



THE UNIVERSITY
OF THE
WEST INDIES
OPEN CAMPUS



ANNUAL REPORT

2015/2016

A CAMPUS FOR THE TIMES . . . A CAMPUS FOR THE FUTURE



THE UNIVERSITY
OF THE
WEST INDIES
OPEN CAMPUS

Guiding Principles

The Open Campus of The University of the West Indies is based on the idea that the high-quality university education, research and services available at our institution should be open and available to all people who wish to reach their full potential inside and outside of the Caribbean region.

The Open Campus will adopt quality teaching and learning experiences, innovative pedagogic design, relevant research and community partnerships to deliver face-to-face, blended and online learning.



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Dr. Luz Longworth

Pro Vice-Chancellor and Principal
UWI Open Campus

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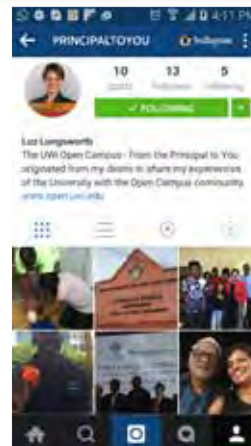
Principal's Overview

Dr. Luz Longworth

Pro Vice-Chancellor and Principal

Any parent knows that a child's ninth birthday is an occasion not only for the usual joy and celebration, but also of anticipation for the next milestone: entering double digits. Double digits force you to stop and reflect on the achievements and challenges encountered, and this, the Open Campus' ninth year, is no different. In the last nine years, the Open Campus has moved from a fledgling campus to one which, while inevitably affected by the trying economic climate, continues to prove its value to the people in the region by bringing The University of the West Indies (UWI) to under-served communities and increasing access to its many programmes and services. It does so at 44 Sites in 17 countries across the region, not only providing high-quality education for those who wish to further their studies for personal or professional development, but also increasing the presence of the University in the region and becoming a valuable means for ensuring that communities know that The UWI is here to serve its people and give back to its communities in myriad ways.

One of the major ways in which the Open Campus offers increased access to its programmes is by means of Continuing and Professional Education (CPE) programmes. CPE consists of a range of credit and non-credit programmes, and included among the non-credit programmes are professional development short programmes, workforce development programmes, personal enrichment programmes, and customised workforce solutions. Such programmes have long been a hallmark offering of the Campus, and many of them have recently been upgraded and re-launched at the 44 Open Campus Country Sites. Our CPE





Dominica: Guild of Students Executive sorting Tropical Storm Erika Relief items.

programmes and courses offer students the opportunity to study while remaining in full-time employment, allowing students to immediately put the skills gained into practice in their work environment.

Giving back to communities occurs in many different ways through the outreach activities which take place each year in all of the 17 countries in which the Campus is present, and we are proud to assist our communities however needed. When Tropical Storm Erika ravaged Dominica in August 2015, the Campus rallied together to collect monetary and other donations for those affected, and the Open Campus student guild in Dominica was instrumental in the distribution of the donated items. Several other goodwill activities will be mentioned later in this report and the Open Campus is honoured to have such committed staff and stakeholders, since our outreach efforts give extra purpose to our existence.

Our outreach activities also extend to the socio-economic development of the region, and our Sites were, as always, active in this regard, holding



Belize: Mrs. Roche with students from Gwen Lizarra and Wesley High Schools.

lectures, workshops and panel discussions on important local and regional issues. Additionally, four country conferences were held in the 2015/2016 academic year, perhaps the most in any single year so far. One such example is the 2016 Belize conference, *Leadership for Sustainable Development*. This conference provided a forum for discussion, reflection and future action regarding the challenges facing Belize and the region in ensuring sustainability in all areas of social and economic development, and the role that strong leadership plays in securing our future.

The academic year 2015/2016 was also one in which the late Professor Rex Nettleford's concept of "*Inward Stretch, Outward Reach*" was central to our operations. Having completed the Open Campus Task Force Governance Review, the Campus redoubled its efforts in preparing its internal operations to assume its new role in the University. Developing a more resilient technological base through the transitioning to the Banner Enterprise



Resource Planning (ERP) system, better counselling and support for our students, robust programmes both online and face-to-face, as well as capacity building of staff were part of our “*inward stretch*” activities.

Also, as part of our “*inward stretch*”, the Open Campus over the past academic year continued to show resilience in the face of financial challenges and constraints and has made significant strides in reducing its dependence on Governments’ contributions. In fact, reliance on Governments was reduced to 32.3% in 2015/16 from 35.9% in the previous year. Of special note here is the Global Affairs Canada – Strengthening Distance Education in the Caribbean (GAC-SDEC) project, which continues to have a significant impact on our revenue stream through increased programme development and offerings at all levels, as well as improvements in our internal operational processes and thereby our efficiency. The GAC-SDEC project funding provided for the development of 10 new CPE programmes, 13 new undergraduate and 10 new postgraduate courses in the 2015/16 academic year, which we are proud to say has indeed done much to strengthen distance education in the Caribbean.

Another key part of the GAC-SDEC project is that it provided funding for the implementation of the Enterprise Resource Planning (ERP) system and the Electronic Document and Records Management System (EDRMS). These two initiatives, when fully implemented, will certainly improve the campus’ efficiency, leading to greatly enhanced stakeholder services.

Our “*outward reach*” included initiating new external project links, particularly through our research arm, the Consortium for Social Development and Research, and our newly established Business Development Unit, as well as playing a leading role in UWI’s global initiatives, such as the establishment of the State University of New York (SUNY)-UWI Center for Leadership and Sustainable Development.



Canada

Support for this development is provided to The UWI Open Campus by Global Affairs Canada (GAC) under the Strengthening Distance Education in the Caribbean (SDEC) Project.

The latter is especially important to the Open Campus as this SUNY-UWI partnership will, among other things, focus on open and online learning, prior learning and joint programming.

One project of which the Campus is particularly proud, and which truly exemplifies our “*outward reach*”, is the Transitional Living Programme for Children in State Care Project, which is a combined research and development project of the Caribbean Child Development Centre in partnership with other UWI partners, including the Social Welfare Training Centre and the Government of Jamaica. This initiative is the first of its kind in Jamaica and involves a multi-dimensional approach to preparing wards of the State, who are at an increased risk for poor outcomes, on leaving care. The project is funded by the United States Agency for International Development (USAID), and in February 2016 received an additional US\$3,825,347.00 in funding,



The University of the West Indies (The UWI) and The State University of New York (SUNY) launched the SUNY UWI Center for Leadership and Sustainable Development on September 20, 2016 at the SUNY Global Center in New York. Standing left to right are SUNY Empire State College President, Merodie A. Hancock, Pro Vice-Chancellor and Principal of The UWI Open Campus, Dr Luz Longworth, SUNY Board of Trustees Chairman, H. Carl McCall, UWI Vice Chancellor, Professor Sir Hilary Beckles, SUNY Provost and Executive Vice Chancellor, Alexander N. Cartwright and UWI Pro Vice-Chancellor for Global Affairs, Richard Bernal.



Dr. Luz Longworth sharing the excitement with the Campus Registrar and members of the newly inducted 2016/2017 Open Campus Student Guild Executive.



Dr. Luz Longworth collaborating with OC leadership and management teams and the Student Guild president at a UWI Strategic Planning Workshop in Barbados.

bringing the total to US\$5,281,736.00. The life of the project has been increased by 36 months, from August 26, 2017 to August 26, 2020. The additional time and funding will ensure the following:

- 2 additional constructions: another apartment complex for 40 boys and one for 12 University students;
- 3 buses: 1 mobile mental health unit and two 15-seater buses for transportation needs
- 3 new project staff members; and
- assistance for the Child Development Agency's Case Management System.

As we wrap up the 2012-2017 Strategic Plan and transition to the Triple A Strategy of the 2017-2022 plan, the Open Campus continues to focus on expanding access to programmes, improving our financial stability and penetrating the communities we serve to ensure that we are aligned with their developmental needs.

Our achievements over the last nine years have been many. However, there is still much to do, and we look forward to continuing to provide for the needs of the region to build stronger communities and stronger economies.

Plans for the Future

The Open Campus is fully engaged in the development of our strategic initiatives which will help to fulfil the University's overall vision of revitalising Caribbean development through the Triple A Strategy of Access, Alignment and Agility. More specifically, the Open Campus will be central to the expansion of access to the region and the wider world of the wealth of UWI programming and research through our strong delivery platform. In that regard we will continue to partner with our sister campuses to deliver the excellent content to a wide Caribbean audience, hence improving access and financial sustainability for the University.

Other areas of focus for the immediate future include:

- Developing a new model of delivery for online training and professional development programmes in modular form.
- Improving the physical and technological infrastructure of our Sites in the region to enable them to improve and strengthen service to their communities.



Turks and Caicos: Sharing of programmes with Permanent Secretaries and Senior Government officials.

- Implementation of strategic partnerships that will enhance innovation and entrepreneurship in the communities which we serve, especially through empowering our youth to create profitable business ventures.
- Collaboration with secondary and tertiary institutions in our communities to assist with developing mathematics and English competence as well as soft skills for workplace readiness.
- Continuous engagement of our staff in capacity building programmes and upgrading of our skills to meet the new demands of the forthcoming strategic plan.

As we look forward to the upcoming celebrations of the UWI's 70th anniversary and the Open Campus' 10th year of operation, we face the future with optimism and confidence that the Open Campus, now, more than ever, will play a central role in launching households and enterprises in the region towards economic and social development.



Dr. Luz Longworth receiving an Honorary Fellowship in Malaysia from the Commonwealth of Learning.



Sharing Open Campus history with the Vice-Chancellor of Oxford University, Professor Louise Richardson, before the formal UWI convocation ceremony conferring the Honorary Doctor of Laws Degree to Professor Richardson.



SERVICE THROUGH LEADERSHIP AND PARTNERSHIP

Over the academic year 2015/2016, The UWI Open Campus continued its drive to serve students from a variety of countries, backgrounds, achievements and interests, as well as deepening partnerships with local, regional and international associates.

Open Campus Fast Facts

Age Range	16 - 70
Countries Served and Supported	15 Caribbean Countries and Overseas Territories
Faculty/Staff	540
Students	20,171 face-to-face and online (inclusive of workshops & seminars)
Online Programmes & Courses	78 (online certificates, undergraduate, graduate)
Total Graduates	701
Undergraduate Degrees Awarded	596
Postgraduate Degrees Awarded	105
Research Projects	US\$5,681,736 in external funding (CSDR)
Special Projects	CA\$19.26 m Canadian Government's Global Affairs Canada Strengthening Distance Education in the Caribbean (GAC-SDEC) Project for the period under review
Business Partnerships	28 MOUs



CXC Summer School Top Student in Human and Social Biology, Anna Nicole Garcia Briceno, is presented with the prize of an electronic tablet by Mr. Robin Douglas, one of the tutors in the programme.

ENHANCING THE STUDENT EXPERIENCE



*Guild Executive
Induction in Anguilla*



Student Orientation by the Guild - St. Vincent



Guild Session Group August 2015 - Anguilla



Learning about the Open Campus - Then & Now at the 2016 Guild Fest



Induction of the 2016/2017 Open Campus Student Guild Executive



*Mr Howard Brown
Student Guild President*



*Mrs Ruthlyn Matthias
Student Guild Manager*



Flyer for promoting Guild Fest 2017.



Student Guild - Grenada



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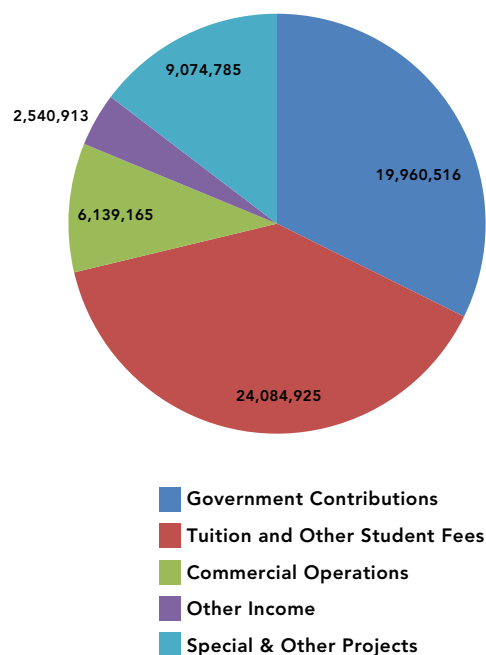
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1. Financial

The financial picture of the Open Campus for the 2015/16 academic year showed an improvement over that of the previous year, with significant improvements in tuition fees and special projects, the latter of which were mainly due to activities on the Global Affairs Canada-funded Strengthening Distance Education in the Caribbean project. Challenging financial conditions were still present in the region but new programmes, partnerships, benefactions and revenue opportunities did much to improve the outlook of the Campus, which was yet again able to reduce the reliance on Government contributions and move closer to achieving the target of being a self-sustaining campus. Government funding for 2015/16 was 32.3% compared to 35.9% the previous year.

A breakdown of the various sources of revenue can be found in below graph.

REVENUE



Income Source Diversification

Reduce the reliance on government financial assistance and increase the contribution from other sources.

Diversifying the Income Stream

Diversifying the income stream has always been of primary importance for the Open Campus. Revenue generated from special projects showed an increase, from 8.7% in 2014/15 to 14.7% in 2015/16, mainly due to activities on the Global Affairs Canada-funded Strengthening Distance Education in the Caribbean (GAC-SDEC) project. However, a number of other special projects were undertaken and funding sought by and granted to various divisions of the Open Campus, notably the Consortium for Social Development and Research (CSDR) and the Open Campus Country Sites (OCCS).

Academic Programming and Delivery (APAD)

During the 2015/16 academic year, five new hybrid programmes were developed by the Programme Planning Department which comprised Majors and Minors in existing study areas. These bring the number of approved hybrid degrees to six. This activity has extended and broadened the offerings of the campus to its students in response to expressed needs for more flexibility in degree choices and should result in an overall increase in student enrolment in Open Campus programmes.

In addition, the Campus entered into a contractual agreement with the World Bank to implement the World Bank Supporting Economic Management in the Caribbean (SEMCAR) Project through a pilot course. The Programme Planning Department planned and designed a standalone course titled State Owned Enterprises – Understanding the Basic Concepts, which has been approved for online delivery. Additionally, a Programme Coordinator in the department is managing the project, which entails organising, monitoring and reporting on the activities under the project until it has been delivered and evaluated.

Consortium for Social Development and Research (CSDR)

The Caribbean Child Development Centre (CCDC), part of the CSDR, continued to source funding for programme activities. Two new grants were received: one from UNICEF for continued support to the child rights programme in the amount of JA\$8,000,000.00, and one from the American Friends of Jamaica (AFJ) and Grace Kennedy Foundation for support to the early childhood development activities in the amount of US\$16,000.00. Additional funding was also received from the USAID for the Transitional Living Programme for Children in State Care project. Also within the CSDR, the Hugh Lawson Shearer Trade Union Education Institute (HLSTUEI) earned income in excess of JA\$4.5m through training programmes, classroom rentals, donations and other activities.

Open Campus Country Sites

The OCCS Division serves 44 physical site locations in 17 English-speaking countries in the Caribbean. In keeping with the goal of the Open Campus to shift focus from traditional dependence on government contributions for financial support, the OCCS worked assiduously to enhance its income earning capacity through the expansion of Continuing and Professional Education (CPE) courses. Strategic

partnerships with local stakeholders and the mounting of unconventional promotional initiatives assisted in increasing the revenue earned by the sites. Some highlights of the activities held by the OCCS sites include:

- The expansion of the CPE course offerings and the increased enrolment of specially admitted students were sources of additional revenue at the Anguilla site. Training needs of the private sector, such as Conversational French and Foundational Maths, as well as for the public sector, such as Teaching Numeracy in Education for primary school teachers in Anguilla were either developed or conducted in the 2015/16 academic year.
- In Barbados, The Maria Holder Memorial Trust approved funding in the amount of US\$35,445.00 for the academic year 2015/2016 to continue the Non-Governmental Organisation (NGO) Management Certificate Programme. This programme targeted staff and volunteers in the NGO sector and sought to develop the necessary competencies to contribute to improved organisational efficiency.
- Also in Barbados, the Site collaborated with the National Employment Bureau, Ministry of Labour, Barbados Government and the National Insurance Board, in the Unemployment Retraining Project with the Government of Barbados, which provides training of persons who were displaced from their employer. The Site received project funding in the amount of US\$200,000.00 for the implementation of this programme during the academic year 2015/2016. A range of certificate courses were offered under this project, such as Caribbean Secondary Education Certificate (CSEC) Mathematics, Advanced QuickBooks, Event Planning, Improving Your Reading and Writing Skills and Information Technology for Small Business, among many others. The Barbados Site also embarked on a number of public training workshops aimed at attracting additional

income. The workshops held included Strategic Planning, Grant Proposal Writing, Excelling in Microsoft Excel, and Customer Service Excellence.

- The UWI Open Campus Belize developed several proposals which were approved and implemented by different donor funding institutions, private sector and government departments, such as the Pan American Health Organization (PAHO)/Professional Development Training Vector Control Unit, the Belize Tourism Board, Belize Public Service, Belize City Council and Belize Ministry of Trade. More than BZ\$300,000.00 was earned through training or short courses offered on behalf of these institutions.
- Continuing and Professional Education (CPE) face-to-face courses in Dominica generated a profit of US\$49,162.65. The courses were designed for participants who sought to obtain formal qualifications in an area in which they worked, achieve skills to apply in their workplace, and enable matriculation into tertiary education.
- The Open Campus St. Vincent & the Grenadines offered CPE courses and workshops throughout the year based on the needs of local constituents. The Site netted a profit of approximately EC\$91,550.00 for courses and workshops mounted during the academic year.
- Many of the Open Campus Country Sites also generated revenue by renting spaces to associates, government agencies, groups and organisations to hold their various activities. These engagements generated increased partnership between the OCCS and local public and private entities, and were carried out at the Montego Bay, St Lucia, St Vincent and the Grenadines and Tobago sites, among many others.

Fundraising, Donations & Benefactions

Fundraising

The Dominica Site hosted the second annual UWI Alumni Dinner & Awards Ceremony on November 14, 2015. This event raised US\$2,000.00 and proceeds were used to purchase and donate food supplies to victims of Tropical Storm Erika which devastated the country in August 2015. The donations were presented in December 2015.

Donations

The Open Campus Barbados (The Pine) benefited from contributions of financial and other resources from the private sector community in Barbados. These contributions were important in assisting the Site to carry out its training and development initiatives as well as its community outreach programmes. Special thanks are given to corporate sponsors Courtesy Garage Limited, Days Bookstore and OSI Computer Store.

Benefactions

The Government of Jamaica generously partnered with The UWI Open Campus through the Universal Service Fund (USF), which is an SDEC partner, to provide funding to upgrade a number of sites in Jamaica. The upgrades are being done in phases at a total cost of US\$1,618,649.00. The funding is aimed at increasing access to educational opportunities in environments conducive to students' engagement by wiring/re-wiring data cabling infrastructure, providing computers with internet connectivity and





installing audio-visual technology, video conference capabilities, and increased wireless internet coverage, and including a new state-of-the-art video-conferencing facility.

From April 2015 to March 2016, five Sites were upgraded: Camp Road, Kingston; Mandeville, Manchester; May Pen, Clarendon and Savanna-la-Mar, Westmoreland. Upgrades included the provision of video, audio and networking equipment, and the training of staff. These upgrades have had a dramatic impact. At the Savanna-la-Mar site, student enrolment increased by 92%, from 98 to 183, and CPE programme offers by 25%.

In addition to the above, as part of the GAC-SDEC project, sites that did not benefit from the USF upgrades but which were in need of equipment were identified and prioritised. Site assessments were conducted in Trinidad & Tobago, St. Kitts & Nevis, Antigua, St. Lucia, Bahamas, Dominica, St. Vincent, Belize and Grenada. At the end of the process, a strategy that would benefit all stakeholders by partially fulfilling their needs was devised. Based on the budget of CA\$500,000.00, each site was allocated an average of nine personal

computers (desktop or laptop), one printer and one projector. The sites to benefit are in Antigua, Bahamas, Barbados, Belize, Dominica, Grenada, Jamaica, St Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines and Trinidad and Tobago. A vendor was selected for the computer workstations and peripherals and another provided the teleconference equipment.

Efficient Resource Utilisation

The Open Campus continued to refine systems to promote a culture of greater efficiency and accountability in resource use, and efforts continue to minimise travel wherever possible. The Open Campus Country Sites in particular endeavoured to minimise operating costs, focusing on conservation, including the installation of energy efficient equipment such as air conditioners, timed light fixtures, automatic on/off taps to prevent water wastage, and preventive maintenance.

2. Employee Engagement and Development

Empowerment and strategic deployment of human capital were critical components for development within the Open Campus. The Campus recognises the importance of harnessing the skills, capabilities and connections of staff so that they participate in the developmental pursuits of the Open Campus, making them feel a greater sense of belonging. The Campus initiated a scholarship programme for 10 staff at the Administrative, Technical and Service level to get a full tuition waiver, while all other staff benefited from a 25% discount on online degree programmes.

Competency-based Development

Improve leadership and management capabilities and job competencies of all employees so that they can effectively fulfil their roles.

Human Resources

2015/16 was an excellent year for Open Campus staff to take advantage of the many opportunities for personal and professional development afforded by the Staff Development Training Series, coordinated by the Human Resource department. Online training sessions were made available to all staff on a variety of topics, such as team building, financial planning, project management, customer service excellence, understanding the research process, workplace conflict resolution and cybersecurity basics, among others. These sessions were well-attended and much appreciated by staff.

Academic Programming and Delivery Division

The Course Delivery Department (CDD) provided training on “Effective Course Development using the Instructional Project Management Approach” for participants in the Training Administration Division, Barbados. The training was conducted in the Instructional Project Management course space that the CDD utilises for orientation and training of course developers and for reviewing and revising drafts of course materials.

The Programme Delivery Department (PDD) continued APAD’s commitment to ongoing professional development of its online facilitators, with the Online and Distance Learning Institutional Specialist (ODLIS) and Instructional Development Coordinator (IDC) staff in PDD continuing to provide training and coaching for course coordinators and e-tutors. Professional development included collaborative goal setting, monitoring and evaluation of training objectives as well as providing critical feedback on individual facilitator performance. As part of the training, standardising student experiences across common courses was undertaken as a primary goal. As such, course coordinators and e-tutors were trained to identify and implement best practices in online teaching in order to promote quality student engagement.

Additionally, the members of the Learning Support Team implemented technology training in the format of a “Technology Quest”. It was introduced as part of the suite of Compulsory Foundation Courses for new facilitators. The Tech Quest was designed as a series of self-instructional training activities with a gamified approach to assessment and learning of the Learning Management System and supporting technologies to encourage participation and challenge performance.

Office of the Deputy Director Continuing and Professional Education (CPE)

In October 2015, the Office of the Deputy Director CPE coordinated a workshop for Programme Officers and select Site Coordinators and Senior Administrative Assistants from throughout the Open Campus Country Sites. This workshop was held in Barbados and funded by the GAC-SDEC project. The aim of the programme was to build capacity among staff engaged in programme development and delivery throughout the 44 country sites. The areas of focus included: IT Academy Programming; new GAC-funded programming; public speaking and presentation skills; quality assurance; Banner Enterprise Resource Planning (ERP) and curriculum development.

Open Campus Country Sites

The Open Campus Country Sites ensured that effective communication mechanisms were employed to engage employees and to ensure that staff members were familiar with developments across the Open Campus. These engagement opportunities provided staff with avenues to give input and ideas into selected matters at the Site level, and to raise and discuss issues which were deemed to be of general importance to the constituents of the Site. The mechanisms used included general staff meetings, section meetings with staff members, and written correspondence used as required throughout the academic year.

Office of the Deputy Principal

To sustain the Prior Learning Assessment (PLA) initiative, it was important to ensure that teaching staff were trained to teach, mentor and assess prior learning. Training was delivered by a Canadian PLA expert to 14 facilitators and staff. Capacity building in PLA continued with the participation of Ms. Rita Zuba Prokopetz (Canada) and Dr. Lora Woodall (Barbados) in the APAD PDD training for new facilitators which commenced in April, 2016.

Culture of Employee Engagement

Create an organisational environment that promotes personal growth and development for employees and positive cognitive, emotional and behavioural states directed toward optimum organisational outcomes.

Employee Engagement Activities

Open Campus Country Sites

The Open Campus Country Sites engaged in a number of activities which contributed to employee engagement. Some examples of these include:

Dominica

- Health & Wellness Workshops:
Jolly's Pharmacy presented two health seminars for the Dominica Site staff. On September 10, 2015, the session was entitled "Supplements: Myths and Facts" and on July 5, 2016 the session was entitled "Non-Communicable Diseases: Causes, symptoms and treatments." As part of the July session, staff members were provided with health screening through the testing and calculations of BMI, blood sugar and blood pressure.
- Disaster Preparedness Workshop:
On October 29, 2015, Mr. Cecil P. Shillingford, Disaster Risk Management & Communications Specialist/Consultant, facilitated a workshop to improve the probability for protection and survival during disasters.

Jamaica Eastern

- The Jamaica Eastern team was encouraged to participate in lifelong learning activities to prepare them for upward mobility in the workplace. Training was held for the different levels of staff across the Jamaica Eastern region including Site Coordinators, Administrative Assistants, Site Technicians and Clerical Assistants.

St. Kitts & Nevis

- The level of employee engagement at the St. Kitts & Nevis Site was evidenced by the productivity and ingenuity of members of staff. The employees at the Site engaged in roof and other structural repairs to a storeroom located at the Site which was damaged due to flooding. Upon completion of the work the room was no longer subject to flooding. Staff recognised the need to clean and clear out boxes and documents which were damp and mouldy. Instead of hiring janitorial service, staff opted to arrange for the hire of a skip, put on masks, and set about sorting and clearing the room of damaged items. This activity encouraged team work, boosted morale and improved the overall work environment for the staff at this site.

St. Lucia

- Staff participated in the annual Festival of Lights Lantern Competition for the second time on December 12, 2015. The Lantern was constructed by staff at the Site and entered for judging and a parade through the city streets on the eve of National Day. It won second prize in its category.
- On March 11, 2016 the staff participated in a team building retreat on a sunset boat cruise along the west coast of the island. The exercise was sponsored by Mrs. Lesley Crane Mitchell, Outreach and Marketing Officer, who kindly donated the money from her Principal's Award. The retreat included part-time staff and day-time security personnel who work very closely with staff in providing good customer service.
- Open Campus St. Lucia staff participated in *National Sneaker Day* which was designated by the National Insurance Corporation as a day for reflection and discussion on non-communicable disease issues and to promote positive attitudes towards healthy lifestyles. The event was held on June 29, 2016.

Strengthening Performance Management Systems

The Open Campus Country Sites adopted various performance appraisal and review mechanisms to strengthen performance management systems. Some examples of these include:

Anguilla

- Open Campus Anguilla has ensured that administrative and operational policies are clearly defined and understood, that objectives are set, and resources are managed accordingly. Key decision-making and approvals reside with the Manager, British Overseas Territories.

Jamaica Eastern

- The Jamaica Eastern team gathered local tutors for a training session on how to invigilate examinations to improve the invigilation process for local programming on November 19, 2015. This ensured that the process for administering examinations was comparable for both online and CPE programmes or courses.

St. Vincent & the Grenadines

- The Open Campus St. Vincent & the Grenadines adopted a structured approach to employee engagement through the annual appraisal process. Objectives are set and appraisals are conducted by supervisors and the Head of Site. Senior Staff were encouraged to give feedback throughout the period under review. Supervisors held departmental meetings to address staff related matters, to improve service to students and other stakeholders, and to enhance relationships among staff members.

PRINCIPAL'S AWARDS



Open Campus, Dominica

Category: Outstanding performance by a Department/Site - for the department with a demonstrated consistent high level of efficiency, effectiveness of operation and excellence of service to all stakeholders over the past three years.



Mrs. Alecia Walters-Archie

Course Delivery Supervisor, Programme Delivery Department, APAD, Jamaica

Category: Senior Administrative and Professional (including Directors of Divisions) - for outstanding work to improve and enhance efficiency and effectiveness of operations and excellence of service to all stakeholders over the past three years.



Ms. Dayna Smith

Administrative Assistant, Course Development Department, APAD, Jamaica

Category: Administrative, Technical and Services (ATS) staff - for outstanding work to improve and enhance efficiency and effectiveness of operations and excellence of service to all stakeholders over the past three years.

3. Internal Operational Processes

2015/16 was an exciting, though challenging, year for the Open Campus with regard to two key means of upgrading internal operational processes: upgrading Banner Finance Production and continuing preparation for the implementation of Student Banner as part of the Enterprise Resource Planning (ERP) system for the Campus. These and other improvements continue to enhance the quality of service which the Open Campus provides to all its stakeholders.

Efficient and Effective Academic and Administrative Processes

Re-engineer academic and administrative operational processes and procedures to make them simpler, more transparent, efficient, and effective to achieve optimal stakeholder satisfaction within and across campuses.

Office of Finance

A significant milestone on the ERP project was successfully accomplished in May 2016 when Banner Finance Production was upgraded from version 8.7 to 8.10 and the Instance was moved from the Cave Hill campus to the Miami data centre.

Registry

Within the Registry, the Records & Information Management (RIM) Unit was established. One of the main goals of this unit was working towards the establishment of a programme for

the effective management of Campus records in all formats, an important aspect of which will be the procurement and implementation of an Electronic Documents and Records Management System (EDRMS), planned for 2016/2017.

Academic Programming and Delivery

The Course Delivery Department (CDD) department continued with its thrust to improve course development processes in 2015/2016 with the introduction of a revised peer review process in June 2016, where the blind peer review for individual courses is conducted at specified draft completion stages while the course materials are being developed. The revised process is concurrent and occurs over a three month period which better facilitates any revisions needed at specified draft completion stages. This allows for course materials to undergo internal and external review before students begin to interact with the materials during the first offer of the course. It is anticipated that this process will lead to improvement in the course materials that are used when the course is first delivered.

The Learning Support Specialist (LSS) team within the Programme Delivery Department (PDD) engaged on an important initiative to design a Management System to accommodate data management of all online facilitators teaching in PDD/APAD. The Facilitators' Management System Project originated from a need to better store and track the profile of new and existing facilitators in training as they progress through different levels of professional training. The scope of the project was expanded to include accurate record management of the facilitator recruitment process as well as the day-to-day monitoring of facilitators by PDD



Public Training Workshop in Barbados.

full time staff. A number of meetings were held to gather the data and process requirements for the development of the proposed system. The next phase of the project, to develop and implement the system, is estimated to take place in the 2016/17 academic year. When completed the system will support different types of users, including the Programme Managers, Clerical Assistants, Instructional Development Coordinator, Online and Distance Learning Instructional Specialist, Course Delivery Assistants and Learning Support Specialist.

The Programme Planning Department (PPD) continued the refinement of the steps/procedures for programme planning and design through the collaborative effort of all Programme Coordinators to ensure consistent quality output. The department continues to build high functioning teams for specific tasks such as for the research and write up of the Self-Assessment Reports for Quality Assurance Reviews and for Feasibility Study surveys. The team that was set up to engage with the Advisory Committees has been communicating with the volunteers through formal and informal meetings, and reporting on the committees.

Open Campus Country Sites

The systematic review of internal operational processes was integral to institutionalising best practice, and internal control within the OCCS. Some highlights of the work done in this regard include:

Barbados

- Under the aegis of the Global Affairs Canada - Strengthening Distance Education in the Caribbean (GAC-SDEC) project, through the implementation of the Electronic Document and Records Management System (EDRMS), a Records Management Analyst was hired at the Open Campus. This officer is located at the site and has started work on a preliminary business systems analysis and inventory exercise as an input for a records management policy and EDRMS development. The officer reviewed the records at the site to determine those which must be archived. This is an ongoing process and will contribute to the management of records at the site.

British Virgin Islands (BVI)

- The Open Campus BVI continued to employ QuickBooks to record tuition collections to improve the process of managing collections and to enhance efficiency in the workplace. The improvements include the ability to send personalised messages to students with outstanding balances as well as track students with outstanding payments. At the end of Semester II, 2015/2016, 90% of outstanding tuition was collected.

Dominica

- In 2016, the Dominica Site worked on the development of a Disaster Manual so that the Site is effectively prepared for the eventuality of disasters. It will form part of the University's Disaster Plan. The primary objective of this manual is to minimise the risk of loss of property, loss of life, injury and to reduce the potential for damage to the University's property as a result of a natural or other hazard.
- The Site introduced a series of orientation meetings for CPE tutors (both returning and new) during the academic year. The Site also improved its database which contains information about local tutors and the courses they tutor. The database includes Curriculum Vitae, job application forms, contracts, examinations and course assessment surveys.

Office of the Deputy Director Continuing and Professional Education (CPE)

The development of policy documents to govern the roll-out and management of CPE/face-to-face courses was a major component for advancement of CPE/face-to-face courses.



Anguilla : Conversational Spanish CPE Class

During the academic year the following were approved for use by the Open Campus and noted for further University development by The UWI Board for Undergraduate Studies (BUS):

- UWI Open Campus CPE for Credits and CPE for Continuing Education Units (CEU) Policy;
- UWI Open Campus CPE Coding Policy

Further to the development of these policies the Office of the Deputy Director CPE created and documented a process for the development of CPE programmes that was used throughout the Open Campus for the development of programmes intended for face-to-face delivery.

In consultation with all relevant Open Campus stakeholders, the Office of the Deputy Director CPE created a CPE Delivery Proposal for the pilot of new programmes in the 2016/2017 academic year. This proposal was used to manage the transition from the traditional practices associated with CPE delivery to the new processes envisioned, especially those connected to the implementation of Banner, scheduled for January 2017.



"... the UWI Open Campus remained committed to providing high quality student experiences and learning effectiveness by offering continuing and professional education, undergraduate and postgraduate programmes and courses, through blended, online and face-to-face learning methods."

4. Teaching and Learning

Academic Quality

Ensure Excellence of Academic Processes

During the year under review the UWI Open Campus remained committed to providing high quality student experiences and learning effectiveness by offering continuing and professional education, undergraduate and postgraduate programmes and courses, through blended, online and face-to-face learning methods. Consequently, Open Campus undertook various quality assurance initiatives led by Quality Assurance Officer, Dr Pamela Dottin, and staff from Open Campus Country Sites and other Open Campus departments.

Programmes Undergo Essential Quality Assurance Measures

The Quality Assurance Unit, led by Dr. Pamela Dottin, Quality Assurance Officer, conducted quality assurance evaluations and reviews as follows:

- *Open Campus Barbados: Non-Governmental Organisation (NGO) Management Certificate Programme*, April 06, 2016.
- *Open Campus Trinidad & Tobago Sites: Pre-Health Professions Programmes*, March 05, 2016.
- *Women and Development Unit (WAND): Quality Assurance Review*, January, 2016.

Further, at the Carapichaima Site course outlines and course content were updated to meet the requirements of employers and consistent with quality assurance procedures.



The UWI Open Campus staff members pose with members of the visiting evaluation team appointed by the Barbados Accreditation Council (BAC) to conduct the mid-cycle review of the institutional accreditation status of The UWI Open Campus. From left to right: Dr. Dennis Mock, Evaluator; Dr. John Randall, Lead Evaluator; Dr. Luz Longworth, Principal Open Campus; Dr. Pamela Dottin, Quality Assurance Officer, Quality Assurance Unit; Mrs. Sharon Alleyne, Acting Executive Director, BAC; and Prof. Joel Warrican, Director, Academic Programming and Delivery (APAD) Division.

Reviewing Programmes to Ensure Quality and Relevance

The Programme Planning Department (PPD) of APAD continued to support the achievement of quality programming and the renewal of curriculum through leadership of the programme review process:

- Production of the fourth Self-Assessment Report (SAR) for the review by The UWI's Quality Assurance Unit of the BEd Educational Leadership and Management programme. The review was successfully completed in April, 2016.
- Dialogue with the Programme Advisory Committees to ensure programme quality and course relevance for the needs of our region. The Advisory Committees comprise volunteers who are experienced and credible members in their field of expertise from outside the University as well as academic staff from within the Open Campus and relevant administrative staff.

Open Campus Collaborates with UWI Sister Campuses to Ensure Quality Programming

The staff of the Programme Delivery Division (PDD) and the Programme Planning Department (PPD) contributed to the quality assurance processes of its sister campuses by providing critical review to several programme proposals, such as:

- MA Archives and Records Management (Mona Campus)
- MA Early Childhood Education (Mona Campus)
- MSc Management Studies (St. Augustine Campus)
- MSc Tourism Development & Management (St. Augustine Campus)
- MEd Education for Sustainable Development, Global Citizenship, and Peace (Mona Campus)
- MSc Aviation Management (St. Augustine Campus)
- MSc Sports Management (St. Augustine Campus)
- Certificate in Social Sciences (St. Augustine Campus)

Maintaining Quality in the Teaching and Learning Process

During the period under review, the Planning and Institutional Research (PAIR) unit in collaboration with the Programme Delivery Department and the Quality Assurance Officer revised the End of Semester Course Evaluation questionnaire. This questionnaire seeks to assess the students' satisfaction with and the quality of the following:

- The student's responsibility in the learning process
- E-Tutor performance
- Course Coordinator Performance
- Course Content and Design
- Key Skills Development

Student Engagement and Experience

Provide a high-quality student experience as a platform for enhanced regional and international student success and long-term commitment to the UWI

The UWI Open Campus undertook several student enrichment activities to maintain high academic and professional standards as well as provide friendly support, which were vital to enriching student experiences.

Student Committees

The Open Campus Barbados Pine Site established the Staff/Student Liaison Committees during the period March 15 and 17, 2016 with the following four critical objectives:

- Provide a forum for ensuring that students' views were expressed, particularly regarding the development of the curriculum and teaching skills of instructors;
- Involve students in the process of continually advancing the quality of education provided;
- Address students' concerns in a timely manner, especially with respect to matters which adversely affected them in their learning environment, and to find appropriate solutions to issues raised;
- Bring innovative ideas from students to the attention of OCCS staff.

Student Enrichment Workshops

The workshops specifically catered to the youth in the Caribbean Examinations Council (CXC) Day School Programme, exposing them to soft skills and behavioural training to equip them for further studies or

employment opportunities. Areas covered included:

- *Curriculum Vitae (CV) Writing*
- *Time Management*
- *Productivity Management*
- *Communication*
- *Professionalism & Work Ethics*
- *Study Skills Techniques*
- *Studying with the Open Campus*

Upgrades and Repairs to Students' Physical Environment

Open Campus St. Lucia undertook several activities to enhance the students' physical study environment. These included upgrades and repairs to students' restrooms, classrooms, administrative offices, teleconference room and technical unit. These activities resulted in improved aesthetics, enhanced ambience and improved hygiene practices.

Local Recognition Ceremonies

The following are examples of the several local recognition ceremonies held at various Open Campus sites to acknowledge students who successfully completed Continuing and Professional Education courses:

- Open Campus Anguilla - November 3, 2015 and July 26, 2016
- Open Campus British Virgin Islands - January 14, 2016
- Open Campus Montserrat - November 25, 2016
- Open Campus Grenada - January 13 and September 6, 2016

Collaboration with Guild of Students

Several sites forged excellent relationships with the Guild of Students Chapter, thereby ensuring meaningful and impactful student engagement



Anguilla Student Guild Executive Meeting, June 2, 2016.

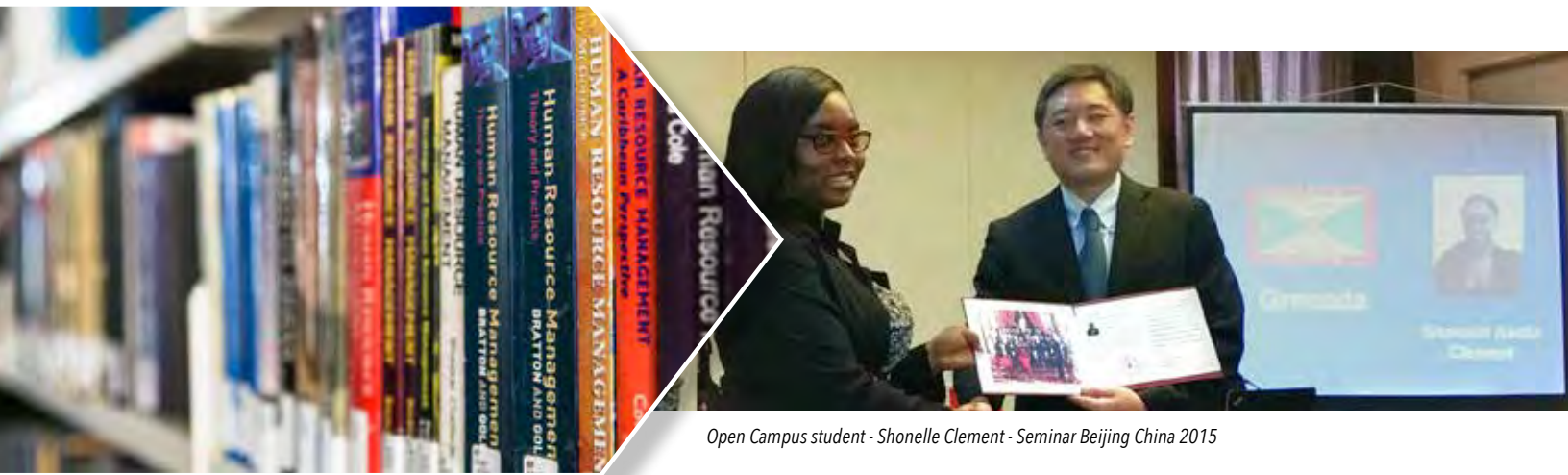
activities. Of note is the Open Campus Dominica site, which undertook the following activities:

- New student orientation sessions - August 18, 2015 and January 7, 2016.
- Emerging Leaders Conference - February 27 and March 26, 2016.
- Caribbean Wellness Day Walk - September 12, 2015.
- Dominica's Cancer Society *Walk for a Cure* - October 3, 2015.
- Sorting and distribution of relief items following Tropical Storm Erika - October and November, 2015.

Student Support Initiatives

The following initiatives were undertaken at the St. Kitts & Nevis site to bolster the support offered to students of the Open Campus:

- Monitoring of the Grade Point Averages (GPAs) of continuing students who were at risk of receiving warnings or requests to withdraw;
- Devising individual study schedules;
- One-on-one advising sessions;
- Creating a support system by encouraging "study buddies";



Open Campus student - Shonelle Clement - Seminar Beijing China 2015

- Individual and on demand orientation sessions for the online library, UWILinC;
- Counselling to assist with the challenges of part-time and online study.

The Consortium for Social Development and Research (CSDR) also made valuable contributions to student engagement activities, such as:

- Student supervision of various disciplines at both the undergraduate and graduate levels.
- Hosting of interns whose assignments were geared at developing specific skills while contributing to targeted areas of the CSDR's work.
- Hosting Practicum students, thereby fulfilling the requirements for the UWI Mona Social Work programme.
- Provision of the **Ask A Librarian** service. This service allows students and staff to email or chat online with library staff. Live chat is normally available Monday to Friday from noon to 4:00 pm; alternatively, any user may send a question or comment via email.

Social and Educational Activities

The Pre-University Centre in Trinidad & Tobago hosted the following events during the second semester of the period under review:

- A ground-breaking sports relay in which

tennis, table tennis, football and cricket were highlighted.

- A Physical Education and Sports Conference, which included participation from five secondary schools.
- A panel discussion in which Mr. Darryl Smith, Minister of Sports, graciously participated.

Students of the Caribbean Advanced Proficiency Exam (CAPE) Advanced Level Physical Education and Sports Programme spearheaded the abovementioned events.

Educational Opportunities

- Six students from Open Campus Grenada attended a Government of Grenada-sponsored field trip to Belize during the period August 30-September 5, 2015. The exchange was based on the theme "Students Engaging the Caribbean Single Market & Economy (CSME) through Field Promotion".
- Two students from Open Campus Grenada and one Cave Hill Campus graduate attended a seminar sponsored by the Government of China on "Macro-Economic Development and Planning in Grenada", September 8-21, 2015 in Beijing, China.

Open and Distance Learning

Provide multiple, flexible paths for all constituencies to pursue tertiary education over their lifetime

Continuing and Professional Education Courses (CPE)

During the year, funding from the GAC-SDEC project facilitated the approval of the following 10 programmes for delivery in September 2016:

- Advanced Procurement Management
- Business Writing and Communication
- Managing People Effectively
- Information Technology
- Procurement Management
- Occupational Health and Safety
- Facilities Management
- Accounting Information Systems
- Entrepreneurship and Small Business Management
- Information Communication Technology Law

In accordance with the directives of the GAC-SDEC project, the Office of the Deputy Director CPE established a Programme Advisory Committee (PAC) comprising 12 members from across the OCCS. The work conducted with the PAC included discussions on the proposed programme list and on the findings of the market needs report. Of note also is that the Open Campus Dominica advanced the open and distance education mandate by successfully developing the *Credit Union Essentials* CPE course with the assistance of the Office of the Deputy Director CPE.

Undergraduate and Graduate Online Programmes

Thirteen new undergraduate online programmes were developed and of these 10 were delivered in the period under review. The 10 new undergraduate programmes that were delivered in the 2015/16 academic year were:

- BSc Political Science
- BSc Psychology
- BSc Sociology
- BSc Management Studies (Entrepreneurship)
- BSc Management Studies (Human Resource Management)
- BSc Management Studies (Financial Management)
- BSc Management Studies (International Management)
- BSc Management Studies (Marketing)
- BSc Economics (2016)
- BSc Management Studies (Tourism and Hospitality Management)

New Graduate Programmes

A total of 10 new graduate programmes were developed during the 2015/16 academic year and nine were delivered during the period under review. The nine new graduate programmes delivered in the 2015/16 academic year were:

- Doctor of Educational Leadership in Education Systems and Schools
- Doctor of Educational Leadership in Higher Education
- Graduate Diploma Management and Educational Leadership
- MSc Management and Educational Leadership
- Postgraduate Diploma in Management Studies
- MSc Management (General Management)



CARITALENTS programme, Dominica.



Principal and Pro-Vice Chancellor (Ag.), Dr Luz Longworth, while delivering feature remarks at the Opening Ceremony of the UWI Open Campus Barbados' CXC Summer School for Prospective Fifth Form Students on July 05, 2015.

- MSc Management (Human Resource Management)
- MSc Management (Public Sector Management)
- MSc Management (Marketing)

Additionally, five undergraduate programmes were designed, planned and approved in the reporting period:

- BSc Youth Development Work with minor in Management Studies
- BSc Psychology with minor in Human Resource Management
- BSc Social Work with minor in Youth Development Work
- BSc Sociology with minor in Human Resource Management
- BSc Sociology with minor in Marketing

The Women and Development (WAND) Unit of the CSDR is also in the process of developing six courses for offer in the blended mode under the GAC-SDEC project. These include the following:

- Introduction to Women's Studies
- Issues in Gender and Development for Professionals

- Gender, Climate Change and Disaster Management
- Women, Entrepreneurship and Society
- Women, Health and Wellness
- Introduction to Family Law in the Caribbean (formerly titled Gender and the Law)

Caritalents Programme

The Italian Ministry of Foreign Affairs, the University of Florence in Italy, the Errol Barrow Centre for Creative Imagination (EBCCI) in Barbados and the Open Campus Dominica collaborated to mount the Certificate in Heritage for Culture and Human Resource Training titled CARITALENTS for Dominican teachers and cultural officers in September 2015.

Access to Programmes via the Single University Space (SVUS)

The Single Virtual University Space (SVUS) Diploma in Education with The UWI Mona produced its second cohort this year. Twenty-nine teachers are currently enrolled in the Diploma in Education via the Single Virtual University Space (SVUS) offered by the School of Education at The UWI, Mona, which began on February 29, 2016.

Face-to-Face Programming

The OCCS provided a range of programmes via the face-to-face modality to address key educational needs identified. For example, the Open Campus Barbados (The Pine) offered several courses as indicated below:

■ Caribbean Examinations Council (CXC) Day School Programme

Ten one-year CXC-CSEC subjects were offered: *Electronic Document Preparation and Management (EDPM), English A, Human and Social Biology, Information Technology, Mathematics, Office Administration, Physics, Principles of Accounting, Principles of Business and Social Studies.*

■ Local Certificate Programmes

Four 12-month programmes were offered: *Corporate Administration, Guidance and Counselling, Marketing, Public Relations and Advertising, NGO Management* and the 18-month long programme, *Project Management.*

■ Workforce Training & Development

A range of professional development courses such as *Advanced and Introductory QuickBooks, Advanced Supervisory Management, Event Planning, Information Technology for Small Business, Law for Human Resources Practitioners, Public Speaking, Protocol, Social and Business Etiquette* and *Supervisory Management* were offered.

■ CXC Summer School for Prospective Fifth Form Students

This programme provides students with targeted tuition in selected subject areas of their choice, guidance in the transition to fifth form and exam preparation for CXC subjects, workshops in areas such as time management and study tours. The programme commenced on July 3, 2016



Barbados students pay attention to presenters at the CXC Summer School

with an enrolment of 177 students. The fourteen targeted subject areas included the following:

- Human & Social Biology
- Principles of Accounts
- English Language
- Geography
- Physics
- French
- Biology
- Information Technology
- Principles of Business
- English Literature
- Mathematics
- Chemistry
- Spanish
- History

Community Leadership and Development Programme

This GAC-SDEC funded project received approval for delivery on January 8, 2016, and on June 6, 2016 a pilot of the programme commenced with 42 students. The pilot commenced with the first four courses:

- Community Organising
- Leadership and Advocacy
- Community Safety
- Parenting for Effective Community Life

Table 1: Enrolment in all Programmes: Social Welfare Training Centre (SWTC)

Programmes	Students registered Semester I	Students registered Semester II	Students registered Semester III
On line:			
BSc. in Social Work	7	5	3
ASc. in Social Work	15	12	6
Diploma in Social Service	1	1	1
MSc in Human Resource Development	1	1	1
Face-to-Face:			
Community Leadership and Development Programme			42
TOTAL	24	19	53

On-going Programme Development

- *The Programme Evaluation Workshop* previously offered by the Caribbean Child Development Centre (CCDC) in collaboration with the Department of Social Sciences, Mona Campus to non-government agencies is now being developed into an online course.
- *MPhil/PhD programme in Child Studies:* During this academic year, CCDC continued to work on developing an MPhil/PhD in Child Studies programme with funds from the GAC-SDEC Project.
- *SUNY/The UWI Collaboration:* The CCDC is working with the SUNY early childhood educators to develop an online course to be offered to students of both Universities in September 2017.
- *Child-Focused Policing:* The E-content Development Team is working with the Trainers in-Training and the Police College's Project Training Team to provide comprehensive coverage of inter-related topics that police and external

stakeholders identified as necessary practical knowledge for police who work with children. This four-unit module comprises:

- 1 An Overview of Rights, Responsibilities and the Legal Framework for Child Protection
- 2 Implementing the Child Interaction Policy and Procedures
- 3 Understanding Child Development and Serving Children with Disabilities
- 4 Child Mindful Leadership & Child Friendly Policing.

Increased opportunities to pursue tertiary education via Prior Learning Assessment (PLA)

PLA Scholarships

Six students applied for PLA scholarships in Semester 1 of 2015/16 to cover tuition costs for the PLPD0100 course. These scholarships were granted under the GAC-SDEC project (see Table 2).

Table 2: PLA scholarships

OC Site	Programme	Gender
British Virgin Islands	BSc Management Studies (TOHM)	F
Cayman Islands	BSc Management Studies	F
Jamaica – Brown's Town	BEd Early Childhood Development and Family Studies	F
Jamaica – Ocho Rios	BSc Management Studies	M
St. Lucia	BSc Management Studies (Econ Minor)	M
Trinidad & Tobago	BSc Accounting	M

Assessment of PLA Portfolios

The PLA Programme Officer worked with students to ensure the readiness of the learning portfolios for assessment and with assessors in preparation for the evaluation process. Of the seven students who passed the PLPD0100 Course, five completed

and submitted learning portfolios for assessment by at least two subject content specialists. The final recommendations of assessors are provided in Table 3 below:

Table 3: No. of credits recommended by Assessors via PLA

Student No.	Programme	No. of courses put forward for PLA credits	Final recommendations forwarded by PLA Unit to SAR (AAR) May 9, 2016	
			No. of courses	No. of credits
1	BEd Early Childhood Development and Family Studies	3	3	9
2	BSc Management Studies (FINA)	4	3	9
3	BSc Management Studies (TOHM)	5	1	3
4	BSc Management Studies	1	0	0
5	BSc Management Studies (HRM)	1	1	3

**Prior Learning and Portfolio Development/
Assessment Course: PLPD001 for Matriculation**

PLA for matriculation was approved by the University Board for Undergraduate Studies in May 2015. A sub-committee of the PLA Steering Committee was set up and discussions commenced on October 5, 2015 regarding the institutionalisation of this mode of PLA. The Course Development Department of the Academic Programming and

Delivery Division subsequently reported that the PLPD0100 course could be adjusted for use in PLA for matriculation since the process was essentially the same. A subject content expert is to be contracted to work with the CDD in this regard. It is believed that with the offering of PLA for matriculation, the reach to the underserved would be greatly enhanced.



Open Campus Principal, Dr. Luz Longworth delivering the feature address at the 2015/2016 Grenada Country Conference.

5. Research and Innovation

Faculty-led Research and Innovation

Create an enabling environment to support, foster and increase the output of high quality research and innovation with an emphasis on the Caribbean

The UWI Open Campus has consistently provided avenues for the increase and quality output of research across the Caribbean in the form of its country conferences. Two examples of such conferences are the Grenada and Dominica country conferences held on March 9 and 10, 2016 and May 19 and 20, 2016, respectively. These conferences provided the necessary environment for researchers to address issues specific to the host countries but also relevant to the region.

Open Campus Country Sites

Grenada Country Conference

The conference was held under the theme, “*Perspectives on the Grenada Revolution 1979-1983*”. Local, regional and international presenters delivered fifteen papers, under the sub-themes:

- Historical and theoretical perspective
- The Caribbean perspective
- Politics and power
- Memory and reconciliation
- Women and religion
- Cultural expression



Panel members at the session on 'Memory Reconciliation and the Grenada Revolution' at the 2015/2016 Grenada Country Conference.

Dr. Nicole Phillip-Dowe, Head of Open Campus Grenada, and Mr. John Angus Martin, Director/ Curator of the Grenada National Museum, edited the research papers presented at the conference to form a book of similar title. Cambridge Scholars Publishing schedules the book's publication for 2018.

Dominica Country Conference

The conference theme was, “*Food for Thought: Ensuring Sustainability through Food & Nutrition Security and Resilience in the Nature Isle*.” Twenty-two research presentations focused on the following:

- Historical and contemporary perspectives on agriculture
- Agricultural output
- Soil conservation and productivity
- Resilience to pests and diseases
- Policies and practice in agriculture
- Challenges to the natural environment
- Opportunities for self-reliance



Dr. Francis Severin, Director of the Open Campus Country Sites, plants a breadfruit tree presented as a gift to the Campus by the Division of Agriculture in Dominica.



Opening of the 2016 Dominica Country Conference Exhibition. (From L-R) Petter Saint Jean, Minister of Education, Harold Guiste, Permanent Secretary in Ministry of Agriculture, Prof. Clement Sankat and Kimone Joseph cut ribbon to open the Conference.



Dominica Country Conference promotion

There was also a large exhibition on the grounds of the Open Campus, including displays agricultural and manufactured local products, as well as local foods. At the end of the conference, the Division of Agriculture presented a breadfruit tree as a gift to the Open Campus. Dr. Severin planted the tree at the closing ceremony. <http://www.open.uwi.edu/openonline/articles/dominica-hosts-2016-country-conference>

Consortium for Social Development and Research

Dissemination of the Impact Evaluation of Youth Programmes in Jamaica: The Career Advancement Programme (CAP) and the National Youth Service (NYS), 2011-2014

The Inter-American Development Bank (IADB) commended the Social Welfare Training Centre (SWTC) team on the rigorous impact research work and noted that it added value to the project. Moreover, the IADB selected the SWTC research study as one of just 35 projects (out of 700) to be highlighted in their annual Development Effectiveness Overview report. The research was featured as an example of both the significant role that research plays in the projects that the IADB supports, and how challenges that can arise in a multi-stakeholder, multi-year study can be overcome.

Oral History Project, Social Work Pioneers

The purpose of the new oral history project is to record the voices, perspectives and experiences of the pioneers of social work in the region over the last 75 years. During the reporting period interviews and transcriptions were completed for five pioneers. Plans are in progress to use the interview recordings and transcriptions to produce a documentary which will enhance students' learning experiences and, along with other materials, form an archive of invaluable historical resources for the social work profession. The documentary will also be valuable for use in communications activities, as a tool for promoting awareness of social work as a profession and as an area of study. The project's interview transcripts and related documentation will also contribute to publication on the history of social work in Jamaica and the region.

Youth Wellness and Suicide Prevention

Upon losing a former colleague to suicide in the academic year 2014/15, the SWTC is collaborating with the family of the deceased to start a foundation

in her honour. Out of this tragic loss, SWTC staff realised the need for a more focused approach as it relates to research on education and outreach in the areas of youth wellness (physical and mental), and suicide prevention. Consequently, a proposal was prepared for a comprehensive youth wellness programme and discussions are ongoing with potential funders. The programme aims to provide young people with knowledge that promotes healthy attitudes toward themselves and others, and guides them in adopting healthy life practices and behaviours that promote their own wellness and health in relationship with others.

SWTC Seminar Series

The new seminar series provides a forum to explore serious social issues confronting Jamaica's communities, the nation and the wider region. The purpose is to explore good practice and policy decisions for a way forward. The first in the series took place on July 7, 2016 on the theme *Preventing Violence against Children: What Works?* Sixty-six persons were in attendance from social welfare organisations to hear Mrs. Sian Williams, independent consultant, review the findings of regional evaluations on effective practice in education, community building, capacity development, policy and parenting practice.

Academic Programming and Delivery

Research Forum Revived

The Programme Planning Department of APAD reactivated its Research Forum and widened its focus to include the entire campus and to accept presentations from the wider university community. The first presentation in this series was held on June 30, 2016. This monthly Research Forum aims to encourage and increase research and publications by providing an opportunity for staff and students of The UWI Open Campus and persons in the wider University system to make presentations and receive feedback based on ongoing or completed research, or future research interests.

Funding and Partnerships

Increase funding and research partnerships

Caribbean Child Development Centre

The Transitional Living Programme for Children in State Care (TLP-CSC)

The Transitional Living Programme for Children in State Care project is a combined research and development project of the CCDC in partnership with other UWI partners, including the SWTC and the Government of Jamaica. This project is being undertaken with grant funding from the USAID in the amount of US\$5,281,736.00 with partners from the Child Development Agency and the Social Welfare Training Centre.

The Deputy Principal continued to lead this project as Principal Investigator. The scope of the project was increased and the time frame expanded from three years to five years, from August 27, 2014 to August 26, 2020. This initiative is the first of its kind in Jamaica and involves a multi-dimensional approach to preparing wards of the State, who are at an increased risk for poor outcomes, on leaving care.

Of the many activities that took place in this project during the reporting period, a few are indicated below:

- A Memorandum of Understanding (MOU) was signed on June 10, 2016 at the Courtleigh Hotel, Kingston, signaling the formalisation of the partnerships that exist between all parties involved in the implementation of the project.
- A ground-breaking ceremony for the proposed independent living apartment complex for young women leaving State care held on November 20, 2015.
- Proposal submission to the UHWI/UWI/FMS Ethics Committee and subsequent approval for the intervention phase of the project.

- Life Preparedness Measure developed, and baseline data collected to assess the exit readiness of youth 17 years and older in State care.
- A life skills training of trainers course for two cohorts of officers from the Child Development Agency completed.
- Sixty-four youths received stipends to support their skills training programmes at various institutions including the HEART Trust/NTA institutions and other community training institutions, as a part of the vocational training component of the project.

Early Childhood Education Grant

The CCDC received a grant for US\$16,000.00 from the American Friends of Jamaica (AFJ) to support training, purchase of materials and equipment for the centre and the development of a website for all of the centres. Donations for furniture and manipulatives for children have been received from Food for the Poor and Crayons Count, respectively.

Memoranda of Understanding (MOU)

A total of three MOUs were signed between The UWI Open Campus and George Brown College, Toronto Canada, Norquest College, Edmonton, Canada and Bow Valley College, Calgary, Canada. The MOUs seek to provide faculty and student exchanges, collaborative research projects and programmes.

Child Rights Sustainability Initiative

This seventh year of the UNICEF-supported Child Rights Education Project marked its development from a training intervention, in which Child Rights and Responsibilities courses and workshops were developed and piloted with a variety of stakeholders, into an institutional capacity-building partnership, the Child Rights Sustainability Initiative (CRSI), with the Jamaica Constabulary Force (JCF). The inclusive development and November 2015 promulgation of the JCF Child



Reading to pre-schoolers in Dominica through library outreach activities.

Interaction Policy and Procedures was a major project achievement. It set guidelines and protocols for JCF members' interactions with persons below the age of 18 years, to help ensure every police encounter with a child is a positive one, in which protective and corrective action is taken, and both sides emerge with dignity and respect.

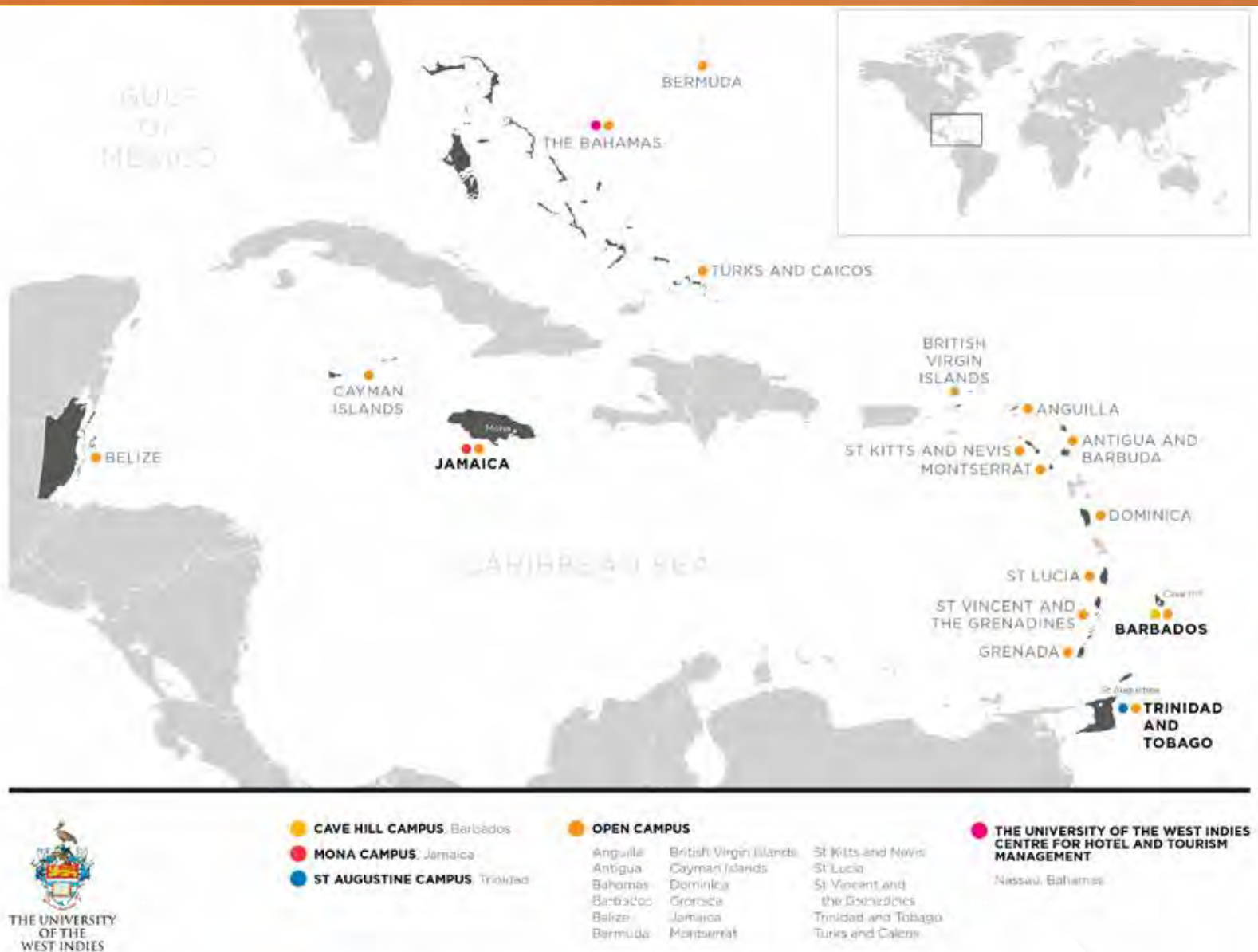
The Hugh Lawson Shearer Trade Union Education Institute (HLSTUEI)

Research Activities

The HLSTUEI commenced a series of online research activities during the latter part of the academic year on issues affecting the labour market and labour and employment relations. Some highlights of these activities include:

- JA\$100,000.00 grant from Victoria Mutual Wealth Management for Survey Research (Online) on 'Workers' reaction to the Finance Minister's announcement of the \$1.5 m tax relief', June 2016.
- An online survey on the Government's \$1.5m tax relief proposal.

- Policy paper on 'Flexible Work Arrangement Policy' for the National Housing Trust, September 2015.
- Proposal submission to UNESCO for funding of 'Regional Sensitisation Workshops on Decent Work for Young Workers', January 2016.
- HLSTUEI Policy Manual on *Grievance Procedure and Disciplinary Schedule* for the College of Arts Science and Education, January 2016.
- Consultancy service to the University of Technology Administrative Staff Association, August 2015 - July 2016 (D. Roberts).



"The UWI Open Campus endeavours to impact positively the lives of the students it serves and the communities in which it is located throughout the Caribbean and beyond."

6. Outreach



Open Campus Dominica staff members help to spread Christmas cheer to local victims of Tropical Storm Erika.



National and Regional Development

Become the driving force for economic, social and educational, and other critical development needs of the region

The UWI Open Campus endeavours to impact positively the lives of the students it serves and the communities in which it is located throughout the Caribbean and beyond. To this end, and in keeping with the outreach mandate, Open Campus engaged in several developmental, educational and social events. These included involvement in goodwill activities, public discussions, forums, panel discussions, book launches, presentations, lectures and cultural activities.

Goodwill Activities

A number of Open Campus sites reached out and supported their communities in many tangible ways, as illustrated in Table 4.

Staff of Open Campus St. Lucia prepare their entry for the 2015 Festival of Lights.



Students from the Turks and Caicos Community College listen to presenters on how to further their studies at The UWI Open Campus.



Acting Head of Open Campus Barbados at The Pine welcomes the donation of a refurbished computer to the facility.

Table 4: Open Campus Goodwill Activities

Open Campus Sites/Entities	Donation Type/Activity	Donation Recipient
Open Campus Barbados	Donation of school supplies	St Stephen's Primary School, a nearby school identified as in need of assistance
Open Campus Barbados	Collection of foodstuffs and personal care items for hampers	Two deserving senior citizens in the community
Jamaica Eastern Camp Road	Distribution of food items	Needy seniors in surrounding inner-city communities
Brown's Town, Jamaica Eastern & Savanna-la-Mar Sites	An information awareness session on Zika Virus	Surrounding communities
Jamaica Western	A fundraising event for outreach and charity titled "Events under the Tent"	The Westmoreland Health Authority: purchase of needed items for the local health centre
Jamaica Western	A Community Cookout hosted by the Continuing and Professional Education (CPE) Events Management class	Disadvantaged groups in the Russia Community in Savanna-la-Mar
Jamaica Western	A fundraising luncheon hosted by the Junction Site	The Junction Health Centre: donation of an Autoclave machine
Trinidad & Tobago Sites	Foodstuff and other supplies	Open Campus Dominica: recovery from Tropical Storm Erika
Pre-University Centre (Trinidad & Tobago)	Nine large Christmas hampers: basic food items, hams, snacks and non-alcoholic drinks	Needy families in surrounding communities
Students of the Electrical Installation (domestic) classes (Trinidad & Tobago)	Wiring of homes free of charge	Less fortunate in surrounding communities
	Dry good hampers and school uniforms	Underprivileged students

Table 5: Discussions/Forums/Panel Discussions/Book launches/Presentations

Open Campus Site	Activity Type and Description	Partners/Presenters/Authors	Date of Event
Montserrat	Four discussions focusing on the Montserrat's sustainable development.	Office of the Legislature, St. Patrick's Cooperative Credit Union	February 25, March 2, May 12, and July 4, 2016
Antigua & Barbuda	Symposium: Sixteen (16) Days of Activism Against Gender Violence under the theme: "Eliminating Inequities in Education: The Antigua Position."	Women Against Rape (WAR)	December 3, 2015
Anguilla	Rally on International Day for the Elimination of Violence Against Women	Gender Affairs Unit in the Ministry of Home Affairs, Government of Anguilla, and the National Council of Women	November 25, 2016
	Panel Discussion on "Next Steps after the Passage of Anguilla's Domestic Violence Act"		December 9, 2015
St. Lucia	Panel Discussion entitled "Legalise It? Towards a National Policy on the Use of Marijuana in Saint Lucia"	Dr Lisa Charles, Dr Stephen King and Dr. Gilbertha St. Rose. Dr Marcus Day, Director, Caribbean Drug & Alcohol Research Institute	February 24, 2016
	Panel discussion "Perspectives on a Sex Offenders Registry"	Social Work Association of Saint Lucia	June 22, 2016
	Book presentation to 20 local libraries of The Anthony N Sabga Caribbean Awards for Excellence (ANSCLAFE)	Dr. Charmaine Gardner	September 10, 2015
	Book launch, "Learning in Womanist Ways: Narratives of First-Generation African Caribbean Women"	Saint Lucian author, Jan Etienne	July 26, 2016
Grenada	Book launches: "The Grenada Revolution: Reflections and Lessons"	Wendy Grenade (Editor)	August 6, 2015
	"Grenada: Revolution and Invasion"	Patsy Lewis, Gary Williams and Peter Clegg (Editors)	March 8, 2016
	"Grenada Chronicles"	Ann Wilder (Editor)	March 9, 2016

Table 5: Discussions/Forums/Panel Discussions/Book launches/Presentations

Open Campus Site	Activity Type and Description	Partners/Presenters/Authors	Date of Event
St. Kitts & Nevis	Book display of the Caryl Phillips collection	Local bookstore Greenlands Books and Things	August 2016
	Book Launch: Antigua and Barbuda Review of Books, Vol. 8, No. 1		August 6, 2015

Table 6: Annual Distinguished and Memorial Lectures

Country Sites/ Partners	Theme/Topic	Lecturer	Date
Open Campus Anguilla and the Anguilla Social Security Board	Putting People First: Grounding Human Well-being in a Framework of Social Security	Dr. Francis O. Severin	November 4, 2015
Open Campus Anguilla & The Methodist Church Anguilla Circuit	Institute for Gender and Development Studies Roaming Professors Lecture	Professor Verene Shepherd	July 15, 2016
Open Campus Antigua & Barbuda, The Antigua State College & The Antigua Commercial Bank	Education and the Caribbean Civilisation	Hon. Dr. Ralph Gonsalves, Prime Minister, St. Vincent & the Grenadines	March 21, 2016
Open Campus Barbados & The Central Bank of Barbados	"Bringing the UWI to YOU - A Community Approach to Online and Distance Learning"	Dr. Luz Longworth, Principal, UWI Open Campus	August 27, 2015
	"The Ocean: High Risk Playground or Life-Giving System?"	Dr. Lorna Inniss, Director (Ag), Coastal Zone Management Unit, Barbados	October 30, 2015
	"Doctor-Patient Relationship: A New Dynamic"	Khalida Ismail, Professor of Psychiatry and Medicine, Kings College, London	November 12, 2015
	"Financialisation & Sovereignty Bargains: A Caribbean Perspective"	Dr. Don Marshall, SALISES Cave Hill Campus	February 25, 2016

Table 6: Annual Distinguished and Memorial Lectures

Country Sites/ Partners	Theme/Topic	Lecturer	Date
Open Campus Grenada, the Grenada Electricity Services Ltd & The Grenada Co-Operative Bank	2nd Annual Carol Bristol Distinguished Lecture: "The Grenada Revolution: Legacy, Lessons and Pitfalls"	Professor Brian Meeks, Chair of African Studies, Brown University	March 10, 2016
Open Campus & The Dominica Medical Association and Optical Services Inc	Seventh Annual B. A Sorhaindo Memorial Lecture: "Health care and the new frontier: Can vagrants overcome social rejection?"	Dr. Griffith Benjamin, Consultant Psychiatrist	August 20, 2015
Open Campus Dominica & the Division of Culture	Fourth E. O. LeBlanc Memorial Lecture: "Cultivating Caribbean Identities: Language, Culture and the Politics of Deprivation"	Professor Hazel Simmons- McDonald, Former PVC and Principal, UWI Open Campus	October 8, 2015
Open Campus Dominica & the Fort Young Hotel	Tenth Annual Dame Eugenia Charles Memorial Lecture: "Unleashing the spirit of overcoming"	Dr. Wendy Grenade, Political Science Lecturer, UWI Cave Hill.	November 26, 2015
Open Campus Dominica & The National Bank of Dominica	Ninth Annual National Distinguished Lecture: "A teacup in a storm: Developing leadership resilience in disruptive change"	Dr. Luz Longworth, PVC and Principal of UWI Open Campus	April 15, 2016
Open Campus Montserrat	The Annual St. Patrick's Lecture: "The Importance of the Montserrat Creole Language in Forging a National Identity"	Miss Ann Marie Dewar, Officer of the Most Excellent Order of the British Empire	March 15, 2016
	The 3rd Alphonsus 'Arrow' Cassell Memorial Lecture: "Thinking Beyond the Ash: Using our Volcanic Resources"	Dr. Aldrin E. Sweeney, Board of Governors, Montserrat Community College	November 12, 2016
Open Campus St. Kitts & Nevis	History and Heritage Committee Guest Lecture: "Strengthening our Commitment to Preserving our Heritage: Our Arts, Archives and Marine Environment"	Governor General His Excellency Sir S. W. Tapley Seaton, GCMG, CVO, QC, JP	February 9, 2016 (St. Kitts) February 11, 2016 (Nevis)

Table 6: Annual Distinguished and Memorial Lectures

Country Sites/ Partners	Theme/Topic	Lecturer	Date
Open Campus St. Lucia	"Saint Lucia/Mexico Bi-Lateral Relations, Past and Future"	Ms. Maite Narvv N Abad, 3rd Secretary of the Embassy of Mexico	September 3, 2015
	"The Westminster-Whitehall Model in the Commonwealth Caribbean and Resistance to Change"	Dr. Hamid Ghany, Faculty of Social Studies, UWI St. Augustine's Campus	March 17, 2016
	Patricia Charles Memorial Lecture: "Lakou: Caribbean Indigenous Education and Development"	Mr. Rawle Gibbons, Trinidadian Theatre Artist	April 14, 2016
	Institute for Gender and Development distinguished lecture: "Women, Politics and Transformational Leadership"	Dr. Gabrielle Hosein, St. Augustine's Institute of Gender and Development	May 19, 2016
	The Inaugural Lady Marilyn Floissac Memorial Lecture: "Sharpening our Vision for a Well Educated and Healthier Society - Lessons from the Science of Early Childhood"	Dr. David Williams, The Harvard University School of Public Health	October 07, 2015
Social Welfare Training Centre & Social Work Unit (UWI Mona Campus)	World Social Work Day: Embracing the dignity and worth of all persons: Concepts or potential reality.	Office of the Children's Registry, Mr. Warren Thompson; The Social Work Students' Association, Mona, Mr. Deryck Rose; Jamaica AIDS Support, Mr. Jaevion Nelson	March 15, 2016
Social Welfare Training Centre	Seminar Series: "Preventing Violence against Children: What Works?"	Mrs. Sian Williams, independent consultant.	July 7, 2016
Women and Development Unit	Workshop: "Be More Than a Bystander: Break the Silence on Violence against Women"	Mark Harewood, tutor, Open Campus, Pine, Barbados	August 22, 2015
Women and Development Unit	Workshop: Amended Domestic Violence (Protection Orders) Act. Cap.130A of Barbados	Attorneys-at-Law Verla Depeiza, Sherry-Ann Batson and Alexandria Thomas	April 02, 2016



Dr. Jahlani Niihah lectures at Open Campus Dominica on Emancipation Day.



British Overseas Territories Manager celebrates the success of the Pal Robeson Show with Stogie Kenyatta and Directors of the Sunshine Theatre.

Arts and Cultural Activities

A sample of some of the various arts and cultural activities held by the OCCS can be found below:

- The Malliouhana Poetry Competition: Open Campus Anguilla in collaboration with the Anguilla Library Service and the Department of Youth and Culture and the Anguilla Community College.
- The Award-Winning Paul Robeson Show with Stogie Kenyatta as part of the Caribbean Community (CARICOM) Reparations Movement awareness building activities: the Open Campus Anguilla joined forces with the Sunshine Theatre Company to organise and stage this event on June 8, 2016.
- Dance extravaganza: The Open Campus Antigua and Barbuda Site co-hosted this event in collaboration with the Shiva School of Dance. The event under the theme, “Best of the Best,” was held June 21-23, 2016.
- The 7th Alliouagana Festival of the Word was held in Montserrat from November 12-15, 2015 under the theme “Volcanic Dust: Journeys and Connections”.
- A one-man show production by Jamaican Stogie Kenyatta dubbed, “The World is my Home: The Life and Times of Paul Robeson,” under the Distinguished Patronage of the Speaker of the Legislative Assembly (Montserrat), Miss Shirley Osborne, on Monday June 6, 2015 at the Open Campus Montserrat site.
- Emancipation Film and Discussion: “Forward Ever: The Killing of a Revolution” by Bruce Paddington (UWI St. Augustine). The film was viewed on July 27, 2016 at the Open Campus Dominica site.



Signing an MOU with the Caribbean Maritime Institute.



Pro Vice-Chancellor and Principal, Dr. Luz Longworth, in Belize.

Partnerships

The Business Development Unit, newly established within the Office of the Pro Vice-Chancellor & Principal, Open Campus, focuses on attaining financial sustainability by optimising its academic and administrative resources to ensure increased revenue generation from multiple sources, including partnerships with stakeholders across The UWI campuses as well as with the private and public sectors regionally and internationally.

Partnerships established during the reporting period include:

- West Indies Players' Association (WIPA) - Capacity building training to start in January 2017
- Jamaica Promotions Corporation (JAMPRO) - Joint delivery and development of an online course, scheduled for delivery in September 2017
- SEMCAR, World Bank – the BDU successfully negotiated a contract with the World Bank to convert SEMCAR's "State Owned Enterprises – Understanding the Basic Concepts" face-to-face workshop to an online delivery modality. APAD is the lead implementing agency. This contract is valued at US\$65,900.00.
- Organisation of American States (OAS) - The BDU working along with the UWI Legal Unit re-negotiated some of the terms and conditions of the MOU between the UWI Open Campus and the OAS. In particular the clauses relating to the intellectual property rights, responsibilities of the parties and the Financial Annex were modified. The Open Campus and OAS executed the MOU in September 2016 for the creation of two cultural heritages courses which are scheduled to be offered in January 2017. The value of this agreement is US\$77,439.50.
- Ministry of Education (Jamaica)
 - (i) National College for Education Leadership (NCEL)
 - (ii) Career Advancement Programme (CAP)
 - (iii) Office of the Director for Safety and Security in Schools.



Marketing and Communication

Present a unified brand image for UWI aligned with its strategic vision and initiatives

The SWTC, with the aim of continuing and strengthening partnerships with past and present stakeholders, instituted the “Friends of the SWTC” group. This group includes:

- Alumni
- Organisations for which SWTC does training
- Organisations collaborated with on research
- Individuals and organisations directly and indirectly impacted by the work of SWTC
- Faculty, lecturers, facilitators (past and current)
- Sponsors
- Well wishers
- Keen individuals with vested interest in the work of SWTC.

The Marketing & Communications department leads the Campus at its various loci across the region in maintaining the formal Brand Identity Guidelines of the University. Activities to clearly define and actively protect the quality image and name of the institution were achieved in large part by maintaining a consistent and constant message. Over the year under review, the department continued its continuous updates and implementation of the Campus’ strategic and operational marketing plans for at least six overall year-long projects. These included:

- Campaign plans for 2015/2016
- Recruitment & Retention Campaign for Future Students.
- Open Campus Web Redesign Project and Awareness Campaign.
- Internal and external Banner/ERP Roll-Out/Go-Live Campaigns.
- PLA Mobile Campaign with Trend Media
- Open Campus Search Engine Marketing (SEM) Online Regional Campaign with the Yellow Pages.



Other services and activities provided over the year included:

Publication Management

This involves the design, layout, photography, printing and finishing operations and organising and distributing brochures, handbooks and flyers, among other things. The department also managed the best cost solutions via professional layout and graphic design, photography, videography and print services specialists. Other work undertaken in this area included:

- Conceptualising, writing and editing for publications, electronic and social media;
- Gender-sensitive marketing of new and renewed courses and programmes under the GAC-SDEC Project;
- Content and analytics management for the public website and Intranet;
- Media relations management, advertising and promotion;
- External relations;
- Reputation and crisis management;
- Student Guild communications support;
- Creative consulting; and
- Partnership-building.

UWI Website Redesign Project

The new-look University of the West Indies, Open Campus Website was officially launched on July 29, 2016 and an upgraded content management system is now running Drupal 7. This Drupal 7 content management system is being run on newly acquired servers, configured to optimise the performance of the system and lower the risk of downtimes. The more evident changes include the use of bigger, bolder images, more centralised content pages, responsive pages and intuitive site navigation. More information on the website change can be accessed at <http://www.open.uwi.edu/uwi-website-redesign-project-open-campus>.





Alumni & Friends enjoying live music at Dominica's Alumni Dinner

Alumni Engagement

Facilitate the UWI's development through alumni advocacy and structured involvement in UWI and campus life

The Open Campus UWI Alumni Association (UWIAA) in Action

The UWI Open Campus took the appropriate steps to facilitate the UWI's development through alumni advocacy and structured involvement in UWI and campus life by appointing an Officer responsible for Alumni Relations, Mrs Sandra Griffith-Carrington.

The Open Campus UWI Alumni Association (UWIAA) strives to engage students, our future alumni, as they enter the University at the Orientation Ceremony so that by Graduation they are eager to become members. At the Graduation held on October 8, 2016, 88 of the 109 graduates signed up for UWIAA membership, which represents just over 80%.

Noteworthy is the fact that before July 2013 the Institutional Advancement Division recorded 2,081 alums in the Open Campus database. To date there are now over 6,900 alums in the database. In addition, there are now eight active alumni chapters, in Anguilla, Antigua and Barbuda, Bahamas, Belize, Dominica, St. Kitts & Nevis, Saint Lucia, and St. Vincent and the Grenadines.

In 2015/16, alumni participation in Open Campus activities, inclusive of marketing, surpassed the target of 20%. This accomplishment occurred in a relatively short period with limited resources and should continue to increase incrementally.

OCCS Alumni Engagement

The Open Campus Country Sites continued to work towards revitalising the Alumni Association in the various jurisdictions. The Alumni associations, in collaboration with the sites and the Guild of Students, achieved the following:

Table 7: Alumni Engagement Initiatives Undertaken by the Open Campus Country Sites

Open Campus Country Site	Initiatives undertaken
Anguilla	Creation of an alumni information database Establishment of a Steering and Alumni Revitalisation Committee
Dominica	Designation of a staff member to revitalise the local Alumni Association with the immediate objective of establishing a scholarship fund to finance study for future students. Hosting of the Second Annual Alumni & Friends Dinner and Dance at the Fort Young Hotel on November 14, 2015. The National Bank of Dominica received the 'Friend of UWI' Award.
St. Lucia	Donation of three hampers to the Boys' Training Centre on February 15, 2015. Provision of financial assistance to a St. Lucian student studying at UWI Cave Hill on March 6, 2015. Support for the Bexon R. C Infant School's School Feeding Program on May 11, 2016. The UWIAA adopted the school in 2010 and maintains a cordial relationship with the principal, staff and students.
St. Kitts & Nevis	On May 26, 2016 the Site collaborated with alumna, Ms. Empress Stanley, to host the launch of her first publication "An Insight of Life".
Grenada	Donation of foodstuffs and toiletries to the Queen Elizabeth Home for Children on December 18, 2015.

Global Giving Week

The UWI Global Giving Week was held August 1-7, 2016 under the theme "Educate. Emancipate. Donate", marking the beginning of an annual tradition to connect with friends and cultivate support to strengthen The UWI's capacity to drive regional development. The campaign targeted alumni, public and private sector organisations, donor agencies and members of the public with an objective of bringing them closer to the University. Proceeds of the campaign will go towards research, facilities and equipment, construction and maintenance of residence halls, as well as faculty and sport programmes.

Patrons for the Open Campus included:

- His Excellency, Sir Colville Young, Belize
- Her Excellency, Dame Pearlette Louisy, Saint Lucia
- His Excellency, Sir Rodney Williams, Antigua and Barbuda
- His Excellency, Sir Samuel Weymouth Tapley Seaton, Saint Kitts and Nevis

The Open Campus Country Sites launched activities in Belize on June 30, 2016, in Saint Lucia on July 8, 2016, in Antigua and Barbuda on July 12, 2016, and in the Bahamas on July 26, 2016.

Table 8: Breakdown of funds and scholarships donated by alumni at the various launches

COUNTRY	DONATIONS	TOTAL
Belize	Cash and scholarship	US\$100,000.00 BZ\$86,000.00
Saint Lucia	Cash	US\$ 2,000.00 EC\$25,900.00
Antigua & Barbuda	Cash and scholarship	EC\$280,400.00

UWI OPEN CAMPUS COUNTRY OUTREACH



The Open Campus at the 2015 Barbados Manufacturers' Exhibition (BMEX).

St Lucia: UWI Global Giving Week.



UWI leaders and Bahamas donors and attendees at The Bahamas Giving Week event in Nassau.



Anguilla: ALHCS School Careers Fair.



Turks & Caicos: Teacher/UWI OC student assisted in sharing of programmes at local school.



Dominica: Health and Wellness Workshop at Open Campus.

UWI OPEN CAMPUS COUNTRY OUTREACH



Belize outreach event



Workshop in Belize



Jamaica: Auctioneer Nevin Nish.



Montserrat: Professor Verene Shepherd and UWI Graduates after a lecture.



Dominica Site staff on Creole Day.



Cayman Islands: Credit Union Day 2016



St. Vincent: HOS Deborah Dalrymple facilitating a training session on Substance Abuse prevention.



Turks and Caicos Islands - Sharing with local students



Anguilla: CPE Recognition Ceremony 2015-2016 - July 26, 2016



St. Vincent: Open Campus Students of Managing Projects Field Trip.



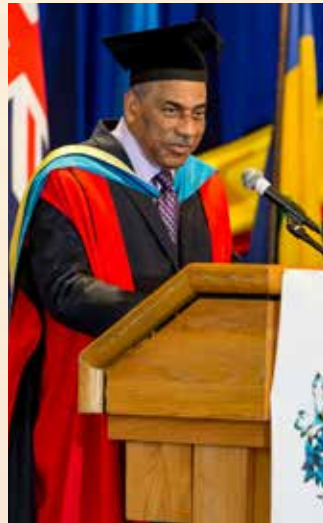
UWI OPEN CAMPUS

ST. KITTS & NEVIS,



GRADUATION 2016

OCTOBER 06, 2016



Scholarship Awardees 2015/2016

Name	Country	Type of Scholarship
Shelly-Ann Wright	Jamaica	UWI Toronto Gala
Lisa Vital	Dominica	UWI Toronto Gala
Nicoleen Whittingham-Brooks	Jamaica	UWI Toronto Gala
Vernessa Joseph	St. Lucia	UWI Toronto Gala
Natasha Ashby	St. Vincent & the Grenadines	UWI Toronto Gala
Sharon Charles	Barbados	UWI Toronto Gala
Shanna James	Grenada	UWI Toronto Gala
Christopher Douglas	Jamaica	Western Union Pride of the Caribbean
Felicia Waldron	St. Vincent & the Grenadines	Western Union Pride of the Caribbean
Shonella Russell	Guyana	Western Union Pride of the Caribbean
Marilyn Anthony-Hinds	Guyana	American Foundation of The UWI (AFUWI)
Trevor Queeley	St. Kitts & Nevis	American Foundation of The UWI (AFUWI)
Keymesha Williams	St. Vincent & the Grenadines	American Foundation of The UWI (AFUWI)
Leciamar Johnson	Jamaica	Vivienne Roberts
Virginia Evariste	St. Lucia	Patricia Ismond Memorial Award
Eveta Gaillard	St. Lucia	Patricia Ismond Memorial Award
Sherika Deane	St. Vincent & the Grenadines	UWI Open
Athenee Torres	Belize	UWI Open
Akida St. Cyr	Trinidad & Tobago	UWI Open / Top Matriculant
Merle Fontenelle	St. Lucia	UWI Open
Sonja LaGeer	Grenada	UWI Open
Christine McFarlane	Jamaica	UWI Open
Kezie St. Brice	St. Lucia	UWI Open



Campus Council 2015/2016

Name	Designation
Sir Dwight Venner	CHAIR, Governor (retired)
Professor Sir Hilary Beckles	Vice-Chancellor
Dr. Luz Longworth	Pro Vice-Chancellor and Principal
Prof. Julie Meeks-Gardner	Deputy Principal
Mrs. Karen Ford-Warner	Campus Registrar
Ms. Sheryl Whitehall	Chief Financial Officer
Representatives of the Governments	Designation
Hon. Anthony Garcia	Minister of Education, Republic of Trinidad and Tobago
Mr. Deryck Satchwell	Government Representative for Belize
Hon. Myron V. Walwyn	Minister with responsibility for Education, British Virgin Islands
Cayman Islands	
Bermuda	No representative
Appointed by the Chancellor	Designation
Dr. Sir Howard Fergus	Chancellor's Representative
Dr. Lennox Honychurch	Chancellor's Representative
Mr. Andy Delmar	Chancellor's Representative
Dr. Robertine Chaderton	Chancellor's Representative
Mrs. Marion Bethel	Chancellor's Representative
Directors of the Open Campus	Designation
Dr. Francis Severin	Director, Open Campus Country Sites
Dr Joel Warrican	Director, APAD
Dr. Denise Gaspard-Richards - Representing	
Dr. Judith Soares	Director, CSDR
Mr. Tommy Chen	Chief Information Officer
Mrs. Karen Lequay	Campus Librarian
Representatives of Academic Boards	Designation
Dr. Nicole Phillip-Dowe	Open Campus Academic Board Representative and Head of Site Grenada
Mrs. Deborah Dalrymple	Open Campus Academic Board Representative and Head of Site St. Vincent
Ms. Cynthia Barrow-Giles	Academic Board Representative UWI Cave Hill Campus
Prof. Stafford Griffith	Academic Board Representative UWI Mona Campus
Dr. Heather Cateau	Academic Board Representative St Augustine

Campus Council 2015/2016

Representatives of Tertiary Level Institutions	Designation
Dr. Jeffrey Britton	Principal, ACTI
Dr. Duranda Greene	President, ACTI
Guild of Students Representatives	Designation
Ms. Aneka Lee	President, Guild of Students, Open Campus
Ms. Caron Neptune	Alumni Representative, Open Campus, Grenada
Mr. Janiel Vanhorn	Postgraduate Students Representative, Open Campus
Senior Administrative and Professional Staff Representative	Designation
Ms. Reneé Swaby	Senior Administrative and Professional Staff Representative
Administrative, Technical and Service Staff Representative	Designation
Mr. Charlton Ali	Administrative, Technical & Support Staff Representative
Permanent Invitation:	Designation
Mr. C. William Iton	University Registrar
PVC Andrew Downes	PVC Planning & Development
Mr. Archibald Campbell	University Bursar,
Mrs. Andrea McNish - Representing	Deputy Chief Financial Officer
Mr. Eric I. Baron	Director, Human Resources, Open Campus
Prof. Alan Cobley	Pro Vice-Chancellor, BUS
Prof. Dale Webber	Pro Vice-Chancellor, BGRS
Special Invitation:	Designation
Hon. Anthony Boatwain	Minister for Education & Human Resource Development
Ms. Ruth Elizabeth Rouse	Permanent Secretary with Responsibility for Education
Prof. Ishenkumba Kahawa	Deputy Principal, Mona Campus
In Attendance:	Designation
Mrs. Souzanne Fanovich	Assistant Registrar, Secretariat
Ms. Carol Bickram	Senior Economist, Research, Planning and Technical Services Division, Ministry of Education, Republic of Trinidad and Tobago
Ms. Claudia L. Halley	Programme Officer, Open Campus Country Sites

Leadership Team 2015/2016



Professor Sir Hilary Beckles
Vice-Chancellor



Dr. Luz Longworth
Pro Vice-Chancellor & Principal



Professor Julie Meeks-Gardner
Deputy Principal



Mrs. Karen Ford-Warner
Campus Registrar



Ms. Sheryl Whitehall
Chief Financial Officer



Dr. Francis Severin
Director, Open Campus
Country Sites



Dr. Joel Warrican
Director, Academic
Programming & Delivery



Mr. Tommy Chen
Chief Information Officer



Dr. Judith Soares
Director, Consortium for Social
Development & Research



Mr. Lincoln Williams
Acting Director,
Consortium for Social
Development & Research



Ms. Karen Lequay
Campus Librarian



Mr. Eric Baron
Director, Human Resources

Heads of Country Sites & Departments

ACADEMIC PROGRAMMING AND DELIVERY

DR. EMILY DICK-FORDE
Head, Programme Planning Department

DR. DENISE GASPARD-RICHARDS
Head, Course Development Department

DR. YASMEEN YUSUF-KHALIL
Head, Programme Delivery Division

CONSORTIUM FOR SOCIAL DEVELOPMENT AND RESEARCH

MRS. CECEILLE MINOTT
Head (Ag), CCDC

MR. DONALD ROBERTS
Head, HLSTUEI

MR LINCOLN WILLIAMS
Head, SWTC

DR. JUDITH SOARES
Head, WAND

COMPUTER AND TECHNOLOGY SERVICES

MR. REEVE RAMHARRY
Systems Engineer

MR. HOWARD SMITH
Systems Engineer

MR. DERRICK THOMPSON
Country Site Telecommunications Manager

LIBRARY AND INFORMATION SERVICES

MS. JO-ANN GRANGER
Senior Librarian

MS. MARTINA MENDOZA
Librarian

OFFICE OF FINANCE

MS. JEANETTE STODDART-ALLEN
Treasury Officer

MS. ANN MARIE MORRISON
Financial Officer, Jamaica

MRS. DEBORAH TROTMAN
Budget & Projects Manager

MS. SHELLY-ANN ROBERTS
General Accounting Manager

MRS. CHERRY RENEE
Finance Officer

OFFICE OF THE PRINCIPAL

DR. GLENFORD HOWE
Research Officer

MR. MICHAEL THOMAS
Research Officer

DR. BENITA THOMPSON
Research Officer

DR. NGONI CHIPERE
Planning and Development Officer

MS. MELISSA ALLEYNE
Planning Officer

MS. SUZETTE WOLFE WILSON
Manager, Marketing and Communications

MS. ANNESHIA WELSH
Manager, Business Development Unit

OFFICE OF THE DEPUTY PRINCIPAL

DR. PAMELA DOTTIN
Quality Assurance Officer, OBUS

DR. JANETHA LONG
Programme Officer, PLA

Heads of Country Sites & Departments cont.

OPEN CAMPUS COUNTRY SITES

DR. PHYLLIS FLEMMING-BANKS
Manager, British Overseas Territories
(Anguilla, BVI, Cayman, Turks)

MR. IAN BENN
Head, Antigua and Barbuda

DR. BARBARA RODGERS-NEWBOLD
Head, The Bahamas

MR. RYAN BYER
Officer-in-Charge, The Pine, Barbados

MRS. JANE BENNETT
Head, Belize

MS. KIMONE JOSEPH
Officer-in-Charge, Dominica

DR. NICOLE PHILLIP-DOWE
Head, Grenada

DR. JEROME MILLER-VAZ
Head, Jamaica Western

MS. LEVENE GRIFFITHS
Head, Jamaica Eastern

MS. VILMA CLARKE
Head, Montego Bay, Jamaica

MRS. GRACELYN CASSELL
Head, Montserrat

MRS. CICELY JACOBS
Officer-in-Charge, St. Kitts and Nevis

DR. VERONICA SIMON
Head, Saint Lucia

MRS. DEBORAH DALRYMPLE
Head, St. Vincent & the Grenadines

DR. FRANCIS SEVERIN
(Oversight), Trinidad and Tobago

MRS. SUSAN SARAH OWEN
Deputy Director (Ag.), CPE Unit

REGISTRY

MS. SOUZANNE FANOVICH
Assistant Registrar, Secretariat

MRS. GILLIAN HOLDER
Senior Assistant Registrar, Assessment,
Awards & Records

MR. JONATHAN ARCHIE
Assistant Registrar,
Student Support & Services

MRS. MARLENE SAUNDERS-SOBERS
Assistant Registrar, Recruitment,
Admissions & Registration

MRS. CHARLENE RILEY
Campus Records Manager

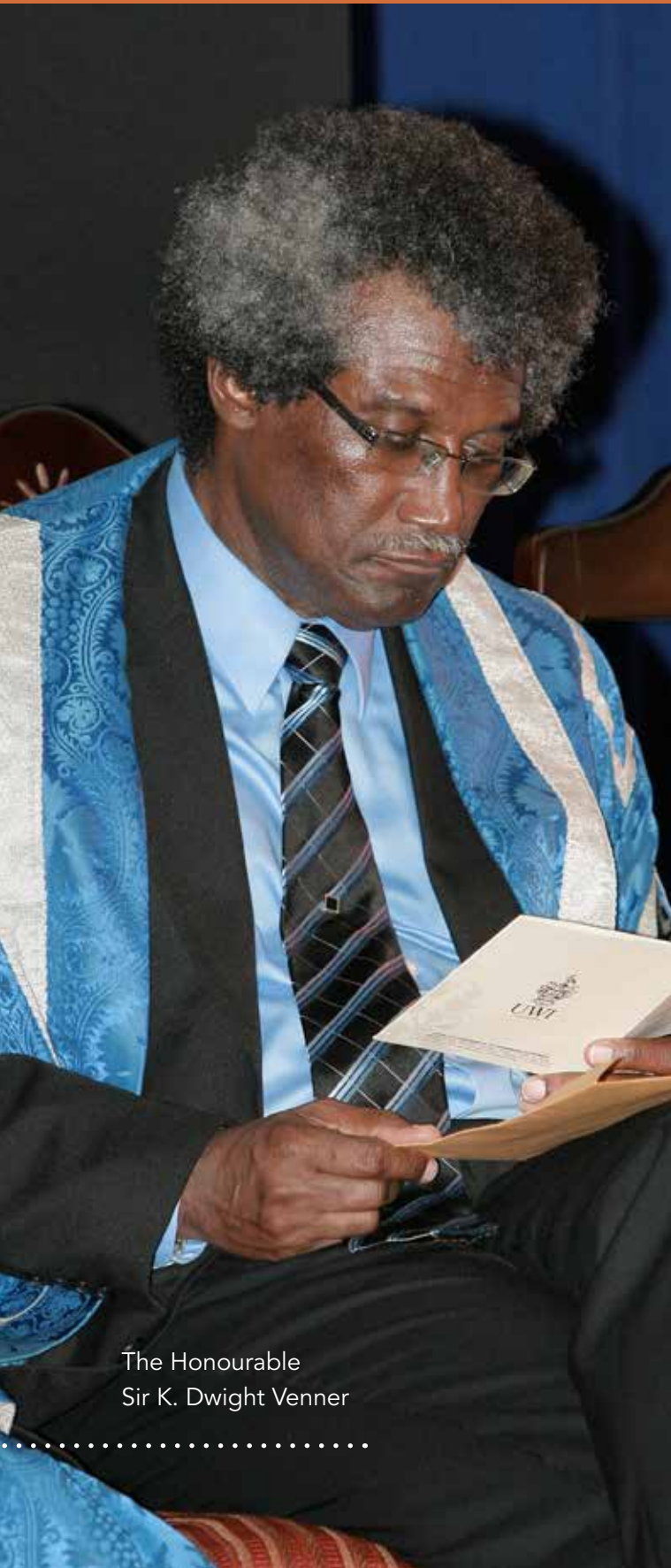
HUMAN RESOURCE DEPARTMENT

MRS. GERMAINE ALEXANDER
Human Resource Officer

MRS. JENNIFER WHITE CLARK
Human Resource Officer

MS. AISHA ESTWICK
Human Resource Officer

MR. RONNIE SQUIRES
Human Resource Officer



The Honourable
Sir K. Dwight Venner

.....

TRIBUTES TO OUR LATE CHAIRMAN

The Honourable Sir K. Dwight Venner served as Governor of the Eastern Caribbean Central Bank, from December 1989 until his retirement in November 2015. Sir Dwight, an Economist by training, was educated at The University of the West Indies, Mona, Jamaica where he obtained both a Bachelor of Science (BSc) and a Master of Science (MSc) Degree in Economics. He served as a Junior Research Fellow at the Institute of Social and Economic Research at The University of the West Indies and then as a Lecturer in Economics from 1974 to 1981.

Sir Dwight was appointed as the first Chairman of the Open Campus Council in 2007. As Chairman, he was responsible for ensuring that the Council effectively served and supported the higher educational and outreach needs of the regional University in the 16 countries in the English-speaking Caribbean – Anguilla, Antigua & Barbuda, the Bahamas, Barbados, Belize, British Virgin Islands, Cayman Islands, Dominica, Grenada, Jamaica, Montserrat, St. Kitts & Nevis, St Lucia, St Vincent & the Grenadines and Trinidad & Tobago.

Sir Dwight received the award of Commander of the British Empire (CBE) in 1996 in St Lucia and was recognised as a Distinguished Graduate of The University of the West Indies on its 50th Anniversary in July 1998. In June 2001 he was awarded Knight Commander of the Most Excellent Order of the British Empire (KBE) in St Vincent and the Grenadines for services to the financial sector. In October 2003, the Hon. Sir Dwight was recipient of an honorary degree, the Doctor of Laws from The University of the West Indies. In December 2011, he was awarded the Saint Lucia Cross for distinguished and outstanding service of national importance to Saint Lucia.

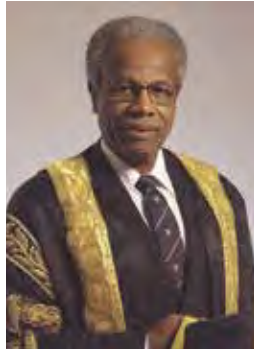
The late Sir Dwight was married to Lynda Arnolde Winville Venner, nee St Rose, and, together, they had seven children.

May his soul rest in peace.

SIR K. DWIGHT VENNER 1946 - 2016

Tribute from Sir George Alleyne, UWI Chancellor

I had just returned from my walk on the beach where I watched the rosy fingered dawn herald the rising of a brilliant Caribbean sun to open my computer and learn of the setting of another brilliant Caribbean son. Caribbean he was by birth and inclination and brilliant he showed himself to be through decades of persistent and insistent efforts to foster the growth and human development of his beloved OECS, not only for their sake but for the benefit of the wider Caribbean. Sir Dwight Venner had died.



We spoke at length just about ten days before, when we discussed his health and he assured me that he was willing and able to continue as Chair of the Campus Council of The University of the West Indies (The UWI) Open Campus and he looked forward eagerly to our University Council meeting in April. He spoke of his new library and the opportunity it gave him to sit and watch the Caribbean Sea and write about our non-aqueous ties and the nature and possible solution of some of our most pressing problems. But as was customary, our conversation quickly moved towards the past and the future of the Caribbean people. He described again with nostalgic detail the day when he felt that his destiny was settled. Philip Sherlock - one of the fathers of The UWI and one of the most convincing expositors of the inevitability of what he would describe as "a mighty puissant nation" visited his High School in St. Lucia and spoke or rather sang of the future that a West Indian University could play in a nascent West Indian polity. Dwight

was convinced that it was on that day the mold of his future academic career was cast and it was to be in the valley of Mona. And so he became a Mona man and felt his West-Indianness grow within him there. Of course, he had Caribbean genes that were more than biological. His father was the first Secretary of the Caribbean Development Bank when another great St Lucian, Sir Arthur Lewis, was President.

The tragedy of a death often lies in the perception and persistence of the loss and the extent to which the one we know is missed and mourned. But if it is true that a man never dies until the last man calls his name, then we can be sure that Dwight Venner's death will be a long time coming. His name will be called often by those who practice in the field of Caribbean human development and although his métier was the economic dimension Dwight knew and felt deeply that our full development as a people embraced other dimensions. Many who listened to him in various fora, as I have, would be moved by his concern as to whether the lads who were in charge would be deaf to the imperatives which he saw so clearly. He would speak always with passion and sometimes with impatience about the examples of collective action in the OECS which were not being replicated and expanded into the wider CARICOM region.

I will cite such an imperative that is one of the many which arose out of his commitment to cooperative and collective Caribbean action. The Eastern Caribbean Drug Scheme, at least when I knew it, was hailed as the only successful example in the Americas of a group of countries coming together to acquire drugs at lower prices by collective purchasing. This was possible mainly because of the backing and guarantee given by the Eastern Caribbean Central Bank and its President Dwight Venner.

The UWI is proud to claim him as one of its brilliant Pelicans. He wears our honorary degree with pride and has never been reticent about proclaiming his academic lineage. We hope that his name will be called loudly and often for a long time by the Caribbean citizens who owe him so much. We also hope that the grief of his family will be assuaged somewhat by the knowledge of our appreciation of what he did and what he represented among us.

Tribute from Professor Sir Hilary Beckles, UWI Vice- Chancellor



I remember it well, as did everyone whose eyes witnessed the event. It

was the ending of the 1980 Jamaica cricket season, and I was called upon to bowl the last over in a tense match between the Mona Campus and Kingston Cricket Club at UWI.

With the opposition requiring just a few runs to win and UWI in need of the last wicket I nervously bowled the most ordinary, unacceptable of balls. It was wide and short outside the offstump and the batsman, seeing glory, looked to the point boundary and swung.

What followed was a bespectacled, excessively afroed, Venner in his customary second slip position diving full stretch to his left, eating grass along the way, and emerging from his undignified posture with ball held aloft!

The batsman stood his ground in shock and awe. But I had seen Venner do this kind of thing before. Everyone in the area, overwhelmed in jubilation, jumped upon Venner as he admonished us to watch

out for his glasses. The umpire raised his finger. Then he calmly walked over to us and said to Venner, “I didn’t go to church this morning, but thanks to you I know that God is alive because I have just witnessed a miracle”.

This is how we knew the visionary Venner; always focused, always giving of his best for the team, always celebrated for his extraordinary efforts. The tale of the miracle in the middle of a dramatic moment is but a metaphor through which we can view the journey on earth of this spirit that was Sir Dwight.

Thousands of his cohort bonded with him at Mona as the 1980s transitioned the region. As some comrades stepped back and came forward as consultants, Venner’s vision was to think and act with consistent personal and public coherence. For him remaining true to core values was top priority. The praxis of economic development was always linked to his commitment to social justice. It was within this vortex of progressive possibilities that Venner was distinguished.

Sir Dwight traced the source of his tremendous courage and commitment to his “Mona making”.

He loved his alma mater and came to see the future of the Caribbean through the lens it provided. Prepared well for public service he began his monument building in the “Enterprise of the Indies”, as an economist who was later reinvented as a central banker. In this function he emerged as the best in the field. No central banker in our region has ever been so determined to design and engineer the integration movement. As Governor of the Eastern Caribbean Central Bank, and architect of the deeper integration of the OECS, he showed the wider region how to proceed with the functionality of regionality.

Working with his political and civil society colleagues he took the OECS out to the boundary’s edge of leadership in CARICOM and gave us all an example of what is possible with hard work, faith, trust and confidence. Here was a brother whose soul, heart, and intellect resided in the same space; he represented a

unique integrity that rejected the contradiction between the personal and the public. He lived his life as a man from the community for the region. Critically, he did not flinch nor flounder in the face of fierce headwinds.

Sir Dwight was a leader in the generation that followed Sir Alister McIntyre and William Demas. Surrounded by intellects as sharp as Ralph Gonsalves and Keith Mitchell, he took to the development field with passion and determination to bat for his people in need of good runs as they moved to the rendezvous of victory. No region has ever prospered without the resolve of comrades such as Sir Dwight. No community can persist with resilience without the inculcation of his kind of consciousness in the spirit of those coming behind.

The University of the West Indies was honoured to have assisted in the making of a special son who was exclusively engaged in his service to region. All of us within the academy and beyond its boundaries shall miss the presence of his personhood, but we shall mightily remember with delight our Dwight. We salute the distinguished Venner family for their sharing of this special soul and we stand with them in both their reflection and celebration.

One love, one UWI, One Caribbean.

Tribute from the Leadership, Staff and Students of The UWI Open Campus

The leadership, staff and students of the UWI Open Campus mourn the passing of our Campus Council Chair Sir Dwight Venner on Thursday December 22, 2016. Sir Dwight was a regional giant whose passion, dedication and commitment to the development of the people of the region were legendary. It was therefore no surprise that in 2008

Sir Dwight agreed to serve as the first Chairman of the newly formed Open Campus, a post that he held right up to the time of his passing.

Sir Dwight was committed to the success of the Campus which he saw as integral to the development of the human capital in his beloved Caribbean. As a UWI Alumnus and former Lecturer in the Department of Economics at Mona, Sir Dwight was resolute that the UWI had to be the engine for change and growth of the people of the region. He was indefatigable in his advocacy of the UWI Open Campus and its mission to serve the underserved of the region.

In his statement to the Campus Council in 2015, Sir Dwight stressed that The University of the West Indies was ideally situated to lead the regional renewal of the Caribbean, and that the Open Campus played a seminal role in this effort. His own contributions to this mission, particularly through his 26 years of service to the Eastern Caribbean Central Bank as Governor, have been transformational for this region.

The Open Campus is grateful for his leadership, his support and his guidance over the past 8 years. We will feel his absence deeply as we move towards our new strategic plan for 2017-2022, but are comforted by the knowledge that he has helped to lay a strong foundation for the future of the Campus, the University and his beloved region.

We offer our sincere condolences to his wife and children on this sad loss of a beloved husband and father. The entire region shares in mourning the loss of this lion of a man whose quintessential Caribbean persona will live on through the institutions he built.

SIR DWIGHT VENNER

The first Chairman of The UWI Open Campus



AT THE OPEN CAMPUS

from 2007 to 2016.





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STUDENT STATISTICS 2015/2016

ENROLMENT

Table 1: Online Enrolment by Programme and Gender

PROGRAMME TYPE	FEMALE	MALE	TOTAL
ASSOCIATE OF SCIENCE	439	65	504
BACHELOR OF EDUCATION	896	87	983
BACHELOR OF SCIENCE	2854	588	3442
CERTIFICATE	140	27	167
DIPLOMA	146	22	168
DOCTOR OF EDUCATION	61	20	81
GRADUATE DIPLOMA	40	8	48
MASTER OF ARTS	37	10	47
MASTER OF EDUCATION	161	22	183
MASTER OF SCIENCE	256	67	323
TOTAL	5030	916	5946
NOT APPLICABLE	275	52	327
NULL	138	18	156
GRAND TOTAL	5443	986	6429

NOT APPLICABLE - indicates specially admitted or cross campus students
 NULL indicates student record to be updated

Figure 1: Online Enrolment by Gender 2015/2016

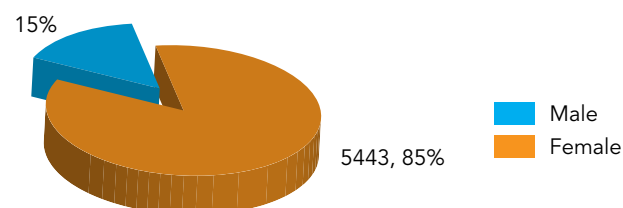


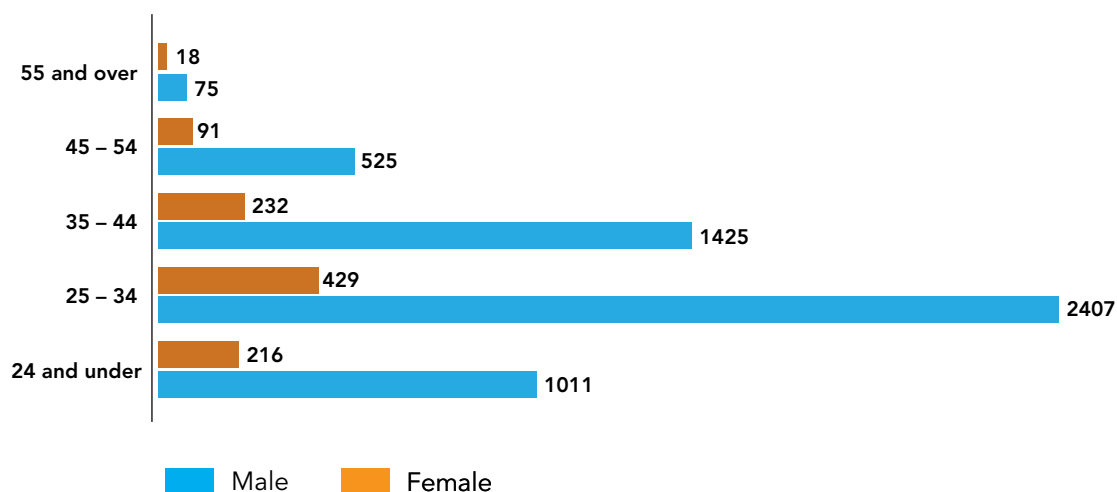
Table 2: Online Enrolment by Country

COUNTRY	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016
Afghanistan	0	0	2	1
Anguilla	102	47	61	78
Antigua and Barbuda	205	157	178	178
Aruba	0	0	0	1
Bahamas	106	100	137	185
Belize	145	178	172	155
Bermuda	2	1	1	1
British Virgin Islands	63	25	18	19
Cameroon	0	0	0	1
Canada	0	7	3	4
Cayman Islands	74	21	35	29
Colombia	0	1	1	1
Cuba	0	1	0	0
Dominica	358	392	350	404
Dominican Republic	0	4	3	3
El Salvador	0	1	0	0
French Guiana	0	1	0	2
Germany	0	2	0	0
Ghana	0	0	0	10
United Kingdom	0	15	9	3
Grenada	379	351	360	384
Guadeloupe	0	2	0	2
Guatemala	0	1	0	1
Guyana	0	100	76	106
Haiti	0	0	1	3
Honduras	0	2	1	2
India	0	0	5	5
Japan	0	0	1	0
Kenya	0	1	1	1
Martinique	0	1	0	3

Table 2: Online Enrolment by Country cont.

COUNTRY	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016
Mexico	0	1	0	0
Montserrat	69	44	43	50
Netherlands	0	0	2	3
Netherlands Antilles	0	3	1	0
Nicaragua	0	0	0	16
Nigeria	0	3	4	6
Philippines	0	0	0	2
Puerto Rico	0	0	0	1
Russian Federation	0	0	0	1
Rwanda	0	1	0	0
S. Georgia and S. Sandwich Islands	0	0	0	0
St. Kitts and Nevis	207	217	211	224
St. Lucia	663	672	621	724
St. Martin/St. Maarten	0	3	4	8
St. Vincent and the Grenadines	348	377	389	453
Suriname	0	32125	4	2
Turks and Caicos	8	4	7	5
Barbados	173	195	205	237
Jamaica	1686	1591	1142	1283
Trinidad and Tobago	2339	2125	2065	1858
United States of America	0	11	5	9
United States Minor Outlying Islands	0	1	0	0
US Virgin Islands	0	4	0	3
Venezuela	0	0	0	4
TOTAL	6932¹	6684²	5997³	6429⁴

- 1 Total includes 5 students who did not identify their country
- 2 Total includes 14 students who did not identify their country
- 3 Total includes 8 students who did not identify their country
- 4 Total includes 2 students who did not identify their country

Figure 2: Online Enrolment by Age Range and Gender 2015/2016**Table 3: Online Enrolment by Age Range 2012/2013 to 2015/2016**

AGE RANGE	2012/2013	2013/2014	2014/2015	2015/2016
24 and under	1396	1006	1148	1227
25-34	3114	3052	2687	2836
35-44	1683	1831	1534	1657
45-54	659	702	552	616
55 and over	80	93	76	93
TOTAL	6932	6684	5997	6429

Table 4: Age Range for OCCS Face-to-Face Students

AGE RANGE	2012/2013	2013/2014	2014/2015	2015/2016
24 and under	411	595	619	659
25-34	319	278	199	201
35-44	163	191	154	114
45-54	94	111	60	58
55 and over	49	63	51	34
TOTAL	1036	1238	1083	1066

Table 5: UWI OCCS Enrolment in CPE/Face-to-Face Courses 2015/2016

UWI-12 COUNTRIES	ONE/MULTIPLE SEMESTER			WORKSHOPS/SEMINARS		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Anguilla	32	106	138	0	0	0
Antigua and Barbuda	84	138	222	0	0	0
Bahamas	21	50	71	0	0	0
Belize	14	92	106	63	71	134
British Virgin islands	10	52	62	0	0	0
Cayman Islands	49	47	96	0	0	0
Dominica	170	282	452	0	0	0
Grenada	86	248	334	0	0	0
Montserrat	0	12	12	0	0	0
St. Kitts & Nevis	20	97	117	0	0	0
St. Lucia	51	115	166	6	13	119
St. Vincent & the Grenadines	38	153	191	13	56	69
Total UWI-12 Countries	575	1,392	1,967	82	140	322
Barbados	168	523	691	18	39	57
Jamaica Eastern	1,035	3,073	4,009	0	0	0
Jamaica Western	124	355	479	0	0	0
Montego Bay	70	117	187	0	0	0
Trinidad and Tobago	2,546	3,484	6,030	0	0	0
Total Campus Countries	3,943	7,552	11,396	18	39	57
Grand Total	4,518	8,944	13,363	100	179	379

GRADUATION

Figure 3: Graduates by Gender 2015/2016

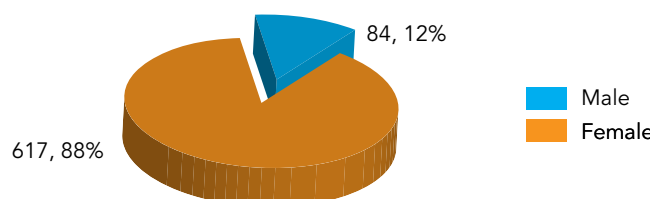


Table 6: Graduates by Programme Type 2015/2016

Undergraduates	2014/2015			2015/2016		
	No. of Graduates	Percentage by Category	Percentage of total Graduates	No. of Graduates	Percentage by Category	Percentage of total Graduates
Undergraduates						
Bachelor of Education	128	24	19	170	29	24.2
Bachelor of Science	273	51	41	300	50	42.8
Associate of Science	55	10	8	59	10	8.3
Diplomas	61	11	9	33	6	4.7
Certificates	22	4	3	34	6	4.9
Total & Percentage of Undergraduates	539	100	82	596	100	85
Postgraduates						
Master of Arts	18	15	3	15	14	2.1
Master of Education	88	73	13	60	57	8.1
Master of Science				11	11	1.6
Graduate Diplomas	14	12	2	19	18	2.6
Total & Percentage of Postgraduates	120	100	18	105	100	15
Total No. of Graduates	659	-	-	701	-	-

Figure 4: Graduates by Class of Degree (Undergraduates) 2014/2015 - 2015/2016

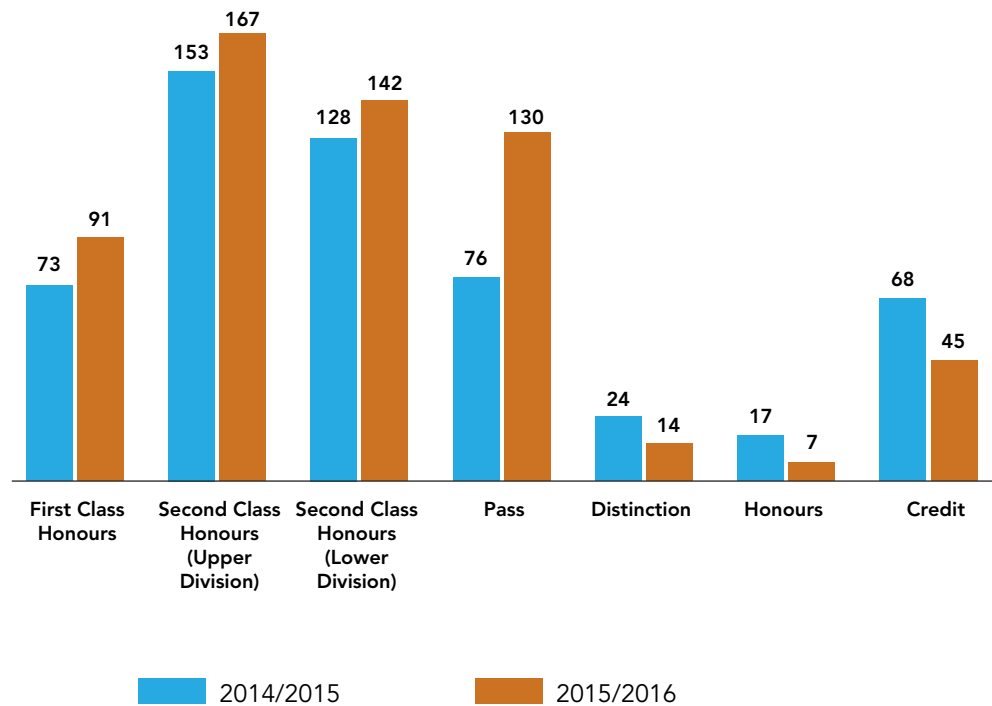


Figure 5: Graduates by Class of Degree (Postgraduate) 2014/2015 - 2015/2016

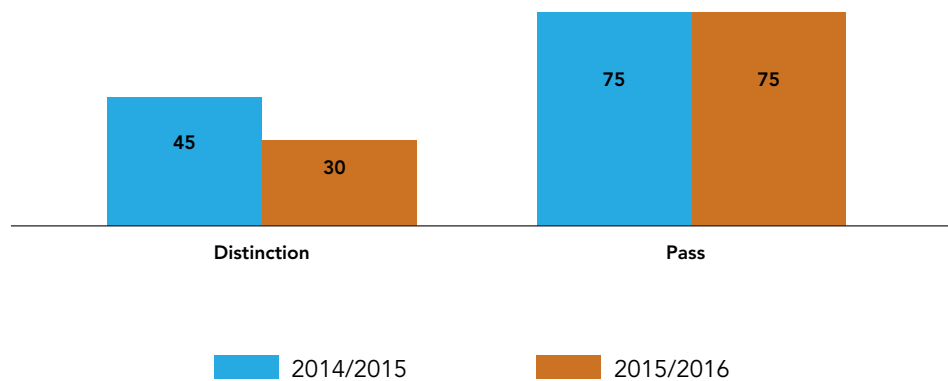


Table 7: Graduates by Country 2014/2015 - 2015/2016

Country	2014/2015		2015/2016	
	No. of Graduates	% of Graduates	No. of Graduates	% of Graduates
Undergraduates				
Anguilla	23	3.49	8	1014
Antigua	17	2.58	20	2.85
Bahamas	19	2.88	12	1.71
Barbados	10	1.52	18	2.57
Belize	48	7.28	15	2.14
British Virgin Islands	3	0.46	1	0.14
Cayman Islands	8	1.21	4	0.57
Dominica	38	5.77	43	6.13
Grenada	53	8.04	48	6.85
Jamaica	122	18.51	140	19.97
Montserrat	4	0.61	6	0.86
St. Kitts and Nevis	16	2.43	15	2.14
St. Lucia	76	11.53	80	11.41
St. Vincent	29	4.40	59	8.42
Trinidad and Tobago	193	29.29	230	32.81
Turks and Caicos	0	0.00	2	0.29
Grand Total	659	100	701	100

Table 8: Graduates by Programmes

GRADUATES BY PROGRAMME	2014/2015		2015/2016	
	No. of Graduates	Percentage of Total Graduates	No. of Graduates	Percentage of Total Graduates
Associate of Science				
ASc in Administrative Professional Office Management	2	0.30	2	0.29
ASc in Business Management	17	2.58	15	2.14
ASc in Paralegal Studies	16	2.43	16	2.28
ASc in Social Work	20	3.03	25	3.57
Bachelor of Education				
BEd Early Childhood Development & Family Studies	15	2.28	76	10.84
BEd Educational Administration	1	0.15	1	0.14
BEd Educational Leadership and Management (Major)	8	1.21	10	1.43
BEd Educational Leadership and Management (Special)	5	0.76	4	0.57
BEd Literacy Studies	52	7.89	37	5.28
BEd Primary Education Language Arts	4	0.61	0	0.00
BEd Secondary English/Literature Education	11	1.67	21	3.00
BEd Secondary Maths Education	31	4.70	21	3.00
BEd Secondary Spanish Education	1	0.15	0	0.00
Bachelor of Science				
BSc Accounting	38	5.77	55	7.85
BSc Banking and Finance	2	0.30	1	0.14
BSc Banking and Finance (Compliance and Corporate Governance Minor)	0	0.00	2	0.29
BSc Banking and Finance (Special)	40	6.07	28	3.99
BSc Management Studies	155	23.52	153	21.83
BSc Management Studies (Economics Minor)	22	3.34	24	3.42

Table 8: Graduates by Programmes

GRADUATES BY PROGRAMME	2014/2015		2015/2016	
	No. of Graduates	Percentage of Total Graduates	No. of Graduates	Percentage of Total Graduates
Bachelor of Science				
BSc Management Studies (Major)	16	2.43	25	3.57
BSc Youth Development Work	0	0.00	13	1.85
Undergraduate Certificates				
Certificate in Business Administration	0	0.00	1	0.14
Certificate in Criminology	9	1.37	4	0.57
Certificate in Early Childhood Development and Family Studies	3	0.46	2	0.29
Certificate in Human Resource Management	8	1.21	18	2.57
Certificate in Social Work	0	0.00	4	0.57
Certificate in Tourism and Hospitality Management in the Caribbean	2	0.30	5	0.71
Undergraduate Diplomas				
Diploma in Business Administration	4	0.61	4	0.57
Diploma in Early Childhood Development and Family Studies	3	0.46	2	0.29
Diploma in Health and Family Life Education Instruction	19	2.88	18	2.57
Diploma in Public Sector Administration	32	4.86	4	0.57
Diploma in Social Services	3	0.46	1	0.14
Diploma in Social Work	0	0.00	4	0.57
Postgraduate Diplomas				
Postgraduate Diploma in Adult and Continuing Education	1	0.15	1	0.14
Postgraduate Diploma in Instructional Design	10	1.52	16	2.28
Postgraduate Diploma in Literacy Instruction	3	0.46	2	0.29

Table 8: Graduates by Programmes

GRADUATES BY PROGRAMME	2014/2015		2015/2016	
	No. of Graduates	Percentage of Total Graduates	No. of Graduates	Percentage of Total Graduates
Master of Arts				
MA English Language	18	2.73	15	2.14
Masters of Education				
MEd in Literacy Instruction	62	9.41	33	4.71
Masters in Adult and Continuing Education	26	3.95	27	3.85
Masters of Science				
MSc Instructional Design and Technology	0	0.00	11	1.57
Grand Total	659	100	100	701

STAFF MATTERS 2015/2016

NEW PERMANENT APPOINTMENTS

DR. LUZ LONGSWORTH
Pro Vice-Chancellor and Principal
UWI Open Campus

MS. ERICA ROBINSON
Course Delivery Assistant
Academic Programming and Delivery
Jamaica

MR. BRUCE DEGAZON
Security Administrator
Enterprise Resource Project Systems
Computing and Technology Services
Trinidad and Tobago

MS. CAROLINA PILGRIM
Accounts Clerk
Office of Finance
Barbados

MR. CHARLES SPRINGER
Office Assistant
Office of the Pro Vice-Chancellor and Principal
Barbados

MS. ANNESHIA WELSH
Manager, Business Development Unit
Office of the Pro Vice-Chancellor and Principal
Jamaica

MRS. ANDREA BURNETT
Programme Coordinator
Academic Programming and Delivery
Barbados

MS. SHANA BRADSHAW
Stenographer/Clerk
Human Resource Department
Barbados

NEW PERMANENT APPOINTMENTS (Open Campus Country Sites)

MR. TAJHRIC DELANEY
Site Technician,
St. Kitts and Nevis

MS. TESIA HARRIGAN
Administrative Assistant
Anguilla

MS. MARCIA JONES
Administrative Assistant
The Pine, Barbados

MS. KATHERINE BABB
Office Attendant
The Pine, Barbados

MR. HASLEY ROSS
Cleaner
Sangre Grande, Trinidad and Tobago

MS. COLLEEN JOHNSON
Research Officer
Office of the University and Campus Librarian
Library and Information Services
Trinidad and Tobago

MRS. SUSAN WILLIAMS-CHAMBERLIN
Office Attendant
Junction, Jamaica

MS. JESSICA BROWN
Clerical Assistant
Antigua and Barbuda

MRS. CAMILLE LAKHRAM
Administrative Officer
St. Vincent and the Grenadines

MS. NEVORNE DUNCAN
Office Assistant
St. Vincent and the Grenadines

MR. WALLACE SLUSHER
Office Assistant
Belize

MS. MARJORIE EASY
Administrative Assistant
May Pen, Jamaica

MR. ROGER WATTS
Programme Officer
Gordon Street
Trinidad and Tobago

MR. PETER RICKETTS
Site Technician
Port Antonio, Jamaica

NEW PERMANENT APPOINTMENTS (Open Campus Country Sites)

MS. KAMILE NEWMAN

Clerical Assistant
Mandeville, Jamaica

MR. CENUS HINDS

Technical Assistant (PT)
St. Vincent and the Grenadines

MR. ANTHAN SOLOMAN

General Maintenance Assistant
Tobago

MS. JODY-ANN MOORE

Administrative Assistant
Cayman Islands

MS. NICOLE STEVENSON

Stenographer/Clerk
The Pine, Barbados

MR. KIRK CAMPBELL

IT Training Coordinator
Computing & Technical Department
Mona, Jamaica

TEMPORARY APPOINTMENTS OF 1 YEAR OR MORE

MR. CLEON BARRETT

Clerical Assistant
Human Resource Department
Jamaica

MS. KEIRA KILDARE

Clerical Assistant
Registry, Assessment Awards and Records
Jamaica

MS. VENICE SMITH

Administrative Assistant
Programme Delivery Department
Jamaica

TEMPORARY APPOINTMENTS OF 1 YEAR OR MORE (Global Affairs Canada)

MS. JESSICA BROWN

Course Delivery Assistant
Academic Programming and Delivery
Jamaica

MS. JUNE CASTELLO

Curriculum Development Specialist
Jamaica

MRS. VIOLET WELLINGTON-FINDLAY

Course Delivery Assistant
Programme Delivery Department
Jamaica

MR. ADRIAN KELLMAN

Digital Services Librarian
Library and Information Services
Trinidad and Tobago (Consultant)

MS. SHEREECE GLASGOW

Administrative Assistant
Open Campus, ERP Project
Barbados

MR. KIRKLAND BRATHWAITE

Project Manager General
Project Office, Barbados (Consultant)

TEMPORARY APPOINTMENTS OF 1 YEAR OR MORE (Consortium For Social Development & Research)

MS. JESSICA THOMPSON (CONSULTANT)

Project Assistant, USAID
Jamaica

MRS. MARSHA GAYE-WRIGHT (CONSULTANT)

Construction Technologist, USAID
Jamaica

MS. ANDRIEN PERKINS (CONSULTANT)

Administrative Assistant, USAID
Jamaica

PROMOTIONS

MS. CARLA BANNER
from Clerical Assistant II to
Administrative Assistant
Belize

MS. JASMINE MCDOUGALL
from Administrative Assistant to
Senior Administrative Assistant
Human Resource Department
Trinidad and Tobago

MRS. NIOMI REMY-LAURENT
from Clerical Assistant to
Clerical Assistant II (Grade 5)
Dominica

MRS. DONNETTE REYNOLDS-MCPHERSON
from Secretary II to Senior Secretary
Consortium for Social Development and Research
Jamaica

MS. SAINIA BENNETT-DAVIS
from Executive Secretary to Senior
Administrative Assistant
Consortium for Social Development & Research
Jamaica

REASSIGNMENTS

MR. ANTHONY GONZALES
Technical Assistant
from Open Campus Country Site, Sangre Grande
to Open Campus Country Site, Gordon Street
Trinidad and Tobago

MR. RONALD MARCANO
Programme Officer
Open Campus Country Site, Gordon Street
to Human Resource Department
Trinidad and Tobago

MRS. VERENA RAJCOOMAR-PANCHOO
Helpdesk Technical Assistant,
Academic Programming and Delivery to
Computing and Technology Services
Trinidad and Tobago

MS. BRENDA JHURY
Administrative Assistant
Office of the Director Human Resources
to Registry Secretariat
Trinidad and Tobago

RESIGNATIONS (Open Campus Country Sites)

MR. RONALD MARCANO
Programme Officer
Gordon Street,
Trinidad and Tobago

MR. TRAVIS BURRELL
Clerical Assistant
British Virgin Islands

MR. OTHNIEL GORDON
Site Technician
Camp Road,
Jamaica

MR. ALLAN JONES
Office Attendant
Belize

MS. NICOLE STEVENSON
Stenographer/Clerk
The Pine, Barbados

MS. SANDY BURNETT
Stenographer/Clerk
The Pine, Barbados

MS. SHANTA SINGH
Clerical Assistant
Office of the University and Campus Librarian
Library and Information Services, Trinidad and Tobago

MS. AFEISHA WALTERS
Clerical Assistant
Trinidad and Tobago

RESIGNATIONS (Open Campus Country Sites)

MS. ESTHER SAMUEL
Clerical Assistant
Antigua and Barbuda

MS. KELLE-ANN WILSON
Administrative Assistant
Denbigh, Jamaica

MRS. MAURINE WALTERS- POWELL
Site Coordinator
Mandeville, Jamaica

MS. ROSHELL BROWN
Clerical Assistant
Mona Site, Jamaica

MRS. SHARON LAKE
Administrative Assistant
Anguilla

MS. NISHA THORPE
Administrative Assistant
The Pine, Barbados

MS. TRACY BAKSH
Early Childhood Coordinator
Mucurapo, Trinidad and Tobago

MS. KIM SAMMY-YETSAM
Early Childhood Educator
Austin Street, Trinidad and Tobago

RESIGNATIONS (Global Affairs Canada)

MS. DANA WILLIAMS
Administrative Assistant
Barbados

MS. ANNOREA WILLIAMS
Course Delivery Assistant
Jamaica

RETIREMENTS

MRS. MARLENE SAUNDERS-SOBERS
Assistant Registrar
Recruitment, Admissions and Registration, Registry,
Trinidad and Tobago

MS. JOSEPHINE MARILYN CASEAR
Cleaner
Gordon Street, Trinidad and Tobago

MRS. BERYL CUNNINGHAM
Production Assistant
Academic Programming and Delivery
Jamaica

MR. GODFREY SYLVESTER
Stores Clerk
Gordon Street, Trinidad & Tobago

MR. SHERMAN RICHARDS
Night Watchman
Dominica

MS. ANNETTE CLARK
Office Attendant
The Pine, Barbados

POST-RETIREMENT CONTRACT

MS. BERYL CUNNINGHAM
Production Assistant
Academic Programming and Delivery
Jamaica

TRANSFERS

MS. JOYELLE CAMERON

Clerical Assistant
from Open Campus Country Site, Port-of-Spain
to Marketing and Communications Department
Trinidad and Tobago

MRS. HELEN THOMAS-WILLIAMS

Administrative Assistant
From Office of the Director, Academic Programming
and Delivery to Office of the Deputy Director
Continuing and Professional Education
Barbados

MRS. CARLA JOHNSON-BROWN

Programme Officer
Open Campus Country Site, British Virgin Islands
to Continuing and Professional Education
Trinidad and Tobago

MS. CHARLENE JACKSON-CAIN

Cleaner
from Open Campus Country Site, Mucurapo
to Open Campus Country Site, Gordon Street,
Trinidad and Tobago

MR. PETER RICKETTS

Site Technician
Open Campus Country Site, Port Antonio
to Open Campus Country Site, May Pen
Jamaica

MS. NESHA YEARWOOD

Stenographer/Clerk
From Human Resource Department
to Office of the Director
Academic Programming and Delivery
Barbados

SECONDMENTS

MRS. ANTONIA CHARLEMAGNE-MARSHALL

Records Analyst
from Cave Hill Campus, Barbados
to Open Campus, Barbados
April 1, 2016- March 31, 2017

DR. IAN AUSTIN

Deputy Director, Continuing and Professional
Education
to Barbados Community College
February 1, 2016 to August 1, 2016

END OF SABBATICAL

MRS. KAREN LEQUAY

University Librarian/Campus Librarian
Open Campus Libraries & Information Services
Trinidad and Tobago

END OF SECONDMENT

DR. BEVERLY SHIRLEY

Programme Coordinator
Academic Programming and Delivery
Jamaica

DEATH

MR. JEFFERY BLUNTE

Senior Office Assistant,
Office of the Pro Vice-Chancellor and Principal, Barbados
December 20, 2015

PRINCIPAL'S AWARDEES FOR EXCELLENCE

MRS. ALECIA WALTERS-ARCHIE

Course Delivery Supervisor
Academic Programming and Delivery
Jamaica

MRS. DAYNA SMITH

Administrative Assistant
Course Development Department
Academic Programming and Delivery
Jamaica



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