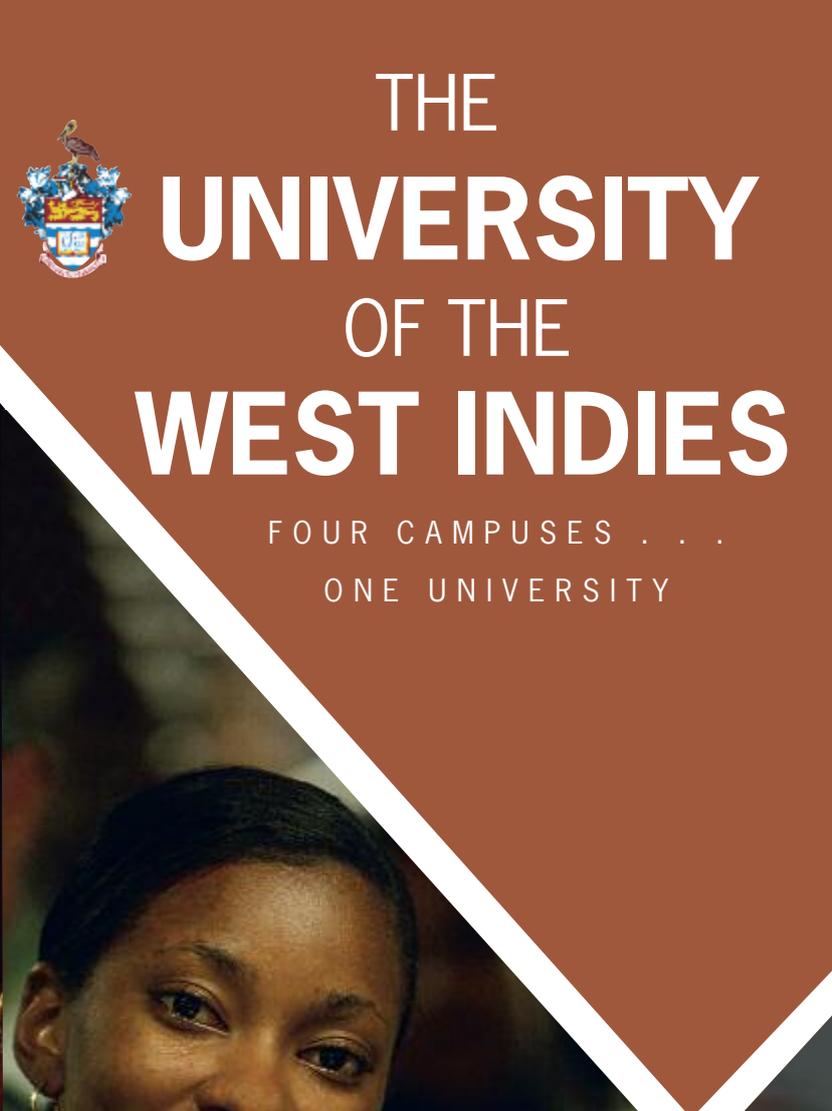




# THE UNIVERSITY OF THE WEST INDIES

FOUR CAMPUSES . . .  
ONE UNIVERSITY

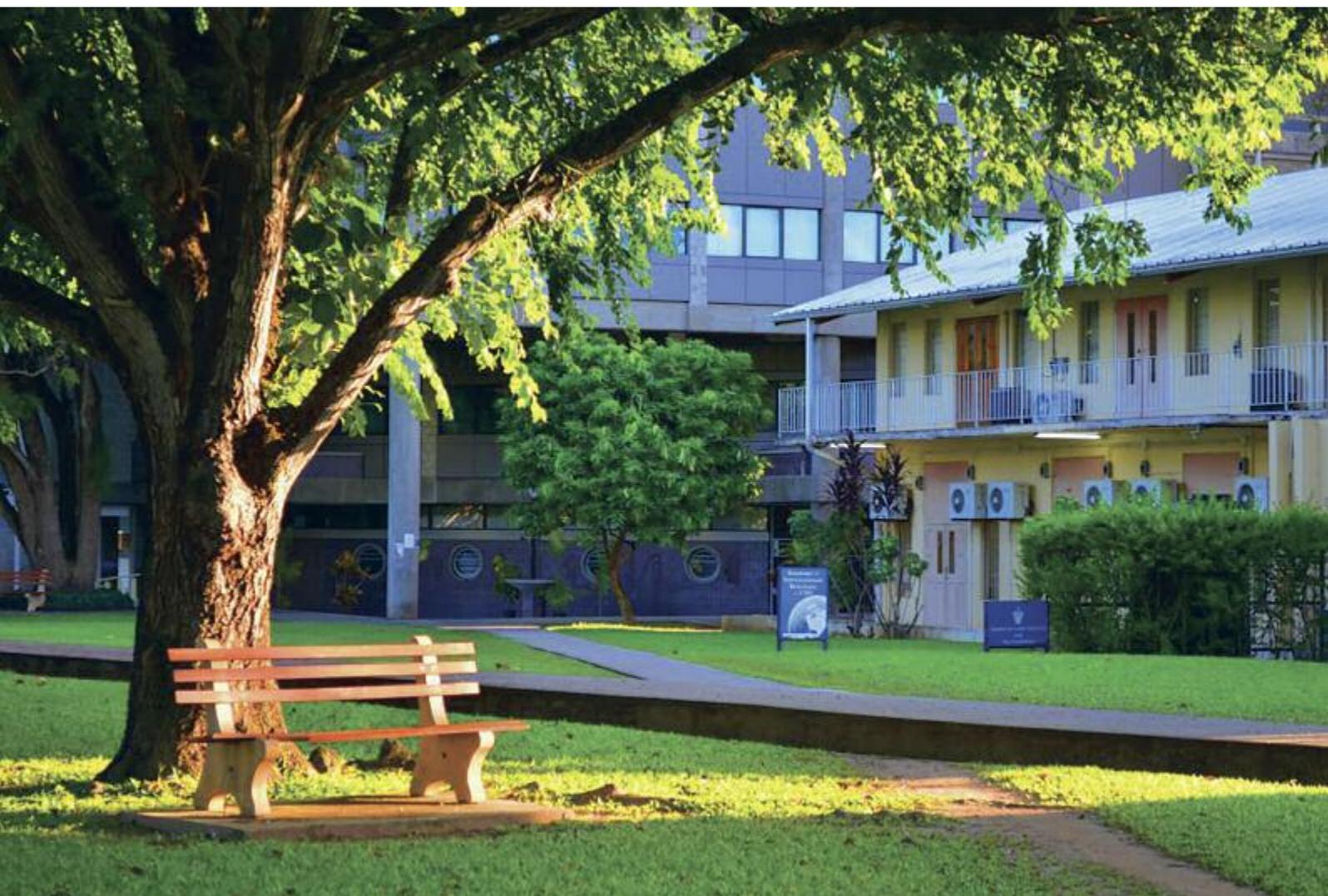


2013 2014 | ANNUAL  
REPORT |





The  
University  
of the West Indies  
Annual Report  
2013/2014



FOUR CAMPUSES . . . ONE UNIVERSITY

CAVE HILL | MONA | ST AUGUSTINE | OPEN CAMPUS

Nurturing an environment where creativity can flourish





## Our Mission

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

## Our Vision

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

## Preface

The review period of this report academic year 2013/2014 represents the second year of the 2012–2017 Strategic Plan whose strategic perspectives reflect the priorities dictated by current realities – financing; employee engagement and development; internal operational processes; teaching, learning and student development; research and innovation; and outreach.

Within the framework of the five-year Strategic Plan are biennial Operational Plans focussing on the actions agreed on to achieve the strategic goals, in the context of the financial arrangements of the University. These Operational Plans detail the initiatives to be undertaken by the various units within the University (Offices, Campuses, Faculties, and Departments). Operational Plans are complemented by annual work plans which would be rolling plans with reports and revisions being made annually. The University Office of Planning & Development is responsible for monitoring implementation of the work plans and reporting to University Council, with recommendations for fine-tuning.



Empowering our graduates to realise their fullest potential

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our University has recorded many successes despite challenges and with committed and skilled leadership, we shall continue to thrive in the future

# INTRODUCTION

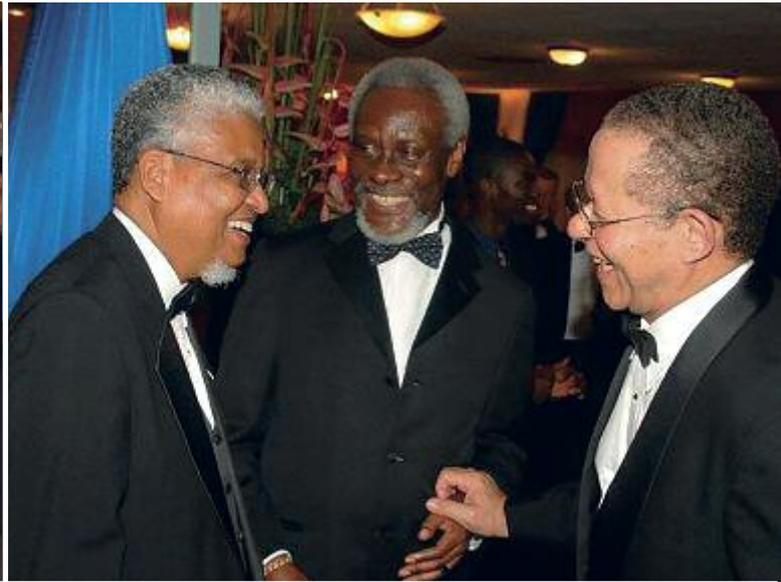
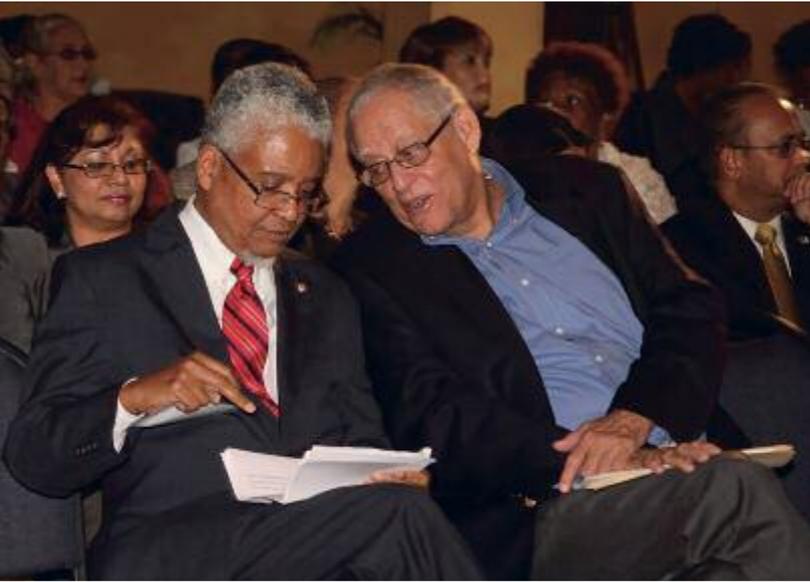
PROFESSOR E. NIGEL HARRIS, VICE-CHANCELLOR

# W

hen I assumed the post of Vice-Chancellor in October 2004, it was with a deep sense of pride and gratitude for the opportunity being offered me to play a role in the unfolding history of this great institution. My arrival in the Caribbean was close to that of Hurricane Ivan and the damage wrought in Grenada, Jamaica and a few other Caribbean countries, highlighted for me the vulnerable nature of the countries that The UWI serves. That event precipitated the establishment of a University-wide response mechanism, bringing together the many areas of expertise at The UWI, to meet the recovery needs of our contributing countries. That effort resulted eventually in the establishment of the Disaster Risk Reduction Centre which has as its mandate, the provision of technical, advisory and consultancy services to mitigate the risks of disasters and the rapid mobilisation of human resource capacity within the University, for *in situ* assistance and project implementation both before and after disasters. In many ways, that initial activity has characterised much of my tenure and allowed me an insight into the challenges faced by our region and the many areas of expertise available at our University, the stellar people with whom I have had the pleasure and honour of working these past almost eleven years, and their considerable willingness to share their expertise and skills beyond the call of duty to help the communities they serve.

In the past few years, the University has faced severe financial challenges, occasioned by the fall out related to the “great recession” of 2008. Successive Principals have weathered the storm and held fast to the University’s commitment to provide a quality education to our students and to promote research relevant to the region’s advancement despite an adverse funding climate. I salute them and urge them to continue to fight





*Clockwise from top left: VC Nigel Harris with former Vice-Chancellor, Sir Alister McIntyre; with former Jamaican Prime Ministers PJ Patterson and Bruce Golding; with former Chancellor, Sir Shridath Ramphal and with Caribbean leaders, former UWI Bursar, Winston Bayley, the late Barbadian Prime Minister, David Thompson and former Jamaican Minister of Education, Burchell Whiteman.*

the good fight! Our University has recorded many successes despite those challenges and with committed and skilled leadership, we shall continue to thrive in the future.

The UWI has grown tremendously. Enrolment for the 2014/2015 academic year is approximately 47,000, slightly down from the 2013/2014 academic year, which is the timeframe covered by this Report. The dip in enrolment has been caused by the challenges being faced by our students in accessing funding to cover tuition costs. We continue to work with financial institutions and governments to explore avenues of low cost financ-

ing which students can access to continue and complete their studies. We have continued to work with donors to provide more scholarships and bursaries and are deeply grateful to those who have heeded our calls for support. We hope that through our alumni outreach efforts and other efforts to promote philanthropic gifts, we can assist our current and future student body achieve their academic aspirations. We are pleased too that applications have increased significantly from about 16,000 to 30,000 over the last decade, a clear indication of the desire of the people of the region to attend The UWI.



## I have had the pleasure of working with some of the **ablest minds in the Caribbean and in the wider higher education community**

Our total revenue has increased and concerted efforts to shift away from government support by generation of our own funding through several modes, particularly our aggressive pursuit of research and grant funding, commercial ventures and leveraging our infrastructure and intellectual assets have yielded positive results. Through these efforts, we have been able to shift from approximately 80 percent government funding in 2004 to about 47 percent in the 2013/2014 financial year. Infrastructure development on all our campuses has been remarkable. Lecture rooms, sports facilities, halls of residence (and the South Campus in Trinidad and Tobago – still under construction) have been added on all residential campuses, each keenly attentive to the aesthetics of their site. A signal achievement was also the construction of the Regional Headquarters in Jamaica. Architecturally pleasing and well matched to its physical surroundings, the building is the administrative “nerve centre” of our University. It includes the University Archives, the University Museum, the Council Room and other conference rooms that are used by internal and external clients as a revenue generating mechanism. I am hopeful that in time, the Regional Headquarters will become the symbolic representation of the unity of our regional University.

This will be the seventh year of the Open Campus, a venture built on the platform of the previous School for Continuing Studies and UWI Distance Education Centre. The purpose of this effort was to

reach out more robustly to the 12 (now 14) countries without residential campuses and to rural populations in the countries with campuses. Under the leadership of former Principal Professor Hazel Simmons McDonald and in the last year, Principal Eudine Barriteau, there have been many signal advances in provision of on-line degree programmes and in delivery of face to face pre-matriculation and professional certificate programmes. The Open Campus represents a powerful route for the University to reach out to the massive Caribbean working population without certification thereby contributing to the upgrading of our workforce to enable greater competitiveness in the global market place. Perhaps the most dramatic vote of confidence in the Open Campus to date was the award of Cdn\$20 million by the Canadian government (DFATD) to expand on-line programme delivery.

We are facing increasing competition from international, off-shore and national tertiary level institutions. Our response has been to ensure that the quality of our programmes does not diminish, that we continue to develop and include courses and programmes that are relevant to national and regional development, that our pedagogical methods are aligned to students’ changing modes of learning as well as to employers’ expectations of a knowledgeable and skilled workforce. Additionally, we are introducing programmes and other activities to provide an entrepreneurial orientation for our students. It is important that we prepare our



## we have continued to work with donors to provide more scholarships and bursaries and are **deeply grateful to those who have heeded our calls for support**

graduates to keep re-inventing themselves for a lifetime of jobs, no longer for a job for a lifetime, and to encourage them to become creators of jobs. It has also been encouraging to see the level of participation by Faculty members in the Postgraduate Certificate of University Teaching and Learning offered by the Centres for Excellence in Teaching and Learning (formerly the Instructional Development Units). It is important to us that our teachers are well prepared for the ever changing classroom context. To date, 244 faculty and administrative staff have been certified.

We are proud of the significant gains in ICT and library systems. Our bandwidth has increased tremendously as has our technological capability. As the global higher education arena becomes more and more underpinned by technology we have had to be mindful of taking the challenge to the competition. I hope that in time, the Single Virtual University Space (SVUS) which enables students from across the region to be part of interactive virtual classrooms can become a means of sharing our teaching expertise across our campuses and wherever else students are in the region. The SVUS will be a critical complement to the distance education programmes provided by the Open Campus.

Our students, faculty and staff have continued to perform well and be recognised at the national, regional and international levels. We were especially proud when late in 2014, it was announced that both the Jamaica and Caribbean Rhodes schol-

ars for 2015 were UWI graduates. Of note, too, is that they are members of UWI STAT – UWI Students Today, Alumni Tomorrow – a group of students represented on all our campuses who have as their mandate building support for The UWI as students and then as alumni, as well as promoting regional integration and partnering in the fight against HIV and AIDS. Since the inception of UWI STAT in 2006, seven of its members have won Rhodes scholarships! Over the years, I have been impressed too by the sterling contribution made by our faculty and staff to national and regional development through their membership on corporate and statutory boards, on advisory committees at all levels and in regional and international organisations. Despite all these efforts, there are still those who will criticise us and insist that the University is not doing enough to solve national and regional issues. I am hopeful that the significant outreach to other regional and international institutions, increased marketing of the work that we are doing to address national and regional problems, that the contribution made by our University to the development of the region, will be acknowledged more and more by the countries and communities we serve.

The regional and international visibility of the University has been enhanced by the work done by Marketing and Communications. It was a particular source of pride to be invited to chair the Council of the Association of Commonwealth Universities and to host the ACU's Centenary Conference at the UWI Regional Headquarters in



Top left to right: Signing of Agreements with CARICOM; with Anton de Kom University, Suriname. Bottom left to right: At the Toronto Gala with Legacy Awardee, The Hon Michaëlle Jean (former Governor-General of Canada) and Gala Patron, the late Raymond Chang; with Louis Sullivan of The Sullivan Alliance and Mona Principal, Professor Archibald McDonald

October 2012. The UWI has been at the helm of the Caribbean Association of Universities and Research Institutes since 2010, and while it has been challenging to have regular interaction with the membership, The UWI as a founding member of that group has been able to breathe some new life into the organisation. This has been in no small measure due to the work of Ms Annette Insanally who has been Secretary General of UNICA since 2010 and has worked tirelessly to elevate the profile of The UWI among the Dutch, French, and Spanish-speaking Caribbean institutions and those in Latin America.

There is still much to be done in fostering and promoting internally and externally, the regional character of our University. Too often we hear the accusation of “four separate universities” but there is evidence of closer collaboration across our four

campuses. The Faculties of Medical Sciences led the way in utilising a single curriculum and a rotating University Deanship. The Faculties of Social Sciences and the Faculties of Science and Technology have held cross-campus conferences whenever resources have permitted and the Research Institutes such as SALISES, the Institute for Gender and Development Studies, operate on all the campuses. More work has to be done on streamlining course codes to enable students to move seamlessly between campuses, to enable our best lecturers to share with students at all the campuses – whether in person or virtually. Our Pro Vice-Chancellors have done yeoman service in coordinating and implementing policies across our campuses – the introduction of a new GPA; a new grading policy; quality assurance modalities at the undergraduate and postgraduate levels; UWI-wide coordination of



*Clockwise from top left: VC Nigel Harris interacting with students, an opportunity which he always enjoyed*

it is important that we prepare our graduates to keep re-inventing themselves for a lifetime of jobs, no longer for a job for a lifetime, and to encourage them to become creators of jobs

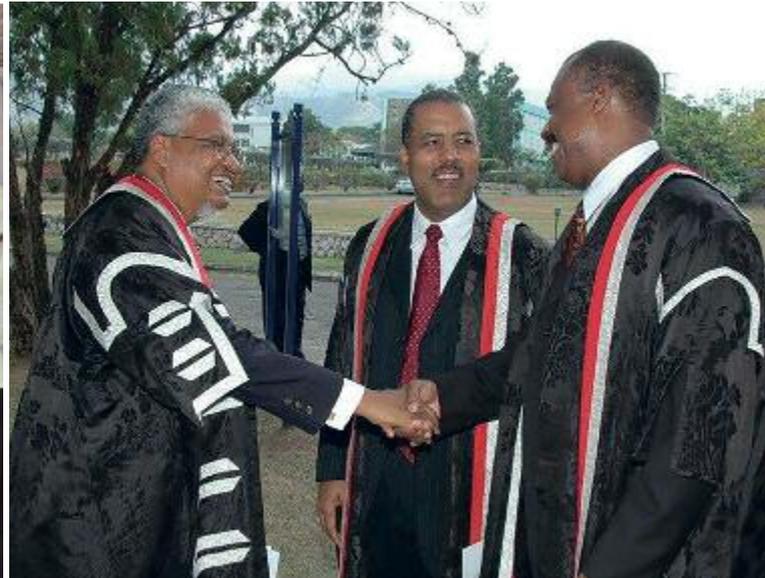
proposals for large grants; better data capture, management and reporting; monitoring of students' experiences and employers' perceptions of our graduates; coordinated approach to developing, implementing and monitoring progress of our University-wide 5-year strategic plans. I am hopeful that these efforts can continue to grow from strength to strength.

During my tenure, I have had the pleasure of working with some of the ablest minds in the Caribbean and in the wider higher education community. I have interacted with the leaders of the region – our

Prime Ministers, Government officials who are deeply committed to advancing the development of their respective countries despite the challenges that they face. I have worked with some of the most capable administrators within this institution. I wish to thank in particular my own staff led by Ms Allison Fung whose extraordinary gifts of intellect, efficiency, leadership, hard work, good humour and culinary skills have made my journey easier to navigate. This company of senior leaders, academics, administrative staff at all levels and those I have come to know in the various sectors of the

Caribbean, including our Chancellor, Sir George Alleyne, have inspired me and kept me company on this wonderful journey. To them I am deeply grateful for their guidance, their words of encouragement, and for their care and attention. There is much more to be done to achieve all that our

regional university can be. I am confident that incoming Vice-Chancellor, Sir Hilary Beckles, the very capable Executive Management Team and the entire faculty and staff who hold this noble institution dear to their hearts, will do all in their power to take our University to ever greater heights. **VC**



... staff at all levels and those I have come to know in the various sectors of the Caribbean ... have inspired me and kept me company on this wonderful journey



A LOOK BACK - 2013/2014

The **Cave Hill Campus** continued celebration of its 50th anniversary despite the deepening financial crisis and took steps to mitigate the impact of the withdrawal by Government of full subsidy of students' tuition fees.

The **Mona Campus** partnered with several private sector companies to facilitate its research efforts in response to national and regional needs. For example, an MOU was signed with the Jamaica Manufacturers Association covering a number of collaborative initiatives.

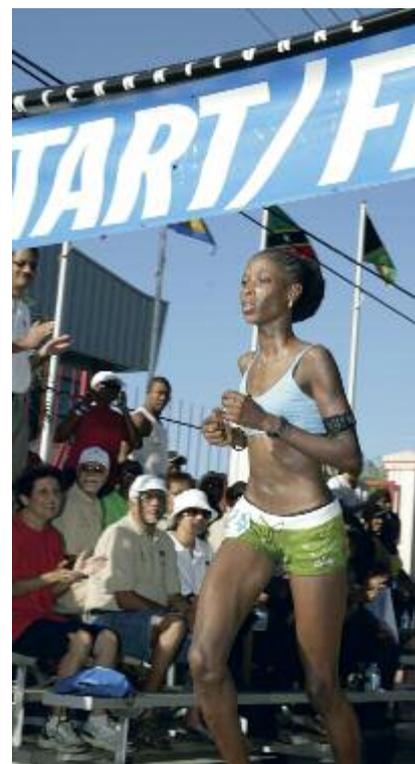
The **St Augustine Campus** consolidated its position as a catalyst for Caribbean development with the addition of new Faculties and Units, including the Faculty of Food and Agriculture, Faculty of Law, expanded Medical Sciences facilities and the Diplomatic Academy.

The **Open Campus** celebrated its 50th year of operation with the holding of a most memorable ceremony in Saint Michael's Hall, with 773 graduates. The ceremony saw the change in leadership from Professor H. Simmonds to Professor Eudine





entered its sev-  
on, with the stag-  
orable graduation  
Lucia in 2014  
The year also  
adership, from  
ons-McDonald  
e Barriteau.



# 1. FINANCING THE ENTERPRISE

**Objective:** Restructure the UWI's capital base toward operational independence, renewal and expansion

# T

he University of the West Indies continued to face funding challenges throughout the review period August 1, 2013 to July 31, 2014 and therefore had to remain vigilant in exploring opportunities to support and expand the funding base of the institution.

There was a deficit of Bds\$4.1 million in UGC-funded operations in 2013 partly due to the inability to collect contributions outstanding from Governments in excess of a year, amounting to Bds\$13.5 million. On the other hand, there was a surplus of Bds\$3.7 million in 2014 due largely to the transfer to income reversal of the share of subsidiary profits (Bds\$7 million) originally due to RBC Financial (Caribbean) Limited from the joint venture arrangement which ended during the year.

It is worthy of note that the University's deliberate policy of encouraging income generating activities has resulted in 29 percent of its total income being derived from this source which has been very helpful in offsetting some of the shortfall in Government funding. Included in these income generating activities are the full fee-paying programmes in the Faculties of Law and Medical Sciences, as well as commercial operations, such as rented properties, the halls of residence and concessionaires operating on the campuses.

Complementing such initiatives the University has been relentless in adopting a number of cost-containment measures in order to operate within budgetary constraints; resulting in a decline in administrative costs to 8 percent of total costs for the year, as compared to 9 percent in the previous year. Administrative costs have been kept below 10 percent of total expenditure across the University over the past three years.

## **BROADENING THE FUNDING BASE**

Contribution by Governments to the total income of the University declined from 48 percent in academic year 2012/2013 to 47 percent in 2013/2014. In the case of the Open Campus Government contributions moved from 38 to 37 percent over the same comparison period. In order to broaden the funding base and



the University's deliberate policy of encouraging income generating activities has resulted in 29 percent of its total income being derived from **this source which has been very helpful in offsetting some of the shortfall in government funding**

reduce dependence on any one source of funding, the University has pursued the development of self-financing academic programmes such as the MSc Counselling, MSc Education, MSc International Management, MSc Tourism and Hospitality Management, the operations of the School of Dentistry, and programmes in the Faculties of Medical Sciences and Law. These programmes are full fee-paying and have been generating resources to enhance the capability and capacity of the University. The Open Campus' Hugh Lawson Shearer

Trade Union Education Institute (HLSTUEI) located at Mona was able to increase the income earned from training courses and donations to JA\$5.217M, an increase of 115 percent over the prior academic year.

The Social Welfare Training Centre (SWTC) also contributed to the reduction of the Open Campus' reliance on regional governments by earning JA\$1.5M of new income from consultancies.

The Mona Campus continued to embrace a dual



## Technical Advisory Committee Meeting, 2014



The budgets for the biennium 2014/2015 and 2015/2016 were reviewed by the Technical Advisory Committees (TAC) at meetings held on February 13–14, 2014 in St Kitts and Nevis. TAC comprises representatives from the Ministries responsible for Tertiary Education and from the Ministry of Finance of the various contributing countries, and from the Ministry of Health, Jamaica

approach towards ensuring its financial viability and sustainability by reducing/containing expenditure across the campus' various cost centres, while simultaneously engaging creative strategies for revenue generation. During 2013/2014 operating revenues grew by J\$2.4 billion, or 18.1 percent, over the previous year, despite a marginal reduction in funding from contributing governments and holding tuition fee increases on government subsidised academic programmes at 5 percent. The leading source of growth was non-government-subsidised tuition revenues, followed closely by revenue growth from the campus' commercial ventures.

The Mona Business Support Services (Call Centre) accounted for most of the increase in commercial ventures revenue. The two new halls of residence

which opened fully for the first time at the start of the 2013/2014 academic year also performed admirably with both the Elsa Leo Rhynie and Marlene Hamilton Halls of Residence reporting substantial credit balances at the end of the period. Indeed, the Marlene Hamilton Hall of Residence has enjoyed full occupancy since beginning operations. All the campuses accorded the highest priority to income-generating initiatives as the University continued to weather the effects of the most difficult and protracted financial crisis in the history of the institution.

### FUNDING THROUGH RESEARCH ACTIVITY

The University has continued its efforts to become internationally recognised as a centre of excellence



in research, knowledge creation and innovation. In order to achieve this strategic objective, The UWI has undertaken steps to effect internal transformations aimed at enhancing its ability as a research-driven institution. The steps taken during the period of review were linked to three main areas of commitments:

- Enhancing productivity and effectiveness in the research undertaken by graduate students.
- Ensuring that the positive impacts of research flowed to all the contributing countries.
- Enhancing The UWI's competitiveness in obtaining external support.

In an effort to move away from sole dependency on contributions from regional Governments, The UWI has accessed additional funding through international agencies and research funding institutions such as the EU/ACP Secretariat, NIH (National Institute of Health), HRSA (Health Resources and Services Administration), DFATD (Department of Foreign Affairs Trade and Development – formerly CIDA), USAID (United States Agency for International Development) and DFID (Department for International Development). Principal investigators were also asked to include, wherever possible in their project proposals, a provision for scholarships thereby increasing the pool of scholarships available to students.

The Vice-Chancellor established a fund under an initiative specifically for the Open Campus, offering flexibility in economic cost and tuition fees for Research students aimed at ensuring that the best

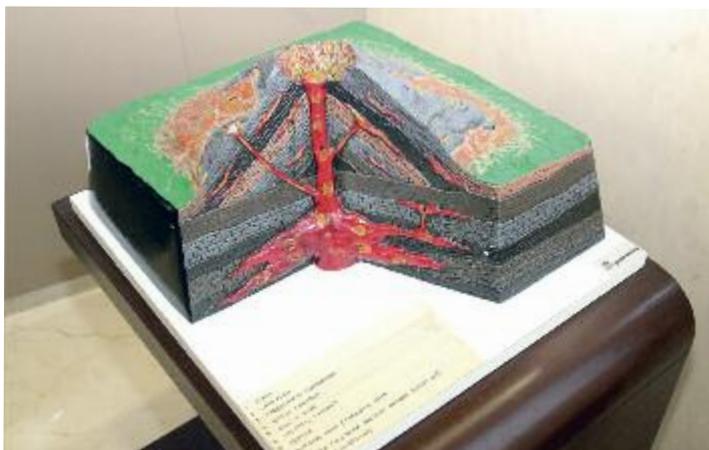
students from this campus would not be constrained from registering as research students because of an inability to pay.

In furtherance of the strategic objective of fostering a relationship which provides contributing Governments with greater opportunities for dialogue on the utilisation of funding and associated outcomes, the campuses have undertaken efforts to reposition their curricula, academic programmes, and research agenda to meet the developmental needs of contributing Governments.

It is to be noted that the focus for the year was not only on Graduate research programmes, but also on taught Masters (professional) programmes. These courses were specifically designed in response to development needs and the mode of delivery was specifically crafted to facilitate students.

The Mona School of Business and Management, under the historic agreement signed between the UWI Mona and the National Commercial Bank (on February 20, 2014) will be conducting applied research (funded by NCB to the tune of US\$950,000) focussing on strategies for corporate renewal and transformation in the Caribbean region. The programme, which is the first of its kind, aims to generate new knowledge to guide Jamaican firms on how to develop dynamic capabilities and strategies for profitable growth. Under the terms of the agreement the research will be conducted in two phases.

- Phase 1 will be conducted over two years, from January 2014 to December 2015, and deliverables include two technical papers, a seminar and a short executive-level course for NCB.
- Phase 2 is a sponsored professional chair. The occupant of the chair will engage in a variety of scholarly activities to advance knowledge in the area, including publication of scholarly academic papers, which will also be distilled for consumption by the general public.



Seismic Research Institute's model of an active volcano.



## Institutional Advancement Division



The Institutional Advancement Division (IAD) seeks to diversify The University of the West Indies' financial resource base and help decrease its dependence on government contributions. The primary objectives of the IAD are to strengthen and enhance UWI's philanthropic capabilities by initiating and sustaining more effective fundraising including its extensive network of alumni, raise the profile of the institution internationally, and work with other units to make strategic linkages with donor agencies and research institutions.

The division covers the two-pronged institutional advancement functions of fund-raising and alumni relations with close relationship with the Marketing & Communications unit with the aim of effectively coordinating the initiatives by the several arms of The UWI – the campus teams, the endowment foundations, alumni associations and supportive foundations based in the USA, Canada and the UK. The Division also advises the Vice-Chancellor and the Executive Management team on matters related to resource development.

### GRANTS EARNED BY TMRI

The Tropical Medicine Research Institute (TMRI) brought in three major grants in the 2013/2014 academic year: Grand Challenges Canada, valued at US\$1,584,629; National Institute of Diabetes and Digestive and Kidney Diseases (NIDDK) US\$1 million; and Barbados Ministry of Health US\$1 million. Seven other grants valued at US\$398,037 were also received, amounting to a total of US\$3,982,666. Other grant income earned from on-going projects and self-financing programmes

amounted to US\$1,102,318 for the period, resulting in total earnings for the year of US\$5,084,984 (details given in Table on page 21). Staff attended workshops on grant writing to increase their capacity in this area. Funds from Sagicor and the Government of Brazil enabled the purchase of equipment for the laboratory, necessary for the expansion of the Sickle Cell new-born screening programme. Short courses were offered to attract more fee-paying students and clinical nutrition services were developed.



## GRANTS EARNED BY THE TROPICAL MEDICINE RESEARCH INSTITUTE 2013/2014

New Projects	Project Name	Project Investigator	Start Date	End Date	Total Grant Amount
Ministry of Health, Brazil through PAHO	Mutual Sickle Cell Agreement; Brazil, Jamaica, PAHO	Jennifer Knight-Madden	2013	2015	USD 180,000.00
National Institute of Diabetes and Digestive and Kidney Diseases (NIDDK)	Hyperglycemia and Pregnancy Outcome (HAPO) Follow-up Study Grant Number: U01DK094830	Anselm Hennis	2013	2017	USD 1,000,000.00
Caribbean Public Health Agency (CARPHA) formerly CHRC	Effects of $\beta$ -hydroxy- $\beta$ -butyrate supplementation and resistance exercise on strength and body composition in Sickle Cell Anaemia	Grace-Ann Junor, Asha Badaloo, Marvin Reid	May 2013	April 2014	USD 10,000.00
Caribbean Public Health Agency (CARPHA) formerly CHRC	The association of cortisol awakening response with blood pressure and adiposity in Caribbean children	Michael Boyne	July 2013	June 2014	USD 2,850.00
National Institutes of Health	SCATE Closeout – Sparing Conversion to Abnormal TCD Elevation (SCATE) – Cincinnati Children’s Medical Hospital Center	Russell Ware (CCMHC)/ Marvin Reid	December 2013	November 2014	USD 92,878.00
State University of New York (SUNY) and University of the West Indies (UWI)	Improving Cardiovascular Health in Native and Migrant Caribbean Populations	Marshall Tulloch-Reid	January 2014	December 2014	USD 4,500.00
Grand Challenges Canada	Saving Brains: Expanding Access to a Proven Early Stimulation Program through a web-based package and technical support	Susan Walker, Christine Powell, Sally McGregor, Susan Chang, Helen Baker-Henningham	February 2014	November 2016	USD 1,584,629.01 (CAD 2,000,000.00)
Selexys Pharmaceutical Corporation	CLINICAL TRIALS – A phase II multicentre, randomised, placebo-controlled, double blind 12 month study to assess safety and efficacy of SelGI with or without hydroxyurea therapy in sickle cell disease patients with sickle cell-related pain crises (SUSTAIN)	Jennifer Knight-Madden, Angela Rankine-Mullings	April 2014	March 2016	USD 100,000.00 (subject to enrolment)
Caribbean Public Health Agency (CARPHA) formerly CHRC	Association between renal function and risk of cardiovascular disease in homozygous sickle cell disease	Andre Bowers, Monika Asnani, Jennifer Knight-Madden	2014	2016	USD 7,809.00

Table continues



## GRANTS EARNED BY THE TROPICAL MEDICINE RESEARCH INSTITUTE 2013/2014 (cont'd)

New Projects	Project Name	Project Investigator	Start Date	End Date	Total Grant Amount
Barbados Ministry of Health	The Barbados National Registry for Chronic Non-communicable Disease, Round 2	Angela Rose, Anselm Hennis, Ian Hambleton	2014	2017	USD 1,000,000.00
UWI Self-Financing Fund	Masters of Science Epidemiology	Marshall Tulloch-Reid, Rainford Wilks	August 2016	Ongoing	USD 52,994.24
Inter-American Development Bank	Pilot of parenting interventions in the Caribbean	Susan Walker, Christine Powell	January 2011	June 2015	USD 137,000.00
Barbados Ministry of Health	The Health of the Nation (HOTN). Baseline national survey of chronic disease prevalence, risk factor prevalence, and normal ranges in Barbados	Angela Rose, Nigel Unwin, Anselm Hennis, Ian Hambleton	2009	2013	USD 93,750.00
Destiny Group of Companies, Cave Shepherd, Barbados Diabetes Foundation	Wound Healing in Diabetes (The WHY Study)	Clive Landis	2009	2014	USD 50,000.00
The Global Fund to Fight AIDS, Round 9	Laboratory and Human Resources Strengthening for HIV/AIDS in the Caribbean (with Caribbean Medlabs Foundation, Trinidad)	Clive Landis	2010	2015	USD 50,000.00
The European Union	The Barbados Salt Intake Survey (BSIS)	Anselm Hennis	2011	2014	USD 56,000.00
National Institutes of Health	Variation in severity in Sickle Cell Disease among the Yorubas	Richard Cooper (Loyola), Colin McKenzie, Marvin Reid (Co-investigator)	July 2011	June 2015	USD 18,090.00
Sullivan Alliance to Transform the Health Professions/ NIH	USA-Caribbean Alliance for Health Disparities Research	E. Nigel Harris, Rainford Wilks, Trevor Ferguson, Anselm Hennis, Ian Hambleton, Nadia Bennett, Novie Younger-Coleman, Damian Francis, Brigitte Collins	September 2011	2016	USD 283,671.84
Inter-American Development Bank	Jamaica Inter-generational impacts of Early Childhood Experiences	Susan Walker, Susan Chang	2009	2014	USD 35,000.00

**GRANTS EARNED BY THE TROPICAL MEDICINE RESEARCH INSTITUTE 2013/2014 (cont'd)**

New Projects	Project Name	Project Investigator	Start Date	End Date	Total Grant Amount
The Wellcome Trust	Promoting young children's social & emotional competence & preventing conduct problems: Follow-up of a cluster randomised controlled trial	Helen Henningham, Susan Walker	May 2011	November 2014	USD 81,183.45
National Health Fund	Improvement health care in persons and preventing Stroke in persons with Sickle Cell Disease	Marvin Reid	July 2012	July 2016	USD 69,628.76
Barbados National HIV/Aids Commission	Development of Virtual Health Research Unit (VHRU)	Clive Landis	December 2012	March 2014	USD 175,000.00

**PRODUCTIVITY ENHANCEMENTS AND EFFICIENCY THROUGH OPTIMISATION**

Great emphasis has been placed on achieving the strategic objective of minimising the need for additional resources through productivity enhancement and efficiency gains. By optimising the use of existing resources and actively managing costs, the Uni-

versity continued to realise cost saving benefits, while enhancing the delivery of service.

**PENSION ADMINISTRATION**

With the launch of the new Pensions website (HartLink Online) in August 2013, members are now able to access their pension information at



Principal of the Cave Hill Campus, Professor Sir Hilary Beckles (centre) in conversation with Mr Rik Parkhill, CEO of CIBC First Caribbean International Bank, following the signing of a renewed 3-year MOU, for US\$300,000.



will. As part of the thrust to improve communication with members, the University Bursar and the Pensions Fund Manager held meetings with the WIGUTs at Mona, Cave Hill and St Augustine in 2014 to discuss general issues with regard to the pension scheme and to address questions that members might have.

As of July 2014 the University has entered into a new management arrangement with Black-Rock and Bank of New York (BONY) following changes in Black-Rock's internal procedures dealing with custodial arrangements.

Discussions were held among the Trustee of The UWI-FSSU, the scheme administrators and campus personnel, with the aim of ensuring that members who had opted for the Lifestyle Investment Option (LIO), qualified for supplementation. For the quarter ended 30th September 2013, the transition started for members who had opted for the LIO and were now within the 10 years to retirement mark. This exercise is on-going and should hopefully be completed by mid-2015.

### RISK MANAGEMENT AND INSURANCE

The University's administration recognises its role of stewardship over the resources of the institution, both human and property. The University's risk management goals must therefore have the highest possible concern for the safety of its students, faculty, staff and public in combination with maximum protection to prevent financial loss of institutional property. Efforts are incessantly made

to ensure that all insurable risks are properly identified and quantified in order to foster more complete risk management arrangements. Accordingly, coverage was sought and obtained for Directors' and Officers' Liability as well as for Business Continuity; other areas of insurance coverage are being evaluated for consideration. To this end initiatives have commenced regarding documentation and quantification of risks related to information security/cyber risk mitigation, medical malpractice, private/public partnership project risks, employer liability and broad business continuity issues.

While external insurance remains a major plank of the University's risk transfer strategy, investigation into alternative property insurance options continued during 2014. Discussions regarding the captive insurance option are on-going, and preliminary (pre-feasibility) analysis has indicated that this could be a viable option. The stage is now set to take this to the next level of discussion and consultations, with possible implementation within a year, pending final approval. Insurance coverage was purchased in instances where it was determined that the University could not eliminate or economically retain a specific type of risk. In the interim, the University continues to seek out the most efficient insurance arrangements.

Despite the successes of the past, new initiatives continue to drive the focus of financing the enterprise. The University recognises the value of efficient utilisation of the scarce resources of the people of the Caribbean and commits to be a good steward thereof. **VC**





## UWI CONSULTING (UWIC)

During the review period, there was a change in the leadership of UWIC. Dr Basil Burke demitted office as CEO at the end of the academic year. Dr Keith Nurse replaced Dr Burke in the position of Executive Director, with Professor Claremont Kirton (initially on secondment from the Department of Economics, UWI, Mona) as Deputy Executive Director.

The new Executive Director, having reviewed UWIC's operations, recommended various changes in the Company's operations as part of a new strategic vision. These included changes to UWIC staffing, resulting in the hiring of new staff with the requisite skills sets. The overall number of staff members increased from six to its current complement of nine.

In addition to staff changes, financial management operations were upgraded, with implementation of necessary structures and processes needed to ensure that UWIC operates in conformity with international best practices. Most importantly were improvements in corporate compliance, human resource management and project financial analysis.

During the year, operations began on six new projects in areas such as education, mobile applications and environmental development. Among these projects was a three year Curriculum Development Reform for Science and Technology for the University valued at around US\$500,000; a World Bank-funded US\$1.5 million project (over three years) focussing on the development of mobile applications; and the establishment of a Green Economy Centre of Excellence funded by UNEP at a value of almost US\$200,000.

Based on enhanced operations, UWIC has been partnered by large international consortia such as ACE Consulting, Dexis Consulting, RTI International, Nex Consulting, ECORYS, and IMC Worldwide.

UWIC's gross revenues for the year increased to J\$45.7 million from J\$40.0 million in 2012.



Left: UWIC Executive Director, Dr Keith Nurse, making a presentation on the company's achievements. Right: UWIC staff converse with Dr Michael Witter (centre).

## 2. EMPLOYEE ENGAGEMENT AND DEVELOPMENT

**Objective:** Create an organisational environment that promotes personal growth and development for employees



The Office of Administration continued to spearhead efforts to improve the levels of employee engagement throughout the University, by focussing attention on the drivers of engagement on all the campuses. A review undertaken by the University Office of Planning and Development of implementation of the strategic initiatives for the first two years of the Strategic Plan revealed that the weighted average completion rates for the perspective Employee Engagement and Development was 30 percent. In the areas of Competency Based Management completion was 20 percent, Culture of Employee Engagement 40 percent and Strengthening Performance Management Systems 30 percent.

It was hoped that the Employee Engagement Survey would be re-administered in 2014, but those plans did not materialise and it is now expected that the survey will be completed before the first half of the 2014/2015 academic year. All the campuses and the Vice-Chancellery did expend significant effort, meeting with Deans and Heads of Departments to discuss the results of the first survey and assisting some in addressing the areas identified as needing improvement. This responsibility was undertaken by the designated Change Makers, and Senior Managers in the Human Resource Departments who are committed to redoubling their efforts once the second survey is completed.

During the period under review, there was a concerted effort to improve the flow of communication both vertically and horizontally. In pursuit of that initiative, the Office of Administration, in addition to ensuring that all decisions emanating from cross campus meetings were widely disseminated, also followed up with Deans to ensure that they were having regular meetings with their staff members to convey the messages and also to hear their concerns.

There were several noteworthy developments on the various campuses. At the **Mona Campus**, the Principal assigned an owner for each of the strategic perspectives and the Campus Registrar, Dr Camille



. . . there was a concerted effort to improve the flow of communication both vertically and horizontally. In pursuit of that initiative, the Office of Administration . . . ensured that all decisions emanating from cross campus meetings were widely disseminated

Bell-Hutchinson, who has been tasked with driving this initiative, has been doing a very good job. Worthy of emulation by all the other campuses is the so-called HEART programme instituted by Dr Bell-Hutchinson, by which the core values of the entire Campus Registry spell the word HEART:

Honour for ourselves and others as we express integrity in everything we do.

Excellence through a commitment to quality in all our tasks and interactions.

Accountability to ourselves and all stakeholders,

taking full responsibility for all our actions and decisions.

Respect for the institution as a whole, all those with whom we come in contact, and most importantly, for ourselves as the epitome of esteem.

Teamwork knowing that the goal can only be attained with the cooperation of all.

The **St Augustine Campus** successfully pursued several employee engagement activities, which hopefully would pay rich dividends for each indi-



Above: Members of the Open Campus Fat Busters Club;  
Right: Teamwork being demonstrated at a St Augustine Campus Family Fun Day



vidual staff member, the industrial impasse notwithstanding. An initiative such as the “Future Leaders Programme”, with its customised coaching, is certainly a very good practice. Recognising that the campus would soon be experiencing a high exodus of senior level staff by way of retirement, the Human Resources Division responded by developing the Future Leaders programme, inviting staff with aspirations of filling senior level positions to participate. Those staff members indicating interest would then be subjected to customised training and development in order to position them to be candidates for vacant positions. Efforts were made to improve Occupational Health, Safety and Environmental (OHSE) conditions on campus and the OHSE Unit undertook an assessment followed by training in First Aid, Fire Fighting and Emergency Responses, Risk Assessment, Field Work Safety and OHS Legal Compliance. The OHSE Unit’s website was launched in September 2014. The **St Augustine Campus** also introduced a Service Excellence recognition scheme which was very well received.

The Cave Hill and Open Campus also have done commendable work in the area. The Cave Hill Campus Registrar, as the lead Campus Change Maker, conducted several briefing sessions with managers in the Faculties on engagement issues and Service Excellence and provided coaching for several Deans and Heads of Department. The Faculty of Science & Technology, **Cave Hill Campus**, began holding regular semester meetings with Administrative, Technical and Service staff (ATS) to discuss issues affecting them as well as to discuss and implement initiatives developed by them. One such initiative was developed by the Faculty IT Technician, Mr Maurice Beckles, who began internal IT training for staff, starting with training in the use of Microsoft Outlook. In an effort to foster greater collegiality among colleagues in the Faculty of Social Sciences, a number of social events were held including a guided walk of Historic Bridgetown, an Independence Lyme, regular socials, two hikes and a children’s Christmas party.



The **Open Campus** committed itself to improving the quality of working conditions of its many sites to enhance employee confidence and engagement and promote a work/life balance. At the Barbados Site some major renovations were undertaken of the physical plant. Improvements were also made to the Dominica and Montserrat Sites, resulting in a significant boost in the morale of staff and students.

At the Nevis Site, staff had to be relocated to a temporary facility while renovations were undertaken to eradicate the issues with mould in the building at the permanent facility. This move demonstrated the seriousness with which the Open Campus views the health of its staff and students.

Open Campus Barbados continued to enhance employee engagement through its Fat Busters Club, an exercise and healthy eating initiative. Some of the activities arranged by this club included a healthy eating game engaged in by staff

in Barbados and Grenada during the Lenten Season, an island safari for staff and their family members, and organised contributions to worthy causes in the community. One such cause was the Edna Nicholls Centre, which aims to provide support and training to pregnant and other at-risk school children. Open Campus staff members showed a heart-warming display of community awareness and compassion with this initiative.

Staff engagement through partnership was exemplified by the Head of the Open Campus St Kitts and Nevis, Mrs Sarah Owen, assuming oversight of the UWI Open Campus Anguilla for the 2013/2014 academic year. This resulted in closer ties between the sites in St Kitts & Nevis and Anguilla.

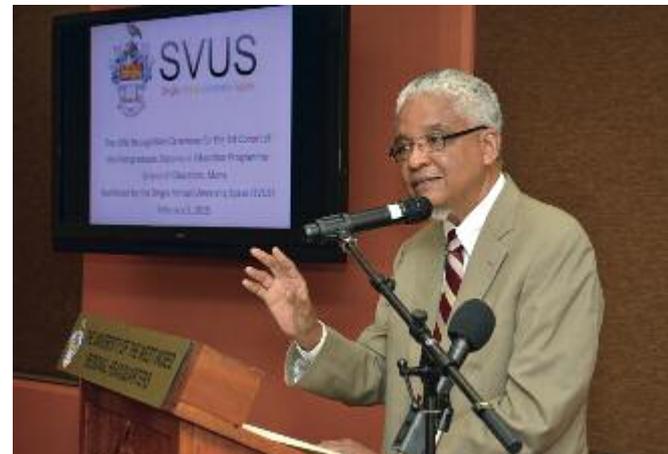
In carrying out its strategic objective of introducing training in leadership and management for all levels of staff as part of talent management and career development planning, the Office of the University Chief Information Officer (UCIO) was able to achieve completed status for approximately 65



*Above: The Vice-Chancellor with students who completed the School of Education postgraduate diploma under the SVUS pilot, pose with the SVUS team, Office of the University CIO.*

*Top Right: The Vice-Chancellor presenting at the Recognition Ceremony for the successful completion of the first cohort of the SVUS pilot for postgraduate diploma in the School of Education.*

*Bottom Right: CIO Team at the Florida International University NAP of the Americas Facility.*





percent of projects in its portfolio during the review period. The cross-campus ICT Project Management team met on March 28, 2014 and reviewed the status of the project. The major accomplishments were:

- Creation of an ICT Project Management Repository.
- Development of a project charter for ICT project implementation at Mona and at UCIO which was about 95 percent completed.
- Introduction by CITS at the St Augustine Campus of non-traditional approaches (a combination of SCRUM, Agile, ITIL and LEAN IT practices – known as SAIL).
- Recognition of Cave Hill's best practice areas in which project management principles were embedded which should become a part of the culture throughout CITS.

The annual cross-campus ICT Retreat held in November 2013, laid the foundation for a set of highest priority strategic initiatives which have since been advanced by established cross-campus working groups meeting monthly to review progress and keep the momentum going. This enabled progress in the four highest priority projects identified, namely:

1. Single Virtual University Space (SVUS) technical enhancement programme;
2. Business Intelligence involving development of an Enterprise Executive Dashboard;
3. ICT Governance; and
4. Adoption of ICT project management principles and methodologies.

The Office of the University CIO is especially proud of the introduction of its Internship programme which provided experience for students exploring opportunities in Information Technology and related fields. The return on investment for this programme is the high quality of work received from the students who provided additional staffing in the OUCIO at minimal cost. The students benefitted from practical skills training, practice and from inculcating a right work attitude. The work done by them in the areas of Operations Sup-

port, Web design and Application development was of the highest quality and creativity.

## REWARDS AND RECOGNITION

Professor Sir Hilary Beckles, Principal of the **Cave Hill Campus**, was appointed Special Advisor to the UN Secretary-General as member of UNESCO's Advisory Board on Science, Technology and Innovation for Sustainable Development. Sir Hilary was also honoured by Brock University, Canada with an Honorary LLD; Dr Alok Kumar, Senior Lecturer, Faculty of Medical Sciences, received the Fred L. Soper Award for Excellence in Inter-American Public Health Literature during the 2013 PAHO Annual Council Meeting in Washington, DC and three persons from the Campus received national honours – Deputy Principal, Professor Eudine Barribeau was awarded the Gold Crown of Merit; Dr Marcia Burrowes, from the Faculty of Humanities and Education and retired Registrar, Mr Andrew Lewis, both received the Silver Crown of Merit.

On May 17, 2014, the **Open Campus** honoured Dr Lionel Shorey and the late Dr Bradley Niles, two of its outstanding educators. In recognition of their more than two decades of distinguished service, the East and West wings of the Open Campus Learning Centre (OLC) at The Pine, Barbados, were named after them.

Five scholars from the **Mona Campus** received national honours in recognition of their distinguished service. Two scholars were awarded the Order of Jamaica, Professor Joseph Frederick and Professor Emeritus Sir Fitzroy (Roy) Augier. Professor Joseph Frederick, Director of the Hugh Wynter Fertility Management Unit, was awarded for distinguished service to the Faculty of Medical Sciences, The University of the West Indies, and the University Hospital of the West Indies, in particular, for research conducted in assisted reproduction. Former Pro Vice-Chancellor and noted historian, Sir Roy Augier was appointed an honorary member of the Order of Jamaica for over fifty years of distinguished service to Academia, in particular Caribbean History.



From left: Deputy Principal, Open Campus, Professor Vivienne Roberts; Ms Enid Niles, sister of the late Dr Bradley Niles, Pro Vice-Chancellor and Principal, Open Campus, Professor Hazel Simmons-McDonald, and Vice-Chancellor UWI, Professor E. Nigel Harris

The Mona Campus Principal, Professor Archibald McDonald, and Professor Rupert Lewis were also appointed as members of the Order of Distinction – in the rank of Commander (CD) – for long and distinguished contribution to Academia and Medicine and outstanding contribution to the study of Caribbean and Pan African Political Thought, respectively.

Professor Celia Christie-Samuels, Professor of Paediatrics, in the Department of Child & Adolescent Health at Mona, was the recipient of the Gold Musgrave Medal by the Institute of Jamaica for her contribution to the field of Science, while Dr Karl Aiken, Lecturer in the Department of Life Sciences and Dr Tannecia Stephenson were awarded the Institute of Jamaica's Silver and Bronze Musgrave Medals, respectively, for their contributions to the field of Science.

At the **St Augustine Campus** the Director of the Seismic Research Centre, Dr Richard Robertson received the Anthony N. Sabga Caribbean Awards for Excellence in the category of Science & Technology in 2014.



Dr Lionel Shorey and Mrs Shorey (5th and 6th from left) with University officials at the naming of the Open Campus Learning Centre in his honour.

Professor Chandrabhan Sharma, Deputy Dean in the Faculty of Engineering was recognised by the Institute of Electrical and Electronics Engineers (IEEE) for his role in establishing a Caribbean Accreditation Council for Engineering and Technology (CACET) covering 15 countries.

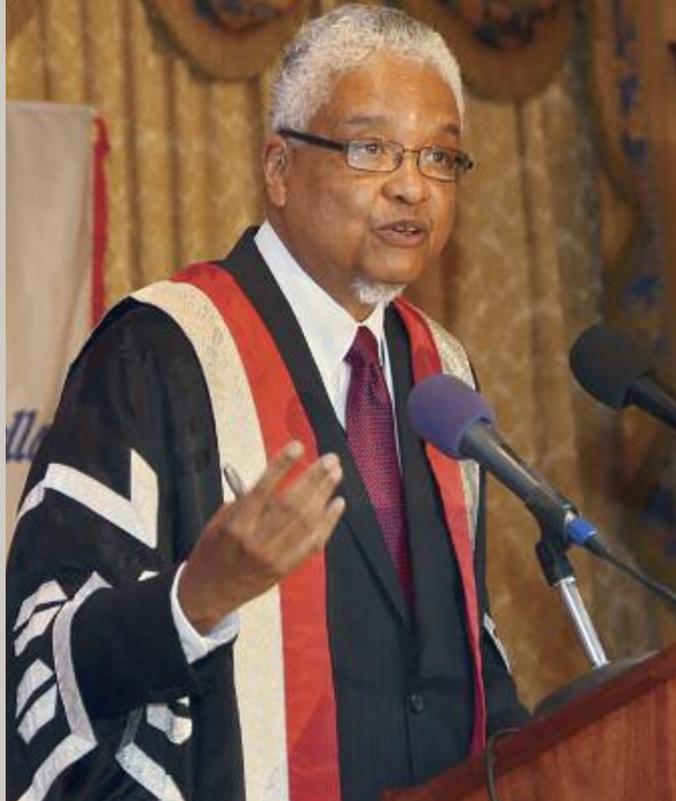
#### VICE-CHANCELLOR'S AWARD FOR EXCELLENCE

Professor Marvin Reid, Director of the Tropical Metabolism Research Unit, and Professor Simon Mitchell, Department of Geography and Geology, Mona, were recipients for Outstanding Research Accomplishments.

Professor Hopeton Dunn, Director of the Caribbean Institute of Media & Communications (CARIMAC), was awarded for Contributions to Public Service. This is a cross-campus award.

The Department of Life Sciences in the Faculty of Science and Technology at the St Augustine Campus was the first recipient of the newly implemented Vice-Chancellor's Departmental Award for Excellence. Also honoured at the 2014 edition of the VC's Awards was Professor Jonas Addae from the Department of Preclinical Sciences, St Augustine who was recognised for his accomplishments in Teaching. **VC**

# VC's AWARDS



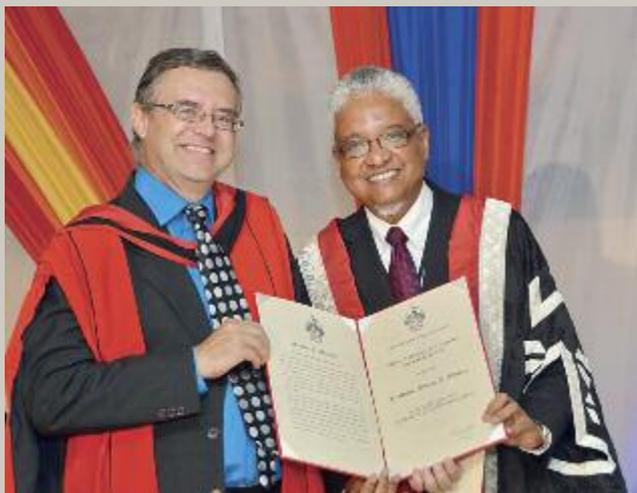
# FOR EXCELLENCE 2014



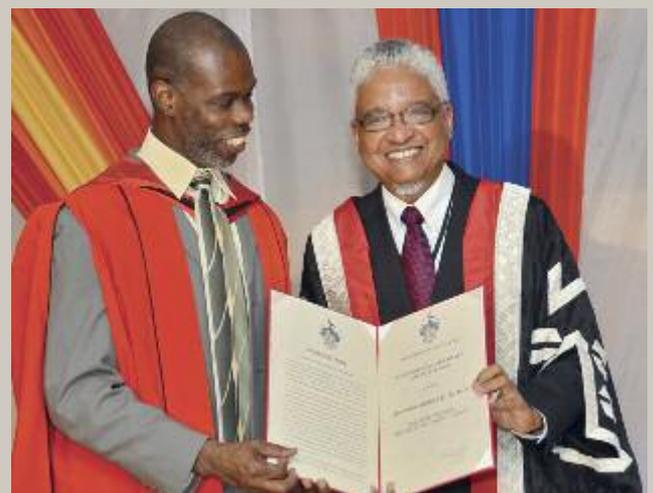
*Professor John Agard and Miss Deborah Alleyne representing the Department of Life Sciences, St Augustine Campus, for the Departmental Award for Excellence*



*Professor Jonas Addae, Faculty of Medical Sciences, St Augustine Campus, for Outstanding Teaching*



*Professor Simon Mitchell, Faculty of Science and Technology, Mona Campus, for Research Accomplishments*



*Professor Marvin Reid, Faculty of Medical Sciences, Mona Campus, for Research Accomplishments*



*Professor Hopeton Dunn, Faculty of Humanities and Education and Faculty of Social Sciences, Mona Campus, for Contribution to Public Service*



*Professor Simon Mitchell responds on behalf of the awardees*

# 3. INTERNAL OPERATIONAL PROCESSES

**Objective:** Re-engineer academic and administrative operational processes and procedures to make them simpler, more transparent, efficient, and effective



With regard to the perspective “Internal Operational Processes” the University Office of Planning and Development’s report already cited, revealed that the degree of completion based on weighted average completion rates, was 36.40 percent, broken down as follows: Efficient and Effective Academic and Administrative Processes 34.54 percent, Governance Arrangements 28.00 percent and Management Structures 46.66 percent. The Office of Administration which is tasked with driving this strategic goal, is committed to a programme of continuous improvement in all the internal processes of the University.

The Office of Administration continued to co-ordinate the efforts of the Vice-Chancellery in implementing the Strategic Plan using the Balance Scorecard framework and while some progress has been made, the Balance Scorecard methodology is yet to be firmly embedded in the mind-set of the Vice-Chancellery and the University as a whole.

## INITIATIVES FOR IMPROVEMENT OF OPERATIONAL EFFICIENCY

### BANNER FINANCE

Generating timely and accurate financial information is considered critical in supporting the strategic goal of improving efficiency in the University’s administrative culture, and to increase its competitiveness. Banner Finance, which is widely used around the world as the accounting software in higher education institutions, is being utilised by all campuses of The UWI for processing and reporting financial information. All campuses are currently upgrading the Banner Finance software to at least version 8.7.

### GRANTS MANAGEMENT

The Research Accounting and Grants Billing module implemented in the last financial year continued to



generating timely and accurate financial information is considered critical in supporting the strategic goal of improving efficiency in the University's administrative culture, and to increase its competitiveness

facilitate the management of international grant funding. These have allowed The UWI to better compete internationally for grants, and have enhanced the efficiency in monitoring and accounting for research projects, as well as providing more timely reports to its grantors. The grants management section of the Office of Finance and representatives from the four campuses attended the Society for Research Administrators (SRA) Conference in New Orleans in October 2013, and participated in courses geared towards certification in grants management.

#### ARGOS

The ARGOS report writer continues to be used University-wide to facilitate more accurate and timely financial and management reports.

#### OTHER INITIATIVES

During the 2013/2014 academic year, the Office of Student Recruitment and the Marketing and Communications Office at the **Mona Campus** were merged to create, effective May 2014, the Marketing, Recruitment and Communications Office



(MaRComm). The new entity is located in the Assembly Hall Annex.

Merging the recruitment with marketing and communications portfolios has facilitated an integrated approach to developing and executing an institutional marketing plan that includes appropriate goals, strategies and a plan of action. It further allows strengthening of the Mona Campus' marketing efforts to its most important target market, potential students, as the marketing team is now able to guide the development and production of promotional materials more closely.

The Mona Campus also successfully implemented the automation of key processes, such as online payment of services suppliers, statutory returns, accommodation fees and online application for student housing as well as staff study/travel, utilising ICT as a critical strategic enabler. Completion of these initiatives has resulted in more efficient and effective execution of the interrelated marketing and recruiting functions, improved end-to-end service experience for students and other stakeholders, reduced costs and better utilisation of staff resources.

The **St Augustine Campus** introduced a Lands Repository and Database covering all legal arrangements related to St Augustine's lands and property assets with the aim of improving the management of its land and property assets and for leveraging investment opportunities for the campus. At the end of this project, all of the campus' title records would be stored in a secure and comprehensive database, clear strategies for title regularisation and future property acquisition would be easily ascertainable and ease of access to lands records to support investment opportunities would be realised. Other processes improved through automation include timetabling, procurement and assets management.

At the **Open Campus**, a number of improvements in key internal operational processes, notably in the Academic Programming and Delivery Division (APAD) and the Registry, were undertaken during the year under review. For example, templates were

developed for conducting feasibility studies and competition analyses to inform programme planning and design; a new approach to programming was introduced, which articulates common courses for programmes within a related discipline thereby providing greater flexibility and choice for students and cost savings in the content development and delivery of the programmes so developed. To improve the internal operational processes of the campus, APAD acquired the Apollo Project Management software which should enhance its in-house project management capabilities to meet the requirements of the DFATD as well as internal programming projects. Under the DFATD project, the campus seeks to develop 15–20 programmes over the next three years.

In an effort to reduce barriers to admissions and to increase the number of applicants who complete the application process and eventually enrol in programmes, the Recruitment, Admission and Registration Department of the Registry initiated several strategies, including increasing the number of conditional offers as a means of encouraging applicants to keep engaged, allowing greater flexibility in required documentation, so a valid passport, a valid driver's permit or a valid national identification card could be considered as substitutes for a birth certificate; identifying at-risks points in the process of converting prospects to applicants and considering interventions to address each at-risk point.

#### GRADUATE THESIS TRACKER

The final phase of development was completed for a Thesis Tracker for Graduate Studies including features for accepting Examiners' reports and recording decisions on students' theses. The application was developed using the Banner self-service engine which facilitates timely, efficient and secured communication among the stakeholders throughout the entire Thesis Tracking process. The aim is to eliminate communication bottlenecks and challenges that have existed. The system will be tested and deployed first at Mona and then University-wide.



## ICT GOVERNANCE

The roll out of ICT governance across the University was a major achievement during the review period. The University ICT Steering Committee convened three meetings (in October, January and May) and reported to University F&GPC. At all campuses, there were established mirror Campus ICT Steering Committees, as well as Faculty, administration and academic support advisory groups. The summary of University ICT Steering Committee meetings were shared with Campus ICT Steering Committees and vice versa.

The financial situation at all campuses was such that the various Campus IT departments were having significant problems delivering basic essential IT services. Yet ICT is a critical enabler of the Strategic Plan and would need to be adequately staffed and resourced. The business impact at each campus was brought to the attention of the ICT Steering Committees in October 2013 and all campuses were advised to conduct an IT Spend and Benchmark study with assistance from Info-Tech Research Group. The study is expected to give an accurate representation of the non-staff funds currently used to provide existing IT services.

## INFORMATION MANAGEMENT

The Executive Dashboard was extended to increase the category of reports offered including briefing reports for significant university meetings such as F&GPC. Focus was on achieving wider distribution and awareness among stakeholders of the Executive Dashboard as well as improving data quality.

The installation and roll out of the *SharePoint*, a secure collaboration platform, was undertaken during this period. This project has the potential to change the culture of how departments (including cross-campus departments) work with and share information resources.

There have also been enhancements in features of the repositories used for University meetings. The self-service feature for uploading working documents for University meeting repositories was

introduced. This allowed administrators of University meetings to upload documents in a secure environment and allowed committee members to download all documents with a zip feature.

## QUALITY ASSURANCE

The Quality Assurance Unit (QAU) of the Office of the Board for Undergraduate Studies (OBUS) organised fourteen quality assurance reviews during 2013/2014, with the following disciplines/ departments benefiting from these reviews: Department of Chemistry at Cave Hill; Department of Literatures in English, Department of Geography and Geology as well as the UWI School of Nursing (UWISON) at Mona; the BSc Accounting programme at the Open Campus; the Departments of Mathematics and Statistics, Physics, Chemical Engineering, Clinical Surgical Sciences and the Pathology and Microbiology Unit at St Augustine; and in the research units of the Vice-Chancellorcy the Seismic Research Centre, the Arthur Lok Jack Graduate School of Business and the Centre for Resource Management and Environmental Studies (CERMES).



Quality Assurance cross-campus team of Senior Programme Officers, Sandra Richards, Sandra Gift, Anna Perkins and Pamela Dottin.

**QUALITY EVALUATIONS**

Quality evaluations (also referred to as quality audits) are reviews of the procedures in place within each department to assure and enhance quality. These quality evaluation exercises are led by the programme officers of the QAU. Numerous quality evaluations were conducted by the QAU in 2013/2014, as follows:

*MONA:***Linguistics**

- Public Sector Management programme Level 1 (Jamaica Constabulary Staff College)
- Institute for Caribbean Studies
- St Michael's Theological College
- The United Theological College
- Modern Languages

*OPEN CAMPUS:*

- Online Evaluations – Literacy Studies, Paralegal Studies, Administrative Professional Office Management
- Face-to-face Evaluations – Managerial Accounting, Internal Auditing
- Evaluation visits – Open Campus sites in Jamaica, Trinidad and Tobago, British Virgin Islands, Barbados and in St Kitts and Nevis

*ST AUGUSTINE:*

- Government
- Literatures in English
- Clinical Surgical Sciences
- Spanish
- Linguistics Section, Department of Modern Languages and Linguistics
- Department of Mechanical Engineering
- Department of Life Sciences
- Department of Computing and Information Technology
- Department of Creative & Festival Arts
- Department of Management Studies

*INSTITUTES, CENTRES AND UNITS:*

Centre for Health Economics (St Augustine); Institute for Sustainable Development, Disaster Risk Reduction Centre, Environmental Management Unit, Unit for Hospitality and Tourism (Mona); Consortium for Social Development and Research – Caribbean Child Development Centre, Social Welfare Training Centre, Hugh Lawson Shearer Trade Union Education Institute (Open Campus, Jamaica), Women and Development Unit (Open Campus, Barbados); Family Medicine (Bahamas, Mona, St Augustine, Cave Hill).

**OTHER QUALITY RELATED ACTIVITIES**

There were several important initiatives relating to Quality during the year. The QAU completed a proposal for a Quality Management System to broaden monitoring of quality across the University to include non-academic service departments. The QAU continued its work in preparing for upcoming reviews, and especially in monitoring preparation and follow up of review action plans. The importance of this follow-up work was emphasised by a survey of the submission of post-review action plans between 2011 and 2014, which showed only 23 percent of action plans had been submitted within the formal deadline of three months, while some were still outstanding at the end of the period. A very successful Co-Evaluators Workshop was held at St Augustine in December 2013. In an effort to improve its internal communication and operational efficiency, the QAU held a two-day retreat at Cave Hill during January 2014, facilitated by UWI Consulting.

**STRENGTHENING REGIONALISM**

During the year OBUS continued to administer the UWI Open Scholarships, the UWI/CXC Scholarships, the UWI Regional Endowment Fund (UWIREF) Scholarships, Bursaries offered by the American Foundation for UWI and from the proceeds of the annual Toronto Gala, as well as several other scholarships of varying values based on donations from alumni and others. Two new scholar-



ships were added to the list available: the Edgar Whiteley Scholarship, donated in memory of the founding director of the QAU, the late Dr Peter Whiteley, and the Mill Reef Fund Educational Grant, which is designated for a citizen of Antigua and Barbuda.

It was decided to adjust the timelines for the review and award of scholarships, to ensure that provisional offers for most regional scholarships were made no later than July each year. A Regional Selection Committee was established and met in June 2014 to determine the list of candidates for awards. A proposal was also drafted for the establishment of an Undergraduate Scholarship Unit in OBUS to ensure more efficient administration of all the scholarships. Over a thousand applications were received for the UWI Open Scholarship for 2014/2015. To date, forty-two new UWI Open Scholarships have been awarded to scholars from a wide range of contributing territories.

At the request of the Vice-Chancellor, OBUS took a special interest in the management of the accreditation process in the Faculty of Medical Sciences, and in particular, in the timely reporting on follow up activities to CAAM-HP (Caribbean Accreditation Authority for Medicine and Health Professions). Collaboration with the Medical Education Unit was led by the SPO, St Augustine.

#### MONITORING THE UNIVERSITY'S STRATEGIC AND OPERATIONAL PLANS

The University Office of Planning and Development (UOPD) continued to monitor implementation of the University's Strategic Plan 2012–2017 and undertook a review of the first two years of the planning period (2012/13–2013/14) in preparing the University's Operational Plan 2014/15–2016/17. The review indicated that just over a quarter of the initiatives planned for the period was completed. Several initiatives identified for completion during the first two years had to be carried over into the new operational planning period 2014/15–2016/17. Of the six planning perspectives, over a third of the initiatives in Employee Engage-

ment and Development and Internal Operational Processes was completed during the first two years.

Several challenges were identified with the implementation of the Strategic Plan and measures were introduced to meet those challenges. The UOPD designed and conducted workshops in Strategic and Operational Planning and the Balanced Scorecard to assist with the smoother implementation of the Operational Plan 2014–2017.

#### INSTITUTIONAL RESEARCH

A number of institutional research projects was undertaken by the staff of the UOPD, namely:

- Tracer Study of First Degree Graduates 2011
- Speak Your Mind (Undergraduate Experience) Survey
- Postgraduate Student Experience Survey
- Employee Feedback Survey on the Strategic Plan
- Survey of Student Expenses

The Office also completed work on the following documents:

- Higher Education and Statistical Review: Global Trends
- Statistical Digest 2011/12
- Country Reports – Barbados, Jamaica, the Eastern Caribbean and Trinidad and Tobago.

The UOPD organised a meeting in September, 2013, to discuss a plan for improving data needs and data production across the University. The several presentations made at the meeting informed the completion of a survey of institutional data needs and a major data development project is planned as a result of the recommendations from the meeting. The Office continued to supply data to two university ranking agencies, U-Multirank and Times Higher Education/Thomson Reuters.

Revised policy briefs were completed on a Green University, Employee Engagement, MOOCs and ICT and Teaching. **VC**

## 4. TEACHING, LEARNING AND STUDENT DEVELOPMENT

**Objective:** To provide a high-quality student experience as a platform for enhanced regional and international student success and long-term commitment to the UWI.

Teaching, learning and student development are the core businesses of any institution of higher education and are therefore among the critical strategic perspectives of the UWI 2012–2017 Strategic Plan.

### CURRICULUM REFORM AND NEW PROGRAMMES

All departments continued to review and revise their curriculum to ensure that courses and programmes remained relevant and marketable. The on-going curriculum reviews were conducted with the aim of consolidating and/or eliminating undersubscribed courses. In light of the financial challenges facing the University, cost efficient programme design and delivery whilst maintaining the UWI tradition of excellence, was a critical part of the Faculties' strategic focus. At the **Cave Hill Campus** the recommendations of an internal committee reviewing the twenty three graduate programmes offered by the largest Faculty – the Faculty of Social Sciences – were implemented. As a result of this exercise, twelve programmes were revised and 24 course offerings eliminated. The exercise also resulted in programmes being more inter-disciplinary in nature and in the elimination of overlapping courses. The cost savings of over Bds\$500,000 were most welcome. A similar exercise is now being undertaken for undergraduate programmes and course offerings.

In its revision of both the undergraduate and graduate curricula, the Department of Economics in the **Mona Campus** Faculty of Social Sciences received approval to change the requirements for a major in Economics which widened students' choices and allowed them the option of satisfying the pre-requisites for majors and minors outside of the Faculty. Additionally, in moving towards harmonisation with the other main campuses, one compulsory second course in Calculus was replaced with an Economics elective. Such



## All departments continued to review and revise their curricula to ensure that courses and programmes remain relevant and marketable

flexibility would allow students with weaker mathematics skills or no intention of pursuing Economics at the graduate level to still be able to complete the BSc Economics degree. Approval was also granted for the Department of Economics to offer a new course called the Economics of Sports. This course will explore the analytical framework used by economists in assessing the impact and value-added of sports development, sport infrastructure and sporting events for the upcoming academic year.

The Faculty of Humanities & Education gained approval for new Bachelors of Fine Arts programmes in Animation and Film Production, respectively, which will start in 2015. Existing BA programmes in Africa and African Diaspora Stud-

ies and in History and Heritage Studies were revamped.

The Academic Programming and Delivery Division of the **Open Campus**, having developed and submitted for academic approval 17 new and revised programmes, received conditional approval for 10 programmes, two Masters programmes and two doctoral programmes. The programmes include BSc International Marketing, BSc Financial Management, BSc Tourism and Hospitality Management, MSc Management Studies, MSc Project Management, and the EdD in Higher Education. The APAD Division was also successful in gaining approval for the MSc Instructional Design and Technology.



# International Mooting Competitions

All three of **Cave Hill's** teams brought home trophies from their respective competitions. Suzanna Clarke, Andre Sheckleford and Christopher Harper won the Best Academic Institution award at the 6th Caribbean Court of Justice International Moot Court Competition held in Port of Spain, Trinidad and Tobago, on March 14, 2014.

Kavita Deochan and Rushane Campbell won the 4th Annual Inter-American Sustainable Development Moot Court Competition which was held at the FGV Direito Rio de Janeiro Law School in Rio de Janeiro, Brazil, from March 18–21, 2014. The Cave Hill team was the first English-speaking team to have ever won the competition and also won the Best Written Memorial and the Best Delegation: Kavita Deochan was adjudged the Best Oralist in the finals as well as the Best Oralist of the competition.

Amanda Montague and Ori Kublalsingh won the Inter-American Human Rights Moot Court Competition held in Washington, DC, from May 18–23, 2014. Amanda was adjudged the Best Oralist in English. Cave Hill beat over 100 teams from around the world, including Latin America, North America, the Caribbean, Europe and Asia, to emerge winners.

As part of the UWI Mona Research Days 2014, **Mona Law** held its inaugural Moot Competition on February 21, 2014 on the topic: Human Rights Law, exploring some of the issues that were raised in the CCJ *Shanique Myrie case*. Level III students, Makene Brown and Lenroy Stewart, emerged winners of the competition. Lenroy Stewart was adjudged Best Oralist. The Faculty of Law, Mona, also had two teams participating in regional and international mooting competitions during the academic year – the Sixth Annual Caribbean Court of Justice (CCJ) International Law Moot Competition at the CCJ Headquarters in Trinidad and Tobago and the Price Media Law Moot Court Competition at the Benjamin N. Cardozo School of Law in New York, USA and the advanced round at the University of Oxford, in the United Kingdom (UK).

**St Augustine Law** Faculty had initiated its Moot programme in 2013, which saw students taking part in a number of prestigious international moots, including the Jessup Moot in Washington, DC; the Inter-American Human Rights Moot and CCJ Moots, with great success. Remarkably, the Jessup Moot Team of this new Faculty won the Best New Team in the prestigious Jessup Moot Competition with participants from over 550 Law schools. Alicia Elias Roberts supervised the team with the assistance of Timothy Affonso. Team members were Andre Cole, Arlene Chochan, David Edmund and Shane Pantin.





Cave Hill's team



Mona's team



St Augustine's team

The Caribbean Child Development Centre (CCDC) was also very much involved in curriculum design and development. During the year under review the CCDC assisted APAD with the development of the Early Childhood Education Continuing Education Unit programme to be delivered both face-to-face and online. Further, during November–December 2013, *Module 11 – Child Rights and Responsibilities* of the Restorative Justice Facilitators Course was designed, developed and delivered to 40 Restorative Justice facilitators, for the Restorative and Child Justice Reform Unit of the Ministry of Justice in Jamaica. Of significance also is the transformation of the Open Campus early childhood institutions into laboratory preschools. As a result, The UWI Open Campus Early Childhood Centres of Excellence Ltd is in the process of being registered as a company in Jamaica, and will also be registered in Antigua and in Trinidad.

Examples of the new undergraduate programmes introduced by the **St Augustine Campus** in 2013/14 include the BSc in Criminology and Criminal Justice offered by the Faculty of Social Sciences; The UWI School of Nursing (UWISON) BSc in Nursing in the Faculty of Medical Sciences; a Major in Entrepreneurship in the Faculty of Food and Agriculture; and the BSc in Mathematics and Major in Electronics in the Faculty of Science and Technology among others. At the postgraduate level, examples of new programmes include the Master of Educational Leadership; MSc in Computer Science and Technology with specialisations in Cloud Technologies and Mobile Computing; Postgraduate Diploma and MSc in Biotechnology; and the Postgraduate Diploma, Master, MPhil and PhD in Law. These new programmes all reflect the University's commitment to producing graduates with the requisite expertise and skills to build our public as well as private sectors.

The Faculty of Law, **Cave Hill** circulated revised course outlines and course proposals to its sister Faculties at St Augustine and Mona for comments. Following consultation, the Faculty converted the majority of its courses to a system of multiple assessments, replacing the traditional single, 100





percent forms of assessment. These changes were heartily endorsed by both Campus and University quality assurance bodies and by the Cave Hill Academic Board.

The Faculty of Law adopted a number of new courses during the year, including Oil and Gas Law, Caribbean Energy Law, Caribbean Securities Regulation and Law, Technology & the Internet; thereby improving and updating its curriculum. The Cave Hill Faculty also led the way in designing a University-wide LLM programme. Pioneered by Dean Berry, the UWI LLM replaces the Campus-specific programmes with a single, University programme which will be offered collaboratively by all three Law Faculties. The UWI LLM provides either a general LLM degree, or three sub-specialties, namely, the LLM in Corporate and Commercial Law, the LLM in Public Law and the new LLM in Intellectual Property Law. Because the model adopts a blended learning approach, including the use of modern distance learning techniques, courses can be offered by any one campus to students at any other campus and across the region.

The 2013/2014 academic year marked the graduation of the third cohort of students from the LLB programme at **Mona**. Of the 123 LLB degrees granted, 13 were with First Class Honours. These graduates have moved on to the Norman Manley Law School to pursue the Legal Education Certificate, with a view to being called to the Bar in 2016.

The Faculty successfully implemented a pilot project during the review year, using the UWI Single Virtual University Space. This project allowed the delivery of the European Union Law course to students at the St Augustine Campus. This medium will continue to be utilised for the 2014/2015 academic year, adding Oil and Gas Law which will be delivered from the St Augustine Campus to Mona. The UWI LLM, taught Masters' programme, was introduced in August 2014. This is a regional LLM offered by all three campuses with the possibility of registered students taking a course on any campus, via a combination of videoconferencing and face-to-face lectures.



The Faculty of Law, **St Augustine** witnessed its first graduating class – the first group of students entering the full 3-year programme at St Augustine receiving the LLB degree in the graduation ceremony of October 2013. This historic occasion saw the award of 9 First Class Honours Degrees and a pass rate of over 99 percent.

#### INTERNSHIP PROGRAMME

The Mona Law Professional Internship Programme which was piloted in summer 2013 was officially launched on May 22, 2014. This programme is aimed at providing students with first-hand experience in the legal profession, and was coordinated by Mrs Natalie Corthésy, Lecturer in the Faculty. Preparation for the 2014 placements included a workshop for all Level III students specifically geared towards advancing the professional skills of the prospective interns. The Faculty successfully placed 28 of its top-performing students in established law firms, government agencies and private organisations.

#### NEW FACULTIES AND UNITS LAUNCHED

The Faculties of Law, Food & Agriculture and Science & Technology were officially launched at the **St Augustine Campus** during this review period and the Deans communicated their vision and accomplishments of their respective Faculties. The new Dean at the Faculty of Law, Professor Rose-Marie Belle Antoine, saw her Faculty becoming a major player in advancing regional development, given its location in Trinidad & Tobago, “the natural ‘hub’ of the region. Although in operation since 2012, the official launch was an opportunity for the Dean of the Faculty of Food and Agriculture, Dr Isaac Bekele, to explain the work being done to get young people excited about agriculture. In addition to re-structured programmes, the Faculty is developing a new 200-acre farm at Orange Grove in the north east of Trinidad to showcase the latest in agriculture technology. His counterpart in the Faculty of Science & Technology, Professor Indar Ramnarine, used the occasion to highlight the work done to overhaul many of the Faculty’s gradu-



ate and undergraduate programmes, and to devise new ones in areas such as biomedical technology, environmental sustainability and renewable energy to be offered in 2013/14 and beyond.

#### NEW RESEARCH UNIT FOR TOURISM, HOSPITALITY & SPORT

Joining the ranks of other campus research entities such as the Centre for Health Economics (HEU) and the Trade and Economic Development Unit (TEDU) at St Augustine, is the newly formed Tourism, Hospitality and Sport Unit (THSU). This is the first research unit to emanate from the Department of Management Studies.

#### ENCOURAGING ENTREPRENEURSHIP

UWI graduates placed second and third in this year's Entrepreneurship Boot Camp competition

staged jointly by The UWI St Augustine Campus, the National Entrepreneurship Development Company Limited (NEDCO) and the Entrepreneurial Training Institute & Incubation Centre in July 2014. The top three business plans are selected for financial consideration of their project by NEDCO, which opened an office on the St Augustine Campus in 2013. This initiative is intended to help bridge a commonly-cited gap in the preparation of UWI graduates to become job creators and entrepreneurs.

#### TRAINING IN MEDICAL SCIENCES

The Faculty of Medical Sciences across the University continues to develop programmes in response to the region's health sector needs. During the last academic year the Faculty at Mona received approval for five new programmes, namely an MBA-MPH in Health Management, MPH in







Gerontology, postgraduate Diploma in Gerontology, a DM in Plastic Surgery and an MSc in Speech and Language Pathology. The Faculty at **St Augustine** gained approval for three new programmes – the MSc in Forensic Science, the Certificate in Primary Diabetic Screening and Management and International Clinical Research for Psychological Science. In addition, regulations were amended for the BSc in Optometry, the MB BS and the Doctor of Veterinary Medicine.

The second cohort of students to enter the five-year MB BS Undergraduate programme at Cave Hill wrote final examinations in May/June 2014 together with their counterparts from the other campuses. Of the thirty-two successful new doctors, three were awarded Honours Degrees at the annual graduation ceremony in October. The Faculty coordinates an active clinical elective programme for students from international medical schools and the funds generated are used to assist

Cave Hill medical students to pursue clinical electives overseas. The visiting students provide a valuable opportunity for social interaction as they work alongside UWI clinical students. The majority come from institutions in the United Kingdom and Germany but there are also students from North America and Scandinavia and from as far away as Australia and New Zealand.

In March 2014 students in the Doctor of Dental Surgery (DDS) programme at **Mona** were introduced to a new 25-station Basic Simulation Laboratory and an 8-station Advanced Simulation Laboratory. In June 2014 the DDS programme's Dental Polyclinic was opened after completion of its first phase which includes 24 dental cubicles currently comprising 4 for surgical procedures, a sterilisation area, an X-ray room, a small dental laboratory and a consultation room. Another 11 cubicles are to be installed. Clinical training for final year DDS students began on June 1, 2014.





#### ACCREDITATION OF MED SCI PROGRAMMES

In May 2014 an accreditation team from the Caribbean Accreditation Authority for Education in Medicine and Other Health Professions (CAAM-HP) visited the Faculty of Medical Sciences as part of its accreditation review process for the DDS programme. By July 2014 the programme received initial accreditation approval from the CAAM-HP for a two-year period (2014–2016). The review team was particularly impressed with the state-of-the-art facility and equipment for programme delivery.

The accreditation received from CAAM-HP for the MBBS programme at Mona in May 2012 was reduced to four years instead of five due to administrative errors. Corrective measures have

since been employed to ensure that there is no recurrence.

The School of Dentistry, St Augustine, became an institutional member of the International Association of Dental Research (IADR).

Medical students at the St Augustine Faculty performed creditably at the United States Medical Licensing Examination (USMLE), despite the fact that unlike other international students, they were not afforded the six-week course specifically targeted at this examination.

Three new compulsory Year 1 courses in Professionalism, Ethics and Communication in Health (PECH) were introduced in September 2013. The



DM Obstetrics and Gynaecology curriculum was revised to comprise two research components.

### BOOST IN SCIENCE-BASED PROGRAMMES

At **Mona** the number of undergraduate students enrolled in the **Faculty of Science & Technology** has doubled over the last decade. The increase in recent years is largely due to the determined follow-up of new incoming students by Faculty Office staff. There were 999 new and 1,664 returning students registered in the Faculty in the review year. Graduation data show an increasing number of students earning honours degrees. Twenty-five students graduated with first class honours, fifty-seven with Upper-Second, seventy-nine got lower second-class honours and thirty-four gained a pass. The Faculty of Science & Technology at **Cave Hill** created a Teaching and Learning Committee consisting of academic staff members dedicated to the improvement and advancement of the teaching of science within the University and across the Caribbean. The committee's first project was a study of the attitudes and motivation of students towards mathematics. The objective of this initiative was to collect the data necessary to improve the mathematics performance of students within the Faculty. A pilot study was completed and presented at the 2014 *Teaching with Technology – Lessons From The Trenches Series* symposium held by the campus' CETL. The presentation was titled A Pilot Study to Investigate Student Motivation Factors for Studying Mathematics. This pilot study will be followed by a comprehensive Faculty-wide survey.

At **St Augustine** the FS&T is in the process of being rebranded in terms of relevance and programmes offered. The goal is to make the FS&T a first choice Faculty with the same standing as the Faculties of Engineering and Medical Sciences. In order to achieve this, there is an aggressive initiative to evaluate existing programmes and terminate those that are not sustainable. Together with this effort, plans are in train to strengthen science offerings and introduce new programmes in the exciting areas of technology, both at the undergraduate and graduate levels.

The BSc (Information Technology) which is being offered by the Evening University has been largely unsuccessful and has not attracted many students. This programme is being phased out.

The **Mona School of Engineering (MSE)**, which became operational during the 2013/2014 academic year, accepted the first set of students into its BSc in Civil Engineering and Computer Systems Engineering programmes in September 2013. Students from the BSc in Electronics Engineering programme, which began in September 2009, were brought under the MSE's remit, making for some 300 student enrolled in the three programmes. The programmes are full-fee paying, and includes a tablet and E-texts for each student. Enrolment continues to increase in spite of the challenges of financing the tuition fees. Five new academic staff, including a visiting Professor, was recruited from the Diaspora to commence teaching and research.

The School moved into the buildings vacated by the Department of Basic Medical Sciences and renovation activities started in summer 2013 to accommodate engineering laboratories, lecture rooms, student project rooms and offices.

Student enrolment continues to increase despite the challenges of financing the US\$10,000 tuition fee. Out of 442 applicants, 68 were offered spaces while 42 actually registered. The MSE has implemented a tracking mechanism for all its graduates. The information collected and stored will be required for accreditation purposes. More than 70 percent of the engineering graduates of 2014 are already employed.

The Faculty of Engineering, **St Augustine** recorded the following successes:

- During the year under review efforts were made by Dr Graham King to further consolidate the Mechanical and Manufacturing Enterprise Research Centre (MMERC) through meetings with the Energy Chamber. Plans were made to host a Foresighting workshop early in 2014.
- Lead by Electrical and Computer Engineering Technician Mr Jeevan Persad, The Engineering



Institute successfully administered two projects of the Government of Trinidad and Tobago's Idea2Innovation initiative.

- The Faculty celebrated its first Student Research Opportunities Programme (SROP) with a closing ceremony on August 25th 2014. The SROP programme was conceptualised to recognise all research activities conducted by student interns in the Faculty of Engineering. The SROP is a tremendous opportunity to nurture the creative and entrepreneurial spirit of students and staff, even as it attempts to derive benefits from work that otherwise would have been discarded (as has been the case with countless projects executed in the past). On display were some 24 posters highlighting the research work conducted by student summer interns.

#### RESPONDING TO STAKEHOLDERS' NEEDS

In August 2013 the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) at Mona welcomed its first group of students reading for the Masters in Development Studies. The new curricu-

lum, with its emphasis on leadership training, critical thinking, advanced academic writing and exposure to a foreign language, was designed to create flexible, interdisciplinary leadership cadres able to operate at the highest levels in a variety of environments and to improve student development. Fellows from all three SALISES units were active teachers in this programme, further facilitated by the use of Polycom audiovisual equipment which allows almost seamless interaction between students and lecturers based on other campuses.

In October 2013, Patrick Sterling successfully defended his thesis "An Analysis of the Role and effectiveness of the Human resource Management Strategy within Four Executive Agencies in Jamaica: a case Study" for the PhD in Governance and Public Policy.

In May 2014, in an effort to improve academic quality, SALISES completed a scheduled review of the MPhil/PhD programme addressing curriculum changes, more rigorous entry requirements and a series of administrative improvements to strengthen throughput and the overall quality of





the research graduate programme. The recommendations arising from the review will be implemented in the subsequent academic year.

The SALISES **St Augustine (SA)** continued its drive to recruit more students to the MSc and the MPhil/PhD. In the 2013/2014 academic year, there was an intake of 15 students in the MSc Development Statistics programme and 5 in the various MPhil/PhD programmes.

The **Open Campus Belize** introduced a series of new local short courses and programmes during the 2013/2014 academic year. The Ministry of Public Service requested two new secretarial programmes for secretarial staff in the Public Service, which were completed under a contract. The programmes were Certificate in Secretarial Studies and Certificate in Advanced Secretarial Studies, both of which contained newly developed courses. Also in Belize, in order to facilitate improved case management and ensure integrity of the entire court system, the court established the National Court-Connected Mediation Committee. UWI Open Campus Belize submitted a proposal to conduct Court Connected Mediation training for two cohorts of students, which was successfully launched, monitored and evaluated by Open Campus Belize. Additionally, based on an on-going training collaborative initiative with the Government of Belize Customs and Excise Department, Open Campus Belize developed a new course entitled Auditing for Customs Officers.

### THE DIPLOMATIC ACADEMY

In May, 2014 the Diplomatic Academy of the Caribbean was launched. The Academy is an initiative of the Trinidad and Tobago Ministry of Foreign Affairs, The UWI St Augustine Campus and The UWI Institute for International Relations. The first of its kind, the Academy provides training in 21st Century diplomacy through short, highly intensive, hands-on modules. Content and delivery are specifically designed to accommodate individuals who

already work full-time, not just in foreign affairs ministries or embassies, but also in other public and private sector organisations.

### TURNING OUT THE IDEAL UWI GRADUATE

Internships and other out of classroom learning experiences, locally, regionally and internationally were integral to the students' exposure and training. The Faculty of Humanities & Education, **Mona** infused such experiences in the following programmes: Archaeology, Education, Entertainment and Cultural Enterprise Management, Integrated Marketing and Communication, Journalism, Library Studies and Modern Languages.

In keeping with the goal of the Strategic Plan to produce graduates capable of oral communication in English and with communication skills for the world of work, the Language section of the Department of Language, Linguistics and Philosophy launched new courses in Critical Reading and Writing that distinguish between students in programmes such as in the Humanities, Education, Social Sciences and Gender Studies, and Science & Technology and Medical Sciences. Significantly, a new year-long six-credit Foundation course for students who do not demonstrate a level of English language proficiency for academic success was taught for the first time in 2013/14.

### SERVICE LEARNING

The **St Augustine Campus** held a Volunteer Open Day in each semester of the 2013/2014 academic year. In Semester I, just 47 persons expressed interest, but in Semester II, over 300 members of the campus community came out to explore the opportunities afforded by 14 volunteer organisations. The National Day of Service Learning and Community Engagement and a beach clean-up to prepare for the turtle nesting season also attracted support. There are plans to create an Office of Community Engagement and Service Learning at UWI, St Augustine.



... applications have increased significantly from about 16,000 to 30,000 over the last decade, a clear indication of the desire of the people of the region to attend The UWI.

#### ONLINE SYSTEM FOR STUDENT COMPLAINTS

The online system – Student’s Request for Deputy Principal’s Intervention (Last Resort) – became fully functional. The system allows students to submit their complaints and for staff of the Office of the Deputy Principal to review, advise, respond to and approve many of the matters. Over 350 new cases were received on the system this year.

#### STUDENT SERVICES

The annual World of Work Programme has the fourth highest participation rate among UWI students after orientation, matriculation and graduation. Participation in the programme sponsored by Republic Bank rose 129 percent this year to 1,948 final year students

#### THE REVISED GPA SCHEME

A major focus for the year was preparation for the implementation of the revised GPA Scheme approved by the Board for Undergraduate Studies (BUS) in May 2011, and scheduled for introduction in all undergraduate programmes across the Uni-

versity at the beginning of academic year 2014/2015. The preparation involved extensive consultations with students, academic and administrative staff, workshops on assessment for teaching staff conducted by the Centres for Excellence in Teaching and Learning (CETL), as well as a publicity campaign. On the technical side, preparations were in the hands of a University-wide implementation team led by Ms Sonia Nurse of the St Augustine Campus.

#### COLLABORATION WITH TLIS

There were continuing efforts to ensure the consistency of all undergraduate programmes with UWI guidelines. A paper on best practices of the Academic Quality Assurance Committees (AQACs) was prepared and circulated to Academic Boards. BUS also supported the establishment of Cross-Faculty Curriculum Development Committees on each campus with the aim of developing more cutting-edge cross disciplinary programmes. In collaboration with the Central Office of Regional and International Affairs (CORIA), the Office of the Board for Undergraduate Studies (OBUS) worked



to improve the efficiency and timeliness of the assessment and management of academic franchise agreements with Tertiary Level Institutions (TLIs), and provided extensive input into discussions on the proposed collaboration between the UWI and the Teachers' Colleges of Jamaica. The latter culminated in an agreement at the end of a year authorising the Colleges to offer the UWI Bachelor of Education degree. In addition, more than 40 new or revised undergraduate programmes were approved for delivery by BUS during the course of the year.

The Mona School of Business and Management and the School of Education in collaboration with the Ministry of Education (National College for Educational Leadership) developed the curriculum for the Principals' Professional Qualifications Programme – Aspiring Principals' Programme consisting of four modules and a practicum which would be delivered by the Mona Campus Faculty of Social Sciences and the School of Education. It was officially launched at an orientation exercise held on March 22, 2014. This initiative has been made available to both Mona and Western Jamaica campuses.

The Faculty of Social Sciences supported SALISES with its plans to completely refurbish its Documentation Centre at Mona which will be named in honour of the late Norman Girvan, the first Director of SALISES and to establish the George Beckford room as a dedicated visitor centre and archival resource housing the documents of outstanding members of the Faculty of Social Sciences. These infrastructural plans are for 2014 and beyond.

### THE SINGLE VIRTUAL UNIVERSITY SPACE (SVUS) – PILOT COURSES

The appointment of a Programme Coordinator for the SVUS made a significant impact on the roll-out of pilots. During the year three major SVUS pilots were launched, namely:

1. The Postgraduate Diploma in Teaching, School of Education, Mona, was delivered to students in St Lucia, Western Jamaica and

Bermuda commencing February 2014. A total of 19 students enrolled in this programme. To facilitate this pilot a computer lab was upgraded with video conferencing facility. The ICT team worked closely with the Mona IT Services (MITS) and School of Education to enable this upgrade in a very short timeframe.

2. The MSc Development Studies with a cohort of 21 students commenced in October 2013, using the upgraded facility at SALISES, Mona Campus. Lecturers from other campuses were involved in teaching students located at the Mona Campus.
3. In November 2013, a Telemedicine course in Sexual and Reproductive Health involved lectures delivered to Medical Students at the Cave Hill and St Augustine Campuses via video conferencing facilities at the Hugh Wynter Fertility Management Unit at Mona.

### TECHNICAL ENHANCEMENTS FOR THE SVUS

A number of technical enhancement projects were completed by the Office of the University CIO in this period such as:

- the Enterprise Identity Management project which lay the foundation for access to the integrated electronic platform to support the SVUS.
- the installation of SharePoint 2010 and deployment within the Office of the UCIO and Archives. The integration of SharePoint with the Enterprise IdM was hailed as significant progress towards achieving an integrated electronic platform.
- Eduroam – a facility provided by the global research and education community. With Eduroam students, researchers and staff from participating institutions, including all UWI campuses, can wirelessly connect to the internet from any UWI campus. In addition, UWI staff and students can connect to the internet when visiting other participating institutions. When individuals visit an institution other than their own, they can simply connect to the wireless network (SSID) labelled “eduroam”, after which they can access the internet. During the period,



Cave Hill, Open and St Augustine campuses were connected to Eduroam.

### INFORMATION RESOURCES

The University Libraries continued to build e-resources through a shared arrangement among the four campuses while also adding specific resources for individual campuses. There is currently University-wide access to over 100,000 e-books.

The Law Branch Library at **Mona** benefitted significantly from valuable donations from individuals and agencies including the World Intellectual Property Office and the IMF. **St Augustine** acquired the database, *Justcite* which is a research platform that allows federated searches across legal databases such as Lexis Nexis and Westlaw. The St Augustine Campus also acquired a licence for a usage statistics tool to evaluate content usage and access to the impact factor and price-per-use of the libraries' electronic holdings.

### INFORMATION LITERACY (IL)

The Libraries continued to strengthen efforts to integrate IL training in the students' learning experience. The statistics show that there was increased

engagement between Librarians and students on all campuses. The **Open Campus** recorded greater usage of the Ask-a-Librarian virtual request facility from students across the region. In addition, online subject LibGuides were developed to enhance and promote the use of subscribed databases. The LibGuides are accessible via the websites.

The online teaching module developed by the Information Literacy Co-ordinators of the four campuses was finalised and presented to the Board for Undergraduate Studies in May 2014. It was decided that it should not be offered as an independent course but be incorporated in the Foundation Courses which are under review.

### SERVICES

At **Mona** a new initiative, the Halls of Residence Librarian (HRL) Programme was launched in October 2013. Using the tagline *Bringing Your Library to You*, librarians spend scheduled times at the halls offering information literacy training and research assistance. The service was also extended to non-residential students through the Commuting Students' Lounge.

## SPECIAL COLLECTIONS

The University Libraries actively negotiated with donors for the acquisition of new special collections while developing and promoting the use of current collections. The **Mona Library** acquired the John P. O'Connell Collection of 850 West Indian Literary works. The Library also received the collection of renowned Jamaican playwright, Mr Trevor Rhone; the manuscripts and poetry collection of Jamaican poet Dr Ralph Thompson and the Duperly-Pink Stamp Collection dating back to 1947 which includes first day covers of West Indian stamps.

The **St Augustine Campus** Libraries also received some new special collections including the writings of Arthur Reginald Roberts; the Essequibo Plantation materials and the Monique Roffey Papers. Negotiations were completed with well-known author and poet Dr Ian McDonald for the deposit of his papers.

In its continuing effort to encourage greater use of the rich collection of materials, the St Augustine



Campus launched a series entitled “Insights into our Treasures”. In this regard, a partnership was developed with some lecturers who created teaching and research areas around some collections. The lectures were held in the Library and relevant material put on display. [VC](#)



# 5. RESEARCH AND INNOVATION

**Objective:** To create an enabling environment to support, foster and increase the output of high research and innovation with an emphasis on the Caribbean.

T

here was an 11 percent increase in enrolment in graduate programmes across the University over the 2012/2013 academic year, continuing the long-term growth trend in postgraduate studies. One reason for this trend is a continuing increase in the number of new graduate programmes available at the University of the West Indies. The Board for Graduate Studies and Research approves new graduate programmes at the UWI if the proposed programmes meet a regional need, are likely to have high market demand, are well integrated with existing programmes already delivered at the UWI, and can be delivered at the level of quality expected of the UWI. Sixteen new graduate programmes, and revisions to twenty existing programmes, were approved by the Board in 2013/2014. The new programmes are listed on page 60.

Two revised programmes merit particular comment. The first is the modification of the Cave Hill Master of Law and Postgraduate Diploma to become UWI-wide offered through all Faculties of Law. The second is the Master of Arts in Teaching now to be delivered via the Single Virtual University Space.

A database of all current graduate programmes across The UWI has been compiled and is now available on the website. Information on the number of credits, tuition fees and mode of delivery of programmes is included in the database, as well as links to the approved programme proposals.

## GRADUATE ENROLMENT AND STUDENT SUPPORT

Enrolment in graduate programmes for the 2013/2014 academic year was 10,911, representing an 11.0 percent increase over enrolment in 2012/2013 (9,828). About 15.6 percent of the graduate students were enrolled in research degrees, and about 50 percent of the research students were registered full time (see Table 1 on page 61).

**UWI Graduate Scholarships:** The allocation for graduate scholarships for the 2013/2014 academic year was Bds\$1.1m, the same amount as for the previous year. This allowed for a total of 31 scholarships to be



the University has continued its efforts to become internationally recognised **as a centre of excellence in research, knowledge creation and innovation.**

awarded as follows: Cave Hill – 6, Mona – 13, and St Augustine – 12.

**UWI 12+2 Scholarships:** The UWI has agreed to offer one graduate scholarship, covering tuition fees for four years, and a stipend of US\$10,000 per year for two years, to each of the UWI non-residential campus countries for students pursuing PhD degrees in research priority areas identified by their Governments. To date, one scholarship has been awarded under this scheme to a student from St Lucia. The UWI continues to work with the rele-

vant persons in these countries to identify appropriate scholarship winners.

**ParCa Scholarships:** The International Development Research Centre (Canada) provided five scholarships, with an average annual value of US\$10,000, to research students pursuing MPhil and PhD studies related to Climate Change.

**EKACDM Scholarships:** Under the EKACDM Project, the Department of Foreign Affairs, Trade and Development of Canada provided five scholarships



## New Graduate Programmes 2013/2014

Programme	Department/Faculty
<b>CAVE HILL</b>	
Postgraduate Diploma and MSc in Biosafety	Department of Biological and Chemical Sciences, Faculty of Science and Technology
Masters in Entrepreneurship and Innovation	Cave Hill School of Business
MSc in Telecommunications	Department of Computer Science, Mathematics and Physics, Faculty of Science and Technology
<b>MONA</b>	
MPhil/PhD in Plant Biotechnology	Department of Life Sciences, Faculty of Science and Technology
Doctor of Medicine (DM) in Plastic Surgery	Department of Surgery, Faculty of Medical Sciences
Postgraduate Diploma and Master of Public Health in Gerontology	Department of Community Health and Psychiatry and the Mona Ageing and Wellness Centre, Faculty of Medical Sciences
MSc in Speech Language Pathology	Department of Child and Adolescent Health, Faculty of Medical Sciences, in collaboration with the Department of Language, Linguistics and Philosophy
MPhil and PhD in Chemical Pathology	Department of Pathology, Faculty of Medical Sciences
<b>ST AUGUSTINE</b>	
Postgraduate Diploma in Planning and Development	Department of Geomatics Engineering and Land Management, Faculty of Engineering
Postgraduate Diploma and MSc in Biotechnology	Department of Life Sciences, Faculty of Science and Technology
MSc Computer Science and Technology with specialisations in Cloud Technologies and Mobile Computing ( <i>replaces the MSc in Computer Science</i> )	Department of Computing and Information Technology, Faculty of Science and Technology
Master of Education in Educational Leadership	School of Education, Faculty of Humanities and Education
Postgraduate Diploma in and Master of Institutional Innovation and Effectiveness	Arthur Lok Jack Graduate School of Business
Postgraduate Diploma in and Master of Information Systems and Technology Management	Arthur Lok Jack Graduate School of Business
Postgraduate Diploma in and Master of Small and Medium Enterprise Management	Arthur Lok Jack Graduate School of Business
Postgraduate Diploma in and Master of International Business Development and Innovation	Arthur Lok Jack Graduate School of Business



**Table 1.** Total Enrolment from 2010/2011 to 2013/2014

Enrolment	2010/2011	2011/2012	2012/2013	2013/2014	% increase
Cave Hill	1,057	1,085	1,187	1,118	<5.8>
Mona	3,369	3,367	3,300	3,358	1.8
Open Campus	225	268	350	230	<34.3>
St Augustine	4,374	4,637	4,991	6,205	24.3
<b>Total (%Res.)</b>	<b>9,025 (16.4)</b>	<b>9,357 (15.4)</b>	<b>9,828 (15.7)</b>	<b>10,911(15.6)</b>	<b>11.0</b>

Source: Campus Coordinators' reports to BGS&R.

per year over a four-year period, each with an annual value of CAN\$10,000, to graduate students pursuing studies in a broad range of areas related to vulnerability, risk, mitigation and economics of natural hazards.

**CCRIF Scholarships:** Three scholarships, each valued at US\$11,000.00, were again offered by CCRIF (The Caribbean Catastrophe Risk Insurance Facility), to students registered in a number of programmes across the campuses, including: MSc Natural Resource Management (Disaster Management), MSc Natural Resource and Environmental Management (Climate Change), MSc Civil and Environmental Engineering and MSc Building and Construction Management. Two students were awarded scholarships over the 2013/2014 academic year.

**OAS Scholarships:** A total of twelve scholarships, valued at US\$7,000 each, was awarded under a Memorandum of Understanding that was signed between the UWI and the OAS for the award of partial scholarships to students from OAS Member States registered for select graduate degree programmes at all campuses of The UWI.

**Commonwealth Scholarship:** The Association of Commonwealth Universities offered one graduate scholarship tenable at The UWI to citizens of

low/middle income Commonwealth countries. The scholarship included full tuition fees, a monthly/quarterly stipend, an arrival allowance, as well as one economy class return airfare. The selection process was managed by the School for Graduate Studies and Research, and the committee received 87 applications. The successful candidate was a Nigerian who will be pursuing the MSc in Occupational and Environmental Safety and Health at the Mona Campus.

### QUALITY ASSURANCE REVIEWS

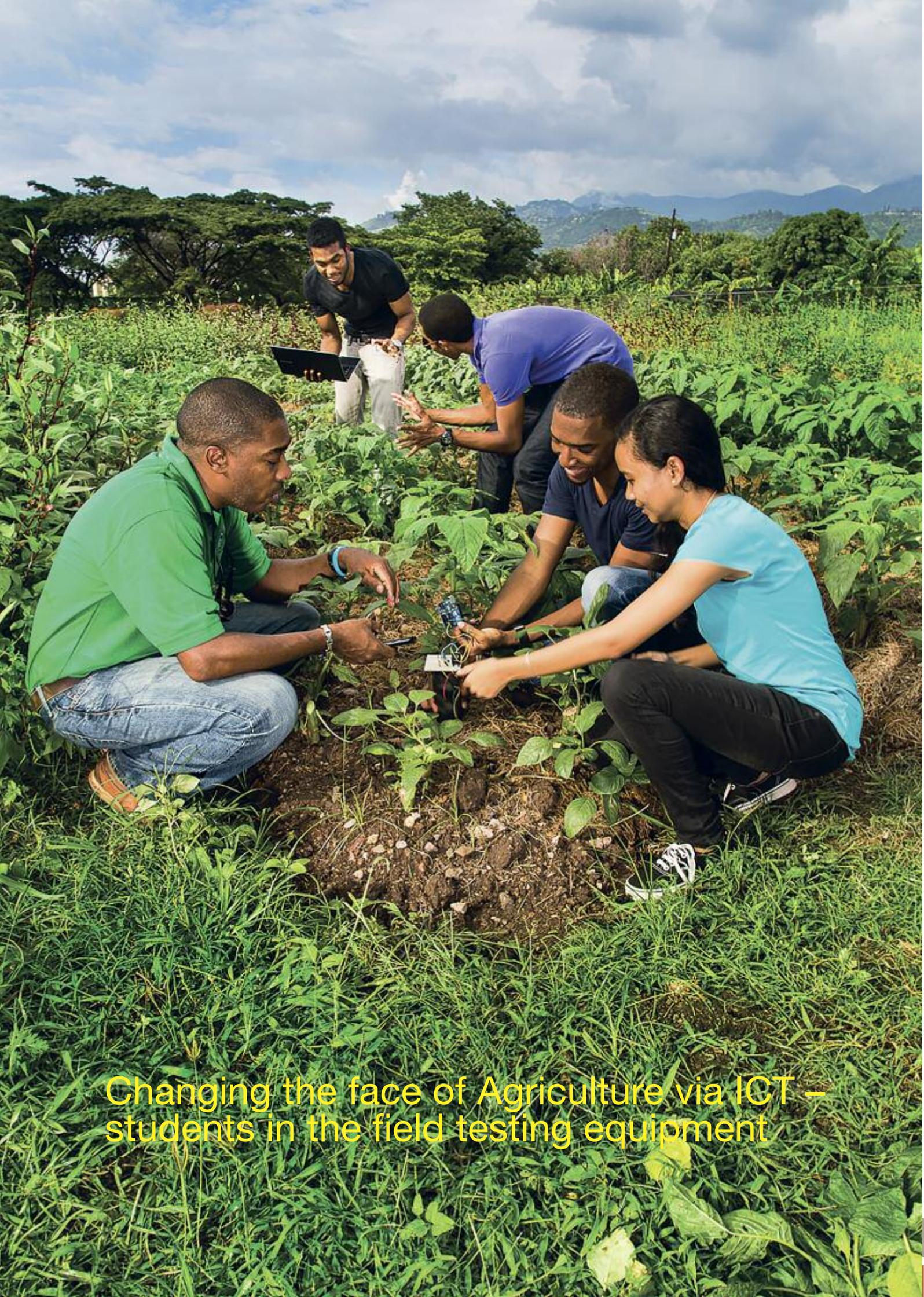
The Quality Assurance Unit organised and coordinated thirteen disciplinary reviews during the 2013/2014 academic year. These included reviews of research and taught graduate programmes in those disciplines/departments in which these programmes are offered. The disciplines/departments reviewed are listed below.

**University Centre:** Seismic Research Centre

**Cave Hill:** Chemistry, Centre for Resource Management and Environmental Studies (CERMES)

**Mona:** Geography, Geology, Literatures in English, UWI School of Nursing (UWISON)

**St Augustine:** Chemical Engineering, Clinical Surgical Sciences, Mathematics and Statistics,



Changing the face of Agriculture via ICT – students in the field testing equipment



Pathology and Microbiology Unit, Physics, Arthur Lok Jack Graduate School of Business.

During the reporting period, the Board was involved in determining the composition of a cross-campus committee to oversee the implementation of recommendations arising out of the quality assurance reviews of UWI-wide Institutes, Centres, and Schools, i.e., entities which are not linked to an academic Department on a single campus. The mechanism for reporting and follow-up by departments/disciplines where these involve graduate programmes was also restructured to include Campus Coordinators in the process.

### CAPACITY DEVELOPMENT COURSES, WORKSHOPS AND SEMINARS

The School for Graduate Studies and Research drove the development and implementation of the following Courses, Workshops and Seminars in 2013/2014:

**Supervisor Development Course:** This course was piloted with face-to-face delivery to 25 participants at the Cave Hill Campus. By all reports, it was a resounding success and it will be offered on all three residential campuses in the 2014/15 academic year. The course was developed in collaboration with the Centres for Excellence in Teaching and Learning in an effort to improve the skills and knowledge of supervisors and to enhance the quality of graduate supervision.

**Research Ethics Course and Public Lecture:** A two-credit online Research Ethics course was developed on the existing Collaborative Institutional Training Initiative (CITI) platform and is available to all registered graduate students of The UWI. On May 1, 2014, a public lecture entitled “Dis-ease(d)” About Morality? Thinking about Ethics in Jamaica Today was delivered by Dr Anna Kasafi Perkins, Senior Programme Officer, Quality Assurance Unit and Research Fellow, UWI Ethics Centre Initiative. The lecture was recorded and will be made available online on the Graduate Studies and Research Information Portal (GRIP).

**Seminar on Academic Publishing:** The School supported the delivery of a seminar entitled ‘Publish or Perish? Impact Factors and the h-index, A Guide for Academics and Graduate Students’ by Professor Simon Mitchell of the Mona Campus, to the Cave Hill and St Augustine Campuses. The Seminar was aimed at having persons think more clearly about where they publish, about the value and pitfalls of publishing in open access journals, and about the various indices used to measure research success. The Seminar was very well received at all the venues and stimulated lively discussion.

**Commonwealth Secretariat Training Course:** The Board for Graduate Studies and Research was asked to approve the ‘International Architecture for Environment and Sustainable Development (IAESD)’ training course offered to policy makers, practitioners and government officials by the Commonwealth Secretariat, as a Postgraduate Certificate. The course material was reviewed by a number of UWI experts in the field and recommendations made for its strengthening. These have been accepted by the Commonwealth Secretariat.

### POLICIES AND PROCEDURES

The revision and redrafting of the ‘Regulations for Graduate Diplomas and Degrees’ was completed by the Standing Committee on Ordinances and Regulations (SCOR) and was submitted to the Board for approval for use in the new academic year. The new ‘University Regulations on Plagiarism for Graduate Diplomas and Degrees’ was approved by the Board and will be included as an Appendix to the revised Graduate Regulations.

A new ‘Policy and Procedure for Examination of MPhil and Doctoral Theses’ was also approved by the Board. This new policy excludes supervisors of MPhil and Doctoral students from serving as examiners of their students’ theses, and will apply to all students who submit a thesis for examination after February 26, 2014.

The Board also approved the introduction of an



Electronic Theses and Dissertation (ETD) system at The UWI. Effective August 1, 2014, all final versions of postgraduate theses and dissertations will be submitted in digital format to the Office of Graduate Studies and Research on each campus, for upload to *UWISpace* – the University’s digital repository.

With the amendments to the GPA Policy for undergraduate students now in place, formulation of the GPA Policy for graduate students, for which discussions began in 2009, is being actively pursued. A draft policy document, which has taken into consideration contributions from Faculties and Academic Boards, has been presented to the Board for Graduate Studies and Research. A modified document has been circulated for further discussion, with a view to having a finalised policy for adoption at the beginning of the 2015/2016 academic year.

A number of funding programmes falling under the auspices of the NIH in the US, and all of those issued under a Public Health Services Prime Award, now require that a Financial Conflict of

Interest Policy Statement must be submitted as part of the application process. The Office of Research has developed a template for the University of the West Indies Conflict of Interest Policy Statement, in collaboration with Yale University for a specific research project, which can now be modified and used for other collaborative research proposals with US Universities as required.

The Office of Research, through its Intellectual Property Management Unit, has produced a draft upgrade of its ‘Policy on Intellectual Property for the University of the West Indies’ as a necessary part of producing a policy and procedural framework for Technology Transfer at The UWI. The Office of Research, through its Intellectual Property Management Unit, has produced a draft discussion Paper entitled ‘Towards the Development of a Policy on the Formation and Operation of Spin-Off Companies at the University of the West Indies’ as a fundamental prerequisite for guiding the process of forming and operating Spin-off companies to facilitate commercialisation of research products and processes at The UWI.



## INTER-CAMPUS AND INTERNATIONAL COLLABORATION

Several activities to encourage international and inter-campus collaboration for UWI researchers, and thereby to facilitate the operation of The UWI as one regional institution, were supported during the reporting period. These included: participation of UWI staff in the Renewable Energy Forum held in Aruba in October, 2013; participation of UWI staff in an International Cocoa Conference, Bogota, Columbia in December, 2013; participation of UWI academic and administrative staff in the ACP Secretariat's Annual Stakeholders' Meeting held in Belgium in April, 2014; meeting of UWI staff to finalise preparation of a Disaster Risk Reduction Proposal (Cdn\$5.2M) for submission to DFATD in October, 2013; meeting of UWI staff to establish a UWI Working Group on Water Management, November 2013; support for UWI staff and external reviewers to participate in the annual meeting of the Tropical Medicine Research Institute in Jamaica, December, 2013; support for UWI research students conducting internships in public sector organisations in Barbados, October 2013 to May 2014; support for interns participating in the Sea Turtle Conservation programme in the Eastern Caribbean; annual subscriptions to the Community

of Science and access to Online Survey tools to facilitate inter-campus and international collaboration for UWI staff; annual subscription to the UK Council for Graduate Education; participation of UWI staff in the Climate Outlook Forum, May, 2014; capacity development of UWI staff through participation in an EU training course on proposal development and submission held at the College of Europe, November, 2013; payment of annuity maintenance fees for UWI patents registered in the USA, November and December 2013; support for UWI staff to participate in the Caribbean Fisheries Forum held in Dominica, April, 2014; support for UWI staff to participate in the Open Science Data Cloud Workshop in the Netherlands, June, 2014.

## RESEARCH FUNDING AND INTERNATIONAL PARTNERSHIPS

The University-wide system of informing potential UWI applicants of research funding opportunities, and for coordinating, selecting, facilitating and enhancing the quality of research proposals being prepared across the University for submission to external funding programmes, often in collaboration with partner universities, continues to increase UWI's competitiveness for external research grants. Currently, there are active research partner-

**Table 2.** Research Publications Output

Refereed Publications	2010/2011	2011/2012	2012/2013
Journal Articles	964	986	1007
Books	48	46	36
Book Chapters	197	155	181
Conference Papers	603	632	580
<b>Total</b>	<b>1812</b>	<b>1819</b>	<b>1804</b>
Non-Refereed Publications			
Conference Papers	309	302	229
Technical Reports	159	127	125
Other	65	54	127
<b>Total</b>	<b>533</b>	<b>483</b>	<b>481</b>



ships with about 115 different institutions in 51 countries spread across the Caribbean, Latin America, Canada, the USA, Europe, Africa and the Pacific. The value of new external grants won by UWI has increased substantially over the past five years.

The UWI-Trinidad and Tobago Research and Development Impact Fund (RDI) was created in 2012 to strengthen the synergy between scholarship and development impact. Over the past two years, 22 projects in five thematic areas were approved for funding to the tune of TT\$14.3 million in total. In addition, more than TT\$27 million in counterpart funding and TT\$3.3 million in-kind contributions have been attracted. Although the RDI Fund can be considered as a very young multi-million dollar Research and Development Impact Fund, it is already being cited as an emergent Best Practice model for research funding in the region.

#### UWI'S PERFORMANCE IN ACADEMIC RESEARCH OUTPUTS

A three-year overview of University of the West Indies Research Publications Output is provided in Table 2 on page 65. It is evident from the data that UWI research output has remained steady over the three-year period.

#### COMMERCIALISATION OF RESEARCH PRODUCTS AND PROCESSES AT THE UWI

Sixteen UWI patents have been filed, granted and are active. Most of these were filed and granted in the US, but some have also been filed and granted in the UK, Germany, France, Switzerland, Japan, China, South Africa, Hong Kong and Trinidad and Tobago. A further four patents have been filed and decisions are pending, and another three are currently being assessed within The UWI for decisions on whether they meet the criteria for filing.

The principal constraint in exploring the commercialisation feasibility of patents in the UWI Patent Portfolio is the difficulty of identifying regional venture capitalists willing to become potential

licensees and provide the funds necessary to explore the commercial viability of the products and processes. Meetings and discussions are underway, particularly the Mona Office of Research and Innovation, assisted by the Office of Research, but also at St Augustine (the Office of Research Development and Knowledge Transfer), to identify potential licensees overseas for UWI patents. An important initiative in this regard is that Wilmer Hale has recently offered to expose UWI's Patent Portfolio to potential licensees in the US, and a visit of the Wilmer Hale team to UWI to advance this and further develop a commercialisation strategy is planned within the next few months. Successful commercialisation will require the development of a sound and attractive business plan for each of the protected patents.

In support of research and innovation, the Libraries continued to provide seamless access through consistent development of the Libraries' information portal UWIinC and the creation of digital objects for the institutional repository, UWI-Space. At Mona, there was the complete retrospective conversion of the Social Sciences Collection while at St Augustine, two of the special collections – the West Indian Calendar Collection and the West Indies Postcards Collection were made accessible via the Online Public Access Catalogue. At Cave Hill, the Law Library completed the conversion of its catalogue which is now available in the integrated library system along with the other campuses.

In order to provide improved user access to Jamaican and West Indian legal material, the Law Library at Mona continued to build the Caribbean Law Resources (CARIBLAR) database which contained 9,614 records by the end of the academic year. This in-house database includes, inter alia, staff publications, judgments and awards from the Industrial Disputes Tribunals.

A significant achievement for the University Libraries was the launch of its online, open access journal, *Caribbean Library Journal* in December 2013. Also noteworthy for the University Libraries





# ITS RESEARCH





Left: External Examiner Professor Janet Momsen (second from right) at Port Royal Marine Laboratory with (right to left) Ms R. Allen PhD Student CEM, Dr M. Webber Academic Coordinator PRML, Dr V. Vassall Coordinator MSc NRM and Mr H. Small Scientific Officer PRML



Top: Fishers of Pedro Cays bringing in their boats and catch  
Bottom: Field trip for the 2013 MSc Natural Resource Management students

Also in September 2013 the research being conducted in the important fisheries area of the Pedro Cays by PhD Student Rachel Allen received recognition with the publication of “The Fishers of Pedro Bank, Jamaica: through the lens of their livelihoods” in the *Global Journal of Human Social Science, Geography, Geo-Sciences and Environmental Disaster Management* (Vol. 13 pp 42–50). In this double blind peer reviewed international research journal behavioural dynamics (method of fishing) and livelihood strategies (place of origin) of these Pedro Bank fisherfolk were found to be critical in developing future management plans. These research findings will form an important part of the consideration of the Government of Jamaica as it contemplates a management plan for the Pedro Cays.

With the publication on **climate departure** by Camilla Mora (2013), a date was ascribed to cities around the world, where specific impacts of climate change would render them unable to cope, that is, the impacts would be beyond the ability of

the nation in question to adapt. In light of this, the Institute of Sustainable Development hosted a Seminar entitled, “The Reality of Climate Change for Jamaica: real talk” funded by the Friedrich Ebert Stiftung. The Seminar was held on December 13, 2013 at the Mona Campus. Stakeholders from development partner agencies (USAID, IDB, UNDP, UNEP, FAO and the World Bank) private, government, NGO’s and CBOs were invited, with more than 70 persons in attendance. PhD student at the Centre for Environment, Ms Rachel Allen, was not only the coordinator of the Seminar, but also made a presentation entitled, “Climate Change and Coral Reefs: Implications for Fisher Livelihoods”. The Seminar was critical in breaking down the “science” of climate change into terms that everyone could understand. This was well received as attested to in a statement in one of the post-seminar evaluations, which read, “Finally, climate change presented in a way that I can understand, relate to, and prepare for”.



In June 2014, a Comprehensive External Review of the MSc Natural Resource Management Programme was completed with favourable report. The External Examiner's recommendations included (a) renewal of the Caribbean focus of the programme to enhance its relevance, (b) inclusion of more topics relating to agricultural and gender issues, monitoring and evaluation and (c) monitoring of local demand for the programme and enrolment, particularly in the marine stream, to help maintain economic viability.

Eleven MSc students completed their programmes in 2013/2014 – eight in the Integrated Urban and Rural Environmental Management stream and three in Marine and Terrestrial ecosystems. The Disaster Risk Management stream was not offered during the reporting period. Eleven students completed their research in two of three MSc streams – Integrated Urban and Rural Environmental Management and Marine and Terrestrial Ecosystems. Thematic areas included Environmental Awareness and Agricultural Sustainability, Renewable Energy, Natural Resource Valuation, Protected Species Conservation, Soil-Lead Contamination, Disaster Awareness and Preparedness, Flood Risk Management and Perception, Impact Assessment of Marine Resources.

#### CENTRE FOR TOURISM AND POLICY RESEARCH (CTPR)

In seeking to fulfil its mandate, the Centre undertook in 2013/2014 policy and applied research, staged workshops and seminars, published various research findings, engaged in community interventions and supervised graduate students. The goals set by the Centre last year, namely: roll out of the new PhD programme in Sustainable Development (Tourism); development of the Greater August Town Film Festival (GATFFEST), linking it to the community tourism project; launch of the Reader on Tourism in the Caribbean and to diversify sources of funding for its activities were achieved except for the launch of the tourism reader which has involved much more work than had been anticipated due to the size and scale of the volume.

#### INTERNATIONAL COLLABORATION

The Centre is collaborating through the Sistema Universitario Estatal del Caribe (SUE Caribe), of which the UWI is a participant, to write a proposal to fund a joint Jamaica-Colombia project which focusses on the development of human resources and environmental assets of coastal communities in both countries. The Centre is partnering with



Staff of the Centre pose for a photo after winning the Principal's Award for Project with the Greatest Community and Developmental Business Impact, Social Sciences, 2014



the University of Cartagena (UC) on this project. The project will begin in October 2014 and will combine education and training, research and community intervention to produce outcomes that benefit two Jamaican and Colombian coastal communities. It will also leverage the expertise of the UWI and the UC working closely together with the communities in both countries to achieve the objectives.

Following a presentation on the UWI Community Film Project at the UC the Centre has been asked to assist that university to launch a similar film project in Colombia. Discussions regarding how to proceed with setting up the University of Cartagena Community Film Project in Cartagena will commence in October 2014 with the Centre leading the way.

#### *APPLIED POLICY RESEARCH/POLICY INTERVENTION*

The Centre has undertaken a needs assessment of local manufacturers to determine how The UWI can assist the sector to become more efficient and competitive. The study is being undertaken through the Office of the Deputy Principal, Mona, in association with the Jamaican Manufacturers Association.

The Centre continues its involvement in the Open Data in the Caribbean Tourism Sector project that is being led by the Centre of Excellence for IT-based Innovation, Mona School of Business and Management. The project seeks to use open data as a means of improving the competitiveness of businesses in the tourism sector.

The Centre hosted the IDEAZ journal/IDEAZ Institute Forum on Global Issues on February 27, 2014 at The University of the West Indies, Mona. This forum was conceived by the IDEAZ Journal (UWI) and IDEAZ Institute ([www.idealz-institute.com](http://www.idealz-institute.com)) focussing on global development issues. The main objective of this annual initiative is to interrogate specific social, political and economic changes of a global nature in order to determine how they shape development trends and

impact the most vulnerable, globally. Presentations were made by academics from Latin America, Europe, the Caribbean and the Middle East. The papers from the symposium will be published in the form of a book in November, 2014. Professor Ian Boxill, Director of CTPR, is the current editor of IDEAZ and was the forum Chairperson. He is also the editor of the forthcoming collection.

#### *STUDENT INTERNSHIPS*

In keeping with the practice of offering students and recent university graduates an opportunity to learn about the world of work, use skills they acquired at university and further develop new skills, the CTPR offered two new internships for the 2013/2014 period. The Centre now has six interns working on a variety of projects. In addition to those, the UWI Community Film Project (UWICFP) also has six interns, who are recent graduates of the film and video production training course.

Internships continue to be highly sought after by undergraduate and postgraduate students as well as graduates of The UWI and in recent times, graduates and students of other universities. In Semester 2, the Centre offered short term internships to two students from UTECH, Jamaica. The programme provides students with hands-on experience in conducting research and developing policy proposals in a wide variety of areas. Applicants are interviewed and, if successful, assigned to a project along with a mentor.

#### *RESTRUCTURING AND RENAMING THE GREATER AUGUST TOWN FILM PROJECT TO THE UWI COMMUNITY FILM PROJECT (UWICFP)*

The official launch of the Greater August Town Film Project (now the UWI Community film Project – UWICFP) was held in mid-October, 2012 under the distinguished patronage of Professor Sir Kenneth Hall. Following the launch, a second cohort – comprising 20 students – graduated from an expanded six-week course in film making. These students were then placed into groups to



produce films that were showcased at the Greater August Town Film Festival (GATFFEST) that was held in June, 2013. Since its inception the project has graduated four cohorts and over 100 students from across Kingston and St Andrew in film and video making.

The inaugural annual Greater August Town Film Festival (GATFFEST) was held June 20–23, 2013, and included films from community residents who graduated from the film-making course under the GATFP. The event screened their work along with that of other local and international independent filmmakers. Twenty-five young people from Greater August Town got a taste of life in the lime-light of the film industry after completing training in film and video production as part of the Greater August Town Film Project. The four-day festival was held at The University of the West Indies and the Edna Manley School for Visual and Performing Arts. The second staging of GATFFEST was held in April 2014 to an audience of over 500 persons and with the support of numerous local media houses and film makers. Films from other targeted communities were included in GATFFEST 2014.

The successful participants undertook a six week intensive training course where they were taught the rudiments of film production, including the history of film, film industries around the world, business and career development, producing, directing, acting, editing, handling equipment and personal and social development. Participants were then required to produce a five-minute short film incorporating everything they learned during the course. Each individual was assigned to his/her own position of interest (director, editor, producer etc.) and placed into groups to work on a production of their choice.

A graduation ceremony was held after all films had been submitted and each graduate of the class received a certificate of completion. In 2014, two top performers in the programme were awarded scholarships to CARIMAC's animation programme as part of an agreement between the Centre and CARIMAC to provide further opportunities for some of the most promising graduates of the project.

In 2013/2014 the project was able to acquire two new cameras and an editing computer as a result of the generosity of Mona Principal, Professor



GATFFEST 2014 awardees



Archibald McDonald. Professor McDonald, a staunch supporter of the project from its inception, has continued to assist through the provision of an office from which the training takes place. A fifth cohort, comprising 35 students will begin training in September and are expected to graduate in December 2014. Graduates of that class will then work on films for the 2015 GATFFEST film festival.

GATFFEST provides a platform for filmmakers from the community to reach a wider audience with their work. It is a local community film festival which attracts film makers from Jamaica and across the world. GATFFEST has been successfully staged on two occasions and now has the support of major media houses throughout Jamaica. GATFFEST 2015 will be placed on the official calendar of the Jamaica Tourist Board and will be carried on local and one international television networks. In addition, GATFFEST 2015 will be expanded to include Montego Bay.

#### THE HUGH WYNTER FERTILITY MANAGEMENT UNIT

The Hugh Wynter Fertility Management Unit (HWFMU) was established in 1979 then known as the Family Planning Unit, to promote sexual and reproductive health in Jamaica and the Anglo-phone Caribbean. Its main focus was family planning and health and family life education. It was funded by external agencies but that source of funding ceased in 1999 and the University of the West Indies assumed funding with the proviso that a cost recovery programme was to be implemented to maintain the Unit's viability.

Realignment of the HWFMU's strategic goals with that of The UWI for teaching, research and service to the community and the region saw the Unit undertaking a major expansion programme in order to build capacity, usher in new technology, enhance research and provide quality service. The expansion was completed and the HWFMU was officially re-opened in November 2013 by the Prime Minister of Jamaica, the Most Honourable Portia Simpson Miller.

Additions to the physical plant include two state-of-the-art Endoscopic Operating rooms; a state-of-the-art Assisted Conception laboratory with facilities for advanced research in human reproduction; an Interactive Lecture Room with facilities to introduce telemedicine to all sister campuses; and two Skills Laboratories for training in minimal access surgical techniques and a Wellness Laboratory.

The Telemedicine programme is projected to standardise the teaching of Minimal Access Surgery across all four UWI campuses by developing and delivering structured undergraduate and postgraduate curricula.

Efforts to diversify UWI's funding sources led the HWFMU to focus its expansion on increasing its capacity to launch new programmes, introduce new technology and to implement the broad definition of Sexual and Reproductive Health (SRH). The 2004 strategic plan utilised the SRH definition to include assisted conception and minimally invasive surgical programmes. These are the main income sources for the Unit.

HWFMU undertook several activities to improve its service delivery and risk reduction, namely:

- streamlined documentation etc. for risk management including litigation, on consultation with the Legal Unit



Professor Frederick showing the Prime Minister features of the newly refurbished Unit on a tour of the facility.



- developed a preliminary risk management document to guide risk reduction
- adopted the Banner system to improve fee collection
- required medical personnel performing endoscopic surgery to have an additional twenty five thousand Jamaican dollars of medical indemnity coverage
- employed a resident anaesthetist (PhD level) as part of the Unit's expansion and risk management.
- increased HWFMU's technological capacity to reach regional and global audiences by employing a full time IT Officer. This will facilitate the increased use of modern clinical techniques, greater interaction and collaboration resulting in better service delivery.
- developed a new strategic plan (2013–2017) to direct its remit to impact the SRH of the region through teaching, research and outreach.

HWFMU continued to deliver the Masters in Counselling by distance. During 2013/14 students totalling 52 came from the Bahamas, Belize, Jamaica, St Lucia, St Vincent and Trinidad and Tobago. A summer workshop was held with 24 students, ten of whom graduated from the programme. In addition, there was on-going training of Medical Residents in Obstetrics and Gynaecology as well as student midwives.

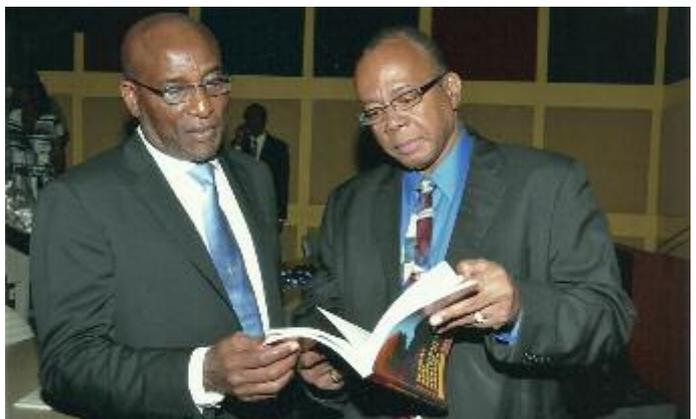
Research activities were mainly clinical and the topics addressed were:

- Measures to increase the pregnancy rate in assisted reproduction
- Cryopreservation of human eggs for later use
- Surgical and medical treatment of pelvic endometriosis
- Treatment of Adenomyosis by debulking and resultant pregnancy post treatment in infertile women
- An article entitled "A trial comparing the use of rectal misoprostol plus perivascular vasopressin with perivascular vasopressin alone to decrease myometrial bleeding at the time of abdominal myomectomy was published in the *Journal of Fertility Sterility*. 2013 Oct; 100 (4):1044-9 by Frederick S, Frederick J, Fletcher H, Hardie M, Gardner W.

- The Unit has initiated activities to expand the range of fertility options to its clients by providing cryopreservation services.

#### MARKETING AND OUTREACH ACTIVITIES

- A monthly one hour radio programme was developed and hosted on Nationwide News Network from May 2014 to promote the Unit's work and services in SRH.
- A book edited by Joseph Frederick, Pansy Hamilton and Joan Meade entitled *Sexual and Reproductive Health in Jamaica: Medical, Ethical and Social Perspectives* was launched February 28, 2014. The guest speaker was Dr Sheila Campbell-Forrester, former CMO, Ministry of Health, Jamaica.
- There were three broadcasts from the new lecture theatre. The first was November 7, 2013 at



Scenes from the launch of the book on Sexual and Reproductive Health in Jamaica



the launch of the UWI Single Virtual University Space (SVUS) by the UWI Vice-Chancellor, Professor E. Nigel Harris. The second, in January 2014, was done in collaboration with the 48th Special Meeting of the Council for Trade and Economic Development (COTED) Information and Communication Technologies Meeting hosted by the Government of Grenada and the third in June 2014, featured the Caribbean Knowledge and Learning Network (CKLN) Symposium on Dengue Fever Management in the Caribbean and Latin America.

- Participation in Research Days 2014 saw the Unit hosting tours of the facility and presentations were made on “The Use of Telemedicine in the Work of the Unit” by Dr John Harriott and Dr Loxley Christie.
- HWFMU partnered with the Shauna Fuller Clarke’s BASE (Better Awareness and Services for Endometriosis) Foundation to increase awareness of the condition. Professor Joseph Frederick delivered the Keynote address at the Launch BASE at Kings House, Jamaica, in 2013
- Observation of Endometriosis month in March included a media launch, radio and television interviews, church service, presentations in Tivoli, Penwood and Vauxhall High Schools on endometriosis and the international “Million Woman March” from Devon House to Emancipation Park where the HWFMU hosted a booth. Women in over 40 countries participated to “empower, educate and effect change”. Staff made presentations at the public forum on “The Invisible Disease Endometriosis” at the Faculty of Medical Sciences Teaching and Research Complex, Mona.
- Various activities were undertaken including display booths, distribution of educational materials, career talks and SRH information in schools and churches. These were organised and conducted by staff members with support from UWI Peer Educators.
- Professor Joseph Frederick was appointed member of the Board of the Health Services Authority, British Virgin Islands in May 2014.

The HWFMU is well poised to develop new approaches and measures to impact the quality and delivery of reproductive health services in the region and beyond.

#### INSTITUTE OF CRIMINAL JUSTICE AND SECURITY

The Institute of Criminal Justice and Security (ICJS) is a regional institution established to address issues of crime, security and justice in the Caribbean. Located within The UWI Regional Headquarters, its outputs are aligned with the needs of stakeholders and the sector, (a) seeking solutions through research that is empirically based, conceptually sound and policy relevant, (b) providing education and training that enhances the quality of leaderships in the fields of law enforcement, security and peace-building, and (c) providing policy and technical advice based on comprehensive studies of the relevant issues. Through these, the human resource capacity in CARICOM member states may be improved allowing for more effective law enforcement, security and justice in the Caribbean.

The work of the Institute is carried out through its staff as well as faculty members across the four campuses of The UWI (Mona, St Augustine, Cave Hill, and Open Campus).

#### STUDENT DEVELOPMENT

The Faculty of Social Sciences) at the St Augustine Campus with the support of ICJS hosted the 4th Annual UWI Postgraduate Cross-Disciplinary Research Degree Seminar on Crime and Crime-Related Topics, January 16–17, 2014.

The seminar provided an opportunity for criminological students to engage in peer learning as well as to receive feedback from a wider pool of faculty members at The UWI and plugged the gaps in the criminology and criminal justice programme at The UWI by centralising the delivery of teaching resources. Although participation and/or attendance is voluntary (i.e., it is not required to fulfil



the degree), the number of students participating grows with each staging of the seminar. The 4th staging had seven PhD candidates and two MPhil candidates presenting their research and 20 MSc students auditing the seminar.

#### *PROGRAMME DEVELOPMENT*

The Institute has begun initial discussions with the Faculty of Social Sciences to improve the academic programme of teaching and research in criminology and criminal justice at The UWI, in order to ensure that the University remains a leader in or has impact on knowledge creation in the region.

The Institute has also initiated a programme of law enforcement development and training activities for security personnel in the Caribbean. A two-pronged plan has been created. The first involves a line of courses designed specifically for security managers and executives in the region. The second is a series of ad hoc workshops. Within the given period of the report, only one ad hoc workshop has been held.

#### *RESEARCH AND INNOVATION*

The project output of ICJS has been low. This is due in part to lack of research personnel at the Institute. It is also as a result of a lack of funding for projects (for self-generated research). Nevertheless, ICJS has responded to a number of proposal calls as well as directly engaged funding institutions in its effort to contribute to the response to crime and security issues in the Caribbean. In an effort to increase the likelihood of selection, ICJS partners with US-based universities and organisations on the proposals. This is because, despite the nature of the projects (i.e., Caribbean-based), it has been found that US-based funders respond more favourably to proposals involving partnerships with US institutions.

#### *NETWORKING/BUILDING PARTNERSHIPS*

Professor Harriott, Director of ICJS, attended a number of meetings hosted/co-hosted by the

United Nations Development Programme. The meeting held January 25–29, 2014 in Brazil considered indicators of justice and violence for the post-2015 development agenda and is part of an on-going discussion on the integration of violence-related issues with the development agenda of intergovernmental and financing agencies. This is significant because it signals an effort by these organisations to include violence generated by ordinary criminality – which is the problem of the Caribbean as opposed to conflict violence, such as civil wars. Participants included accomplished academics from the Caribbean, Latin America and North America as well as administrators from the United Nations (UN), the Organisation of American States (OAS), and IADB, to name a few. Professor Harriott was one of the presenters. It is hoped that violence-plagued countries, such as Jamaica and Trinidad & Tobago, would have better access to development support for violence and crime prevention programmes.

On February 4, 2014, the ICJS in collaboration with the High Commission of Canada hosted a public lecture by Mr Devon Clunis, Chief of the Winnipeg Police Service, Canada, at The UWI Mona's Undercroft. A key point of the presentation was a discussion on community policing, a highly-regarded style of policing that has been adopted by the JCF and other police forces across the globe.

Mr Dormah Harrison, ICJS's Law Enforcement specialist, represented the Institute at the Inter-Sessional Meeting of the Association of Caribbean Commissioners of Police (ACCP) in Barbados (December 3–4, 2013) as well as at the Annual General Meeting and Conference of the ACCP in Trinidad (April 28–May 1, 2014). ICJS's participation at these meetings is critical because it is through the ACCP that the Institute will offer its series of training and development activities for agencies in the Caribbean's security sector.



### INSTITUTE FOR GENDER AND DEVELOPMENT STUDIES (IGDS)

For the period under review the Institute for Gender and Development Studies (IGDS) continued to support the six perspectives of The UWI's 2012–2017 Strategic Plan and in accordance with its articulated mission, vision and strategic objectives. This year marked the 20th Anniversary of the IGDS. The flagship event – a regional conference – took place at the St Augustine Campus and was themed, “Continuities, Challenges and Transformations in Caribbean Gender Relations.” Organised and hosted by the St Augustine Campus Unit (SAU) the conference captured the legacy and mapped the future of interdisciplinary and multidisciplinary discourses in the areas of Caribbean and diasporic research on gender. All four IGDS Units also collaborated to stage a 20th Anniversary Regional Museum Exhibition. The launch of the exhibition entitled, “The IGDS at 20: Two Decades of Gender and Development Studies” was held on June 3, 2014 at the UWI Museum in the Regional Headquarters (RHQ).

During the year, the IGDS was further tasked by the UWI with developing a UWI Gender Policy, which will ensure the Institution's compliance with Jamaica's National Policy for Gender Equality

(NPGE) and develop best practices for the UWI in the areas of gender equity, equality and parity and eliminate sexism from the practices and processes of The UWI.

### ACADEMIC PROGRAMMES

Total enrolment in the BSc Gender and Development programme offered by the Mona Campus Unit (MCU) during the review period was 226 students. The Unit further taught a total of 1,067 students who were enrolled in 15 IGDS undergraduate courses. A total of 9 BSc students in Gender and Development Studies graduated in the 2013 graduation ceremony, one with first class honours. A total of 12 students have now graduated with the BSc in Gender and Development Studies. At the Nita Barrow Unit (NBU), Cave Hill Campus, a total of 169 students were taught throughout the academic year, while at the St Augustine Unit (SAU) 479 undergraduates undertook courses offered by the Unit.

With the exception of the MCU, all Units offer Graduate programmes at the Diploma, MSc and MPhil/PhD levels. At the Regional Coordinating Unit (RCU) numbers in the taught Masters programmes remained steady with seven MSc degrees as well as the Units' first MPhil graduate (MrsVio-



Staff and Guests at the Opening Ceremony of the 20th Anniversary Conference, UWI, St Augustine, November 2013.



let Sutherland) being awarded in the ceremonies in November 2013. The Unit also held three graduate symposia during the year under review.

The SAU awarded 2 PhD degrees in Gender and Development Studies and 7 postgraduate diplomas and MSc degrees. Eleven students also presented at seminars during the year. The Unit had a total of 27 students pursuing the PhD, MPhil, MSc, or Diploma programmes. A pilot of the Internship Masters in lieu of the research project requirement was also designed and offered to existing graduate MSc students during the review year.

At the NBU, Ms Tara Wilkinson successfully defended her PhD thesis, “Envisaging Manhood: Global Advertising and Caribbean Masculinities”

on February 14, 2014. The Unit also hosted two graduate seminars during the year.

#### STUDENT DEVELOPMENT

The SAU held a one-day Curriculum Review in order to examine its current offerings at both the undergraduate and graduate levels; to align each of the components with efficiency in delivery and supervision and to anticipate areas that may offer new possibilities for student intake. An initial outcome would see the Unit developing new courses in the areas of Communication, New Social Media and Gender; Gender and Visual Media; Global Feminist Organising and Gender and Work/Life Balance.



At the RCU, Ms Georgia Marks-Doman was awarded the CARIBSAVE/INTASAVE Partnership scholarship in support of her post graduate studies. The scholarship will cover expenses including tuition and research costs. Ms Marks-Doman, an MSc student, will be exploring the topic: “The Vulnerability and Adaptive Capacity of Rural Women in Agriculture to the Impact of Climate Change and Climate Variability in Jamaica.”

The Unit also sponsored the attendance of three MSc Gender and Development Studies students at the Global Competitiveness Global Value Chains Conference, held at the Jamaica Pegasus Hotel, March 18 and 19, 2014.

Partnerships with ten agencies enabled 93 students in the MCU undergraduate course, “Gender Climate Change and Disaster Risk Management” to gain internships with the agencies to build capacity in mainstream gender in development policies and programmes and enhance career readiness. Summer Internships were also arranged by the MCU for six BSc students with the Bureau of Women’s Affairs, PANOS, UNFPA and NEPA.

**INSTITUTE FOR SUSTAINABLE DEVELOPMENT**

The Institute for Sustainable Development (ISD) continued to host the University Consortium for Small Island States (UCSIS), coordinated by Dr David Smith. The members of the UCSIS will be offering an MSc in Sustainable Development during the 2015/2016 academic year. The degree programme, a joint initiative of the seven universities in the Consortium, was funded by the Government of Spain and will be hosted initially by the University of South Pacific and then by the other members of the Consortium when they approve the degree. The modules for the degree were developed by the members of the Consortium and students in SIDS around the world will be able to take advantage of online teaching offered by the different Universities in the UCSIS. The members of the UCSIS are the Universities of Las Palmas de Gran Canaria, Malta, Mauritius, Seychelles, the South Pacific, the Virgin Islands and the West Indies.

The ISD and the United Nations Environment Programme (UNEP) conducted a Training of Instructors (TOI) Workshop on “Ecosystem-based Disaster Risk Reduction for Sustainable Development” in May on the Mona Campus. UNEP and the Centre for Natural Resources and Development network, a global consortium of 11 universities, have developed a 50-hour Master’s course on Disasters, Environment and Risk Reduction, which focusses on ecosystems, management solutions for disaster risk reduction and climate change. The workshop was aimed at enhancing greater awareness about this programme among current and future policymakers and practitioners and scale up efforts on ecosystem-based disaster risk reduction and adaptation. UNEP will also partner with the UWI and regional and national training institutions to adapt the resources for current teaching and training programmes. In addition to resource persons from UNEP, The UWI was represented by Dr Barbara

*At the opening of the Caribbean Regional Training of Instructors on Eco-Disaster Risk Reduction May 6, 2014. From left: Barbara Carby, Disaster Risk Reduction Centre, UWI; Thomas Opperer, Delegation of the EU in Jamaica, Marisol Estrella, UNEP, Jamaica; Karen Sudmeier-Rieux, Education & Training, UNEP, Geneva; and Christopher Corbin, UNEP, Jamaica.*





The Launch of the Caribbean Sustainable Development Solutions Network. Guest Speaker, Professor Jeffrey Sachs, Director of the Earth Institute and the UNSDS network; sitting from left: Dr David Smith, Coordinator, ISD, The Most Hon Portia Simpson Miller, and VC Harris.

Carby, Director of the Disaster Risk Reduction Centre, and Dr David C. Smith, ISD Coordinator and Coordinator of the University Consortium of Small Islands States (UCSIS). The workshop attracted nineteen participants from the Caribbean and Latin America.

#### RESEARCH ACTIVITIES

During the review period, the Institute implemented research projects with a combined value of US\$6.5 million. The main areas of research were national security, energy security and increased effectiveness in disaster risk management.

#### PROBLEM-SOLVING FOR SUSTAINABLE DEVELOPMENT

The ISD launched the Caribbean Sustainable Development Solutions Network in May. The Sustainable Development Solutions Network (SDSN) is a global initiative of the United Nations. SDSN develops and promotes practical solutions for sustainable development. It comprises universities, research centres, civil society groups, government and the business sector. The ISD will host the network for the Caribbean and coordinate activities in





identifying and promoting sustainable solutions across the region. The event was attended by the Most Honourable Portia Simpson-Miller, Prime Minister of Jamaica. The main speaker at the launch was Professor Jeffrey Sachs, Director of the Earth Institute, Colombia University, and Director of the SDSN. The launch was part of a two-day conference which explored three issues of concern to the Caribbean: Energy; the Blue Economy and Climate Change Adaptation. Project proposals to be submitted for funding were identified from the proceedings of the conference. As part of the Conference, the ISD and the Department of Economics, Mona Campus, held a public lecture on Sustainable Development Solutions Network in the Caribbean Region presented by Professor Sachs.

Professor of Sustainable Development, Anthony Clayton, carried out high-impact, policy-focussed, problem-solving research aimed at resolving the major impediments to the development of the Caribbean nations, in particular:

- National security (policing and intelligence, violence, crime and corruption, the normalisation of unstructured communities)
- Governance reform (planning and regulation, management systems)
- Energy security (national energy policy, net zero energy buildings)

Professor Clayton was the lead author of the new National Security Policy for Jamaica which was launched in 2014. He developed a number of advanced strategic planning applications for national security, and is currently developing a new model of policing for Jamaica. Professor Clayton is one of the two Principal Investigators in a GEF/UNEP funded project to construct an advanced prototype net zero energy building in Jamaica. This project, building on work completed this year under a project funded by the Inter-American Development Bank, developed new design and construction concepts using energy, water and resource-efficient materials then disseminated the information to the construction sector across Jamaica and the Caribbean region. The project reviewed existing building codes and regulations

and building policies and practice, and proposed solutions showing how building practice and regulations could be modified to improve energy efficiency and adapt to changing climatic conditions.

ISD project officer, Maurice Mason, developed a case study entitled “Economic Benefits of Disaster Risk Reduction in Jamaica” for the Climate and Environment Programme of the Overseas Development Institute. Coordinator for the ISD, Dr David Smith, was the lead consultant for a book on transitioning to a green economy for small states, published by the Commonwealth Secretariat. Professor Clayton visited a number of institutions while on sabbatical leave, including the Inter-American Network of Academies of Science, the United States Naval War College, University College London, the University of Surrey and the University of Edinburgh.

#### *PUBLIC SERVICE*

Professor Clayton served as a member of the United Nations Environment Programme (UNEP)’s Division of Technology, Industry and Economics International Advisory Group, and is advising the Government of Jamaica on a National Security Policy which determines the commitments and priorities of the Jamaica Defence Force and the Jamaica Constabulary Force. Professor Clayton also served as External Examiner for the Indian School of Mines, Visiting Professor at the University of Surrey and at the University of Edinburgh and Adjunct Distinguished Professor at the University of Technology, Jamaica (UTECH).

Dr David Smith, is a member of the Commonwealth Secretariat’s Technical Working Group on Resilience Building in Small States, a member of The Regional Advisory Committee for the Critical Ecosystem Partnership Fund for the Caribbean Islands Biodiversity hotspot, the Caribbean Green Economy Action Learning Group (hosted by CANARI & IIED), a member of the Board of the Environmental Foundation of Jamaica and the UNESCO National Commission Science Advisory Committee.

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

SALISES continued to build on the momentum of the 2012 Fifty-Fifty Project in order to fulfil its mandate as both an outstanding research institute and graduate teaching centre in the Faculty of Social Sciences at The UWI. Among the outstanding activities this year, was staging of the only regional conference to mark the fortieth anniversary of CARICOM, hosted at Mona; the development of three major research projects at St Augustine related to the coastal environment, water resources and climate change; completed projects on private sector development and competitiveness in the Eastern Caribbean from Cave Hill and the launching of the new Masters in Development Studies at Mona with teaching inputs from all three units.

This was a year of consolidation at **Mona**, which was most evident in the research agenda, in that research clusters set up during the Fifty-Fifty period and grouped around thematic concerns led to important conference and seminar initiatives. In October 2013, the Regional Integration cluster hosted a conference to commemorate the fortieth anniversary of CARICOM, 'Rethinking Regionalism: Beyond the CARICOM Integration Project'. Some 150 presenters delivered papers or participated in round tables. Keynote speakers included Professor Emeritus Norman Girvan (now sadly deceased), CARICOM Secretary General Irwin LaRocque, former Governor General of Jamaica Sir Kenneth Hall and Dr Alissa Trotz of the University of Toronto. In September in London, the Institute of the Americas, University College of London (UCL), with SALISES as a partner, hosted a seminar entitled 'Assessing Westminster in the



Scenes from the 8th Annual Child Research Conference



*"Rethinking Regionalism: Beyond the CARICOM Integration Project" Conference, October 2013*

Caribbean: Then and Now'. Keynote Speakers were Professor Emeritus Norman Girvan and Professor Brian Meeks. In November, the Social Policy Cluster hosted the 8th Annual Child Research Conference, this year entitled 'Beyond 2015: Safeguarding our Children's Future'. As has become the tradition, a mixed grouping of some 60 academics, practitioners and students delivered papers related to the conference theme. In December the Political Economy and Public Policy (PEPP) cluster, with its primary purpose to explore critical issues in Caribbean political economy, was launched at a workshop that included participants from Florida International University (FIU), UAG, the University of Toronto, the University of Pennsylvania and SALISES.

Later in the year, the Latin American and Caribbean Center (LACC) at FIU donated a grant of US\$10,000 to PEPP, to plan two seminars, the first on fiscal policy in the Caribbean and the second on the role of the BRICs in the region. In January, the Institute hosted retired United States career diplomat Earle Scarlett (of Jamaican descent) who delivered two lectures on consecutive days. The first was entitled 'Obama's Foreign Policy

Agenda: Opportunities and Constraints' and the second 'A Diplomat's Quiver: handling the Unpredictable'. In April, the new Interdisciplinary Cluster on Sustainable Investment, Environment and Development hosted a timely seminar to address the controversial suggestion from the Jamaican Government that new strategic shipping facilities should be developed in the protected Portland Bight region on the South coast. Entitled 'Valuing Development in Protected Areas; the Goat Islands Debate' it attracted broad participation, most notably from local members of the affected Portland Cottage Citizens Association. In April too, the Lyn Crost Professor of Social Sciences and Critical Theory at Brown University, Anthony Bagues, delivered a lecture in memory of the late distinguished Jamaican scholar Stuart Hall, entitled 'Stuart Hall and the World we Live In'. Also in April, SALISES hosted colleagues from Sciences Po Bordeaux, Universite Lyon, Universite Antilles-Guyane, Oxford University and Warwick University at a seminar, entitled 'Contending Perspectives on the Caribbean: Institutions, States, Cultures, Concepts'. This conversation between French universities and UWI is part of a broader institutional arrangement that started with the highly successful



the institute continued its very popular and informative salises forum, a public education exercise which deals with topics of national, regional and international interest



Former Governor-General, Professor Sir Kenneth Hall, exchanges views with conference organisers after a lively session.



Q & A following the distinguished lecture by Professor Anthony Bogues in honour of late Jamaican scholar Stuart Hall, entitled 'Stuart Hall and the World we Live In', April 2014.

Bordeaux/UWI Department of Government/UAG collaborative teaching programme.

The publication *Social and Economic Studies* continued its reputation as a leading Social Sciences journal from the Caribbean with a record of timely publication.

The **SALISES St Augustine** research programme continued apace, resulting in the publication of articles in regional and international journals, book chapters and technical papers.

The Institute continued to pursue three major projects: C-CHANGE, funded by the IDRC under the heading Managing Adaptation to Coastal Environmental Change: Canada and the Caribbean, CASCADE (Climate Change Adaptation Strategies for Water Resources and Human Livelihoods in the

Coastal Zones of Small Island Developing States), funded by the European Union, in partnership with the Euro-Mediterranean Centre for Climate Change (CMCC) and the Caribbean Community Climate Change Centre (CCCCC); and Water aCCIS (Sustainable Water Management under Climate Change in Small Island Developing States), done in collaboration with CERMES and funded by the IDRC.

The Institute continued its very popular and informative SALISES Forum, a public education exercise which deals with topics of national, regional and international interest. Topics treated during the 2013/2014 academic year included The Recent Elections in Trinidad and Tobago: implications for national politics, The Trinidad and Tobago Police Service Accounts to the Population



(in collaboration with the Women's Institute for Alternative Development) and Re-engineering the Criminal Justice System (done in collaboration with the Foundation for Politics and Leadership). The panellists were all distinguished personalities in their own field, including Ministers of Government and Members of Parliament. The fora themselves were always extremely well attended.

The SALISES SA was responsible for the hosting of the 15th Annual SALISES conference over the period April 23–25, 2014 with the theme Caribbean Development: Standing Still or Standing Tall? Theoretical, Empirical and Policy Challenges. The conference was very successful, attracting over 100 papers. Professor Peter Blair Henry, Dean of New York University's Leonard N. Stern's School of Business and William R. Berkley Professor of Economics and Finance was the 2014 Sir Arthur Lewis Distinguished Lecturer at the Conference and Sir Dennis Byron, Chief Justice of the Caribbean Court of Appeal, gave the feature address at the Opening Ceremony.

#### CCFC COMPETITIVENESS FORUM

On March 18th–19th 2014, the CCfC, in collaboration with the Caribbean Development Export Agency and the Private Sector Organisation of Jamaica convened the 2nd Caribbean Competitiveness Forum at the Jamaica Pegasus, Kingston, Jamaica. Ninety-one persons (excluding the eight speakers at the opening ceremony, thirty presenters and eight Chairs of the thematic sessions and panels) registered for the two-day event. A survey using Survey Monkey was administered after the forum to determine if objectives were met. The responses reflected significant success.

**SALISES Cave Hill** continued in its focus on research on the Eastern Caribbean, including the completion of the projects 'Compete Caribbean: Strategies for Private Sector Development in six OECS Countries', managed by the Caribbean Development Bank and funded by the IDB, DFID and CIDA; and Executive Opinion Survey for the Global Competitiveness Index, World Economic Forum, Switzerland.

The Institute's Research Team received the award for the 'Compete Caribbean Private Sector Development Strategies Project' during Cave Hill Research Week 2014.

The *Journal of Eastern Caribbean Studies* edited and published at Cave Hill produced three issues in the period, although suffering from a reduced flow of submissions.

#### TROPICAL MEDICINE RESEARCH INSTITUTE

The primary goals of the Tropical Medicine Research Institute (TMRI) are to conduct and disseminate high quality research that addresses regional and global health priorities, and to contribute to strengthening health research capacity in the region. The Institute comprises three units on the Mona campus: Epidemiology Research Unit (ERU), Sickle Cell Unit (SCU) and Tropical Metabolism Research Unit (TMRU), and the Chronic Disease Research Centre (CDRC) at Cave Hill.

The MSc Epidemiology Programme was offered in the 2013/14 academic year with seven students including four physicians on staff at the University Hospital of the West Indies. The Institute had 24 MPhil/PhD students (in Epidemiology, Immunology and Nutrition) four of whom graduated in the academic year. Several staff members were among those pursuing advanced level degrees. Improvements in wireless connectivity within the Institute were achieved with the assistance of the UCIO's office and through funds earned from the self-financing courses, with the purchase of wireless routers for the student conference/meeting room areas and the incorporation of New Technology Zoom – for teaching and student supervision. The Caribbean Branch of the USA Cochrane Collaborating Centre (CBUSCC) which is led by staff at the Epidemiology Research Unit, held a Cochrane Author Training Workshop with support from the US Cochrane Centre at Johns Hopkins University.

Collaboration across units and research programmes continued to grow. Examples include National Institutes of Health (NIH)-funded research on health disparities conducted by the



Top: IDB/TMRI Early Childhood Development in the Caribbean conference, November, 2013  
Bottom: TMRI Sigma Run team

CDRC and ERU; collaborations between the child development programme and the chronic disease programmes within the ERU on early life experiences and weight gain; between the Sickle Cell Unit and the child development programme on neuro-cognition in Sickle Cell Disease; and between the Sickle cell programme and metabolism programme at TMRU. Several joint proposals from combined research groups within the Institute were submitted with UWI partners, Government (Jamaica Ministry of Health) as well as international collaborations. Pilot/feasibility studies were conducted including the Parenting and Growth Study to address childhood obesity and the

UWI/SUNY partnership to improve Cardiovascular Health in Cardiovascular Disease Epidemic in Native and Migrant Caribbean Populations. The staff of the Institute produced over 70 publications in international peer reviewed journals including publications in prestigious journals such as *PlosOne*, *The Lancet* and *Science*. Staff presented papers at several regional and international meetings including the International Congress of Nutrition, Granada, Spain September 14–20, 2013.

Dr Clive Landis (CDRC) led the Inflammation working group of the STS Perfusion Guidelines task force, a multi-disciplinary group comprised of leading surgeons, perfusionists, anaesthetists and basic scientists tasked with examining the evidence base, and producing clinical practice guidelines for the conduct of cardiac surgery requiring cardiopulmonary bypass. The publication from the Inflammation group (Landis, R.C., Brown, J.R., Fitzgerald, D., Likosky, D.S., Shore-Lesserson, L., Baker, R.A., Hammon, J.W. 'Attenuating the Systemic Inflammatory Response to Adult Cardiopulmonary Bypass: A Critical Review of the Evidence Base' *J Extra Corpor Technol* 46 (2014), 197–211) was a featured article in JECT the official journal of the American Society for Extra-Corporeal Technology (AMSECT) (<http://www.amsect.org/documents/PDF/JECT-feature-article.pdf>). The paper was endorsed by the Board of Directors from the three major professional societies covering the heart surgery team: cardiothoracic surgery (STS), perfusion (AMSECT), and cardiac anaesthesia Society of Cardiovascular Anaesthetists (SCA).

With funding from the Inter-American Development Bank (IDB) the Child Development Research Group conducted a pilot study of parenting interventions in the Caribbean (in Antigua, Jamaica and Saint Lucia). In collaboration with the IDB a conference on Early Childhood Development in the Caribbean was held on November 14, 2013, to present the findings from the study to regional stakeholders. Results of two other studies supported by the IDB and conducted by the Child Development Group and other UWI researchers were also presented. 

## 6. OUTREACH

**Objective:** Become the driving force for economic, social, educational, and other critical developmental needs for the region; and enhance the global reach and impact of the UWI

In Belize, new partnerships were established with the Ministry of the Public Service, the Chief Justice of Belize and the Supreme Court for the **Open Campus** to offer courses in Secretarial Studies and Mediation Studies, respectively. These courses brought new students to the Open Campus, offered training in areas important to national development, generated additional income, and considerably boosted the visibility of the University in Belize.

Additionally, Mrs Jane Bennett, Head of Site in Belize identified and coordinated a community development project to raise funds, with the support of other stakeholders, for Urban Gardens Port Loyola initiative. Consequently, US\$50,000.00 was committed by the United Nations Development Fund (UNDP) for the project. The initiative addresses the national issue of nutritious food security, where residents will receive technical and other community-wide support in producing and preparing meals for their families from home-grown nutritious fruits and vegetables. The evolution of this initiative highlighted the need for capacity building and community development in Belize. It is intended that the UWI Open Campus, through its coordinating role, will participate and help organise country conferences, symposia, cultural events, customised workshops, seminars, training programmes, youth development workshops, and other community development projects.

As its contribution to Nobel Laureate Week 2014, the **Open Campus Saint Lucia** presented an event dubbed *The UWI Open Campus Peace Forum and Art for Social Change Project*. This initiative formed the first in what is hoped will be part of a year-long Organisation of Eastern Caribbean States (OECS) sponsored *Art for Social Change* project which aims at creating community youth-friendly spaces. The project aims to utilise the visual arts to help bring about positive social and behavioural change amongst Saint Lucian youth. The formal unveiling of the completed mural took place on January 28, 2014.

Also of note is the strategic alliance established between Open Campus Saint Lucia with the Mona School of Education through the introduction of the Single Virtual University Space (SVUS) Pilot programme.



## development of the ideal UWI graduate includes fostering of a healthy sense of civic and social responsibility and students are encouraged to engage in community outreach projects

This programme involves the Open Campus's provision of services to support the efforts of the Mona Campus through videoconferencing, proctoring of exams and administrative and marketing services.

At the **Open Campus Antigua and Barbuda Site**, members of staff were engaged in the Elmore Stoutt High School's Career Expo held at the Multi-purpose Sports Complex on February 13, 2014. Students were exposed to the world of work and future careers, as well as the academic bridges that col-

leges and universities provide to realise their goals. Approximately 638 students were in attendance. They were engaged in interactive sessions on the offerings of the UWI Open Campus as well as academic careers in the areas of Medicine, Law, Education and Engineering, to name a few. Many of the students were intrigued that they had the opportunity to immediately seek employment while pursuing further studies towards their dream career by studying with the Open Campus on a part-time basis.



### OUTREACH AFTER TRAGEDY

In December 2013, several islands in the Eastern Caribbean, in particular Saint Lucia, Dominica and St Vincent and the Grenadines, suffered widespread flooding and landslides on Christmas Eve, resulting in loss of life and damage to homes, businesses, schools and infrastructure. The Open Campus network, led by then Principal Professor Hazel Simmons-McDonald, launched an immediate appeal for food and other basic items and an overwhelming degree of support was received from many of the Sites. Items collected included non-perishable food items, toiletries, baby care prod-

ucts, linens and also some toys to try to brighten the Christmas season for the many children affected by the flooding. Supplies were shipped free of charge thanks to the kind assistance of various organisations, such as the Barbados Coast Guard, Trinidad Army, St Vincent and the Grenadines Red Cross, Tropical Shipping in Barbados and Tank-Weld Ltd. in Jamaica. Meeting the immediate needs of communities in crisis is a true standard of care and love for the Caribbean region and the UWI **Open Campus** is both proud and appreciative of its staff and partners for the commendable community spirit, empathy and generosity.



*Top: National Emergency Management Organisation receives donation of water from the Open Campus. Right: Donations collected from the Open Campus Barbados staff being handed over to representatives of the Edna Nicholls Centre. Bottom: Items donated to the Bexon Infant School in the south of Saint Lucia, which was badly affected by flooding from the 2013 storm.*



## CENTRAL OFFICE OF REGIONAL AND INTERNATIONAL AFFAIRS

In its second year of operation, the Central Office of Regional and International Affairs (CORIA) continued to provide leadership for the regional and international strategies of the UWI. The Outreach Committee, chaired by the CORIA Executive Director, has been an important instrument in this regard. It was agreed that the Open Campus should be represented on the Outreach Committee to ensure that its perspectives inform the work of the latter and Dr Joel Warrican was appointed as its representative.

CORIA took the lead in initiating the redrafting of institutional policies on *Education Abroad Programmes and Procedures for Concluding Agreements* in collaboration with the University Legal Counsel, the University Registrar and the Campus Legal Officers.

## ARTICULATION AND FRANCHISING

Procedures for the assessment of requests for articulation and franchise arrangements with tertiary level institutions were redrafted by CORIA. The recommendations were supported by the Committee of Deans and sent to the University Registrar for onward submission to F&GPC. The University Registrar, however, indicated that this would await the revision of franchise fees being undertaken by the Office of Finance.

CORIA continued to follow-up on the renewal of franchise agreements with colleges in Jamaica following the quality evaluation exercises that were carried out. Renewal depended on the implementation of some of the recommendations and resolution of concerns regarding fees.

The request by Bermuda College for articulation into the BSc Management Studies programme was approved with certain stipulations and the College sent the articulation agreement for review and signature. It also requested articulation into BEd programmes, especially those offered by distance. An initial assessment was started with the assistance

of the Manager of the Joint Board of Teacher Education, Mona Campus.

The Department of Library and Information Studies on the Mona Campus continued the assessment of the Associate Degree in Library Studies offered through EXED Community College, with support being provided by CORIA.

## OTHER RELATIONSHIPS WITH TERTIARY LEVEL INSTITUTIONS (TLLS)

CORIA continued to oversee or support the progress of collaboration between various departments of The UWI and TLLs within the region and internationally.

## JAMAICA TEACHERS' COLLEGES (JTCS)

CORIA was represented on the working group chaired by Mr Joseph Pereira and comprised of UWI, JTC and Ministry of Education representatives that reviewed the BEd programmes developed by the JTCs for approval as UWI programmes.

## COLLEGE OF THE UWI (CUWI)

CORIA served on the working group led by Professor Andrew Downes to work out the details of a proposal to upgrade some of the community colleges in the region so that they could become Colleges of The UWI.

## FLORIDA INTERNATIONAL UNIVERSITY

In April 2014, the Executive Director of CORIA accompanied the Vice-Chancellor to the Florida International University in Miami to sign a Memorandum of Understanding with that University, resulting from collaboration initiatives spearheaded by Professor Brian Meeks of SALISES. During a meeting with the President and senior academic staff, discussions centred on areas in which collaboration was taking place as well as areas of potential collaboration.



*Signing of an MOU with the COIMBRA Group*

**COIMBRA GROUP OF UNIVERSITIES OF BRAZIL**

In May 2014, meetings were held with a team representing the Coimbra Group of Universities of Brazil (CGBU) that visited The UWI with a view to increasing collaboration in research, student mobility and the teaching of English, among other things. The visit resulted in the signing of the General Agreement of Co-operation between CGBU and The UWI.



*At the UWI Booth, 'Going Global' Conference, May, 2014*

**KING'S COLLEGE LONDON**

The relationship with King's College London continues to grow based on the understanding that the emphasis should be on collaborative research, student exchanges and postdoctoral fellowships. Funding for the initiatives contemplated will be sought from multilateral funding sources and the appropriate individuals in both institutions (academic and administrative) have been linked. Collaboration in the field of Medical Sciences remained strong and discussions have taken place regarding the mechanics of a partnership in Nursing.

**STATE UNIVERSITY OF NEW YORK (SUNY)**

The six joint UWI-SUNY research projects, for which seed funding was provided jointly by The UWI, were being implemented with good progress reported.

**INTERNATIONAL**

The Executive Director accompanied the Vice-Chancellor to meetings in September 2013 with senior officials of the European Commission as well as the Secretary-General of the African, Caribbean and ACP Secretariat to seek their support for major programmes of institutional capacity building in the UWI which would enable it to respond to the needs of the region. Concept Notes prepared by teams of academic staff addressing the seven priorities identified by The UWI were submitted to the EU and ACP. A meeting was also held with CARIFORUM Ambassadors during which The Vice-Chancellor spelt out the priorities of the UWI and indicated that the Executive Director would serve as the focal point of contact with the Group.

Discussions were also held with the Technical Centre for Agricultural and Rural Cooperation (CTA), a joint international institution of the ACP Group of States and the EU, in Wageningen. It was agreed that the CTA would work with The UWI to strengthen its agricultural and outreach activities

and a plan of engagement, including the conclusion of an MOU, would be drawn up. The Vice-Chancellor and the Executive Director, also visited Wageningen University and Research Centre and identified several areas, including research and student mobility, in which the UWI and Wageningen might collaborate.

In November 2013, the Executive Director accompanied the Vice-Chancellor to meetings with USAID and representatives of the Canadian Department of Foreign Affairs, Trade and Development in Barbados to discuss how the UWI might access funds for its priorities. In June 2014, he accompanied the Vice-Chancellor to meetings in Ottawa with the Assistant Deputy Minister, Department of Foreign Affairs, Trade and Development to brief him on the priorities of the UWI. They also met the Vice-President, Partnership and Programmes Branch of the IDRC. Discussion centred on the similarities between the priorities of the UWI and the IDRC and how support might be garnered for the priorities of the UWI. A meeting was held with CARICOM High Commissioners who were updated on the priorities of the UWI and who agreed to act as advocates for the UWI.

### TMRI

Professor Susan Walker, Director of the Tropical Medicine Research Institute (TMRI) was invited to be part of the USAID Global Classroom on Childhood Adversity. The Global Classroom brings together world experts to deliver lectures on topics related to Childhood Adversity: Promoting Better Outcomes for Children in Low and Middle Income Countries. The team came to Jamaica to film Professor Walker's contribution, a lecture on integrating health, nutrition and caregiving. The learning package will be made freely available to universities, government ministries and operational agencies around the world, forming the basis of university curriculum, online courses, US Government foreign assistance training programmes, and training programmes for government officials and other decision makers.

The TMRI was invited to be the featured organisation on the RJR News Forum, a weekly issues-based programme for local radio and television. Professors Marvin Reid, Jennifer Knight-Madden and Susan Walker participated in the programme aired February 6, 2014. They discussed the research programmes of the Institute with emphases placed on findings regarding obesity, child development and sickle cell disease.

Members of staff held leadership roles in several professional associations including the Medical Association of Jamaica, the Caribbean Endocrine Society, Jamaica Association of Professionals in Nutrition and Dietetics, Jamaica Statistical Society. The Sickle Cell Unit played a critical role in the Ministry of Health Sickle Cell Technical Working Group, which seeks to achieve new-born screening for sickle cell disease in all public hospitals and training in management of the disease of 90 per cent of relevant health care workers by the end of 2015. Professor Knight-Madden is Vice-President of the Caribbean Network of Researcher in Sickle Cell Disease and Thalassemia and Co-Chair of the Sickle Cell Disease Working Group of the Sickkids Caribbean Initiative. Professor Susan Walker is a member of the United States Institute of Medicine Forum on 'Investing in Young Children Globally'.

A mural entitled 'Physicus the Heart of healthy living' was unveiled at the Chronic Disease Research Centre, Barbados on March 6, 2014. The mural, painted by well-known local artist Don Small,



*Physicus mural*



captures a vision of healthy living in Barbados. “Physicus” has three meanings in Latin – “physical”, “natural” and “scientist” – that neatly encapsulate the work of the CDRC as on the chronic diseases affecting Barbados and the region, such as diabetes, stroke and heart disease, and how these can be prevented with physical activity, a balanced diet, and healthier lifestyle.

### **SALISES ST AUGUSTINE**

Some of the Institute’s teaching and research activities are geared toward service to the UWI-14 countries. The three major funded projects (C-CHANGE, CASCADE and Water-aCCSIS) are anchored in these territories (Belize, St Lucia, St Vincent and the Grenadines, and Grenada). Scholarships have been granted to students in these countries, Stakeholder panels have been established and they are also the subject of PhD theses. One PhD thesis, in particular, is devoted partly to disaster management in Grenada and fieldwork has already been conducted there.

Students in the MSc Development Statistics programme have been encouraged to, and have actually pursued research, catering to the needs of UWI-14 countries, in particular, Saint Lucia and Montserrat. Joint publications are being prepared with Dr St Bernard and specific graduate students as authors, one of which appeared during the 2013/2014 academic year. Dr St Bernard continues to provide assistance to the Government of Dominica.

The CCfC provided training in The Internationalisation of SMEs – Marketing and eBusiness Workshop in three countries from September 12–20, 2013: Antigua and Barbuda, Trinidad and Tobago and St Vincent and the Grenadines. In Antigua and Barbuda it was done in collaboration with the Antigua and Barbuda Coalition of Service Industries Inc. at the Trade Winds Hotel Conference Room from September 12–13, 2013. There were 39 participants from the private and public sectors. In St Vincent and the Grenadines, the Centre collaborated with the Centre for Enterprise Development

Inc. It was held at the Conference Room, Ministry of Foreign Affairs from September 19–20, 2013. There were 50 participants comprising persons from Ministries; Small Businesses and Financial Institutions. These workshops were a huge success.

The Compete Caribbean research project at **SALISES Cave Hill** was geared at private sector development in six Eastern Caribbean countries, all part of the UWI-14. All individual research from Cave Hill has been directed at issues related to the Eastern Caribbean, including coping with extreme weather events, FATCA and the implications for Caribbean financial centres, drug smuggling and corporal punishment in the Eastern Caribbean.

### **THE LATIN AMERICAN – CARIBBEAN CENTRE (LACC)**

During academic year 2013/2014, LACC continued to participate actively in the integration movement in the region with the support of governments, institutions and agencies in Latin America, the Caribbean and Europe. Areas of operation encompassed a range of collaborative activities designed to maximise opportunities for cultural and academic exchange, such as student and staff mobility programmes, negotiation of MOUs, coordination of regional conferences and research seminars, cultural events and publications.

#### **ANNUAL STUDENT/STAFF MOBILITY PROGRAMMES**

A primary mandate of LACC is to provide leadership in the process of developing and deepening relationships with higher education institutions in Latin America and the non-English speaking countries in the Caribbean. One of the annual on-going initiatives with Latin American partners targets student mobility facilitated by an MOU between The UWI and Colombian Institute for Credit for Studies Overseas (ICETEX) which provides for the exchange placement of our recent graduates in Spanish as Teaching Assistants (TAs) of English language for one year in Colombian universities

and Colombian TAs as Spanish tutors at The UWI. For the 2013/2014 academic year, a total of ten graduate students from three UWI campuses were selected, bringing the total number of our beneficiary graduates up to 125 for the 7-year period of the initiative and that for Colombian Teaching Assistants to 25.

Another annual mobility programme for which LACC has been the focal point since 1996 is the Regional Spanish Teacher Training Scholarship Programme funded by the Chilean Agency for International Cooperation (AGCI), a six-week residential Diploma in Methodology for Teaching Spanish as a Second Language for CARICOM Spanish Teachers in Santiago, Chile. For 2013/2014, twenty-five applicants received scholarships tenable at the Universidad Metropolitana de Ciencias de la Educación in Chile. So far, 172 teachers from all CARICOM countries have benefitted from this programme which followed on regional training seminars held in the Caribbean, coordinated in partnership with several Chilean institutions. LACC is also the focal point for AGCI's Horizontal Cooperation Scholarship for Postgraduate Studies and Research in Chile. For 2013/2014, there were two recipients from the Caribbean.

LACC functions also as a clearing-house for other postgraduate scholarships offered by Mexico, Colombia, Spain, OAS and UN agencies.

LACC has spearheaded the signing of several MOUs with Higher Education Institutions (HEIs) and Association of HEIs in Latin America and the wider Caribbean, in particular, Colombia resulting



*Dr Pedro Henriquez Guajardo, Director, UNESCO-IESALC; Ms Christine Anne Norton, Director and Representative, UNESCO Kingston Cluster Office; Keynote Speaker Dr Francisco Marmolejo, Tertiary Education Coordinator at the World Bank and Prof E. Nigel Harris, UWI Vice-Chancellor at the II Caribbean Conference on Higher Education (II CCHE) at the UWI Regional Headquarters, May 8-9, 2014.*



*Dr Pedro Henriquez Guajardo, Director, UNESCO-IESALC making his presentation to the audience at the II Caribbean Conference on Higher Education in May, 2014.*



*PDVSA Participants being briefed during a visit to the Petrojam Oil Refinery in Kingston.*

in access to over 60 universities in that country for collaboration on diverse fronts. In May, 2014, The UWI signed an MOU with the Network of Higher Education Institutions in the Colombian Caribbean (RIESCAR) and the Universidad Nacional (UNAL).

#### GLOBAL OUTREACH ACTIVITIES

LACC negotiated UNESCO and UNESCO-IESALC partnerships and chaired the UWI Local Organising Committee for the II Caribbean Conference on Higher Education (II CCHE), which was held May 8–9, 2014 at the Regional Headquarters in Kingston. The theme of the Conference was ‘Best Practices in Higher Education: the Way Forward for the Caribbean’ and focussed on three sub-themes: Quality Assurance and Recognition of Studies, Titles and Degrees; Value of Research, Impact and Management; and Financing of Higher Education. There were over 100 participants from the wider Caribbean region and from Spain, including a number of representatives of member

institutions of the Association of Caribbean Universities and Research Institutes (UNICA).

With Vice-Chancellor Harris occupying the Presidency and the LACC Coordinator that of Secretary General of UNICA, LACC has functioned as the UNICA Secretariat with responsibility for the coordination of membership meetings and activities; representative participation in regional and other meetings; the organisation of communication with UNICA membership; and the updating and maintenance of the UNICA website in its three working languages.

The LACC Coordinator continued to represent UNICA at ENLACES (Latin American and Caribbean Higher Education Space) meetings, coordinated by the Council of Rectors of Latin American and Caribbean Universities, targeting south-south cooperation in Higher Education within CELAC. UNICA is now a member of the Pro Tempore Executive Committee of ENLACES and must be represented at those meetings which to date have been held in tandem with meetings on



## LACC has spearheaded the signing of several MOUs with higher education institutions (HEIS) and association of HEIS in Latin America and the wider Caribbean, in particular, Colombia resulting in access to over 60 universities in that country for collaboration on diverse fronts

Higher Education issues in Brazil, Panama, Colombia, Nicaragua and Cuba. Also, as the Vice Chancellor's representative, the LACC Coordinator on several occasions attended meetings of the Association of Council of Rectors of Latin America and the Caribbean, (ACRULAC).

LACC continued to function as the focal point for interaction between The UWI and SUE-Caribe (State University System of the Colombian Caribbean) in the research clusters established in microbiology, biotechnology, sustainable tourism, environment and chronic diseases. LACC also continued to spearhead UWI participation in capacity-building in Haiti's Higher Education sector and has participated actively in the development of a project proposal which covers three significant areas of collaboration, targeting training for administrators of the new public universities in Haiti; participation of postgraduate students in English Language training and programmes at the UWI; and the delivery of UWI programmes by distance at learning delivery centres in Haiti.

In Jamaica, LACC maintained a close relationship with The Group of Latin American and Caribbean Embassies (GRULAC) and on a regular basis organised joint cultural events, including featured presentations, talks by visiting experts and film cycles, in collaboration with the Faculties. LACC also continued to coordinate the provision of English language training for members of the profes-

sional staff of the Venezuelan State Oil Refinery (PDVSA).

In summary, during the period in review, the LACC continued to represent the UWI and to increase its visibility in Latin America and the non-English speaking countries in the Caribbean through participation in conferences, negotiating MOUs, lobbying with governments and state agencies for international cooperation, identifying and negotiating joint programmes and projects, operationalising agreed action plans and targeting sustainable results.

### PUBLIC SERVICE SURVEY

The UWI's Strategic Plan 2012–2017 recognises public service at the institutional and personal levels as one of the means by which The UWI would contribute to national, regional and international development, fulfil its mission to advance education and create knowledge. However, while The UWI's reputation in teaching and research is well known to both internal and external stakeholders, the extent of its contribution of public service in the national, regional and international arenas has not been adequately captured nor publicised.

In December 2013, CORIA analysed the public service reported in the 2011/2012 departmental reports of the Mona Campus, and found that The



UWI was making a substantial contribution beyond teaching and research through its faculty members. An unpublished report was prepared. Based on the findings, a UWI-wide electronic survey was conducted between July 23 and August 8, 2014. It was available to all members of the UWI community with email access, and promoted through the various campus message services. The response rate was disappointing, with only 185 viable responses after the list was cleaned for duplicates and responses which did not list any public service. The report was expected to be completed by the end of August 2014.

### ALUMNI RELATIONS

The Alumni Relations arm of the Institutional Advancement Division (IAD) continued to encourage UWI graduates to “keep connected” to their alma mater throughout their personal and professional lives. The following initiatives were launched during the review period:

- Direct cultivation of Honorary Grads and Distinguished Alums
- Re-engagement of graduates of UWI STAT, and arranging internships for students
- Strong support and adoption of UWI Reconnect Programme designed by St Augustine – to be rolled-out in phases, beginning in March 2015.
- Meetings were held with the residential campus officers (St Augustine and Cave Hill); the executives of the Alumni Associations on all campuses to work to strengthen the Alumni Relations efforts on their respective campuses and with alums at various companies.
- Meetings with alums in Berlin, London, Ft Lauderdale and Atlanta to reconnect and engage alumni and align with efforts of the American Foundation for The UWI (AFUWI).

### THE UWIAA PELICAN PERKS PROGRAMME

The UWIAA Pelican Perks Programme continues to add value to UWIAA membership by allowing graduates to access discounts and concessions

wherever they have been negotiated, no matter which UWIAA Chapter they join, and there are now over 40 merchants worldwide. The Pelican Perks programme which was extended with the launch of the Heritage Education Fund and re-energising of the CIBC Credit Card usage/benefit to UWI which is expected to earn US\$100,000 per annum. Parris Lyew Ayee and Professor Neville Ying were engaged to determine the concentration of UWI alumni resident in cities in the USA, Canada and UK, in order to better segment populations and to maximise success in the ReConnect programme and the annual fund direct mail appeals.

### COMMUNICATIONS AND PUBLICATIONS

- UWI Connect: the alumni magazine’s reach in email flip format continues to grow and it is also available in print. Current and past issues are easily accessible on the Alumni Online Homepage. It informs alumni, by way of a quarterly regional overview, about the institution and its graduates.
- UWI Nexus: this was launched in January 2014 and is a new monthly E-Update which highlights recent and upcoming news and events, and enables outreach to alumni in a direct way.
- Alumni Online (AO – [www.uwialumnionline.uwi.edu](http://www.uwialumnionline.uwi.edu)) is the web and social networking community for the UWI alumni population globally. Using its social media: AOfacebook, AOTwitter and AOLinked In, it has increased engagement and involvement of alumni by over 40 percent.
- UWI E-Mail for Life: all graduates are offered free permanent gmail account services upon graduation, with an address which identifies their affiliation, that is: @alumni.uwi.edu

### STUDENT ALUMNI PROGRAMMING – UWI STAT

The regional Vice-Chancellor’s UWI STAT (Students Today, Alumni Tomorrow) Ambassador Corps promotes loyalty to their alma mater and Ambassadors encourage their peer students to join the Alumni Associations and remain “engaged”.



The Ambassadors are also responsible for promoting their respective campuses as well as the entire institution both regionally and internationally and each campus has members from across the region from all Faculties and fields of study. Importantly, they become Alumni Ambassadors upon graduation and maintain a lifelong connection with the UWI.

The annual UWI STAT Ambassadorial Country Visit Programme demonstrates tangible advocacy of their strategic mandate of 'Strengthening Regionality'. They meet with high school students to promote UWI and bolster recruitment, with Prime Ministers, Ministers of Education and leaders in other sectors. The information gathered "on the ground" from the student perspective, is used to inform Executive Management decisions. Due to financial constraints, the number of meetings was reduced this year and some "Home" country visits were conducted by Alumni UWI STAT Ambassadors.

The Ambassadors do stellar work to preserve UWI's traditions and history and collaborated with the UWI Museum to help identify persons in the first colour film shot in 1953, one which gives a special glimpse into early years of the UWI. At **Mona** the Ambassadors gave support to UWI HARP for World Aids Day, the CB Group UWI 5K Run/ Walk, hosted a Breast Cancer Balloon Release to raise awareness and funds, participated in the International Coastal Clean-up as part of their Disaster Mitigation and Environmental Conservation mandate and raised funds and supplies for the Sir John Golding Rehabilitation Centre for Children with disabilities, as UWI STAT is also a disability friendly corps, promoting tolerance and understanding for those with unique challenges. At Cave Hill similar activities were conducted, and that Corps also collaborated with the UWIAA Barbados Chapter to host the 7th Annual Distinguished Lecture which featured the Hon Kamla Persad-Bissessar, Prime Minister of the Republic of Trinidad and Tobago and launched a UWI STAT FOOTPRINTS Scholarship Fund. At St Augustine many activities were conducted and regionalism was promoted with CSME and CARICOM events.

UWI STAT Alumni Ambassadors continue to represent and excel. Timar Jackson was named 2104 Jamaica Rhodes Scholar and Chloe Samantha Walker became Barbados' first Rhodes Scholar in seven years. In Trinidad, Prunella Mungroo launched the Jacob Jacket Foundation, an NGO to provide opportunities for youth and communities for growth through volunteerism and capacity building. Tovia Lin Bartholomew and Hilean Morean won local government elections in Trinidad and are now serving their country on a national level.

#### FOOTPRINTS

The annual FOOTPRINTS: Students for Development campaign which is the only regional, annual student giving campaign, was hosted regionally by the UWI STAT Corps. It is designed to encourage student participation in campus development, to foster Pelican Pride and to start early the tradition of "giving back to alma mater" in the student population.

#### UWI ALUMNI ASSOCIATION (UWIAA) CHAPTERS AND CONTACTS

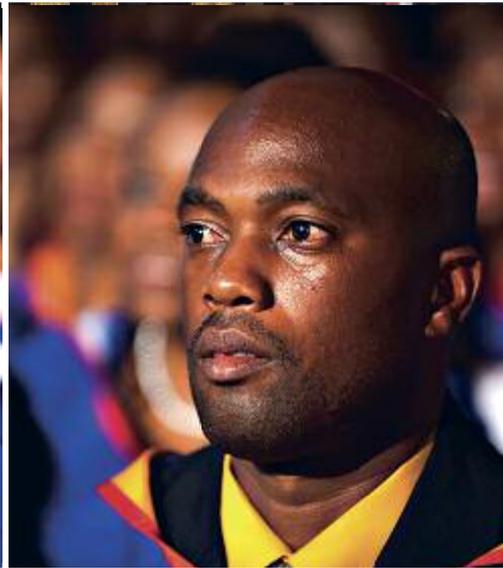
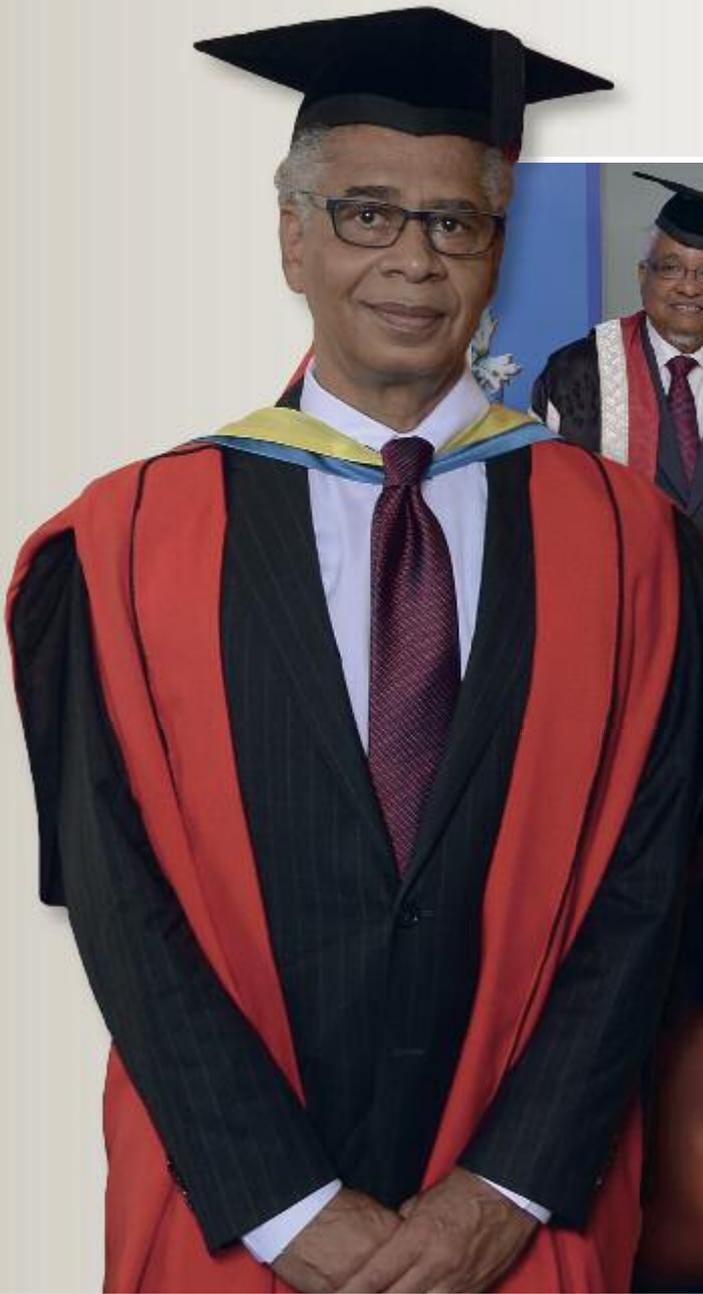
UWI alumni provides important value to The UWI in areas such as profile raising, student recruitment, mentorship and E-Mentorship, networking and as speakers/conference participants. They are represented by twenty-seven UWI Alumni Association (UWIAA) Chapters and UWIAA Contacts worldwide. Discussions were held regarding the establishment of the Western Jamaica Campus (WJC) Chapter and the formation of the UWI STAT WJC Corps, as well as several Sub-Chapters. Graduates remain "connected" through their activities in association with and for the UWI, the monthly teleconferences between the UWIAA Presidents and the Director of Alumni Relations, the Vice-Chancellor's Presidents Club, the annual Central Executive Committee (CEC) Meeting for UWIAA Presidents and various reunions. [VC](#)





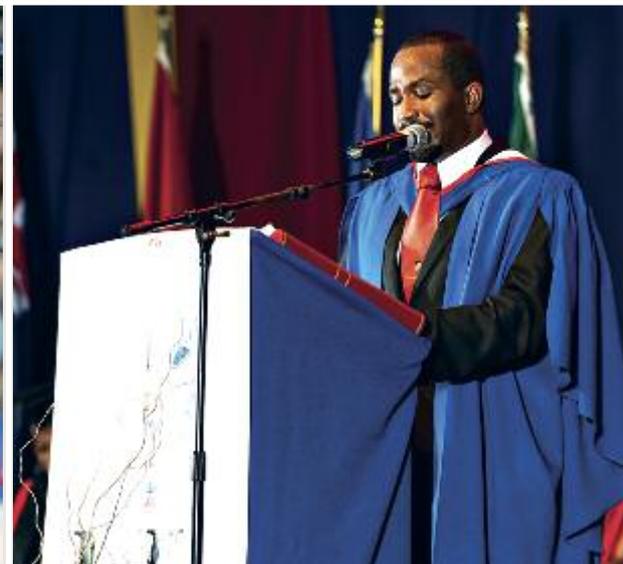
# GRADUATES OF

CAVE HILL 2,010 > MONA 3,316



# THE UWI 2014

ST AUGUSTINE 4,232 > OPEN CAMPUS 773 = TOTAL UWI 10,331







# University Council 2014/2015

## **CHAIR – CHANCELLOR**

Sir George Alleyne

## **VICE-CHANCELLOR**

Professor E. Nigel Harris

## **CHAIRMEN OF CAMPUS COUNCILS**

Mr Paul Altman

Cave Hill

Dr Marshall Hall

Mona

Mr Ewart Williams

St Augustine

Sir Dwight Venner xx

Open Campus

## **PRO VICE-CHANCELLORS**

Professor Alan Cobley

Undergraduate Studies

Professor Wayne Hunte

Research

Professor Yvette Jackson

Graduate Studies

Professor Andrew Downes

Planning & Development

## **CAMPUS PRINCIPALS**

Professor Sir Hilary Beckles

Cave Hill

Professor Archibald McDonald

Mona

Professor Clement Sankat

St Augustine

Professor Eudine Barriteau

Open Campus

## **REPRESENTATIVES OF ACADEMIC BOARDS**

Dr Justin Robinson

Professor Pedro Welch

Cave Hill

Professor Evan Duggan

Dr Lloyd Waller

Mona

Professor Chidum Ezenwaka

Dr Isaac Bekele

St Augustine

Mrs Susan Sarah Owens

Dr Joel Warrican

Open Campus

## **UNIVERSITY LIBRARIAN**

Ms Jennifer Joseph

## **APPOINTED BY THE ALUMNI ASSOCIATION**

Mr Cheridan Woodroffe

Ms Cecile Clayton (*vice* Ms Julie-Ann Laudat)

## **APPOINTED BY THE GOVERNMENTS OF THE CONTRIBUTING COUNTRIES**

Dr The Hon Jerome Roberts

Anguilla

The Hon Michael Browne

Antigua & Barbuda

The Hon Jerome K. Fitzgerald

Bahamas

The Hon Ronald Jones

Barbados

The Hon Patrick Faber

Belize

The Hon R. Wayne Scott

Bermuda

The Hon Myron V. Walwyn

British Virgin Islands

The Hon Tara Rivers

The Cayman Islands

The Hon Petter Saint-Jean

Dominica

The Hon Anthony Boatwain

Grenada

The Hon Rev Ronald Thwaites

Jamaica

The Hon Colin Riley

Montserrat

The Hon Shawn K. Richards

St Christopher/Nevis

The Hon Dr Robert K. Lewis

Saint Lucia

The Hon Girlyn Miguel

St Vincent & The Grenadines

The Hon Fazal Karim

Trinidad & Tobago

The Hon Akierra Missick

Turks & Caicos Islands

## **APPOINTED BY THE CHANCELLOR**

Dr Compton Bourne

Mr Edwin Carrington

Dr Charmaine Gardner

Mr Aubyn Hill

The Hon Dennis Lalor

## **TERTIARY LEVEL INSTITUTIONS REPRESENTATIVE**

Dr Karl Dawson

## **SENIOR ADMINISTRATIVE STAFF REPRESENTATIVE**

Mr Paul Keith

Cave Hill

## **COMMITTEE OF DEANS' REPRESENTATIVE**

Professor Brian Copeland

## **ADMINISTRATIVE, TECHNICAL & SERVICE STAFF REPRESENTATIVE**

Mr Charlton Ali

(Open Campus)

## **STUDENT REPRESENTATIVES**

Mr Damani Parris (Cave Hill)

Mr Lerone Laing (Mona)

Mr Matthew Peters (St Augustine)

Mrs Fallan Skinner-Thomas

(Open Campus)

## **UNIVERSITY BURSAR**

Mr Archibald Campbell

## **UNIVERSITY REGISTRAR (SECRETARY)**

Mr C. William Iton

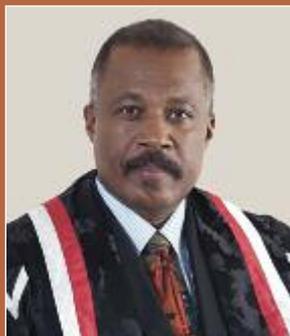
Mrs Lois Graham

(Recording Secretary)

# The Executive Management Team



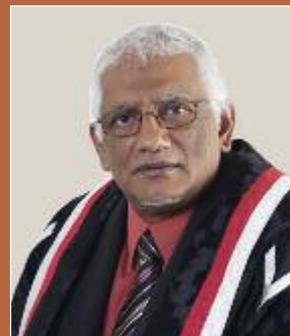
**Professor E. Nigel Harris**  
Vice-Chancellor



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



**Professor Archibald McDonald**  
Pro Vice-Chancellor and Principal,  
Mona



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



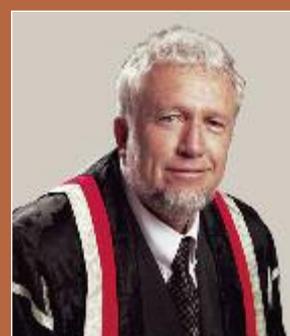
**Professor Eudine Barriteau**  
Pro Vice-Chancellor and Principal,  
Open Campus



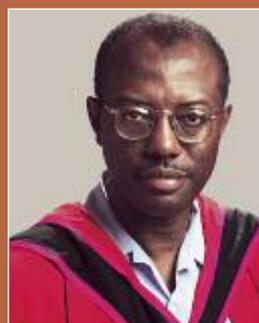
**Professor Alan Cobley**  
Pro Vice-Chancellor,  
Undergraduate Studies



**Professor Yvette Jackson**  
Pro Vice-Chancellor,  
Graduate Studies



**Professor Wayne Hunte**  
Pro Vice-Chancellor,  
Research



**Professor Andrew Downes**  
Pro Vice-Chancellor, Planning and  
Development



**Mr C. William Iton**  
University Registrar



**Mr Archibald Campbell**  
University Bursar/  
Chief Financial Officer



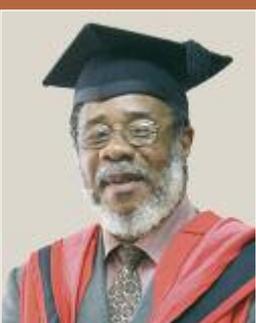
**Ms Jennifer Joseph**  
University Librarian



**Mrs Brigitte Collins**  
Chief Information Officer



**Mrs Laleta Davis- Mattis**  
University Counsel



**Professor Pedro Welch**  
Deputy Principal, Cave Hill



**Prof Ishenkumba Kahwa**  
Deputy Principal, Mona

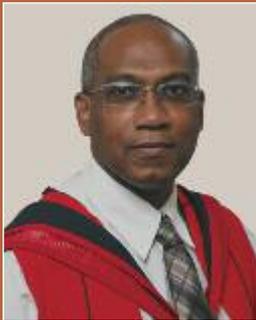


**Professor Rhoda Reddock**  
Deputy Principal, St Augustine



**Professor Julie Meeks Gardner**  
Deputy Principal, Open Campus

# Committee of Deans



**Professor Brian Copeland**  
Engineering,  
St Augustine (Chair)



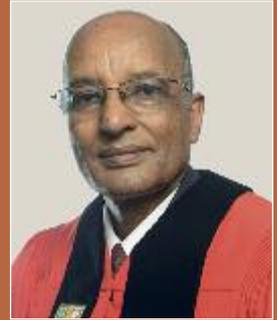
**Dr Jennifer Obidah**  
Humanities & Education,  
Cave Hill



**Dr Swithin Wilmot**  
Humanities & Education,  
Mona



**Dr Heather Cateau**  
Humanities & Education,  
St Augustine



**Dr Isaac Bekele**  
Food & Agriculture,  
St Augustine



**Dr David Berry**  
Law, Cave Hill



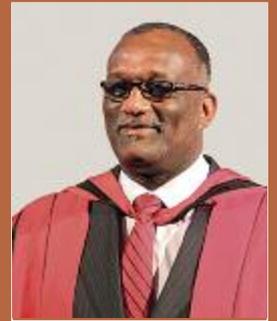
**Dr Derrick McKoy**  
Law, Mona



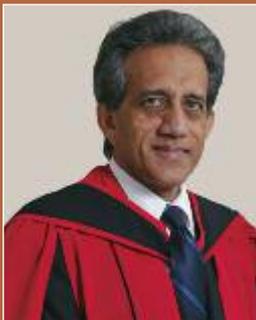
**Prof Rose-Marie Antoine**  
Law, St Augustine



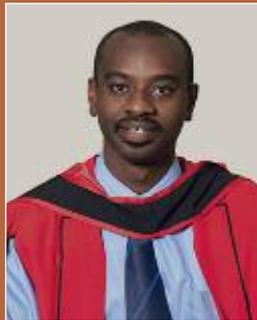
**Professor Joseph Branday**  
Medical Sciences, Cave Hill



**Professor Horace Fletcher**  
Medical Sciences, Mona



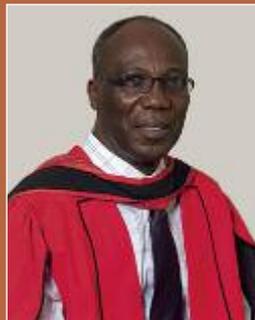
**Prof Samuel Ramsewak**  
Medical Sciences, St Augustine



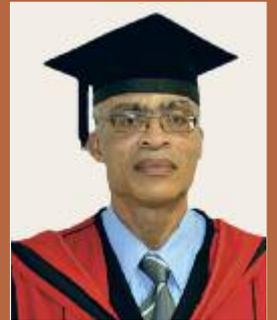
**Dr Justin Robinson**  
Social Sciences, Cave Hill



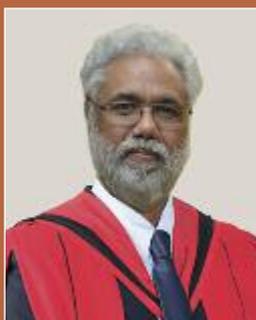
**Professor Evan Duggan**  
Social Sciences, Mona



**Mr Errol Simms**  
Social Sciences, St Augustine



**Dr Colin Depradine**  
Science & Technology,  
Cave Hill



**Professor Paul Reese**  
Science & Technology,  
Mona



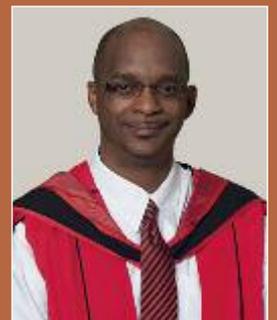
**Prof Indar Ramnarine**  
Science & Technology,  
St Augustine



**Dr Joel Warrican**  
Director, APAD, Open Campus



**Dr Judith Soares**  
Director, CSDR, Open Campus



**Dr Francis Severin**  
Director, Open Campus Sites





# Staff Developments 2013/2014

PROMOTIONS, NEW APPOINTMENTS, TEMPORARY APPOINTMENTS AND RESIGNATIONS

## CAVE HILL

### Promotions

**Dr Kahiudi Mabana**

Promoted to Professor  
Department of Language,  
Linguistics & Literature

**Dr Aaron Kamugisha**

Promoted to Senior Lecturer  
Faculty of Humanities and  
Education

**Dr Elaine Rocha**

Promoted to Senior Lecturer  
Department of History and  
Philosophy

**Dr Harold Watson**

Promoted to Senior Lecturer  
Faculty of Medical Sciences

**Ms Angela Rose**

Promoted to Senior Lecturer  
Chronic Disease Research Centre

**Mr Rommel Carter**

Promoted to Senior Level I  
Student Affairs (Admissions)

**Mr David Myles**

Promotion to Senior Level I  
Bursary

### New Appointments

**Mrs Amanda Reifer**

Manager, Sports Promotion  
Academy of Sport

**Ms Sonia Bowen**

Librarian I  
Sidney Martin Library

**Mrs Sandra Thomas**

Librarian I  
Sidney Martin Library

**Ms Yvonne Weekes**

Lecturer  
Errol Barrow Centre for Creative  
Imagination

**Dr Sheron Burns**

Lecturer  
School of Education

**Dr Ian Lubin**

Lecturer  
School of Education

**Dr Asya Ostroukh**

Senior Lecturer  
Faculty of Law

**Ms Alana Lancaster**

Lecturer  
Faculty of Law

**Mr Calvin Hamilton**

Senior Lecturer  
Faculty of Law

**Ms Corlita Babb-Schaefer**

Lecturer  
Faculty of Law

**Ms Jill St George**

Lecturer  
Faculty of Law

**Dr Hans Mahncke**

Lecturer  
Faculty of Law

**Ms Taneisha Brown**

Lecturer  
Faculty of Law

**Mrs Prosper Bangayo-Skeete**

Lecturer  
Department of Economics

**Mr John Burnett**

Lecturer  
Department of Management  
Studies

**Mrs Stacey Estwick**

Lecturer  
Department of Management  
Studies

**Dr Glenda Gay**

Lecturer  
Department of Management  
Studies

**Ms Nicole Knight-Arthur**

Lecturer  
Department of Management  
Studies

**Dr Paul Pounder**

Lecturer  
Department of Management  
Studies

**Dr Alfred Walkes**

Lecturer  
Department of Management  
Studies

**Mrs Diana Weekes-Marshall**

Lecturer  
Department of Management  
Studies

### Temporary Appointments

**Mrs Orwyn Herbert**

Assistant Registrar (Human  
Resources)

**Ms Yolande Cooke**

Programme Officer  
Office of the Principal

**Mr Wayne Davis**

Accountant  
Bursary

**Mr Barry Jordan**

Information Technologist I  
Campus IT Services



**Mr Troy Carrington**  
Faculty Development Facilitator  
Centre for Excellence in Teaching  
and Learning

**Ms Andrea Marshall**  
Faculty Development Facilitator  
Centre for Excellence in Teaching  
and Learning

**Mrs Alicia Payne**  
Senior Library Assistant  
Sidney Martin Library

**Ms Fay Thompson**  
Senior Library Assistant  
Sidney Martin Library

**Mr Khaleid Holder**  
Research Associate  
Quality Assurance Office

**OFFICE OF STUDENT SERVICES**

**Ms Jacqueline Benn**  
Psychological Counsellor

**Ms Don-Marie Holder**  
Career Counselling  
Specialist/Internship Coordinator

**Mr Timothy Arthur**  
Student Services Manager

**SIR ARTHUR LEWIS INSTITUTE  
FOR SOCIAL & ECONOMIC  
STUDIES**

**Dr Latoya Lazarus**  
Junior Research Fellow

**FACULTY OF HUMANITIES AND  
EDUCATION**

**Dr Alana Johnson**  
Lecturer  
Department of History and  
Philosophy

**Ms Debra Providence**  
Lecturer  
Department of Language,  
Linguistics and Literature

**Mr Marco Schaumloeffel**  
Lecturer  
Department of Language,  
Linguistics and Literature

**Mr Martin Wood**  
Lecturer  
Department of Language,  
Linguistics and Literature

**Dr Victor Simpson**  
Department of Language,  
Linguistics and Literature

**Dr J Deanne Ford**  
Lecturer  
School of Education

**Ms Mia Jules**  
Lecturer  
School of Education

**FACULTY OF LAW**

**Mr Samson Owusu**  
Senior Lecturer

**Ms Sheldine Greene**  
Senior Library Assistant  
Law Library

**FACULTY OF MEDICAL  
SCIENCES**

**Dr Sean Bernstein**  
Lecturer

**Dr Alan Smith**  
Lecturer

**Dr Hugh Thomas**  
Lecturer

**Mr Andre Greenidge**  
Research Assistant  
Chronic Disease Research Centre

**FACULTY OF SCIENCE AND  
TECHNOLOGY**

**Mrs Tessa King-Inniss**  
Assistant Lecturer  
Department of Computer Science,  
Mathematics and Physics

**Ms Desiree Jordan**  
Assistant Lecturer  
Department of Computer Science,  
Mathematics and Physics

**FACULTY OF SOCIAL SCIENCES**

**Mr Adrian Glean**  
Research Assistant

**Ms Tracey Broome**  
Assistant Lecturer  
Department of Economics

**Mr Anderson Elcock**  
Lecturer  
Department of Economics

**Mr Jeremy Stephen**  
Lecturer  
Department of Economics

**Ms Ayodele Harper**  
Research Assistant  
Department of Government,  
Sociology and Social Work

**Dr Joan Phillips**  
Senior Lecturer  
Department of Government,  
Sociology and Social Work

**Ms Joan Cuffie**  
Lecturer  
Department of Government,  
Sociology and Social Work

**Mr Terry Harris**  
Assistant Lecturer  
Department of Management  
Studies

**Mr Kemaul Persaud**  
Lecturer  
Department of Management  
Studies

**Ms Malissa Cornwell**  
Research Assistant  
Department of Management  
Studies

**Ms Khadija Holder**  
Research Assistant  
Department of Management  
Studies

**Ms Amanda Pierce**  
Research Assistant  
Department of Management  
Studies  
Institute of Gender & Development  
Studies: Nita Barrow Unit

**Ms Shari Inniss-Grant**  
Research Assistant

**Retirements**

**Mrs Marcia Nurse**  
Librarian III  
Sidney Martin Library

**Mrs Patricia Reece-McComie**  
Halls Administrator

**Professor Wayne Hunte**  
PVC  
Office of Research



**Dr Victor Simpson**  
Senior Lecturer  
Department of Language,  
Linguistics and Literature

**Professor Marc Lavoie**  
Department of Biological and  
Chemical Sciences

**Dr Hadrian Peter**  
Senior Lecturer  
Department of Computer Science,  
Mathematics and Physics

**Professor Robin Mahon**  
Director  
Centre for Resource Management  
and Environmental Studies

**Professor Michael Howard**  
Department of Economics

### **Principal's Award for Excellence 2014/2015**

**Dr David Berry**

**Ms Janice Cumberbatch**

**Mrs Sandra Cumberbatch**

**Dr Alok Kumar**

**Dr Donna-Maria Maynard**

**Dr Babalola Ogunkola**

**Mrs Christianne Walcott**

### **MONA CAMPUS**

#### **Promotions**

**Dr Chukwuemeka Nwokocha**  
Promoted to Senior Lecturer  
Department of Basic Medical  
Sciences

**Dr Lila Rao**  
Promoted to Senior Lecturer  
Mona School of Business and  
Management

**Dr Novie Younger-Coleman**  
Promoted to Senior Lecturer  
Tropical Medicine Research  
Institute

**Dr Monika Parshad Asnani**  
Promoted to Senior Lecturer  
Tropical Medicine Research  
Institute

**Dr Trevor Ferguson**  
Promoted to Senior Lecturer  
Tropical Medicine Research  
Institute

**Dr Thejani Delgoda**  
Promoted to Senior Lecturer  
Natural Products Institute

**Dr Paul Maragh**  
Promoted to Senior Lecturer  
Department of Chemistry

**Dr Kurt McLaren**  
Promoted to Senior Lecturer  
Department of Life Sciences

**Dr Shazeeda Ali**  
Crossed the Bar  
Faculty of Law

**Dr Jenny Jemmot**  
Crossed the Merit Bar  
Department of History &  
Archaeology

**Dr Kert Edward**  
Crossed the Merit Bar  
Department of Physics

**Dr Jean Francois Dorvill**  
Crossed the Merit Bar  
Department of Physics

**Dr Jascinth Lindo**  
Crossed the Merit Bar  
UWI School of Nursing

**Ms Elizabeth MacKay**  
Promoted to Lecturer  
Centre for Hotel and Tourism  
Management

**Dr Michelle McLeod**  
Crossed the Merit Bar  
Mona School of Business and  
Management

**Dr Suzette Haughton**  
Crossed the Merit Bar  
Department of Government

**Dr Jermaine McCalpin,**  
Crossed the Merit Bar  
Department of Government

**Dr Ishtar Govia**  
Crossed the Merit Bar  
Department of Sociology,  
Psychology & Social Work

**Dr Caryl James**  
Crossed the Merit Bar  
Department of Sociology,  
Psychology & Social Work

**Mr Stanley Smellie, Project Officer**  
Promoted to Level II  
Bursary

**Miss Sasekea Harris – Librarian**  
Promoted to Level III  
Library

**Mrs Keisha Sherman-Howell**  
Promoted to Level II  
Mona School of Business &  
Management

**Nadeen Spence – Student Services  
Manager**  
Promoted to Level III  
Office of Student Services &  
Development

**Sharon Roberts – Administrative  
Officer**  
Promoted to Higher Grade (Level II)  
Faculty of Medical Sciences

**Mrs Janice Brown-Roberts, Manager**  
Promoted to Higher Grade (Level II)  
Mona Information Technology  
Services

**Mrs Aleathia Afflick-Mitchell**  
Promoted to Senior Information  
Technology Officer  
Mona Information Technology  
Services

**Ms Cherie-Ann Small**  
**Deputy Manager**  
Promoted to Level III  
Tropical Medicine Research  
Institute

**Mr Devon Smith, Manager**  
Promoted to Senior Level II  
Campus Projects Office

**Dr Courtney Hogarth**  
Promoted to Senior Level I  
Confucius Institute

#### **New Appointments**

**Mr Zachary Beier**  
Assistant Lecturer  
FHE – Department of History &  
Archaeology



**Dr Erin MacLeod**

Lecturer  
FHE – Institute of Caribbean Studies

**Miss Kadian Walters**

Assistant Lecturer  
FHE – Department of Language, Linguistics & Philosophy

**Dr Keren Cumberbatch**

Lecturer  
FHE – Department of Language, Linguistics & Philosophy

**Dr Douglas Kutach**

Lecturer  
FHE – Department of Language, Linguistics & Philosophy

**Dr Yan Wu**

Lecturer  
FHE – Department of Modern Languages & Literatures

**Dr Benjamin Hilb**

Lecturer  
FHE - Literatures in English

**Dr Teresa Villoria Nolla**

Lecturer  
FHE – Modern Languages & Literatures

**Dr Zoyah Kinkead-Clark**

Lecturer  
FHE – School of Education

**Dr Yewande Lewis-Fokum**

Lecturer  
FHE – School of Education

**Dr Aisha Spencer**

Lecturer  
FHE – School of Education

**Dr Canute Thompson**

Lecturer  
FHE – School of Education

**Dr Hugh McLean**

Senior Lecturer  
FMS – Basic Medical Sciences

**Dr Sophie Turfus**

Lecturer  
FMS – Basic Medical Sciences

**Dr Paul Brown**

Lecturer  
FMS – Community Health & Psychiatry

**Mr Herbert Eldemire**

Instructor  
FMS – Community Health & Psychiatry

**Dr Tamara Thompson**

Lecturer  
FMS – Medicine

**Dr Rory Thompson**

Lecturer  
FMS – Pathology

**Miss Carol Townsend**

Programme Coordinator  
FMS – School of Medical Radiation Technology

**Dr Tamika Royal-Thomas**

Lecturer  
FMS – Tropical Medicine Research Institute

**Mr Kendal Johnson**

Lecturer  
FSS- Centre for Hotel and Tourism Management

**Dr Christopher Charles**

Lecturer  
FSS – Department of Government

**Miss Christine Crew**

Administrative Officer  
FSS – Sir Arthur Lewis ISES

**Mr Colin Williams**

Lecturer  
FSS – Sociology, Psychology & Social Work

**Dr Debbie-Ann Gordon-Smith**

Lecturer  
FST – Chemistry

**Dr Tania Henry**

Lecturer  
FST – Mona School of Engineering

**Dr Nicolas McMorris**

Lecturer  
FST – Mona School of Engineering

**Dr Kirk Spence**

Lecturer  
FST – Mona School of Engineering

**Dr Omar Thomas**

Lecturer  
FST – Mona School of Engineering

**Dr Louis-Ray Harris**

Lecturer  
FST – Department of Physics

**Mr Omar Graham**

Assistant Manager  
Bursary

**Miss Anthia Muirhead**

Assistant Registrar  
Office of the Campus Registrar – Secretariat

**Mr Garrick Blake**

Information Technology Officer  
MITS

## Retirements

**Professor Franklyn Bennett**

Department of Pathology

**Dr Henry Ellis**

Department of Chemistry

**Dr Anthony Greenaway**

Department of Chemistry

**Dr Moses Peart**

School of Education

**Professor Veront Satchell**

Department of History & Archaeology

**Mr David Williams**

Department of Literatures in English

**Dr Winston Williams**

Department of Medicine

**Mrs Rodina Reid**

Registry – Secretariat

## Resignations

**Dr Weifeng Han**

Lecturer – Department of Language, Linguistics & Philosophy

**Mrs Vivienne Harding**

Instructor – Department of Language, Linguistics & Philosophy

**Ms Levene Griffiths**

Administrative Officer – School of Education

**Dr Cheryl Bennett**

Senior Lecturer – Department of Basic Medical Sciences



**Dr Keith Williams**  
Lecturer  
Dentistry Programme

**Mrs Sajeetha Babu**  
Lecturer  
UWI School of Nursing

**Mrs Marcia Mullings-Barrett**  
Lecturer  
UWI School of Nursing

**Dr Tamoya Christie**  
Lecturer  
Department of Economics

**Dr Akil Malaki**  
Lecturer  
Department of  
Government

**Dr Dhanaraj Thakur**  
Lecturer  
Department of  
Government

**Dr Keith Duncan**  
Lecturer  
Department of Physics

**Dr Gary Jackson**  
Lecturer  
Department of Physics

## OPEN CAMPUS

### New Appointments

**Dr Joel Warrican**  
Planning and Development Officer  
Office of the Principal  
Barbados

**Mrs Janet Stoddart-Allen**  
Treasury Manager  
Office of Finance  
Jamaica

**Mrs Ave Mann Cross**  
Programme Coordinator  
APAD  
Trinidad and Tobago

**Dr Lora Woodall**  
Curriculum Development Specialist  
APAD  
Barbados

**Ms Vivienne Harding**  
Programme Coordinator  
APAD  
Jamaica

**Mrs Arlene Alleyne-Regis**  
Librarian II  
Open Campus Library and  
Information Services  
Trinidad and Tobago

### Promotions

**Ms Daisy St. Rose**  
Library Assistant  
Open Campus Libraries &  
Information Services  
St. Lucia

**Ms Melissa Alleyne**  
Research Assistant  
Office of the Principal  
Barbados

**Mrs Marlene Francis**  
Administrative Assistant  
Open Campus Site  
St. Lucia

**Ms Aisha Estwick**  
Administrative Assistant  
Human Resource Department  
Barbados

**Mrs Elizabeth Sinclair**  
Administrative Assistant  
Programme Delivery Department  
Jamaica

**Mrs Carolyn Thomas**  
Research Assistant  
Social Welfare Training Centre  
Jamaica

### Temporary Appointments

**Ms Joan Cuffie**  
Tutor/Coordinator, WAND  
Consortium for Social Development  
and Research  
Barbados

**Dr Cheryl McDonald-Sloley**  
Deputy Director  
Office of the Director Open Campus  
Country Sites  
Jamaica

**Ms. Romana Yearwood**  
Audit Manager I  
Audit Management Division  
Barbados

**Dr Ian Austin**  
Deputy Director Continuing and  
Professional Education  
Open Campus Country Sites  
Barbados

**Ms June Castello**  
Curriculum Development Specialist  
Course Development Department  
APAD  
Jamaica

### Retirements

**Mrs Gillian Glean-Walker**  
Head Jamaica Eastern Region  
Open Campus Jamaica Eastern  
Region  
Jamaica

**Ms Rhona Burgess**  
Programme Officer  
Open Campus Jamaica Eastern  
Region  
Jamaica

### Resignations

**Mr Garvin James**  
Treasury Manager  
Office of Finance  
Trinidad and Tobago

**Prof Gary Hepburn**  
Director  
Academic Programming and  
Delivery  
Trinidad and Tobago

**Mrs Paulette Bell-Kerr**  
Curriculum Development Specialist  
Academic Programming and  
Delivery  
Jamaica

### Principal's Award for Excellence 2013

**Dr Jerome Miller-Vaz**  
Head Jamaica Western Region  
Open Campus Jamaica Western  
Region  
Jamaica

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**STUDENT  
REGISTRATION**

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**TOTAL  
REGISTRATION**

52,031

**UNDERGRADUATE  
DEGREES**

38,409

**GRADUATE DEGREES**

13,542

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# Student Enrolment 2013/2014

The University of the West Indies enrolled 52,031 students (including off-campus students) in the 2013/2014 academic year (Table 1). With the addition of only 1 student this represents zero percent increase over the previous year. Of the 52,031 registrants, 83.5% were on-campus students engaged in face-to-face study, 12.8% were enrolled in the Open Campus, while 3.6% were off-campus students studying at tertiary and affiliated institutions and by distance education.

## ON-CAMPUS ENROLMENT

The University experienced a 0.5% increase in on-campus enrolment (Table 1). This translates to an additional 212 students over the previous year. Comparatively, the St Augustine Campus registered 10 additional students, the Mona Campus enrolled an extra 344 students while the Cave Hill Campus enrolment showed a decline of 142 students.

## OPEN CAMPUS ENROLMENT

The University's Open Campus student population was 6,684 in 2013/2014. This represents a decrease of 3.5% or 248 less students than the previous year.

## OFF-CAMPUS ENROLMENT

The University's off-campus student (excluding Open Campus) population was 1,885 in 2013/2014. This represents an increase of 1.9% or 35 more students over the previous year.

Tertiary level institutions had the largest share of students with 914 followed by distance education

programmes with 459 students, while affiliated institutions recorded 190 students and external students 322. As a proportion of total university enrolment, off-campus enrolment accounted for 3.6%, off which tertiary level institutions accounted for 1.8%, distance education 0.9%, affiliated institutions 0.4% and external students 0.6%.

## FTE REGISTRATIONS (ON-CAMPUS)

The University's full-time equivalent (FTE) enrolment grew by 422 to reach 36,238 FTE students in 2013/2014 (Table 4). This represents a 1.2% increase over the previous year. The Mona Campus recorded the highest increase at 2.8% followed by St Augustine with 0.5% and Cave Hill with -0.6%.

At the University and Campus levels, the Faculty of Social Sciences enrolled the most students followed by Science & Technology and Humanities and Education (Table 5). As seen in Table 5, St Augustine led the way in registering the highest proportion (51%) of students pursuing science and technology programmes (inclusive of Engineering, Food & Agriculture, Medical Sciences and Science & Technology). The corresponding proportions were 44% at Mona and 21% at Cave Hill.

Of the 36,238 FTE students, 15,547 were enrolled at St Augustine, 13,918 were enrolled at Mona and 6,773 were registered at Cave Hill. As a proportion of total enrolment, 79% of students were pursuing first degrees (Table 6). At the Campus level, the percentage of students enrolled in first degree programmes was 85% at Cave Hill, 83% at Mona and 73% at St Augustine.



Higher degree enrolment, an important area for expansion at the University, stood at 17%, the same as the previous year. As seen in Table 6, the proportion of students pursuing higher degrees was 21% at St Augustine, 15% at Mona and 13% at Cave

hill. When compared to the previous year, there were no changes in these percentages at the three campuses.

Hill. When compared to the previous year, there were no changes in these percentages at the three campuses.

**FULL-TIME AND PART-TIME REGISTRATIONS**

In 2013/2014, of the 43,462 on-campus or face-to-face students enrolled, 29,014 or 66.8% were full-time and 14,448 or 33.2% were part-time. When compared to the previous year, full-time enrolment increased by 0.2 percentage points. The proportions of full-time to part-time enrolment by campus

**ENROLMENT BY GENDER**

The University of the West Indies has enrolled a disproportionately higher percentage of females to males over the past decade. In 2013/2014, the proportion of females to males was 68.5% to 31.5% for total University enrolment, 66% to 34% for on-campus enrolment, 85% to 15% for Open Campus enrolment and 77% to 23% for off-campus enrolment.

Overall, the Open Campus recorded the highest proportion of females at 85% of total enrolment,



followed by Mona with 69%, Cave Hill with 68% and St Augustine with 63% (Table 7).

A similar pattern emerged for first degree enrolment. As Table 8 shows, the Open Campus had the highest proportion of females (85%) registered in first degree programmes followed by Mona (67%), Cave Hill (68%) and St Augustine (64%). Each campus also recorded a high percentage of females in the Faculties of Law, Humanities and Education, Social Sciences and Medical Sciences. The only disciplines where males dominated were



pus students, 44.7% or 22,428 were registered in the Social Sciences in 2013/2014. As a proportion of on-campus enrolment, the Faculty of Social Sciences registered the highest proportion of students at each campus ranging from 35% at St Augustine, to 39% at Mona, to 60% at Cave Hill. The Faculty of Medical Sciences attracted the second highest number of students at Mona with 19.7% while at Cave Hill it was Science and Technology with 14.2%. At St Augustine, Humanities & Education attracted the second highest share of students, at approximately 15.1% of on-campus enrolment. When the Open Campus enrolment was grouped

the Faculty of Engineering (St Augustine) with a proportion of 71% male and 29% female and Science & Technology (Cave Hill) with a proportion of 56% male and 44% female.

**STUDENT REGISTRATIONS BY FACULTY AND PROGRAMME**

Student registration by Faculty has shown that University-wide, the Faculty of Social Sciences continues to attract the most students (Table 9). Of the University's 50,127 on-campus and Open Cam-





by Faculty of origin, Social Sciences registered the highest proportion of students with 72.8%, followed by Humanities and Education with 26.1%.

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

By programme, the University of the West Indies continues to cater to a predominantly undergraduate student population. As seen in Table 7, 38,489 students were pursuing undergraduate study from a total of 50,146 on-campus and Open Campus students combined. As a proportion of on-campus enrolment, 75.9% of students were registered in undergraduate programmes while 24.1% were enrolled in postgraduate programmes. For the Open Campus, 89% of students were registered in undergraduate programmes. Among all on-campus undergraduate students, 97.9% were registered in first-degree programmes while 95.1% of postgraduate students were registered in higher degree programmes. At the Open Campus, 82.5% of undergraduate students were registered in first degrees while 84.4% of postgraduate students were enrolled in higher degrees.

## GEOGRAPHICAL DISTRIBUTION OF STUDENTS

As a regional university, the University of the West Indies enrolls students predominantly of Caribbean origin. In 2013/2014, 40.6% of total university students had origins from Trinidad and Tobago, 32.9% had origins from Jamaica and 14.9% had origins from Barbados (Table 12).

The percentage distribution of on-campus students originating from OECS countries decreased marginally to 2.7% of total on-campus enrolment (Table 11). The OECS countries include Antigua and Barbuda, Dominica, Grenada, Montserrat, St Kitts/Nevis, Saint Lucia, and St Vincent and the Grenadines. Of the 1,175 OECS students enrolled (2.7% of total), 1.3% was registered at Cave Hill, 0.4% was registered at Mona, and 1.0% was enrolled at St Augustine.

For the Open Campus the percentage distribution of students originating from OECS countries was 33.8% of the total Open Campus enrolment of 6,684 in 2013/2014 (Table 12).

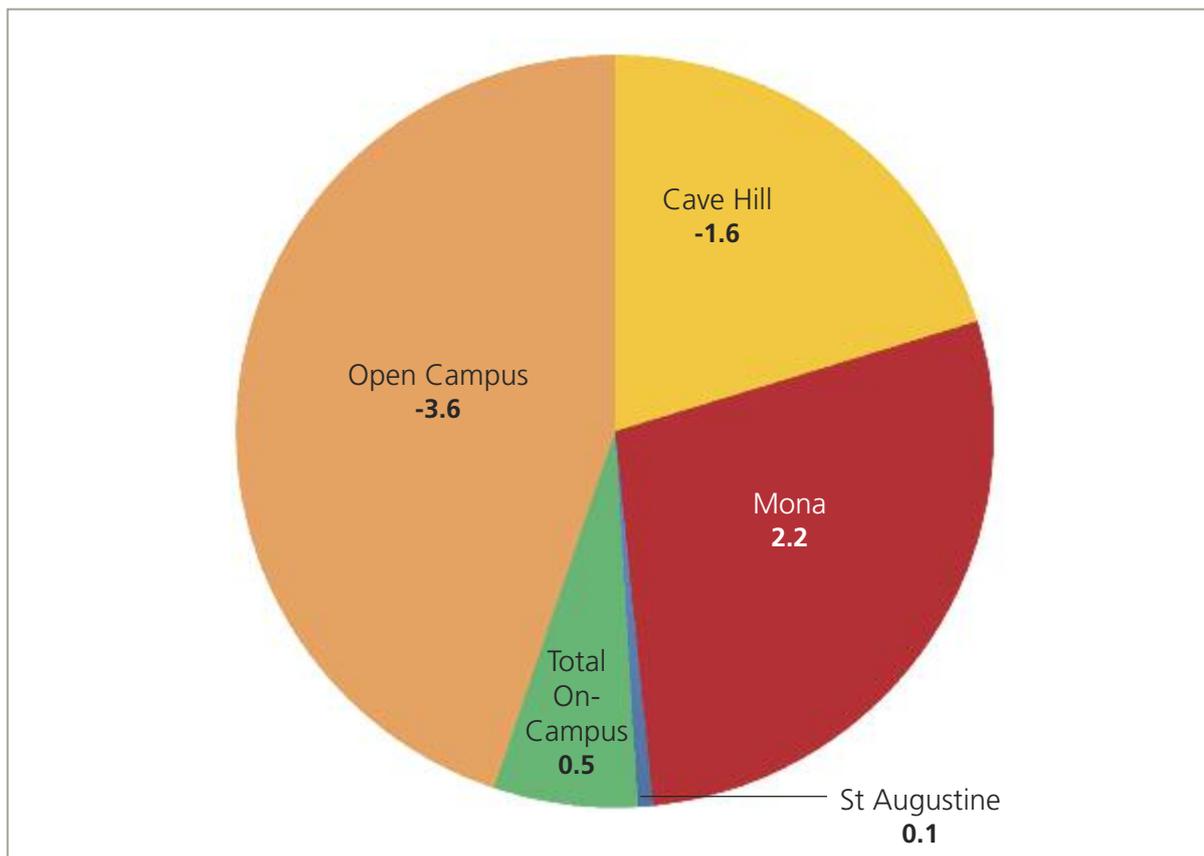
For on-campus enrolment, the proportion of students originating from non-contributing countries was 1.7% in 2013/14. Of these 753 students, 255 were enrolled in the Faculty of Medical Sciences and 185 in Humanities and Education (Table 10). By Campus, 371 were at St Augustine, 252 at Mona and 130 at Cave Hill (Table 12). For Open Campus students, students originating from non-contributing countries stood at 52 or .08% of total enrolment.



**Table 1:** Comparative Student Registrations at On- and Off- Campus Locations in 2012/2013 and 2013/2014

Student Registration	2012/ 2013	Percent of Total	2013/ 2014	Percent of Total	Number Change	Percent Change
<b>ON-CAMPUS</b>						
Cave Hill	8,776	16.9	8,634	16.6	-142	-1.6
Mona	15,327	29.5	15,671	30.1	344	2.2
St. Augustine	19,147	36.8	19,157	36.8	10	0.1
<b>Total On-Campus</b>	<b>43,250</b>	<b>83.1</b>	<b>43,462</b>	<b>83.5</b>	<b>212</b>	<b>0.5</b>
<b>The Open Campus</b>	<b>6,932</b>	13.3	<b>6,684</b>	<b>12.8</b>	<b>-248</b>	<b>-3.6</b>
<b>OFF-CAMPUS</b>						
Distance Education Programmes	456	0.9	459	0.9	3	0.7
Tertiary Level Institutions	957	1.8	914	1.8	-43	-4.5
Affiliated Institutions	226	0.4	190	0.4	-36	-15.9
Other Off-Campus:External	211	0.4	322	0.6	111	52.6
<b>Total Off-Campus</b>	<b>1,850</b>	<b>3.6</b>	<b>1,885</b>	<b>3.6</b>	<b>35</b>	<b>1.9</b>
<b>Grand Total</b>	<b>52,032</b>	<b>100.0</b>	<b>52,031</b>	<b>100</b>	<b>-1</b>	<b>0.0</b>

**Graph 1:** Percentage Change in On-Campus and Open Campus Student Enrolment between 2012/2013 and 2013/2014





**Table 2: Total University Student Enrolment by Campus, Faculty, Programme and Gender, 2013/2014**

CAMPUS & PROGRAMME	FOOD & AGRICULTURE			HUMANITIES & EDUCATION			ENGINEERING			LAW		
	T	M	F	T	M	F	T	M	F	T	M	F
<b>CAVE HILL</b>												
First Degree	0	0	0	889	232	657	0	0	0	625	169	456
Certificates/Diplomas	0	0	0	31	20	11	0	0	0	0	0	0
Higher Degrees/PG Diplomas	0	0	0	246	69	177	0	0	0	116	40	76
Specially Admitted	0	0	0	27	3	24	0	0	0	10	5	5
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,193</b>	<b>324</b>	<b>869</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>751</b>	<b>214</b>	<b>537</b>
<b>MONA</b>												
First Degree	0	0	0	1,772	439	1,333	0	0	0	527	145	382
Associate Degree	0	0	0	0	0	0	0	0	0	0	0	0
Certificates/Diplomas	0	0	0	2	0	2	0	0	0	0	0	0
Higher Degrees/PG Diplomas	0	0	0	761	169	592	0	0	0	0	0	0
Specially Admitted	0	0	0	49	11	38	0	0	0	4	2	2
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,584</b>	<b>619</b>	<b>1,965</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>531</b>	<b>147</b>	<b>384</b>
<b>ST AUGUSTINE</b>												
First Degree	929	330	599	1,537	312	1,225	1,395	976	419	299	86	213
Certificates/Diplomas	23	9	14	260	82	178	10	6	4	0	0	0
Higher Degrees/PG Diplomas	265	119	146	1,007	220	787	1,179	649	530	0	0	0
Specially Admitted	20	6	14	94	28	66	19	8	11	7	2	5
<b>Total</b>	<b>1,237</b>	<b>464</b>	<b>773</b>	<b>2,898</b>	<b>642</b>	<b>2,256</b>	<b>2,603</b>	<b>1,639</b>	<b>964</b>	<b>306</b>	<b>88</b>	<b>218</b>
<b>UNIVERSITY ON-CAMPUS</b>												
First Degree	929	330	599	4,198	983	3,215	1,395	976	419	1,451	400	1,051
Associate Degree	0	0	0	0	0	0	0	0	0	0	0	0
Certificates/Diplomas	23	9	14	293	102	191	10	6	4	0	0	0
Higher Degrees/PG Diplomas	265	119	146	2,014	458	1,556	1,179	649	530	116	40	76
Specially Admitted	20	6	14	170	42	128	19	8	11	21	9	12
<b>Total</b>	<b>1,237</b>	<b>464</b>	<b>773</b>	<b>6,675</b>	<b>1,585</b>	<b>5,090</b>	<b>2,603</b>	<b>1,639</b>	<b>964</b>	<b>1,588</b>	<b>449</b>	<b>1,139</b>
<b>OPEN CAMPUS</b>												
First Degree	2	1	1	1,332	123	1,209	0	0	0	0	0	0
Associate Degree	0	0	0	0	0	0	0	0	0	0	0	0
Certificates/Diplomas	0	0	0	76	74	2	0	0	0	0	0	0
Higher Degrees/PG Diplomas	0	0	0	379	53	326	0	0	0	0	0	0
Specially Admitted	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1,787</b>	<b>250</b>	<b>1,537</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OUTREACH-OFF CAMPUS</b>												
Cave Hill	0	0	0	241	52	189	0	0	0	47	19	28
Mona	0	0	0	402	104	298	0	0	0	0	0	0
St Augustine	0	0	0	0	0	0	54	33	21	6	1	5
<b>Total University Enrolment</b>	<b>1,239</b>	<b>465</b>	<b>774</b>	<b>9,105</b>	<b>1,991</b>	<b>7,114</b>	<b>2,657</b>	<b>1,672</b>	<b>985</b>	<b>1,641</b>	<b>469</b>	<b>1,172</b>



MEDICAL SCIENCES			SCIENCE & TECHNOLOGY			SOCIAL SCIENCES			INSTITUTE FOR GENDER AND DEVELOPMENT STUDIES			TOTAL		
T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
311	88	223	1,068	600	468	4,331	1,238	3,093	0	0	0	7,224	2,327	4,897
0	0	0	0	0	0	66	31	35	0	0	0	97	51	46
109	29	80	143	68	75	613	170	443	12	1	11	1,239	377	862
1	0	1	7	2	5	29	10	19	0	0	0	74	20	54
<b>421</b>	<b>117</b>	<b>304</b>	<b>1,218</b>	<b>670</b>	<b>548</b>	<b>5,039</b>	<b>1,449</b>	<b>3,590</b>	<b>12</b>	<b>1</b>	<b>11</b>	<b>8,634</b>	<b>2,775</b>	<b>5,859</b>
2,563	686	1,877	2,649	1,242	1,407	4,699	1,560	3,139	183	49	134	12,393	4,121	8,272
16	1	15	0	0	0	0	0	0	0	0	0	16	1	15
0	0	0	0	0	0	22	5	17	0	0	0	24	5	19
752	214	538	410	203	207	1,074	337	737	30	3	27	3,027	926	2,101
46	17	29	36	23	13	76	16	60	0	0	0	211	69	142
<b>3,377</b>	<b>918</b>	<b>2,459</b>	<b>3,095</b>	<b>1,468</b>	<b>1,627</b>	<b>5,871</b>	<b>1,918</b>	<b>3,953</b>	<b>213</b>	<b>52</b>	<b>161</b>	<b>15,671</b>	<b>5,122</b>	<b>10,549</b>
2,199	653	1,546	2,171	997	1,174	3,730	1,068	2,662	0	0	0	12,260	4,422	7,838
0	0	0	0	0	0	268	71	197	0	0	0	561	168	393
497	202	295	523	244	279	2,601	915	1,686	31	7	24	6,103	2,356	3,747
1	0	1	42	16	26	50	16	34	0	0	0	233	76	157
<b>2,697</b>	<b>855</b>	<b>1,842</b>	<b>2,736</b>	<b>1,257</b>	<b>1,479</b>	<b>6,649</b>	<b>2,070</b>	<b>4,579</b>	<b>31</b>	<b>7</b>	<b>24</b>	<b>19,157</b>	<b>7,022</b>	<b>12,135</b>
5,073	1,427	3,646	5,888	2,839	3,049	12,760	3,866	8,894	183	49	134	31,877	10,870	21,007
16	1	15	0	0	0	0	0	0	0	0	0	16	1	15
0	0	0	0	0	0	356	107	249	0	0	0	682	224	458
1,358	445	913	1,076	515	561	4,288	1,422	2,866	73	11	62	10,369	3,659	6,710
48	17	31	85	41	44	155	42	113	0	0	0	518	165	353
<b>6,495</b>	<b>1,890</b>	<b>4,605</b>	<b>7,049</b>	<b>3,395</b>	<b>3,654</b>	<b>17,559</b>	<b>5,437</b>	<b>12,122</b>	<b>256</b>	<b>60</b>	<b>196</b>	<b>43,462</b>	<b>14,919</b>	<b>28,543</b>
7	0	7	0	0	0	3,538	614	2,924	0	0	0	4,879	738	4,141
0	0	0	0	0	0	684	95	589	0	0	0	684	95	589
0	0	0	19	5	14	256	49	207	0	0	0	351	128	223
0	0	0	0	0	0	0	0	0	0	0	0	379	53	326
0	0	0	0	0	0	391	73	318	0	0	0	391	73	318
<b>7</b>	<b>0</b>	<b>7</b>	<b>19</b>	<b>5</b>	<b>14</b>	<b>4,869</b>	<b>831</b>	<b>4,038</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,684</b>	<b>1,087</b>	<b>5,597</b>
<b>654</b>	<b>45</b>	<b>609</b>	<b>255</b>	<b>115</b>	<b>140</b>	<b>226</b>	<b>70</b>	<b>156</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,885</b>	<b>439</b>	<b>1,446</b>
0	0	0	11	6	5	95	26	69	0	0	0	394	103	291
632	38	594	33	8	25	63	21	42	0	0	0	1,130	171	959
22	7	15	211	101	110	68	23	45	0	0	0	361	165	196
<b>7,156</b>	<b>1,935</b>	<b>5,221</b>	<b>7,323</b>	<b>3,515</b>	<b>3,808</b>	<b>22,654</b>	<b>6,338</b>	<b>16,316</b>	<b>256</b>	<b>60</b>	<b>196</b>	<b>52,031</b>	<b>16,445</b>	<b>35,586</b>



**Table 3: Total Campus Student Registrations by Programme and Campus, 2013/2014**

PROGRAMME LEVEL	UNIVERSITY			CAVE HILL			MONA			ST AUGUSTINE			OPEN CAMPUS		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
<b>On-Campus/ Open Campus</b>															
First Degree	11,608	25,148	36,756	2,327	4,897	7,224	4,121	8,272	12,393	4,422	7,838	12,260	738	4,141	4,879
Associate Degree	95	589	684	-	-	-	1	15	16	-	-	-	95	589	684
Certificate	203	463	666	31	16	47	0	0	0	147	338	485	25	109	134
Diploma	77	290	367	20	30	50	5	19	24	21	55	76	31	186	217
Advanced Diploma	139	426	565	10	30	40	10	21	31	108	327	435	11	48	59
Higher Degree	3,573	6,610	10,183	367	832	1,199	916	2,080	2,996	2,248	3,420	5,668	42	278	320
Specially Admitted	238	671	909	20	54	74	69	142	211	76	157	233	73	318	391
<b>Sub-Total</b>	<b>15,934</b>	<b>34,212</b>	<b>50,146</b>	<b>2,775</b>	<b>5,859</b>	<b>8,634</b>	<b>5,122</b>	<b>10,549</b>	<b>15,671</b>	<b>7,022</b>	<b>12,135</b>	<b>19,157</b>	<b>1,015</b>	<b>5,669</b>	<b>6,684</b>
<b>Off-Campus</b>															
Distance Education	66	393	459	0	0	0	66	393	459	0	0	0	-	-	-
Affiliated Institutions	61	129	190	0	0	0	61	129	190	0	0	0	-	-	-
Tertiary Level Inst.	159	755	914	103	291	394	44	437	481	12	27	39	-	-	-
External	153	169	322	0	0	0	0	0	0	153	169	322	-	-	-
<b>Sub-Total</b>	<b>439</b>	<b>1,446</b>	<b>1,885</b>	<b>103</b>	<b>291</b>	<b>394</b>	<b>171</b>	<b>959</b>	<b>1,130</b>	<b>165</b>	<b>196</b>	<b>361</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Registration</b>	<b>16,373</b>	<b>35,658</b>	<b>52,031</b>	<b>2,878</b>	<b>6,150</b>	<b>9,028</b>	<b>5,293</b>	<b>11,508</b>	<b>16,801</b>	<b>7,187</b>	<b>12,331</b>	<b>19,518</b>	<b>1,015</b>	<b>5,669</b>	<b>6,684</b>

**Table 4:** Comparison of FTE\* Enrolment between 2012/2013 and 2013/2014

Campus & Faculty/School	2012/2013	2013/2014	Number change	% change
<b>CAVE HILL</b>				
Humanities & Education	845	825	-20	-2.3
Law	624	669	45	7.1
Medical Sciences	374	412	39	10.3
Science & Technology	1,022	1,019	-4	-0.3
Social Sciences	3,879	3,780	-99	-2.6
Institute of Gender & Development Studies	10	9	-1	-10.5
Special Admittance	63	61	-2	-3.2
<b>TOTAL</b>	<b>6,815</b>	<b>6,773</b>	<b>-42</b>	<b>-0.6</b>
<b>MONA</b>				
Humanities & Education	2,168	2,061	-108	-5.0
Law	502	520	19	3.7
Medical Sciences	2,921	3,239	318	10.9
Science & Technology	2,806	2,918	112	4.0
Social Sciences	4,867	4,858	-9	-0.2
Institute of Gender & Development Studies	173	183	11	6.1
Special Admittance	105	141	36	34.4
<b>TOTAL</b>	<b>13,540</b>	<b>13,918</b>	<b>379</b>	<b>2.8</b>
<b>ST AUGUSTINE</b>				
Food & Agriculture	883	1,027	144	16.3
Humanities & Education	2,384	2,279	-106	-4.4
Engineering	2,104	2,050	-54	-2.6
Law	329	299	-30	-9.1
Medical Sciences	2,273	2,417	144	6.3
Science & Technology	2,703	2,461	-242	-8.9
Social Sciences	4,662	4,791	129	2.8
Institute of Gender & Development Studies	35	28	-8	-21.4
Special Admittance	91	197	107	117.7
<b>TOTAL</b>	<b>15,462</b>	<b>15,547</b>	<b>85</b>	<b>0.5</b>
<b>UNIVERSITY</b>				
Food & Agriculture	883	1,027	144	16.3
Humanities & Education	5,397	5,164	-233	-4.3
Engineering	2,104	2,050	-54	-2.6
Law	1,455	1,488	33	2.3
Medical Sciences	5,567	6,068	501	9.0
Science & Technology	6,530	6,397	-133	-2.0
Social Sciences	13,408	13,429	21	0.2
Institute of Gender & Development Studies	217	219	2	0.9
Special Admittance	258	398	141	54.6
<b>TOTAL</b>	<b>35,817</b>	<b>36,238</b>	<b>422</b>	<b>1.2</b>

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



**Table 5: On-Campus FTE Enrolment by Campus and Faculty/School, 2013/2014**

Faculty/School	CAVE HILL	MONA	ST AUGUSTINE	TOTAL
Food & Agriculture	0	0	1,027	1,027
Humanities & Education	825	2,061	2,279	5,164
Engineering	0	0	2,050	2,050
Law	669	520	299	1,488
Medical Sciences	412	3,239	2,417	6,068
Science & Technology	1,019	2,918	2,461	6,397
Social Sciences	3,780	4,858	4,791	13,429
Institute of Gender and Development Studies	9	183	28	219
Special Admittance	61	141	197	398
<b>TOTAL</b>	<b>6,773</b>	<b>13,918</b>	<b>15,547</b>	<b>36,238</b>
Science & Technology (includes Food & Agric., Eng. Med. Sci.)	21.1%	44.2%	51.2%	42.9%

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

**Table 6: On-Campus FTE Student Enrolment by Campus, Sex and Programme, 2013/2014**

	UNIVERSITY			CAVE HILL			MONA			ST AUGUSTINE		
	T	M	F	T	M	F	T	M	F	T	M	F
<b>ON-CAMPUS</b>												
<b>Undergraduate</b>												
1st Degree	<b>28,727</b>	<b>9,880</b>	<b>18,848</b>	5,736	1,846	3,890	11,608	3,868	7,740	11,383	4,166	7,218
Associate Degree					0	0	16	1	15		0	0
Certificate	<b>304</b>	<b>96</b>	<b>208</b>	24	16	8	0	0	0	281	81	200
Diploma	<b>101</b>	<b>30</b>	<b>72</b>	25	10	15	17	4	13	60	16	44
<b>Sub-Total</b>	<b>29,148</b>	<b>10,006</b>	<b>19,142</b>	<b>5,785</b>	<b>1,872</b>	<b>3,913</b>	<b>11,641</b>	<b>3,873</b>	<b>7,768</b>	<b>11,723</b>	<b>4,262</b>	<b>7,461</b>
<b>Graduate</b>												
Higher Diploma	<b>411</b>	<b>96</b>	<b>315</b>	40	10	30	21	7	14	351	79	272
Higher Degree	<b>6,281</b>	<b>2,229</b>	<b>4,053</b>	889	270	619	2,117	673	1,444	3,276	1,286	1,990
<b>Sub-Total</b>	<b>6,692</b>	<b>2,325</b>	<b>4,368</b>	<b>928</b>	<b>280</b>	<b>648</b>	<b>2,137</b>	<b>680</b>	<b>1,458</b>	<b>3,627</b>	<b>1,365</b>	<b>2,262</b>
Specially Admitted	<b>398</b>	<b>124</b>	<b>275</b>	61	17	44	141	45	96	197	62	136
<b>Total</b>	<b>36,238</b>	<b>12,454</b>	<b>23,784</b>	<b>6,773</b>	<b>2,169</b>	<b>4,605</b>	<b>13,918</b>	<b>4,597</b>	<b>9,321</b>	<b>15,547</b>	<b>5,689</b>	<b>9,859</b>
First degree %	79	79	79	85	85	84	83	84	83	73	73	73
Higher Degree %	17	18	17	13	12	13	15	15	15	21	23	20


**Table 7: University Enrolment by Campus, Student Status, Gender and Programme, 2013/2014**

Student Status	UNIVERSITY			CAVE HILL			MONA			ST AUGUSTINE			OPEN CAMPUS		
	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Full-time	29,014	9,990	19,024	4,912	1,562	3,350	12,165	4,072	8,093	11,937	4356	7581	-	-	-
Part-time	14,448	4,928	9,520	3,722	1,213	2,509	3,506	1,050	2,456	7,220	2,665	4,555	-	-	-
<b>Subtotal</b>	43,462	14,918	28,544	8,634	2,775	5,859	15,671	5,122	10,549	19,157	7,021	12,136	-	-	-
Open Campus	6,684	1,015	5,669	-	-	-	-	-	-	-	-	-	6,684	1,015	5,669
<b>Undergraduate</b>															
1st Degree	36,756	11,608	25,148	7,224	2327	4897	12,393	4,121	8,272	12,260	4,422	7,838	4,879	738	4,141
Associate Degree	700	96	604	-	-	-	16	1	15	-	-	-	684	95	589
Certificate	666	203	463	47	31	16	0	0	0	485	147	338	134	25	109
Diploma	367	77	290	50	20	30	24	5	19	76	21	55	217	31	186
<b>Subtotal</b>	<b>38,489</b>	<b>11,984</b>	<b>26,505</b>	<b>7,321</b>	<b>2,378</b>	<b>4,943</b>	<b>12,433</b>	<b>4,127</b>	<b>8,306</b>	<b>12,821</b>	<b>4,590</b>	<b>8,231</b>	<b>5,914</b>	<b>889</b>	<b>5,025</b>
<b>Graduate</b>															
Higher Diploma	565	139	426	40	10	30	31	10	21	435	108	327	59	11	48
Higher Degree	10,183	3,573	6,610	1,199	367	832	2,996	916	2,080	5,668	2,248	3,420	320	42	278
<b>Sub-Total</b>	<b>10,748</b>	<b>3,712</b>	<b>7,036</b>	<b>1,239</b>	<b>377</b>	<b>862</b>	<b>3,027</b>	<b>926</b>	<b>2,101</b>	<b>6,103</b>	<b>2,356</b>	<b>3,747</b>	<b>379</b>	<b>53</b>	<b>326</b>
Off-Campus	1,885	439	1,446	394	103	291	1,130	171	959	361	165	196	-	-	-
Specially Admitted	909	238	671	74	20	54	211	69	142	233	76	157	391	73	318
<b>TOTAL ALL</b>	<b>52,031</b>	<b>16,373</b>	<b>35,658</b>	<b>9,028</b>	<b>2,878</b>	<b>6,150</b>	<b>16,801</b>	<b>5,293</b>	<b>11,508</b>	<b>19,518</b>	<b>7,187</b>	<b>12,331</b>	<b>6,684</b>	<b>1,015</b>	<b>5,669</b>
% Male/female	-	31.5%	68.5%	-	31.9%	68.1%	-	31.5%	68.5%	-	36.8%	63.2%	-	15.2%	84.8%



**Table 8:** Percentage Distribution of Male and Female Registrations in On-Campus & Open Campus First Degree Programmes by Faculty/School and Campus, 2013/2014

Faculty/School	CAVE HILL		MONA		ST AUGUSTINE		OPEN CAMPUS	
	M	F	M	F	M	F	M	F
Food & Agriculture	-	%	-	%	36%	64%	50%	50%
Humanities & Education	26%	74%	25%	75%	19%	76%	9%	91%
Engineering	-	%	-	%	70%	30%	-	-
Law	27%	73%	28%	72%	29%	71%	-	-
Medical Sciences	28%	72%	27%	73%	32%	68%	0%	100%
Science & Technology	56%	44%	47%	53%	41%	59%	-	-
Social Sciences	29%	71%	33%	67%	29%	73%	17%	83%
<b>Total</b>	<b>32%</b>	<b>68%</b>	<b>33%</b>	<b>67%</b>	<b>36%</b>	<b>64%</b>	<b>15%</b>	<b>85%</b>

**Table 9:** Comparison of On-Campus/ Open Campus Enrolment between 2012/2013 and 2013/2014

Campus & Faculty/School	2012/2013	2013/2014	% change
<b>CAVE HILL</b>			
Humanities & Education	1,181	1,193	1.0
Law	686	751	9.5
Medical Sciences	384	421	9.6
Science & Technology	1,250	1,218	-2.6
Social Sciences	5,263	5,039	-4.3
Institute of Gender and Development Studies	12	12	0.0
<b>Total</b>	<b>8,776</b>	<b>8,634</b>	<b>-1.6</b>
<b>MONA</b>			
Humanities & Education	2,697	2,584	-4.2
Law	504	531	5.4
Medical Sciences	3,018	3,377	11.9
Science & Technology	2,964	3,095	4.4
Social Sciences	5,935	5,871	-1.1
Institute of Gender and Development Studies	209	213	1.9
<b>Total</b>	<b>15,327</b>	<b>15,671</b>	<b>2.2</b>
<b>ST AUGUSTINE</b>			
Food & Agriculture	1,084	1,237	14.1
Humanities & Education	2,977	2,898	-2.7
Engineering	2,681	2,603	-2.9
Law	330	306	-7.3
Medical Sciences	2,531	2,697	6.6
Science & Technology	2,999	2,736	-8.8
Social Sciences	6,505	6,649	2.2
Institute of Gender and Development Studies	40	31	-22.5
<b>Total</b>	<b>19,147</b>	<b>19,157</b>	<b>0.1</b>
<b>OPEN CAMPUS</b>			
Food & Agriculture	2	2	0.0
Humanities & Education	1,973	1,787	-9.4
Engineering	0	0	
Law	0	0	0.0
Medical Sciences	9	7	-22.2
Social Sciences	0	19	
Institute of Gender and Development Studies	4,943	4,869	-1.5
<b>Total</b>	<b>5</b>	<b>0</b>	<b>-100.0</b>
<b>UNIVERSITY</b>	<b>6,932</b>	<b>6,684</b>	<b>-3.6</b>
Food & Agriculture			
Humanities & Education	1,086	1,239	14.1
Engineering	8,828	8,462	-4.1
Law	2,681	2,603	-2.9
Medical Sciences	1,520	1,588	4.5
Science & Technology	5,942	6,502	9.4
Social Sciences	7,213	7,049	-2.3
Institute of Gender and Development Studies	22,646	22,428	-1.0
<b>Total</b>	<b>266</b>	<b>256</b>	<b>-3.8</b>



**Table 10: Total On-Campus Registration of Students by Faculty/School and Country of Origin – 2013/2014 – All Campuses**

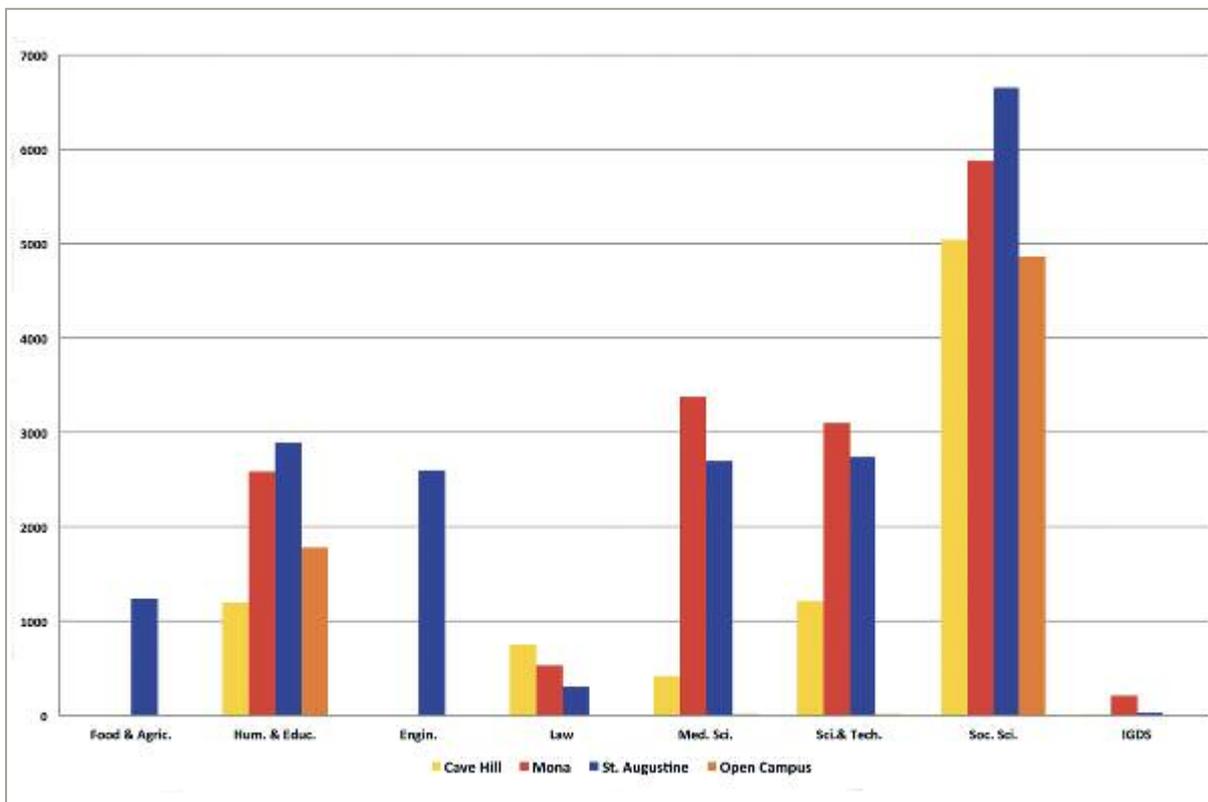
COUNTRY	FOOD & AGRICULTURE	HUMANITIES & EDUCATION	ENGINEERING	LAW	MEDICAL SCIENCES	SCIENCE & TECHNOLOGY	SOCIAL SCIENCES	IGDS	TOTALS	% OF TOTAL
Anguilla	0	4	0	2	0	0	6	0	12	0.0
Antigua & Barbuda	3	19	4	8	16	17	95	0	162	0.4
Bahamas	2	11	0	17	223	36	19	0	308	0.7
Barbados	21	1047	115	255	390	1055	4517	9	7409	17.0
Belize	5	12	14	29	13	17	68	0	158	0.4
Bremuda	0	1	0	0	5	0	3	0	9	0.0
British Virgin Islands	0	1	0	4	9	2	2	0	18	0.0
Cayman Islands	0	1	0	0	7	7	3	0	18	0.0
Dominica	12	5	5	12	24	27	58	0	143	0.3
Grenada	7	16	14	17	20	17	60	0	151	0.3
Guyana	3	12	19	5	45	14	63	2	163	0.4
Jamaica	19	2479	75	661	2653	2906	5664	209	14666	33.7
Montserrat	0	3	0	0	6	2	3	0	14	0.0
St Kitts/Nevis	4	6	5	19	23	10	33	0	100	0.2
St Lucia	14	36	16	11	36	39	119	1	272	0.6
St Vincent & The Grenadines	19	44	13	17	25	73	139	3	333	0.8
Trinidad & Tobago	1112	2791	2301	510	2737	2750	6530	30	18761	43.2
Turks & Caicos Islands	0	2	0	0	8	1	1	0	12	0.0
Others	16	185	23	21	255	75	176	2	753	1.7
<b>All Campuses</b>	<b>1,237</b>	<b>6,675</b>	<b>2,604</b>	<b>1,588</b>	<b>6,495</b>	<b>7,048</b>	<b>17,559</b>	<b>256</b>	<b>43,462</b>	<b>100.0</b>

**Table 11:** Number of OECS Students as a Percentage of Total On-Campus Student Population by Campus, 2010/2011 to 2013/2014

COUNTRY	2010–	Total	%	2011–	Total	%	2012–	Total	%	2013–	Total	%
	2011	Students		2012	Students		2013	Students		2014	Students	
Cave Hill	702		1.7	701		1.7	687		1.6	565		1.3
Mona	197		0.5	184		0.4	174		0.4	179		0.4
St Augustine	380		0.9	424		1.0	413		1.0	431		1.0
<b>Total</b>	<b>1,279</b>	<b>40,226</b>	<b>3.2</b>	<b>1,309</b>	<b>42,196</b>	<b>3.1</b>	<b>1,274</b>	<b>43,210</b>	<b>2.9</b>	<b>1,175</b>	<b>43,462</b>	<b>2.7</b>

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

**Graph 2:** UWI On-Campus & Open Campus Student Enrolment by Faculty and Campus, 2013/2014





**Table 12: Total University Enrolment by Campus and Country of Origin, 2013/2014**

	Total		On Campus												Off Campus						Total University		
			Cave Hill				Mona				St Augustine				Open Campus				Total University				
			T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F			
Anguilla	12	4	8	8	3	5	3	1	2	1	1	0	1	58	8	50	3	1	2	73	13	60	
Antigua & Barbuda	162	62	100	110	36	74	26	13	13	26	13	13	19	181	19	162	108	29	79	451	110	341	
Bahamas	308	76	232	62	20	42	146	37	109	100	81	19	18	101	18	83	73	25	48	482	119	363	
Barbados	7,409	2,481	4,928	7,019	2,297	4,722	159	47	112	231	94	137	32	198	32	166	161	34	127	7,768	2,547	5,221	
Belize	158	63	95	98	29	69	27	14	13	33	13	20	45	182	45	137	21	7	14	361	115	246	
Bermuda	9	1	8	3	0	3	5	1	4	1	1	0	0	1	0	1	2	1	1	12	2	10	
British Virgin Islands	18	6	12	5	1	4	9	3	6	4	2	2	5	29	5	24	8	0	8	55	11	44	
Cayman Islands	18	5	13	1	0	1	16	5	11	1	1	0	7	31	7	24	1	0	1	50	12	38	
Dominica	143	41	102	77	17	60	24	5	19	42	23	19	48	387	48	339	29	5	24	559	94	465	
Grenada	151	52	99	61	20	41	9	5	4	81	54	27	61	364	61	303	11	3	8	526	116	410	
Guyana	163	74	89	29	10	19	29	12	17	105	53	52	9	76	9	67	96	47	49	335	130	205	
Jamaica	14,666	4,799	9,867	193	45	148	14,267	4646	9621	206	98	108	254	1,566	254	1,312	876	122	754	17,108	5,175	11,933	
Montserrat	14	3	11	5	1	4	4	1	3	5	4	1	4	47	4	43	2	0	2	63	7	56	
St Kitts/Nevis	100	31	69	38	7	31	35	10	25	27	13	14	25	217	25	192	4	2	2	321	58	263	
Saint Lucia	272	92	180	122	40	82	33	7	26	117	72	45	109	688	109	579	87	20	67	1,047	221	826	
St Vincent & The Grenadines	333	115	218	152	49	103	48	14	34	133	81	52	64	378	64	314	97	18	79	808	197	611	
Trinidad & Tobago	18,761	6,670	12,091	520	148	372	570	190	380	17,671	11,339	6,332	2,124	2,96	2,96	1,828	253	101	152	21,138	7,067	14,071	
Turks & Caicos Islands	12	3	9	1	0	1	9	3	6	2	2	4	1	4	1	3	0	0	0	16	4	12	
Others	753	340	413	130	52	78	252	108	144	371	191	180	10	52	10	42	53	24	29	858	374	484	
<b>All Countries</b>	<b>43,462</b>	<b>14,918</b>	<b>28,544</b>	<b>8,634</b>	<b>2,775</b>	<b>5,859</b>	<b>15,671</b>	<b>5,122</b>	<b>10,549</b>	<b>19,157</b>	<b>12,136</b>	<b>7,021</b>	<b>1,015</b>	<b>6,684</b>	<b>1,015</b>	<b>5,669</b>	<b>1,885</b>	<b>439</b>	<b>1,446</b>	<b>52,031</b>	<b>16,372</b>	<b>35,659</b>	