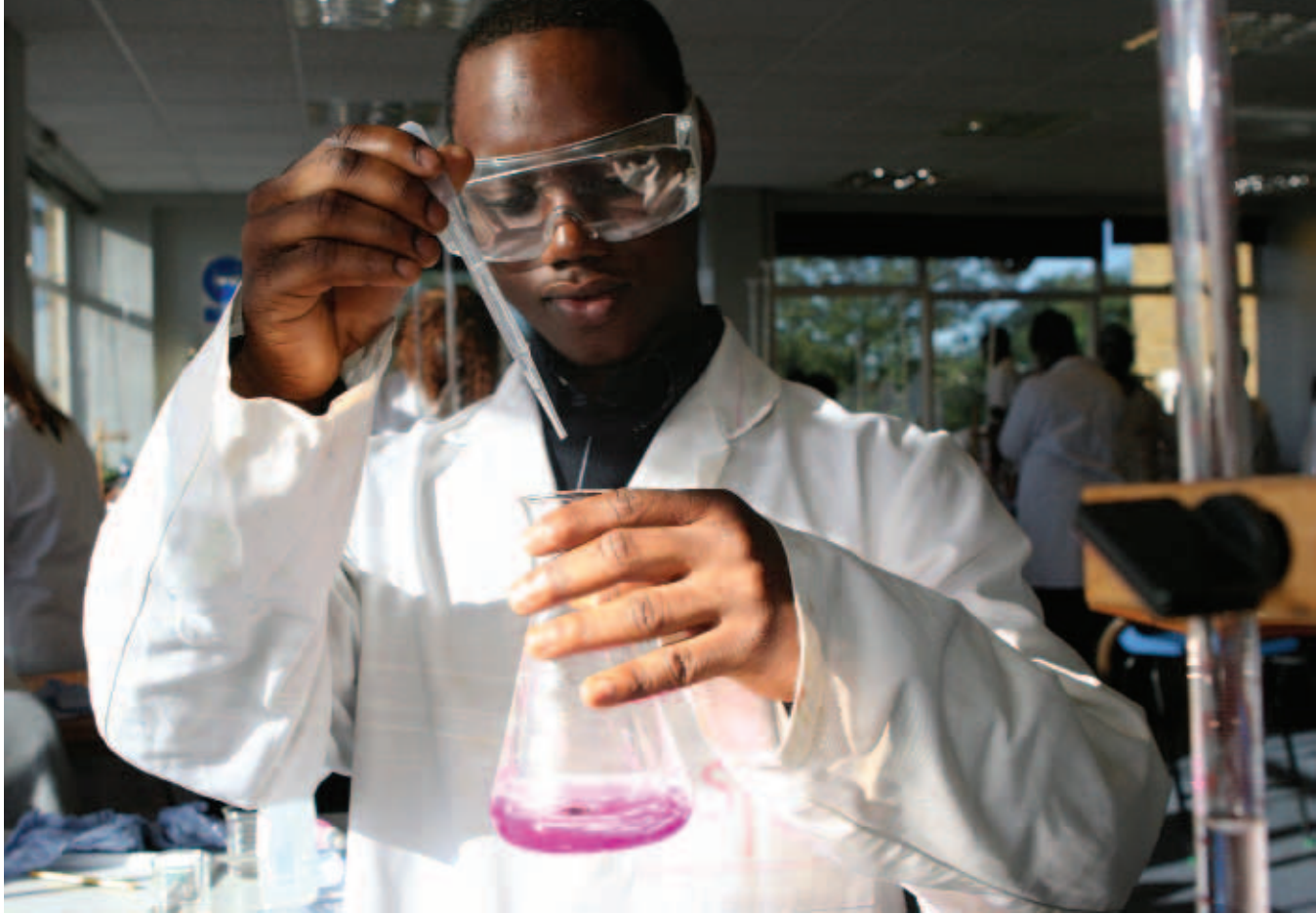
Educational Administration in the School of Education at Mona, a Master of Science in Advanced Nursing in the School of Nursing Education at St Augustine, and a PhD in Business Administration in the Department of Management Studies at St Augustine.

Quality Assurance

An important emphasis of the School for Graduate Studies and Research during 2007 and 2008 was on Quality Assurance initiatives. Several activities were conducted in this context. A Senior Programme Officer was appointed in the Quality Assurance Unit at St Augustine, with responsibility for Graduate Studies and Research at the St Augustine and Cave Hill campuses. A comprehensive paper on 'Procedures for Evaluating Departmental Research and Publication Activity' was prepared by the Office of Research and approved by the Board for Graduate Studies and Research. A research review of the Mona Biotechnology Centre was completed, with the internal reviewers being supported by the School for Graduate Studies and Research, and a management audit of the Mona Office of Graduate Studies and Research was also conducted. Recommendations emerging from the audit are being implemented by the Office of the Campus Principal at Mona.

Inter-Campus Collaboration

The School for Graduate Studies and Research placed particular emphasis on facilitating inter-campus research collaboration in the areas of Tropical Medicine, Cultural Studies, Environmental Management, Disaster Risk



Reduction and Biotechnology in 2007/2008, through provision of funds, hosting of meetings and assistance with research proposal preparation. The School also facilitated the delivery of the University-wide Masters programme in Natural Resource and Environmental Management. It continued to facilitate the participation of staff from the four campuses in workshops and conferences hosted by the UWI. These included the participation of Business Development Officers in a workshop at St Augustine on 'Commercialisation of Research Products'; the participation of UWI staff from Mona and Cave Hill in the Agriculture Technology (AgriTECH) Exposition held at St Augustine; and the participation of UWI staff in a University Consortium of Small Island States (UCSIS) Workshop on the theme 'Environmental Law: Best Practices in Europe and the wider Caribbean'. The School continued to facilitate collaboration between St Augustine, Mona and Cave Hill staff in the joint preparation of proposals for submission to donor agencies, with particular emphasis on the EDULINK programme.

Inter-Institutional Collaboration

Consistent with the emphasis in the 2007–2012 Strategic Plan to utilise international collaboration as a vehicle for developing graduate studies and research at UWI, the School organised and supported several collaborative activities in 2007/2008. These included facilitating collaborative research between the UWI and Duke University in the

conservation and non-exploitive use of endangered marine fauna; facilitating collaborative research between the UWI and McGill University in the recruitment dynamics of coral reef organisms; continuing to function as Secretariat for UCSIS facilitating collaboration between the UWI and the University of Malta, as an activity of UCSIS, in the design and delivery of a Workshop on the Management of Coastal Recreational Tourism held in Barbados and targeting senior public service officials throughout the Caribbean; facilitating participation of UWI staff in CARICOM meetings, including the COTED and the COSHOD; and facilitating research collaboration, including External Supervisor engagement, between the Institute of Caribbean Studies, Mona and Temple University, USA. The School continued to facilitate collaborative activities between the UWI and the University of Guyana under the Memorandum of Understanding signed by the two parties.

Researcher Development and Recognition

In collaboration with the Instructional Development Units, and facilitated primarily by Professor G. Wisker of Anglia Polytechnic University, Cambridge, the School for Graduate Studies and Research organised and conducted Supervisor Development workshops at St Augustine and Mona. The School also organised and facilitated the participation of staff from the Office of Research (Cave Hill), the Business Development Office (St Augustine) and the Office of Sponsored Research (Mona) in UK Workshops on Research

The School for Graduate Studies and Research placed particular emphasis on facilitating inter-campus research collaboration in the areas of Tropical Medicine, Cultural Studies, Environmental Management, Disaster Risk Reduction and Biotechnology in 2007/2008

Ethics, Technology Transfer and Research Management, for subsequent knowledge transfer to UWI staff. The Pro Vice-Chancellor (Research) continued to Chair the Vice-Chancellor's Awards for Excellence Selection Committee and the Principal's Awards for Excellence Selection Committee at Cave Hill.

Research Funding

The School for Graduate Studies and Research continued to fund and manage the services of the Community of Science (COS) Network, and to use this and other information sources to send out funding alerts to researchers across the four campuses. The School continued to coordinate the development and submission of research proposals of UWI staff to large donor agency funding programmes which treat the University as a single institutional applicant. Important examples of this are the EDULINK programme and the Erasmus Mundus Cooperation programme. In 2007/2008, EDULINK issued its 3rd Call for Proposals. Interest among UWI staff in competing for EDULINK funds is growing, and the UWI submitted 5 proposals as Lead Applicant and 3 proposals as Partner under the 3rd Call. Three of the applications as Lead Applicant (2 from St Augustine and 1 jointly from Mona and Cave Hill) and two as Partner were funded, making the UWI the most successful institution competing for funding under the EDULINK programme. The total sum won to date by projects involving UWI under the EDULINK programme is almost €3.3 million, €1.5 million of which will come fully and directly to UWI as Lead Applicant.

The Consortium within which the UWI competed in the EU-sponsored Erasmus Mundus Cooperation programme was the sole winner of the Lot 10 component of the Programme. Consequently, 5 UWI students (2 Mona, 2 St Augustine, 1 Cave Hill) have been awarded scholarships to undertake Masters programmes, or components of Masters programmes, at any of the five European Universities that are members of the Consortium. Two UWI staff, both from St Augustine, have been selected for 3-month research visits to ITC in the Netherlands in 2009. Selection for the second round of student and staff 'mobilities' under the programme will take place in January 2009.

The School is spearheading negotiations to obtain a grant of US\$750,000.00 from the World Bank to support activities in the Disaster Risk Reduction Centre, and a grant of €2.0 million from UNDESA to support the activities of UCSIS

within the Institute for Sustainable Development. Other funding initiatives included: Support from the Inter-American Development Bank, through Caribbean Disaster Emergency Response Agency (CDERA), for collaborative activities between CDERA and the Disaster Risk Reduction Centre; support to the Caribbean Child Development Centre of the Open Campus to implement the Caribbean Puente Project; support to the Department of Pure and Applied Sciences at Cave Hill for research on fresh water aquifers in the eastern Caribbean; support to the Seismic Research Centre for the acquisition of new seismographic monitoring equipment; support for research students from Mona to participate in Conferences in Australia, Nigeria and Scotland; support from the Edmund Cohen Foundation for Graduate Scholarships in Medicine and the Environment, tenable at Cave Hill, and for research activities in the Chronic Disease Research Centre at Cave Hill; and support from the Commonwealth Secretariat, UK and the Barbados Tourism Association for the UCSIS Workshop, conducted collaboratively in Barbados by the UWI and the University of Malta, on the Management of Coastal Recreational Tourism.

The School continued to oversee the provision and use of UWI Research and Publications funds and UWI Post-graduate Scholarship funds across the four campuses.

Policies and Procedures

The School for Graduate Studies and Research completed the task of identifying required changes in the regulations for Diplomas and Graduate Degrees at the UWI, and prepared them for submission to the Standing Committee on Ordinances and Regulations (SCOR). The School prepared a Policy Paper on the Establishment, Operation and Governance of Units, Centres and Institutes at the University of the West Indies, which was approved with minor revisions at the University Finance and General Purposes Committee (F&GPC) meeting of May, 2008. The School also prepared a draft Paper on a New Policy on Tuition Fees and Economic Costs for Research Students at the University of the West Indies, and submitted it for initial comments to the same F&GPC meeting.

IP Protection and Technology Transfer

In collaboration with the Legal Unit, the Business Development Offices and the Office of Sponsored Research (Mona), the School continued to oversee the application



process for Intellectual Property (IP) protection and patent registration at UWI. The School also funded the subscription necessary for the UWI to become a client of the Florida-based company, UTEK Knowledge Express, which has technology transfer offices and a customer base in 30 countries.

Management of Centres and Institutes

The School for Graduate Studies and Research continued to oversee the operations of the Disaster Risk Reduction Centre until a Director was appointed on August 1, 2008; and continued to oversee the operations of the Institute for Sustainable Development until an Institute Coordinator was appointed on July 1, 2008.

The Disaster Risk Reduction Centre

One of the first priorities in 2007/2008 was to give the Disaster Risk Reduction Centre (DRRC) greater visibility. A webpage was established for the Centre and located under the Vice Chancellery of the UWI. A brochure and poster on the DRRC were designed and completed in time for the 3rd Comprehensive Disaster Management Conference

held in Barbados in late 2008. The DRRC, together with the Seismic Research Centre (SRC), shared a booth at the Conference in which the work of the two Centres was promoted.

To commemorate the 60th anniversary of the UWI, the DRRC, together with the Department of Geography and Geology, hosted a Symposium entitled 'Recent Developments in Disaster Risk Reduction: A University of the West Indies Contribution' in July at the Mona campus. The presentations from this Symposium were subsequently published on CD by the DRRC and copies sent to participants and to funding agencies.

The DRRC and the Geological Society of Jamaica (GSJ) hosted a seminar to mark International Day for Disaster Reduction. The presentation was given by Mr Rafi Ahmad of the Department of Geography and Geology on 'Debris Flows and Floods in Jamaica'.

Collaboration

The DRRC coordinates disaster risk reduction initiatives across the UWI. A questionnaire was circulated to academic staff and departments on the four campuses in order to (a) identify undergraduate and postgraduate courses that contained a natural hazard or disaster component; (b) to determine the amount and areas of research work undertaken by graduate students in the area of disaster risk reduction and management and (c) to establish the levels of research work undertaken by academic staff and their expertise in the various aspects of hazards and disasters. The DRRC is also working with the UWI Consulting Company in identifying expressions of interest in the field of disaster management. In this context, the Director participated in a workshop that was hosted by the Consulting Company entitled *How to excel in the business of consulting*.

The DRRC's links with the CDERA represent an important partnership in achieving the success of the capacity building and knowledge management programmes for the Caribbean region. The Director of the DRRC is the University representative on the European Development Fund (EDF) Executive Committee and the Steering Committee for the Institutional Support and Capacity Building for Disaster Management Project. The DRRC has been invited by CDERA to lead the teaching and research component in its comprehensive disaster management strategy for the region.

The DRRC is also engaged with CDERA in the IDB-funded project entitled “The Regional Disaster Risk Management for Sustainable Tourism in the Caribbean” and is the Chair for the Technical Advisory Committee which met twice in 2008 to review the consultants’ reports on the project. The Director of the DRRC has also taken part in the workshops held by the two consulting firms engaged on the project.

The DRRC has been in negotiations with the World Bank to coordinate a comprehensive *Caribbean Risk Atlas* project. It is expected that this project will commence in the first quarter of 2009. The DRRC is finalising a project with the Canadian International Development Agency (CIDA) entitled ‘Support to Establish an Effective Mechanism for the Acquisition, Management and Dissemination of Comprehensive Disaster Management Knowledge in the Caribbean’. In response to the Government of Antigua’s request for assistance after hurricane Omar, the DRRC provided a UWI geotechnical engineer from the St Augustine campus to advise on the rebuilding of damaged roads in the south-west of the island.

Courses, Workshops & Conferences

Mr Maurice Mason, Project Officer at the Institute for Sustainable Development (ISD), took part in a UN-SPIDER

regional workshop in mid-July in Barbados at which he presented a paper entitled ‘The Disaster Risk Reduction Centre: An Insight’. Mr Mason also attended the 5th Canadian Risk & Hazards Network (CRHNet) symposium that was held in St John’s Nova Scotia, Canada in November.

Professor Trevor Jackson, Director of the DRRC, took part in the 3rd CDM conference held in Barbados in December 2008 and presented a paper on ‘Mainstreaming Comprehensive Disaster Management in the Education Sector of the Anglophone Caribbean’.

During the review period a technical report was published: Ahmad, R. & Mason, M., 2007 (in 2008). “A socio-economic impact assessment of a 1907-type earthquake on the Jamaican economy” (2005). *The Disaster Risk Reduction Centre Report*, 78 pp.

Institute for Sustainable Development

The ISD was involved in several regionally significant projects and programmes during 2007/2008. Through Professor Anthony Clayton, ISD served as advisor and lead researcher in the UNEP Integrated Assessment Programme which has designed and field-tested a new Integrated Assessment Methodology that will be deployed world-wide



Hope River in spate following passage of Hurricane Gustav



Damage inflicted by Hurricane Gustav on road in Bog Walk gorge

by UNEP in 2009. Again through Professor Clayton, ISD is the lead policy advisor for the Fifth Summit of the Americas and for the 2009 Commonwealth Heads of Government Meeting, both of which will take place in Trinidad and Tobago in 2009. ISD's responsibilities include drafting the main policy commitments for both meetings.

ISD also implemented several projects through its Hospitality and Tourism Unit. These included: Collaborative work with the Inter-American Institution for Cooperation in Agriculture and with the Organisation of American States on the development of agro-tourism in Jamaica; the development of a tourism system model for Jamaica which focusses on the participation of urban and rural youth in community-based tourism enterprises, and which is being tested through the Organisation of American States' Youth Americas Trust; and, in collaboration with the Cartesius Institute of the Netherlands, continued the project on 'Overcoming Water Constraints on Tourism Development in Small Island States'. ISD is also working closely with the Planning Institute of Jamaica and other stakeholders on the development of a strategic framework for tourism for the National 2030 Plan for Jamaica.

Consistent with the goals of the University's 2007–2012 Strategic Plan to emphasise international collaboration as well as increase national impact, ISD placed considerable emphasis on developing and working within collaborative research networks during 2007/2008. Members of the networks include the Caribbean Academy of Science, the University of Technology in Jamaica, the School of Engineering at the University of Surrey, the Institute for Studies of Science, Technology and Innovation at the University of Edinburgh, the Centre for Social and Environmental Accounting Research at the University of St Andrew, the UNEP Division of Technology, Industry and Economics, the Intergovernmental Panel on Climate Change, the Cartesius Institute of the Netherlands, the University of Malta, Mico University, the Ministry of Foreign Affairs and Trade, Jamaica, the Statistical Institute of Jamaica (STATIN) and Air Jamaica Ltd.

ISD continued to place strong emphasis on the training of PhD students during the review period, a number of whom graduated in 2008 and several of whom will graduate in 2009.



MR C. WILLIAM ITON – University Registrar

Office of Administration

Introduction

During the period under review the Office of Administration continued to provide administrative support to the Chancellor and Vice-Chancellor while striving to continuously improve the way it discharged its responsibilities and the way it managed its relationships. Special emphasis was placed on developing the talent pool within the Office and there were several upward adjustments of staff and confirmation of positions. The mission of the Office of Administration is to provide the best possible administrative services to the University and to facilitate the achievement of the UWI's mission and strategic goals. The Office of Administration therefore seeks, *inter alia*, to ensure that:

- The appropriate systems and procedures are in place across the University for the admission, registration, examination and well-being of students
- The processes relating to people management and talent development are responsive and effective
- The business of the University committees, through which governance takes effect, is conducted properly
- The University's archives and records are adequately managed and secured; and
- The University's major stakeholders are kept informed of developments taking place within the institution.

This report chronicles the activities of the Units of the Office of Administration, namely, the Secretariat, Archives and Records Management, Human Resources, Information Technology, and International Programmes.

Highlights of Activities

The 2007/2008 academic year marked the beginning of the University's third five-year Strategic Plan (2007– 2012) and, given that one of the major enablers of the Plan – “transforming the administrative and leadership culture” – was to be led by the University Registrar, considerable time was spent clarifying the operational plans for realising its objectives. Working closely with the Pro Vice-Chancellor, Planning & Development, the necessary action steps and metres to guide the implementation process were identified. The University Registrar spent the first month of his tenure sharing his vision with the registrarial staff of all the campuses and gleaned valuable feedback from them. There was also a deliberate attempt to convene regular staff meetings to share ideas and information, and to build the desired level of team spirit. In April 4–5, 2008 the annual Registrars' Retreat was held at the Normandie Hotel in Trinidad and sixty-eight members of staff from the Registries of the four campuses participated actively in the two days of animated discussion on the way forward. The Retreat, under the theme ‘Enhancing Personal Productivity’, was facilitated in part by the University Registrar and leadership consultants Martin and Gail Francis who introduced the “Enhanced Personal Productivity” (EPP) programme. Other speakers included Professor Clement Sankat, Pro Vice-Chancellor & Principal of the St Augustine Campus, Pro Vice-Chancellor Dr Bhoendradatt Tewarie, who elaborated on the expectations of the new Strategic Plan and Mr Winston Bayley, University Bursar.



Delegates to the Association of Commonwealth Universities Human Resources Conference in Tobago

The Office of Administration played an important role in coordinating meetings of the Standing Committee on Ordinances and Regulations (SCOR) focussed for the most part on revision of the relevant articles of the Statutes and Ordinances to accommodate the establishment of the Open Campus, while the Human Resource section of the Office had the responsibility for recruiting persons for senior positions within the Open Campus.

During the review period a pilot project was initiated to introduce the Balance Scorecard assessment system to staff in the Office of Administration. It is anticipated that the final scorecard will be rolled out during the 2008/2009 academic year. The University Registrar also conducted leadership workshops at the St Augustine and Open campuses, in the Office of Administration itself as well as during the Office of Finance Retreat to introduce the SERVE model to senior administrative and professional staff.

Information Technology & Communication

The University Management Report Generation project, which provides consolidated integrated reports on the core enterprise systems for student and human resources, was expanded to include student/staff ratios, trends in applications and degrees awarded and in actual versus

projected enrolment. The system can generate reports for University meetings and responds to ad hoc requests for cross-campus information from many constituents. Another positive achievement from this project has been provision of an online, searchable database of courses across the University, including information such as course names, codes, course description, credits, and equivalents. An historical student database has also been established containing basic information on all students who ever attended the University for whom electronic records are available.

A unified Online Application Form exercise commenced at the beginning of the first quarter of 2008. This exercise identified the differences and similarities between the various campus online application offerings and sought to standardise the processes across the University.

A revised Information & Communication Technology (ICT) Policy for the UWI was adopted by the Finance & General Purposes Committee at its meeting in May 2007. The policy seeks to ensure that the provision, operation and maintenance of its IT resources do support instructional, research and administrative activities. The text of the policy was widely disseminated to staff and students and the unions were also informed. Implementation, however, is yet to be assured.

Work continued apace with the enterprise identity management project and the integrated student pilot portal project at St Augustine. This enterprise identity management project is a cross-campus project involving the Information Technology experts across the University. The objective is to enable seamless access to information, communication and technology resources by staff and students across the University. During the period the following was achieved:

- Virtual Private Network (VPN) established
- Trust relationships with campus-active directories established
- Test environment established
- Pre-production testing in progress

During the period the 'Xtender Document Management' pilot project was completed. This project was a joint initiative involving Records Management, the Office of Finance and Campus Bursaries. The IT Unit continued to provide support to the Institutional Advancement Division of the Vice-Chancellery with the implementation of "email for life" for alumni using *Google Apps and Raisers Edge Alumni* system. In addition, the Centre Webmaster continued to provide support for the offices of the Vice-Chancellery.



Registrars' Retreat in session, at the Normandie Hotel, Trinidad & Tobago



July-at-UWI participants pay courtesy call on the University Registrar

International Programmes

The International Programmes Unit aims to strengthen the image of the UWI among the 'high positioned' universities in the USA, UK and Canada such as Yale, Cambridge and Manitoba respectively. During the year visits were made to York University, Queen's University and University of Toronto in Canada; Clark University, Spelman College, Georgia State University and Berry College in Atlanta, USA. Later in the year visits were also made to Yale, Cambridge and Manitoba Universities in an effort to strengthen links, clarify issues which could jeopardise relationships as well as to share best practices.

In November 2007 Miss Lilieth Nelson, Director of International Programmes, participated in the 42nd Conference of the North American Association of Summer Sessions held in Hawaii. The conference offered a useful opportunity to market the UWI's international programmes among the member universities. Arising from this, agreement was reached for two customised study abroad programmes to be delivered at UWI during the winter and summer inter-sessions.

During the review year, the International Programmes Unit successfully negotiated sixteen memoranda of understanding, of which 10 were executed at Mona. A total of 84 students and 14 visiting faculty members took part in the programmes.

Two modules of the July-at-the-UWI programme were planned and delivered focussing on the Environment.

The 2007/2008 academic year marked the beginning of the University's third five-year Strategic Plan and, given that one of the major enablers of the Plan – “transforming the administrative and leadership culture” – was to be led by the University Registrar . . .

Module 1 was based at Mona while Module 2 took participants to Barbados and St Lucia.

Archives and Records Management

The Archives and Records Management Programme continued to function during this period under the guidance of Miss Jo-Ann Georges, the Campus Records Manager at St Augustine, who acted as University Archivist.

The Archives continued to welcome visitors to the facility and assisted 83 researchers. Many of these were students, particularly from the Department of History and Archaeology, who used materials from the Archives for their assignments.

The Acting University Archivist, Ms Jo-Ann Georges, made lecture presentations in the Records Management Certificate course offered by the Programme.

Other Significant Undertakings

The Integrated Web Portal and Enterprise Identity Management project was initiated through a grant given to the University by the CampusEAI consortium of Universities. The portal was developed as a pilot for the St Augustine Campus and was handed over to the University in April 2008.

The Office of Administration in collaboration with the University of Ghana, successfully planned and hosted on the Mona Campus a seminar on the theme ‘Quality and Equivalence: issues in Education Abroad’, which was funded partly by the Commonwealth Universities Study Abroad Consortium. The annual Commonwealth Universities Study Broad Consortium (CUSAC) members’ meeting was hosted at Mona following the seminar.



Participants in the Seminar on Quality and Equivalence: Issues in Education Abroad, partially sponsored by CUSAC and organised by the UWI in collaboration with the University of Ghana



MR WINSTON BAYLEY – University Bursar

Office of Finance

Introduction

The Office of Finance continued during the year under review to pursue its mandate of ensuring the financial stability of The University of the West Indies by closely monitoring and providing direction to the University's financial affairs. The co-operation and collaboration of the Campus Bursaries have been critical in giving effect to the foregoing, and in sustaining the improvements gained in areas such as financial reporting, financial services, management of assets, and the timely completion of the Financial Statements for the external audits.

Financial Reports

The Financial Reports and Consolidated Financial Statements for the academic year 2007/2008, including the Financial Statements of the three campuses and the University Centre, were presented to meetings of the University Finance and General Purposes.

The External Audits of all the campuses and the University Centre for the year ended July 31, 2008 were completed before the end of November 2008 – well within the targetted time. The tremendous effort of the Bursars, other Managers and staff of the Bursaries and the Office of Finance in achieving this is acknowledged and appreciated. Academic and operational managers are also commended for their co-operation.

Banner Finance

All campuses are currently using Banner version 7.0 which is by far the leading software used by universities to

provide accounting services. An upgrade to Version 8 is anticipated. Meanwhile implementation of the fixed assets module of the old version is still in progress. The University has been utilising the services of *Evisions*, a partner of SunGard, which are the owners of Banner software, to enhance the functionality of some modules of Banner. Currently, the *Form Fusion* and *Intellecheck* modules have been implemented.

ARGOS, which is also supplied by *Evisions* was chosen as the Report Writer for the financial reports of the University. Commencing in April 2009 all campuses and the Centre will be trained in the use of the software by personnel from *Evisions*.

At the 2008 Banner Summit, the University Centre, in conjunction with the Mona Campus, made a presentation on the topic *Banner Xtender Solutions: Imaging on a Shoe String Budget*. This was very well received by participants from other Universities.

FSSU/UWI Pensions Scheme

The Office of Finance continued to be actively involved in the monitoring of and reporting on the FSSU/UWI Pension Scheme. Following the completion in July 2007 of the transition of the administrative services from Capita Hartshead/FPS to Northgate HR (now NorthgateArsino) the major items of post transition were completed. These included:

- Reconciliation by Campus Bursars of members' transition balances between the former and current



Winston Bailey (right) being congratulated by Sir Fred Gollop, acting Governor General of Barbados, on being awarded the Gold Crown of Merit

administrators. This was monitored and coordinated by the Office of Finance.

- In February 2008 re-launch of the website which now allows members to access and manage their FSSU information and investment allocations.

The Office of Finance continued to provide timely communication by:

- Circulating relevant information and having discussions with the campus bursaries, departments, pension administrations, member representatives and pension sub-committees with respect to policy, procedures and members' queries.
- Organising visits to the campuses for discussions with the Pensions Committees and individual members.
- On-going communication with the administrator, consultants and advisors to achieve operational efficiencies in keeping with best practices and relevant regulations.

A series of challenges has surfaced in the financial sector leading to recession in economies throughout the world, depreciation in the values of most investment classes and consequent reduction of pension schemes values, including that of the FSSU.

The Office of Finance continues to monitor the situation, and the impact that it is having on members' investments. Together with the University Pensions Committee, whose membership includes the Bursars and representatives of the West Indies Group of University Teachers (WIGUT), it continues to review the reports from the advisors.

Investments

Discussions with the Campus Bursars and the Treasury Managers are continuing with a view to including joint investment as an investment option.

Fund Raising

The Office worked closely with the Vice-Chancellor's Office in the establishment of a UWI Regional Endowment Fund and the UWI Consulting Inc. The Office also collaborated with the PVC Planning and Development in exploring loan financing.

Budgets

Budget holders are able to review detailed transactions related to their specific department online; in addition, budget holders are provided with monthly budget variance reports.

The Office of Finance continued to coordinate the preparation of the Biennial Estimates of the campuses and the University Centre. Meetings of the Technical Advisory Committees (TACs) were held in the Cayman Islands on February 11 and 12, 2008. The opening remarks were delivered by the Chief Officer and Permanent Secretary in the Ministry of Education, Mrs Angela Martins, on behalf of the Minister of Education, The Hon Alden M. McLaughlin, JP.

Meetings of the Campus Grants Committees and the Uni-

versity Grants Committee were held at the Mona Campus in Jamaica on April 2, 2008. The University Grants Committee was chaired by the Honourable David Thompson, Prime Minister and Minister of Finance, Barbados.

Tuition Fees

The recommendations with respect to tuition fees for year 2008/2009 were accepted and approved by the University Council at its annual meeting in April 2008.

Special Projects

New special projects initiated for the financial year ended July 31, 2008 valued BD\$2.4 million. Costing of proposals is provided as requested by principal investigators.

The Office of Finance had the responsibility of coordinating the finances of the 60th Anniversary Celebrations for the University Centre.

Annual Retreat

On June 12 and 13, 2008 there was the Annual Retreat of Campus Bursars and the senior management of the Office of Finance and the Bursaries. The Retreat was hosted this year by the Mona Campus, and the Principal of Mona gave the welcome address. The Managing Director of Royal Bank of Trinidad and Tobago, Miss Minna Israel, delivered the main address. The Vice-Chancellor and PVC Planning and Development also made presentations.

Papers presented and ensuing discussions focussed on implementation of the Strategic Plan 2007–2012. Topics also included the progress of the implementation of systems for the Open Campus. Some of the specific topics were:-

- update on the monitoring and implementation of the Strategic Plan 2007/2012
- overview of the proposed financial model for the Open Campus
- coordination required between the administrators of the Open Campus, the Office of Finance and the Bursaries
- transforming the leadership and administrative culture and processes of the UWI
- collaboration of UWI treasury management to maximise returns.



The Hon David Thompson (centre) Prime Minister/Minister of Finance of Barbados being welcomed by the Vice-Chancellor and University Bursar to the meeting of the University Grants Committee

Financial Code

During the year 2007/2008 the Financial Code was revised and approved by the University F&GPC. During the financial year 2008/2009 the revision of the Financial Procedures and Guidelines will be finalised.

The Strategic Plan 2007–2012

The Office of Finance coordinated the preparation and revision of the financial projections of the Strategic Plan for the period 2007 to 2012. The Office also worked closely with the Campus Management and the Office of Planning and Development on various initiatives related to one of the supporting enablers of the strategic themes – Funding the Enterprise – and was involved in the discussions concerning acquisition of additional financial resources.

The Open Campus

The Office of Finance played an integral role in assisting the Open Campus to establish its accounting system and operational framework. During the transition the Office remained committed to the Open Campus with respect to ensuring its financial viability and will continue to provide accounting services as it coordinates the accounting activities of the Jamaican arm of the campus.

The Office of Finance continues to recognise the importance of good customer service, and there is continuous effort to maintain a high standard of service for both internal and external customers

Projects & Commercial Operations

The University Centre is reviewing the utilisation of some of its commercial entities.

The Cardiff Hall House in St Ann is currently being refurbished for rental to the tourist market, and also to the University's staff and students at reduced rates. This venture is slated for opening in May/June 2009.

The Bellevue Great House in upper St Andrew is a site of great historical value, which the University hopes to restore through the assistance of the Jamaica Conservation and Development Trust (JCDDT). The location is also being considered for the promotion of eco-tourism which hopefully will aid in community development. However, the access road to this property is at the present time in disrepair and very challenging.

The land of the Old Wireless Station in Stony Hill has been reviewed by a professional developer as a possible area for residential development.

Customer Service

The Office of Finance continues to recognise the importance of this function, and there is continuous effort to maintain a high standard of service for both internal and external customers. Supporting elements of this are the measurement of the throughput of documents against predetermined standards.

Staff Development

The support given members of staff who are pursuing higher qualifications was maintained. Several staff members participated in various professional workshops.



Annual Retreat for Managers of the Bursaries and the Office of Finance at Morgan's Harbour Hotel, Port Royal, Jamaica, 2008



MRS BEVERLEY PEREIRA – University Counsel

The Legal Unit

The Legal Unit, as part of the Office of the Vice-Chancellor, provides legal services to the Vice Chancellery and all Centre entities. The Unit also responds to requests for assistance from Campus Principals on legal matters affecting their respective campuses.

General Legal Practice

During the period under review the Legal Unit continued to provide legal services in several areas of the University's operations, including:

- Advising on contractual matters relating to staff members
- Providing advice on disciplinary matters relating to staff
- Reviewing and, where necessary, amending collaborative agreements between UWI and other educational and international institutions
- Advising on Intellectual Property Rights: in particular, in collaboration with overseas counsel, taking steps to secure patent protection for new bacterial blight resistant varieties of Anthurium (St Augustine Campus)
- Drafting leases and dealing with other legal matters relating to University properties
- Interpretation of the Statutes, Ordinances, Rules and Regulations of the University
- Drafting contracts of employment to engage distance education course writers for the Open Campus
- Vetting software licences

- Vetting and, where necessary, negotiating Material Transfer Agreements and Clinical Trial Agreements
- Managing the legal processes required to secure gifts and bequests for UWI.

Legal Drafting

During the period under review the staff attorneys, as members of the Standing Committee on Ordinances and Regulations (SCOR), participated in the review and drafting of several instruments, including the revised MBBS regulations and amendments to various instruments in order to implement the recommendations of the Governance and Review Committees.

Protection of UWI Symbols

During this academic year the Legal Unit began the process of registering UWI symbols as trade marks in contributing countries. Applications were filed in Barbados, Jamaica, St Lucia and Trinidad and Tobago.

Establishment of UWI Companies

The Legal Unit secured the registration of the UWI Consulting Inc and the UWI Regional Endowment Fund as corporate bodies. The Board of UWI Consulting Inc appointed the Legal Unit as its legal adviser.

Presentations/Course Development and Delivery

- Presentation made on *Education and Training in Intellectual Property Rights: A Caribbean Perspective*, OAS/IPRTA Forum Conference, Mexico, July 2008
- At the request of the Centre for Innovation, Entrepreneurship and Wealth Creation, St Augustine Campus, a module was developed on *Intellectual Property Rights and Entrepreneurship*

Courses delivered

- Intellectual Property Rights and International Trade Policy (Postgraduate Course – elective in the Masters in International Trade Policy Programme, Cave Hill Campus; February 2008)
- *Trade Related Aspects of Intellectual Property Rights* (WTO Trade Policy post-graduate course for officials of CARICOM States, Mona Campus) March 2008

University Committees

Both attorneys in the Legal Unit served on the Standing Committee on Ordinances and Regulations (SCOR). The

University Counsel served on Council, Finance and General Purposes Committee, the University Strategy and Planning Committee, the Board of the University Press and the Board of the Institute of International Relations.

The Associate University Counsel served on the “Blue Book” Committee which is charged with the ongoing revision of the Rules for Academic, Senior Administrative and Professional Staff to reflect new policy decisions made by the relevant University Committees.

Public Service

The University Counsel continued to serve as a member of the Copyright Tribunal of Jamaica, a member of the Working Group on Geographical Indications of the Jamaica Intellectual Property Office, and of the Scholarship Committee of the Bustamante Foundation.

The Associate University Counsel continued to serve as:

- Board member of a community medical clinic, the Foundation of International Self Help (F.I.S.H.) and
- Board of St Andrew High School for Girls.





PROFESSOR THE HON REX NETTLEFORD – Vice-Chancellor Emeritus

Cultural Units of The Vice Chancellery

Professor the Honourable Rex Nettleford, Vice-Chancellor Emeritus, provides leadership to the Cultural Studies Initiative, including the Creative Arts Centres, the Radio Education Unit, the Library of the Spoken Word (at Mona) and the *Caribbean Quarterly* publication.

The Cultural Studies Initiative

The University of the West Indies recognises that it must take the lead in developing a cadre of persons grounded in a sensitive understanding of their own history and cultural heritage who can articulate and infuse this understanding into the society at every level. Their research should form the basis of a new approach to education, with changes in the curriculum which can create building blocks for a just and more humane Caribbean society.

With this aim in mind, all three campuses have students enrolled in the MA, MPhil and PhD programmes. The CSI programme, which is open to candidates wishing to pursue research in areas related to disciplines offered in any Faculty (whether Humanities and Education, Law, Medicine, Natural Sciences, Social Sciences), remains a multi- and inter-disciplinary one and is accessible on all campuses. In 2007/2008, four students graduated with the MA in Cultural Studies from Cave Hill, one with Distinction; three students graduated from St Augustine with the MPhil in Cultural Studies and Mona graduated one PhD student whose thesis was entitled “Critiquing Christendom: A Jamaican Christian Response to the Religion of ‘Globalisation’”. The recipient of the annual *Rex Nettleford Prize in Cultural Studies* awarded by the Rhodes Trust for study at

any UWI campus was Joseph Farquharson, a Jamaican linguistics scholar who will conduct a Jamaican Lexicography project. Admissions to the graduate research Cultural Studies programme located in the Institute of Caribbean Studies (ICS) at Mona will be suspended for academic year 2009–2010 in order to facilitate implementation by a new Head of ICS of plans for rationalisation of the programme, including the timely and effective identification of supervisory panels.

Two of the Units attached to the CSI are actively engaged with the Open Campus: The Radio Education Unit supplies materials in the form of broadcasts and recordings to the Open campus sites and radio stations throughout the region and *Caribbean Quarterly* continues to supply journals to the Open Campus libraries. In keeping with the spirit of regional integration, and in celebration of the 60th Anniversary, the Philip Sherlock Centre for the Creative Arts (PSCCA) invited delegations from St Augustine and Cave Hill to participate in the annual drama festival, Tallawah, at Mona.

The staging of the seventh international biennial cultural studies conference of the Association for Cultural Studies (ACS) was held at Mona, in July 2008. It was coordinated by Dr Sonjah Niaah, the first recipient of the Rex Nettleford Prize in Cultural Studies.

The UWI recognises that it must take the lead in developing a cadre of persons grounded in a sensitive understanding of their own history and cultural heritage who can articulate and infuse this understanding into the society at every level.



Centres for the Creative Arts

The Errol Barrow Centre for the Creative Imagination, (EBCCI) Cave Hill

One of the highlights of the year under review was the introduction of the Bachelor of Fine Arts in the Creative Arts, which began in September 2007. The programme, which is built on a core of courses in history, theory and criticism of the arts, theatre, dance and film, opened with total enrolment of thirty. A proposal for a Masters degree in Creative Arts with specialisations in Arts Education, Arts Management and Studio Arts (Dance, Theatre and Film) was approved by the Board for Graduate Studies and Research and is scheduled for introduction in academic year 2009/10.

Celebrated writer, the Honourable Professor George Lamming, was appointed Honorary Distinguished Fellow and Writer-in-Residence for the period January to June 2008. Professor Lamming's residency assisted in strengthening the Centre's work in the arts and in developing its creative writing programme. The arts community benefitted from a four-month long fiction writing workshop conducted by Professor Lamming and UWI students were able to interact personally with him. In recognition of Professor Lamming's outstanding contribution, the EBCCI Pedagogical Centre was renamed the George Lamming Pedagogical Centre.

BIM, one of the Caribbean's most noted literary magazines was relaunched in December 2007 after a 13-year hiatus. The magazine, which was started by Barbadian novelist Frank Collymore in 1942, continues to be a conduit for Caribbean writers and poets. Professor Lamming serves as the Consulting Editor and Patron of the new *BIM: Arts for the 21st Century*, three issues of which have been published up to July 2008.

The "Imagine Youth" Summer Arts Programme was initiated in the summer of 2007. The aim of this five-week programme was in keeping with the Centre's mandate of fostering an interest and developing the skills of youth in the arts. Approximately 127 young people from all over Barbados and the region attended the Imagine Youth programme which will be expanded and become an annual event on the EBCCI calendar.

During the year, several plays were presented by students



An sample of activities at the EBCCI

enrolled in the BFA programme, among them *Sugar Pain Blues*, *Sizwe Bansi is Dead*, *Dutchman*, *For Coloured Girls who have considered Suicide/when the Rainbow is Enuf* and *Odale's Choice*. The latter play received several accolades locally and regionally but most importantly from its author, Professor Kamau Brathwaite who commented "This is the most beautiful and important production of this play I have seen". *Odale's Choice* was performed at the Opening Gala of the Crop-Over Festival in Barbados and was selected by the National Cultural Foundation as one of two Barbadian theatrical pieces to be presented at CARIFESTA X in Guyana in August 2008.

In February the Centre hosted a regional symposium on Heritage Tourism with the theme "Toward National Strategies for Sustainable Heritage Tourism Development in the Caribbean". The symposium was organised in collaboration with the Caribbean Tourism Organisation (CTO), the Caribbean Regional Sustainable Tourism Development Programme (CRSTDP), the Shridath Ramphal Centre for International Trade Law Policy and Services, the Ministry of Tourism, Barbados Tourism Investments (BTI) and Barbados Tourism Authority (BTA).

The Centre continued to offer a number of community outreach activities in the areas of dance, theatre and film. These took the form of workshops, focus groups, public lectures and film screenings. Four exhibitions were mounted in the EBCCI Arts Gallery, including recent works of Bill Grace; 'BABEL: beautiful, unsayable, meaningless, profound' by Stewart Brown; 'Cultural Treasures: Now and Then of Barbados' by Fielding Babb and the 'Ian Walcott Retrospective Exhibition'.



Young pianist, participant in the "Imagine Youth" programme





The Philip Sherlock Centre for the Creative Arts (PSCCA), Mona

The Philip Sherlock Centre embarked on the 2007/2008 academic year, which marked the Centre's 40th Anniversary, facing the challenges of serving a growing student population with the limitations of its existing space and facilities. However, support for the programmes and activities meant the Centre was able to continue to honour its mandate to provide a place for the creative imagination within the University. Central to the work of the Centre were the activities of the six major student cultural clubs and societies.

Foremost among these during the period under review, were the University Singers who launched their 50th Anniversary celebrations early in the academic year continuing through their Christmas concerts into the New Year and culminating with a gala Anniversary Concert during their annual season in June. Other highlights for the University Singers were the successful launch of their CD collection of Christmas songs and carols 'Season of Light' which quickly sold out; their appearances at the UWI Cave Hill Campus in Barbados as part of the official UWI 60th Anniversary celebrations, and a Gala Reunion Dinner reuniting former members of the group during Convocation Week held at Mona in July. The Singers' Musical Director, Mr Noel Dexter and Arranger/Composer, Mr Godfrey Taylor, also launched their book 'Mango Time' containing a collection of more than seventy Jamaican Folk Songs, making it the most comprehensive musical compendium of its kind.

The University Dramatic Arts Society and the UWI Camera Club marked their 60th Anniversaries along with the University, both having been founded by the first batch of undergraduates to enter the University College of the West Indies in 1948. The University Dramatic Arts Society, as its major activity, staged the epic play "An Echo in the Bone" by Dennis Scott, directed by Jean Small, in addition to performances in Tallawah, the tertiary drama competition, the Commemoration Week Concert and the fundraising concert "Lymelight". The UWI Camera Club maintained its commitment to fine art, black and white photography in the face of the challenge thrown down by the ubiquity of digital photography. The club's major exhibition entitled "Luminance" did, however, accommodate some use of digital images.

The University Dance Society, once again attracted capacity crowds to its Lunch Hour Concert in November, and successfully staged its major season in March entitled “Beyond the Boundaries”. The Society also hosted a master class from visiting Dance Tutor, Mr Jackie Guy, a former University Dance Society instructor and choreographer of the Musical ‘The Harder They Come’ in London’s famous West End.



The UWI Panoridim Steel Orchestra was called upon to play at several events for the year, including the farewell function for outgoing Mona Principal, Professor Elsa Leo-Rhynie, the Annual Carol Service, the launch of the UWI 60th Anniversary Celebrations, the Commemoration Week Concert, and the Vice-Chancellor’s reception during the 60th Anniversary Special Convocation. The group’s excellent concert season ‘PANFEST 2008 in HD’ was performed over two weekends in July and also coincided with the UWI 60th Anniversary Special Convocation.



The UWI Chorale continued to develop throughout the year under review, participating in several University events, including the Annual Carol Service, the Commemoration Week Concert and the Co-curricular Awards Ceremony. The Annual Concert Season attracted enthusiastic audiences.

Other events hosted by the Centre included the KUUMBA Creative Market Place, the launch of Jamaican Poet Olive Senior’s poetry anthology ‘Shell’, Sunday Morning Readings, free Lunch Hour Concerts each Thursday during the semester, the Clubs and Societies Expo and performances by off campus groups and individuals. The link between ‘town and gown’ was further maintained through the Centre’s part-time courses in Creative Writing, Yoga, Voice and Speech and Floral Arrangement, all of which seek to promote personal development and possible income generation for their participants.

Academic Programmes, Drama

Despite some initial disruption as a result of the aftermath of Hurricane Dean, the Semester I Drama and Theatre courses got underway as scheduled. Both Semester I and II courses were well-subscribed and continued to be popular options with students in the undergraduate programme, particularly Education majors at Mona, as well as at the Mico University College and in the UWI BED programme taught at the Moneague Teachers’ College.



Scenes from the production (Une Tempête) ‘A Tempest’

The Centre for the Creative and Festival Arts became a Department of the Faculty of Humanities and Education. Beyond its normal delivery of academic programmes, it offered many activities and events for the University and national community

The Staff Tutor in Drama, Brian Heap, also served as External Examiner for Drama courses in the Joint Board of Teacher Education programme for Teachers' Colleges.

A highlight of Semester I was the Annual Tallawah Student Drama Competition, which was staged over five nights. The competition included performances by University Halls of residence, Colleges, youth groups and individual entrants.

The University Players, the resident theatre company of the Philip Sherlock Centre for the Creative Arts, began a very active and successful year with the staging of Alan Ayckbourn's comedy 'Bedroom Farce', directed by Brian Heap, which was nominated for five 2007 International Theatre Institute (Jamaica Centre) Actor Boy Awards, for Best Comedy, Best Director, Best Production and Best Actress in a Supporting Role (Nadean Rawlins). For its second major production of the year, the University Players turned to the Caribbean and, in honour of the 60th Anniversary of the University of the West Indies, produced a staging of 'A Tempest' (*Une Tempête*) by Aimé Césaire, an Honorary Graduate. During the rehearsal period, the actors learned of Césaire's death in Martinique, so that the staging of the play became something of a memorial for this great Caribbean man of letters. 'A Tempest', also directed by Staff Tutor, Brian Heap, received enthusiastic reviews from audiences and critics alike, particularly for the innovative lighting designs of the PSCCA's acting Technical Assistant, Antonio Graham. 'A Tempest' also featured excellent performances from a company of sixteen players led by Jamaican actor Rooney Chambers as Prospero, Christopher McFarlane as Caliban and Nadean Rawlins as Ariel.

The Philip Sherlock Centre was also host to the staged reading of "Break the Waters (of the Deep) . . . Set the Echoes Free", directed by Eugene Williams to commemorate the Bicentenary of the Abolition of the Trans-Atlantic Slave Trade. The production was an emotionally charged collage of extracts from historical documents and literary works concerned with the trans-Atlantic trade in enslaved Africans. The performance elicited strong responses from members of the audience, especially since they were led into the theatre by way of an entrance under the stage, which simulated the lower decks of a slave ship. The production was supported with funding for advertising by the Jamaica Bicentennial Committee.

The PSCCA continued to maintain its high profile in

international Drama research through the Staff Tutor's involvement in an international collaborative project on 'Creativity and Drama' with universities from the USA, Canada and Norway. This resulted in the publication of a number of significant papers as well as presentations at international conferences in the United States and Great Britain.

Academic Programmes, Music

Courses taught by staff tutor, Ms Marjorie Whyllie, included *Introduction to Music; Music of the English Speaking Caribbean; Music and Dance in the Primary School*. Non-credit courses, including one-on-one classes in keyboard skills and voice continued during this year. However, students requesting classes in clarinet and violin were directed to private tutors and to the School of Music of the Edna Manley College.

At the request of the International Programmes Unit of the Office of Administration, seminar-workshops were given to students and faculty members of Florida State University and the University of Minnesota on *Music as an engine and reflection of the development of Caribbean culture*, and on *The pivotal role of the drum in Jamaican ritual and social practices: its effect on body responses and group interaction*, respectively.

The Staff Tutor was member of the supervisory panel of two PhD candidates in Cultural Studies, and was Staff advisor to the UWI Panoridim Steel Orchestra.

University/Public Service: Academic year 2007/2008 saw continuing participation on the planning committees for Matriculation, Commemoration, Convocation, Graduation and Student Awards ceremonies and on the Chapel Management and PSCCA Management Council. Ms Whyllie was an active member of UWI's 60th Celebrations Planning Committee, and was Event planner/producer of the successful *Jazz Goes to UWI* evening at the residence of the Vice-Chancellor, which featured alumni, members of staff and other members of the UWI family.

Ms Whyllie was interviewed by the Public Broadcasting Corporation on Jamaican Music and Culture, and served as a member of the Committee of the Anthony Sabga Awards for Excellence. Acting as consultant to the Taste Talent Competition, she conducted subsequent auditions and voice training with the winner and runner-up, in preparation for recordings and public concerts. She

continued as coordinator of the Jamaica International Ocho Rios Jazz Festival's Education Committee and the Sonny Bradshaw School and Community Band Competition. The Staff Tutor sought to introduce and expand the playing of the genre of jazz in schools with music departments, and to encourage the playing of wind instruments. She was also invited to be a member of the Interim Committee on the Entertainment Industry (radio); contributed to position papers and the establishment of policy and served on the committee drafting plans for Drum Festival 2008 for the Ministry of Information, Culture, Youth and Sport.

Ms Whyllie received the **King Omar Productions Lifetime Achievement Award** for outstanding contribution to the Music Industry for over 40 years as Educator, Composer/Arranger and Performing Artist.

**Centre for the Creative and Festival Arts,
St Augustine**

The Centre for the Creative and Festival Arts became a Department of the Faculty of Humanities and Education during the review year. Beyond its normal delivery of academic programmes, it offered many activities and events for the University and national community. The units or sub-disciplines in the Department have all contributed to one or more special events during the academic year 2007/2008. Some of the highlights include the following:

- **Musical Arts** – Production of *The Sound of Music* by the Festival Arts Chorale, UWI at the Queen's Hall, June 26– 29, 2008
- **Theatre Arts** – Production of *Bitter Cassava*, a play by Lester Efebo Wilkinson at the Learning Resource Centre, St Augustine, March 28–April 6, 2008.

These two productions underscore the tremendous work of the Dramatic Director, Mr Louis McWilliams, who collaborated with the effervescent Mr Jessel Murray, Musical Director of *The Sound of Music*. Both productions performed to sold-out audiences and received with wide acclaim.

It is also noteworthy to mention the tour to Massachusetts, USA of the Festival Arts Chorale and the UWI Festival Steel Ensemble, both directed by Mr Jessel Murray. These groups jointly performed at Elms College, Chicopee; Amherst College, Amherst; Fort River Elementary School, Amherst; and Amherst Regional Middle School, Amherst in May 2008.



Scenes from: 'Sound of Music' (top); 'Bitter Cassava' (centre) and 'Sole to Sole' (bottom)



Leanna Williams receiving, on behalf of her brother Mr Atiba Williams, prizes for the most original compositions in the Musicanova competition from Mr Mark Loquan, at the Nova Awards Ceremony

Another production, the second of the Department's annual Showcase Concert Series, entitled *The Rainmakers* spawned a new work that combined the original music of Music Lecturer, Dr Jeannine Remy, with the script and musical talent of Ms Franka Hills-Headley, part-time lecturer. These two women collaborated in an integrated arts production using a narrative with drama and dance to frame a 45-minute musical work performed by the Golden Hands Steel Orchestra directed by Hills-Headley and co-directed by Dr Remy. This work also utilised the resources of the UWI Percussion Ensemble, directed by Remy. As a result of this sterling performance, the "Rainmakers" team was invited to The Percussive Arts Society International Convention in Austin, Texas in November 2008.

Kaiso Dialogues 4, an annual event presented by the Carnival Studies programme, continued its tradition of initiating an interactive talk-show type scenario with leading artistes in the music business. In November 2007 the event featured The Mighty Duke, Black Stalin and Maximus Dan.

The Department of Creative and Festival Arts extended its working relationship with the Music Literacy Trust and, in collaboration with the Cultural Development Programme of the Inter-American Development Bank, launched the inaugural Musicanova original music competition for steelpan solos and duets, with and without piano accompaniment. This was restricted to nationals of Trinidad and Tobago and was a resounding success with winning compositions being featured at the second *Musicanova* concert at the School of Continuing Studies Auditorium on February 17,

2008. The compositions will also feed into the repertoire of music for the Graded Examinations in Solo Steelpan Performance which is administered by the Department in Trinidad and Tobago and to interested teachers and students of steelpan in the region.

Dr Anne Osborne, coordinator of the Music programme and coordinator of the Graded Examinations in Solo Steelpan Performance presented a paper on this music education intervention at a meeting at Buckinghamshire New University, High Wycombe, UK, on November 10, 2007.

The Department's developing Dance programme produced its annual dance production, *Sole to Sole* at the Learning Resource Centre on April 27, 2008. This provided an opportunity for the students of the Certificate in Dance and Dance Education to present their skills in dance and choreography for assessment as well as for the edification of the dance fraternity and general public.

On the Arts Education front, the Department published in January 2008 *Arts Education for Societies-in-Crisis: Papers from the 2nd International Caribbean Arts Education Symposium June 2005*. This featured contributions by Pat Bishop, Louis Regis, Jeannine Remy, Annie Paul, Alwyn Bully, Hollis Liverpool, Dani Lyndersay, Jo-anne Tull, Paloma Mohammed and more.

Arts-in-Action continues to inform and entertain in many areas and on many occasions, a special one being a Royal Command performance during the visit to the UWI by the Prince of Wales HRH Prince Charles.

The Department presented a Jazz Night for the Retirement Conference in honour of Professor Gordon Rohlehr in the School of Continuing Studies Auditorium on October 6. This concert featured the UWI Caribbean Contemporary Music Workshop, a musical entity specialising in Kaiso-Jazz, formed by the late Mervin Williams and now directed by Mr Enrique Moore.

Animae Caribe and the student exhibition in the National Museum, *Art and Aesthetics 2008* were resounding successes and were the highlights of the Visual Arts programme of the Department. Visual Arts lecturer, Mr Steve Ouditt, was invited to present an exhibition at the prestigious Third Guangzhou Triennial 2008 at the Guangdong Museum in China. The concept of the discourse revolved around the theme 'Farewell to Post-Colonialism.'

The Library of the Spoken Word is being developed into an audio documentation and research facility for students, staff and the public, with the mission of preserving the collective memory and historical and cultural patrimony of the Mona campus through audio recordings

One very memorable item in July 2008 was the Caribbean Creative Writers' Residential Workshop 2008 hosted by the Cropper Foundation and Department of Creative and Festival Arts. Professor Aiyejina and Dr Merle Hodge were facilitators.

Other activities continued that were representative of the work that the Department contributes to its community within and without the University such as the Community School of the Arts, Discovery Camp, Voices and Steel Concert, the Festival of Nine Lessons, *Breaking the Ground* VMusic students' concert, Visual Arts Certificate Students' Exhibition, Film and Video 2008.

Radio Education Unit

The 2007/2008 academic year was one of mixed fortunes for the Radio Education Unit. In February, 2008, the Unit collaborated with the Audio Visual Section of the National Library of Jamaica and hosted a one-day workshop for Audio Visual Librarians. It also collaborated with the Social Marketing section at Caribbean Institute of Media and Communication (CARIMAC), in organising and launching the first Development Communication Week

(April 28 to May 2), during which students of CARIMAC presented and displayed their major projects to the public.

As part of its effort to promote the UWI and its work regionally, the Unit embarked on a UWI 60th anniversary project, highlighting some of the individuals who have contributed to the development of the University. This involved collaborating with past and present students of the University from across the region, and documenting the information by audio interviews.

The Unit continues the advocacy campaign with the Audio Visual Unit, National Library of Jamaica, to build public awareness for the preservation of the history and cultural patrimony of the Caribbean, so that future generations can access and benefit from the sound base/grounding of a preserved collection.

The Library of the Spoken Word is being developed into an audio documentation and research facility for students, staff and the public, with the mission of preserving the collective memory and historical and cultural patrimony of the Mona campus through audio recordings. However, the contents of this Library are being catalogued by a





system developed ‘in house’ by staff members who have no training in the established library cataloguing systems. Despite this, users nevertheless have easy access, and have expressed their appreciation for the availability of information in the audio format.

Studio Issues: In the area of production, the studio at the Radio Education Unit is now ‘coming into its own’ as a production facility. Over the past year, it has attracted a number of new clients who have expressed an interest in a long-term relationship; likewise, the regular clientele is losing its sporadic character as clients move towards a stable relationship with the Unit.

A major setback in studio service remains the quality of the aesthetic of the inside of the studio which has experienced much rain damage over the years. Despite repeated appeals for repairs to the damage, nothing has been done to date.

Support Services: The Radio Education Unit continues to provide support in the form of free in-studio and on-location recordings for students and staff. In 2007/2008 staff, students, departments and units benefitted from over one hundred and sixty hours of free recording time – a 100% increase over the time allotted in the 2006/2007 academic year. The value of the time for 2007/2008 is over three hundred thousand Jamaican dollars.

Teaching Activities: In keeping with a major focus of the University’s Strategic Plan, the Tutor/Coordinator supported the effort for the delivery of quality teaching to students by collaborating with various Departments on the Mona Campus in teaching Radio Production Techniques, Public Relations, Media Campaign Strategies and Tactics, as well as Social Marketing.

Student Supervision: Ten final year students from the

CARIMAC were supervised by the Tutor/Coordinator in this academic year. The Tutor/Coordinator was also second examiner for ten final year radio students in their projects and for all final year Social Marketing students from CARIMAC in the presentation of their portfolios and Communication Analysis and Planning projects.

Caribbean Quarterly

The University of the West Indies, celebrated its 60th Anniversary in the year 2008. *Caribbean Quarterly* sought to commemorate such a signal event with the dedication of all the issues of the year to the act of ‘becoming’, for this is the heartbeat of the survival strategy of the region which the University was set up to serve. Volume 54, numbers 1 & 2, “Literatures and Ideas”, contained some forty poems which had previously been published in *CQ*; essays by June Castello, Eduoard Glissant, Wilson Harris, John Hearne, George Lamming, and CLR James; a short story by Olive Senior, and a tribute to Sir Philip Sherlock, co-founder and Editor of the University’s flagship journal, which was founded in 1949. Volume 54, number 3 was edited by Neville McMorris and celebrated the tremendous contribution made by UWI’s scientists and medical practitioners. It explored topics as relevant as global warming, effects on the Caribbean coastline, the work of the biotechnology centre in tissue culture, cataloguing research into the properties of indigenous medicinal plants, and an interview with Professor Wynter on the early days of the Medical Faculty and on the establishment of the Fertilities Management Unit. Volume 54, Number 4 was devoted to exploring Caribbean history. Edited by Sir Roy Augier, some sixteen articles were selected from the hundreds submitted to *CQ* over the years. These articles explored issues of gender and resistance, as well as honouring the contribution made by Professor Elsa Goveia, the first ever Caribbean woman appointed Professor of West Indian History at the Mona Campus.

In addition, *Caribbean Quarterly* is to publish the entire contents of Volume 54 as a monograph entitled “A Celebration of Excellence: Caribbean Quarterly’s Tribute to The University of the West Indies”.

Caribbean Quarterly was well received at the Frankfurt Book Fair and the office received many enquiries about the journal. CAPNET, the Caribbean Publishers Network of which *Caribbean Quarterly* is a member, undertook to represent its membership at this prestigious event.



The University Libraries

During the year in review, the University Libraries played a significant role in fulfilment of the goals enunciated in the University's 2007–2012 Strategic Plan. Steps were taken to facilitate the goals of being a centre of excellence for research and innovation on matters related to the Caribbean, and producing graduates who are information literate, IT skilled and creative thinkers.

Information Technology

Technology remained at the forefront of the University Libraries' initiatives, and considerable strides were made in the development of the Libraries' information technology capacity to further strengthen infrastructure and facilities in the provision of research and reference support services.

At Mona, the acquisition of 125 computers (100 donated from the Office of the Principal, and 25 purchased by the Library) dramatically increased access to the Internet for students. The computers were placed in a newly created laboratory in the former Overnight Reading Room, in a Reading Room on the second floor, in the former Academic Staff Room, and in the refurbished Mona Electronic Reference Information Centre (MERIC). The Mona Library's growing collection of e-books reached approximately 111 titles. Although the use of these is still modest, there are indications of a steady increase in usage.

At the St Augustine Campus, the Libraries focussed on a number of IT related activities, including the implementation and customisation of the UWI DSpace institutional repository. The historical ICTA photograph collection was one of the first collections to be included in the DSpace repository.

In February 2008 the Libraries began implementation of SFX which is a tool that allows linking from an article citation in a database to the full text of that article. SFX is the second component of the new integrated library system which went live on the three campuses in January 2007. Essentially, SFX will provide users with quick and reliable access to full-text articles, electronic journals, e-books and library print holdings as well as a wide range of other web-based information resources. The implementation process is expected to be completed by the first quarter of the 2008/2009 academic year.

Another major focus over the past year at St Augustine was on the deployment of the recently installed integrated library system – ALEPH 500 – at the other Campus Libraries, namely, the School of Education, Institute of International Relations and the Arthur Lok Jack School of Business. With the introduction of ALEPH, and to remain current with the changes in the industry, training formed a major part of the activities at the St Augustine Campus Libraries. Training was also organised and executed in June 2008 for visiting colleagues from the Cave Hill campus.

A competition was held on the three campuses to provide students with the opportunity to select the name for the new OPAC (Online Public Access Catalogue). Each winner received a laptop and blackberry cellphone. From these three winning entries, one name will be chosen to be used across the three campuses.

In addition to the other activities, wireless internet access was implemented at the St Augustine Campus Medical Library. "Ask the Librarian" was set up for the Year 2 Medical students located in *my e-Learning*.



Digitisation

During the year in review, the University Libraries accelerated its efforts at digitisation. At Mona, as a prelude to a more expanded programme, a start was made on the digitisation of the works of Roger Mais and on historical photographs in the Library's West Indies and Special Collections which document significant moments in the UWI's history. At St Augustine, the Michael Goldberg Collection of picture postcards of 19th and 20th century Trinidad and Tobago (a total of 10,071 images) was digitised through a generous grant from a former member of library staff. Work also began on the digitisation of a number of other collections with an overall of 6,443 images digitised.

Information Literacy

In keeping with the emphasis on producing graduates who are information literate and are critical thinkers, the University Libraries continued their efforts at providing information literacy training.

At the Cave Hill Campus, the Main Library partnered with the Instructional Development Unit and provided the main academic input for the workshop *Research Methodologies Using Information Communication Technology: Information Strategies*. This enabled the Main Library to cement its relationship with instructional development initiatives being undertaken on the campus. The workshop also helped to strengthen the Library's Information Literacy programme and created new bridges between faculty members and the Library.

The Information Literacy Programme at Mona recorded an increase in the number of students participating – approximately 6,341 by the end of the year – also an increase of faculty interest in the programme based on their requests for more special discipline-focussed sessions. New tools like OURVLE were used for placing courses online and designing quizzes with feedback.

The annual summer workshop *Learning for Life* was held June 23–27, 2008. Sessions were conducted on E-resources, Databases, Plagiarism, and Citation. The Mona Information Literacy Unit (MILU) trainers also conducted sessions on “Evaluating Information” at the UNESCO/IFLA/DLIS/UWI Library Workshop on Developing Information Literacy Skills and Programmes, held in Montego Bay, Jamaica, May 30 to June 1, 2008. The MILU's tutorial was mounted on the St Augustine Campus website, and discussions on OPAC challenges from the users' point of view were held with the Information Literacy Librarian from the Cave Hill Campus with a view to addressing these.

At St Augustine Campus, progress continued to be made in the area of Information Literacy training as a component in some courses – undergraduate and postgraduate courses in the Faculty of Engineering. During the year under review 23 Information Literacy sessions were facilitated. The Information Literacy training was also extended to the students in the MSc Programme in International Relations offered at the Anton de Kom University in Suriname.

Special Collections

In keeping with the University's mission to be the centre of excellence for research and innovation on matters related to the Caribbean, several valuable collections were acquired by the University's libraries.

Mona Library received several donations including that of UWI Alumnus, the late Dr Garth Taylor, whose resource materials comprise books, video tapes, and slides. The Library also received from his widow, the Collection of Professor Richard Sheridan, Economic Historian from the University of Kansas. The collection consists of 587 books, 38 pamphlets and 518 volumes of manuscripts, and several journal titles. Dr Cherrell Shelley-Robinson of the Department of Library and Information Studies donated her extremely valuable collection of Caribbean Children's

Literature to the Mona Library to be made available to scholars for research.

At St Augustine, the Special Collections were enhanced as Mr Kamaluddin Mohammed, a former politician generously donated his papers which showcase aspects of his career as a politician. It is anticipated that this Collection will add to the study of the politics of Trinidad and Tobago and give crucial insights into the work and responsibilities of Ministers of Government.

60th Anniversary Celebrations

The University Libraries participated actively in the UWI's 60th Anniversary Celebrations. At Mona, the Library mounted "Sixty Years of Progress" – a nine poster exhibition which highlighted the development of the Mona Library and portrayed the six Campus Librarians who served the Mona Campus during the period 1948 to 2008. Two sponsored bookmarks were also produced by the Library.

The St Augustine Campus Libraries printed a limited edition set of commemorative postcards depicting aspects of the history of the St Augustine Campus. The Library also produced a commemorative DVD with a photo-essay on the history of the St Augustine Campus.

In addition, the Libraries mounted two significant displays:

- An exhibition specially created for the UWI 60th Anniversary Celebrations entitled "Celebrating Six Decades 1948–2008" and highlighting the Mona, Cave Hill and St Augustine campuses
- An exhibition assembled to welcome Prince Charles and Lady Camilla, Duchess of Cornwall, to the UWI 60th Anniversary Celebrations.

Other Achievements

Extended Opening Hours

Extended opening hours were introduced at the Main Library and the Medical Library of the Mona Campus as a pilot project on November 12, 2007. Congratulations, expressions of appreciation and pleasure for this landmark service were received by the Library. The new opening hours are Monday to Friday 8:30 am to 6:00 am, Saturday 8:30 am to 12:00 midnight, and Sunday 12:00 noon to 8:00 pm in the Main Library and the Medical Branch. These new hours are expected to come on stream in the Science Library in the 2008/2009 academic year.



The Campus Librarian looks on while Principal Gordon Shirley borrows the first book after 10:00 pm on November 12, 2007



Refurbished MERIC Lab

Postgraduate Facilities

In support of the emphasis on graduate studies, the Library at Mona took the decision to convert the former mezzanine floor to a postgraduate facility with rooms for group study, a conference room, lounge and general reading areas, with access to computers, printers, scanners, and multimedia.

Administrative Restructuring

At the Cave Hill Campus the much anticipated and needed increase to the Main Library's staff complement became a reality with the addition of seven Librarians. Cave Hill will now be able to provide a number of services and execute processes that previously could not be undertaken due to a lack of personnel. A major anticipated result from these appointments will be the institution of Faculty Liaison Librarians for each Faculty on campus.

At the Mona Campus Library, plans were put in place for upgrading two new positions of Deputy Librarian from the existing establishment to ensure a management structure that facilitates effective delivery of the many and varied streams of activity in which the modern university library has to be engaged. The two deputies will have responsibility for Technical Services, and Public and Outreach Services respectively while the existing post of Deputy Librarian was expanded to include Human Resource Development and Support Services.

Awards

Professor Margaret Rouse-Jones, University/Campus Librarian received the 2008 Caribbean Information Professional of the Year Award for *Excellent Performance in the Information Field*.

In 2008, the Campus Librarian at Mona instituted the 'Campus Librarian's International Conference Award' to enable Library Assistants to attend international conferences held in Jamaica. Mrs Elizabeth Cooke and Miss Georgia Bryan were the first recipients. They attended the ACURIL Conference in Montego Bay, in June, 2008.

Strategic Plan

The St Augustine Campus Libraries successfully completed the Libraries' Strategic Plan for the period 2007–2012 in keeping with the University's goals outlined in the 2007–2012 Strategic Plan.

Obituary

The Mona Campus Library community mourned the passing of Kenneth Everard Niven Ingram, OD, DLitt, MPhil, FLA, BA, former University and Campus Librarian at the Mona Campus (1971–1981), Administrator, Bibliographer and Scholar. His association with the UWI spanned 31, years and with his passing the University lost a meticulous scholar, and a caring gentleman of impeccable integrity.

Conclusion

In the 2008/2009 academic year, the University Libraries will seek new ways of providing the necessary research and reference support to meet the objectives articulated in the 2007–2012 Strategic Plan. The Libraries will continue to provide users with quality information products and services in keeping with international standards and trends even as they find solutions for the challenges of inadequate space.



MS ANNETTE INSANALLY – Coordinator

The Latin American – Caribbean Centre (LACC)

Introduction

LACC is a Mona based, University-wide initiative which develops programmes involving all the UWI contributing countries. The Centre's areas of operation encompass a range of collaborative activities designed to enhance the visibility of the UWI in Latin America and the non-English speaking Caribbean countries in particular. LACC seeks to maximise opportunities for institutional collaboration and cooperation agreements and activities between the UWI and other higher education institutions in the region. This is done through partnerships and arrangements with institutions and national and international funding agencies.

LACC functions include project design and implementation; negotiation of cooperation agreements and coordination of their implementation; coordination of language training programmes, undergraduate student exchange programmes, graduate teaching assistantships and internships; training workshops, research seminars and publications; dissemination and coordination of applications for Latin American and Spanish scholarships; coordination of cultural events in association with embassies; participation as the University's representative in meetings and conferences. The conviction that academic networks and institutional links are important for the realisation of the strategic goals of an internationalised

higher education system underpins the philosophy of the LACC.

Regional and International Partnerships

UWI-Venezuela

The LACC brokered an agreement between Petróleos de Venezuela S.A. (PDVSA) and The University of the West Indies early in 2008 to provide English Language training for their employees at the UWI. Two hundred PDVSA professionals are to receive training at the Mona and Cave Hill campuses over a period of two years. This followed on a successful pilot programme at Mona in the summer of 2007 whereby 30 PDVSA professionals received a 3-month immersion in language and culture, delivered through a UWILACC /Petroleum Corporation of Jamaica (PCJ) partnership.

UWI-Colombia Student Exchange

For the seventh consecutive year, in July 2008, students from the Mona and Cave Hill campuses participated in programmes at the Universidad del Norte and the Universidad Nacional in Colombia. The UWI campuses also received students from Colombian universities for English immersion. To date, 144 UWI students from the Mona

The conviction that **academic networks and institutional links** are important for the realisation of the strategic goals of an internationalised higher education system underpins the philosophy of the LACC



Petróleos de Venezuela S.A (PDVSA) employees on a fieldtrip

campus and 145 Colombian students and academic staff from 15 universities have participated in this four-week summer programme. The UWI-Colombian Universities Agreement for Student Exchange for Linguistic Purposes was first negotiated in 2000. Table 1 below summarises the activity between 2000 and 2008.

UWI/Colombia Postgraduate Teaching Assistantship Programme

This year, eleven graduates from the Mona Campus were placed as teaching assistants of English in various universities and other academic institutions in Colombia. The Mona

and Cave Hill campuses received three teaching assistants from Colombia. To date, 55 UWI graduates have had one-year attachments at Colombian universities. This annual activity is provided for by an agreement between the UWI and ICETEX (Instituto Colombiano de Crédito Educativo y Estudios Técnicos en el Exterior) and facilitated by the Embassy of Colombia in Jamaica and the Jamaican Embassy in Colombia. Table 2 illustrates the activity to date.

UWI-Costa Rica

LACC partnered with the Office of Student Services (OSS), Mona during February 6–17, 2008 to provide English

Table 1

Year	UWI > Colombia			Colombia > UWI		
	Mona	Cave Hill	St Augustine	Mona	Cave Hill	St Augustine
2000	40	10	–	40	–	–
2001	21	10	10	19	10	10
2002	16	10	10	16	10	10
2003	17	10	10	18	10	10
2004	14	10	20	11	10	20
2005	8	10	20	10	10	20
2006	12	10	–	11	10	–
2007	8	10	–	7	10	–
2008	8	10	9	13	10	11
Total	144	80	79	145	80	81

Table 2					
Year	UWI > Colombia			Colombia > UWI	
	Mona	Cave Hill	St Augustine	Mona	Cave Hill
2004	9	1	-	-	-
2005	9	3	-	-	1
2006	8	2	-	-	1
2007	5	6	-	-	1
2008	11	1	1	-	1
Total	42	13	1	1	4

language classes to Costa Rican students and faculty members from the University of Costa Rica paying a return visit to the UWI, Mona within the UWI-Costa Rica Quality Leadership Exchange programme coordinated by the OSS.

UWI-Mexico

During the mid-semester break in March, fifteen Spanish major students from the UWI took up positions in business places in Mexico for one week, as a practicum requirement for the Business Spanish component of their degree programme. The programme was facilitated by the Department of Modern Languages and Literatures at Mona, the LACC and the Embassy of Mexico in Kingston, and was the first such cooperative programme between the UWI and Mexico. The *practicum* is designed to expose students to a Latin business environment and culture, providing a contextual supplement to their language learning.

UWI-Chile

The LACC continues to be a focal point for Chile – CARICOM Spanish Training programmes sponsored by the Chilean Agency for International Cooperation (AGCI).



Colombian exchange students in Negril

An important element in LACC's portfolio is to expose UWI faculty and students and the wider community to the culture of Latin America. In conjunction with Latin American Embassies, LACC coordinates various cultural activities . . .

For the past three years, Spanish teachers at the secondary and primary levels have had the opportunity to participate in training seminars in Chile at the Universidad Pedagógica de Chile. This six-week residential summer programme in Santiago is entirely funded by the AGCI. To date, 48 teachers from the region have benefitted from the programme. LACC collaborates with the Embassies of Chile in CARICOM countries to disseminate application information and manage the selection process.

Year 2007 targeted Primary School Spanish teachers and teaching methodologies. A total of 16 teachers from Trinidad, Antigua, Dominica, Jamaica and The Bahamas participated in the Programme. This scholarship programme targeting teachers of Spanish in CARICOM countries replaces the Masters scholarship programme and Spanish teacher training workshops which the LACC had managed for 10 successive years.

UWI-CARICOM-OAS

The LACC collaborated with the project coordinated by CARICOM for the in-country training of Spanish teachers in the implementation of the Primary Spanish Curriculum sponsored by the OAS. A total of 260 teachers were beneficiaries of the training workshops held in 12 CARICOM countries.

UWI-UNESCO

The LACC is collaborating with UNESCO/OREALC in Santiago, Chile for the production of the English version of the INNOVEMOS website and the inclusion of innovative experiences in education in the English-speaking Caribbean countries. The objective of the INNOVEMOS network is to provide a forum on innovative educational experiences, including reflections and studies on changes in education. The website in English was launched in February, 2008. It included eight innovative experiences from the Caribbean in the thematic areas identified by INNOVEMOS, including those of Curriculum Professional and Institutional Development, as well as sixteen references for inclusion in the "Learn more" section of the website. Researchers were drawn from the Institute of Education and Library Departments of the UWI.

The LACC Coordinator also represented the UWI at the UNESCO INNOVEMOS meeting in Chile and the UNESCO-ISEALC meeting in Cartagena.

UWI-UAG-Conseil Général

At the invitation of the Conseil Général, the LACC Coordinator represented the UWI at the Forum on "Studying and Working in the Caribbean" held at the Guadeloupe World Trade Centre in December in Pointe-à-Pitre. The target audience was largely students of the Université des Antilles Guyanes.

Discussions were also held with representatives from the Conseil Général with respect to concrete collaborative activities in the field of education, to promote student, staff and cultural exchanges. To this end, an MOU between the Conseil Général and UWI was negotiated to support student and faculty exchange.

UWI-Latin America

An important element in LACC's portfolio is to expose UWI faculty and students and the wider community to the culture of Latin America. In conjunction with Latin American Embassies, LACC coordinates various cultural activities including film cycles, art exhibitions, concerts, seminars and workshops. The LACC functions as a clearing-house for information and events pertaining to Latin America and the Caribbean.

The LACC also coordinates courtesy visits of Ministers of Government, Representatives of International Agencies and Ambassadors of Latin American countries to the Vice-Chancellor and to the Principal of the Mona Campus. The LACC Coordinator sits on the Education and Culture Sub-Committee in bilateral meetings at the Ministry of Foreign Affairs and Foreign Trade, involving Jamaica and Latin American countries.

LACC-International Partners

The LACC continues to spearhead the development of an online Masters in 'Studies of the Wider Caribbean' in partnership with regional institutions and one from Europe. Current activities include the negotiation of an MOU among partner institutions, development of joint applications for project funding, course content development and resolution of administrative issues.



PROFESSOR BARBARA BAILEY – Regional Director

Centre for Gender and Development Studies

Introduction

During the academic year 2007/2008, the Centre for Gender and Development Studies (CGDS) continued to provide support to the University and the wider community through its undergraduate and postgraduate teaching programmes, various research projects and outreach activities. The year under review, however, saw some changes in the staffing of the Centre across the region. On November 12th, 2007, Mrs Shakira Maxwell joined the Regional Coordinating Unit (RCU) in the position of Administrative Officer. In May 2008, Professor V. Eudine Barriteau and Professor Rhoda Reddock were appointed to the post of Deputy Principal of the Cave Hill and of the St Augustine Campuses respectively for a three-year period and assumed duties on August 1, 2008. Additionally, in August 2007, Professor Patricia Mohammed was appointed Campus Coordinator for Graduate Studies and Research at St Augustine.

Teaching & Curriculum Development

Enrolment in undergraduate and postgraduate programmes continued to expand on all three campuses. Innovations in the teaching programme during the year under review included full conversion of the Undergraduate Diploma for online delivery offered by the RCU, the approval of a major in Gender and Development Studies at the Mona Campus, the development and approval of a one-year postgraduate Diploma at the St Augustine Campus (SA), as well as the offering of a new course at that campus by Dr Diana Fox, Associate Professor of Anthropology at

Bridgewater State College, in the USA entitled, “*Doing Ethnography: The Poetics and Politics of Qualitative Research*”. On all the campuses students from the various undergraduate and graduate programmes were presented for graduation.

During the year under review, all four units were involved in the development of a curriculum review plan which was submitted to the Vice-Chancellor in early 2008. It is anticipated that implementation of the plan will begin in the upcoming academic year beginning with a situational analysis of the external (local, regional, international) and internal (UWI) contexts to provide the framework for assessing the relevance of existing curricula to new developments in the field as well as the identified contexts.

Research

The CGDS continues to engage in research activities which are in keeping with global issues and concerns relating to women and gender and development. At the St Augustine Campus, funding has been received from the Campus Research Fund for the project examining the *Making of Feminisms in the Caribbean*. Work continues on the collection for this project which will be housed at the Main Library. The Unit also began work on a project entitled, *Breaking the Silence: A Multi-Sectoral Approach to Preventing and Addressing Child Sexual Abuse in Trinidad and Tobago*. The project is funded by The UNIFEM Trust Fund for Violence against Women and the United Nations International Children’s Emergency Fund (UNICEF), and seeks to examine the taboo subject of child sexual abuse throughout Trinidad and Tobago, in an effort to develop interventions aimed at



Professor Eudine Barriteau (centre) in discussion with London University visitors

empowering women and children. Project partners include the Coalition against Domestic Violence (CADV), the Caribbean Health Research Council (CHRC) and Arts in Action Theatre in Education Group, UWI, St Augustine.

The SA Unit is also engaged in a research project in three countries – Barbados, Suriname, and Trinidad and Tobago – entitled, *Building Responsive Policy: Gender, Sexual Cultures and HIV & AIDS in the Caribbean*. The research consists of secondary analysis of the political economy of sexuality and HIV/AIDS in each of the selected countries; as well as an examination of selected media and informational/advocacy campaigns on HIV/AIDS to document and assess the underlying messages that challenge or reinforce the gender-based causes of the epidemic. In addition, each country research team will embark on at least two case studies designed to explore, in greater detail, issues related to gender, sexuality and HIV/AIDS. The project is funded by the International Development Research Centre (IDRC) and the United Nations International Children's Emergency Fund, and coordinated by the United Nations Fund for Women (UNIFEM) Caribbean Office. Other Institutional partners and project coordinators include, UWIHARP, Barbados; The 'Ultimate Purpose,' Suriname; and York University, Canada.

The RCU continued its analysis of the data in relation to the completion of the final report on the *Gender Differentials*

in *Secondary and Tertiary Levels of the Education Systems of the Anglophone Caribbean* project to meet the project termination date of December 31, 2008. During the academic year under review, Professor Barbara Bailey along with Ms Suzanne Charles began the preparation of a situation analysis on adolescents in the Caribbean for the UNICEF Caribbean Office. They further developed and delivered training to data collectors attached to the University of St Maarten as part of the Netherlands Antilles National Commission for UNESCO research initiative on Gender Differentials in School Participation.

In collaboration with Dr Mark Figueroa, Dean of the Faculty of Social Sciences, Professor Bailey spearheaded a research agenda emanating from a forum held by the Principal to examine the gender imbalance in tertiary level enrolment, particularly at the UWI. The first component undertaken was an analysis of the existing data on applications, offers, acceptance and registration in the Faculty of Law for the period 1991 to 2004 to determine factors accounting for observed trends in the Faculty. Data analysis continues on this project and it is anticipated that a preliminary exploratory paper will be ready by the end of 2008.

Professor Bailey and Ms Charles completed a Desk Review of CARICOM's Gender Programme and a Report of perceptions of regional Women's Machineries of the CARICOM Gender Desk, as part of a Gender Audit of the CARICOM Secretariat. Along with Grace Christie they also developed and delivered training to primary level teachers as part of the Expanding Educational Horizons Project, coordinated by the Ministry of Education and funded by USAID.

The Mona Unit (MU) was awarded a contract to conduct research on *Enhancing Gender Visibility in Environmental Governance* in five countries and to prepare three case studies on climate change adaptation under the UNDP/Caribbean Risk Management Initiative. Research was completed during the 2007/2008 academic year and the papers emanating from this project will be published and presented to the Caribbean Disaster Emergency Response Agency meeting in December 2008. The Unit's research programme also expanded to include work on *Gender and Governance* and research during the academic year under review was conducted in collaboration with UNIFEM, the Planning Institute of Jamaica, the Women's Resource and Outreach Centre and the Friedrich Ebert Stiftung.

At Cave Hill (CH) the Unit is engaged in a project entitled, *Gender and Livelihoods: The Socio-Economic Impact on Women Who are Caregivers of Chronically Ill Children*. In collaboration with the Hope Foundation the Unit is seeking to provide policy makers and health care workers with vital information on the socio-economic challenges experienced by women who are the primary caregivers of children from chronic diseases. In May/June 2008 the Centre piloted the initial questionnaire survey and in consultation with Dr Jonathan Lashley of the Sir Arthur Lewis Institute in Social and Economic Studies, the instrument was amended based on the feedback from the respondents in the pilot and the commencement of administration of the final questionnaires has since begun.

In April 2008, the CH Unit was awarded a grant by the Campus Research Award Fund to assist with the execution of Phase 3 of the project, *Caribbean Women Catalysts for Change*. This study will examine the public life of the Honourable Madame Justice Desiree P. Bernard, of the Caribbean Court of Justice. The Unit is also embarking on a project to establish a specialist collection at the Cave Hill library of the papers, documents and memorabilia of The Right Honourable Errol Barrow. To date, the Committee has compiled a list of the Honourable Errol Barrow's contemporaries who have consented to be interviewed by the research team.

Outreach

Staff members of all the units across the region continue to share their expertise and knowledge through a wide variety of activities, including the hosting of workshops, mounting of public lectures and providing services to local, national and regional governments and organisations as well as the wider university community.

During the 2007/2008 academic year, the *Conversations with Gender Series* hosted by the MU was reactivated and a total of three sessions were held. The first, entitled *Midlife and Older Women* – a book launch by Dr Joan Rawlins was held on November 13, 2007 and included guest speaker, Professor Denise Eldermire-Shearer. A second session examining the topic, “Women’s Reproductive Rights are Human Rights” was a public lecture given by Mrs Margaret Macaulay, Attorney-at-Law, Advocate on Women’s & Children’s Rights and a member of the National Policy Advisory Committee on Abortion, and was held at a function to commemorate International Women’s Day on March 7, 2008. The third session held on March 31, 2007 examined the topic, ‘Iraqi Women and Gendered Relations’ and heard a public lecture given by Dr Nadjie Al-Ali, Director of Gender Studies, University of London.

In celebration of International Women’s Day 2008, on March 6th The SA Unit held an interactive Feminist Move-



Joan Rawlins (centre) presenter at the ‘Women & Midlife’ lecture and book launch

The Center's ongoing participation is critical to generate funds for the implementation of many of its programmes and outreach activities. . . . continued participation has strengthened links with other Universities and Centres, and brings credit and visibility to the UWI

ment Building game developed by Dr Gabrielle Hosein, entitled 'Steppin Up'. The Unit further hosted a public viewing of the Nariva Swamp Video and DVD on April 24th 2008. Sixth-form students from selected secondary schools as well as young people from the communities of Kernahan and Cascadoux (the areas where the research was carried out), and representatives from the Environmental Management Authority and the Ministry of Education were in attendance.

The SA Unit's Research and Outreach Officer, Ms Deborah McFee conducted seven three-hour sessions in communities in Trinidad in response to a request from the Civilian Conservation Corps for assistance in their induction Training Programme. This programme seeks to bring about positive attitudinal changes that are necessary for the development of young adults. The programme targets young persons between the ages of 18 and 25 and is managed by the Ministry of National Security. The Unit also hosted a workshop entitled *Gender and Integrated Water Resource Management* during the week of April 7–11 2008 as part of the activities of the Women, Gender and Water Network (CWGWA) of the CGDS. The workshop was funded by the Global Water Partnership Caribbean as well as the Caribbean Water Network and included a one-day field visit to Plum Mitan Village.

The SA Unit further coordinated a *UNIFEM – Legal and Policy Analysis of Sex Work in the Caribbean* – meeting from February 21st to 22nd, 2008. The purpose of the meeting was to develop policy guidelines highlighting the need for all regional policy initiatives around the issue of HIV/AIDS to address the needs and concerns of sex workers.

At CH, the Unit hosted a seminar presentation entitled, "Professional Women as Leaders: Barriers and Opportunities at the Cave Hill Campus on November 8, 2007, by Professor Geraldine Healy and Dr Gill Kirton from the Centre for Research in Equality and Diversity School of Business Management, Queen Mary, University of London. On Friday November 16, 2007, Dr Alissa Trotz Assistant Professor, Women and Gender Studies Institute, University of Toronto, delivered the Thirteenth Annual Public Lecture, "Gender, Generation and Memory: Remembering a Future Caribbean," in the series Caribbean Women Catalysts for Change. On February 29, 2008, the CH Unit also hosted a public lecture entitled, "Has Learning Become Taboo, and Is Risk-Taking Compulsory for Caribbean Boys? – Researching



Professor David Plummer

the Relationship between Masculinities, Education and HIV" by Professor David Plummer, Commonwealth/UNESCO Regional Professor of Education in HIV Health Promotion.

In the RCU, during the period under review, Professor Bailey chaired the Gender Task Force established by the Planning Institute of Jamaica to develop a Gender Sector Plan to inform development of the Government of Jamaica's 2030 National Development Plan. She also represented the Government of Jamaica at two UN meetings; the 32nd Session of the Commission on the Status of Women and the 15th Meeting of State Parties signatories to the Convention on the Elimination of All forms of Discrimination against Women (CEDAW). In the latter case, she was elected to serve on the Committee that monitors State Parties' compliance with the Convention. Graduate students in the MSc programme also conducted a *Vox Pop* Survey which sought to ascertain the views of UWI students on the legalisation of abortion in Jamaica. The findings of the survey were presented at the seminar on "Women's Reproductive Rights are Human Rights" jointly planned by the RCU and MU on March 7, 2008.

On December 3, 2007, the RCU in collaboration with the Institute of Education launched the book *Gender and Education in the Commonwealth Caribbean: An Annotated Bibliography*. The publication includes 397 entries of journal articles, monographs, theses and dissertations, conference papers and unpublished manuscripts produced between 1990 and 2007.

The Center's ongoing participation in these many events is critical to generate funds for the implementation of many of its programmes and outreach activities. More importantly, continued participation has strengthened links with other Universities and Centres, and brings credit and visibility to The University of the West Indies.



PROFESSOR PATRICK WATSON – University Director

Sir Arthur Lewis Institute of Social and Economic Studies

Introduction

During the academic year 2007/2008, the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) enjoyed an intellectually stimulating year with respect to research and publications, graduate teaching and outreach. The staff participated in the teaching programmes of the Institute and of the wider Social Sciences Faculty and continued supervision of Masters, MPhil and PhD students. This year, the St Augustine Campus had its first two PhD degree graduates. Publications included several journal articles and technical reports, the publication of *Social and Economic Studies*, the *Journal of Eastern Caribbean Studies* and *Caribbean Dialogue*, the conduct of consulting activity, executive training programmes and public discussion series. It is the Institute's intention to go even further, in the 2008/2009 academic year, in these and other ventures.

Staff Matters

Dr Philip Osei and Dr Aldrie Henry-Lee of the Institute at Mona were promoted to the rank of Senior Fellow.

Dr Kimberly-Anne Robinson-Walcott was awarded the best Social Science Publication prize at the Principal's Mona Campus Awards ceremony for the book *Out of Order: Anthony Winkler and White West Indian Writing*. This book also received a UWI Press award for Outstanding Revised Dissertation.

Dr Patsy Lewis and Dr Sandra Sookram were among 60 members of the University community, under 60 years of

age, whose works were highlighted in a special issue of the *Pelican magazine* during this 60th anniversary year of The University of the West Indies.

Dr Sandra Sookram was awarded a British Academy Visiting Fellowship to spend two months at the University of Leicester, doing research in the area of poverty.

Teaching and Supervision

During the year, 48 students were registered in the MSc programs (see Table 1) 25% of the students were full-time and 25% were male. 20 students graduated from the degree programs.

At the Mona Campus, 29 students registered for the MPhil programmes (9 males and 20 females). Nine students were full-time and 20 were part-time. On the Cave Hill Campus, nine were admitted to the MPhil/PhD programme (all part-time) and on the St Augustine Campus, a further seven students were admitted (two full-time).

Table 1

Program	Full-Time	Part-Time	Total
Governance & Public Policy	6	17	23
Economic Development Policy	3	7	10
Social Development Policy	3	12	15
Total	12	36	48

PhD Graduates

Dr Asha Kambon (supervised by Professor Elsie LeFranc and Dr Dennis Brown). *Investigating Policy Formulation Processes in the Social Sector in Regard to Youth in Transition from School to Work in Two Caribbean Small Island Developing States (SIDS): Barbados and Trinidad & Tobago*.

Dr Denise Gaspard-Richards (supervised by Dr Godfrey St Bernard). *Male Reproductive Behaviour and Fatherhood – An Exploration of Social Roles and Responsibility Paterns in Trinidad and Tobago*. Degree awarded with High Commendation.

Conferences and Related Activities

The Institute's 9th Annual Conference was held in Jamaica over the period March 26–28, 2008 with the theme "Reinventing the Political Economy Tradition of the Caribbean: A Conference in honour of Norman Girvan". The Sir Arthur Lewis Distinguished Lecture was delivered at the conference by Dr Compton Bourne, President of the Caribbean Development Bank and former Principal of the UWI St Augustine Campus. The co-chairs for this conference were Drs Aldrie Henry-Lee and Kim Robinson-Walcott.

The Institute at Cave Hill co-sponsored a mini-conference on "Gender and Economics in the Caribbean" in association with UNIFEM over the period November 22–23, 2007. The mini-conference formed one of the activities of the project on "Gender and Economics in the Caribbean" which has been funded by UNIFEM.

The Institute at Mona co-sponsored the second conference on "Promoting Child Research in the Caribbean" over the period October 24–25, 2007.

Members of staff and graduate students from the three campuses presented papers at these and other conferences.

Public Fora, Lectures and Seminars

The Institute at Cave Hill organised its annual Caribbean Public Policy Lecture which was delivered by Professor Norman Girvan of the Institute of International Relations, UWI, on April 2, 2008 on the topic "The Economic Partnership Agreement and the CARICOM Single Market and Economy".

A Seminar on "CARIFORUM-EU EPA, co-sponsored by

the SALISES and the FES, was held on March 5, 2008 on the Mona Campus.

The Institute at St Augustine co-sponsored a one-day symposium in February and a distinguished Lecture Series as part of the activities on that campus marking the year of Sir Arthur Lewis. The Distinguished Lecturers included Professors Norman Girvan, Dennis Pantin, Vaughan Lewis, Andrew Downes and Dr Mark Figueroa. The Institute also introduced the SALISES Forum, a public discussion series dealing mainly with issues of local and regional interest. Topics included "The 2007 General Elections in Trinidad & Tobago: Analysis and Aftermath" and "The Economic Partnership Agreement: Threat or Opportunity?"

The staff seminar series continued on the three campuses.

Support Units

The Documentation and Data Centre (Mona) and the Audine Wilkinson Library (Cave Hill) continued to provide valuable library services to staff and students. Both entities enhanced their collection of monographs, journals and reports. A special initiative, the Social Policy Research Database Project, is underway at the Mona Campus. The Derek Gordon Data Bank continued to collect data from different countries and also to offer computing facilities to staff and students.

Public Service

Professor Andrew Downes – Chair, Barbados Wages Council; Member, Barbados Statistical Service Review Committee.

Dr Don Marshal – Chair, Sanitation Service Authority of Barbados.

Dr Sandra Sookram – Member, Committee for the Prevention of Drug Abuse (Trinidad & Tobago); Member of the Household Budgetary Survey Committee (Trinidad & Tobago).

Professor Neville Duncan – Member, National Advisory Council on Local Government Reform, GOJ; Member, Plan Advisory Group (PAG), Jamaica 2030 Development Plan, PIOJ/GOJ; Member, President's (UTECH) Research Initiative Award Selection Committee.

Ms Kristin Fox – Member, Steering Committee – Jamaica Survey of Living Conditions; Member, PATH Steering

Committee, Census 2011 Preparation Committee (STATIN); Technical Editor – *Jamaica Survey of Living Conditions 2006*.

Dr Aldrie Henry-Lee – Member, the UNICEF/PIOJ Social Investment in Children Initiative.

Dr Patsy Lewis – Member, the University Hospital Board of Management; Executive Committee of The Cambridge Society, Jamaica.

Dr Philip Duku Osei – Member, National Commission on Early Childhood; National Advisory Council on Local Government Reform, Subcommittee on Finance and Funding; Board member of the S-Corner Clinic and Community Development, Kingston, Jamaica; Member of the Islands and Small States Network, Online deliberations of the Group, Islands and Small States Institute, The University of Malta, Valletta, Malta.

Ms Annie Paul – Board member, National Gallery Education and Publication Committee; JAMCOPY, the Jamaican Copyright Licensing Agency.

Dr Kim Robinson-Walcott – Member, Board of Directors, Jamaica Library Service; Member, Education and Publications Committee of the National Gallery of Jamaica.

Research And Publications

A sample of the publications of members of staff includes:

Published articles and book chapters

Dr Aldrie Henry-Lee: Poverty and Child Rights in St Lucia. In *Promoting Child Rights: Selected Papers from the Caribbean Child Research Conference 2006* edited by Julie Meeks Gardner, Aldrie Henry-Lee, Pauletta Chevannes. SALISES, Mona, Jamaica, pp. 224–244.

Dr Philip Duku Osei: Corruption Scandals and Anti-Corruption Institution-Building Interventions in Jamaica. In *Corruption and Development: The Anti-Corruption Campaigns* edited by Sarah Bracking. Basingstoke: Palgrave Macmillan, pp. 167–181.

Ms Annie Paul: Subjects Matter: The Repeating Alternative and the Expat Gaze. In *Arts Education for Societies in Crisis*; edited by Rawle Gibbons and Dani Lyndersay. UWI, St Augustine: Centre for Creative and Festival Arts, pp. 31–53.

Dr Kim Robinson-Walcott: Legitimate Resistance: A Survival Story – the Crisis of Jamaican Political Ideology and the Quest for Resolution in Some Recent Jamaican Novels”. *Lucayos*. 1 (Spring), pp. 128–38.

Professor Christine Barrow: Barbados: Children and Childhoods. In *The Greenwood Encyclopaedia of Children's Issues Worldwide: North America and the Caribbean* edited by I. Epstein. Westport, Connecticut, Greenwood Press, pp. 9–68.

_____, (with D. Newman). Policy Forum – Child Abuse and Neglect in Barbados: Towards a National Child Abuse Reporting and Management Protocol. *Journal of Eastern Caribbean Studies*. 33(1): pp. 85–100.

Professor Andrew Downes: The Contribution of the Samuel Jackman Prescod Polytechnic to the National Development of Barbados. *Caribbean Journal of Public Sector Management*. 9(1): pp. 5–24.

- Human Resource Management and Development in the Caribbean: An Introduction. *Journal of Eastern Caribbean Studies*. 32(4): pp. 1–7.
- Recent Economic Events and the Barbadian Economy. *CMMB Investment Quarterly Magazine*. 1(2): pp. 54–55.
- Labour Markets and Human Resources Development in the Caribbean. In *Labour Markets in Small Developing States* edited by A.S. Downes and published by London, Commonwealth Secretariat: pp. 9–56.

Dr Roy McCree: Modern Sport, Middle Classes and Globalisation in the Post-War Caribbean 1945–1952: Variations on a Theme. *International Journal of the History of Sport*. 25(4): pp. 472–492.

Dr Patrick Watson: (with K. Roopnarine and S. Seuraj). 2007. Toward the enhancement of derivatives trading in the CARICOM sub region. *Social and Economic Studies*. 56(3): pp. 1–31.

Dr Godfrey St Bernard: “Exploring Childhood Victimization in Trinidad and Tobago: An Analysis of Homicidal Cases” in *Promoting Child Rights Through Research*, Volume 1, edited by Aldrie Henry Lee and Julie Meeks-Gardner, pp. 30–55. Sir Arthur Lewis Institute of Social and Economic Studies, The University of the West Indies, Mona, Jamaica.

- Is Vision 2020 Twenty-Twenty Vision? A Preliminary Evaluation of Process. *Social and Economic Studies*. 57(1)

During the academic year 2007/2008, the **Sir Arthur Lewis Institute of Social and Economic Studies (SALISES)** enjoyed an intellectually stimulating year with respect to research and publications, graduate teaching and outreach

- (with Dennis Conway and Robert B. Potter) Dual Citizenship or Dual Identity?: Does 'Transnationalism' Supplant 'Nationalism' among Returning Trinidadians? *Global Networks*. 8(4): pp. 373–397.

Published books, monographs and edited volumes

Dr Aldrie Henry-Lee: (Edited with Julie Meeks-Gardner and P. Chevannes) *Promoting Child Rights Through Research*, Volume 1. Sir Arthur Lewis Institute of Social and Economic Studies, The University of the West Indies, Mona, Jamaica.

Professor Christine Barrow: (with Martin Ince) *Early Childhood in the Caribbean*. Working Papers in Early Childhood Development, 47. Netherlands, The Hague, Bernard van Leer Foundation. 63 pages.

Professor Andrew Downes: *Labour Markets in Small Developing States* Editor. London, Commonwealth Secretariat. 142 pages.

Book Review

Professor Andrew Downes: "Trade, Investment and Development in the Contemporary Caribbean" by B. Tewarie and R. Hosein. *Journal of Eastern Caribbean Studies*. 32(3): pp. 85–91.

Technical Reports

Dr Patrick Watson: (with Bheshem Ramlal) *The Digital Divide in Trinidad & Tobago 2007*. Submitted to the Telecommunications Authority of Trinidad & Tobago. 97 pages. http://www.tatt.org.tt/ddocs/Digital_Divide_Report.pdf.

Dr Godfrey St Bernard: *Small States Economic Review and Basic Statistics – A Critical Review*. Prepared for the Economic Affairs Division, CARICOM Secretariat, London, England.

Dr Warren Benfield: *Mapping Poverty in Jamaica: The Unmet Basic Needs Approach*. Submitted to the Planning Institute of Jamaica. 46 pages.

- Options for Expanding the Programme of Advancement Through Health and Education (PATH). Submitted to the Ministry of Labour and Social Security (Jamaica) and the World Bank. 59 pages.
- Education and Labour Market Outcomes: Analysing the Core Welfare Indicator Questionnaire (CWIQ) and the Survey of Living Conditions (SLC) Data,

St Lucia. Submitted to the United Nations (Barbados Office) and the Ministry of Social Transformation, St Lucia. 29 pages.

- Analysing the CWIQ and the SLC Data, St Lucia: Indicator quintiles and consumption quintiles, how related are they? Submitted to the United Nations (Barbados Office) and the Ministry of Social Transformation, St Lucia. 18 pages.

Dr Philip Duku Osei: *Cultural Marketing Communication (Caribbean) Ltd and Osei, Philip D. (2008) Situational Analysis of Health Sector Reform in Belize*. Submitted to the Government of Belize. 22 pages.

- Country Consultation Report on Guyana, St Lucia, St Kitts and Nevis, Trinidad and Tobago: Design of the Canada-Caribbean Institutional Leadership Development Project. On behalf of UWI Consulting Inc. Kingston, Jamaica. 38 pages.
- Project Approval Document and Project Management Document. "Design of the Canada-Caribbean Institutional Leadership Development Project". Submitted to the Canadian International Development Agency. 81 pages.
- Citizens' Perception of Services delivered by the St James Parish Council. Report Submitted to the St James Parish Council. Montego Bay, Jamaica. 50 pages.
- Contract Systems of Employment for Senior Public Service officers (Permanent Secretaries) in the Caribbean (Belize, Jamaica, Guyana), submitted to the Commonwealth Secretariat, London. 32 pages.

The Year of Sir Arthur Lewis

The Year of Sir Arthur Lewis comes to an end on December 31, 2008. The SALISES, St Augustine, will be involved with the wider Faculty of Social Sciences in the hosting of the Sir Arthur Lewis Memorial Conference to be held on the St Augustine Campus over the period September 25–27, 2008. Papers have already been accepted and a final programme will be available soon in the academic year. The Distinguished Lecture Series will continue with three more lectures by Dr Compton Bourne, President of the Caribbean Development Bank (September 2008), Dr De Lisle Worrell, Executive Director of the Caribbean Centre for Money and Finance and SALISES Honorary Professor (October 2008) and Professor Gustav Ranis, Professor Emeritus at Yale University (December 2008).



PROFESSOR DENIS BENN – Director

The Office of The Michael Manley Professor of Public Affairs/Public Policy

During the period covered by this Report, the Office of the Michael Manley Professor of Public Affairs/Public Policy continued to be engaged in a wide range of activities relevant to the formulation and implementation of public policy in the Caribbean. The activities carried out are detailed below.

Teaching

At the request of the Mona School of Business, the Michael Manley Professor prepared and delivered the first course on Global Management Trends in the newly introduced Doctorate in Business Administration programme. The course covered topics such as The Changing Context of Global Management; Management in the Age of Globalisation; Management in a Regional Context; The Relationship of Management to Culture, Values and Ethics; and Global Management and Environmental Sustainability. In addition, the candidates participating in the programme were exposed to strategic thinking exercises designed to develop their ability to produce creative solutions to problems within tight deadlines.

Project Management – The Canada/Caribbean Institutional Leadership Development Project (CCILDLP)

At the request of the Vice-Chancellor, the Michael Manley Professor prepared the submission to CIDA for the allocation of funds to enable the University, in collaboration with institutions such as the Caribbean Centre for Development

Administration (CARICAD) and the Management Institute for National Development (MIND) (Jamaica), to design a Canadian \$20 million project aimed at promoting leadership development and governance reforms in the Caribbean. In addition, the Michael Manley Professor chaired the Project Design Team (PDT), comprising representatives of CARICAD, MIND, the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES), the Department of Government, and the UWI Business Schools at Cave Hill, Mona, and St Augustine, to guide the implementation of the design phase of the Project. The Project Approval Document (PAD) and the Project Management Strategy (PMS), which were prepared with the assistance of a number of consultants, were finalised and submitted to CIDA for formal approval. The full fledged project is scheduled to begin implementation in early 2009.

Participation in Working Groups

The Michael Manley Professor continued to serve as a member of the Committee on Governance mandated by the CARICOM Heads of Government to assist the CARICOM Secretariat to streamline governance arrangements within CARICOM, with a view to ensuring more effective decision-making within the Community as it relates to the Conference of Heads of Government, the Bureau, the Quasi-Cabinet and the various ministerial organs such as COFCOR, COHSOD, COTED, and COFAP. The Michael Manley Professor also served as a member of the Working Group on Functional Cooperation established by the CARICOM Heads of Government to elaborate proposals



Professor Denis Benn (right) with his Doctorate in Business Administration (DBA) Class

for the increased application of such cooperation, which is seen as an important instrument for ensuring the full participation of both member states and associate member-states in the work of the Community.

Special Papers

At the request of the CARICOM Secretariat, the Michael Manley Professor prepared substantive inputs for presentation of the CARICOM position on Trade and Aid before the US International Trade Commission (USITC) as a basis for the introduction of a new regime to govern the relationship between the Caribbean and the USA to succeed the existing Caribbean Basin Economic Recovery Act (CBERA) which is due to expire shortly. The Michael Manley Professor also made a substantial contribution to the preparation of the document entitled 'CARICOM at 35', which was submitted to the 35th anniversary Conference of CARICOM Heads of Government held in Antigua and Barbuda in July 2008 as a basis for reflection on the progress achieved by the Community since its inception in 1973.

Research and Writing

The Michael Manley Professor prepared a number of papers on regional integration, including, 'A Variable Geometry of Integration in CARICOM' and 'The Relationship Between Sovereignty, Intergovernmentalism and Supranationalism in the Context of Regional Integration'. In addition, he has been engaged in the preparation of a volume entitled 'Contemporary International Relations: Changing Perspectives and Emerging Paradigms'.

Supervision of Thesis

The Michael Manley Professor also supervised a number of post-graduate theses dealing with various aspects of regional integration.

Assistance to Students

The Michael Manley Professor continued to provide advice to students on the selection of research topics and also has assisted in the clarification of issues encountered in the course of their academic research. Moreover, as the Faculty Adviser to the UN Club of the University, the Michael Manley Professor delivered a lecture to the Club which explored the structure and functions of the United Nations. He also met with the Executive of the Club in an effort to determine the priority activities to be pursued.

General Observations

The formulation and implementation of effective public policy initiatives at the national and regional level continue to be a major challenge facing governments in the region. The research carried out by the Office of the Michael Manley Professor has contributed to the clarification of a number of issues related to the formulation and implementation of such policies. Moreover, the publications that have resulted from the research carried out by the Office have been used as academic texts for several courses taught at the University.



PROFESSOR TERRENCE FORRESTER – Director

Tropical Medicine Research Institute

Introduction

The Tropical Medicine Research Institute (TMRI) was established on October 1, 1999 by the University of the West Indies to achieve the following main objectives:

- Increase the output of research in major areas affecting the health of regional peoples
- Increase the number of trained research scientists working in health
- Facilitate the uptake of research into policy, programmes and practice, thereby contributing to improvement in the health status of Caribbean peoples.

The key strategies employed by the Institute to meet these objectives are:

1. Increasing research output
 - a. Establishing critical mass in specific research disciplines and skills by internal reorganisation and recruitment
 - b. Facilitating specialisation
 - c. Facilitating collaboration, internal to the TMRI, with other UWI departments and with external partners
 - d. Expanding training programmes in research
2. Increasing the number of trained researchers in health
 - a. Expanding PhD programmes in the areas of Nutrition/Metabolism and establishing graduate programmes in Biostatistics and Epidemiology
 - b. Establishing a post-Doctoral Fellowship Programme
 - c. Identifying specific deficiencies in key areas, and devising strategies to fill those human resource gaps.
3. Increasing the efficiency of the market for research in order to get research into policy, programmes and practice
 - a. Working with CARICOM organisations such as the Caribbean Health Research Council, also with National Ministries of Health, and with international health organisations such as the WHO and PAHO, to facilitate the development of linkages between end users of research information, the producers of research information, and intermediate organisations such as funding agencies
 - b. Working with community stakeholders – the private sector, NGOs, patient groups, and informed citizens – to facilitate the partnerships needed to increase uptake and utilisation of research information for health promotion, health protection and disease management.
4. Establishing a communications programme
 - a. Expanding the competencies to use research findings to contribute to the formulation of health policy, programmes and practice
 - b. Crafting appropriate messages for major stakeholders regarding the work of the Institute in the area of health research

The ability of the Institute to deliver in a balanced fashion on its Campus, National and Regional mandates is in large measure related to the extent that it operates simultaneously within national and regional structures. The Institute responds to regional research and training needs while encouraging individual creativity and initiative



- c. Establishing a comprehensive electronic library of research findings emanating from the Institute for wider access
- 5. Creating an efficient and effective administration
 - a. Implementing these strategies presupposes an effective administration. Hence, the Institute has identified the establishment and maintenance of such a support function as an additional strategy.

Governance of the Tropical Medicine Research Institute

TMRI research and administrative strategic planning are externally peer reviewed by the Advisory Group for TMRI. Policy oversight for the TMRI is the purview of the Board for Graduate Studies & Research. The ability of the Institute to deliver in a balanced fashion on its Campus, National and Regional mandates is in large measure related to the extent that it operates simultaneously within national and regional structures. The Institute responds to regional research and training needs while encouraging individual creativity and initiative.

TMRI Strategic Plan 2005–2010

Review of the Performance of the Institute, October 1, 1999 to March 1, 2005

Since its inauguration on October 1, 1999, the Institute has moved to realise the objectives laid out above. The programmes of the Institute are meant to be reviewed annually within a quinquennial cycle. TMRI engaged in its first quinquennial external peer review in 2005, and the advice arising out of this exercise has informed future research strategies.

Objectives for the next 5 years are:

1. To increase research activity and output in the priority areas of health now being addressed. Activities to achieve objectives:
 - a. Increase the number of staff
 - b. Increase collaboration with other institutes and centres abroad
 - c. Improve the articulation of the component Units of the Institute

- d. Improve articulation and collaboration with campuses
2. Increase its capacity to deliver courses in Nutrition, Biostatistics and Epidemiology. Activities to achieve objectives:
 - a. Analyse the market for such training and market TMRI's unique capacity
 - b. Establish the capacity to deliver this training on-line
 - c. Establish and operate this expanded training as a revenue generating activity so as to add to the resources available to fund Institute research. Use the surplus generated to fund some of the staff positions needed to secure critical mass.
3. Build and operate a consultancy business in Clinical Nutrition and use the surplus generated to fund some of the staff positions needed to secure critical mass. The details of how this will operate, where it will be established, the staffing and requirements for this are found in the business plans for the TMRI Health Intervention Research Unit.

Human Resource Requirements to drive the TMRI Strategic Plan and to secure sustainable critical mass for research:

- a. Child Development (3 Lecturer/Senior Lecturer posts)
- b. Epidemiology (3 Lecturer/Senior Lecturer posts)
- c. Sickle Cell Disease (4 Lecturer/Senior Lecturer posts)
- d. Metabolism/Genetics/Clinical Research (3 Lecturer/Senior Lecturer posts)
- e. Intervention Studies (3 Lecturer/Senior Lecturer Posts; 1 Professorial Post)
- f. Dedicated staff to drive training in the Institute (3 Lecturer/Senior Lecturer Posts)

Progress Report 2007–2008

Steps taken toward implementation of the plan

1. Receiving inputs into the TMRI Strategic Plan from the appropriate University Committees/Bodies (Campus Principals and Vice-Chancellor, Office of Finance, School for Graduate Studies and Research, F&GPC, TAC, and UGC). This was accomplished, on target, in 2005.

2. Establishing the buildings, staffing and training, and operating the research and the businesses. Establishing buildings in Jamaica to house the new IRU and refurbishing others to better accommodate the new Child Development Research Unit (CDRU) and the Epidemiology Research Unit (ERU) are underway.

Substantial delays in acquiring approval to build on UWI Mona Campus lands caused a critical funding window to close with the result that the project lost considerable funding. However, other funds were identified to fully fund the project. We are at the stage of detailed architectural plans and envisage breaking ground in spring 2009.

3. Launching of the new Education programmes in Biostatistics and Epidemiology. The MSc Epidemiology programme has been launched. Low local capacity has delayed the launch of the MSc Biostatistics.

Over the period from TMRI establishment in 1999 to 2008, the scheduled expansion of the Institute had not been appropriately funded. The resulting instability was, however, dealt with conclusively in 2007. The Institute is indebted to Mr Winston Bayley, Director of Finance, UWI and Dr Allister Hinds, Director of HR, UWI Mona Campus for this breakthrough. This year the TMRI was awarded two new posts which has made it possible to start up the new Child Development Research Unit planned for 2009. Acquiring the additional posts required to drive the Strategic Plan, now effectively three years behind schedule, is the prime target in 2008–2010.

Key Events 2007–2008

During the year under review the Triennial Scientific Meeting was held and in the process, the Institute received external peer review. The advice and recommendations emanating from the External Reviewers to adjust strategies and programmes in order to more fully achieve strategic objectives, are in the process of being implemented.

RESEARCH PROJECTS

Tropical Metabolism Research Unit

PROTEIN AND ENERGY METABOLISM

- Effects of supplementation of aromatic amino acids on hepatic acute phase protein synthesis in severe malnutrition

- Pathogenesis of fatty liver disease in severe malnutrition
- Glutathione (GSH) homeostasis and oxidant damage in kwashiorkor
- GSH homeostasis in Sickle Cell Disease
- Energy balance and body composition in sickle cell disease
- Amino acid metabolism in sickle cell disease
- Foetal programming of fuel partitioning.

MOLECULAR GENETICS

- Genetics of angiotensin-converting enzyme
- Genetics of cardiovascular risk
- Genetic susceptibility to oedematous malnutrition
- Genetic determinants of glutathione levels in sickle cell disease
- Genetic association analysis of traits which may be conditioned by intra-uterine and early life events.

FOETAL ORIGINS OF ADULT DISEASE

- Maternal determinants of foetal and placental growth – The Vulnerable Window Cohort Study
- Post-natal growth and development in the Vulnerable Window Cohort study
- Pre- and post-natal influences on blood pressure in children
- Pre- and post-natal influences on insulin sensitivity/resistance in the Vulnerable Window Cohort Study
- Pre- and post-natal influences on preclinical markers of cardiovascular disease
- The maternal HPA axis and blood pressure in children
- Developmental plasticity, obesity and cardiovascular disease.

CARDIOVASCULAR PHYSIOLOGY

- Do ethnic differences in vascular physiology contribute to stroke in Afro-Caribbean subjects?

GRANTS

- **Developmental adaptation to an obesogenic environment (Health Research Council of New Zealand)**



Staff at Annual Scientific Meeting, July 2008

- PI: Peter Gluckman (University of Auckland)
Co-PI: Terrence Forrester (US\$365,090)
- **Modelling the epidemiologic transition: energy expenditure, obesity and diabetes (NIH)**
PI: Amy Luke. Co-Investigator: Terrence Forrester (US\$2,675,431)
- **Glutathione homeostasis and oxidant damage in kwashiorkor (NIH)**
PI: Terrence Forrester (UWI)/Farook Jahoor (Baylor College). US\$1,125,000
- **Glutathione homeostasis and oxidant damage in kwashiorkor (NIH Grant Extension)**
PI: Terrence Forrester (UWI)/Farook Jahoor (Baylor College). US\$1,570,000
- **Aromatic amino acid metabolism in the pathogenesis of kwashiorkor (NIH)**
PI: Terrence Forrester (UWI)/Farook Jahoor (Baylor College). US\$1,700,000
- **Non-exercise activity thermogenesis in rural and urban dwellers in Jamaica (NIH)**
PI: Terrence Forrester (UWI)/James Levine (Mayo Clinic). US\$150,000
- **An in vitro cellular model to investigate the biological basis of associations between genetic variation and risk of oedematous severe childhood malnutrition. (CHRC)**
PI: Kwesi Marshall. US\$8,609
- **Exploration of genetic admixture in German Town, Westmoreland, Jamaica (NIH)**
PI: Colin McKenzie. US\$3,609
- **Genetics of Hypertension in Blacks (NIH/NHLBI)**
PI: Richard Cooper (Loyola)/Colin McKenzie, Consultant. US\$2,584,073
- **Selection patterns of the Sickle Allele in Jamaica (CHRC)**
PI: Neil Hanchard/Colin McKenzie, Consultant US\$3,400
- **The impact of nutrition intervention on HIV-infected patients (CHRC)**
PI: Colin Mckenzie/ S. Dawson (MOH) US\$18,750
- **Candidate genes for blood pressure: family-based association studies and meta-analyses (British Heart Foundation)**



Dr Marvin Reid launching the Sickle Cell Unit Conference, October 2008

PI: B. Keavney (Univ. of Newcastle)/Colin McKenzie (Co-Investigator) £113,447

- Impact of Jamaica National Micro Credit Programme on Health and Development in Jamaica. (Jamaica National Building Society)

PI: Terrence Forrester J\$16,726,200

- Energy requirements, body composition, and cardiovascular risk in older adults from urban and rural Jamaica (IAEA)

PI: Terrence Forrester US\$212,600

- Non-exercise activity thermogenesis and weight gain in urban and rural adults in Jamaica, a low-middle income country (IAEA)

PI: Terrence Forrester US\$170,000

- Carotid Stenosis Study (UWI New Initiative Grant)

PI: Marilyn Lawrence-Wright J\$250,000

Sickle Cell Unit

NATURAL HISTORY OF SICKLE CELL DISEASE

- The duration of the painful crisis in homozygous sickle cell disease
- Risk factors for albuminuria
- Asthma as a risk factor for the acute chest syndrome and chronic sickle cell lung disease
- Invasion pneumococcal disease in homozygous sickle cell disease: Jamaican experience
- Comparison of spirometry in 2 distinct populations of children of African descent to an accepted prediction equation

- Smoking behaviour in adults with sickle cell disease in Jamaica
- Cardiovascular status and the prevalence of pulmonary hypertension in adults with sickle cell

GENETICS

- Genetic modifiers of sickle cell disease
- UGT1A polymorphisms, bilirubin metabolism and gallbladder disease in sickle cell disease

METABOLISM

- Glutathione metabolism in homozygous sickle cell disease
- Energy balance and body composition in sickle cell disease
- Dietary intake and nutritional status in sickle cell disease
- Amino acid metabolism in sickle cell disease.

GRANTS

- **Regional Training Course on Stable Isotope preparation and administration for Body Composition Assessment (IAEA)**

PI: Terrence Forrester/Marvin Reid US\$5,330

- **Microalbuminuria In Sickle Cell Disease. Spot Albumin: Creatinine Ratio Vs. 24-Hour Urine Protein Assay (CHRC)**

PI: Monika Asnani US\$4,176.00

- **Asthma as a risk factor for acute chest syndrome and chronic sickle cell lung disease (MRC)**
PI: Jennifer Knight-Madden £200,000
- **A Phase III, Multi-center, 52-week, randomised, double-blind, placebo-controlled Trial of the Clinical Efficacy and Safety of ICA-17043 with or without Hydroxyurea Therapy in decreasing the rates of painful crisis (Icagen, USA)**
PI: Marvin Reid US\$30,000
- **Sickle cell disease: modulators of severity and morbidity (Government of France)**
PI: Marvin Reid €5,000

Epidemiology Research Unit

CARDIOVASCULAR DISEASES

- The incidence of hypertension and diabetes
- The epidemiology of stroke (collaboration with CDRC)
- The Jamaica Healthy Lifestyle survey 2007
- Jamaica Youth Risk and Resiliency Behaviour Survey
- Impact of Early Life Experience on Cardio-Respiratory Risk and Bone Mineral Density in Adolescence in Jamaica
- The Impact of Diabetes on Morbidity and All-Cause and Cardiovascular Mortality in the Caribbean and an Evaluation of Health Provider Practice in Respect of CVD Risk Reduction in Diabetic Patients
- The Classification of Diabetes in Jamaican Youth

HEALTH SERVICES RESEARCH

- Injury surveillance
- Pan American Health Organisation/World Health Organisation – Data Management Project Human Resources for Health

CHILD DEVELOPMENT

- The effects of early childhood stimulation on economic, cognitive and social outcomes in a cohort of stunted Jamaican children: The 22 years follow-up study
- The development of term low birth weight infants at 6 years, and the benefits of early stimulation
- Promoting young children's social and emotional competence and preventing aggression. A pilot study

- Promoting young children's social and emotional competence and preventing conduct problems: A cluster randomised controlled trial
- Caregiver Training and Early Stimulation for Young Children in Child Care Facilities
- Evaluation of a pilot school feeding programme in basic schools (children aged 4–6 years) in St Mary, Jamaica (in collaboration with the Early Childhood Commission).

GRANTS

- **Impact of Early Life Experience on Cardio-Respiratory Risk and Bone Mineral Density in Adolescence in Jamaica (CHRC, CCS, UHWI, CHASE, NHF)**
PI: Rainford Wilks J\$15,742,659
- **The Classification of Diabetes in Jamaican Youth (CHRC, UWI)**
PI: Marshall Tulloch-Reid US\$20,000
- **Jamaica Healthy Lifestyle Survey 200 (NHF)**
PI: Rainford Wilks J\$25,630,466.00
- **Jamaica Youth Risk and Resiliency Behaviour Survey – reproductive health, violence and cardiovascular disease (15–19 Yrs) 2006**
PI: Rainford Wilks
USAID US\$255,420.91
Ministry of Health; J\$1,218,656
- **The Impact of Diabetes on Morbidity and All-Cause and Cardiovascular Mortality in the Caribbean and an Evaluation of Health Provider Practice in Respect of CVD Risk Reduction in Diabetic Patients (IC Health, CCDC)**
PI: Rainford Wilks US\$10,000.00
- **The development of low birth weight infants at age 6 years, and the benefits of early stimulation (Nestle Foundation)**
PI: Susan Walker US\$75,830
- **Improving development of young children in children's homes through caregiver training (Environmental Foundation of Jamaica)**
PI: Dawn Stephenson J\$7,917,940.00
- **Wellcome Research Training Fellowship for Dr H Baker-Henningham. Promoting young children's social**

and emotional competence and preventing conduct problems (The Wellcome Trust)

PI: Helen Baker-Henningham £297,190.00

- Effect of childhood stimulation on economic, cognitive and social outcomes in a cohort of stunted Jamaican children – The Jamaica early childhood development 22 years follow up study (World Bank)
PI: Susan Walker/Susan Chang-Lopez US\$179,775
- Evaluation of cardiovascular disease risk factor in the Jamaican population phase II (CHASE)
PI: Rainford Wilks J\$3,636,360

Chronic Disease Research Centre – Cave Hill Campus

CHRONIC DISEASE EPIDEMIOLOGY

Disease Surveillance

- The Barbados Lupus Registry
- The Barbados National Registry of Chronic Non-Communicable Diseases (BNR)
 - Cardiovascular disease – stroke and heart disease
 - Cancer

Health Services Research

- Translating Research into Practice: Use of BNR data to inform public health policy
 - Mapping disease incidence and post-disease survival
 - Quality of life in cancer and stroke survivors in Barbados
 - Cost of health care for chronic disease in Barbados
 - Five-year survival among people with breast cancer or prostate cancer
- Pan American Health Organisation/World Health Organisation – Data Management Project Human Resources for Health

Molecular Mechanisms of Vascular Complications

- Hemoglobin-mediated risk in diabetic vascular disease

Cancer Epidemiology and Genetics

- The Barbados National Cancer Study of Prostate Cancer

GRANTS

- Evaluation of disparities in SLE nephritis (Alliance for Lupus Research)
PI: Anselm Hennis/Ian Hambleton – Co-Investigator US\$74,750
- Barbados National Cancer Study of Prostate Cancer in a Black Population (National Cancer Institute)
PI: Anselm Hennis US\$3.9 million
- The Barbados National Registry of Chronic Non-communicable Diseases (BNR) (European Union)
PI: Anselm Hennis/Ian Hambleton/Angela Rose US\$1 million
- The Hyperglycemia and Adverse Pregnancy Outcome Study (NIDDK, NIH)
PI (Barbados): Anselm Hennis US\$239,588
- Wound Healing in Diabetes Study (Barbados Diabetes Foundation/Medicor partnership)
PI: Clive Landis) US \$270,000
- Translating Research into Practice: Use of BNR data to inform public health policy (Ministry of Health) Ian Hambleton/Angela Rose/Anselm Hennis Bds \$600,000
- Pan American Health Organisation/World Health Organisation – Data Management Project Human Resources for Health (PAHO)
PI: Selvi Jeyaseelan, Anselm Hennis, Ian Hambleton Bds \$78,358

Publications

TMRI Publications 2007/2008 Academic Year

1. Alastalo H, Raikonen K, Pesonen AK, Osmond C, Barker DJ, Kajantie E, Heinonen K, Forsen TJ & Eriksson JG (2008) Cardiovascular Health of Finnish war evacuees 60 years later. *Ann Med*, 1–7.
2. Abayomi, E.A., and Landis, R.C. (2008) Flow cytometry as the spearhead for delivering sustainable and versatile laboratory services to HIV-burdened health care systems of the developing world: A Caribbean model. *Cytometry B Clin Cytom.* 74 (Suppl. 1), 80–89.
3. Allen CF, Lees SS, Desmond NA, Der G, Chiduo B, Hambleton I, Knight L, Valley A, Ross DA & Hayes



Sickle Cell Unit doctors looking at 'New Sickle Cell Clinical Care Guidelines'

- RJ (2007) Validity of coital diaries in a feasibility study for the Microbicides Development Programme trial among women at high risk of HIV/AIDS in Mwanza, Tanzania. *Sex Transm Infect* 83, 490–496; discussion 496–497.
4. Asnani M, Char G, Reid M & Nanton PM (2007a) Intrathoracic and pelvic extramedullary haematopoiesis in sickle cell disease: a case report. *West Indian Medical Journal* 56, 540–543.
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7. Barker DJ, Osmond C, Forsen TJ, Kajantie E & Eriksson JG (2007) Maternal and social origins of hypertension. *Hypertension* 50, 565–571.
8. Barker DJ, Osmond C, Thornburg KL, Kajantie E & Eriksson JG (2008a) A possible link between the pubertal growth of girls and ovarian cancer in their daughters. *American Journal of Human Biology* 20, 659–662.
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11. Bennett NR, Boyne MS, Cooper RS, Royal-Thomas TY, Bennett FI, Luke A, Wilks RJ & Forrester TE (2008) The impact of adiponectin and ghrelin on incident glucose intolerance and on weight change. *Clin Endocrinol (Oxford)*.
12. Black MM, Walker SP, Wachs TD, Ulkuer N, Gardner JM, Grantham-McGregor S, Lozoff B, Engle PL & de Mello MC (2008) Policies to reduce undernutrition include child development. *Lancet* 371, 454–455.
13. Boyne MS, Sargeant LA, Bennett FI, Wilks RJ, Cooper RS and Forrester TE. (2007) Isoprostanes, a marker for lipid peroxidation, may not be involved in the development of glucose intolerance. *Diabetes Research and Clinical Practice*; 76:149–151.
14. Cappuccio FP, Kerry SM, Adeyemo A, Luke A, Amoah AG, Bovet P, Connor MD, Forrester T, Gervasoni JP, Kaki GK, Plange-Rhule J, Thorogood M & Cooper RS (2008) Body size and blood pressure: an analysis of Africans and the African diaspora. *Epidemiology* 19, 38–46.
15. Chanteau S, Rose AM, Djibo S, Nato F, Boisier P. Biological diagnosis of meningococcal meningitis in the

- African meningitis belt: current epidemic strategy and new perspectives. *Vaccine*. 2007 September 3;25 Suppl 1: A30–6.
16. Chin S, Popat V, Boyne MS, Cochran C & Tulloch-Reid M (2007) Insulinoma induced hypoglycaemia in a Jamaican patient. *West Indian Medical Journal* 56, 182–186.
 17. Cumming V, King L, Fraser R, Serjeant G & Reid M (2008) Venous incompetence, poverty and lactate dehydrogenase in Jamaica are important predictors of leg ulceration in sickle cell anaemia. *British Journal of Haematology* 142, 119–125.
 18. Durazo-Arvizu RA, Luke A, Cooper RS, Cao G, Dugas L, Adeyemo A, Boyne M & Forrester T (2008) Rapid increases in obesity in Jamaica, compared to Nigeria and the United States. *BMC Public Health* 8, 133.
 19. Edwards CN, Griffith SG, Hennis AJ & Hambleton IR (2008) Inflammatory bowel disease: incidence, prevalence, and disease characteristics in Barbados, West Indies. *Inflamm Bowel Dis* 14, 1419–1424.
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 22. Evans BJ, Haskard DO, Finch JR, Hambleton IR, Landis RC & Taylor KM (2008) The inflammatory effect of cardiopulmonary bypass on leukocyte extravasation in vivo. *Journal of Thoracic Cardiovascular Surgery* 135, 999–1006.
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DR BHOENDRADATT TEWARIE – Pro Vice-Chancellor

Office of Planning and Development

Overview

In the period under review the Office of Planning and Development made significant advances in its University-wide core activities of strategic planning and institutional research. The Office of Planning and Development has a University-wide responsibility as well as campus obligations. The draft 2007–2012 Strategic Plan was reviewed and presented with financial projections and key performance indicators for formal approval by University Council in April 2008. The Office continued to support cross campus academic and administrative departments by establishing a framework for implementation to guide the development of individual departmental action plans for the first two years of the Strategic Plan. Progress in implementing the Plan is monitored on an on-going process by the Office.

One of the mandates of the Office of Planning and Development is to conduct institutional research across the University system; the primary objective being to design, develop and implement research projects that will improve institutional effectiveness and decision making. This requires not only collecting, analysing and reporting on data for the purpose of evaluation but also for comparison of UWI's practices with peer institutions in order to measure the UWI's achievements and to develop best practices.

Highlights of Activities In 2007/2008

Strategic Planning

The Office focussed during the early period in 2007 on refining elements of the draft Strategic Plan to take account

of a revision in the financial projections and the key performance indicators. In May 2007, University Council provisionally approved the draft Strategic Plan and appointed Dr Bhoendradatt Tewarie, who had served as St Augustine Campus Principal from 2001–2007, as Pro Vice-Chancellor for Planning and Development.

From the outset PVC Tewarie and his team sought to achieve a coordinated University-wide approach to implementing the Plan. At the Executive Management Retreat held in Tobago in August 2007, he presented a framework for managing the implementation of the Strategic Plan. Refinement of the framework was done following further consultation with the Pro Vice-Chancellors responsible for each of the core strategic objectives as well as with the University Registrar.

The PVC Planning and Development initiated a process of engagement with the University community on each campus during the months of October and November 2007, leading a team that included members of the Planning Office, PVCs responsible for Teaching and Learning, Graduate Studies and Research, and the University Registrar. The outcome of the dialogue was confirmation that there was considerable understanding of the challenges that lay ahead and also of the issues that needed to be resolved to bring about a 'regime transformation' across the University.

The final text of the 2007–2012 Strategic Plan was formally approved by Council in April 2008 following review and inclusion of financial projections and key performance indicators. The Planning Office placed tremendous emphasis on reviewing departmental Action Plans and provided

guidance for the completion of those which remained outstanding. The process allowed for some initial assessment as to the areas of strength, deficiency, alignment with strategic objectives and evident gaps in the formulation of the plans.

The first formal review of progress in implementation of the first year of the Strategic Plan took place at the annual Vice-Chancellor's Retreat, in September 2008 at the Mona Campus, following which an assessment was done of progress in the core strategic imperatives – Teaching and Learning, Graduate Studies, Research and Innovation and Support for the Open Campus – and the key enablers.

The PVC and the Planning team continued to engage and support academic departments on each campus as required to further develop their Plans, working collaboratively with the Office of Finance to lend support to Faculties and Departments in aligning their strategic actions to budgetary requirements for the biennium 2009 to 2011.

Institutional Research Achievements

The Office of Planning and Development identified and embarked on several exercises to generate data and provide information to support the process of establishing benchmarks and monitoring institutional performance.

The following studies were completed in the period under review:

- Throughput Study for Mona involving throughput rates for students enrolled in undergraduate and post-graduate programmes, utilising a methodology that tracked the progression of successive cohorts of students entering UWI in 2000/01. It also analysed the time-to-completion of annual graduating classes of 2005, 2006 and 2007. This model will inform similar work at St Augustine and Cave Hill
- A university-wide First Year Student Experience Survey which obtained feedback from students on their experience at the University in relation to the key dimensions – Student Administrative and Service support, Teaching and Course Quality, development of Graduate Attributes and association with the Learning Community
- Development of the Self-Reporting Format to assess academic workloads in Departments and Faculties in each campus in relation to undergraduate and post-

graduate teaching and the supervision of graduate research students

- Development of a First Year Student Retention survey questionnaire to examine persistence rates and the incidence of student drop-out.

Other significant contributions:

- Assisting in preparation of the University Official Statistics
- Updating information on trends in enrolment growth and graduate output of the University
- Formulating annual reports for the Ministry of Science, Technology and Tertiary Education (of Trinidad & Tobago) on planned programmes and policy initiatives of the University in respect of the St Augustine campus
- Assisting the Office of Research in the development of a model for establishing a fee policy for graduate research students.

Developmental Thrust

The PVC Planning and Development led an initiative in search for funds to finance implementation of the Strategic Plan. Negotiations were undertaken with the International Finance Corporation (IFC). The Planning Office assisted in the collecting, collating and generating of information requested from the IFC in the appraisal process. The Office also participated in the on-going discussions with the IFC on projects being put forward by the University for loan funding.

Staff

Mr Carlyle Greaves retired as Director of the Office of Planning & Development at the end of July 2008, having served nine years in the position. The University of the West Indies is grateful to Mr Greaves for his significant contributions to the 2002–2007 Strategic Plan as well as to the current 2007–2012 Plan now in the implementation stage.

Mr Sterling Frost, who comes with experience in the banking industry with hands-on success in integrating people, processes and systems within a strategic planning framework has succeeded Mr Greaves as Director. Mr Frost is also a member of the Board of Directors of the Institute of Banking and Finance.

Mrs Christine Gonzales, ancillary staff member, retired at

The Campus Planning Offices at Cave Hill and Mona service their home campuses, but also give support to the University Planning and Development Office and the work of the PVC, Planning and Development, strengthening overall capacity in planning

the end September 2008 after having served in the Department for ten years. Miss Kamlini Dalipsingh attended a workshop on Archives and Record Management and also earned a certificate in Project Management.

Projected Activities for the 2008/2009

Academic Year

Strategic Planning

A major focus will be the evaluation of Departmental Operational Plans for the remaining three-year period of the Plan, as well as the on-going monitoring of the progress of implementation. A preliminary appraisal of the Plan's progress will be done for the 2009 meeting of University Council and an annual review will occur at the end of the 2008/2009 academic year while a mid-term review will take place at the end of academic year 2010.

A mechanism for facilitating the monitoring function via an interactive web-based solution is being explored for capturing the wealth of data and information that is being generated at the departmental level across the University. The Planning Office will also begin a formal examination of the performance of Faculties and campuses in relation to measuring them against identified performance indicators and set timelines. This information will feed into the annual reporting at the Vice-Chancellor's Retreat later in the year.

The main thrust in 2009 will be on Administrative and Managerial transformation throughout the University system.

Institutional Research Focus

Special studies will be initiated in support of analysing trends and developments in higher education globally and the impact and implications for UWI in respect of its own practices.

The proposed studies include the following:

- A University-wide graduate tracer survey of students who were awarded first degrees from UWI in 2007. The study will seek to obtain information from graduates on their experiences in the job market since leaving UWI and the extent to which their undergraduate education at UWI prepared them for the world of work

- A continuation of the analysis of throughput performance of undergraduate and postgraduate students from the Mona and St Augustine campuses
- A University-wide student experience survey. This study will target first-, second- and third-year students at the undergraduate level and will attempt to get feedback from students on their university experience. It will address student administrative and service support structures, teaching and course quality, the learning community and graduate attributes
- A First Year Student retention survey analysing the feedback from students who do not return or voluntarily withdraw from the University
- An analysis of faculty teaching workload. This study will assist in providing more accurate information on the contributions of UWI staff
- Publication of the University Official Statistics. Work will also continue towards enhancing the publication in keeping with decision-making and marketing and branding thrusts.

In the coming year the Office will undertake some restructuring in order to respond to its growing obligations to University-wide institutional research and the demands of monitoring, appraising and guiding the developments of the Strategic Plan.

Support for St Augustine Campus

The University Planning and Development Office is located on the St Augustine Campus and directly supports the St Augustine Campus in the following ways:

- Generating research and statistical information for the Principal, St Augustine Campus
- Managing and monitoring on-going data gathering and information analysis for the campus
- Providing Campus specific institutional research
- Providing reports for the Ministry of Science, Technology and Tertiary Education
- Supporting Faculties and Departments in aligning strategic initiatives with University-wide priorities; and
- Strengthening the linkage between planned initiatives and budgetary alignment.





MRS S. MAUREEN ALLGROVE – Director

The Projects Office

With a complement of Mona and Centre staff members, the Projects Office works as a team to develop, coordinate and manage projects that support the integration of academic programme development, infrastructural and institutional development. Projects are undertaken at the request of the Vice-Chancellor with respect to Centre projects, and at the request of the Principal, Mona Campus, with respect to Mona Campus activities.

The Projects Office, cognisant of new opportunities in the external environment that impact the University has undertaken projects that address higher education transformation especially as it relates to providing needed regional solutions. Targets for these projects were achieved through a multi-faceted process encompassing conceptualisation, researched information and proposal writing. Development in specific formats was undertaken to adhere to the requirements of potential funding agencies.

Following is a listing of projects in the Institutional Development portfolio that were undertaken and completed by the Office during the period under review:

- The UWI-RBTT Regional Scholarship Endowment Fund
- Mona Sports Development Programme 2008 'Establishing the International Centre for Sports Science and Management'. This was a comprehensive seven-phase programme that included the application of academic disciplines, and also technicalities involved in the establishment of an international standard *Mondo Track*

- Development of a Commuting Facility (with day-care centre)
- Mona Campus Historic Park – Celebrating a legacy of Distinguished Caribbean Alumni

Two major projects undertaken during the period – the Cultural Studies Institute flagship programme (Open Campus) and establishing a Permanent Chair in Education and HIV/AIDS – are in developmental progress, with drafts prepared and submitted.

Infrastructural development projects undertaken focussed on the student-centredness thrust of the University. Below is a listing of all the projects that were undertaken and completed by the Office during the review period. The construction projects completed included new buildings as well as renovations, alterations and refurbishing. These activities were, *inter alia*:

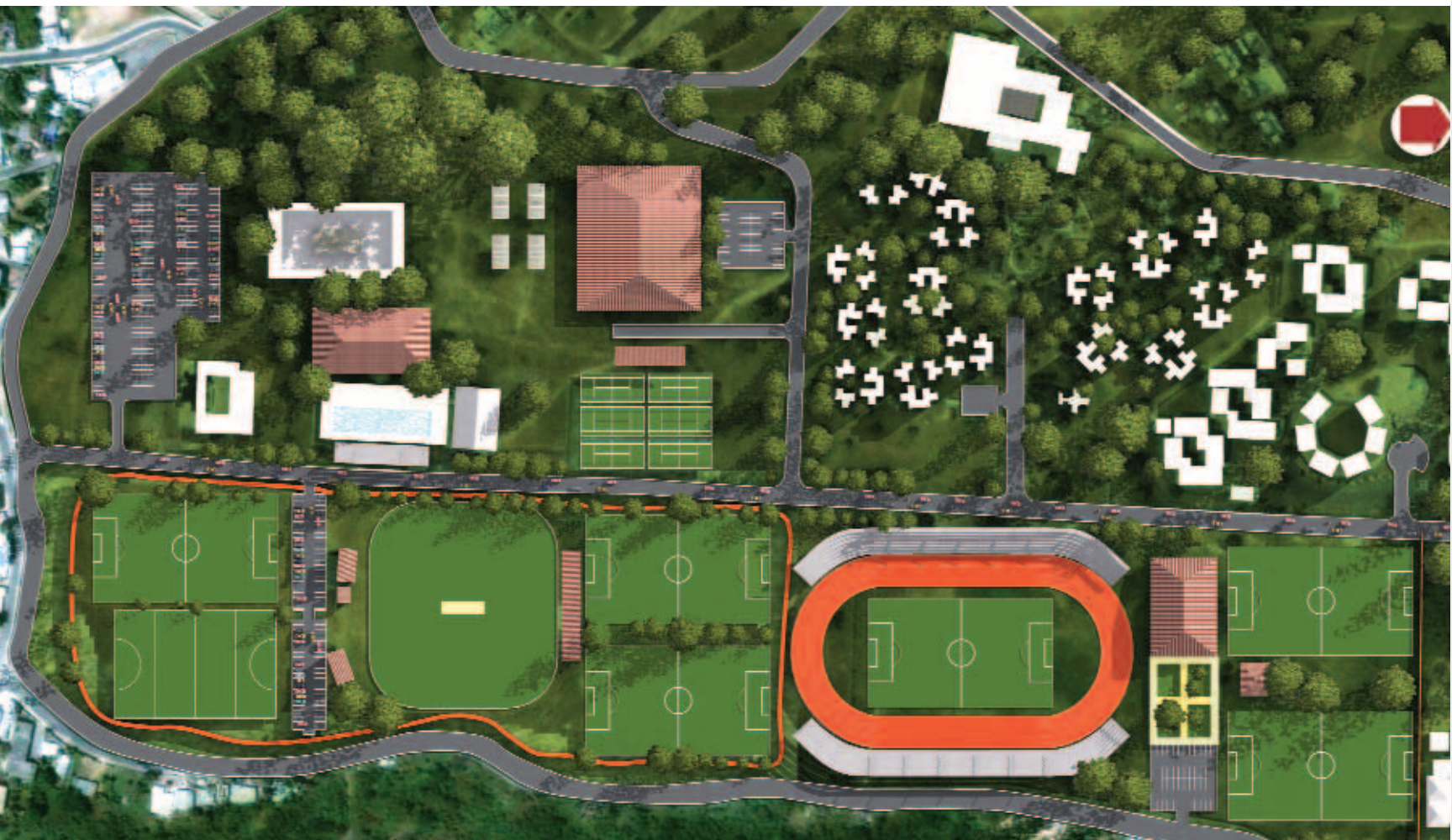
- The expansion of the University Bookshop to a second floor resulting in an additional 11,000 square foot of space
- The Western Campus in Montego Bay, St James, where two buildings were renovated to accommodate administrative functions and academic space. One building was demolished in order to install necessary parking space for the campus
- Mona School of Nursing consisting of two new single-storey lecture theatres that will accommodate 400 students, and an additional floor to accommodate administrative offices and a seminar room.

The Projects Office will continue to prepare, develop and manage projects for the University in support of the UWI's Strategic Plan

Extensive work also commenced during the year for major projects slated to be completed early in the 2008/2009 academic year. The scope of activities undertaken includes the development of design briefs, preparation and statutory approval of construction drawings, and project implementation and management. Projects in this phase include the MITS Extension, and the landscaping of the Queen's Way for the 60th Anniversary Celebrations.



Members of the office continue to serve on University and Mona Campus Committees and to give advice and assistance to the University community on request. The Projects Office will continue to prepare, develop and manage projects for the University in support of the UWI's Strategic Plan.







Reports from the *Campuses*

CAVE HILL

MONA

ST AUGUSTINE

OPEN CAMPUS



PROFESSOR SIR HILARY BECKLES – Pro Vice-Chancellor & Principal

The Cave Hill Campus

During 2007/2008, the Cave Hill Campus continued to pay close attention to the diverse needs of its student population. Undergraduate and graduate programmes were expanded in key strategic areas, the quality assurance and management processes were strengthened and the quality of teaching and learning enhanced and benchmarked against quality institutions throughout the world. The campus also sought new ways to ensure greater flexibility of access, especially to its working students and to develop a physical campus environment that is conducive to high quality teaching and learning.

Graduation Performance

Published data indicate that students continued during 2007/2008 to perform well academically, with 6% cent (65) of the 1,015 undergraduate class earning First Class Honours, 26% (260) Upper Second Class Honours, 53% (539) Lower Second Class Honours and 15% (150) Pass degrees. The campus is particularly pleased with students' performance at the graduate level where 272 persons, a 28% increase over 2006/2007, graduated. Of particular note is the fact that 23 persons graduated with doctoral degrees.

Expanding Opportunities

Total on-campus enrolment for 2007/2008 grew by 7% over 2006/2007, with 7,311 students registered. Graduate enrolment grew by 16% moving from 672 in 2006/2007 to 781 in 2007/2008. As in previous years, the growth in on-campus enrolment continues to be driven by undergraduate

students who numbered 6,530 or approximately 89% of total enrolment. Barbadian nationals comprised approximately 83% of the total on-campus enrolment, and continue to be the largest group at both the graduate and undergraduate levels. However, of the three physical campuses, Cave Hill has the highest proportion of Caribbean students to nationals. This ratio has been assisted by the availability each year of 30 scholarships to Eastern Caribbean nationals, including the indigenous peoples of the sub-region.

Programme Development

In keeping with the University's new Strategic Plan, in 2007/2008 the Faculty of Pure and Applied Sciences placed major emphasis on teaching and learning and, more specifically, on curriculum renewal at the undergraduate level.

The Faculty's most populous discipline, Computer Science, gained approval for five new final year electives. A new minor in Statistics, recommended by the Fields Commission, was also developed and approved, as were a new Environmental Chemistry elective and two advanced Earth Sciences courses in Climatology and Oceanography. The review period also saw an agreement with the Faculty of Social Sciences, under which Science majors are required to take a Management major or minor; and the approval of a new double major combining Computer Science or Information Technology with Economics.

In response to the call from the region's health sectors, the campus introduced the Masters and the Graduate Diploma in Public Health Services Management and in response to numerous requests from prospective students and employers,



Question and answer time

work also began on the development of new professional Masters degrees slated for academic year 2009/2010, with specialisations, *inter alia*, in Human Resource Management, Marketing Management and Financial Management.

Discussion continued with the Government of Barbados on a new funding model for graduate education and research. In order to develop Faculty-based research centres, the initial proposal was changed from 15 research clusters to 10 research centres. Among these are centres for the Law of the Sea, Public Policy, Sustainable Tourism, Transportation Research, Renewable Energy, African Studies, Food Safety and Management.

During the year Cave Hill Evening was piloted with six undergraduate programmes in great demand by part-time working professionals: the Bachelor in Education, BSc Management Studies; BSc Banking and Finance; BSc Public Sector Management; BSc Social Work and BSc Management and Computer Sciences. This new initiative allows fully matriculated students to register full time, accessing all their courses after working hours and graduating in three years.

Faculty of Medical Sciences on Stream

The main focus during the review period was on developing academic programmes for the Faculty, facilitated by the appointment of ten faculty members whose remit was to develop and teach the Phase 1 Programme. Construction also began on teaching and administrative facilities for the Basic Sciences complex. The 17,500 square feet of floor space will include a lecture theatre, a laboratory, and

seminar rooms. Additional facilities including administrative and faculty offices, seminar rooms and a student lounge, will be provided in the space to be vacated when the central Administration relocates.

Quality Enhancement Initiatives

The campus' quality assurance system was significantly strengthened by the appointment of Mr Eduardo Ali to the position of Campus Quality Assurance Officer. Mr Ali works closely with the Campus Quality Assurance Subcommittee and has implemented several projects, including a campus-wide Quality Management System, the training for quality enhancement leaders across the campus; the standardisation of student course evaluations and the production of the quality assurance and enhancement newsletter *Quality Thoughts*.

During the year the Campus Quality Assurance subcommittee began working on redesigning and standardising templates for course and programme proposals in order to ensure greater clarity and transparency and to encourage wider consultation both within and outside of the University community.

Registration with the Barbados Accreditation Council

In keeping with a Government of Barbados requirement that all post-secondary educational institutions operating in the country be registered with the Barbados Accreditation Council, the Cave Hill Campus was visited during 2007/2008 by a team of international educators. In addition to passing all eleven standards used to assess an institution's readiness for registration, the reviewers remarked on the comprehensive nature of the University's quality assurance system and the rigorous process for approving and periodically reviewing of programmes. The team also noted that the review of the Faculty of Law, which had been undertaken earlier in the period, had been rigorous and comprehensive and that the Faculty of Medicine employed assessment techniques that drew on best practices in medical education throughout the world. The review team noted that the campus had appropriate measures in place to deal with students entering with a range of levels of educational attainment and commented on the degree of openness they encountered during their discussions with staff and administration.

Internationalising The Campus

The International Office (IO) at the Cave Hill Campus was established in July of 2008, under the direction of Dr Anthony Fisher, as part of the strategic focus to further internationalise the University and Campus. To date, the IO has negotiated the following:

- A Memorandum of Understanding with the Universidade Agostinho Neto (UAN) in Angola, offering the opportunity for training of their medical students at the Cave Hill Medical Faculty, and collaborative research on food security.
- An agreement with the Ambassador of the People's Republic of China to provide a teacher of Mandarin for the Cave Hill Campus.
- A Cooperative Agreement with the Medical University of South Carolina (MUSC) for preparing medical and dental professionals.



Sir Hilary Beckles (right) and Dr Joao Teta, Rector of the Universidad Agostinho Neto, signing MOU

The Department of Language, Linguistics and Literature also negotiated a co-operative agreement with the University of Puerto at Humacao which provides for academic exchanges; as well as an agreement to provide English language training to over one hundred employees of Petroleos de Venezuela over two years.

Technology Application to Improve Service Delivery

The campus continued to make significant progress in the application of technology to improve the delivery of

services to students. The on-line application form was re-designed for greater simplicity and “user-friendliness” to improve consistency and accuracy of data capture and to ensure applicants quick on-line feed-back and the tracking of application status. The application and the registration processes for graduate students were fully automated and integrated into the Banner System and the on-line help desk available to students at registration was improved.

The introduction of on-line fee payment has further improved the efficiency and quality of the registration process. Significant improvements to the system for transcript production have significantly reduced delays. In addition, the timetabling function has now been fully integrated with the Student Administration system. As a result of these initiatives, the campus has been able to open registration to students much earlier than has been customary.

An added value of technological application has been the use of electronic surveillance to enhance the effectiveness of the campus' security services while facilitating rationalisation and greater efficiency in the deployment of human resources. The development of information and communications technology remains a strategic initiative to address the growth taking place at the Cave Hill Campus while creating an efficient environment for students and staff. The number of hotspots on the wireless network has been doubled to accommodate the increasing need for anytime/anyplace access to information systems. Internet capacity has also been doubled to keep pace with the use of web-based applications. In addition, all network servers across the campus have been consolidated into a single platform housed in the data centre. During the year sections of the network were replaced with new devices of higher capacity and greater capabilities. Fibre connectivity between new and some existing buildings has also been upgraded to enable Voice Over IP (VoIP) telephony in the very near future.

Collaboration between students and staff has now been enhanced with the implementation of the Microsoft Live@edu email system for students. A student can now own the assigned email address for life, thereby improving the ability to keep in touch with graduates.

Student-Centredness

The implementation of the Students' Amenities Fees has

allowed the campus to significantly enhance and expand the range of out-of-classroom activities necessary for producing the distinctive UWI graduate described in the 2007–2012 Strategic Plan.

During the year a comprehensive health insurance scheme covering all students was launched. Through the employment of an additional doctor, the Campus Health Clinic services were significantly expanded to provide four medical clinics daily.

The campus bus shuttle service was expanded with the addition of the Bridgetown route and adequate transportation has been provided to students living within a five mile radius of the campus. In addition, three bus shelters have been constructed at strategic points on the bus route.

The Cave Hill Campus continues to provide support to the growing slate of student-initiated activities, clubs and societies and to provide students with greater opportunities to participate in national and regional events through its rapidly growing sports programme, including athletics, basketball, netball, cricket, volleyball, hockey, futsal and table tennis.

Design work and award of contracts were completed for the construction of a FIFA-rated all-weather soccer field and an accompanying athletics track. At the same time design work began on the grand-stand for these sports facilities, and negotiations were started for the supply and installation of lights to permit their use at night. On completion of the football field and the athletics track students will have access to some of the finest sporting facilities in the island.

SEED Flourishes

The Student Entrepreneurial Empowerment Development (SEED) project was officially launched with a ceremony attended by ministers of government, members of the private and public sectors, faculty and students. The keynote address was given by the Hon Darcy Boyce, Minister of State in the Ministry of Finance.

SEED is guided by an advisory committee chaired by Dr Justin Robinson, Head of the Department of Management Studies and comprising representatives of the Bank of Nova Scotia, the Ministry of Education, the Youth Entrepreneurship Scheme (YES), Barbados Youth Business Trust, the Guild of Students and the Business Development

Office. Entrepreneurial support organisations such as the Barbados Coalition of Service Industries and Invest Barbados have pledged their support to the SEED Project.

Physical Expansion of The Campus

The Capital Programme to support the implementation of the University Strategic Plan for the Cave Hill Campus continued. The following projects were completed during the year:

- The Graduate Student Complex at Black Rock which came into full use in September 2008. The complex provides 11,000 square feet of space, houses a lecture theatre with seating for 100, seven classrooms, a computer lab, e-library facilities, a students' lounge and recreational area and office space for academic and administrative staff. The design anticipates further expansion of the building.
- The Research Building in the CARICOM Research Park which now houses the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES), the Shridath Ramphal Centre for Trade Law, Policy and Service and the Pro Vice-Chancellor for Research. The complex also provides office space for former Prime Minister, Mr Owen Arthur, and visiting research fellows and will accommodate the proposed Institute of Tourism Research and the Centre for Regional Integration Studies.

Also completed during the review period was the extension of the former Board for Distance Education Building to



New Graduate Students Complex

house the administrative offices of the Open Campus, the UWIDEC studios and computer rooms and the design and technical work for a third storey to this extension.

During 2007/2008, work began on the Administration Building, the design for which was inspired by the Ashante stool of the Kingdom of Asanti in Ghana. The corner stone of the building was appropriately laid by Otumfuo Osei Tutu II, Asantehene on October 23, 2008. The building is expected to be completed by September 2009.

By working around the current encumbrances on the acquired lands at Black Rock, Phase I of construction of the basic infrastructure for the new development commenced. During the period, the architectural and engineering designs were approved for the construction of a two hundred-bed Hall of Residence with supporting administrative and common room facilities on nearby lands at Clarendon, Black Rock, donated by the National Housing Corporation. The Hall will be self-financing with a small measure of Government revenue support and a loan guarantee for Bds\$34.0 million. The required loan was negotiated subject to this Government support and guarantee which is under consideration by the Barbados Government.

The campus also completed the design work and submitted for tender the construction of additional facilities for the Cave Hill School of Business. This provides for additional lecture rooms, the upgrading of existing administrative



Otumfuo Osei Tutu II, Asantehene unveiling cornerstone plaque for the new Administration Building

and teaching spaces, with supporting parking and external works. In addition, design work for the upgrade of the Bruce St John Conference Room, for the construction of an appropriate entrance to the Faculty of Humanities and Education and for the expansion of the Computer Centre to enable it to keep pace with IT demands and the security of data and equipment, were completed.

In February 2008, the campus demonstrated its appreciation for the support of over fifty individuals and organisations at the 2nd triennial Benefactors Awards Ceremony entitled *Building the Knowledge Economy and Society through Partnership*. The Prime Minister of Barbados, the Honourable David Thompson, gave the feature address.



Artist's impression of the new Administration Building, "The Golden Stool"

The Cave Hill Campus records its most sincere appreciation to the Prime Minister of Barbados and his government; other governments of the region as well as to the private sector and the international donor community for their continued commitment to the development of the campus

Distinguished Alumni Honoured

In April 2008, the campus inaugurated its 'Alumnus of the Month Award' to recognise its outstanding graduates whose achievements have brought prestige to the campus as well as to their local, regional or international community in a manner that renders them role models for current students at UWI. The Hon David Thompson, Prime Minister of Barbados, a 1984 graduate of the Faculty of Law and a founding member of Cave Hill's Alumni Circle, was the first graduate to be so recognised. Other Alumnus of the Month were:

- The Hon Dean Oliver Barrow, Prime Minister of Belize, (Faculty of Law 1970–73)
- Professor Eudine Barriteau in recognition of her contribution to scholarship on feminist/gender studies regionally and internationally
- Senator Kerry-Ann Ifill, Deputy President of the Barbados Senate in recognition of her continued advancement of the professional stature and societal contribution of the visually impaired
- The Hon Tilman J. Thomas, Prime Minister of Grenada;
- The Hon Hugh Anthony Rawlins, Chief Justice of the Eastern Caribbean Supreme Court
- Mr Dodridge Miller in recognition of his contribution to the financial sector
- Dr Didacus Jules, in recognition of his contribution to education in Grenada and St Lucia
- Ms Annice Dalrymple the first female Campus Bursar at Cave Hill, in recognition of her contribution to the financial management of the campus.

Benefactors

During the year, the following companies extended their support to the campus:

- Sagicor Life Inc pledged BDS\$2M over five years in support of the establishment, outfitting and maintenance of a new undergraduate teaching complex. The building will be named "Sagicor Centre for Lifelong Learning" in honour of this gift, which is the single largest contribution by a private regional company.
- The Barbados National Bank amended its 2005 MOU with UWI to increase its contribution by BDS\$500,000 in support of the establishment of a Media Centre at the 3Ws Oval.

- Barbados Business Machines agreed to provide digital archiving software and services valued at BD\$300,000 to assist in the preservation of the papers of regional leaders currently part of the collections of the Federal Archives and the Main Library
- The Barbados International Business Association (BIBA) provided BDS\$165,000 to support research in issues relevant to the sector, the establishment of Study Abroad Scholarships, an Internship programme for UWI students, and the launch of an annual International Business Week at Cave Hill, which will seek to promote career opportunities within the sector and intellectual exchanges between UWI faculty and students and members of BIBA
- As part of the Faculty of Social Sciences initiative to establish the campus as a Centre of Excellence for transportation systems, planning and services for CARICOM through a proposed Centre for Transportation Planning, a confidentiality agreement and a Memorandum of Understanding were signed with TransCore, a USA company that is a leading global provider of transportation management Services And Technology.

Conclusion

The Cave Hill Campus records its most sincere appreciation to Prime Minister, the Hon David Thompson and his government; other governments of the region as well as to the private sector and the international donor community for their continued commitment to the development of the campus. It also thanks Sir Neville Nichols, Chairman of the Campus Council, members of the Council, the Guild of Students and the entire student body as well as the academic and administrative staff who have demonstrated great dedication, commitment and patience over the years.

The campus extends its appreciation to the following members of staff who after many years of service to the campus, have retired during the period under review: Mr Henri Brewster, Senior Assistant Registrar (staff), Dr Lawrence Nurse, Senior Lecturer in the Department of Management Studies, Professor Albert Fiadjoe, Faculty of Law, Dr Harley Moseley, School of Medical Science and Research and Dr Anthony Layne, Senior Lecturer, School of Education. While the year ahead may bring challenges, the Cave Hill Campus as a community of staff, students, alumni and friends will be faithful to the University's commitment to be 'A Light Rising from the West'.



PROFESSOR GORDON SHIRLEY – Pro Vice-Chancellor and Principal

The Mona Campus

Overview

The academic year 2007/2008 saw not only the first year of Professor Gordon Shirley's watch as Mona's Principal, but also the start of the campus' implementation of the University's 2007–2012 Strategic Plan. Developed with input from all stakeholders and against a background of the rapidly increasing rate of globalisation, technological advances, and trade liberalisation, including the trade in educational services, the Plan acknowledges the institution's imperatives to:

- increase access to a larger percentage of the nation's eligible tertiary level cohort
- expose its students and faculty to local and international challenges
- develop teaching programmes that respond to the country's and region's needs, and
- produce research that targets the development challenges of the country and the region.

A reliable funding base to underpin the rolling out of the Plan is crucial to addressing these imperatives. While it is generally accepted that higher education is critical to economic development, the national strategic imperatives in the face of persistent fiscal deficits are likely to place additional strain on the budget allocation to tertiary education, including university education. Consequently, Funding the Enterprise, one of pillars of the UWI Strategic Plan, has assumed particular urgency on the Mona Campus.

The campus has been challenged, therefore, to be dynamic and entrepreneurial in its approach to sustaining and im-

proving the quality of and access to tertiary education for Jamaica's and the region's citizens. That in the current academic year the campus increased its pool of applicants by 19% over the previous year is testament to the aggressive marketing that it undertook during the year. Mona organised outreach campaigns to schools and colleges, increased its use of attractive publications and media engagements, as well as promoted its products and services during the 60th Anniversary Celebrations when the campus hosted numerous events, including the week-long convocation of UWI alumni from across the globe. No doubt, this heightened visibility influenced the Gleaner Company to name Mona the 2008 recipient of that company's annual award for contribution to education in Jamaica.



Governor General displays Gleaner Award as Principal Gordon Shirley and Gleaner Chairman Oliver Clarke look on

The campus continued its efforts to generate income and contain costs. Fee-paying programmes, particularly those in the Faculty of Medicine, were instrumental in helping to reduce the proportion of government funding of the campus budget.

Accountability at all levels was also high on the campus' agenda. At the beginning of the reporting academic year, Mona implemented a project to examine the real costs associated with the operations of every department and income generating programme with a view to rationalising teaching courses and staff allocation in the 2008/2009 academic year.

In this current challenging economic climate, the campus remains committed to implementing the Strategic Plan to ensure that the UWI's enduring mission to "propel the economic, social, political and cultural development of West Indian society through teaching, research, innovation, advisory and community services and intellectual leadership" is maintained. Not unexpectedly, the changed local and economic circumstances since the development of the Plan in 2006 dictated that the campus shift priorities as it rolled out its operational plans.

Accordingly, Mona accelerated its applied research activity so as to explore and find solutions to the myriad social and economic challenges confronting Jamaica and the

Caribbean as it sought to generate higher levels of economic growth. The Campus organised a number of conferences aimed at directing policy makers to the findings of the academy's comprehensive research on issues such as crime, sectoral development including health, tourism, agriculture, and appropriate fiscal and monetary models. Following on these, Mona made efforts to lobby for the adoption of its recommendations for policy directions that will aid national and regional economic growth.

Greater emphasis was placed on teacher-education within the academy with the goal of improving the pedagogical skills of our faculty members, promoting faculty's greater use of technology in educational delivery, and the development of curricula that is infused with cutting-edge information emanating from our research activity and that is more learner centred; all of this with a view to producing the "distinctive UWI graduate for the 21st century" with the requisite skills and attitude that are required in the global economy.

In keeping with the global trend to increase access to university education, the Campus sought to do its part in contributing to Jamaica's thrust towards ensuring that the number of persons with tertiary education qualifications increase significantly. Completing plans to open a satellite site of the Mona Campus in Montego Bay with programmes that are essential for the job market in Western Jamaica



Opening ceremony of Regional Conference on Crime & Security, October 29–30, 2007



Students engage children in community outreach activity

The Mona Campus continues to be the university of first choice in Jamaica, with its student population increasingly becoming more representative of all income groups within the society

was a strategic priority; as was collaboration with the UWI Open Campus (UWIOC), officially launched during the reporting year, enabling transfer of as many of Mona's programmes that would be more effectively and efficiently delivered online and by distance through UWIOC, so as to reach larger numbers of the country's and region's eligible tertiary level cohort. It is significant to note that the 5% overall reduction of Mona's total student population from 15,412 to 14,573 is a direct result of the transfer of many of Mona's off-campus students to the UWIOC. So while Mona increased on-campus enrolment by almost 10% over the previous year, its off-campus enrolment decreased by a significant 33%. Mona's, along with the other campuses' transfer of students to UWIOC, accounted in large part for the 4,000 students registered in UWIOC in 2007/2008, the first year of its operations.

It is gratifying to report that the Mona Campus continues to be the university of first choice in Jamaica, with its student population increasingly becoming more representative of all income groups within the society. Concomitant with this broader social stratification of its student population is the requirement to teach the social skills required for successful integration into the world of work and the global marketplace. A strategic thrust during the year, therefore, was towards engaging a larger proportion of Mona's students in social and leadership development

skills, through diverse programmes that are offered through the Faculties, halls of residence and the Office of Student Services and Development. Of special note is the continuation of an important initiative aimed at enhancing the experiences of Mona's commuting students who comprise 83% of the campus' 12,263 strong on-campus student body. The campus sought also to increase the number of scholarships, bursaries and other financial aid programmes that are available to students and was active in the discussions with the government about ways to make student loans more accessible and affordable to Jamaica's tertiary education level students.

The continued trend towards significant under-representation of male students in the University population, while a worldwide tendency, continues to be one of Mona's major concerns. The campus made concerted efforts to review its curriculum, to develop and enlarge its sports facilities and offerings with a view to attracting larger numbers of male students. In addition, studies were undertaken to examine the phenomenon of male under-representation in the academy, with the expectation that their findings will assist the campus in addressing the challenges that are unique to the male population within and outside the University.

Jamaica's unprecedented success at the Beijing Olympics triggered interest in showcasing the sports facilities, research



Student conducting research



Mona boasts one of the most attractive campuses in the world

and teaching programmes that exist at Mona with a view to generating support for its plans to dramatically improve on and increase these to aid Jamaica's strategic development of sports as an industry.

The attractiveness of the campus facilities and surroundings is an important factor in influencing students' choice in universities. Mona boasts one of the most attractive campuses in the world and the work undertaken during the year to enhance and improve its appearance and facilities has been well rewarded. Mona has taken the numerous comments from its students, staff and visitors to heart and this past year decided to capitalise on its invaluable asset – the 653 acres of history and culture. The Mona Campus Culture and Heritage Tour was launched as an event of the 60th Anniversary Celebrations and offers students and visitors the opportunity to explore the collection of artifacts and structures of historical and cultural significance located on the campus. The marketing plan for the coming year includes campus tours for high school visitors and tourists, further work to mark the campus's historical legacy, as well as continued work on improving the ambience of the campus and making it more pedestrian friendly.

The Way Forward

Transforming the University to meet the needs of the region's development challenges requires urgent strengthening of the campus's financial base. Simultaneously novel ways must be found to improve the campus' facilities with a view to improving the quality of the services offered to students and other stakeholders. Some major initiatives aimed at addressing these issues are highlighted below.

Internationalisation

Mona opened an International Student's Office during the year to cater to students attending the campus from as far away as Botswana. Through this Desk the Mona Campus intends to market itself to the global community so that its international student numbers will increase exponentially during this current Strategic Plan period. The Medical Sciences Faculty, in growing its income by charging the full economic cost of its programmes to international and other students, thereby allowing it to support its infrastructural development, is a model that will be replicated throughout the campus. Of course, the benefit to be gained from having larger numbers of international students extends beyond the financial; their presence will serve to expose students to cultures dissimilar to their own and open their minds to all manner of ideas. No doubt this will also impact positively the research that is undertaken



Students from Spelman College, Atlanta, Georgia pose with Professor Eldemire-Shearer



2008 Research Awardees pose with VC Nigel Harris (second left) and Principal Gordon Shirley (left third row)

at Mona. The trend in recent years of a modest growth in Mona's international student population is encouraging. The campus' efforts in this current Plan period will be to grow exponentially both the Jamaican and the external student population.

Targeting Alumni Giving

The University has performed woefully over the years in building its funding base through alumni giving. In this academic year, Mona plans to work with the University of the West Indies Development and Endowment Fund (UWIDEV) to step up efforts to target contributions from Mona's alumni. During the 60th Anniversary Celebrations, six Mona alumni groups (Chemists, Physicists, Actuaries, Medical Doctors, Educators and Librarians) celebrated reunions. Thanks to the Mona Campus Council Chairman, plans are in place to systematically target fundraising from these and the wider Mona alumni body. The strategic utilisation of government's \$50m allocation for marketing is expected to have the effect of generating greater support from all Mona's stakeholders, including the alumni.

The campus is committed to working with external partners to increase the level of financial assistance provided to needy students. Mona's drive to increase the number of scholarships, bursaries and other kinds of support will continue, as will its involvement at the national level in discussions aimed at making student loan facilities more accessible and affordable.

New Facilities

The Mona Campus continued to explore novel ways to fund development and expansion of the physical and

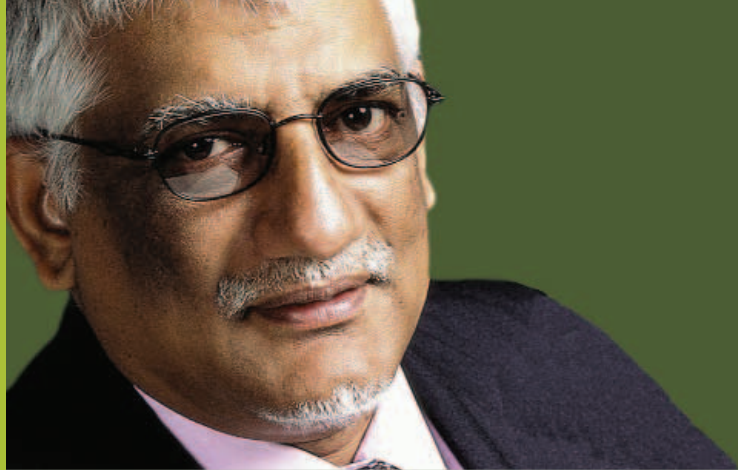
infrastructural facilities on the Campus. This academic year will see the opening of the new facilities for the Nursing School and the Management Informational Technology and Services (MITS). The latter will finally put an end to the scattering of the IT functions across the Campus.

Construction of new facilities to house the Basic Medical Sciences Department should begin in the current academic year 2008/2009. The dearth of student living accommodation and the hardships that this places on commuting students is also to be addressed in the current academic year. Mona has developed plans for a 600-room hall of residence and expects to break ground in 2009. These initiatives, together with the major expansion of sports facilities, through partnership with the Jamaica Football Federation and the International Association of Athletics Federation, will serve to enhance considerably the quality of student life on the campus.

Conclusion

Academic Year 2007/2008 marked a watershed year for higher education in Jamaica. Shifts in national policies to strategically address economic development issues bring into focus the significant role that the UWI, Mona, has to play in leading national debates on related challenges, conducting the required applied research to support development and preparing graduates who can function effectively in the global economy. The talent, enthusiasm, hard work and commitment to the University of faculty, staff and administration have bolstered Principal Shirley's resolve to continue in the tradition of developing the Mona Campus to respond to the changing environment.





PROFESSOR CLEMENT SANKAT – Pro Vice-Chancellor and Principal

The St Augustine Campus

Overview

Enrolment

Issues related to quality and quantity were the primary concerns of the St Augustine Campus during the 2007/2008 academic year as enrolment climbed to 15,875. This figure for the first time excludes students enrolled in programmes offered under the former UWIDEC – now the UWI Open Campus. When compared with a similar count for the previous year, overall the rate of growth has slowed from close to 12% over the previous two years to just over 5%.

The Faculties of Humanities & Education and Social Sciences were most affected by the transfer of Open Campus figures and recorded a decline in enrolment of about 4% and 6% respectively. The Faculty of Engineering also experienced a slight drop which may also be attributed to the non-allocation of Open Campus figures. There were also fewer students enrolled in the Faculty of Law this year. However, the Faculty of Medical Sciences increased its enrolment by 8% and Science and Agriculture grew by 7%.

The campus continues to be on target for the projected levels of growth put forward in the Strategic Plan 2007–2012 and the increased enrolment in the Sciences in particular, is in keeping with the goals set out in the Plan.

Enrolment for undergraduate degrees stands at 11,328, an increase of four percent. Post-graduate enrolment is also climbing at an encouraging rate of almost 5% this year, up from 2% in 2006/2007. That figure now stands at 3,351.

There are concerns, however, as students continue to flock to Advanced Diploma and Taught Masters programmes as opposed to the Research degrees. On the one hand, the campus is encouraged by the popularity of the taught programmes which offer specialised knowledge in professional areas. That enrolment is so high in these areas is testament to the value placed on them by the regional business and professional communities. On the other hand, there is as great a need to ensure the generation of new knowledge in areas of critical importance to the development of the region through rigorous research and study. As such, the campus focussed much of its energies on encouraging post-graduate enrolment for its MPhil and PhD programmes.

Expansion of Graduate Studies & Research

The campus engaged in more aggressive marketing of postgraduate programmes in 2007/2008, particularly research programmes. At present, research degrees – MPhils and PhDs – account for 22% of enrolment in higher degrees on the campus. A special Open Forum for graduate recruitment was held to allow prospective graduate students to find out more about the areas of research being conducted at each Faculty and to interact with faculty and current research students on an individual basis. One major issue which the campus sought to address this year was that of the throughput of Higher Degree programmes, particularly Research degrees which make up almost a quarter of Higher Degree enrolment, but only 5% of graduates in that category.

Accreditation of Professional Programmes



The School of Dentistry received full accreditation from the Commission on Dental Accreditation (CODA) of the American Dental Association (ADA) based on site visits conducted in May 2008, making it the first site outside of the USA to ever be accredited as an Advanced Education in General Dentistry (AEGD) training site.

The School of Graduate Studies focussed on ensuring that students graduate within the stipulated time frame. They also implemented a better follow up system to improve the time-frame of examination of theses and projects and held training sessions for thesis supervisors.

Teaching and Learning

The St Augustine Campus continues to expand and refine the range of programmes offered at all levels in response to the needs of its stakeholders in the public and private sectors and the globalised nature of the modern world. At the undergraduate level a new degree programme was introduced in Speech Language Science and the BSc in Information Technology joined the roster of options available through the Evening University.

It was at the graduate level however that the greatest strides were made with the introduction of the following: Postgraduate Diplomas in Interpreting Techniques and Gender & Development Studies; the MA in English Language and the MEd (Health Promotion); MSc programmes in Marketing and Agribusiness, Development Statistics, Gender & Development Studies and Advanced Nursing; and new graduate research programmes in Neuroscience, Molecular Genetics, and Nutrition. Approval was also granted for the introduction of the PhD in Business Administration.

One other special development this year was the approval of the Masters degree in Higher Education (MHEd) Tertiary Level Teaching which is scheduled to accept its first cohort in January 2009. This represents more than an expansion of the programmes offered on the campus. It is essential to efforts to improve teaching first on the campus and by extension, at other tertiary level institutions in Trinidad and Tobago and the region. The scholarship of Teaching and Learning, spearheaded by the Instructional Development Unit has, since its introduction in 2007, gained a strong foothold on the St Augustine Campus. The first cohort of four faculty members enrolled this year in the certificate course offered by the University of British Columbia and many others engaged in research or attended workshops. Also, in honour of the 10th anniversary of the UWI/Guardian Life Premium Teaching Awards, the campus hosted a forum on “Teaching Excellence and Higher Learning Outcomes” for sixth form teachers and students. In June of 2009 the campus will host the ‘eLearn 2009 Conference.

Building Quality

Mechanisms for building quality received significant attention during the 2007/2008 academic year. The St Augustine Campus has launched its candidacy for accreditation with the Accreditation Council of Trinidad and Tobago (ACTT). The campus is now registered with ACTT with effect from March, of 2008 to March, 2011. The Arthur Lok Jack Graduate School of Business is also registered with the ACTT from February 22, 2008 until February 21, 2010.

More than the stamp of approval that comes with accreditation, the campus welcomes the independent scrutiny that will provide additional impetus for quality improvements that are already underway to ensure that it fulfils its promise to the people of the region. Programme Accreditation exercises will continue in 2009 at the School of Dentistry, the Department of Electrical and Computer Engineering, the Department of Mechanical Engineering and the School of Veterinary Medicine.

This year quality assurance reviews, evaluations and audits continued at the departmental level across all Faculties and the 6th Quality Forum on the campus focussed on the development of quality manuals for all departments. These activities were in keeping with the philosophy that quality must be built from the ground up and from the inside out.

Infrastructure

Upgrade and expansion of the physical infrastructure of the campus continued despite some setbacks which were all too common in the local construction industry. This year did however see the completion of the new *Daaga Hall* auditorium built on the site of the old Guild Hall, as well as a new laboratory space for the School of Veterinary Sciences. Next year should see the opening of a new Hall of Residence, the new UWI/Health Economics Unit building and a newly renovated Main Administration Building. Construction commenced this year on the new Teaching and Learning Complex which is scheduled for completion in 2010.

The campus information technology infrastructure was enhanced during the academic year under review with the implementation of a new data link to Miami and upgraded bandwidth routers and firewall. The Faculty of Medical Sciences at Mt Hope was linked to the Main Campus through a new high speed data link; a new web portal was

60th Anniversary Commemoration



The flagship building of the campus – the historic Main Administration Building – graced the cover of the telephone directory disseminated to thousands of homes and businesses nationwide. A special issue of stamps as well as post cards featuring former Chancellors and Vice-Chancellors and historic UWI buildings were also launched.





Honorary Graduate Leroy 'Black Stalin' Calliste (second left) proudly displays his degree certificate following Graduation ceremony

rolled out for students and the open-source software, Moodle, was adopted as the Learning Management System at a significant annual saving to the campus.

One of the most exciting developments, however, was the beginning of discussions on a Campus Master Plan. The Plan involves a comprehensive assessment of the existing infrastructure, with input from all users – staff and students – and consideration for future growth, all aimed at improving both the look and the function of the St Augustine Campus. A consulting firm has been contracted to conduct the exercise which will address key issues such as preservation of as much green space as possible, architectural cohesion, utilities, flooding, parking, motor and pedestrian traffic, improved disability access and safety and security. It will take into account the four existing locations that constitute the St Augustine Campus, as well as the proposed development of an area at Orange Grove.

Outreach

A significant number of outreach activities at the St Augustine Campus surrounded the celebration of The University's 60th Anniversary. The flagship building of the campus – the historic Main Administration Building, graced the cover of the telephone directory disseminated to thousands of homes and businesses nationwide. A

special issue of stamps as well as post cards were also launched. Celebratory events included lectures, a special tribute to West Indian Nobel Laureate and former UWI Principal, Sir Arthur Lewis, a spirited day of family fun for staff and an elegant fund-raising gala. One of the most important events was the AgriTech Expo which was held at the height of the debate on national and regional food security and attracted hundreds of citizens, from backyard gardeners to commercial farmers.

The campus also continued its tradition of collaborating with other national, regional and international tertiary level institutions, governments, businesses and organisations. Among the key connections made this year was the signing of a memorandum of understanding with the international football federation, FIFA, to undertake cooperative programmes in the areas of research, training, education and facilities development in Sports Management, Education and Administration. An MOU was also signed with the University of Alabama for collaboration in areas related to public health.

The Sport and Physical Education Centre (SPEC) continued to ensure that the campus held a prominent place on the international sporting calendar. Some 700 runners lined up to compete in the annual UWI/SPEC International Half Marathon while 27 sponsors, led by First Citizens Bank helped make the event a success. At the end of the academic year the campus hosted the Inter-Campus Games which saw 275 athletes representing three campuses engaged in keen yet friendly team rivalry. Meanwhile in



AgriTECH Expo 2008

the arts arena, the Department for Creative and Festival Arts won further accolades on the national stage, this time for its presentation of the perennial favourite, “The Sound of Music”.

Future Focus

2009 promises to be another exciting year as the campus culminates its three-year Nobel Laureate celebrations by honouring the life and work of poet and playwright, Derek Walcott. St Augustine will also host The University Games and The University Council Meeting and will be participating in activities surrounding the upcoming Summit of the Americas and the Caribbean Games.

The campus will increase its outreach to stakeholders through an enhanced communication programme and given the recent downturn in the global economy, the campus has pledged its full support to the Governments and people of the Caribbean. In fulfilment of that pledge, over the next year the focus will be on building capacity, research and quality in all areas.



Professor Robert Tignor from Princeton University, one of the presenters at the Sir Arthur Lewis Memorial Conference



At launch of the ‘60 under 60’ publication, VC Harris and PVC Sankat pose with Dr Dave Chadee (l) and Prof John Agard (r), two of the featured researchers





PROFESSOR HAZEL SIMMONS-MCDONALD – Pro Vice-Chancellor and Principal

The Open Campus

University Council at its meeting on 27 May 2007 amended Statute 19 to provide for the creation of the Open Campus of The University of the West Indies as a radical restructuring of those outreach functions previously allocated to the Board for Non-Campus Countries and Distance Education.

Given the enormity of the task of restructuring, re-aligning, and expanding resources, it was decided that the 2007/2008 academic year should be one of transition, during which the old structures (primarily the School of Continuing Studies, the UWI Distance Education Centre, and the Tertiary Level Institutions' Unit) would metamorphose into the Open Campus during the University's 60th anniversary year.

As a result, the Board for Non-Campus Countries and Distance Education convened its last meeting on September 14, 2007, in Anguilla, marking thereby Anguilla's comparatively recent inclusion in the UWI system of Centres. By that time, the membership of the Open Campus' Council was being determined, including its Chair, Sir Dwight Venner, Governor of the Eastern Caribbean Central Bank.

The inaugural meeting of the Open Campus Council took place on March 3, 2008 in St Kitts. The Campus was publicly launched during the 29th meeting of the Conference of Heads of Government of CARICOM in Antigua and Barbuda. The Vice-Chancellor formally launched the Open Campus during an official news conference with international, regional and local media on July 2, 2008. He emphasised the long-standing commitment of The University of the West Indies to outreach beyond its campuses,

signalled by the creation in 1948 of the Extra-Mural Department and reaffirmed by the early engagement with "high tech" modes of delivery when the University embarked in the early 1980s on distance education by teleconferencing. The elevation of the units dedicated to the concerns of under-served populations among the University's contributing countries, to a campus, on par with the other three, indicated a strengthening of this resolve to unlock the potentialities of the region.

Teaching

During the year, existing programmes were offered across the region. The Open Campus Country sites in each country (formerly the School of Continuing Studies) continued to serve the needs of adult learners through the offering of several certificate and diploma programmes as well as short courses, seminars and workshops, some of which were tailored for specific local needs. Total enrolment in all courses offered by the sites across the region was 17,819 students, with Trinidad and Tobago leading the way in student enrolment. Of this number, 876 students were enrolled in four Associate Degree programmes (Business Administration, Paralegal Studies, Administrative and Professional Office Management, and Public Sector Management).

Besides these programmes, the Social Welfare Training Centre (SWTC), one of the five research units in the Consortium for Social Development and Research (CSDR), graduated 53 students from its four-month course in the Principles and Practice of Social Work, 67 from its Certificate

Launch of the Open Campus

This entity is designed to capitalise on advances in on-line technologies and on the platform of over 50 site . . . to advance a more student-friendly, much broader basket of degree, diploma and certificate programmes for Caribbean people who live beyond the immediate vicinity of our established campuses . . . The Open Campus will insist on quality education relevant to the region, student-centredness, student-friendly services, and the creation of knowledge and outreach to the Caribbean Community outside the walls of the University, particularly in the Eastern Caribbean, Belize, the Cayman Islands and in rural areas in campus countries.



The Vice-Chancellor and Principal at the official launch in Antigua and Barbuda.

in Social Service, a joint programme with Barbados, and it accepted a number of students for a Jamaica-only pilot of the UWI Mona/SWTC Pan-Commonwealth Diploma in Youth Work. The Hugh Lawson Shearer Trade Union Education Institute (HLSTUEI/CSDR) also offered courses: the four-week Introduction to Labour Studies course was held in February, 2008, with 24 participants, 13 males and 11 females. The second cohort of the two-year part-time Certificate in Labour Studies Programme which started in 2006 completed the programme in July, 2008.

The Academic Programming and Delivery Division (APAD), which is responsible for the delivery of programmes by distance, registered 3,779 students in the various programmes on offer (79.4% female). In the same year, 409 students graduated: 266 in Management Studies (3.8% with Firsts, 40.2% with Upper Seconds); 127 in BEd Administration; 12 in the MSc Counselling; and 4 with the Diploma in Gender Studies.

New programmes

Some new programmes were offered such as the Certificate in Learning Support, and the on-line Certificate in Substance Abuse Prevention and Treatment. While considerable effort in programme development was devoted to updating and modifying existing distance education courses, 25 new courses were developed, mostly in Education, including key modules for e-tutors and others concerned with the delivery of on-line education. Two of the courses developed at Mona, *Online Journalism* and *Community Media*, were offered in collaboration with CARIMAC. Funds were received from the OAS for the creation of new programmes for professional development and for 'Education for Democratic Citizenship in the Caribbean: A Distance Course for Educators'. Work also continued on the development of a number of new face-to-face programmes in Trinidad & Tobago. These include various Associate Degrees and Certificate courses for delivery in the Pre-University Department of the APAD Division. The Open Campus Belize worked with the Ministry of Education and the Belize Board of Teacher Education in developing a certificate programme in Teacher Education. In St Lucia through collaboration with the Caribbean Association for Plant Science, Industry, Commerce and use in Medicine (CAPSICOM) and the Caribbean College of Family Physicians (CCFP), a basic course in Herbs and Nutritional Supplements was drafted. This course is intended to introduce the fun-



UWI Open Campus Inaugural Council Meeting, March 3, 2008, St Kitts & Nevis

damentals of herbal medicine and provide exposure to the proper use of herbs and nutritional supplements.

The Director's office of the Open Campus Country Sites (OCCS), in collaboration with the Caribbean Child Development Centre (CCDC), spearheaded the signing of a memorandum of understanding with the Parenting Partners of the Caribbean to facilitate the offering of parenting courses through the Open Campus sites across the region. Courses have already begun in Belize, St Kitts and Nevis, Grenada, Trinidad and Tobago, Jamaica and Antigua. UNICEF agreed to fund a pilot offering of a child rights education course being developed by the CCDC.



Lincoln Williams, SWTC Head, makes presentation to Distinguished Lecturer, Professor Lena Dominell at SWTC 60th anniversary seminar

Research and Scholarship

Research projects continued within Consortium for Social Development and Research (CSDR) in the Open Campus:

- The CCDC worked on a programme related to Children and Violence, including a collaborative research project (with the Faculty of Education and the TMRI) on 'Promoting young children's social and emotional competence and preventing aggression in basic schools', with funding from UNICEF and the Environmental Foundation of Jamaica; work also continued on children's involvement in gangs in Jamaica and Antigua; and a pilot on the benefits of nutritional supplementation to children's aggressive behaviour was carried out
- A second research area in which the CCDC was engaged was children and HIV: An IADB-funded project to create an inventory and database of projects and programmes targeting HIV infected/ affected children began in February, 2007, and was completed in December, 2007. An analysis of psychosocial support to children infected or affected by HIV was also carried out, with research trainees from the University of Michigan through the MHIRT program
- A third area of research, on macro level issues of early childhood education (sustainability and financing, policy and curriculum development), was carried out through a grant from the Caribbean Development Bank in six Caribbean countries, and on poverty alleviation programmes through the OAS' technical transference programme, Puente in the Caribbean

- The SWTC was involved in field research addressing an Impact Evaluation of the National Youth Service in Jamaica; Employers' satisfaction with the performance of National Youth Service Workers; the Evaluation of the Jamaica Values and Attitudes Programme; and Violence and the Social Worker in Jamaica
- The Women and Development (WAND) Unit conducted a small research project, *Violence against Women in the Caribbean: Tools for Advocacy and Public Information* in St Vincent and the Grenadines and Barbados
- A third inter-regional teleconference, supported by UNESCO, was held on September 28, focussing on Child Rights issues and transmitted through the UWIDEC system
- The HLSTUEI collaborated with the Friedrich Ebert Stiftung Jamaica, and the Inter-American Regional Organisation of Workers in hosting a Workshop in February at the Shaw Park Hotel, St Ann. The theme of the workshop was *Empowering Women*



Questions from the audience at the St Lucia lecture series

Various elements in the Open Campus were responsible for conferences and public lectures:

- The second British Virgin Islands Country Conference was held October 23–24, 2007, with the theme: *Society in Progress: Multidisciplinary Perspectives*. Eleven scholarly presentations were made over the two days of meeting
- The CCDC co-chaired, with SALISES, the 2007 Caribbean Child Research Conference, October 23–25, 2007. The Conference included over 50 papers from 10 Caribbean countries, with others from Brazil, Colombia, Mexico and Venezuela
- The CCDC also hosted the annual meeting of the Latin American and Caribbean network of Childwatch International at the Centre on October 25
- It also helped to organise a Symposium in honour of Sir Frank Walcott, *Celebrating a Trade Union Legend*, which was held September 16–18, 2007, in Barbados, in collaboration with the Open Campus, Barbados, and the Barbados Workers' Union, with support from the office of the Principal, UWI Cave Hill
- To mark the 60th Anniversary of the University, the Open Campus hosted workshops in several countries including Anguilla, Montserrat, St Lucia and Dominica.
- The HLSTUEI, with support from the OCCS, presented a series of lectures entitled "Forever indebted to women: Women and the Regional Trade Union Movement"; lectures were held in each of the UWI-12 countries
- The Open Campus, Dominica, hosted the second Dame Eugenia Charles Distinguished Lecture: *Eugenia*



Mr Winston Bayley hands cheque to Mrs Olivia Edgecombe-Howell to help defray expenses for the Inaugural Open Campus Council meeting

Charles and the Problem of Leadership in the Caribbean, delivered by Professor Alan Coble, Faculty of Humanities and Education, UWI Cave Hill

- Dominica also launched the *Dr Bernard A. Sorhaindo Memorial Lecture Series*, in collaboration with the UWIAA Dominica Chapter, the Dominica Medical Association and the Dominica Social Security. The lecture, *Occupational Respiratory Diseases*, was held on July 24, 2008 at the Fort Young Hotel and delivered by Dr Sunder Sandur, of the Department of Medicine, Yale School of Medicine
- The SWTC organised a number of seminars on Working Effectively with Parents, Securing Social Justice in a Global World, Capacity Building in Project Cycle Management-Basic Proposal Writing, and Financial Management Skills for NGOs
- The Open Campus in collaboration with the Institute of Caribbean Studies (ICS), Faculty of Humanities and Education, Mona, hosted a screening and lecture by Steven Torriano Berry, Professor of Film and Television Production at Howard University, on June 3, 2008 at the Mona Campus. A highlight of the evening was the screening of excerpts from one of Professor Berry's most recent projects, the first-ever Belizean television dramatic series "Noh Matta Wat!" These excerpts framed a discussion about his experiences in developing a community-based approach to film and television production in the USA and Belize.

The Library at the Open Campus St Lucia site was honoured to be donated the Roderick Walcott Papers; a grant of US\$18,000 was received from UNESCO to assist in housing the collection.

Tertiary Networking

During the period under review, the Division of External Relations and Inter- and Intra-Institutional Collaboration (ERIIC) undertook a total of nine institutional visits to regional Tertiary Level Institutions, in which opportunities for co-operation in 16 different areas were identified.

The Office facilitated several partnership arrangements between the UWI and regional TLIs, six of which were finalised, with four institutions:

- **H. Lavity Stoutt Community College (HLSCC), British Virgin Islands:** The HLSCC was granted approval to deliver the final 2 years of the Cave Hill School of Education's BEd degree in a two-plus-two arrangement
- **Excelsior Community College (EXED), Jamaica:** Normal Matriculation status was approved for graduates of The Certificate in Library Technical Studies Systems at the Excelsior Community College
- **Jamaica Constabulary Staff College (JCSC):** Approval was given to the Jamaica Constabulary Staff College to deliver the UWI Level I of the BSc in Public Sector Management



Dr Francis Severin, Head, Open Campus, Dominica addressing High School students



Graduation, UWI Open Campus, Dominica

- **St Vincent & the Grenadines Community College (SVGCC):** The College gained approval to deliver the UWI Level I of the Social Sciences BSc degree from the 2008/2009 academic year
- It also received approval for a two-plus-two Articulation Agreement of the CTO Hospitality Associate Degree Programmes with the UWI BSc Tourism and Hospitality Programme
- Additionally, graduates of the College's Tourism & Hospitality Associate Degree Programme, prior to 2008, will also benefit from articulation arrangements with the UWI provided certain conditions are met.

Work was undertaken with 15 institutions throughout the region on similar articulation issues. Much effort was also spent on reconsidering the various franchise arrangements that the University has with a number of TLIs. 564 students were enrolled in various franchised degree programmes and another 250 in Social Science Certificates. The Division continued to facilitate monitoring visits, staff attachments, and the timely exchange of information between franchise holders and the University. It also conducted a special workshop for TLIs with franchises in Jamaica on November 28, 2007.

The Caribbean Universities Project for Integrated Distance Education (CUPIDE), which began in January 2003, officially concluded in December 2007. The goal of the project was to develop the human resources within the Caribbean region through enabling each of the five participating universities (University of the West Indies, University of Technology, Jamaica, University of Guyana, Anton de Kom University of Suriname, and Université Quisqueya, Haiti) to develop and deliver quality distance education programmes using Information Communication Technologies. One of its last activities was to help organise a three-

day CARICOM consultation on collaboration in distance education among tertiary level institutions which was held in St Lucia in November 2007.

Social Development

The CCDC has undertaken the hosting of the Caribbean Early Childhood Development website, which links practitioners, researchers, parents and others interested in early childhood issues across the Caribbean (<http://www.uwi.edu/opencampus/caribecd/default.aspx>).

The WAND Unit collaborated with PARTICIPA Corporación, the Venezuelan Institute for Social and Political Studies and Foundation of the Americas (FOCAL), a Canadian non-governmental organisation and the Organisation of American States (OAS) to conduct research on the extent to which governments of selected Caribbean and Latin American countries implemented the mandates approved in *the Summits of the Americas*: the Quebec summit (2001) and the Plata del Mar Summit (2005). Three thematic areas related to the theme of democratic governance were explored. They were *access to public information, freedom of expression and strengthening of the participation of civil society*. The *Evaluation Index of Government Compliance* is a statistical representation of the progress, or lack of it, by governments concerning the level of implementation of the mandates of these summits. The four-month phase of the project was implemented in 24 Caribbean and Latin American countries. WAND focussed on the Government of Barbados which has acceded to the mandates of the summits.

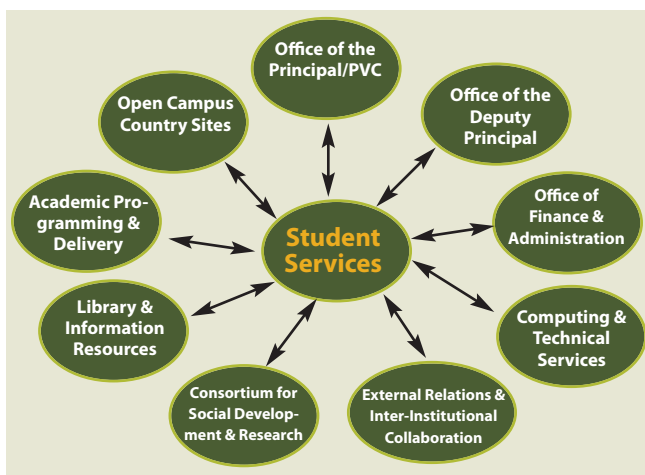
WAND also continued its projects in Non-Formal Education for Community Development in St Lucia (La Pointe) and St Vincent and the Grenadines (Fancy). The latter was nominated by the Women's World Summit Foundation

Putting students at the heart of its operations was a first priority in conceptualising the Open Campus. Another key guiding principle was the notion that structure should follow function

(WSSP), Switzerland, for the *Prize for Women's Creativity in Rural Life*, which it won when the results of the competition were announced in October, 2008.

Structural metamorphosis

Putting students at the heart of its operations was a first priority in conceptualising the Open Campus. Another key guiding principle was the notion that structure should follow function. For an entity whose major activity would flow through digital technologies, questions of physical location, however significant in other respects, are of no concern as such, nor need historically based separations of identical functions be perpetuated. As a result, the structure illustrated here was adopted:



Significant changes include:

- The unification of programme development at all levels in Academic Programming and Delivery (APAD)
- The linking of several small units in a Consortium for Social Development and Research that would work more closely with APAD in developing courses while collaborating more extensively across the region in pursuit of their original developmental goals
- The explicit identification of a library and information function. (In preparation for the more central role of the libraries throughout the sites, four librarians from among the Country Sites attended the 13th Off-Campus Library Services Conference in Utah in April 2008)
- The unification of administrative, financial, and registrarial matters in one regional system, instead of their separate existence at three campuses and many separate sites.

Technology

The Management Information System (MIS) developed by the Computing and Technology unit (CATS) was extended to support on-line registration for the first time in one system for all distance students at all sites in Semester 1 of 2007/2008.

A help-desk unit was set up by temporarily appointing persons to provide support for staff and students who need technical support during the admissions period; a more permanent arrangement is intended to take over these functions.

Staffing

The Open Campus mourned the loss of two members of staff who died in the course of the year, both in April 2008: Dr Phyllis McPherson Russell, who had long been associated with the Human Resource Development unit in the former SCS, and Mr Deoraj Dave Lakhan, who worked in CATS.

In the course of the year, several key appointments were made to posts in the new Open Campus structure, including Professor Hazel Simmons-McDonald, as Principal, Dr Vivienne Roberts, as Deputy Principal, and Ms Simone Augier as Registrar. Dr Judith Robinson worked as a consultant in several roles, including HR and Finance, in the absence of persons who had been appointed but were not able to take up office until the following academic year. These key developments were a beginning of a considerable restructuring and expansion exercise subsequent to the approval of the campus' plans by Council, and which continues to this day.

A notable retiree was Mr Matthew William who had been, since 1990, the University Representative and Head of Centre in the Bahamas.

In the course of the year, Denise Gaspard-Richards was awarded a doctorate and Dr Julie Meeks-Gardner, currently Director of the Consortium for Social Research and Development, was promoted to a personal chair. Dr Christine Marrett was co-recipient (with Vilma McClenan who had retired earlier) of the Gleaner Honour Award for 2007 in the category, Education and Public Service, for her "unique contribution to the development and growth of Distance Learning through the University of the West Indies."



Reports from the Faculties



The Faculty of Engineering

Enrolment & Graduation

Undergraduate

For the academic year 2007/2008 the undergraduate intake for all programmes in the Faculty was 390 students – 11% less than the previous year. The BSc programme in Mechanical Engineering with a minor in Biosystems experienced a 100% increase in enrolment, while there was a 20% increase in Electrical & Computer Engineering, a 34% decrease in Civil Engineering, and a 61% increase in the Civil with Environmental Engineering programme. Intake in this second year of the new BSc programme in Land Management (Valuation) in the Department of Surveying and Land Information was twelve students, an increase of 71% over the last period.

In 2007/2008, the Faculty produced 328 graduates in the various disciplines. Forty-one of the graduates achieved First Class Honours. The Department of Mechanical & Manufacturing Engineering graduated the highest number of students totalling 103, 5% less than the previous year.

Postgraduate

The Faculty attracted 256 new students into its taught postgraduate Diploma/Masters programmes, 11% less than the previous academic year which had an enrolment of 284. New postgraduate enrolments in MPhil and PhD programmes of the Faculty, while still low, increased by 128% to 16 students in 2007/2008. Research student enrolment will remain low given the very good employment opportunities for lower level degree graduates in Trinidad and Tobago and the region for Engineers, Surveyors and

Petroleum Geoscientists and the traditional lack of regional employment opportunities that fully utilise the skills of PhD and MPhil graduates.

In 2007/2008, 130 students graduated from taught postgraduate programmes, a 76% increase over the previous year which had a figure of 74 students. Ten students graduated with research degrees: 5 MPhils and 5 PhDs.

Promotion of Programmes

The Department of Mechanical & Manufacturing Engineering had joined the Department of Civil and Environmental Engineering in actively participating in and significantly contributing to the establishment of MSc programmes in Guyana, by introducing the MSc in Engineering Management with an intake of 20 students. In 2007/2008 the Faculty graduated its first set of students, eleven in total, from its Guyana programmes, as follows:

- MSc Project Management, 10 students (4 with distinction)
- MSc Construction Management, 1 student (with distinction)

Research In Progress

The following lists the research and development activities conducted in the various Departments.

Department of Chemical Engineering

- **General:** Ligno-fibrous products from bagasse
- **Food Production Processes:** Formulation, preparation

and evaluation of a variety of condiments, e.g. Tomato Choka, soft cheeses, pumpkin purees and relishes and pepper products

- **Food Characterisation/Utilisation:** Analysis and characterisation of regional produce and food products (e.g. sweet potato, cassava, coconut water, local plant materials, Mozzarella cheese from buffalo and cow's milk) for food and industrial applications, Energy & Water utilisation & conservation practices at a local distillery
- **Food Safety:** Shelf-life evaluation of convenience food; detection, quantification and treatment of bacteria in foods, microorganisms & fermentation time during cocoa fermentation
- **Chemical & Process Engineering:** Supercritical Fluid Extractions; protein recovery from indigenous sources, SODIS methodology for water and waste-water treatment, production of bio-degradable plastics, polymer recycling studies
- **Petroleum Engineering:** feasibility of transporting stranded natural gas around the Caribbean using gas hydrates (GtS); natural gas from sub-sea hydrates; desalination of sea water by freezing; heterogeneity effects (permeability and wettability) on reservoir flow and displacement; vapour extraction via horizontal wells, downhold heating, foamy oil, heavy oil cleanup, asphaltine production problems; environment considerations, gas condensate entrapment within porous media during production; sanding; sustainability issues; natural gas hydrates as a potential future source of gas for Trinidad and Tobago
- **Petroleum Geoscience:** Origin and evolution of fractures in Toco; implications of the fractures for petroleum prospectivity; 2 billion year old continental breakup in eastern India; closure of the north Singhbhum sea and continental collision in eastern India; Foraminifera and Ostracoda of the continental shelf off SE Trinidad; intertidal foraminifera in the Caroni Swamp, sedimentation of the Carolina Sands.

Department of Civil and Environmental Engineering

- **River Mechanics:** estimation of scour depth at bridge piers and sediment transport. **Eco-hydraulics:** estimation of in-stream flow requirement for local rivers. **Earthquake Engineering:** formulation of local design codes



for seismic resistance. **Intelligent Traffic Management Systems:** use of ICT for traffic management. **Slope Stability:** use of geo-textiles and vegetable fibres for preventing landslides. **Shoreline Erosion:** design criteria for shoreline erosion control structures.

Department of Electrical and Computer Engineering

MAJOR PROJECTS COMPLETED

- **Building Local Capacity for ICT Policy and Regulation:** A Needs Assessment and Gap Analysis for Africa, the Caribbean and the Pacific, completed jointly with researchers from RIA, LIRNEasia and DIRSI. This research will guide the next generation of regional capacity building in the area of telecommunications regulation and policy
- **Completion of the first phase of the G-Pan sub-project,** with the pans being used in the National Steel Symphony Orchestra. The G-Pan is positioned to positively impact on the pan industry by virtue of improved quality, clarity and range
- **An Acoustic Study of the Steelpan:** A study to map the 3-dimensional sound field of steelpans using acoustic holography methods. The study revealed new information on the sound radiation patterns of tenor and bass steelpans and also on the propagation of sound across and around these instruments. The study has implications for the recording, performance and acoustic design of the instruments.

RESEARCH IN PROGRESS

- Mobile technologies for social development. This multidisciplinary research is action-oriented and explores the many aspects of mobile-facilitated technological intervention for poverty alleviation
- 2nd phase of G-Pan sub-project, with full implementation of the G-soprano, which would have a positive impact on the pan industry as a whole by virtue of im-



proved quality, clarity and extensive range; completion of the Percussive Harmonic Instrument (PHI), an electronic version of the acoustic pan to a fully functional instrument, which can generate musical sounds of any desired timbre using the physical motions of the traditional pannist

- Hardware Acceleration techniques for VoIP Applications: Improvement of VoIP Quality of Service; Hardware Accelerators for SIP Servers; Industrial Process Control Studio: Framework for Efficient Deployment of PLC in Industrial Control
- Applications of linear integrated circuits, the results of which will be applicable in a wide range of systems in measurement and instrumentation, controls and communications
- The nature of the Magnetic Force, which will provide explanations for a range of phenomena in chemistry and may lead to an improved explanation for superconductivity
- Biological effects of cell tower radiation on those living close to cell towers in Trinidad & Tobago
- Development and commercialisation of a data collection system
- Preparation of a textbook on Electronics Circuit Design.

Department of Mechanical and Manufacturing Engineering

- **Agricultural Engineering:** thermal conductivity of Trinidadian soils; assessment of Electrical Conductivity of Trinidadian soils; test of the Eco Tech Tutor
- **Industrial Engineering:** Ergonomics; Quality Management Systems for Trinidad and Tobago; HSE Radiation Management Model for the workplace; strategy formulation and performance measurement in manufacturing enterprises; Science, Technology and Innovation in the Republic of Trinidad and Tobago

- **Manufacturing:** Rapid prototyping paradigms for virtual manufacturing systems, computer-aided design and drafting of machine elements – using AutoCAD with AutoLisp; modeling, scheduling and analysis of flexible manufacturing systems and cellular manufacturing systems; virtual learning (e-learning) to aid distance education in Engineering; disaster management.

Department of Surveying and Land Information

MAJOR PROJECTS COMPLETED

R. Al-Tahir

- ‘The Use of Geoinformatics for the Assessment of Watersheds Vulnerability to Land Degradation in Trinidad’, MSc Research by Ron Mahabir
- ‘Developing a Geoinformatics based Methodology to Manage Natural Vegetation Habitats in Trinidad’, PhD research by A. Chinchamee (submitted for examination)

Asad Mohammed

- “Physical Development along a coastal boundary: an examination of sea use and development on the Trinidad West Coast”, PhD thesis by David Neale (submitted for examination)
- Cascade effects and knock-on consequences of foreseeable chemical disasters at the Point Lisas Industrial Estate, Couva, MSc research by Arnim Drakes

J. Opadeyi

- “Defining Agricultural Zones as a means of Protecting Agricultural Lands: A GIS Approach”. PhD research by Glynis Ford
- “Geospatial Study of Epidemiology of Human Gastro-intestinal Parasites in Trinidad and Tobago”. An MPhil research by Rajesh Ragoon
- “Geo-chemical Analysis of Heavy Metal Leachates and Related Parameters in the Guanapo/Caroni Watershed”. An MPhil research by Dalip Ramsingh

B. Ramlal

- Spatial Analysis Techniques to Investigate Landscape Archaeology on the Island of St Kitts MPhil Research Thesis by Madiha Farag-Miller (submitted for examination)



- Land Use Change and River Ecology in the Arima Valley, Trinidad, MPhil Life Sciences Research Thesis by Shobha Sherry-Ann Maharaj (submitted for examination)
- The Development of a Location-Based Services Application on a PDA for Snodownia, UK, Sherrie-Lee Samuel, MSc GIS thesis
- Applying Public Participation Geographic Information Systems to Communities in the Caribbean; Case Study: Salybia, Trinidad, MSc Geoinformatics Thesis by Tricia Melville
- Development of Benchmarking Criteria for Distributed Geographic Information Systems, MSc Geoinformatics Thesis by Tanya Gaskin
- Early Warning and Response System For Predicting the Spread of H5N1 Avian Influenza in the Poultry Industry in Country Caroni, Trinidad Using Geographic Information System, MSc Geoinformatics Thesis by Sumatie Gosine
- Title of Project: First-Order Design of Geodetic Network Using Geoinformatics MSc. Geoinformatics Thesis by Andre Philip Gerard Clarke

RESEARCH IN PROGRESS

J. Opadeyi

- “Using GIS Modelling to Develop a Dengue Fever Early Warning System for Barbados”. MPhil research by Alex S. Ifill

- “The design of a GIS-based model for integrating qualitative and quantitative parameters in risk assessment”. MPhil research by Kerry-Ann Thompson

R. Al-Tahir

- Multi-Technique Study of Ionospheric Irregularities at Mid-Latitudes, in collaboration with the University of Illinois at Urbana-Champaign, funded by the US National Science Foundation; A Geoinformatics-based Approach to Analysing Land Use Changes and Sustainable Development of Trinidad and Tobago, MPhil research by Terri Richardson; Using Geoinformatics to develop an Early Warning System to Protect Communities from Hazardous Emissions due to Industrial Activity; Using Geoinformatics to Evaluate Terrestrial Development’s Relationship to Coral Ecosystem Condition in Buccoo, Tobago

Asad Mohammed

- Housing policy and programmes, especially methodology to regularise informal, urban, hillside housing on both public and private lands

Asad Mohammed and Charisse Griffith-Charles

- Containment of Squatting in Trinidad and Tobago; Regularisation of informal settlements on Private lands

C. Griffith-Charles

- Locating and Quantifying the Incidence of the Family Land Tenure System in Trinidad and Tobago; Regularising Informal Occupants of Port of Spain: Land Tenure Component; Family Land Tenure Governance and Extent in Tobago, MPhil Research by Sunil Lalloo
- The Use of Geodetic Techniques to Determine Vertical Deformation of Land on the East and West Coasts of Trinidad, MPhil Research by Arleene Atwell-Martinez

Bheshem Ramlal

- Analysing the Success Factors of National Spatial Data Infrastructure, MPhil Research by Vanessa Elliot; Developing a Spatial Strategy for Analysing Poverty, MPhil Research by Harold Wall; Developing National Spatial Data Infrastructures; Developing Spatial Data Standards; Modeling the Impact of Riverine and Ground Water Nutrient Input from Human Activities

on Coastal Nutrients and Coastal Primary Productivity: A Case Study of Buccoo Bay and Buccoo Reef Complex by Erin Mangal, funded by the Government of Trinidad and Tobago Research Fund; Modeling Distribution of Endemic Plant Species and their Response to Climate and Land Use Change in Trinidad, MPhil Research by John Bayne; An Eco-Agriculture Project: Towards an Integrated Management of the Northern Range; The History of the Railway System in Trinidad

M. Mycoo

- Natural Hazard Risk Reduction in Small Island Developing States; Environmental Policy in Small Island Developing States: A Case Study of Trinidad

M. Sutherland

- Developing a Prototype Marine Cadastre for Chedabucto Bay, Nova Scotia.; “Crime Information and Analysis System”. MSc research by Susanne Ali; “Business Point of Sale Reference System Using Geoinformatics”, MSc research by Marissa Sookram; “Using Geoinformatics to integrate the information from the metering department with the customer billing department for the residents in Calder Hall, Tobago”, MSc research by Natalie Joseph

International Accreditation and Quality Assurance

Chemical Engineering

Programmes in the Department were reviewed by the Quality Assurance Unit in October 2007. The Department was also subject to an accreditation visit by the Institution of Chemical Engineers (IChemE) of the UK in February 2008. All programmes were accredited for a 3-year period up to, and inclusive of, student intake year 2010.

Civil & Environmental Engineering

The UWI Quality Assurance Unit carried out a review of the Department in March 2007 and made a number of significant recommendations. As a result, the Department introduced two new courses, Introduction to Geotechnical Engineering and Building Services Engineering, and restructured its Level 2 course in Soil Mechanics. The two new courses replaced courses in Construction Techniques and Engineering Thermodynamics respectively. The Department’s MSc Programmes in Civil Engineering and

Civil with Environmental Engineering have been accredited by the Joint Board of Moderators (JBM) for the 2008–2010 student intake.

Department of Mechanical & Manufacturing Engineering

MSc Programmes in Manufacturing Engineering, Production Engineering and Management, Engineering Management and Production Management have been accredited by the Institution of Mechanical Engineers for the 2007–2010 student intake.

West Indian Journal of Engineering

The Faculty continued to produce its flagship *West Indian Journal of Engineering (WIJE)* under the leadership of its Editor, Professor W.A. Mellows. In addition to publication of Vol. 29, No. 2, the journal continues to publish technical papers from local, regional and extra-regional academics.

Prizes and Awards

The Faculty’s Annual Prizes and Awards Ceremony was held on October 16, 2007 where the outstanding graduates and students of the Faculty were recognised and 41 outstanding students placed on the Dean’s Honour Roll. The feature address was given by the Minister of Science, Technology and Tertiary Education.

Strategy Appraisal

The Faculty decided to address the following aspects of the general UWI strategic plan:

1. Curriculum and Pedagogical Reform (CPR) at both undergraduate and graduate levels
2. Effective Research and Innovation (R&I) processes
3. Faculty Support Systems, including
 - a. The development of well defined, efficient and effective support and enabling processes
 - b. Infrastructure that supports the educational thrust
 - c. The fostering of an environment that better motivates creative thought.

The following activities have been completed:

1. CPR Strategies have been comprehensively elucidated in the Departments of Civil & Environmental Engi-

. . . the existing challenges that include the need for a more holistic approach to attract and maintain academic staff; an upgrade of the existing plant; re-training of technical staff in new technologies; strategies to arrest the perceived fall in intake standards . . .

neering, Surveying and Land Information and Electrical and Computer Engineering at the undergraduate and postgraduate levels. These strategies were motivated in part by the Plan's vision of the UWI graduate and also by programme outline descriptions provided by the respective accreditation bodies. A critical component of these strategies is the move to reformulate the design of courses using well-defined learning outcomes. Execution has commenced as follows:

- a. All undergraduate programmes in the Department of Surveying and Land Information have been comprehensively reviewed, substantially modified and approved for delivery.
 - b. New structures for designing, supporting and delivering courses are being implemented in the BSc in Electrical and Computer Engineering following an in-depth, highly-structured review of the curriculum.
 - c. MSc Programmes in Civil and Environmental Engineering have been overhauled and rationalised for more effective delivery. As a consequence, the MSc in Civil Engineering has been accredited by the Joint Board of Moderators.
2. Undergraduate regulations have been overhauled.
 3. Agreement with Caribbean stakeholders to establish a Caribbean Accreditation Council for Engineering and Technology (CACET). Discussions are being held with CARICOM in this regard.
 4. Comprehensive documentation has been prepared on the R&I strategic pillar. The proposal recognises that meaningful advances in R&I at UWI will not occur unless the region develops a functional innovation system that includes all major stakeholders – Universities and other knowledge centers, Governments, Industry and Funding Agencies – and a comprehensive regional strategy that guides the orchestration of these players. The strategy points to the need for priorities to be adjusted to incorporate approaches that foster innovation for wealth creation.

Success in these initiatives is dependent on overcoming the existing challenges that include the need for a more holistic approach to attract and maintain academic staff; an upgrade of the existing plant; re-training of technical staff in new technologies; strategies to arrest the perceived fall in intake standards; a redefinition of functions and processes in respect of management and administration.

Outreach

Department of Chemical Engineering

The Department's industrial and public sector linkages via internships, industry-associated research, part-time and guest lecturers, student prizes, and factory/field visits continue to increase, as it attempts to be more relevant to the needs of the wider society.

Department of Civil & Environmental Engineering

The Department established research links with the University of Florida and McGill University, and continued relationships with the Association of Professional Engineers of Trinidad and Tobago (APETT), the Board of Engineering of Trinidad and Tobago (BOETT), the Environmental Management Agency (EMA), Trinidad and Tobago Bureau of Standards (TTBS) and the Caribbean Council of Engineering Organisations (CCEO).

The Department also generated revenue in the amount of TT\$80,000, doing testing of walls for Trinidad Aggregate Products.

Department of Electrical & Computer Engineering

The Department of Electrical & Computer Engineering signed a Memorandum of Understanding with ESIGELEC, France. To date, Drs Ngalamou and Sastry have visited the institution in France and the Department has hosted two students in June/July 2008.

Department of Surveying & Land Information

The Department of Surveying & Land Information hosted the 10th International Conference of the Global Spatial Data Infrastructure on Small Island Perspectives on Global Challenges, February 25–29, 2008.

The Engineering Institute

The Faculty through its Engineering Institute (EI) continues to contribute to regional development through outreach activities in research, training and consultancies. Its major activity continues to be the delivery of courses for continuing professional development (CPD). During the period under review, the Institute delivered nineteen CPD courses and sixteen projects were in progress.



The Faculty of Humanities & Education

CAVE HILL

DR PEDRO WELCH, Dean

Overview

The academic year 2007/2008 was a period of vibrant activity for the Faculty, although there were some challenges. One of the areas of activity related to intense preparation for the Strategic Plan and it is to the credit of the various Departments that most of the deadlines were met. The Faculty continued to face challenges in the area of housing. That is, new offices were required to meet the physical space needs of staff members. Fortunately, some reorganisation of space in the former Seminar room, A19, permitted the creation of five new offices and it is expected that these will be commissioned early in 2009. Some challenges were also posed by the review of the Psychology programme which recommended changes in the areas of curriculum and governance.

In co-operation with academic staff in the Faculty of Social Sciences who taught the Psychology courses offered by that Faculty, a rationalisation of the programme was achieved in the short space of two months. This rationalisation involved the creation of new courses, and an agreement that students in both of the Faculties, Humanities and Education, and Social Sciences, would have a common first and second year. In the final year, students in the respective Faculties would then take courses that reflected the particular emphases of the various programmes. In this way, there would be a sharing of resources, and the avoidance of a duplication that had hitherto blocked

progress. The two Faculties are committed to a further deepening of collaboration, as the question of governance is further addressed.

The large number of symposia, conferences, and book launchings sponsored by the various departments which were held during the year, represented clear evidence that the Faculty's self-image as the "artbeat" of the campus had survived intact.

Highlights of activities

The Faculty again offered a rich programme of academic and artistic activities during the year under review. In October 2007, the Department of History and Philosophy, in conjunction with New York University, co-hosted the fourth biennial conference of the Association for the Study of the Worldwide African Diaspora (ASWAD). The Conference, themed "Interrogations of Freedom: Memories, Meanings, Migrations", was a continuation of the Faculty's activities commemorating the bicentennial of the abolition of the trans-Atlantic slave trade. Further, the Department held two series of the Cave Hill Philosophy Symposium (CHiPS) during the year. The first, "Conversations III: Aspects of freedom" in August, was also held in recognition of the bicentennial, and the second "Conversations IV: Reflections on Tertiary Education" in February focussed on tertiary education as the UWI celebrated its 60th anniversary.

With 2008 having been named the 'Year of George Lamming' at the Cave Hill Campus, the Faculty dedicated two major events to the celebrations of this West Indian Literary icon. The Department of Language, Linguistics and Liter-



Left: George Lamming in the audience during the Opening Ceremony of the 2008 Humanities Festival held in his honour.

Below: Margaret Gill in a presentation of poetry during "Praise Song for Lamming"



ature, used the opportunity in hosting the 27th Annual Conference on West Indian Literature, to honour Dr Lamming. The Conference came under the theme "History, Fable and Myth: Lamming at 80" and featured panels devoted to Lamming's work. Professor Sandra Pouchet-Paquet of the University of Miami delivered a lecture entitled 'George Lamming's Serial Art: Myth and Archive,' at an evening held in Dr Lamming's honour. The outstanding contributions of Lamming were further recognised during the annual Humanities Festival. The week-long event themed "Praise Song for Lamming" highlighted the work of Lamming and provided members of the community the opportunity to hear from the man himself in his lecture entitled "Language and the Politics of Ethnicity". The Festival culminated with the presentation of the 2008 Humanities Scholar Award to Dr Lamming.

During the period, the Department of Language, Linguistics and Literature, signed two agreements, providing opportunities for further linkages with the hispanophone region in both the education and corporate sector. In April, an exchange agreement was signed with the University of Puerto Rico at Humacao for the establishment of a student exchange programme giving students from both Universities the opportunity to enhance their university experience through studying and researching in a foreign country. Further, the Department successfully negotiated an agreement with *Petróleos de Venezuela (PDVSA)*, a state-owned petroleum company in Venezuela, to provide training in English as a Second Language to approximately 100 PDVSA employees over a two year period.

Students

There were 1,148 registered undergraduates toward the end of the year, which represented a decline from the 1,439 enrolled in the previous year. Perhaps this reflected some rationalisation of numbers, following the inauguration

of the Open Campus. However, graduate enrolment saw a 40% increase, with a registration of 168 students across the various disciplines. Again, the majority of graduate students were registered in Education (39%). The numbers in Cultural Studies continued to increase steadily, moving from 13% of overall graduate registrations in 2006/2007 to 19% in 2007/2008.

This year, the Faculty awarded 31 prizes to students for outstanding performance within their various disciplines. These students were recognised for their achievement at the Faculty's Annual Prize Giving ceremony.

A total of 260 students, including Distance Education students, graduated with undergraduate degrees. Twenty-three of these were awarded First Class honours, 90 Upper Second class honours, 102 Lower Second Class honours and 45 Pass degrees. At the graduate level, there were 42 graduates comprising 10 PhDs, 21 MEds, 8 MAs and 3 MPhils. The Faculty specially commended Jennifer Hurley who was awarded the first PhD in French.

Milestones

The year began with some administrative changes in the Faculty. Dr Pedro Welch assumed the post of Dean of the Faculty of Humanities and Education, succeeding Professor



Professor Hilary Beckles delivering the Keynote Address "Reparations for Enslaved Africans: Moving Forward the Caribbean's Case" at the Fourth Biennial ASWAD Conference.



Spanish students in the theatre production 'Mi Fino Y Gentil Amigo' during the 2008 Humanities Festival.

Hazel Simmons-McDonald who was appointed Principal and Pro Vice-Chancellor of the new UWI Open Campus. Professor Alan Cobley was appointed Temporary Director of the School of Education and Dr Jane Bryce as Head of the Department of Language, Linguistics and Literature.

The Faculty welcomed new members of staff Dr Susan Harewood, Lecturer in Cultural Studies; Dr Maaïke Lesparre-DeWaal, Lecturer in Archaeology; Dr Elaine Rocha, Lecturer in Latin American History; Ms Tara Inniss, Temporary Lecturer in History; Dr Grace Fayombo, Lecturer in Developmental Psychology; Ms Susan Owen, Foundation Language Instructor and Ms Paola Palma Rojas, Colombian Teaching Assistant in Spanish under the ICETEX agreement.

Dr Joel Warrican, who previously functioned as Teacher Trainer with the Caribbean Centre of Excellence for Teacher Training (CETT) project, joined the staff at the School of Education as Lecturer in Literacy Studies.

At the recommendation of Faculty Board, recent retirees in the Faculty, Professors Winston King, Mark McWatt and Alvin Thompson were each conferred the rank of Professor Emeritus within their respective disciplines.

The Faculty also expressed thanks and well wishes to Dr Egberto Almenas, Senior Lecturer in Spanish and Dr Susan Harewood, Lecturer in Cultural Studies following their resignation after eight years and one year of service respectively.



Some of the 2006–2007 Faculty Prize Winners at the Faculty's Annual Prize Giving Ceremony.

Work continued on the restructuring of the School of Education into a Graduate School of Education, to be more responsive to the changed teacher education landscape

MONA

DR SWITHIN WILMOT, Dean

Transformational Academic Initiatives

In response to the objectives of the University's 2007–2012 Strategic Plan the first priority was to lay the groundwork for the planning process by arranging 'in house training/exposure' for Heads of Departments whose task was to lead the process in their respective departments. Accordingly, colleagues in the Education section put on a workshop on December 6, 2007, focussing on the following themes:

- Approaching the curriculum reform process
- Transforming the teaching-learning process
- The importance of assessment in teaching and learning
- Ways to develop the UWI graduate as an effective communicator

Related presentations were also made at Faculty Board meetings and these themes guided the deliberations at the annual three-day Faculty Retreat in May 2008.

The following initiatives were agreed and are being actively pursued:

- Quality Review of English Language courses to ensure that they are in line with the profile of the ideal UWI graduate as one with developed writing and analytical skills

- Developing BA programmes combining respective Humanities disciplines with Education to provide quality trained teachers, well grounded in content and pedagogy, thereby providing the UWI with a niche in teacher training
- A new BA Programme in History and Heritage, underscore the relevance of History to nation building
- Revamping of the undergraduate programme in the Caribbean Institute of Media and Communication (CARIMAC) to produce more competitive graduates, regionally and globally
- A new specialisation in Archives and Records Management

Work continued on the restructuring of the School of Education into a Graduate School of Education to be more responsive to the changed teacher education landscape, with several of the local Teachers Colleges now offering Bachelors degrees and in some instances, post graduate programmes in conjunction with overseas universities. It was agreed that the Director of the School be appointed a Deputy Dean, with the mandate to consolidate the restructuring process in keeping with the objectives of the University's Strategic Plan.

Other Academic Initiatives

Curriculum Renewal continued with the reviewing of existing courses and the introduction of new ones whose aims and objectives, content and evaluation were in line with the Strategic Plan's profile of the ideal UWI graduate: critical and creative thinkers, problem solvers, team players, and lifelong, self-motivated learners.

The Bachelor's Degree in Cultural Enterprise and Entertainment Management was offered for the first time and students responded enthusiastically.

The post-Graduate Diploma in Educational Administration was approved and work started on designing the Masters in Instructional Leadership. Also, the *Journal of Education and Development* was established in the Department of Educational Studies, and together with the *Caribbean Journal of Education* colleagues will be better placed to share their research.

In collaboration with the Society for Caribbean Linguistics, the department of Language Linguistics and Philosophy hosted the inaugural **Caribbean Language and Linguistics**



Institute from 30th June to 25th July, 2008. Besides other UWI campuses, students attended from the University of Guyana, the University of Puerto Rico and from universities in North America and Europe, and were exposed to outstanding regional and international scholars.

Graduate Studies

A significant challenge has been the provision of quality supervision for students in the Cultural Studies MPhil and PhD programmes which were permitted to grow without due consideration to resources.

The throughput rate of post graduate students in the Faculty remains a matter of concern, despite various efforts to improve the situation, including workshops on conducting research and thesis writing. The level of funding available to both full time and part time graduate students remains a matter of major concern and far too many graduate students at some point during their studies, request and are granted leave of absence for financial reasons. This is a systemic problem and not one that is confined to this Faculty, and how to ameliorate the financial difficulties faced by the majority of post graduate students remains one of the campus's major challenges.

Meanwhile, the Faculty welcomes the restoration of the Elsa Goveia Postgraduate scholarship in History, and is gratified that three of the seventeen candidates who gained PhDs during the year did so with High Commendation.

International Conferences

Symposia and Conferences held as part of the Faculty's commemoration of the 60th Anniversary of the University of the West Indies were:

- "Noh Lickle Twang!", Conference in honour of Louise Bennett-Coverley (January 9–12, 2008)
- 3rd Conference on Caribbean Culture, **Global Reggae: Jamaican Popular Music a Yard and Abroad** (February 18–25, 2008)
- **Literacy for Lifelong Learning: Responding to the Challenge** (March 13–14, 2008).

International Partnerships

The Institute of Education's Caribbean Centre for Teacher Training (CETT) Project, funded since 2006 by the United States Agency for International Development (USAID),



Neville Hall Lecture Theatre, FH&E, Mona

sustained its focus on the improvement of reading in eight Commonwealth Caribbean countries and provides innovative leadership and develops materials to strengthen reading instruction in the early grades of primary school. A total of 208 schools, 978 teachers and 22,053 students have benefitted from this second phase of the project.

In partnership with UNESCO, CARIMAC's Caribbean Media Resource Centre, maintains an online resource for regional media and communication professionals, and the Jamaican Language Unit (JLU)/Unit for Caribbean Language Research (UCLR) expanded its website for Caribbean Indigenous and Endangered Languages, at <http://www.mona.uwi.edu/dllp/jlu/ciel/pages/intro.htm>

The Department of History and Archaeology in partnership with the Digital Archaeological Archive of Comparative Slavery (DAACS), based at the University of Virginia, USA, carried out excavations on the erstwhile Papine Slave Village site on the Mona Campus in January 2008, further highlighting the Mona campus as a rich heritage site.

The staff and student exchange programme with the Department of Literatures in English and Malmo University, Sweden, continued into its second year with mutually beneficial results.

Two new foreign assistants, one under the Colombia ICETEX-UWI agreement and the other under the UWI/Spain MOU, joined the Department of Modern Languages and Literatures which also continued to enjoy professional services under agreements with the governments of Japan, China, and France. Also, students in the Department participated in exchange programmes with Universities in Puerto Rico, Costa Rica, Columbia, Martinique, Guadeloupe, France and Spain.

A Memorandum of Understanding between the University and the Brazilian Government was signed in December

2007 committing the Brazilian government to provide a lecturer in Portuguese for two years, in the first instance.

Exploratory talks on possible collaboration and student and staff exchanges between the Faculty and the University of Hanover in Germany were also held in June 2008.

Local and Regional Outreach

The Department of Educational Studies developed beneficial relationships with schools in the vicinity of the Mona campus, with staff and students effecting relevant interventions in Literacy Studies at Mona Primary, Jacks Hill All Age and at the National Children's Home (Hope Gardens), while those in psychology mounted a successful summer pilot programme/two week summer camp for students of Papine High School who were in need of intervention to arrest deviant behavioural tendencies and practices.

The Change From Within (CFW) Initiative continued to support schools in student, teacher and principal leadership initiatives. Contributions were made to government policy papers on parenting and social policy goals and keynote presentations were made at the OAS and UNESCO jointly sponsored Regional Workshop on Reduction in School Violence, held in Nassau, Bahamas, February 6–8, 2008.

The Institute of Education through the Joint Board of Teacher Education (JBTE), provided quality assurance services for teachers colleges in Belize, Cayman and in the Turks and Caicos islands, and participated in the CARICOM meeting for the establishment of the Regional Teacher Education Quality Assurance body.



Several members of the Faculty supported the Caribbean Examination Council's CSEC and CAPE examinations, whether as Moderators or as Chief and Assistant Chief Examiners for their respective disciplines.

Awards Received by Staff

- Dr Rose Davies was awarded the National Honour of Commander of Distinction (CD) for outstanding contribution to Early Childhood Education
- Professor Hyacinth Evans received the Prime Minister's Medal for Excellence in Teaching
- Professor Waibinte Wariboko received the Principal's Award for the Best Research Publication (Book) for, *Ruined by "Race": Afro-Caribbean Missionaries and the Evangelization of Southern Nigeria, 1815–1925*, and Dr Nardi Edwards received an award for his essay, "Edward Baugh: the Critic as mediator", published in the *Journal of West Indian Literature*. Dr Helen Henningham's "Promoting Young Children's Social and Emotional Competence and Preventing Conduct Problems: a cluster randomised controlled trial" won the award for the Research Project attracting the most funds in the Faculty, (£397,000), and is working collaboratively with colleagues in the TMRU
- Dr Donna Hope's book, *Inna di Dancehall: Popular Culture and the Politics of Identity in Jamaica*, received the award for the Best-selling General Interest Book 2004–2007 from the UWI Press
- Dr Lorna Down received the Emerald Literati Network Awards for Excellence 2007, for her article "Addressing the challenges of mainstreaming ESD in higher education", published in the *International Journal of Sustainability in Higher Education*
- Dr Halden Morris received an award for Outstanding Leadership from the Institute of Electrical and Electronics Engineers USA & Jamaica
- Dr Michael Bucknor acted as the Chief Judge of the Canada and Caribbean Regional Adjudication panel for the Commonwealth Writers' Prize, 2007–2009.

The Faculty applauds the decision to name the Old Arts Block, with administrative offices and lectures' offices, the *Roy Augier Building*, in honour of a cornerstone of the Faculty.

ST AUGUSTINE

PROFESSOR FUNSO AIYEJINA, Dean

Overview

The Faculty of Humanities and Education at St Augustine continued to expand its operations in 2007/2008 in keeping with the University's strategic plan objectives in the key areas of Teaching and Learning, Graduate Studies, Research and Innovation, and Open Campus.

In the academic year 2007/2008, the FHE rationalised its undergraduate and graduate programme and course offerings, developed new undergraduate and graduate programmes and courses, introduced e-learning and applied discipline appropriate software on a higher scale, and increased its student exchange programmes. Through the School of Education, the Faculty also established a digital library (full-text database) on Caribbean education, and a web version of Caribbean Educational Research Information Service (CERIS) bibliographical database.

Forty-four first class honours degrees and twelve higher degrees, including six doctorates were awarded.

Dr John Campbell received the Vice-Chancellors' Award for Excellence in Teaching (2007); Dr Sherry-Ann Singh was awarded a Research Fellowship at the Centre for Caribbean Studies, University of Warwick in May 2008, and Dr Giselle Rampaul was awarded the Centre for Caribbean Studies Visiting Fellowship, Warwick University in November 2007. Professor Lalla received in May 2008 a UWI Press Award for Outstanding Innovative Proposal, for a series *Caribbean Postscripts: Afterwords on the British Canon* and Dr Paula Morgan and Professor Valerie Youssef also won a UWI Press award for the best multidisciplinary text for *Writing Rage: Unmasking Violence in Caribbean Discourse* in May 2008.

Faculty Achievements and Special Events

The Centre for Creative and Festival Arts became a department (Department of Creative and Festival Arts – DCFA). The department successfully hosted a number of events during the year. These include the production of the *Sound of Music* in June 2008 and *Bitter Cassava*, a play by Lester Efebo Wilkinson from March 28 to April 6 2008. The UWI Festival Arts Chorale and the UWI Festival

Steel Ensemble, both directed by Mr Jessel Murray, toured Massachusetts, USA in May 2008. *The Rainmakers* was another successful production by the DCFA. Other productions by the DCFA were the dance production *Sole to Sole* and Jazz Night for the Retirement Conference in honour of Professor Gordon Rohlehr, *Animae Caribe*, and *Arts and Aesthetics 2008*.

The Department of Liberal Arts hosted a number of events in the review period. The Gordon Rohlehr Retirement Conference 'From Apocalypse to Awakenings' was held in October 2007. The Literatures in English section lent its support to the collaborative intercampus West Indian Literature conference titled "History, Fable and Myth: Lamming at 80", which was held in Cave Hill in 2007–2008.

The Society for Caribbean Linguistics held its Biennial Conference in Cayenne in late July. The French and Spanish Sections mounted another successful Workshop in June 2008 on the CAPE syllabus. These sections also travelled to Mona for the ninth *Inter-Campus Foreign Language Drama Festival* (March 2008).

The Communication Studies section held an Open Day and a Research Day in April 2008, continuing its collaboration with employers and the International Association for Business Communicators (Trinidad and Tobago Chapter) and with the Communication Studies Association (Student Chapter) in organising and supporting activities on and off campus. A major annual event was the Writer-in-Residence programme. This year, Earl Lovelace was hosted.



Engaging students at book fair

In keeping with the University's strategic plan, the Faculty is committed to achieving its Teaching and Learning objectives with respect to continued revision of its curriculum to identify courses for modification and elimination, and to generate new courses



Awardees at Book Fair, 2008

The **Department of History** marked the 200th anniversary of the abolition of the slave trade to Trinidad with a Lecture Series featuring Caribbean Historians and Cultural Activists and Educators. Also, a documentary based on the ongoing various field activities of the Archaeology Centre was started.

The **Centre for Language Learning (CLL)** concluded its 10th Anniversary Celebrations with an Open House from 16 to 18 May 2008. The Open House featured several displays, exhibitions, mini language lessons, cuisine and cultural performances.

The **Film programme** continued to be an exciting area of development within the Faculty. Students benefited from the expertise of several internationally known guest lecturers who were invited as visitors to the Programme.

Faculty Goals and Objectives for 2008/2009 and beyond

In keeping with the University's strategic plan, the Faculty is committed to achieving its Teaching and Learning objectives with respect to continued revision of its curriculum to identify courses for modification and elimination, and to generate new courses; to design and mount new pro-

grammes such as a Diploma in Animation, Indian Music, Carnival Aesthetics and a four-year BA/BSc with Education.

With regard to Graduate Studies, the strategic plan involves continued review of existing graduate programmes and the offering of new postgraduate programmes such as:

1. MEd programmes in Leadership, Teaching and Reading, Educational Technology, and in Assessment and Evaluation
2. Postgraduate Diploma in Sign Interpreting
3. Graduate programmes in Communication Studies
4. MSc in Speech Language Pathology
5. Masters degree in Sports Management in collaboration with FIFA

The Faculty's Research and Innovation objectives involve the identification of research agendas and the engagement of visiting professors with strong research records. There are also plans to foster collaborative research among members of the faculty, across campuses and with international agencies.

With regard to the Open Campus plans include preparation of course material for blended modes of delivery and the mounting of online graduate courses.



PROFESSOR SIMEON MCINTOSH, Dean

The Faculty of Law

Quality Assurance Review and Strategic Planning Activities

During the 2007/2008 academic year, revision of the Faculty of Law Regulations was completed which resulted in the Faculty being brought fully in line with the rest of the University under the GPA Scheme. These revisions related mainly to the regulations governing “Supplemental Examinations” and “Students who read Law courses while not LLB students”. The Faculty of Law also prepared for and successfully completed the Quality Assurance Review in April, 2008 and was involved in the formulation of the UWI Strategic Plan 2007–2012.

Graduation Data – 2008

The graduating class of 2008 is the first class of the Faculty of Law to graduate under the GPA scheme. A total of 209 candidates will graduate with the LLB degree at Cave Hill: eight candidates with First Class Honours; ninety-six with Upper Second Class Honours; one hundred and one with Lower Second Class Honours; and four with Pass Degrees. To date, this is the largest class graduating from the Faculty of Law. At The College of The Bahamas, there are fourteen candidates graduating with the LLB degree: three with Upper Second Class Honours; nine with Lower Second Class Honours; and two with the Pass Degree.

Successes in the Postgraduate Programmes are also quite good. It is anticipated that approximately seventeen persons will graduate this year from the three LLM programmes. It is expected that at least 4 persons will receive the LLM in

Legislative Drafting; 12 persons will receive the LLM in Corporate and Commercial Law; and one will receive the LLM in Public Law.

General Enrolment & the Faculty of Law Quota System

The Faculty continues to meet the challenge posed by the increase in demand for legal education across the region. In 2008 approximately 177 students were admitted into the LLB programme. There are 197 students enrolled in the second-year class and 166 in the third-year class. The Faculty now has a total enrolment of approximately 540 students. This increase in enrolment, and the expansion of the Faculty should be matched by a similar increase in enrolment and expansion at the Law Schools. The Vice-Chancellor heads a Task Force which is considering the issue and is expected to make recommendations on the way forward.

Teaching Loads & Allocation of Resources for Additional Teaching Staff

The Quality Assurance Review team noted that inequalities in distribution of teaching loads and the relatively poor staff/student ratios at the undergraduate level in the Faculty were two weaknesses that needed immediate attention. The report recommended the addition of five posts to help remedy the problem. Happily, the Dean had earlier recommended that the University allocate resources for at least two additional full-time staff and an increase in the part-time vote for the hiring of adjunct staff to assist the Course Director in the teaching of Legal Methods, Research and



Writing. This recommendation was approved and the required financial resources have been allocated.

Curriculum Review

The Quality Assurance Review Report has encouraged the Faculty's efforts at rationalising its final-year offerings in order to avoid considerable overlapping among some of the courses. The Faculty has already reviewed the Labour Law courses; and it is recommended that Public and Private International Law courses be rationalised. It is also recommended that the Faculty consider the renewal of the course on Law of the Sea, the introduction of the Law of Evidence and, possibly, International Humanitarian Law.

The UWI/COB LLB Programme

During the year under review, the UWI/COB LLB Programme suffered a few setbacks with the sudden departure of the Head of the Programme, the departure of some of the teaching staff and the failure to secure one or two critical appointments. Associate Professor Michael Stevenson took over as Head of the Department and, with the assistance of a competent adjunct staff, the Programme had a reasonably successful year. The appointment of two very strong candidates as of August 1st, 2008; and January 1st, 2008, respectively served to reduce the reliance on the adjunct staff and will help bring some stability to the Programme. The recommendation of the Review Report is to strengthen the relationship between the Faculty and the staff at COB in order to ensure the success of the Programme. The Faculty's ambition is to have the Programme ultimately recognised by the Council of Legal Education as standing on its own.

Scholarship

The Faculty performance in the area of scholarship has been outstanding. Over the past academic year the Faculty has produced six major works: *Commonwealth Caribbean Land Law*, the second edition of *Commonwealth Caribbean Law and Legal Systems*, the third edition of *Commonwealth Caribbean Public Law*, *Telford Georges: A Legal Odyssey*, *Kelsen in the Grenada Court: Essays on Revolutionary Legality*, and last, a magnificent tome, *European Union Law*. Through the author of this work, the Faculty of Law is bound to become more widely known throughout Europe, Britain and North America since this work will be

used in courses in these countries. Indeed, the author, Prof Kaczorowska, was invited to Israel in April to deliver two weeks of lectures on European Law at the University of Haifa. This means that when distinguished universities around the world want an expert on European Law, they could come to the Faculty of Law at The University of the West Indies. Other members of the Faculty presented papers at various conferences and seminars, published articles in refereed journals or were engaged in a number of consultancy projects.

Workshops

The 10th Annual Caribbean Commercial Law Workshop organised by the Faculty of Law was held at the Hyatt Regency Hotel in Port of Spain, Trinidad on August 17–19, 2008. The Workshop, which was adjudged a resounding success with over 150 lawyers from around the Caribbean and North America in attendance, addressed the themes: *Private International Law and Commercial Litigation*; *International Taxation Treaties & the Development of Financial Products*; and finally, *Oil and Gas*. The Workshop led to calls for Masters programmes in International Taxation and Energy Law. The Faculty has therefore begun to consider plans for the introduction of these new programmes.

The Faculty's first Caribbean & Central America Law Practice Management Workshop was held in the Cayman Islands on October 1–2, 2007, at the Ritz Carlton Hotel in association with the Law Firm Management Committee of The International Bar Association. Among the topics covered were: 'Managing Law Firm Economics'; 'Managing the Talent'; 'Developing a Successful Lawyer-Client Relationship'. This Workshop was also a great success with approximately seventy lawyers from the Caribbean and Central America in attendance.

During the first Semester of the academic year, the Faculty held a workshop series in honour of Prof Albert Fiadjoe, who retired at the end of July, 2008. This Series was a resounding success, and ended with a splendid ceremony honouring Prof Fiadjoe for his signal contribution to the development of Public Law at the University and across the region. The ceremony was attended by the Rt Hon Justice Michael de la Bastide, President of the Caribbean Court of Justice; Mr Justice Duke Pollard of the Caribbean Court of Justice; the Rt Hon Sir David Simmons, Chief



The Faculty continues to meet the challenge posed by the increase in demand for legal education across the region. In 2008 approximately 177 students were admitted into the LLB programme

Justice of Barbados; the Hon Justice Abdullah Conteh, Chief Justice of Belize; and by other distinguished members of the Barbados Bench and Bar.

Anniversary Celebrations

The 60th Anniversary of the UWI

The Faculty of Law participated in a series of events to mark and celebrate the 60th Anniversary of the University. Among these were an Exhibition at the Faculty, which was opened by the Hon Mr David Thompson, Prime Minister of Barbados; and the Symposium on the Economic Partnership Agreement, held in Castries, St Lucia, on March 11th, 2008, in collaboration with the George F L Charles Foundation of St Lucia. On March 7th, 2008, Prof Simeon McIntosh, at the invitation of the St Lucia Constitution Commission, delivered a paper on constitution reform under the title: 'West Indian Constitutional Reform: Some Philosophical Reflections'.

The 40th Anniversary of the Eastern Caribbean Supreme Court

The Faculty of Law was invited by Sir Brian Alleyne, then Chief Justice of the Eastern Caribbean Supreme Court, to partner with the Judicial Education Institute in hosting a Symposium to mark the 40th Anniversary of the Court. The Symposium was held in Castries, St Lucia, on February 8th, 2008. Emeritus Professor of Law A. R. Carnegie and Professor Simeon McIntosh presented papers: Prof Carnegie on 'Delinking from the Privy Council', and Prof McIntosh on 'West Indian Constitutional Authorship: The Role of the Caribbean Court of Justice'.

Also attending the Symposium was Professor Velma Newton who edited the book on the History of the Court, written by Faculty member, Dr Francis Alexis. Following the Symposium was a launch of the book. The whole event was a resounding success.

Student Scholarships

UWI Law Society Students Bursaries (The Law Students' Trust Fund)

The Faculty has successfully established the *UWI Law Society Students' Bursaries* for the immediate benefit of those students in dire need of assistance. The Trust Fund

was credited with the sum of \$5,994.56, donated by Professor Keith Patchett, the Foundation Dean of the Faculty of Law. Members of the Law Alumni have been given an update by the Dean on the work of the Faculty and they have been invited to contribute to the Fund.

The Telford Georges Memorial Scholarship

The Faculty of Law is now the grateful recipient of a new scholarship: The Telford Georges Memorial Scholarship, sponsored by Mrs Joyce Cole Georges, the widow of the late Professor Georges. The Scholarship, which is now in operation, is to be awarded to a law student from the Eastern Caribbean, gaining the highest cumulative GPA in the year-one law courses. The Faculty has expressed its sincere gratitude to Mrs Cole Georges for her patronage in awarding this Scholarship.

Honours and Distinctions

The Faculty was honoured by the appointment of three of its distinguished graduates as Prime Ministers of their respective countries. The first is Prime Minister the Honourable David Thompson of Barbados, who was appointed Prime Minister in January, 2008. The second is Prime Minister the Honourable Dean Barrow, who was appointed Prime Minister of Belize in March, 2008. And the third is Prime Minister the Honourable Tillman Thomas, who was appointed Prime Minister of Grenada in July, 2008. Also, The Hon. Justice Hugh Rawlins, formerly Justice of Appeal of the Eastern Caribbean Supreme Court and a distinguished graduate of the Faculty of Law, was appointed Chief Justice of the Court in 2008. And there is The Hon. Justice C. Dennis Morrison, QC, who was recently appointed Justice of Appeal to the Jamaica Court of Appeal.

Professor Rose-Marie Antoine was awarded the *Emerald Literati Network Award 2008 for Excellence* for her paper: 'The Offshore Trust: A Catalyst for Development', published in the *Journal of Financial Crime* (vol. 3, 2007).

The Faculty participated in the International Mooting Competition in Washington, DC, in May, 2008. The team was led by Dr David Berry and Ms Nicole Clarke and acquitted itself admirably. Ms Alecia Johns won the prize for the Best Oralist in English for the 2008 *Inter-American Human Rights Moot Court Competition*.



The Faculty of Medical Sciences

CAVE HILL

PROFESSOR HENRY FRASER, Dean

Overview

Following the announcement in March 2007 that the Ministry of Finance had approved the business plan and loan requirements for the University to proceed with the upgrading and expansion of the School of Clinical Medicine & Research to a full Faculty, the Planning Committee, co-chaired by the Chief Planning Officer, Mr Andrew Lewis and the Dean, moved into high gear. The goal was to achieve admission of the first cohort of first year students in September 2008 – a time frame of 16 months!

This has been achieved, thanks to dedicated Faculty members and support staff, an outstanding Project Manager, Ms Christianne Walcott, and great teamwork, with full support from the Planning Office and the Campus Administration, especially the Student Affairs Office.

The proposal for upgrading and expansion to a full Faculty was first put forward in November 2003. The Business Plan prepared by the campus was refined by Ernst and Young, approved by the Cave Hill Campus Strategic Planning Committee in June 2004, by Academic Board in October 2004 and by University Council in April 2005. Tenders for its financing were then sought, and the year 2006 was spent awaiting confirmation of approval from the Ministry of Finance. This was received in March 2007. It was planned to start with a modest intake of 40–50 students, increasing gradually over 4 to 5 years to an absolute

maximum of 100. The paradigm agreed on is for up to 25 places for Barbadian students, 25 for other Caribbean students, especially from the OECS and 40 to 50 international students eventually, when the status quo of 90–100 is achieved.

The Phase 1 Programme (Years 1 to 3) will be taught chiefly at Cave Hill, but with a more progressive exposure to clinical care than has been traditional in the old UWI programmes, as recommended by the General Medical Council (GMC) and Caribbean Accreditation Authority for Medicine (CAAM). The curriculum is the same as that of the Mona Faculty, with minor increases in small group/problem-based learning and more modes of anatomy teaching. The new, purpose-built building with a lecture theatre, a multi-modal teaching lab and a research lab, is under construction, and is scheduled for completion by August 2009. Retro-fitting of the old Campus Administration building will provide the offices, seminar rooms for case based learning and other facilities required to satisfy CAAM. This awaits completion of the new Administration Building under construction at the southern end of the campus.

The Phase 2 Programme (Years 4 and 5) will require a Clinical Teaching Building adjacent to the Queen Elizabeth Hospital (QEH), to provide a library, clinical skills lab, seminar rooms, offices and a medical/pathology museum. Negotiations for acquisition of the unique Dr Cecil Cyrus Museum at the QEH teaching site are in progress. The two-year development plan for Phase 2 expansion begins in Semester 1, 2008/2009, to be ready for the Year 1 cohort as they enter their third year. The Phase 2 plan will include

expansion of full-time faculty members in each specialty, with special attention to the needs of the QEH at Consultant level, thus strengthening the human resource consultancy skills of the QEH.

The year has been an outstanding and busy year, with new staff appointments, undergraduate and postgraduate programmes, 40th Anniversary celebrations, special lectures, outreach activities, preparation to move the Dean's Office to a Cave Hill site to oversee the Phase 1 Programme, and the opening of the new Williams Annexe at the Queen Elizabeth Hospital.

Staff Changes: Appointments and Promotions, Resignations

With the upgrade to a full Faculty, several administrative appointments have been made: Dr Ramesh Jonnalagadda has accepted appointment as Deputy Dean, Clinical, Dr Peter Adams as Deputy Dean, Pre-Clinical, and Professor Anselm Hennis as Deputy Dean, Research. Professor David Rosin, newly appointed Professor of General Surgery, is the new Chairman of the Postgraduate Committee, replacing Professor Moseley.

A slate of 10 new Faculty members has been appointed, to develop and teach the Phase 1 programme. The first group of new appointments comprised Dr Priscilla Richardson (Director of Medical Education); Dr Abboud Ghalayini

(Senior Lecturer in Biochemistry) and Dr Kem Ojeh (Lecturer in Biochemistry); Dr Uma Gaur (Lecturer in Anatomy); Dr Udupa (Senior Lecturer in Pharmacology) and Dr Damian Cohall (Lecturer in Pharmacology); Dr Jacqueline Vigilance (Lecturer in Physiology); Dr Subir Gupta (Lecturer in Physiology); and Dr Carol Mulder (Lecturer in Public Health and Epidemiology). A second appointment will be made in Anatomy, and further appointments as the student numbers increase.

Dr Anselm Hennis, Director of the Faculty's research arm, the Chronic Disease Research Centre (CDRC), was promoted to a well deserved Chair in Epidemiology. Professor Hennis has continued his outstanding leadership of the CDRC, with several successful grants, including the prestigious NIH grant for the Barbados National Cancer Study of cancer of the prostate, the Government of Barbados funded National Heart and Stroke Register and Cancer Register.

Professor Hennis, Dr Clive Landis (Director of the Edmund Cohen Vascular Research Laboratory at the CDRC, and Dr Ian Hambleton, Senior Lecturer in Epidemiology at the CDRC, were all named among the 60 under 60s in the Vice-Chancellor's 60th Anniversary Celebration of UWI excellence – an outstanding achievement for the CDRC team, and the Faculty congratulates them warmly on their achievements.

Professor Harley Moseley, Professor of Anaesthesia and Intensive Care and long-serving Head of the QEH Department of Anaesthesia and Intensive Care, retired after 35 years of service to University and QEH. Professor Moseley will be hugely missed for his no-nonsense approach, his innovativeness and research collaborations, and his sense of humour – particularly by the students, for whom he was always a favourite teacher. We wish him a wonderful retirement, pursuing, as he says “research in the game of bridge!”

Dr Akin Abayomi returned from Fellowship leave at the University of Pretoria in South Africa, where he earned his MPhil and is in the process of earning his PhD. He has produced important publications in several areas of HIV/AIDS and lymphoma, but has unfortunately resigned from the Faculty.

Professor Fraser was re-appointed Vice Chairman of the National Chronic Non-Communicable Diseases Commission (NCN-CDC), chaired by Professor Trevor Hassell.



L-R Mr Ralph Williams (donor), Mr Delano Williams & Mr Derek Williams (contractors), Minister of Health, the Hon Dr David Estwick and the Dean, Professor Henry Fraser, at opening of the new Williams Annexe.

Curriculum Harmonisation

The positions of University Dean and Curriculum Coordinator become operative in August 2007 and the mechanisms for harmonisation were streamlined with Curriculum Committees established at each of the UWI's four teaching sites. The first formal University Curriculum Committee meeting took place in January at Mona, preceding the week of University meetings, co-chaired by Dean Fraser and Professor Branday, and the UCC meets quarterly.

Exam Results – MBBS, Class of 2008

Heartiest congratulations to the Class of 2008 who returned excellent results in the May/June exams, 2008, with 22 passes at the first attempt. Four of five students passed at the first attempt in the December 2007 exams.

Exam Results – Postgraduate DM, MSc and Diploma

In the December 2007 exams two candidates passed the DM Part 1 in Anaesthesia and Intensive Care, one passed the DM in General Surgery and one passed the DM in Internal Medicine. In the June 2008 exams two students passed the Final DM (Part 3) in Anaesthesia and Intensive Care; one student passed the DM Psychiatry Part 1, and three passed the Part 2.

One candidate passed DM Part 2 in Internal Medicine and two passed the DM in Emergency Medicine. In July 2008, two candidates passed the MSc in Family Medicine and two passed the Diploma in Family Medicine. Dr Kenneth Connell has been awarded a National Development Scholarship of Barbados to pursue his PhD at King's College, London in Clinical Pharmacology, from January 2008.

These postgraduate programmes are of the greatest importance in providing the QHE (and the Eastern Caribbean) with highly motivated junior doctors, who play an integral role in undergraduate training, while many become consultants at the QEH and/or faculty members. The latest developments in postgraduate training in Public Health are underway, with the first programme, a Board for Graduate Studies-approved Diploma course conducted between March and August 2008 which 23 of 25 candidates passed. Preparations were made and the Board for Graduate Studies approval received for the MPH, starting in Semester 1, academic year 2008/2009.



Professor Walrond presents Certificate to graduating student

Research and Publications

The Chronic Disease Research Centre (CDRC), a unit of the cross-campus Tropical Medicine Research Institute and the major “research arm” of the Faculty continues its outstanding work under the direction of Professor Anselm Hennis. Its faculty members have been strengthened by Dr Angela Rose, Lecturer in Epidemiology and Dr Kim Quimby, Lecturer in Immunology. New grants include a major grant from the NIH, for continuing research on prostate cancer, a grant from the Ministry of Health/European Union Development Programme for establishment of a full National Heart and Stroke Registry, and from the Lupus Foundation for a study of lupus erythematosus in Barbados.

There have been some important peer reviewed publications from the CDRC on stroke, the elderly, et cetera, and from clinical members of the Faculty, including papers on HIV (Drs Alok Kumar and Akin Abayomi), on STDs (Dr Peter Adams and Professor Patsy Prussia), on obesity in adolescents (Dr Pamela Gaskin), and a particularly interesting paper on cell phones (Dr Ramesh and colleagues).

The University's Strategic Plan 2007–2012 and the Health Human Resource Study

As part of the University's new Strategic Plan, there is a very clear goal of positioning the UWI as the Government's



The Dean (second right) with Dr Alysha Wade, MBBS graduate with distinction, her mother, Mrs Jacqueline Wade, Campus Registrar (right) and friend

“port of first call” for research and expertise. In this context the Faculty has been keen to identify regional priorities for postgraduate training, to guide its own priorities and location of resources. The CARICOM Health Ministers’ call for Public Health Leadership Training has led to the creation of a Chair in Public Health and Epidemiology at the Cave Hill Campus, to facilitate a cross-campus approach to offering a Diploma in Health Management, the MPH, a Doctorate in Public Health, and other courses as necessary.

Further, in recognition of the need for a broader approach to understanding Health manpower needs, a Health Human Resource Study was commissioned. This was made possible through the generosity of a UWI medical alumnus, Professor “Tex” Niranjan Kissoon, who is Professor of Paediatric Intensive and Emergency Care at the University of British Columbia. The study was carried out by *Corpus Sanchez International*, assisted by Professor Kissoon. The report will be of great value both to the University and the government of Barbados, and should be a useful model for broader Caribbean Human Resource assessment.

Fortieth Anniversary of the SCMR

The academic year 2007/2008 marked the fortieth year of teaching of medicine at the Cave Hill Campus and the QEH. The 40th Anniversary celebration began officially with a Celebratory Service at St Michael’s Cathedral in November and continued with the Sir George Alleyne Distinguished Lecture in April and publication of the previous

lectures. There was also a series of Professorial lectures by Professor Harley Moseley, Professor Patsy Prussia and Professor Jose Ortega. Other special lectures were coordinated by Dr Pamela Gaskin in collaboration with the School of Continuing Studies and the Central Bank, as lunch time lectures; these included lectures by Professor Trevor Hassell, Dr Ramesh Jonnalagadda and Dr Adrian Lorde.

A major event was the Sunday Community Outreach Health Day in Jubilee Gardens in January, coordinated by Dr Euclid Morris, in collaboration with the Heart and Stroke Foundation of Barbados and others.

The Awards Ceremony, on Wednesday February 6, was the highlight of the year when more than forty important people or groups who have been crucial in the Faculty’s/School’s development over the years were recognised. Although the aim was to recognise and celebrate 40 key people who had made the greatest contribution to the success of the Faculty, it was impossible to stop at 40! Among the awardees were the late Dr Harold Forde (posthumously), the first Vice Dean; Sir Frank Ramsey, the second Vice Dean, and Mr James Williams, longest serving Hospital Director; Dr Carol Jacobs, member of the first full class transferring from Mona in 1968, Professor Hennis, Vice-Chancellor’s Awardee of Excellence for 2007/2008, outstanding student Dr Alysha Wade, and outstanding donor to the Faculty, Mr Ralph “Bizzy” Williams, whose gift was a major contribution to the new FMS annexe – the Williams Annexe, at the Queen Elizabeth Hospital.

MONA

PROFESSOR ARCHIBALD McDONALD, Dean

Introduction

The transformational process underway in the Faculty at Mona was strengthened during the year under review. A Faculty retreat was held early in the year to delineate the strategic foci and develop an operational plan for the period 2007–2012. Guided by the UWI's strategic plan, five key themes were identified and committees established for each. Areas for strategic focus were:

1. Teaching and Learning
2. Staff development and promotion
3. Infrastructural and facilities development
4. Research and innovation
5. Income generation and diversification

After extensive discussions, the Faculty endorsed the current policy of expansion through increased student enrolment and programme diversification. Members emphasised however, the importance of ensuring quality through facilities improvement and development and maintenance of acceptable staff to student ratios. The Faculty will

therefore continue to grow at more than the two percent posited in the UWI Strategic Plan.

Teaching and Learning

An undergraduate Curriculum Committee was established to monitor and ensure quality in undergraduate programmes. In keeping with the UWI Strategic Plan the Faculty continued the process of curriculum strengthening and reform to meet the goal of producing graduates who are critical thinkers and problem solvers. Hence, in the flagship MBBS programme the revision of stage one has resulted in a 15 percent reduction of didactic lectures and an increase in the use of seminars and problem-based methods. A uniform grading system was established and all courses in the MBBS programme are standard set to improve validity and reliability of assessment tools.

Several courses in the Bachelor of Science Nursing were revised and upgraded. Seven courses were converted from face-to-face to online and two new courses in 'legal and ethical issues in nursing' introduced.

Student Enrolment and Access

Student enrolment has doubled in the past three years. In 2007/2008 undergraduate enrolment increased by fifteen percent and graduate enrolment by thirty percent compared

TABLE 1 Undergraduate Student Enrolment in the Faculty of Medical Sciences 2007/08 vs 2006/07

Programme	Majors and Minors	No. of students 2007 /08	No. of students 2006/07
BBMedSci	Anatomy	3	5
	Biochemistry	3	10
	Pharmacology	26	25
	Physiology	1	6
	Year 1	21	
	Subtotal	54	46
BSc	Nursing (Post RN)	27	109
	Nursing (generic)	676	640
	Online Delivery	164	0
	Physical Therapy	75	52
	Subtotal	942	801
MBBS	Bachelor of Medicine and Surgery	733	702
	Total	1729	1503

with the previous year. Despite the target of two percent posited for the Mona Campus in the 2007–2012 UWI Strategic Plan, this trend will continue for several years due to the rapid rate of growth of the Health Care industry and the resulting increased demand for health care workers.

Student Centredness

In order to ensure quality and small group teaching, the expansion of clinical training sites in government clinical facilities is an important quality assurance strategy. This continued during the year and the number of associate (part-time) staff increased in these institutions to cope with the additional workload. Teaching and learning facilities were also upgraded and is an area of emphasis for the current year. This initiative is important for the Faculty as maintaining satisfactory patient to student ratios and exposing students to a wide range of pathological conditions are important tools to continue the tradition of producing excellent graduates.

The Enrichment programme started in the previous academic year is now firmly established, providing support for students not only in the academic sphere but also socially, culturally and psychologically. Student orientation based on these principles has been implemented at a reduced cost without sacrificing quality. The appointment of a coordinator for personal and professional development in the Office of the Dean will further strengthen this programme and provide assistance to international students. A student award scheme was established, whereby students obtaining a GPA greater than 3.69 would be placed on the Dean's list and the two top performing students in each programme would comprise the Faculty of Medical Sciences' Honour Society. This is an important element in the strategy to nurture a culture of excellence in the students.

Student Achievements

Undergraduate Programme

The Faculty graduated 364 undergraduate students in Academic Year 2007/2008:

MBBS	100
BSc Nursing (generic)	221
BSc Nursing (Post RN)	12
BSc Nursing Administration	1

Certificate in Nursing Admin.	1
BSc Physical Therapy	16
BBMedsci	13

Of the 159 candidates of the class of 2010 who sat the Stage 1 MBBS/BMedSci examination, 110 students were successful in the first attempt; twenty gained honours (one with distinction). Twenty-six students took the supplemental examination after the remedial programme and 14 passed.

Graduate Studies

During the year, the revision and publishing of regulations in the DM programmes were completed, allowing for greater emphasis on the research degree programmes. Resident (graduate student) evaluation of supervisors and lecturers also commenced and will be expanded to the research degree programmes.

In UWISON all graduate students are now required to do a research project. Through international collaboration, supervision in the graduate programmes has been enhanced by staff and student exchanges with reputable institutions such as New York University and University of Pennsylvania. A number of seminars and workshops were held for training staff and to expose students to reputable international scholars.

The Faculty awarded the following postgraduates Degrees during the academic year:

DM Anaesthetists	6
DM Emergency Medicine	3
DM Medicine	3
DM Internal Medicine	4
DM Obstetrics & Gynaecology	1
DM Paediatrics	3
DM Psychiatry	1
DM Surgery	2
DM Urology	4
MPhil Pharmacology	1
PhD Biochemistry	1
PhD Pharmacology	1
MSc Nursing (Administration)	5

MSc Nursing (Clinical Nurse specialist)	2
MSc Nursing (Education)	9
MSc Nursing (Family Nurse Practitioner)	2
MSc Nutrition	3
MSc Sport Medicine	1
MPH	25

Five hundred and ninety six graduate students were registered in the Faculty during the academic year. This included 52 PhD and 53 MPhil students.

Research

Research output was increased by approximately 33 percent compared with the previous year. Two hundred and forty five papers were published in refereed journals compared with 185 the previous year, resulting in the per capita publication rate increasing to 1.5 from 1.1. The failure of research scientists to complete a survey to identify two or three areas for capacity building and enhancement was disappointing. In order to enhance the Faculty's international visibility, a reputation of excellence in research and patient care needs to be developed in a few areas such as Sickle Cell disease, chronic diseases and injuries. The table below illustrates research output per department.

Department	Publications	Conference Presentations
UWI School of Nursing (UWISON)	4	13
Basic Medical Sciences	35	11
Community Health & Psychiatry	22	54
Medicine	13	45
Obstetrics, Gynaecology & Child Health	47	43
Pathology	18	19
Microbiology	12	5
Surgery, Radiology, Anaesthesia & Intensive Care	50	74
TMRU / Sickle Cell Unit	47	–
Total	248	214

Highlights of Significant Events

The Faculty hosted several conferences and seminars during academic year 2007/2008. Details are in the Departmental reports but the highlights are:

- The 19th Annual Nursing Midwifery Research Conference and 20th Mary Seivwright Day, hosted by the UWISON and held under the theme “Facing the Challenges of Nursing through Research” was held on May 29–30, 2008.
- The 15th Annual Research Conference and Workshop with the theme “Sports and Exercise Medicine.” November 14–16 2007.
- The 2nd Annual Advancement in Medicine Conference held at the Jamaica Sunset Jamaica Grande from February 20–24, 2008. This was a collaborative effort between The Mayo Clinic, The University of Minnesota, The Hennepin County Medical Centre, Vanderbilt University and the Organisation for Strategic Development of Jamaica, Minnesota, and USA.
- The International Federation of Medical Students General Assembly, hosted by the Jamaica Medical Students Association, Sunset Jamaica Grande, Jamaica, August 2008. This was attended by over 800 medical students from more than 100 countries.
- The 9th UWIMAA conference which formed a part of the 60th Anniversary Celebrations. The week-long activities included a visit to the Faculty by alumni, a



The Mona Campus Principal (L) and Campus Council Chair (R) with PVC Alvin Wint at Faculty of Medical Sciences Research Awards ceremony



Professor Emeritus, Hugh Wynter (R) with the Chancellor and friends at the renaming ceremony

Dean's luncheon and a ceremony for the renaming of the Advanced Training and Research in Fertility Management Unit as the Hugh Wynter Fertility Management Unit.

Challenges

Despite significant successes, there remain huge challenges for the Faculty. Its income generation and diversification programme is threatened by a lack of physical space. Construction of the new Basic Medical Sciences complex has not yet commenced and this also threatens its accreditation status. There is also an urgent need to upgrade facilities in the Pathology and Microbiology laboratories.

Work is ongoing on modernising the management and administrative processes and developing a culture of accountability.

The IT facilities are inadequate. Lack of funds is not the main obstacle to upgrading these facilities but rather, the antiquated administrative and bureaucratic processes involved, which also impede minor upgrades to the physical plant.

The resistance to change and adherence to outdated practices are major inhibitors to maximising the use of limited resources. More efficient use of lecture theatres and laboratories as well as teaching staff may be critical in the new dispensation especially if the Jamaican government shifts from supporting institutions to supporting students.

Conclusion

The goal of being ranked among the top medical schools worldwide by the end of the current strategic planning cycle is achievable if the aggressive transformation of the Faculty is continued and if the support of service departments on the Mona Campus can be obtained. The Faculty supports the efforts of the Campus to improve service to all stakeholders. During the next academic year the establishment of joint programmes with other Faculties, in particular the Faculty of Pure and Applied Sciences, will be pursued to provide a slate of programmes which are attractive to potential students and important to national development.



Vice-Chancellor Harris at UWI Medical Alumni Association mixer

ST AUGUSTINE

PROFESSOR SAMUEL RAMSEWAK, Dean

Overview of Enrolment & Graduation

There were 1,442 undergraduate students in total enrolled at the Faculty of Medical Sciences, St Augustine for the academic year 2007/2008, distributed as follows:

MBBS	912
DDS	157
DVM	127
Pharmacy	165
Nursing	81

The number of postgraduate students also increased with the introduction of new programmes in Surgery, Internal Medicine, Emergency Medicine and Clinical Psychology: PhD – 9, DM – 96, MPhil – 8.

Graduation

The Faculty graduated 219 undergraduate students broken down as follows:

MBBS	129
DDS	25
DVM	24
BSc Pharmacy	32
BSc Advanced Nursing	9

DM Paediatrics and MSc in Clinical Psychology programmes graduated its first sets of students, with the latter comprising nine students. Two students were awarded PhD degrees.

Research

In an attempt to upgrade the infrastructural platform for research, a Faculty research website has been created which is regularly updated with information on research clusters; recent publications; scholarships and grant funding; relevant news and events.

Active research clusters in the Faculty include: Medicinal Natural Products Research, Neuroscience/Neurodegenerative Diseases, Type II Diabetes & Inflammatory Markers, Metabolic Syndrome & COPD Research, Tropical Medicine, In-

fectious Diseases, Restorative Dental Sciences, Child Dental Health/Dental Public Health.

Funding for continued research was received from USAID, European Union, the Government of Trinidad and Tobago, Atlantic LNG, and the Inter-American Development Bank

Seminars on creating an enabling environment for research and innovation at UWI were also facilitated by visiting researcher Dr Philippe Lemey, Katholieke Universiteit, Leuven, Belgium.

Accreditation

In May 2008, the Commission on Dental Accreditation (CODA) of the American Dental Association (ADA) conducted a site accreditation visit at the School of Dentistry. The School was successful in attaining site accreditation, making it the first non-US site to be accredited as an Advanced Education General Degree (AEGD) training site. The outcome of this visit will be officially announced in 2009.

Distinguished Visitors

- Dr Philippe Lemey, Research Scientist, Katholieke Universiteit Leuven, Belgium
- Professor Jaipaul Singh, Professor of Physiology, Central University of Lancashire, UK
- Professor James R. La-Rose, Professor of Anatomy, Palmer College of Chiropractic, Florida
- Professor Sudhakar Nayak, Professor of Biochemistry, Kasturba Medical College, Manipal, India
- Ms Marilyn Entwistle, Advisor, Health Services Administration, Pan American Health Organisation/World Health Organisation, Trinidad and Tobago
- Dr Carol Henry, Associate Professor, College of Pharmacy and Nutrition, University of Saskatchewan, Canada
- Dr Brenda Kalyn, Associate Professor, College of Education, University of Saskatchewan, Canada
- Dr Doug Gleddie, Provincial Coordinator, Ever Active Schools, Edmonton, Canada
- Dr John Rose, University of Birmingham
- Dr Kevin Morgan, University of Westminster
- Professor Fits Muskeit, Professor of Pathophysiology



Faculty and students at Veterinary Oathtaking

and Clinical Chemical Analysis, University Medical Centre, Gronigen, Netherlands

- Mrs Cheryl Anerson, Nurse Training Tutor, ITECH, University of Toronto, Canada
- Mrs Kamla Sharma, Director, International Office, Hospital for Sick Kids, Toronto, Canada
- Dr Aditi Desai, Postgraduate Tutor in Dental Surgery, London
- Dr David Felix, Royal College of Surgeons of Edinburgh
- Professor June Nunn, University of Dublin
- Professor Michael Pogrel, University of California

- Dr Peter Carrotte, Glasgow Dental Hospital and School
- Professor Benjamin Hart, Professor of Animal Behaviour
- Dr Camil Stoian, Lecturer, Veterinary Dentistry
- Dr Kimberley Whitfield, Lecturer, Small Animal Surgery
- Dr Justine Lee, Lecturer, Veterinary Emergency Medicine
- Dr Graham Brown, Lecturer, Practice Management
- Professor S. G. Rao, Vice-Chancellor, RAK Medical & Health Sciences University, United Arab Emirates
- Professor S.R. Prabhu, Dean, School of Dentistry, RAK Medical & Health Sciences University, United Arab Emirates
- Professor James Ferguson, Professor of Large Animal Surgery
- Dr Anne Devlin, Associate Dean Teaching Learning and Quality, Faculty of Health and Social Care Anglia Ruskin University Cambridge, Chelmsford
- Professor Courtney Lyder and Dr Dorothy Tullmann, University of Virginia
- Dr Carolyn Ingram, Mr James Dietrich, and Ms Laura Banfield, McMaster University
- Professor Denis Gorecki, Dean, College of Pharmacy Nutrition, University of Saskatchewan, Saskatoon, Canada
- Dr Roy Dobson, Associate Professor of Pharmacy Administration, College of Pharmacy and Nutrition University of Saskatchewan, Saskatoon, Canada.



Principal Sankat cuts the ribbon at opening of the Steve Bennett Building

SCHOOL FOR CLINICAL MEDICINE AND RESEARCH, BAHAMAS

PROFESSOR HOWARD SPENCER, Director

Highlights

10th Anniversary Celebrations

The UWI Medical Programme celebrated its 10th anniversary with a series of events during the week of October 14–19, highlighted by a renaming ceremony in which the Clinical Programme was renamed ‘The School of Clinical Medicine and Research, The Bahamas.’ A plaque was unveiled by the Governor General, The Hon Arthur D. Hanna. Other events included participation in a commemorative Church Service, a Symposium on “The Power of Prayer in Medicine” and a Gala Banquet at which founding members of the School, Professor George Melville, Doctors Robin Roberts, Glen Beneby and Elaine Davis and the first Director Professor Allan Knolly Butler were honoured. The Vice-Chancellor Professor Nigel Harris was the Guest Speaker at the Banquet. The SCMR also hosted ‘Open Days’ at the School which featured a ten year review and pictorial display in the Reception area.



Governor General The Hon Arthur D Hanna unveils plaque commemorating renaming of the SCMR, The Bahamas

Annual Research Day

The second Annual Research Day was held on Friday April 11, 2008 at the College of the Bahamas (COB) School of Nursing Auditorium. The event, which was attended by approximately 300 persons, was officially opened by the Minister of Health and Social Development the Hon Hubert Minnis. The event which was supported with a Research Grant from RBC Royal Bank was held under the theme “Health Issues in the Bahamas Public Sector.” Keynote lecturers for the day included: Dr Y. Gebre, PAHO, Health Surveillance and Disease Management Advisor; Professor Henry Fraser, Dean, School of Clinical Medicine & Research UWI Barbados, Dr Henryro Scarlett, Lecturer, Community Health & Psychiatry, UWI Mona Jamaica, and Mr Terrance Fountain, Epidemiologist and President of the Cancer Society of The Bahamas.

Highlights of the day included the launching of the UWI Bookstore along with displays put on by various departments, such as a display by staff and students of UWI Centre for Hotel and Tourism Management (CHTM) and the UWI Open Campus, which was well received.

Accreditation of Postgraduate Programmes

The School of Clinical Medicine and Research (SCMR) received accreditation for the Doctor of Medicine Degrees in Emergency Medicine, Anaesthesia and Intensive Care during the academic year. These programmes will commence in the 2008/2009 academic year and will bring the total number of postgraduate programmes offered to nine. The medical programme has received significant support from the Government of the Bahamas through the Ministry of Health and the Public Hospitals Authority since its introduction in 1997.

Workshop/Seminar

A one-day seminar was held in January 2008 with the theme ‘Vision for UWI in The Bahamas 2008 and beyond’. For the first time, the UWI academic and administrative team in The Bahamas was brought together to develop a vision for the UWI in The Bahamas, in keeping with the UWI Strategic Plan and to provide a forum for all staff members to meet and be informed of the UWI’s presence in The Bahamas. Participants were also updated on the academic programmes and plans for the Open Campus and other programmes and recommendations were made



UWI Bookstore Launch: The Hon Hubert Minnis, Minister of Health examines a book from the UWI Bookstore. Professor Spencer and Mrs Barbara Burrows Permanent Secretary in the Ministry of Health look on

for the future direction of the UWI's programmes in The Bahamas. Members of the UWI Alumni and the UWI Medical Alumni Associations participated in the Workshop and updated the group on local activities planned for the celebration of the 60th Anniversary of UWI.

Academic Achievements

Student Output

The student population for the academic year comprised 52 full-time students and 40 elective students. Fifteen of seventeen students were successful in the final MBBS examinations and one student, Dr Adrian Cargill, graduated with an honours degree. The postgraduate students numbered 32 in six disciplines. There has been a significant increase in the numbers of students in Family Medicine (13) and Psychiatry (6).

Research

The Clinical and Medical Research Unit continued to expand in its second year of existence under the chairmanship of Dr Robin Roberts. The Unit's accomplishments include: the hosting of two symposia and the annual UWI Lecture, coordination of Research Day and the launch of a joint UWI/Public Hospital Authority Research Ethics Committee. Training of students and faculty in Basic Research skills was completed during this period. Research output included 2 papers submitted for publication and 5 presentations made by faculty during the year. Total research grant funds received was US\$17,000.00.

Faculty Appointments/Honours

The School continued to strengthen its academic programme delivery by the following appointments of Clinical Tutors (Assistant Lecturers) during the academic year:

- Dr Mahendra Carpen – Internal Medicine
- Dr Valentine Grimes – Orthopaedics
- Dr Dharmaveer T. Kondapuram – Anaesthetics and Intensive Care
- Dr Karen Rowe – Anaesthesia and Intensive Care

Visiting Lecturer/Head of Mission/Alumni Support

Dr Merle J. Lewis, Head of Mission PAHO/WHO for The Bahamas, Turks & Caicos Islands, paid a courtesy call on Professor Howard Spencer, Dean and senior faculty. Dr Lewis updated the staff on the role of her office in The Bahamas and opportunities for research that would be of mutual interest.

Administrative support was provided to the UWI Alumni Association and the UWI Medical Alumni Association (UWIMAA) Bahamas Chapters during the year. For its part, the UWIMAA supported the Induction Ceremony for medical students. The UWI was pleased to welcome Professor Gene Burkett, a UWI Medical Alumni, as visiting professor to assist with lectures to undergraduate and graduate students during a one week visit to the campus.



Vice-Chancellor Professor Nigel Harris presents 10th Anniversary Plaque to Dr Elaine Monica Davis



The Faculty of Pure & Applied Sciences

CAVE HILL

PROFESSOR SEAN CARRINGTON, Dean

Overview

In this first year of the University's new Strategic Plan, the Faculty placed major emphasis on the theme, Teaching & Learning, and more specifically, on curriculum renewal at the undergraduate level. In April 2008, the cross-University Science and Agriculture Faculties met at Mona to further discuss the Strategic Plan and common shared objectives. This involved nineteen Faculty members from Cave Hill travelling to Mona where they met with colleagues from St Augustine and Mona over a three-day period.

Probably one of the most significant developments at the Cave Hill Campus is the initiation of the full MB BS programme next year. In this regard, this Faculty and, in particular, the Department of Biological & Chemical Sciences has been assisting the fledgling Faculty of Medical Sciences to prepare for its first cohort of students, including contributing to the design of the new medical research laboratories.

During the year the Faculty welcomed several new academic staff members, Dr Jeffrey Elcock, Dr Curtis Gittens, Dr Mechelle Gittens (all in Computer Science), Dr Isabelle Gouirand (Earth Sciences), Dr Suzanne Workman (Biology), Dr Jayaram Chillumuntala and Mr Peter Chami (both in Mathematics) and Drs Srinivasa Popuri and Emma Smith (both in Chemistry). The Faculty is also proud to record that during the year Dr Smail Mahdi and Dr Upindranath Singh were promoted to the rank of Professor and that the

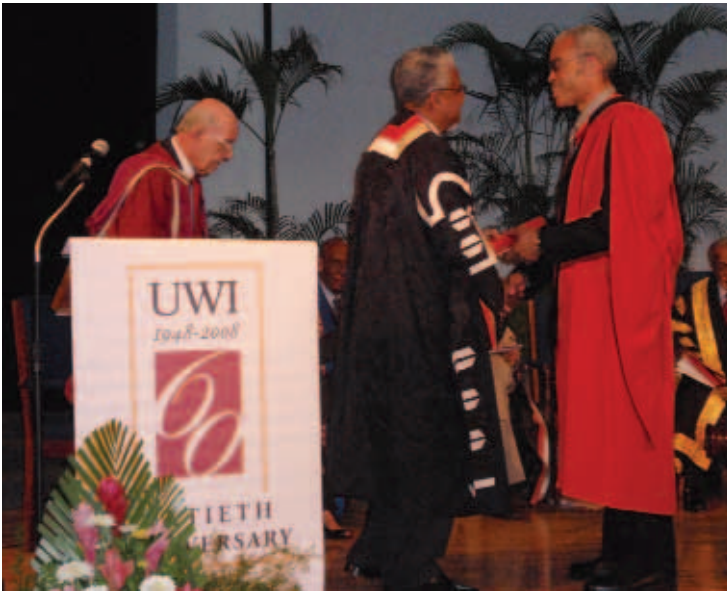
Deputy Dean, Dr Colin Depradine, was awarded the Vice-Chancellor's Award for Excellence in the area of Teaching.

Undergraduate

Undergraduate programmes were the focus of curriculum renewal. Level 1 Meteorology was completely revised with three new courses developed and approved and the Faculty's most populous discipline, Computer Science, gained approval for five new final year electives as well as a long-suggested Level 1 Unix course. A new Minor in Statistics, was also developed and approved, as was a new Environmental Chemistry elective and two advanced Earth Sciences courses in Climatology and Oceanography respectively. Through an agreement with the Faculty of Social Sciences, the possibility of a Management Major or Minor was opened to all Science majors and a new double major combining Computer Science or Information Technology with Economics was approved.

Total undergraduate enrolment for the year was down slightly, at 989 students. More significantly, the number of students graduating from the Faculty was 141 – 13.5% less than the previous year, probably reflecting the increasing proportion of students shifting to part-time study. The distribution of Honours awarded was similar to that obtained in recent years – 8.5% with First Class Honours, 18.4% with Upper Second Class Honours, 42.6% with Lower second Class Honours and 30.5% with a pass degree.

This year Mathematics majors dominated the Faculty prizes. St Lucian Hannah Regis, a Mathematics with Physics graduate (GPA = 4.24), was awarded the Dean's Prize



Dr Colin Depradine receiving the Vice-Chancellor's Award for Excellence in the area of Teaching

while Barbadian Mone-Renata Holder, who majored in Mathematics & Economics (GPA = 4.10), was proxime accessit.

Research & Graduate Studies

The research activities in the Faculty generated a total of 62 publications, including thirty-three articles in international peer-reviewed journals, an overall tally similar to last year.

Nine students successfully completed their research during the year, comprising five MPhil and four PhD degrees. This was slightly down from last year's total of eleven which was a bumper year. Overall numbers of graduate students registered in the Faculty were 39 MPhil and 24 PhD students and 39 MSc (28 CERMES & 11 E-Commerce) students.

The Faculty continues to attract research funding. The CERMES-Dalhousie University Nippon Foundation Grant of approximately US\$500,000 over two years will allow Dalhousie University to collaborate with CERMES on 'Strengthening Principled Ocean Governance Networks: Transferring Lessons from the Caribbean to the Wider Ocean Governance Community'.

Outreach

The Faculty hosted two major regional workshops. The first, in November 2007, was a UNDP Caribbean Regional Biosafety Workshop entitled "Building Capacity for an

effective participation in the Biosafety Clearing House". This was organised by Honorary Professor Leonard O'Garro and attracted twenty-two participants from Barbados, Antigua, St Lucia, Jamaica, Belize and Dominica. In April 2008, the Faculty partnered with the US Agency for International Development (USAID) through its Office of Foreign Disaster Assistance (OFDA) and co-hosted a Disaster Risk Reduction Workshop. The workshop focussed on a series of Disaster Risk Reduction modules adapted to the e-learning environment and developing these for use in disaster management throughout the Caribbean. Participants came from most Caribbean territories as well as two from the Pacific region.

The Faculty collaborated with the Caribbean Renewable Energy Development Programme, German Government funded component (CREDP/GTZ), and played host to a two-day renewable energy exhibition in February 2008 in the Solutions Centre. The Faculty also exhibited at the annual Graduate Fair and at the biennial Sci-Tech Expo, held in March 2008 at the Sherbourne Conference Centre. The Faculty's SciTech booth publicised some of its ongoing scientific research and exploited a number of interactive scientific games and displays to engage school children. The Faculty database and web portal for the plants of the Eastern Caribbean (ecflora.cavehill.uwi.edu) is now fully functional with photographs of many of the two thousand listed plants and is proving a useful resource on Caribbean plant biodiversity for the public.



Engaging school children at the Sci-Tech Expo, March 2008

MONA

PROFESSOR ISHENKUMBA KAHWA, Dean

Scholarly Activities

In 2007/2008, the 60th Anniversary of the University of the West Indies, the Faculty mounted a series of monthly distinguished public lectures – inaugural lectures by recently appointed professors or by prominent visitors. These latter included lectures by Professor Vratislav Langer of the University of Gothenburg and Professor Robert Trivers of Rutgers University, the recent recipient of the Crafoord Prize offered by the Royal Swedish Academy of Sciences as the equivalent of the Nobel Prize for Biology, which is not one of the subject areas covered by the Nobel Prize. This effort greatly raised the level of academic discourse in the Faculty and was well received. The biennial Faculty Conference, chaired by Professor Ralph Robinson, focussed on ethical issues and had as its keynote speaker Professor Kenneth Goodman of the University of Miami Ethics Programs, one of the leaders in promoting a focus on ethics at all levels in Universities. Professor Goodman spoke on “*Science and Ethics Announce Wedding Plans: On the Need for Robust Research Ethics Curricula*”. Deputy Dean, Professor Robert Lancashire, gave a special 60th Anniversary Lecture on the “*The first UCWI PhD and early studies from the Chemistry Department*”. Dean Young spoke on *Science and Innovation in Jamaica* at the International Symposium – *From the Lab to the User: Wise Practices in Support of Innovation, Research and Development in Universities, Research Centres and National Industries* (San Juan de Puerto Rico) put on by UNESCO in collaboration with the University of Puerto Rico and the Puerto Rico Industrial Development Company. He also gave the inaugural Garth Taylor Lecture on “*The Eyes Have It!*” at the Ophthalmological Society of the West Indies’ annual meeting in July 2008.

Departments of the Faculty hosted five international symposia and eight local workshops and other outreach fora for students, teachers and professionals, including farmers. Following the lead of the Faculty of Social Sciences, the Faculty of Pure & Applied Sciences hosted a cross-campus Workshop which highlighted similarities and differences between the campuses and aimed at harmonising approaches to pedagogy, regulations and research and optimising the use of personnel and facilities across campuses. Many

faculty members from corresponding disciplines met each other for the first time and several new collaborative initiatives were arranged, including the proposal to mount a cross-campus MSc in Alternative Energy. The consensus was that the meetings were a resounding success.

Honours & Awards

This undoubtedly was an outstanding year for the Physics Department. Professor Anthony Chen and Dr Michael Taylor received the Principal’s Award for the Most Outstanding Research Activity in the Faculty for their work on *The Scientific Basis of Climate Change as it impacts Small Island Developing States*. Drs Joseph Skobla and Florin Ionica received the award for The Research Project with the Greatest Business/Economic/Development Impact for the project *Monitoring System of the Hunt’s Bay Bridge on Highway 2000*. Dr Tannecia Stephenson, Professor Anthony Chen and Dr Michael Taylor shared the award for the Best Research Papers for their article *Towards the Development of Prediction Models for the Primary Caribbean Dry Season*; with Professor David Barker and Dr Clinton Beckford for their article *Plastic yam and plastic yam sticks – perspectives on indigenous knowledge among Jamaican farmers* and with Professor Ralph Robinson, Miss Celia Waugh and Dr John Lindo for their article *Population distribution and zoonotic potential of gastrointestinal helminths of wild rats, Rattus rattus and R. norvegicus, from Jamaica*. Professor Edward Robinson and Miss Shakira Kahn of the Marine Geology Unit received the award for the Project Attracting the Most Research Funds for the year 2006/07 for their project *BEACHES – Beach Erosion and other Coastal Hazards – Ensuring Safety*. Dr Paula Tennant was co-author of a paper that received the Principal’s award for Best Research Publication in the Faculty of Social Sciences.

Professor Helen Jacobs received the 2007 Gleaner Honour Award (Science & Technology category) for Outstanding Contribution in the Field of Chemistry.

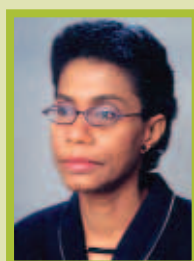
Mr Kevon Rhiney of the Department of Geography & Geology received the Prime Minister’s National Youth Award for Excellence in Academics and Mr Seymour Webster a graduate student in the Biotechnology Centre received the 2007 SRC/JPS Young Scientist of the Year award. A student of the Biotechnology Centre had also won the Young Scientist of the Year award in 2006.

International Recognition

Anthony Chen



Professor Anthony Chen, a lead author for the chapter “Impact of Climate Change on Small Island States” in the *Fourth Assessment Report on Climate Change by the Intergovernmental Panel on Climate Change* brought pride to the UWI in being among the IPCC researchers sharing the Nobel Peace Prize with former United States Vice President, Mr Al Gore, for increasing knowledge about man-made climate change and for laying the framework for counteracting these changes.



Dr Trevor Yee of the Natural Products Institute, in collaboration with Professor Helen Jacobs of the Chemistry Department, received a US patent for their new and extremely efficient method of extracting the active ingredients from bitterwood – a first for the Mona Campus. It is hoped that this will form the basis for upgrading an old industry, from the export of raw materials (bitterwood chips, an important component in the beverage industry) to the export of a more finished product.

Staff

The Faculty notes with regret the retirement of Professor Trevor Jackson, former Campus Coordinator for Graduate Studies & Research. There were two resignations from the Faculty, with two Assistant Lecturers being appointed as replacements. Two new lecturers were appointed to the Computer Science Department, and two temporary Assistant Lecturers were appointed as replacements for faculty on leave pursuing the PhD in Information Systems. The Faculty notes with pleasure that one, Lila Rao-Graham, has now successfully completed the PhD programme. Dr Ezra Mugisa, having resigned whilst on no-pay leave, has rejoined the staff in Computer Science. Full-time academic staff numbers in the Faculty fell from 83 to 76. Mrs Heather Lyttle, Senior Secretary in the Faculty Office, retired after years of service to two successive Deans.

In April 2008 Dean Young was appointed Pro Vice-Chancellor for Graduate Studies, with Professor Ishenkumba Kahwa acting as Dean. Professor Kahwa was appointed to the full Deanship at the end of the academic year.

Publications

Total refereed publications rose from 86 to 99 (15%) and the output per full-time, permanent faculty member rose from 1.04 to 1.30 – a heartening rise in productivity per full-time faculty member (See Table 1). The per capita output from the Biotechnology Centre continued its commendable rise, moving from 2.25 in 2006/07 to 3.50, approaching the expected target of 4 for a research centre. Chemistry led the field among teaching departments, increasing from 1.1 to 1.8 and switching positions with Geography & Geology. Output from Life Sciences and Physics rose from 0.4 and 0.5 to 0.67, a positive change, but this is still below expectations for a teaching department. Per capita output in Math and Computer Science increased from 1.06 to 1.56 but remained in second place behind Chemistry. Total non-refereed publications plus conference presentations for the Faculty rose to 167, moving towards earlier levels. Output from the majority of units in the Faculty remains disappointingly low, although the qualitative contributions from Physics and the gaining of a USA patent by the NPI must be acknowledged.

Undergraduate Enrolment

Despite efforts to provide early orientation in the summer prior to 2006/07 and to make early offers, and despite the

Department	No. Academic Staff	Publications		Conference Presentations
		Refereed	Non-Refereed	
Biotechnology Centre	4	14 (3.50)*	2	10
Chemistry	15	27 (1.80)	4	13
Geography & Geology	11	13 (1.18)	–	57
Life Sciences/CMS	18	12 (0.67)	9	33
Mathematics & Computer Science	91	14 (1.56)	–	16
Physics	7	7 (1.00)	–	5
Physics	8	6 (0.75)	–	12
Electron Microscopy	2	1 (0.50)	2	–
NPI/MIAS	3	2 (0.67)	1	3
Total	76	99[†] (1.30)	18	149

NB: Members of staff on Sabbatical Leave and who are research assistants were not included.

*Refereed publications per full-time, full-contract staff member in brackets.

†Total may be less than the sum because two departments may share a single paper.

positive responses obtained from some parents and students, registrations at mid-October 2006 were down 10.4% compared to 2005. By the end of the year however, registrations were at 2,217, up by 5.6% compared to the same period in the preceding year. A possible explanation of this is that increased financial strictures and lack of preparedness resulting in late financial clearance prevented many from exploiting the opportunity presented by the early offers. The situation this year is even more troubling, however, since in October 2007, registrations were up by 14.7% as might have been expected, but this margin was reversed and was down by 1.2% by the end of the year. This suggests that on the average, the increased intake based upon efforts to facilitate entry, was completely negated by dropouts due to inability to meet the financial commitment.

Several departments have worked hard, and with some success, at increasing the numbers of undergraduates placed in internships in industries and research labs as a part of their programmes. This along with an increased emphasis on field trips is intended to increase hands-on experience for graduates and their ability to deal with real-world situations, and it is hoped that other departments will follow suit. Cost constraints, however, do pose a major problem.

BSc Degree Results

The size of the graduating class fell this year by 13.8%, reversing the trend of a few years, and the percentage of First Class and Upper Second Class degrees continued to fall while Pass degrees on the other hand increased from 27.1% in 2006/07 to 40.4% of the total. For the Faculty of Pure & Applied Sciences at least, it would appear that the changes associated with the semester system and the movement to the GPA could be having a detrimental effect on the quality of the degrees being obtained.

Graduate Enrolment

The numbers registered in the computer-based Management Information Systems (MIS) programme continued to increase, this year by 39.8%, but throughput is perhaps being compromised since the size of the graduating class fell by 40.4%. This needs attention. Registrations in FPAS MSc programmes, however, continued to fall, albeit slowly, and valiant efforts will have to be made to weed out unproductive programmes, to formulate programmes for which there is a strong demand and to advertise these vigorously. Ways will have to be found to support programmes of national/social importance but which are in low demand.

Table 2: Numbers Registered & Graduating (Postgraduates)

	Registered				Graduating†			
	2004/05	2005/06	2006/07	2007/08	2004/05	2005/06	2006/07	2007/08
MIS*	118	115	103	144	47	(44)	47	(28)
MSc	165	130	102	126	48	35	39	17
MPhil	167	175	166	158	20	8	14	11
PhD	71	68	76	70	16	4	7	11
Diploma	11	7	26	13	-	-	-	7
Total	532	495	473	511	131	91	46	74

*MIS students are jointly taught by MSB and Computer Science staff and on alternate years are assigned to either FPAS or FSS (in 2007/08 they were assigned to FSS).

†These are numbers for the class of the preceding year, graduating at the start of the year under consideration.

The MPhil and PhD programme numbers seem to be holding steady with the numbers of registered and graduating students showing no marked trends.

Grants / Income

The Faculty's take of internal grant funds fell precipitously to J\$4.9 m and the number of grants gained almost halved. The number of external grants, on the other hand, increased from 21 to 25 and the amount brought in from J\$46.9m to J\$66.2m (41%). If this represents a tendency to reduce dependence upon internal funds and to successfully pursue

external funding, then this would be a positive development. Reported income-generating activity rose from J\$19.3m from 19 activities in 2006/07 to J\$50.7m from 27 activities. This marked increase, not only in the amounts being generated (162%) but in the number of reported activities, is gratifying and must be encouraged as there is still a long way to go. It is disappointing that the Biotechnology Centre which, by its very nature might be regarded as a potentially good revenue-generating entity, contributes nothing to this pool of important funds. NPI and MIAS likewise contribute little or nothing and the expectations will continue to rise as time goes on.



Cross-Campus Meeting – Physics Group in breakout session

Table 3: Internal Grants

Department	Internal Grants	N	External Grants	N	Income Generated	N
Chemistry	\$487,647	2	\$2,696,274	2	\$27,631,645	7
Electronics Unit	–	–	–	–	\$5,740,000	3
Geography/Geology	\$685,481	1	\$15,848,882	7	50,000	1
Life Sciences/CMS	\$2,342,758	3	\$22,678,147	9	\$10,319,657*	9
Math & Comp Sciences	\$350,000	1	–	–	\$600,000	2
Physics	\$427,980	1	\$22,805,628	2	\$6,096,020	4
Biotechnology	\$570,640	1	\$2,190,640	5	–	–
NPI	–	–	–	–	\$270,000	1
Total	\$4,864,506	9	\$66,219,571	25	\$50,707,322	27

*Income here is surplus after expenditures

Currency is stated in J\$ equivalents converted, where necessary, at a rate of J\$71.33 to US\$1

Conclusions

One might conclude that in many respects the Faculty has had a very good year. Academically there has been much activity and interchange. Productivity has increased – certainly in terms of numbers of refereed journal articles and conference presentations and non-refereed publications. Income generating activities showed healthy movement and activities relating to curriculum reform, outreach,

production of work-ready graduates, and increasing student centeredness remain foci of productive action. The real constraints that limit per capita publication numbers and hamper success of the taught Masters programmes still need to be understood and resolved. Also to be addressed are the factors that produce a negative and suffocating atmosphere for many Graduate students and that slow throughput of Undergraduates.



Cross-Campus Meeting – informal get-together

FACULTY OF SCIENCE AND AGRICULTURE – ST AUGUSTINE

PROFESSOR DYER NARINESINGH, Dean

The Faculty of Science and Agriculture is currently the second largest Faculty at the St Augustine Campus. It continues to play, through its teaching, research, development, innovation and outreach activities, a pivotal role in providing the appropriate human resource requirements needed to transform the Caribbean region. The Faculty has, through its myriad activities and working with its various stakeholders, been focussing on finding solutions to Caribbean problems and in the vanguard of promoting the sustainable use of its natural resources and the protection of the environment.

Expansion of Access

The Faculty continued to witness a sustained increase in its undergraduate student population over the last five years. New enrolment was 996 and total enrolment stood at 3,324 (2,844 undergraduates and 480 postgraduates), representing an overall increase of 10.9% over the previous year. Although the total number of graduate students in the Faculty is relatively small when compared to other Faculties it is important to note that the ratio of students pursuing research degrees (MPhil and PhD) when compared

to taught Masters' degrees is the highest at the St Augustine Campus. This sustained increase in student intake and the surge in research activities have continued to place extreme stress on both the physical and human resources of the Faculty.

Curriculum Reform

The Faculty continued to place curriculum reform on the front burner as part of its ongoing commitment to ensuring that its curricula offerings are relevant and current. In this context a number of existing courses/programmes were revised as well as new ones introduced or were in various stages of development. Among the new programmes/courses introduced was the BSc in Information Technology. Courses in Asymptotic and Perturbation Analysis, Advanced Mathematical Modelling, Human Computer Interaction, and Web Usability were introduced and revision to the existing MSc in Marketing and Agribusiness and in Agricultural Economics carried out. The curricula for programmes in optometry, forensic science, industrial ecology and forensic science are in advanced stages of preparation.

Graduation Statistics

At the undergraduate level 425 students graduated with BSc (General) degrees in various academic disciplines offered by the Faculty. Of these 304 were from the School of Science and 121 from the School of Agriculture. This represented an overall increase of 11.7% over the 2005/2006 academic year. 8% of the students graduating received First Class Honours. At the graduate level 17 students received MSc degrees, 4 received MPhils and 3 PhDs.

Research Funding

Adequate funding has continued to be one of the major obstacles in the conduct of cutting edge research (both in terms of quality and output). Faculty, recognising this serious limitation, encouraged its members to form research clusters (intra-departmental; inter-departmental/campus; inter-university) and to aggressively pursue funding both locally, regionally and internationally. As a result of this initiative Faculty members were able to secure the largest percentage of the Campus Research and Publication funds as well as the special fund allocated by the Trinidad and Tobago Government for research. In addition members were also able to secure significant funding from a number



Demonstration of quality seedling and vegetable production systems



Intensive hotpepper production using fertigation and plastic mulching

of international agencies. In summary, Faculty members were successful in securing \$10.5m (T&T) from sources within Trinidad and Tobago and another \$12.5m (T&T) from international agencies. The latter includes a C\$1.6m from The Teasdale Corti Global Health Research Partnership Programme. This is part of an international research consortium on Public and Environmental Health Interactions in Food and Water-borne Illnesses. Also of significance is the \$2.5m funding from the World Bank to undertake studies on the restoration of the Nariva swamp project. Part of this project involves a study on carbon sequestration in wetlands – one of the very few studies of this kind undertaken in the world.

Major Projects Completed

A number of projects of significance were completed during the 2007/2008 academic year. Among these were:

- Development of an open-source Learning Content Management System(Burrokeet)
- Influence of inorganic and organic amendment on the hydraulic properties of heavy metal clay soils used in sports fields' construction
- Potential use of food processing bio-solids as fertiliser amendments in agricultural cropping systems
- The impact of selected cover crops on soil fertility and suppression of *commelina diffusa* through farmer Participatory Research by Fairtrade banana growers in St Vincent and the Grenadines

Publications

Refereed publications increased by 28% due mainly to the output from the departments of Life Sciences and Food Production. Nevertheless, the Faculty's per capita output for refereed publications per year is still below 1.0 and is cause for concern. However, there was an overall increase in conference proceedings, commissioned technical reports, monographs and books.

The heavy teaching load and lack of resources are major contributing factors to this undesirable situation. The research output is expected to increase significantly with the formation of research clusters, increased funding specifically for research as well as funding for post-doctoral research fellows, to drive the research initiatives.

Public and Professional Services

The Faculty continued to make significant contributions towards national/regional development through the varied public/professional services of its academic staff. These include:

- Membership on Boards of various public sector companies/organisations including CARIRI, EMA, COSTAATT, UTT, NAMDEVCO IMA, NIHERST, TTBS and the Environmental Court
- Housing of Secretariats for the Agro Economic Society as well as CARISCIENCE and the Trinidad and Tobago Mathematics Olympiad in the Faculty and manning by Faculty staff
- Training of secondary school science teachers in conjunction with the Ministry of Education
- Serving as moderators/examiners/curriculum developers for CSEC and CAPE science subjects
- Staging training workshops for various government ministries
- Providing resource personnel to various NGO's and CBO's
- Providing resource personnel for CARICOM's regional transformation programme in Agriculture and in Science and Technology



Crop Genetic Resources display



Field demonstration of a drip irrigation and fertigation system

- Serving as reviewers and editorial staff for various international journals including Tropical Agriculture, Journal of Consumer Studies, Medwell Online Journal, Journal of Food Technology, British Food Journal, Journal of Food Science, ARKVIOC, American Chemical Society Journals to name a few.

Awards

A number of the academic staff received recognition for their contribution to Science and Technology. Of significance is the award of the prestigious Mercosur Prize in Science and Technology to Professor Ramsey Saunders for his work on solar technologies for water portabilisation in isolated rural zones of Latin America and the Caribbean.

Conclusion

While the Faculty has seen significant, positive advances in many areas, there are a number of critical issues that must be addressed as a matter of urgency. These include:

- more rapid progress in curriculum reform (stakeholder participation should be a critical component of this process) with increased emphasis on developing the critical thinking skills of students
- increased exposure to real life experiences of students through field trips and projects done in collaboration with industry
- use of technology to enhance the delivery of curriculum

- reduction in size of tutorial /laboratory classes. This would require additional staffing resource
- improved laboratory facilities
- improved facilities for students to study
- greater emphasis on sourcing of external funding for research with decreased dependency on UWI
- income generating activities to assist Faculty in carrying out its activities
- provision of more postdoctoral research fellows to help drive the research initiatives.



Demonstration of the Aquaponics exhibit



The Faculty of Social Sciences

CAVE HILL

DR GEORGE BELLE, Dean

The year 2007/2008 has seen the Faculty place a considerable effort into reflection on, review, redirection and restructuring of its courses, degrees and programmes. The Faculty has also started to redesign its staffing needs and to parallel these efforts to perspectives on physical plant expansion. All this is taking place within a wider context of unprecedented expansion in student intake and efforts to respond to the UWI Strategic Plan 2007–2012. The Cave Hill Consultative Commission for Programme Development and Design otherwise known as the ‘Fields Commission’ had led to an earlier initiation of these processes since 2006; but efforts can be identified as culminating in 2007/2008.

An important action in 2007/2008 reflecting these responses was the first Faculty of Social Sciences Review Conference held September 17–18, 2007 at the Sherbourne Conference Centre which concerned itself with encouraging interdisciplinary dialogue within the Faculty, as well as the review of courses, programmes and degrees. The Conference sought also to provide career guidance for new and young academics. A few leading colleagues from the Faculties of Social Sciences at Mona and St Augustine were invited to participate, as well as local retired senior academics to contribute to panel discussions on career paths. The conference was a resounding success.

The Faculty of Social Sciences Cave Hill Conference in turn became the model for a cross-campus Faculty of Social Sciences Conference involving representatives from

Mona, St Augustine and Cave Hill. This first Faculty of Social Sciences Cross-Campus Conference was held at St Augustine from the February 28–March 1, 2008. Again, this conference involved inter-disciplinary discussions on the better organisation and design of courses, programmes and degrees.

Committees responsible for carrying out the work of the conference are now in place and functioning. Administrative support staff was also involved in the conference and it is hoped that this would assist the streamlining of administrative efforts in the identification of best practices and the reforming of the administrative culture, in line with the objectives of the UWI 2007–2012 Strategic Plan. The Faculty of Social Sciences Cross-Campus Conference has become a model for other cross Faculty conferences throughout the University.

These conferences were timely because they allowed the entire Faculty of Social Sciences at UWI to begin building responses to the 2007–2012 Strategic Plan in a substantial way. They also assisted the Faculty at Cave Hill to cope with the rapid expansion of student numbers and degree programmes at the undergraduate and postgraduate levels. These conferences and their outputs have contributed significantly to the Faculty meeting these formidable challenges.

The Faculty has continued a strong outreach effort, with increased relations with universities in the USA, Canada, Brazil, the United Kingdom and South Africa. Research initiatives have deepened and strengthened with business partners in Barbados as well as in the USA such as a partnership with a large corporation dealing with transport

planning solutions. The Faculty now has a number of MOUs and Non-Disclosure Agreements (NDAs) in place.

The reports of the three departments and the Sir Arthur Lewis Institute on Economic and Social Studies (SALISES) indicate an intense level of academic work in teaching, research and graduate studies. The departments have also maintained high levels of outreach at the academic level as well as in public service and the staff remains energetic and committed.

Challenges and difficulties faced by the Faculty were chronicled in minutes of the Academic Board Cave Hill; but overall, it has had another year of significant effort.

MONA

DR MARK FIGUEROA, Dean

Enhancing Quality

In keeping its focus on the implementation of the 2007–2012 Strategic Plan now being pursued by the University of the West Indies, the Faculty of Social Sciences centred its priorities within the core elements of the Plan by continuing its efforts to improve the students' experience while promoting the staff's ability to undertake research and implement projects. This was done by focussing on administrative reform, the employment of specialised project staff, the enhancement of facilities and the promotion of capacity-building activities relating to research. Curriculum review remained high on the Faculty's agenda; consequently, reviews were carried out in all departments in 2007/2008.

Student Centredness

This year the Faculty's Staff-Student Liaison Committee initiated the FSS Accountability Statements intended to heighten students' awareness regarding plagiarism. A Notice Posting Guideline was also developed to monitor the general display of content on Notice Boards in the Faculty. The Committee also developed the FSS General Code of Conduct to help guide students' behaviour and overall attitude. There has been an increase in the number of courses delivered in an online format, and overall, departments have expanded their use of the Web and ICT in the promotion of teaching and learning. The initiative to expand the involvement of students in orientation and registration activities has proved successful and this will be continued. Undergraduate and postgraduate coordinators from all departments continued working together to facilitate a smoother process for orientation and registration.

A renewed effort has been made to provide more students with opportunities to improve their "softer" skills and make them better prepared for the work place. The Department of Government established two internship programmes: the International Relations Programme for undergraduates and the Parliamentary Internship Programme for graduates; and is now in the process of organising additional undergraduate internships for the sub-disciplines of Public Sector Management and Political Science. The Department of Economics initiated internships for their



undergraduate Business Economics and Social Statistics (BESS) programme and the MSc in Economics. The MSc in Human Resource Development launched its first “Finishing School” in July 2008. This was open to alumni and the current graduating class. Participants were taught business etiquette, how to develop winning résumés and to handle job interviews effectively.

For the second consecutive year The Mona FSS team won the UWI/First Caribbean International Bank Intercampus Business Case Analysis Competition which was held at the St Augustine Campus on May 27, 2008. The team was comprised of Cherita Thomas, Rohan Christie, Tashna Silburn, Kimberly Stephens and alternate members Marlon Phillips and Kereen Johnson. In preparation for the competition, the team was coached/trained by 2006/2007 team members Vanessa Hemans and Claudia Hessing, who at the time of the competition were full-time MSB students, along with Academic Advisor, Dr Hilary Robertson-Hickling.



Dr Hilary Robertson-Hickling (left) and the Mona team for the FCIB Intercampus Case Analysis Competition, at St Augustine

Access

The Faculty continued in its effort to make early offers to full time students based on their CAPE Unit 1 results. This year 1,540 offers were made. A total of twenty eight new courses were approved by AQAC for the academic year 2007/2008. Additionally, approval was also given for the Department of Management Studies to begin a new programme, the BSc in Management Studies – Entrepre-



Assistant Registrars Marjorie Bolero-Haughton and Arlene Chambers at the UWI WJC Open Day 2008

neurship, and in the coming year they will be seeking approval to implement two other programmes that have already been designed, namely, the BSc in Management Studies (Ethics and Corporate Governance) and a Masters in Business and Management Research. The Mona School of Business (MSB) implemented the Doctorate in Business Administration (DBA) degree and the MSc in Telecommunications Policy and Technology Management with the first cohort of students starting in January 2008.

During the year, the Faculty was deeply involved in the preparation and planning for the establishment of the UWI Western Jamaica Campus (WJC). The WJC opened in September 2008 and teaching started with programmes in General Management, Accounting, Management Information Systems, Banking and Finance as well as Hospitality and Tourism Management, Sociology and Psychology. Three of the Faculty’s members of staff, Michael Williams, Pete-Gaye Fairclough and Antoinette Emdem have taken up full time positions at the WJC. The Mona School of Business has also established their first cohort of MBA students and Sandra March is the full time Faculty member from the MSB at WJC.

Institutional Strengthening

The Faculty continues to take a number of initiatives that relate to its structure of governance. These include reactivation, regularisation and/or establishment of a range of committees, teams and working groups which seek to advance the work of the Faculty with regard to ensuring effective support services by maintaining the Faculty’s facilities, promoting excellence in client care, encouraging and improving staff research capabilities, enhancing student life and learning, and administrative reform. Mobilisation



Professor Anthony Harriott (left), Professor Neville Ying (right) and colleague following Professor Harriott's Inaugural Professorial Lecture

of these committees, teams and working groups helps to build a collective leadership within the Faculty, providing an opportunity for greater participation and capacity building. The Faculty continued with the staging of its annual Faculty Day which brings together all staff to reflect on issues relating to the Faculty. The day featured a plenary session with the Dean, as well as break-out groups, in which specific issues were covered. With varying degrees of success these groups have met throughout the year and contributed to the Faculty's efforts to fulfil its role in implementing the 2007–2012 Strategic Plan.

Resource Generation

The Faculty at Mona continues to generate resources through its self-funded graduate programmes such as the MSc in National Security and Strategic Studies, MSc in Accounting, MSc in Human Resource Management and through its summer school. Plans are underway to further increase income generation through the implementation of a weekend school, slated to begin in academic year 2009/2010.

Challenges Encountered

The Faculty faced some challenges to maintain a consistent standard in equipping all class rooms with multimedia

projectors due to the wide-scale theft of computers and other relevant equipment. Some strict contingences have been put in place to protect the Faculty's equipment but more work needs to be done on the general security of the campus. Insufficient physical space for the increased student enrolment is also another challenge, as is poor overall maintenance of the facilities.

The Way Forward

The Faculty at Mona, in charting a way forward has as a priority, to address the pressing issues relating to the upkeep of facilities, the renewal of equipment, the provision of new capacity to house the activities of the Faculty and to continue the path of curriculum reform. There is the need to address and improve the way in which department offices are viewed in terms of customer perception, by ensuring that all departments score above 4.0 at the end of the year. Colleagues have been encouraged to focus their research and scholarly efforts toward the process of teaching within their discipline to ensure that students are challenged with respect to developing mastery of their discipline, maintaining high standards of professionalism and leaving the UWI with work-ready skills.

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ST AUGUSTINE

DR HAMID GHANY, Dean

Overview

The Faculty of Social Sciences continued to make notable progress in teaching and research during the first year of the new Strategic Plan 2007–2012 notwithstanding the resource constraints which impacted on the delivery of its programmes. The Faculty continued to face difficulties in servicing its own students as well as students from other Faculties.

New programmes were introduced in International Relations, Social Work, Criminology, Mediation, Aviation Management, Strategic Management and Leadership, Tourism Development and Management, a minor in Criminology and an elective in Entrepreneurship and Innovation. The Faculty also introduced *L'Ecole Finesse: Workplace Protocol for Students*, a course for co-curricular credit aimed at enhancing the profile of the UWI graduate. The Faculty continued with its franchise arrangements with the Sir Arthur Lewis Community College in St Lucia, the Clarence Fitzroy Bryant College in St Kitts and the Cipriani College of Labour and Cooperative Studies which all offer Level 1 of the Faculty's BSc programmes. A similar arrangement was negotiated

with the St Vincent Community College that was to commence in August 2008.

Financial support was provided to some students during the 2007/2008 academic year to facilitate visits to institutions abroad so as to strengthen collaboration with international universities and promote study abroad and exchange opportunities.

L'Ecole Finesse: Workplace Protocol for Students

This highly interactive co-curricular credit course, *L'Ecole Finesse, Workplace Protocol for Students*, is aimed at providing students with the critical social skills necessary for success in the workplace. The course is targeted at students in both Day and Evening Programmes and covers topics such as interpersonal skills, appearance and grooming, service excellence, telephone and social etiquette, diplomatic protocol and ambassadorial skills.

Infrastructural Development

The Faculty sought during the year to upgrade its facilities in order to enhance student learning effectiveness by establishing a new Computer Laboratory at Campus House for graduate students. The Faculty also renovated offices and lecture rooms in the Criminology Unit and the Management Studies building.



Vice-Chancellor Harris making a point at the cross-campus Social Sciences Conference



Prime Minister Manning (centre) poses with the Social Sciences Deans and Principal Sankat at a dinner during the Cross-Campus Conference

Faculty Research Days

'Research Days' which were held on February 26 and 27, 2008 centred on a festival of seminars. Faculty, staff and graduate students delivered sixteen presentations over the two-day period.

The Faculty hosted a Cross-Campus Conference of the Faculties of Social Sciences from February 28 to March 1, 2008. Plenary sessions were held on the first day of the Conference and interactive break-out sessions on the second and third day. The topics related to curriculum, policy, graduate studies and administrative issues. The Conference ended with a dinner at the Hyatt Regency to commemorate the 60th Anniversary Celebrations of the UWI. The Prime Minister of Trinidad and Tobago delivered the feature address.

UWI/University of Alberta Socio-Economic Forum

This initiative is part of an annual joint collaboration between the Faculty of Social Sciences and the University of Alberta. The first forum was held on February 21 and 22, 2008 at the Faculty Lounge, St Augustine. Lecturers and graduate students from the Faculty of Social Sciences, St Augustine and the University of Alberta exchanged ideas and presentations over the two days.

Year of Sir Arthur Lewis

The Faculty embarked on a series of activities in commemoration of the Year of Sir Arthur Lewis as part of the

Faculty's contribution to the UWI's 60th Anniversary celebrations. The Sir Arthur Lewis Symposium was held on February 20, 2008 at which five presentations were made including one by Professor Kari Levitt. On the same day Professor Norman Girvan delivered the first lecture in the Sir Arthur Lewis Distinguished Lecture Series. During the months of March to June 2008, the Faculty continued to host the Distinguished Lecture Series with a lecture in each month. The feature speakers were Professor Dennis Pantin, Professor Vaughan Lewis, Professor Andrew Downes and Mr Mark Figueroa. The lectures were well attended.

The Fifth Sonny Ramadhin Distinguished Cricket Lecture

The fifth Sonny Ramadhin Distinguished Cricket Lecture was delivered by Mr Deryck Murray, former West Indies vice-captain and wicket keeper, on June 9th 2008 at the Centre for Language Learning Auditorium.

New Social Sciences Journals

The Faculty continued to build research capacity and create an enabling environment for growth in research activity and dissemination of research results by establishing two online journals during the 2007/2008 academic year, *The Caribbean Journal of Social Sciences*, and *Business, Finance and Economics in Emerging Economies*. Editorial and Advisory Boards have been constituted for the former journal and articles are being reviewed for the first issue on "Governance". The latter was created through the

collaborative efforts of the Departments of Economics and Management Studies, the Sir Arthur Lewis Institute for Social and Economic Studies and the Caribbean Centre for Monetary Studies.

General Elections in Trinidad and Tobago, 2007

In August 2007 the Constitutional Affairs and Parliamentary Studies Unit (CAPSU), led by Dr Hamid Ghany, collaborated with the Caribbean News Media Group (CNMG) on a General Elections 2007 project. The project was completed in November 2007 and involved research, consultations, analysis, training of media personnel, an opinion poll, election coverage for television on the Campaign 41 programme, and post-election analysis. Twenty students and a Research Assistant participated and assisted with the research, distribution of questionnaires and election night coverage.

On January 9, 2008 CAPSU hosted a Post-election Forum in the Faculty's Lounge. The Forum was well attended by staff, students and politicians and allowed the audience to gain insights into the issues surrounding the 2007 general elections in Trinidad and Tobago from experienced political analysts as well as candidates who contested the elections. This seminar was aired live on 91.1 FM Radio.

Celebrating Cultural Diversity

The Faculty again hosted its annual cultural activities in celebration of the cultural diversity of its staff and the wider Campus community. Special luncheons were held for Eid-ul-Fitr (October 19, 2007), Divali (October 26, 2007) and Emancipation Day (July 1, 2008). The traditional Christmas luncheon, Carnival get-together and staff calypso competition were also held on December 14, 2007 and February 1, 2008 respectively.

The Evening of Excellence

The Faculty hosted its annual Evening of Excellence on October 30, 2007. All First Class Honours graduates and winners of special prizes were honoured at the function. The feature address was delivered by Mr David Dulal-Whiteway, Managing Director of Republic Bank Limited. The private and public sectors continued to donate prizes to the growing number of students who excelled in the undergraduate degree programmes.



Dean Ghany & calypsonian Ella Andall at Emancipation luncheon

Franchising Level I BSc Programmes

Discussions with the Cipriani College of Labour and Cooperative Studies on franchising Level I of the Faculty of Social Sciences BSc programmes resulted in the first cohort of students being admitted to the College in the 2007/2008 academic year. The programmes offered were Management Studies, Sports Management, Economics, Accounting, Sociology and Government. The franchise arrangement is similar to the existing arrangements with the Sir Arthur Lewis Community College in St Lucia and the Clarence Fitzroy Bryant College in St Kitts.

The Faculty also entered into a franchise arrangement with the St Vincent Community College. A Team from the Faculty visited the College in May 2008 in order to ensure that the teaching and support facilities were ready for the start of the programme in Semester I of the 2008/2009 academic year. The Instructional Development Unit at St Augustine plans to host a Workshop for the Staff of the College in November 2008.

Electronic Databases

The Faculty took the initiative to enhance its records system by establishing two electronic databases. An electronic filing system was created to facilitate the tracking of student matters. All requests from students are scanned and stored on the Faculty's network and can be accessed by staff. All Faculty recommendations on the student requests are also stored on the system.

An electronic database of all students graduating from the Faculty was also initiated in the 2007/2008 academic year. The database records the Name of Student, Identification Number, Degree Option, Date of Degree, Class of Degree, Specialisation, Majors and Minors.



UWI 60th

A YEARLONG CELEBRATION



Anniversary

OF CARIBBEAN EXCELLENCE





Appendices

University Council 2008/2009

CHAIR

Sir George Alleyne

VICE-CHANCELLOR

Professor E. Nigel Harris

CHAIRMEN OF CAMPUS COUNCILS

Sir Neville Nicholls
Cave Hill

Dr Marshall Hall
Mona

Mr Ewart Williams
St Augustine

PRO VICE-CHANCELLORS

Professor Alvin Wint
Undergraduate Studies

Professor Wayne Hunte
Research

Professor Ronald Young
Graduate Studies

Dr Bhoendradatt Tewarie
Planning & Development

CAMPUS PRINCIPALS

Professor Hilary Beckles

Professor Gordon Shirley

Professor Hazel Simmons-McDonald

Professor Clement Sankat

REPRESENTATIVES OF ACADEMIC BOARDS

Cave Hill

Dr Pedro Welch

Professor Simeon McIntosh

Mona

Professor Claudette Williams

Professor Archibald Mc Donald

St Augustine

Professor Funso Aijejina

Open Campus

Dr Francis Severin

Mrs Luz Longworth

APPOINTED BY THE ALUMNI ASSOCIATION

Mr Jerry Medford

Mrs A. Missouri Sherman-Peter

APPOINTED BY THE GOVERNMENTS OF THE CONTRIBUTING COUNTRIES

The Hon Evans Rogers
Anguilla

The Hon Dr Jacqui Quin-Leandro
Antigua & Barbuda

The Hon Carl Wiltshire Bethel
The Bahamas

The Hon Ronald Jones
Barbados

The Hon Patrick Faber
Belize

The Hon Andrew Fahie
British Virgin Islands

The Hon Alden McLaughlin
The Cayman Islands

The Hon Sonia Williams
Dominica

The Hon Franka Bernardine
Grenada

The Hon Andrew Holness
Jamaica

The Hon Roselyn Cassell-Sealy
Montserrat

The Hon Sam Terrence Condor
St Christopher/Nevis

The Hon Arsene James
St Lucia

The Hon Girlyn Miguel
St Vincent & The Grenadines

The Hon Christine Kangaloo
Trinidad & Tobago

APPOINTED BY THE CHANCELLOR

Dr Compton Bourne

Mr Edwin Carrington

Dr Marshall Hall

Mr Aubyn Hill

Dame Bernice Lake

The Hon Dennis Lalor

TERTIARY LEVELS INSTITUTIONS REPRESENTATIVE

Dr Roosevelt Williams

SENIOR ADMINISTRATIVE STAFF REPRESENTATIVE

Ms Elimelinda Lara

ADMINISTRATIVE, TECHNICAL & SERVICE STAFF REPRESENTATIVE

Ms Pauline Osbourne

FOUR STUDENT MEMBERS ON COUNCIL

Mr Carl Padmore (Cave Hill)

To be named (Mona)

Mr Hillan Morean (St Augustine)

To be named (Open Campus)

UNIVERSITY LIBRARIAN

To be named

UNIVERSITY BURSAR

Mr Winston Bayley

UNIVERSITY REGISTRAR (SECRETARY)

Mr William Iton

Miss Patricia Harrison (*by invitation*)

Mrs Beverley Pereira (*by invitation*)
University Counsel

Dr Hamid Ghany (*by invitation*)
Committee of Deans Representative

Miss Cecile Clayton (*In attendance*)

The Executive Management Committee



Professor E. Nigel Harris
Vice-Chancellor



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



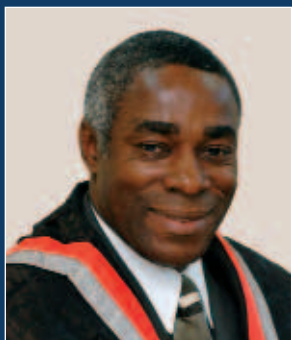
Professor Gordon Shirley
Pro Vice-Chancellor and Principal,
Mona



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



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



Professor Alvin Wint
Pro Vice-Chancellor,
Undergraduate Studies



Professor Ronald Young
Pro Vice-Chancellor,
Graduate Studies



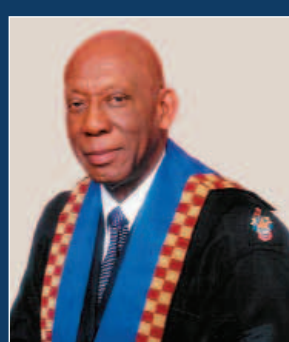
Professor Wayne Hunte
Pro Vice-Chancellor,
Research



Dr Bhoendradatt Tewarie
Pro Vice-Chancellor, Planning and
Development



Mr C. William Iton
University Registrar



Mr Winston Bayley
Director of Finance/University Bursar



Professor Eudine Barriteau
Deputy Principal,
Cave Hill



Mr Joseph Pereira
Deputy Principal, Mona



Professor Rhoda Reddock
Deputy Principal, St Augustine



Professor Vivienne Roberts
Deputy Principal, Open Campus



Ms Cecile Clayton
Deputy University Registrar

Committee of Deans



Professor Brian Copeland
Engineering



Dr Pedro Welch
Humanities & Education, Cave Hill



Dr Swithin Wilmot
Humanities & Education, Mona



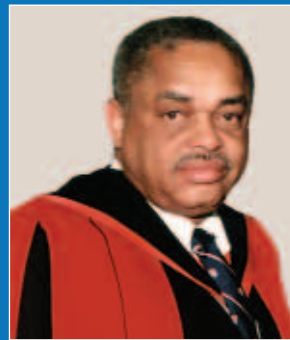
Professor Funso Aiyejina
Humanities & Education,
St Augustine



Professor Simeon McIntosh
Law



Professor Henry Fraser
Medical Sciences, Cave Hill



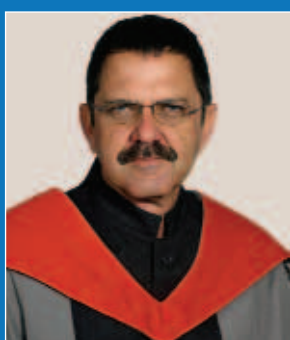
Professor Archibald McDonald
Medical Sciences, Mona



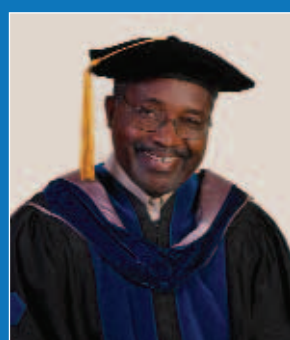
Professor Samuel Ramsewak
Medical Sciences, St Augustine



Professor Howard Spencer
School of Clinical Medicine &
Research, The Bahamas



Professor Sean Carrington
Pure and Applied Sciences, Cave Hill



Professor Ishenkumba Kahwa
Pure and Applied Sciences, Mona



Professor Dyer Narinesingh
Science and Agriculture, St Augustine



Dr George Belle
Social Sciences, Cave Hill



Dr Mark Figueroa
Social Sciences, Mona



Dr Hamid Ghany (Chair)
Social Sciences, St Augustine

Staff Developments 2007/2008

CAVE HILL

PROMOTIONS

Ms Lisa A.C. Alleyne
Senior Accountant, Bursary

Mr Owen Ellis
Senior Assistant Registrar

Ms Barbara Forde
Senior Assistant Registrar

Mr Philip Gilkes
Senior Information Technologist I

NEW APPOINTMENTS

Mr Rommel Carter
Assistant Registrar (Student Affairs)

Ms Annice Dalrymple
Campus Bursar

Dr Philip Howard
Campus Chief Information Officer

Mr Gregg Moseley-Clarke
Human Resource Analyst

Mr Eduardo Ali
Quality Assurance Officer

Mr Clint Hurley
Senior Information Technologist

Ms Mardene Carr
Librarian II

Ms Valerie Clarke
Librarian II

Dr Cheryl King
Librarian II

Ms Jennine Knight
Librarian II

Ms Jessica Lewis
Librarian II

Mrs Marcia Nurse
Librarian III

Mrs Judith Toppin
Librarian III

Ms Dale Lynch
Psychological Counsellor
Office of Student Services

Ms Jennifer Pollard
Career Counselling Specialist/Internship
Coordinator – Office of Student Services

Mrs Maaïke Lesperre-de Waal
Lecturer in Archaeology,
Department of History and Philosophy

Mr C M Harclyde Walcott
Lecturer in Theatre Arts
Errol Barrow Centre for Creative
Imagination

Mr Gene Cumberbatch-Lynch
Lecturer in Dance
Errol Barrow Centre for Creative
Imagination

Dr Babalola Ogunkola
Senior Lecturer
School of Education

Dr Donna Hunte-Cox
Manager
Errol Barrow Centre for Creative
Imagination

Dr Coreen Leacock
Lecturer in Mathematics Education
School of Education

Dr Grace Fayombo
Lecturer, Developmental Psychology
School of Education

Dr Damian Cohall
Lecturer in Pharmacology
Faculty of Medical Sciences

Dr Uma Gaur
Senior Lecturer in Anatomy
Faculty of Medical Sciences

Dr Abboud Ghalayini
Senior Lecturer in Biochemistry/
Molecular Biology and Genetics
Faculty of Medical Sciences

Mr Peter Chami
Assistant Lecturer

Department of Computer Science,
Mathematics and Physics

Mr Sabir Gupta
Senior Lecturer in Physiology
Faculty of Medical Sciences

Dr Yasodananda Kumar Areti
Senior Lecturer
Faculty of Medical Sciences

Dr Carol Mulder
Senior Lecturer in Statistics/Epidemiology
Faculty of Medical Sciences

Dr Anders Nielsen
Senior Lecturer in Medicine
Faculty of Medical Sciences

Dr Nkemcho Ojeh
Senior Lecturer in Biochemistry/
Molecular Biology and Genetics
Faculty of Medical Sciences

Dr Priscilla Richardson
Director of Medical Education
Faculty of Medical Sciences

Professor Hannu Savolainen
Senior Lecturer in Surgery
Faculty of Medical Sciences

Dr Alaya Udupa
Senior Lecturer in Pharmacology
Faculty of Medical Sciences

Dr Jacqueline Vigilance
Senior Lecturer in Physiology
Faculty of Medical Sciences

Dr Isabelle Gouirand
Lecturer in Atmospheric Science
Department of Biological and Chemical
Sciences

Dr Steven Corder
Lecturer in Geology
Department of Biological and Chemical
Sciences

Dr Srinivasa Popuri
Lecturer in Analytical Chemistry
Department of Biological and Chemical
Sciences

Dr Jeffrey Elcock
Lecturer in Computer Science
Department of Computer Science,
Mathematics and Physics

Dr Mechelle Gittens
Lecturer in Computer Science
Department of Computer Science,
Mathematics and Physics

Dr Emma Smith
Lecturer in Environmental Chemistry
Department of Biological and Chemical
Sciences

TEMPORARY APPOINTMENTS

Mr Anthony Fisher
Director, International Office
Office of the Principal

Mr Adrian Sobers
Database Administrator
Computer Centre

Mrs Sandra Thomas
Senior Library Assistant
Main Library

Mr Terrence Lowe
Senior Library Assistant
Main Library

Ms Sonja Francis
Programme Officer
Shridath Ramphal Centre for
International Trade Policy and Services

Dr Rosina Wiltshire
Research Fellow
Sir Arthur Lewis Institute of Social and
Economic Studies (SALISES)

Ms Nina Bruni
Lecturer
Department of Language, Linguistics &
Literature,
Faculty of Humanities and Education

Dr Alana Johnson
Lecturer
Department of History and Philosophy
Faculty of Humanities and Education

Mrs Marcia Francois
Lecturer
School of Education, Faculty of Humanities
and Education

Mr Christopher Bulkan
Lecturer
Faculty of Law

Dr Caleb Pilgrim
Lecturer,
Faculty of Law

Dr Prasad Chode
Lecturer,
Faculty of Medical Sciences

Dr Carlisle Goddard
Lecturer, Faculty of Medical Sciences

Ms Georgette Briggs
Lecturer
Department of Biological & Chemical
Sciences
Faculty of Pure and Applied Sciences

Mr Wilberne Persaud
Senior Lecturer, Faculty of Social Sciences

Mr Anthony Wood
Lecturer
Department of Economics
Faculty of Social Sciences

Dr Sandra Franklin
Lecturer
Department of Government, Sociology
and Social Work, Faculty of Social Sciences

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

Dr Robertine Chaderton
Senior Lecturer
Department of Management Studies
Faculty of Social Sciences

Ms Angela Herbert
Lecturer
Department of Management Studies
Faculty of Social Sciences

Ms Shantal Munro-Knight
Lecturer
Department of Management Studies
Faculty of Social Sciences

RESIGNATIONS

Ms Mardene Carr
Librarian II

Dr Susan Harewood
Lecturer in Cultural Studies
Faculty of Humanities and Education

Dr Jamillah Grant
Instructional Development Specialist
Learning Resources Centre

Dr Akinola Abayomi
Lecturer
Faculty of Medical Sciences

Dr Egberto Almenas
Senior Lecturer
Faculty of Humanities and Education

Dr Emile Mohammed
Lecturer in Medicine
Faculty of Medical Sciences

RETIREMENTS

Mr Henri Brewster
Senior Assistant Registrar (Staff)

Dr Lawrence Nurse
Senior Lecturer
Department of Management Studies

Professor Albert Fiadjoe
Faculty of Law

Dr Hartley Moseley
Faculty of Medical Sciences

Mr Anthony Griffith
Senior Lecturer
School of Education

Mr Anthony Layne
Senior Lecturer
School of Education

HONOURS, AWARDS AND RECOGNITION

Professor Eudine Barriteau
Deputy Principal
Appointed to the Governance Advisory
Board, Governance Advisory Unit of the
Prime Minister's Office, Barbados

Professor Andrew Downes
Appointed Chairman of the Barbados
Wages Council; Member, Barbados
Statistical Service Review Committee

Professor Fraser
Dean, Faculty of Medical Sciences
Reappointed to WHO Expert Panel on
Drug Evaluation

Mrs Jennifer Hinkson
Assistant Registrar, Administration
Elected Affiliate Representative of the Inter-
national Board of Directors, International
Association of Administrative Professionals
(IAAP)

Dr Don Marshall

Senior Fellow, Sir Arthur Lewis Institute;
Chairman of the Sanitation Services
Authority

**Senator, The Hon Professor Velma
Newton**

Law Librarian
Reappointed Independent Senator; Privy
Council Member; Member, the Securities
Commission of Barbados

Mr Kenneth Walters

Senior Assistant Registrar (Administration)
Member, Board of the Queen Elizabeth
Hospital; Appointed Deputy Chairman,
Board of the Accreditation Council of
Barbados; Appointed to the ILO Tripartite
Committee on International Labour
Standards

Mrs Elizabeth Watson

Campus Librarian
Member, Board of the Barbados
Commission for UNESCO

MONA CAMPUS

SENIOR APPOINTMENTS AND PROMOTIONS

Dr John Lindo

Professor, Department of Microbiology
Faculty of Medical Sciences

Mr Ivor Crandon

Professor, Department of Surgery, Radiology,
Anaesthesia & Intensive Care
Faculty of Medical Sciences

Dr Dillon Alleyne

Senior Lecturer, Department of Economics
Faculty of Social Sciences

Dr Dharmaratne Amarakoon

Senior Lecturer, Department of Physics
Faculty of Pure and Applied Sciences

Dr Anne-Maria Bankay

Senior Lecturer,
Department of Educational Studies
Faculty of Humanities & Education

Dr Lou Anne Barclay

Senior Lecturer,
Department of Management Studies
Faculty of Social Sciences

Dr Noureddine Benkeblia

Senior Lecturer, Department of Life
Sciences
Faculty of Pure and Applied Sciences

Dr Joanna Bennett

Senior Lecturer, UWI School of Nursing
Faculty of Medical Sciences

Mr Clement Branche

Senior Lecturer and Head,
Department of Sociology, Psychology
& Social Work
Faculty of Social Sciences

Dr James Evans

Senior Lecturer, Department of
Mathematics & Computer Science
Faculty of Pure and Applied Sciences

Mr Peter Gayle

Principal Scientific Officer,
Centre for Marine Sciences-Discovery Bay
Marine Laboratory

Dr Kerith Golden

Senior Lecturer, Department of Basic
Medical Sciences
Faculty of Pure and Applied Sciences

Mr Charles Grant

Senior Research Scientist,
International Centre for Environmental
& Nuclear Sciences

Dr Hyacinth Harding-Goldson

Senior Lecturer,
Department of Surgery, Radiology,
Anaesthesia & Intensive Care
Faculty of Medical Sciences

Dr Maria JacksonSenior

Lecturer, Department of Community
Health & Psychiatry
Faculty of Medical Sciences

Dr Derrick McKoy

Senior Lecturer, Faculty of Law

Dr Kathleen Monteith

Senior Lecturer, Department of History
& Archaeology
Faculty of Humanities & Education

Dr Marie-Jose Nzenkou-Tayo

Senior Lecturer and Head,
Department of Modern Languages &
Literatures
Faculty of Humanities & Education

Dr Audrey Pottinger

Senior Lecturer, Department of Obstetrics,
Gynaecology & Child Health
Faculty of Medical Sciences

Dr Lawrence Powell

Senior Lecturer, Department of Government
Faculty of Social Sciences

Mr Diaram Ramjeesingh

Senior Lecturer, Department of
Management Studies
Faculty of Social Sciences

Dr Paulette Ramsay

Senior Lecturer,
Department of Modern Languages &
Literatures

Mr Mark Shane Scale

Senior Lecturer,
Department of Library and Information
Studies
Faculty of Humanities & Education

Dr John Talbot

Senior Lecturer, Department of Sociology,
Psychology & Social Work
Faculty of Social Sciences

Dr Dale Webber

Senior Lecturer and Director,
Department of Life Sciences
Faculty of Pure and Applied Sciences

Dr Paula Tennant

Senior Lecturer, Department of Life
Sciences
Faculty of Pure and Applied Sciences

Dr Mitko Vouchkov

Senior Lecturer, Department of Physics
Faculty of Pure and Applied Sciences

Mrs Carol Aina-Thompson

Senior Tutor, Norman Manley Law School

Dr Thelora Reynolds

Director of Student Services and
Development

Mrs Jennifer Cheesman

Senior Planning Officer, Office of Planning
& Institutional Research

NATIONAL HONOURS AND AWARDS

The Order of Merit (OM)

Professor Abraham Anthony Chen

Department of Physics

For distinguished contribution in the field of Climatology

Professor Edward Robinson

Department of Geography & Geology

For distinguished contribution in the fields of Geology, Oceanography and Environmental Science

The Order of Jamaica (OJ)

Professor Barbara Evelyn Bailey

Centre for Gender & Development Studies

For distinguished contribution to Education and Gender Studies

Professor John Peter Figueroa

For outstanding service in the field of

Epidemiology and in the development of

HIV/AIDS Awareness and Prevention

Programme

The Order of Distinction in the Rank of Commander (OD)

Professor Charles Denbow

Department of Medicine, Consultant Cardiologist and Senior lecturer in Medicine

For his outstanding contribution and work in the field of Medicine, and in particular, the teaching of Medicine. (Professor Denbow subsequently passed away in February, 2009)

ST AUGUSTINE

SENIOR MANAGERS APPOINTED BY COUNCIL

Professor Clement Sankat

Pro Vice-Chancellor and Campus Principal

Professor Rhoda Reddock

Deputy Principal

PROMOTIONS & APPOINTMENTS

Dr John Agard

Professor

Department of Life Sciences

Dr Indar Ramnarine

Professor

Department of Life Sciences

Dr Pathmanathan Umaharan

Professor (Genetics)

Department of Life Sciences

Dr Ian Robertson

Professor

Faculty of Humanities and Education

Dr Terence Seemungal

Professor

Department of Clinical Medical Sciences

Dr Chidum Ezenwaka

Professor

Department of Para-Clinical Medical Sciences

Dr Jacob Opadeyi

Professor

Department of Surveying & Land Information

Dr Paul Shaw

Professor

Department of Food Production in the School of Agriculture

Dr Hamid Ghany

re-appointed Dean

Faculty of Social Sciences

Professor Dyer Narinesingh

re-appointed Dean

Faculty of Science and Agriculture

Professor Funso Aiyejina

Dean

Faculty of Humanities and Education

Dr Richard Robertson

Director, Seismic Research Unit

Dr Anna-May Edwards-Henry

Director, Instructional Development Unit

Dr Reynold Stone

Senior Lecturer

Department of Food Production in the School of Agriculture

Dr Majeed Mohammed

Senior Lecturer

Department of Food Production in the School of Agriculture

Dr Dave Duman Chadee

Senior Lecturer

Department of Life Sciences

Dr Alexander Svetoslavov Nikov

Senior Lecturer

Department of Maths & Computer Science

Dr Winston G. Lewis

Senior Lecturer

Department of Mechanical Engineering

Mr Rawle Gibbons

Senior Lecturer

Department of Creative & Festival Arts

Dr Merle Hodge

Senior Lecturer

Department of Liberal Arts

Dr Kim Mallalieu

Senior Lecturer

Department of Electrical & Computing Engineering

Dr Denis A.V. Brown

Senior Lecturer

Department of Behavioural Sciences

Dr Jennifer Rahim

Senior Lecturer

Department of Liberal Arts

Dr Rahul Siram Naidu

Senior Lecturer, School of Dentistry

Dr Suresh Rao Rangoji

Senior Lecturer

School of Basic Health Science

Professor Gopalakrishna

Senior Lecturer

School of Pharmacy

Mr Francis Anselm

Senior Lecturer

Institute of International Relations

Mrs Christine Sahadeo

Senior Lecturer

Department Management Studies

Dr June George

Senior Research Fellow

Education Research & Development

Dr Darin Sukha

Research Fellow

Cocoa Research Unit

Mrs Frances Bekele

Research Fellow

Cocoa Research Unit

Dr Michael Oatham

Lecturer

Department of Life Sciences

Dr Yuri Clement

Lecturer

School of Basic Health Science

Dr Tricia Percival

Lecturer
School of Dentistry

Dr William Adam J. Smith

Lecturer
School of Dentistry

Dr Denise Maria Beckles

Lecturer
Department of Chemistry

Dr Ewan Scott

Lecturer
Department of Economics

Dr Sonja Teelucksingh

Lecturer
Department of Economics

Dr Adesh Permanand Sirjusingh

Lecturer
School of Medicine

Dr Ramesh Rao

Lecturer
School of Basic Health Science

Dr Gabrielle Hosein

Lecturer
Center for Gender & Development Studies

Dr Maria Byron

Lecturer
School of Education

Dr Alexander Sinanan

Lecturer
School of Medicine

Dr Anthony Ronald Boufoy-Bastick

Lecturer
School of Medicine

Dr Charlene Maurice Lisa Roach

Lecturer, Behavioural Sciences

Ms Michelle Sogren

Lecturer
Behavioural Sciences

Miss Kathy-Ann Nicole Drayton

Lecturer
Department of Liberal Arts

Mr Sean Roche

Lecturer
Department of Electrical & Computing
Engineering

Mr Martin Franklin

Lecturer,
Department of Economics

Dr Talia Randa Esnard-Flavius

Lecturer
Department of Behavioural Sciences

Mrs Reanti Singh

Planning Officer III

Mrs Gloria Cooper-Davis

Assistant Lecturer
Department of Behavioural Sciences

Mrs Meerabai Gosine-Boodoo

Librarian
Main Library

Mrs Sharon Premchand-Mohammed

Librarian
Main Library

Miss Tamara Marlese Braithwaite

Librarian
Institute of International Relations

Mr Glenwood Anthony Thomas

IT Officer, Software Engineer,
Campus Info Tech Services

Mrs Paula Wellington-John

IT Officer, Systems Lab Manager,
Campus Info Tech Services

Mr Nazim Karim

IT Officer, Dbase Administrator,
Campus Info Tech Services

Mr Raymond Damian Ward

IT Officer, AsSt Manager, Systems Lab,
Campus Info Tech Services

Mr Ahmed I.H. Ali

IT Officer
Main Library

Mr Carlos Jeremiah Julien

IT Officer, LAN/Net Systems Administrator,
Campus Info Tech Services

Mr Ravi Arthur Deonarine

Development Engineer
Electrical & Computing Engineering Dept

Mrs Cheryl-Ann Maria Alexander

Senior Tutor
Hugh Wooding Law School

RETIREMENTS/ RESIGNATIONS

(Faculty of Medical Sciences)

Dr Tim Gopeesingh

Senior Lecturer, Obstetrics & Gynaecology

Dr Trevor Anatol

Senior Lecturer, Paediatric Surgery

Professor George Melville

Professor of Physiology

Dr Jerry Adams Lecturer

Clinical Psychology Psychologist

Dr Dane Coombs

Lecturer, Equine Medicine

Dr Anders Nielsen

Senior Lecturer, Adult Medicine
(transferred to Cave Hill Campus)

HONOURS AND AWARDS

Professor Brian Copeland

Dean of Engineering, was bestowed with the nation's highest award – the Order of the Republic of Trinidad and Tobago for his invention of the Genesis pan (G-pan) which allows the pannist to play 37 notes instead of 29. This discovery came from a study undertaken by Professor Copeland, university colleagues and a group of pannists.

Professor Margaret Rouse-Jones

Campus and University Librarian, was named the Caribbean Information Professional of the Year 2008. Professor Rouse-Jones received this prestigious award at the 38th Association of Caribbean University, Research and Institutional Libraries' (ACURIL) Conference.

Dr Indra Haraksingh

Lecturer in the Department of Physics, was presented with the International Pioneer Award for Solar Energy at the Tenth World Renewable Energy Congress (WREC X) held in Glasgow, Scotland, where she delivered a lecture on Renewable Energy in the Caribbean.

Dr Celia Poon King

Lecturer, Public Health and Primary Care Unit, Department of Para-clinical Sciences, Faculty of Medical Sciences and Mrs Greer Jones-Woodham, Lecturer, Creative and Festival Arts, Faculty of Humanities and Education received the 2008 UWI/Guardian Life Premium Teaching Awards.

Professor Kit Fai Pun

Professor of Industrial Engineering in the Department of Mechanical & Manufacturing Engineering was one of the recipients of the Vice-Chancellor's Awards for Excellence.

Professor W.A. Mellowes

Received the 2008 APETT Career of Excellence Award. Granted Joint US Patent with Dr Michelle Hamilton and Mr Garth Dawkins for Xanthum Gum Production from sugar cane juices (March 2008).

Mr Eric Maitrejean and Dr Beverly-Anne Carter

Lecturers of French, received The insignia of l'Ordre des Palmes académique, (an award instituted by Napoleon in 1808 to reward the promotion of the French language and culture) from the French Ambassador to Trinidad & Tobago.

Dr Margaret Bernard, Anil Ramnanan and Rajendra Singh

Received the Prime Minister's Award for Innovation and Invention for their software system EDGES (Easy Dynamic Generation of Educational Sites) in 2008.

OPEN CAMPUS

SENIOR MANAGERS APPOINTED BY COUNCIL

Professor Hazel Simmons-McDonald

Pro Vice-Chancellor and Principal, Open Campus

Professor Vivienne Roberts

Deputy Principal, Open Campus

Ms Simone Augier

Registrar, Open Campus

APPOINTMENTS

Mrs Luz Longsworth

Acting Director of the SCS in August 2007 confirmed as Director of SCS in January 2008 (post later transformed into Director of the Open Campus Country Sites)

Dr Julie Meeks-Gardner

Director, Consortium for Social Research and Development (promoted to the rank of Professor effective April 18, 2008)

Mrs Jeannette Grant-Woodham

Post-Retirement Appointment as Senior Programme Officer in the Tertiary Level Institutions Unit

Miss Marva Phillips

Post-Retirement Appointment as Tutor/Coordinator, Hugh Lawson Shearer Trade Union Education Institute

Mr Ian Benn

Head, Open Campus site, Antigua

Mrs Jane Bennett

Head, Open Campus site, Belize

Mrs Veronica Simons

Head, Open Campus site, St Lucia

Ms Patricia Hodge

Acting Resident Tutor, British Virgin Islands (replacing Dr Marcia Potter who was seconded to the BVI Government for two years, effective June 1, 2008)

Ms Desna Robinson

Acting Head of the SWTC (effective July 14, 2008, while Mr Lincoln Williams took sabbatical leave)

Dr Roger Powley

Curriculum Development Specialist, Distance Education Centre at Cave Hill

RETIREMENT AND RESIGNATIONS

Mr Matthew William

Since 1990, the University Representative and Head of Centre in the Bahamas

Mr Lyndon Baptiste

Software developer on contract, left UWIDEC in February 2008

Miss Vilma McClenan

Academic Programme Coordinator

Mrs Carol Clarke

Secretary III

OBITUARIES

Dr Phyllis McPherson Russell

Human Resource Development Unit in the former SCS

Mr Deoraj (Dave) Lakhan

Computer and Technical Services (CATS)

HONOURS AND AWARDS

Dr Francis Severin and Professor Julie Meeks Gardner

Recognised in the 60th anniversary publication *60 Academics under 60* which highlighted outstanding young UWI academics.

Dr Christine Marrett

Co-recipient (with Vilma McClenan who had retired earlier) of the Gleaner Honour Award for 2007 in the category, Education and Public Service, for her "unique contribution to the development and growth of Distance Learning through the University of the West Indies."

Kisha Sawyers

WAND library assistant, received an ACURILEAN Stars 2008 award for work in special communities at the Association of Caribbean University, Research and Institutional Libraries (ACURIL) conference.

CENTRE

SENIOR MANAGERS APPOINTED BY COUNCIL

Ms Cecile Clayton

Deputy University Registrar

Mrs Brigitte Collins

University Chief Information Officer

SENIOR PROMOTIONS

Miss Lilieth Nelson

Senior Programme Officer II and head of the Special International Group Programmes in the Office of Administration, to Senior Programme Officer III.

APPOINTMENTS

Mr Phillip McLeish

Pension Funds Manager

Mr Ronald Ottley

Post-Retirement Appointment as University Management Auditor

Mr Winston Bayley

Post-Retirement Appointment as University Bursar

HONOURS AND AWARDS

Mr Winston Bayley

Gold Crown of Merit from Government of Barbados in recognition of his outstanding service as Honorary Consul of Barbados in Jamaica

Student Enrolment Statistics 2007/2008

The University of the West Indies enrolled 40,673 students in the 2007/2008 academic year (Table 1). This represents a 3.6% percent increase over the previous year or an additional 1,432 students. Of the 40,673 registrants, 84% were on-campus students engaged in face-to-face study, while 16% were off-campus students studying at tertiary and affiliated institutions and by distance education.

On-Campus Enrolment

The University experienced a 3% increase in on-campus enrolment (Table 1). This translates to an intake of 982 students over the previous year. Comparatively, the Cave Hill Campus registered 476 additional students while the Mona Campus enrolled an extra 279 students and the St Augustine Campus, 227 new students.

As 2007/2008 marks the beginning of the strategic plan period for 2007–2012, each campus, with the exception of Mona, was short of surpassing its projected annual growth rates for on-campus enrolment in 2007/2008. The projected growth rates are 8% Cave Hill, 2% Mona and 9% St Augustine. The percentage change in on-campus enrolment was 7% at Cave Hill, 2.3% at Mona, and 1.6% at St Augustine (Graph 1).

Off-Campus Enrolment

When off-campus enrolment is examined without the Open Campus (Table 2), tertiary level institutions had the largest share of students with 1,307 followed by distance education programmes with 988 students, while affiliated institutions recorded 341 students and St Augustine, 253 external students. As a proportion of off-campus enrolment, tertiary level institutions accounted for 45%, distance education 34%, affiliated institutions 12% and external students 9%.

The University's off-campus student population reached 6,804 in 2007/2008 (Table 3). This number, which includes external students at St Augustine and students at the Open Campus, represents a 6% increase or an additional 411 students over the previous year. The distribution of off-campus students was 3,915 at the Open Campus, 2,310 at the Mona Campus, 221 at the Cave Hill Campus and 358 at the St Augustine Campus. Of the University's total off-campus student population, the majority (53%) were enrolled in the Faculty of Social Sci-

ences followed by the Faculty of Humanities and Education, at 29%. With the establishment of the Open Campus, the Cave Hill, Mona, and St Augustine Campuses all witnessed declines in off-campus enrolment as many of their distance education programmes offered by UWIDEC has been absorbed by the Open Campus.

FTE Registrations

The University's full-time equivalent (FTE) enrolment grew by 864 to reach 27,423 FTE students in 2007/2008 (Table 4). This represents a 3.3% increase over the previous year. The Cave Hill campus recorded the highest increase at 8.4% followed by Mona at 2.3% and St Augustine at 1.8%.

At the University and campus levels, the Faculty of Social Sciences enrolled the most students followed by Humanities and Education and Pure and Applied Sciences (Table 5). As seen in Table 5, St Augustine led the way in registering the highest proportion (53%) of students pursuing science and technology programmes. The corresponding proportions were 37% at Mona and 18% at Cave Hill.

Of the 27,423 students, 12,019 were enrolled at St Augustine, 9,972 were enrolled at Mona and 5,433 were registered at Cave Hill. As a proportion of total enrolment, 84% of students were pursuing undergraduate study (Table 6). The percentage of students enrolled in undergraduate study was 89% at Cave Hill, 85% at St Augustine and 79% at Mona.

Higher degree enrolment, an important area for expansion at the University, increased by 1 percentage point to reach 15%. As seen in Table 6, the proportion of students pursuing post-graduate degrees was 20% at Mona, 13% at St Augustine and 11% at Cave Hill. All three campuses recorded increases in the percentage of students enrolled in higher degree programmes with Cave Hill leading the way at 19%, followed by St Augustine at 5.8% and Mona at 5.5%. With the exception of the St Augustine Campus, the other campuses surpassed the annual projected growth rates for higher degree enrolment which are 8% Cave Hill, 4% Mona, and 8% St Augustine.¹

¹At St Augustine, higher degree enrolment in taught programmes is projected to grow at an average annual rate of 8%.

Full-Time and Part-Time Registrations

In 2007/2008, the University's on-campus student population totalled 34,122 students (Table 7). This represents an increase of 3% or 982 students. Of the 34,122 students, 19,476 were full-time and 14,646 were part-time. As a proportion, 57% of students were full-time and 43%, part-time. Compared to the previous year, full-time enrolment declined by 3 percentage points, while part-time enrolment increased by 3 percentage points. The proportions of full-time to part-time enrolment by campus was 32:68 at Cave Hill, 63:37 at Mona and 65:35 at St Augustine. Since 2004–2005, the Cave Hill campus has recorded higher enrolment in part-time study than full-time study.

Enrolment by Gender

The University of the West Indies has enrolled a disproportionately higher percentage of females to males over the past decade. In 2007/2008, the proportion of females to males was 68:32 for total University enrolment, 67:33 for on-campus enrolment and 79:21 for off-campus enrolment (Table 7).

Overall, the Mona campus recorded the highest proportion of females at 72% for total enrolment, while Cave Hill's figure was 68% and St Augustine's, 64%.

A similar pattern emerged for First degree enrolment. As Table 8 shows, the Mona campus had the highest proportion of females (71%) registered in on-campus First degree programmes followed by Cave Hill (68%) and St Augustine (64%). Each campus also recorded a high percentage of females in the Faculty of Law. The only disciplines where men dominated was the Faculty of Engineering (St Augustine) with a proportion of 70% male and 30% female and Pure and Applied Sciences (Cave Hill) with a proportion of 55% male and 45% female. Each campus also recorded almost equal proportions of men and women in the Faculty of Pure and Applied Sciences.

Student Registrations by Faculty and Programme

Student registration by Faculty has shown that University-wide, the Faculty of Social Sciences attracts the most students (Table 9). Of the University's 34,122 on-campus students, 41% or 14,090 were registered in the Social Sciences in 2007/2008. This represents a 2.6% 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 32% at St Augustine, to 43% at

Mona, to 56% at Cave Hill. The Faculty of Humanities and Education combined was the other Faculty attracting the second highest share of students. The proportions by campus were 24% Mona, 21% Cave Hill and 21% St Augustine. The Faculty of Pure and Applied Sciences attracted the third highest share of students, at approximately 16% of on-campus enrolment.

A comparison of on-campus enrolment by Faculty is presented in Graph 2. The Mona campus recorded the most students in the Faculties of Humanities, Medical Sciences and Social Sciences, while St Augustine registered the most students in Education, Engineering and Pure and Applied Sciences. The Cave Hill campus enrolled the most students in Law.

By programme, the University of the West Indies caters to a predominantly undergraduate student population. As seen in Table 7, 27,052 students were pursuing undergraduate study from a total of 34,122 on-campus students. As a proportion of on-campus enrolment, 79% of students were registered in undergraduate programmes while 20% were enrolled in postgraduate programmes. Among undergraduate students, over 90% were registered in first-degree programmes at each campus. The majority (89% or more) of postgraduate students were registered in higher degree programmes at each campus.

Geographical Distribution of Students

As a regional university, the University of the West Indies enrolls students predominantly of Caribbean origin. In 2007/2008, 41% of on-campus students had origins from Trinidad and Tobago, 34% had origins from Jamaica and 19% had origins from Barbados (Table 10). For the second year in a row, the majority of students came from Trinidad and Tobago.

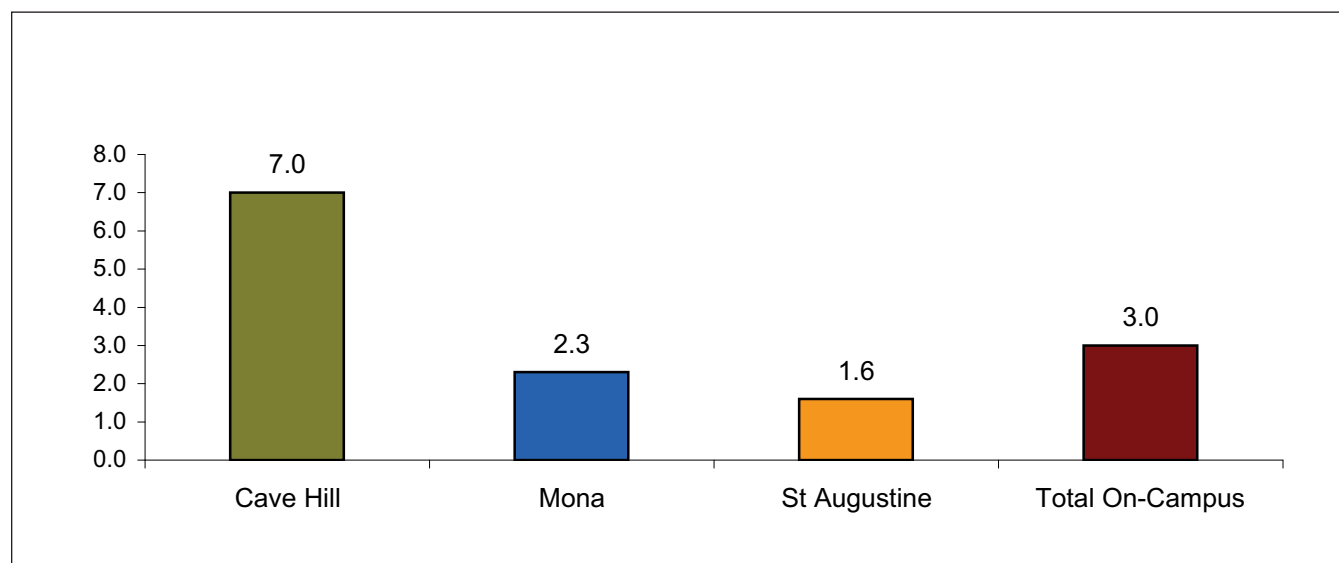
The percentage of students originating from OECS countries declined by 2.7% over the previous year (Table 11). The OECS countries include Antigua and Barbuda, Dominica, Grenada, Montserrat, St Kitts/Nevis, St Lucia, and St Vincent and the Grenadines. Of the 1,112 OECS students enrolled, 1.8% was registered at Cave Hill, 0.5% was registered at Mona, and 0.9% was enrolled at St Augustine. Both the Cave Hill and Mona Campuses enrolled fewer OECS students in 2007/2008 than in the previous year.

The proportion of students originating from non-contributing countries remained at 1% in 2007/2008. Of these 479 students, approximately one half (262) was enrolled in the Faculty of Medical Sciences (Table 10). By campus, 285 were at St Augustine, 144 at Mona and 50 at Cave Hill (Table 12).

Table 1: Comparative Student Registrations at On- and Off- Campus Locations in 2006/2007 and 2007/2008

Student Registration	2006/ 2007	Percent of Total	2007/ 2008	Percent of Total	Number Change	Percent Change
On-Campus						
Cave Hill	6,835	20.6	7,311	21.4	476	7.0
Mona	11,984	36.2	12,263	35.9	279	2.3
St Augustine	14,321	43.2	14,548	42.6	227	1.6
Total On-Campus	33,140	100.0	34,122	100.0	982	3.0
Off-Campus						
Distance Education Programmes	4,262	69.9	988	15.1	-3,274	-76.8
Tertiary Level Institutions	1,428	23.4	1,307	20.0	-121	-8.5
Affiliated Institutions	411	6.7	341	5.2	-70	-17.0
Open Campus	0.0	0.0	3,915	59.7	3,915	0.0
Total Off-Campus	6,101	100.0	6,551	100.0	450	7.4
Grand Total	39,241		40,673		1,432	3.6

Note: Off-Campus total does not include "External registrations" at St Augustine Campus.



Graph 1: Percentage Change in On-Campus Student Enrolment between 2006/2007 and 2007/2008

Table 2: On- and Off-Campus Student Registrations by Programme and Campus, 2007/2008

PROGRAMME LEVEL	UNIVERSITY			CAVE HILL			MONA			ST AUGUSTINE		
	M	F	T	M	F	T	M	F	T	M	F	T
On-Campus												
First Degree	8,404	17,633	26,037	1,957	4,214	6,171	2,557	6,407	8,964	3,890	7,012	10,902
Certificate	146	423	569	9	37	46	0	0	0	137	386	523
Diploma	113	333	446	82	231	313	25	49	74	6	53	59
Advanced Diploma	88	223	311	0	0	0	7	13	20	81	210	291
Higher Degree	2,389	4,143	6,532	262	519	781	1,000	1,978	2,978	1,127	1,646	2,773
Specially Admitted	64	163	227	0	0	0	64	163	227	0	0	0
Sub-Total	11,204	22,918	34,122	2,310	5,001	7,311	3,653	8,610	12,263	5,241	9,307	14,548
Off-Campus												
Distance Education	179	809	988	0	0	0	175	809	984	4	0	4
Affiliated Institutions	81	260	341	28	20	48	53	240	293	0	0	0
Tertiary Level Institutions	218	1,089	1,307	50	123	173	145	888	1,033	23	78	101
External	137	116	253	0	0	0	0	0	0	137	116	253
Sub-Total	615	2,274	2,889	78	143	221	373	1,937	2,310	164	194	358
Open Campus	808	3,107	3,915	-	-	-	-	-	-	-	-	-
Total Registration	12,627	28,299	40,926	2,388	5,144	7,532	4,026	10,547	14,573	5,405	9,501	14,906

Note: External students are included in the off-campus figures for St Augustine.

Table 3: Total University Student Enrolment by Campus, Faculty, Programme and Gender, 2007/2008

CAMPUS & PROGRAMME	AGRICULTURE			HUMANITIES & EDUCATION						ENGINEERING			LAW		
				HUMANITIES			EDUCATION								
	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
CAVE HILL															
First Degree	0	0	0	1,078	279	799	188	39	149	0	0	0	393	88	305
Certificates & Diplomas	0	0	0	128	19	109	0			0	0	0	0	0	0
Higher Degrees	0	0	0	123	34	89	45	10	35	0	0	0	86	32	54
Advanced Diplomas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Specially Admitted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	1,329	332	997	233	49	184	0	0	0	479	120	359
MONA															
First Degree	0	0	0	1,774	424	1,350	295	41	254	0	0	0	60	8	52
Certificates & Diplomas	0	0	0	19	7	12	26	13	13	0	0	0	0	0	0
Higher Degrees	0	0	0	481	118	363	260	40	220	0	0	0	0	0	0
Advanced Diplomas	0	0	0	0	0	0	4	1	3	0	0	0	0	0	0
Specially Admitted	0	0	0	54	15	39	1	0	1	0	0	0	0	0	0
Total	0	0	0	2,328	564	1,764	586	95	491	0	0	0	60	8	52
ST AUGUSTINE															
First Degree	791	282	509	1,489	315	1,174	434	115	319	1,437	1,013	424	44	7	37
Certificates & Diplomas	9	4	5	129	38	91	127	33	94	0	0	0	0	0	0
Higher Degrees	95	47	48	188	45	143	207	59	148	776	420	356	0	0	0
Advanced Diplomas	0	0	0	1	0	1	175	47	128	21	15	6	0	0	0
Specially Admitted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	895	333	562	1,807	398	1,409	943	254	689	2,234	1,448	786	44	7	37
UNIVERSITY															
First Degree	791	282	509	4,341	1,018	3,323	917	195	722	1,437	1,013	424	497	103	394
Certificates & Diplomas	9	4	5	276	64	212	153	46	107	0	0	0	0	0	0
Higher Degrees	95	47	48	792	197	595	512	109	403	776	420	356	86	32	54
Advanced Diplomas	0	0	0	1	0	1	179	48	131	21	15	6	0	0	0
Specially Admitted	0	0	0	54	15	39	1	0	1	0	0	0	0	0	0
Total	895	333	562	5,464	1,294	4,170	1,762	398	1,364	2,234	1,448	786	583	135	448
Outreach	3	0	3	166	87	79	1,840	342	1,498	54	43	11	66	23	43
Cave Hill	0	0	0	53	29	24	35	6	29	0	0	0	66	23	43
Mona	0	0	0	106	57	49	825	157	668	0	0	0	0	0	0
St Augustine	3	0	3	0	0	0	0	0	0	54	43	11	0	0	0
Open Campus	0	0	0	7	1	6	980	179	801	0	0	0	0	0	0

External students are included in the off-campus figures for St Augustine.

MEDICAL SCIENCES/ CLINICAL MEDICINE			NATURAL SCIENCES/ PURE & APPLIED SCIENCES/ SCIENCE & TECHNOLOGY			SOCIAL SCIENCES			CENTRE FOR GENDER AND DEVELOPMENT STUDIES			GRADUATE STUDIES			TOTAL		
T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
52	11	41	989	546	443	3,471	994	2,477	0	0	0	0	0	0	6,171	1,957	4,214
0	0	0	0	0	0	231	72	159	0	0	0	0	0	0	359	91	268
42	19	23	90	48	42	389	118	271	6	1	5	0	0	0	781	262	519
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
94	30	64	1,079	594	485	4,091	1,184	2,907	6	1	5	0	0	0	7,311	2,310	5,001
1,313	306	1,007	1,694	727	967	3,828	1,051	2,777	0	0	0	0	0	0	8,964	2,557	6,407
0	0	0	0	0	0	29	5	24	0	0	0	0	0	0	74	25	49
496	169	327	389	201	188	1,317	465	852	26	3	23	9	4	5	2,978	1,000	1,978
0	0	0	13	6	7	3	0	3	0	0	0	0	0	0	20	7	13
48	6	42	15	9	6	108	34	74	1	0	1	0	0	0	227	64	163
1,857	481	1,376	2,111	943	1,168	5,285	1,555	3,730	27	3	24	9	4	5	12,263	3,653	8,610
1,383	489	894	2,091	883	1,208	3,233	786	2,447	0	0	0	0	0	0	10,902	3,890	7,012
0	0	0	0	0	0	317	68	249	0	0	0	0	0	0	582	143	439
209	86	123	216	105	111	1,082	365	717	0	0	0	0	0	0	2,773	1,127	1,646
12	2	10	0	0	0	82	17	65	0	0	0	0	0	0	291	81	210
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1,604	577	1,027	2,307	988	1,319	4,714	1,236	3,478	0	0	0	0	0	0	14,548	5,241	9,307
2,748	806	1,942	4,774	2,156	2,618	10,532	2,831	7,701	0	0	0	0	0	0	26,037	8,404	17,633
0	0	0	0	0	0	577	145	432	0	0	0	0	0	0	1,015	259	756
747	274	473	695	354	341	2,788	948	1,840	32	4	28	9	4	5	6,532	2,389	4,143
12	2	10	13	6	7	85	17	68	0	0	0	0	0	0	311	88	223
48	6	42	15	9	6	108	34	74	1	0	1	0	0	0	227	64	163
3,555	1,088	2,467	5,497	2,525	2,972	14,090	3,975	10,115	33	4	29	9	4	5	34,122	11,204	22,918
747	42	705	257	122	135	3,635	759	2,876	36	5	31	0	0	0	6,804	1,423	5,381
0	0	0	9	6	3	58	14	44	0	0	0	0	0	0	221	78	143
709	28	681	69	30	39	601	101	500	0	0	0	0	0	0	2,310	373	1,937
24	12	12	179	86	93	98	23	75	0	0	0	0	0	0	358	164	194
14	2	12	0	0	0	2,878	621	2,257	36	5	31	0	0	0	3,915	808	3,107

Table 4: Comparison of FTE* Enrolment between 2006/2007 and 2007/2008

Campus & Faculty/School	2006/2007	2007/2008	Number change	% change
CAVE HILL				
Humanities & Education	1,011	1,058	47	4.6
Law	455	448	-7	-1.5
Clinical Medicine & Research	79	94	15	18.4
Pure and Applied Sciences	838	875	37	4.4
Social Sciences	2,630	2,955	325	12.3
Centre for Gender & Development Studies	0	5	5	0.0
Total	5,013	5,433	420	8.4
MONA				
Humanities & Education	2,475	2,316	-159	-6.4
Law	46	60	14	30.4
Medical Sciences	1,603	1,779	177	11.0
Pure and Applied Sciences	1,640	1,878	238	14.5
Social Sciences	3,964	3,916	-48	-1.2
Centre for Gender & Development Studies	12	18	7	56.5
Graduate Studies	8	5	-3	-33.3
Total	9,746	9,972	227	2.3
ST AUGUSTINE				
Sciences & Agriculture: Agriculture	793	814	21	2.6
Humanities & Education	2,277	2,233	-44	-1.9
Engineering	1,872	1,875	3	0.2
Law	51	44	-8	-14.7
Medical Sciences	1,372	1,510	138	10.1
Sciences & Agriculture: Sciences	1,984	2,121	137	6.9
Social Sciences	3,452	3,423	-29	-0.8
Total	11,801	12,019	218	1.8
UNIVERSITY				
Sciences & Agriculture: Agriculture	793	814	21	2.6
Humanities & Education	5,763	5,607	-156	-2.7
Engineering	1,872	1,875	3	0.2
Law	552	552	-1	-0.1
Medical Sciences/Clinical Medicine & Research	3,054	3,383	329	10.8
Pure and Applied Sciences/Sciences & Agriculture Sciences	4,462	4,874	412	9.2
Social Sciences	10,045	10,293	248	2.5
Centre for Gender & Development Studies	12	18	7	56.5
Graduate Studies	8	10	2	26.7
Total	26,559	27,423	864	3.3

*For purposes of computing FTE, 2 part-time students are counted as one FTE. No weighting is given for postgraduate students. It should be noted that these FTE figures are only computed for on-campus students.

Table 5: Actual FTE Enrolment by Campus and Faculty/School, 2007/2008

Faculty/School	CAVE HILL	MONA	ST AUGUSTINE	TOTAL
Science & Agriculture: Agriculture	0	0	814	814
Humanities & Education	1,058	2,316	2,233	5,607
Engineering	0	0	1,875	1,875
Law	448	60	44	552
Medical Sciences/Clinical Medicine & Research	94	1,779	1,510	3,383
Pure & Applied Sciences/Sciences and Agriculture: Sciences	875	1,878	2,121	4,874
Social Sciences	2,955	3,916	3,423	10,293
Centre for Gender and Development Studies	5	18	0	23
Graduate Studies	0	5	0	5
Total	5,433	9,972	12,019	27,423
Science & Technology %	18	37	53	40

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

Table 6: FTE Student Enrolment by Campus, Gender and Programme, 2007/2008

	UNIVERSITY			CAVE HILL			MONA			ST AUGUSTINE		
	T	M	F	T	M	F	T	M	F	T	M	F
On-Campus												
Undergraduate												
1st Degree	22,296	7,267	15,029	4,621	1,450	3,171	7,796	2,198	5,598	9,879	3,619	6,260
Certificate	330	84	246	43	8	35	0	0	0	287	76	211
Diploma	286	66	220	194	45	149	45	16	29	47	5	42
Sub-Total	22,912	7,417	15,495	4,858	1,503	3,355	7,841	2,214	5,627	10,213	3,700	6,513
Graduate												
Higher Diploma	262	72	190	0	0	0	11	4	7	251	68	183
Higher Degree	4,137	1,500	2,637	575	190	385	2,007	684	1,323	1,555	626	929
Sub-Total	4,399	1,572	2,827	575	190	385	2,018	688	1,330	1,806	694	1,112
Specially Admitted	113	32	81	0	0	0	113	32	81	0	0	0
Total	27,423	9,021	18,402	5,433	1,693	3,740	9,972	2,934	7,038	12,019	4,394	7,625
Postgraduate Degree %	15	17	14	11	11	10	20	23	19	13	14	12

Table 7: University Enrolment by Campus, Student Status, Gender and Programme, 2007/2008

	UNIVERSITY			CAVE HILL			MONA			ST AUGUSTINE		
	T	M	F	T	M	F	T	M	F	T	M	F
Total Enrolment	37,011	11,819	25,192	7,532	2,388	5,144	14,573	4,026	10,547	14,906	5,405	9,501
On-Campus	34,122	11,204	22,918	7,311	2,310	5,001	12,263	3,653	8,610	14,548	5,241	9,307
Full-time	19,476	6,835	12,641	2,310	1,076	1,234	7,677	2,213	5,464	9,489	3,546	5,943
Part-time	14,646	5,613	9,033	5,001	2,478	2,523	4,586	1,440	3,146	5,059	1,695	3,364
Off-Campus	2,889	615	2,274	221	78	143	2,310	373	1,937	358	164	194
On-Campus Undergraduate												
1st Degree	26,037	8,404	17,633	6,171	1,957	4,214	8,964	2,557	6,407	10,902	3,890	7,012
Certificate	569	146	423	46	9	37	0	0	0	523	137	386
Diploma	446	113	333	313	82	231	74	25	49	59	6	53
Subtotal	27,052	8,663	18,389	6,530	2,048	4,482	9,038	2,582	6,456	11,484	4,033	7,451
Graduate												
Higher Diploma	311	88	223	0	0	0	20	7	13	291	81	210
Higher Degree	6,532	2,389	4,143	781	262	519	2,978	1,000	1,978	2,773	1,127	1,646
Sub-Total	6,843	2,477	4,366	781	262	519	2,998	1,007	1,991	3,064	1,208	1,856
Specially Admitted	227	64	163	0	0	0	227	64	163	0	0	0
Total On-Campus	34,122	11,204	22,918	7,311	2,310	5,001	12,263	3,653	8,610	14,548	5,241	9,307

Note: Off-Campus totals include 'External registrations' at St Augustine Campus. Open Campus enrolment not included.

Table 8: Percentage Distribution of Male and Female Registrations in On-Campus First Degree Programmes by Faculty/School and Campus, 2007/20078

Faculty/School	CAVE HILL		MONA		ST AUGUSTINE	
	M	F	M	F	M	F
	%	%	%	%	%	%
Science & Agriculture: Agriculture	0	0	0	0	37	63
Humanities & Education	25	75	22	78	22	78
Engineering	0	0	0	0	70	30
Law	22	78	13	87	16	84
Medical Sciences/Clinical Medicine & Research	21	79	23	77	35	65
Pure & Applied Sciences/Sciences & Agriculture: Sciences	55	45	43	57	42	58
Social Sciences	29	71	27	73	24	76
Total	32	68	29	71	36	64

Table 9: Comparison of On-Campus Enrolment between 2006/2007 and 2007/2008

Campus & Faculty/School	2006/2007	2007/2008	% change
CAVE HILL			
Humanities & Education: Humanities	1,216	1,329	9.3
Humanities & Education: Education	275	233	-15.3
Law	480	479	-0.2
Clinical Medicine and Research	79	94	19.0
Pure & Applied Sciences	1,087	1,079	-0.7
Social Sciences	3,698	4,091	10.6
Centre for Gender and Development Studies	0	6	0.0
Total	6,835	7,311	7.0
MONA			
Humanities & Education: Humanities	2,359	2,328	-1.3
Humanities & Education: Education	732	586	-19.9
Law	46	60	30.4
Medical Sciences	1,662	1,857	11.7
Pure & Applied Sciences	1,844	2,111	14.5
Social Sciences	5,306	5,285	-0.4
Centre for Gender and Development Studies	21	27	28.6
Graduate Studies	14	9	-35.7
Total	11,984	12,263	2.3
ST AUGUSTINE			
Sciences & Agriculture: Agriculture	877	895	2.1
Humanities & Education: Humanities	1,928	1,807	-6.3
Humanities & Education: Education	874	943	7.9
Engineering	2,222	2,234	0.5
Law	51	44	-13.7
Medical Sciences	1,452	1,604	10.5
Sciences & Agriculture: Sciences	2,186	2,307	5.5
Social Sciences	4,731	4,714	-0.4
Total	14,321	14,548	1.6
UNIVERSITY			
Agriculture	877	895	2.1
Humanities & Education: Humanities	5,503	5,464	-0.7
Humanities & Education: Education	1,881	1,762	-6.3
Engineering	2,222	2,234	0.5
Law	577	583	1.0
Medical Sciences/Clinical Medicine & Research	3,193	3,555	11.3
Pure & Applied Sciences/Sciences & Agriculture: Sciences	5,117	5,497	7.4
Social Sciences	13,735	14,090	2.6
Centre for Gender and Development Studies	21	33	57.1
Graduate Studies	14	9	-35.7
Total	33,140	34,122	3.0

Note: Certificate & Diploma enrolment at Cave Hill is not available by faculty/school in the Faculty of Humanities and Education, so figures are allocated to Humanities.

Table 10: Total On-Campus Registration of Students by Faculty/School and Country of Origin – 2007/2008 – All Campuses

COUNTRY	AGRI-CULTURE	HUMAN-ITIES	EDUCA-TION	ENGINEERING	LAW	MS/CM*	PAS/S&A: SCIENCES**	SOCIAL SCIENCES	GRADUATE STUDIES	CGDS	TOTAL	% OF TOTAL
Anguilla	0	2	1	0	4	1	1	3	0	0	12	0.0
Antigua & Barbuda	1	15	3	0	5	10	8	112	0	0	154	0.5
Bahamas	1	8	2	4	6	163	29	30	0	0	243	0.7
Barbados	11	1,321	2	94	93	253	950	3,569	0	6	6,299	18.5
Belize	1	8	1	10	15	19	12	36	0	0	102	0.3
British Virgin Islands	0	4	0	0	6	15	0	10	0	0	35	0.1
Cayman Islands	0	1	0	0	0	8	4	0	0	0	13	0.0
Dominica	2	9	1	5	7	24	12	46	0	0	106	0.3
Grenada	2	13	1	4	12	3	8	38	0	0	81	0.2
Guyana	0	9	1	11	4	15	12	47	0	1	100	0.3
Jamaica	17	2,196	586	84	192	1,393	1,906	5,050	8	25	11,457	33.6
Monserrat	1	2	0	2	4	5	0	2	0	0	16	0.0
St Kitts/Nevis	0	12	0	2	12	15	13	43	0	0	97	0.3
St Lucia	12	27	19	25	12	32	33	141	0	0	301	0.9
St Vincent & The Grenadines	5	57	3	11	24	21	62	174	0	0	357	1.0
Trinidad & Tobago	836	1,832	885	1,952	184	1,313	2,409	4,724	1	0	14,136	41.4
Turks & Caicos Islands	0	0	1	1	0	3	1	0	0	0	6	0.0
Others	6	53	23	29	3	262	37	65	0	1	479	1.4
Unknown	0	128	0	0	0	0	0	0	0	0	128	0.4
All Campuses	895	5,697	1,529	2,234	583	3,555	5,497	14,090	9	33	34,122	100.0

Note: Humanities and Education enrolment at Cave Hill is not available by faculty/school, so figures are allocated to Humanities.

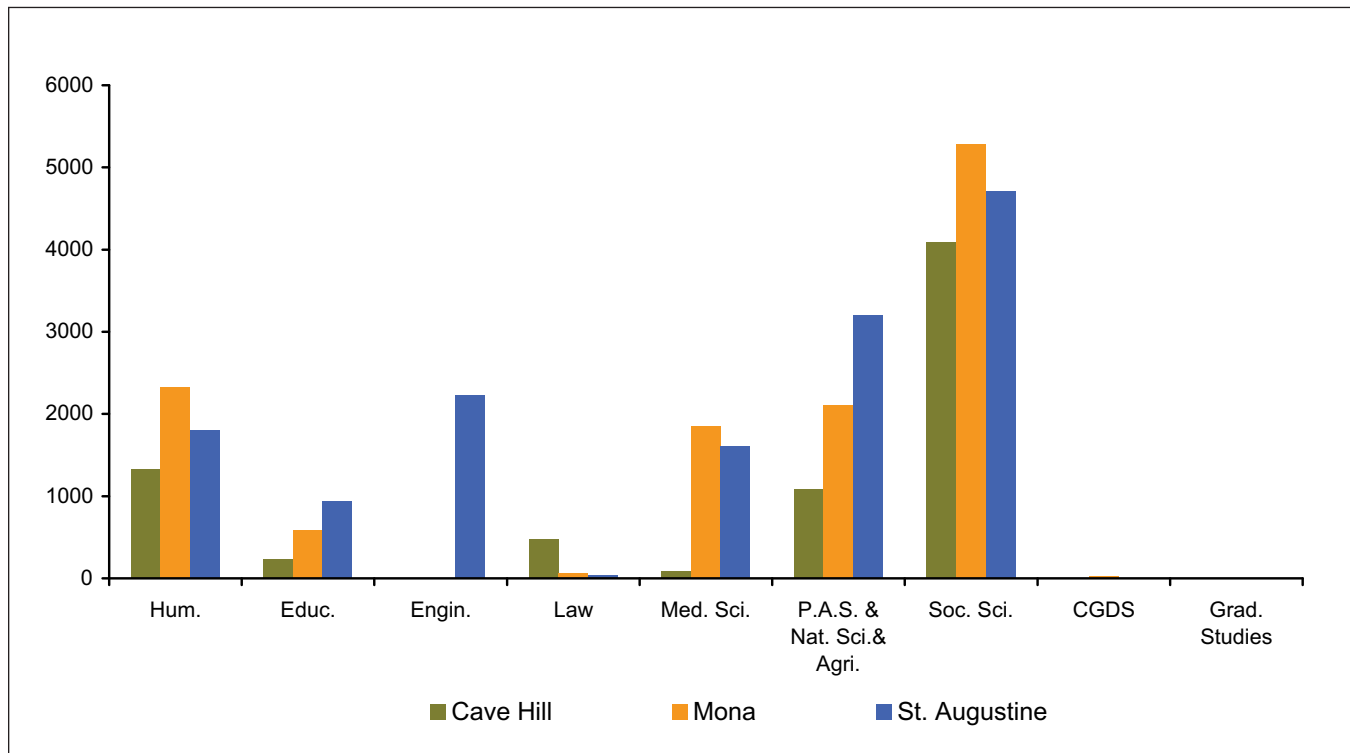
*Medical Sciences/Clinical Medicine & Research

**Pure & Applied Sciences/Sciences & Agriculture: Sciences

Table 11: Number of OECS Students as a Percentage of Total On-Campus Student Population by Campus, 2003/04 to 2007/08

COUNTRY	2003– 2004	Total Students	%	2004– 2005	Total Students	%	2005– 2006	Total Students	%	2006– 2007	Total Students	%	2007– 2008	Total Students	%
Cave Hill	476		1.8	530		1.8	569		1.8	634		1.9	617		1.8
Mona	143		0.5	171		0.6	197		0.6	205		0.6	182		0.5
St Augustine	302		1.2	306		1.1	438		1.4	304		0.9	313		0.9
Total	921	26,205	3.5	1,007	29,125	3.5	1,204	31,789	3.8	1,143	33,140	3.4	1,112	34,122	3.3

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



Graph 2: UWI On-Campus Student Enrolment by Faculty and by Campus, 2007/2008

Table 12: Total On-Campus Student Enrolment by Campus and Country of Origin, 2007/2008

	UNIVERSITY			CAVE HILL			MONA			ST AUGUSTINE		
	T	M	F	T	M	F	T	M	F	T	M	F
Anguilla	12	6	6	10	5	5	0	0	0	2	1	1
Antigua & Barbuda	154	40	114	117	27	90	27	9	18	10	4	6
Bahamas	243	82	161	23	9	14	161	56	105	59	17	42
Barbados	6,299	2,125	4,172	5,892	1,951	3,941	186	60	126	219	114	105
Belize	102	42	60	37	11	26	43	15	28	22	16	6
British Virgin Islands	35	11	24	17	3	14	11	6	5	7	2	5
Cayman Islands	13	7	6	3	2	1	10	5	5	0	0	0
Dominica	106	41	65	50	23	27	18	4	14	38	14	24
Grenada	81	29	52	53	19	34	1	1	0	27	9	18
Guyana	100	47	53	48	18	30	18	10	8	34	19	15
Jamaica	11,457	3,421	8,036	174	44	130	11,114	3,276	7,838	169	101	68
Montserrat	16	5	11	8	2	6	4	0	4	4	3	1
St Kitts/Nevis	97	38	59	58	19	39	23	10	13	16	9	7
St Lucia	301	84	217	133	29	104	41	7	34	127	48	79
St Vincent & The Grenadines	357	105	252	198	47	151	68	21	47	91	37	54
Trinidad & Tobago	14,136	4,846	9,290	309	58	251	391	102	289	13,436	4,686	8,750
Turks & Caicos Islands	6	1	5	1	1	0	3	0	3	2	0	2
Others	479	254	225	50	22	28	144	71	73	285	161	124
Unknown	130	20	110	130	20	110	0	0	0	0	0	0
All Countries	34,122	11,204	22,918	7,311	2,310	5,001	12,263	3,653	8,610	14,548	5,241	9,307