



UWI
ST. AUGUSTINE
CAMPUS

annual report
2015-2016



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#BeUWI



contents

The St Augustine Campus of The University of the West Indies is rising to the challenge of leading the Caribbean region towards a more prosperous and sustainable future. The only way to do that is to form strong connections with our stakeholders. This report shows how we've begun that process and how we plan to take it further for a brighter future. **Engage with us!**

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The UWI St. Augustine

Since its inception in 1948, The University of the West Indies (UWI) has evolved from a fledgling college in Jamaica with 33 students to a full-fledged, regional university with well over 50,000 students. Today, UWI is the largest, most longstanding higher education provider in the Commonwealth Caribbean, with four campuses in Barbados, Jamaica, Trinidad and Tobago, and the Open Campus. The St. Augustine Campus, located in Trinidad and Tobago, had as its forerunner the Imperial College of Tropical Agriculture (ICTA). More than 50 years later the St. Augustine Campus is still among the region's premiere institutes for tertiary education and research.

The UWI has faculty and students from more than 40 countries and collaborative links with 160 universities globally. It offers undergraduate and postgraduate degree options in Food & Agriculture, Engineering, Humanities & Education, Law, Medical Sciences, Science & Technology and Social Sciences. UWI's seven priority focal areas are linked closely to the priorities identified by the Caribbean Community (CARICOM) and take into account such over-arching areas of concern to the region as environmental issues, health and wellness, gender equity and the critical importance of innovation.

The day-to-day administrative operations of the Campus are carried out through the faculties, departments, schools, centres, and other units. Oversight is provided by the senior management of the

Campus. It is the responsibility of the faculties, departments, and units to ensure that the policies and determinations reached through the decision-making structure are implemented. Faculties, departments, institutes, schools, centres, or other units may maintain additional policies. However, these do not override but rather support university-wide policies. The deans and the heads report to one or other officers of the senior management of the Campus – the Principal, Deputy Principal, Campus Registrar, Campus Bursar or the Campus Librarian. This interlinked structure ensures that all campus operations are integrated and that all units have clearly stated reporting lines through their heads.



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has faculty and
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Vision

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

Mission

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

Core Values

The core values of The UWI that guide its mandate, policy and decision making include integrity, intellectual freedom, excellence, civic responsibility, accessibility, diversity and equity.

Source: The UWI 2012-2017 Strategic Plan

chairman's review



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I commend the Management and Staff of The UWI St. Augustine Campus for the very informative and frank report of the Campus activities for 2015/2016.

The report notes the Campus' many successes, notwithstanding the increasing financial constraints caused by continued economic difficulties being faced by our contributing reposed Government. It's a theme of a Campus committed to the pursuit of excellence: exploring new ways of engaging with the community and dedicated to improving the region's efforts at promoting wealth creation with economic and social justice. It's also a story of resilience and the determination to do more with less.

In the year under review, the economic constraints faced by Regional Governments continued to contribute to a decline in student enrollment. If there is a silver lining in this aspect, it was the very strong growth in the intake of postgraduate students, who now represent more than one-third of the total student population.

Our Campus is adapting well to our society's evolving needs through the introduction of new course offerings and the review and upgrading of existing curricula. This process is critical to ensuring that our graduates are equipped to meet the requirements of a rapidly changing economy, while keeping in step with developments in the global environment.

I am very pleased to see the expansion of the Campus' community engagement efforts which is occurring through service learning programmes as well as through intellectual leadership and interventions in areas of national concern. In respect of the latter, two areas worthy of note are the contribution of the Institute for Gender and Development Studies to the debate on a National Gender Policy and the Law Faculty's efforts to promote civic responsibility and acquaint the general public with some of the thornier aspects of the law.

I fully endorse the Campus' re-affirmation of its mandate to give priority focus to entrepreneurship and innovation. This emphasis is most appropriate, given the need for the region

to achieve higher levels of economic growth and development to bring about a sustainable reduction in poverty. The approach is particularly relevant to Trinidad and Tobago where the recent structural changes in global energy markets have made economic diversification an urgent priority.

Trinidad and Tobago's diversification strategy focuses on the development of medium and small enterprises producing for export markets. The feasibility of this strategy will depend critically on the creation of an entrepreneurial culture and on close collaboration between the private sector, the Government and the UWI, in a research and innovation agenda, which is properly prioritised and adequately funded. The many initiatives being introduced to promote entrepreneurship, including the establishment of a Centre of Entrepreneurship and Innovation are welcomed developments.

As for research, the record of our St Augustine Campus over the past few years suggests that there will be several areas for quick wins. The challenge for the Campus and its other development partners will be to find a formula for reducing the inordinately long lags between research and product and process implementation.

The University thanks Professor Clement Sankat for eight years of dedicated service as Principal of the St. Augustine Campus, as he moves on to another leadership role at one of our sister institutions. We also welcome the new Campus Principal, Professor Brian Copeland, who is taking on this leadership role at a time when The University itself must stand at the helm and help steer our region to a prosperous and sustainable future. We wish them both every success.

In closing, I would like to take the opportunity to commend the management and staff of the Campus for their willingness to go the extra mile in the face of existing resource constraints. We appreciate your commitment to The UWI and your willingness to contribute to the development of Trinidad and Tobago and the Caribbean region.

Ewart Williams
Chairman
Campus Council
St. Augustine Campus
The University of the West Indies

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Traditionally, this spot in the Campus Report is used to review the past year and highlight major successes. Since I am all about change in the way we do things on the St. Augustine Campus, I choose instead to share with you some insights into the future that we envision, and that we intend to deliver, for the St. Augustine Campus.

None of this vision is achievable without the total engagement of all participants, on and off the Campus – hence the theme for this report.

Back in 1968, Barbados Prime Minister Sir Errol Barrow reminded us of the fact that no university institution can survive unless it keeps service to the communities that support and sustain it front and centre as a constant mantra. That is why the people of the Caribbean look to us to fulfil that mandate in an environment characterised by regional economic volatility and uncertainty. As oil and gas reserves diminish, as climate change creeps inexorably onwards, and tourism proves its fickleness, we are mindful of those words of wisdom.

Our multicultural developing countries are constantly struggling to juggle competing economic needs so as to deliver engaging and relevant learning experiences for all learners. The scope of the challenge is daunting – the need for a responsive curriculum and a working partnership among administrators, teachers, parents, learners, the private and public sectors. Yet, if we don't overcome this challenge, our nations will never reach developed status and will remain mired in a cycle of 'developing' or 'emerging' nations, with our best minds seeking fortunes abroad.

engage

principal's review

We recognise that the University, the premier regional tertiary level institution, must deliver nationals who are ready to revitalise the Caribbean and securely place it on a path to sustainable development. In this regard, the University's mandate is clear. It must advance learning, create knowledge, and foster innovation for the positive transformation of the Caribbean. It must do so with integrity and excellence while remaining people-centred in the way that Caribbean people know and trust.

How will the St. Augustine Campus do so?

In examining the issues, the Campus has considered five thematic areas which are inexorably linked to the strategic goals of access, alignment, and agility. These are:

- **UWI's Brand and Core Values** – This means further articulating UWI's brand and identity as part of a strategy to shape our future to better serve our various stakeholders. It follows that, when we shine a light on The University's successes and achievements, we provide evidence of vision into concrete action and movement towards sustainable development.
- **Making UWI Relevant in the Environment** - We will use our resources to push boundaries in research; and use that research to push products and processes on a total operational basis. Inevitably, such relevant, directed research will be in step with the current and future critical needs of Caribbean societies and be a major engine for fuelling economic, social, and ecological growth.
- **Focus on UWI Students** - We will be looking beyond the traditional qualification criteria to identify a "richer" intake consisting of students who would more readily, successfully and effectively engage the learning process within the specified time period. By better understanding the applicant, we can facilitate UWI access and better prepare them. This ties into our intention to create a more organised structure for how we select, design, and implement programmes and courses to address work readiness, a challenge identified by employers.
- **Focus on UWI Graduates** – A graduate is the ultimate face of The UWI brand. Our graduates must have the requisite skills to contribute to societal development and growth. This means the Campus must have a better connection to Government and Business. The world view of our graduates would mean that they are not only employable but can flourish in an increasingly dynamic environment
- **Cultural Revitalisation** – This is necessary to engage and retain staff, enhance the student experience, and ensure the necessary management systems and processes are in place to support this culture. From the accounts of the very first employees here at St. Augustine, the environment in the 60s and 70s was far better than it was today. We cannot build a university of which we could all be proud with the rifts that currently exist and the general feeling of disenchantment.

In order to accomplish the above strategic goals, we will initially focus on three areas in this first year of strategic plan implementation: curriculum and pedagogical reforms, the positioning of a Centre for Entrepreneurship and Innovation, and System and Process overhaul.

Curriculum and Pedagogical Reform (CPR – literally and figuratively) is critical. CPR reflects the Campus' commitment to holistic, relevant, tertiary level education. It will use robust and reliable structures for course and programme design, labour statistics and projections to determine programme and course relevance, and improve systems for optimizing the intake profile. Programme outcomes will address job market, student holistic development, and the innovation imperative; where possible, programmes will be complemented by certified work experience. There will also be a well-defined annual programme review process. All of which is geared to creating those holistically educated graduates mentioned above; graduates who understand their roles in societal growth and development.

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In the 2017-2019 biennium, a new centre for entrepreneurship and innovation will bring cohesiveness and focus to the innovation imperative. We absolutely must learn how to play this game of commercializing our research. Research shows that our chances for success are greatly increased if we partner with Government and Industry. However, in so doing, we must create a structure that will make it a lot easier to move ideas to market. The improved alignment of research initiatives to the local and regional priority needs is matched by services offered by the Office of Research Development and Knowledge Transfer in Intellectual Property vetting, drafting, prosecution; project proposal preparation support, administration of projects funded by the European Union, IADB, UNDP, GORTT and various institutes, commercial and industrial entities.

Our third immediate focus is the overhaul of support systems. Our goal is to create well defined, effective and efficient support and enabling systems. It goes without saying that the infrastructure must soundly support our educational thrust. The environment has to provoke creative thought, the work environment be less uncertain and more inclusive. People must be first.

The University of the West Indies is on a quest to break the cycle of dependence. I urge you to work together to grow our UWI so that it could truly be a life-giving, life-building resource for all citizens of the Region.

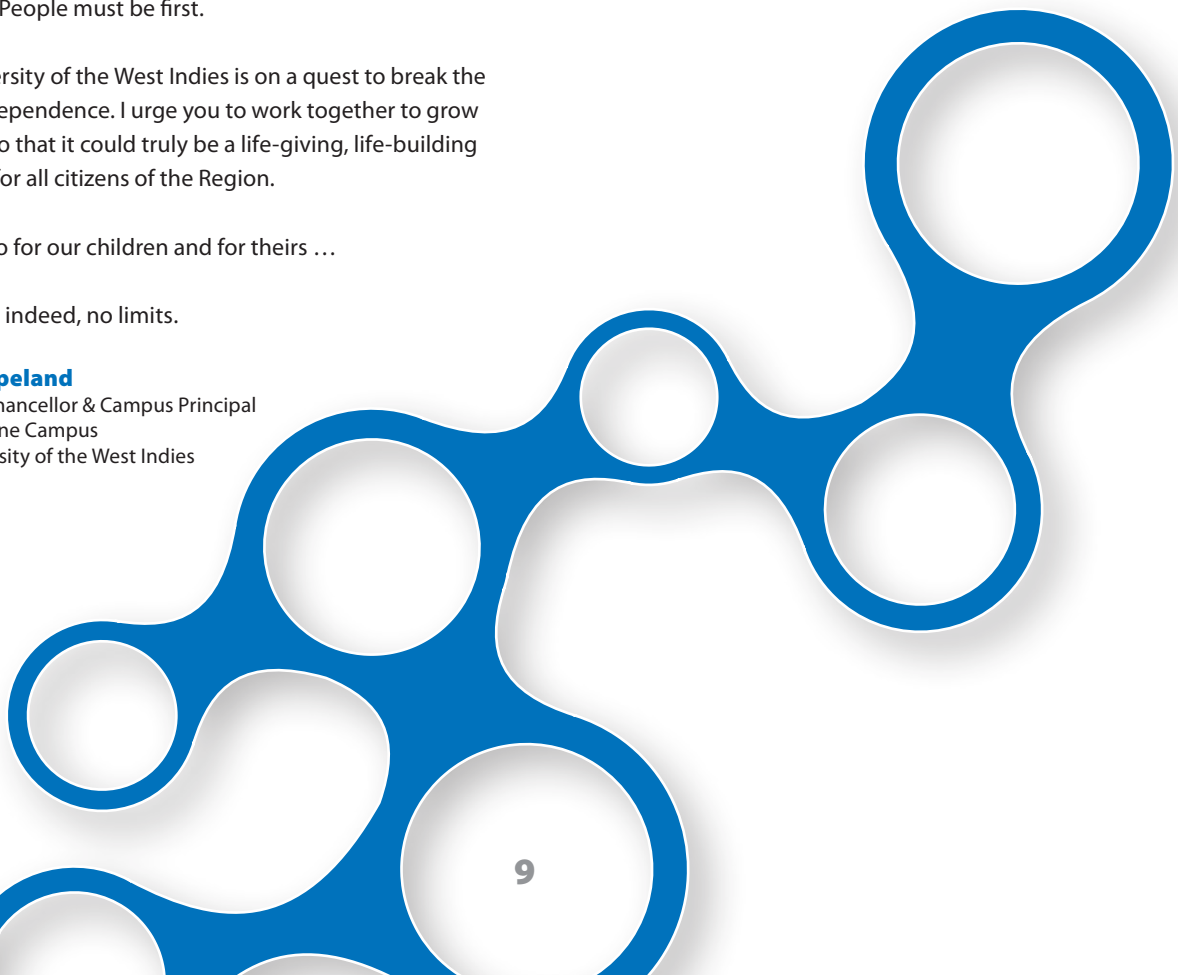
This we do for our children and for theirs ...

There are, indeed, no limits.

Brian Copeland

Pro Vice-Chancellor & Campus Principal
St. Augustine Campus
The University of the West Indies

We recognise that the University, the premiere regional tertiary level institution, must deliver nationals who are ready to revitalise the Caribbean and securely place it on a path to sustainable development.



management team



Professor Brian Copeland
Pro Vice-Chancellor and Campus Principal



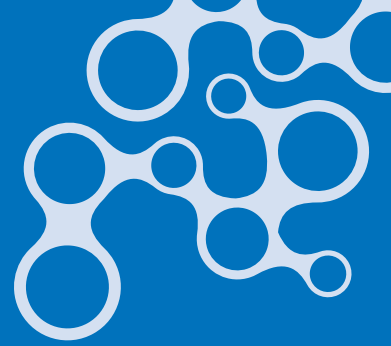
Professor Rhoda Reddock
Deputy Campus Principal



Mrs Andrea Taylor-Hanna
Campus Bursar

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Mr Richard Saunders
Campus Registrar



Mr Frank Soodeen
Campus Librarian

engaging *for innovation*

"Innovation comes from experience. If you look at most of the innovation in the world, it arose from people engaged in an activity and finding a need within that activity. You don't get that experience by just reading a book. You have to be engaged, see the problem, and then create the solution."

That was Professor Brian Copeland, during an interview conducted in 2014 for *UWI Today*, when he was in his final year as Dean of the Faculty of Engineering. Now, just mid-way through his first year as Campus Principal, this message is beginning to reverberate throughout the Campus.

Here's the thing though - aren't we in the Caribbean already an innovative people? In Trinidad and Tobago, for instance, the very existence of the steel pan is a constant reminder that the ability to make something wonderful out of nothing is part of our cultural legacy.

Truly, that is just half the story.

Innovation, by definition, is a product or process that has been created anew and has begun to produce returns on investment. Models show that innovation is necessary for wealth generation; wealth generation is necessary for sustainable development; and sustainable development is necessary to improve the lives of people today without compromising the prospects of the generations to follow.

Achieving sustainable development requires five stages of activity:

- 1. cutting edge scientific enquiry;**
- 2. product and process creation;**
- 3. product development;**
- 4. production and services; and, finally,**
- 5. commercial activity, resulting in revenue and profit, to re-fuel the cycle.**

In the last five years, The UWI has consciously and consistently strengthened its support for research and innovation that impact critical regional developmental goals. Numerous international publications and accolades prove our capability for high quality knowledge creation. Here then is the gap in the regional model: product and process creation, and product development. Worse, profits are generally syphoned out of the development chain, starving rather than feeding it.

The problem isn't new: a private sector built on the plantation system's model of guaranteed commodity markets has long been identified by economists such as Sir Arthur Lewis and Dr Lloyd Best. The system is risk-averse, preferring a model of import, mark-up, and sale of products as well as services, participating only in the final stage of the model.

Given the current economic crisis facing the region, it is past time to close that gap and UWI is on a mission to lead the way to a new learned behaviour. Just as risk aversion is learned, so too are risk-taking and entrepreneurship. The St. Augustine Campus has been on that track for some time. UWI's annual *Entrepreneurship Bootcamp*, in partnership with the National Entrepreneurship Development Company Limited and the Entrepreneurial Training Institute and Incubation Centre, has over the years exposed students to the basics of taking an idea to market and setting up their own business. For longer term approaches, the MA in Creative Design: Entrepreneurship, the Postgraduate Diploma in Arts & Cultural Enterprise Management are offered by the Faculty of Humanities & Education; Entrepreneurship majors and minors are offered in the Faculties of Food & Agriculture, and Social Sciences.

Evidence is growing that students are interested. This year the Faculty of Food and Agriculture reported on the popularity of its new undergraduate entrepreneurship programme and, according to the Campus Office of Planning and Institutional Research (COPIR), its 2015 survey of prospective students revealed that, while just 8% of respondents came from homes where the main income earner was "self-employed", 49% said they wanted and expected to acquire entrepreneurial skills as UWI students.

Stand-alone courses, three-day boot camps, or even full-fledged programmes are insufficient to make the change really required – a complete cultural shift so as to create an ecosystem that encourages and provides tangible support for what Professor Emeritus St. Clair King calls "a new embryonic entrepreneurial class for success".

Under his leadership the Real Time Systems Group (RTSG) was established in the 1980s within the Department of Electrical and Computer Engineering. RTSG created the first electronic scoreboard in the Queen's Park Oval, an offshore data movement system for Trinmar, and did work for the national

provider, the Telecommunications Services of Trinidad and Tobago. RTSG was meant to act as an incubator or hub for product development as part of the innovation process, a Stanford to a local version of Silicon Valley that ultimately never materialised. They had the ball, but no one to take it off the Campus and run with it.

Flash forward some 30 years and one of the members of that fledgling RTSG is at the helm. The Campus is building on that experience by establishing a Centre for Export Entrepreneurship and Innovation (CEEI) to foster an export-oriented, entrepreneurial culture at the Campus, across Trinidad and Tobago, and in the region.

The Centre, in fact, gives life to an idea Professor Copeland expressed in that 2014 article:

"We need a process in this University that carries us through the whole value chain, right through to commercial reality ... Somebody comes up with a brand new idea and within the next two to three years, it is a saleable product through a company that UWI has some kind of interest in. You build your students by exposing them to that whole cycle. You encourage staff. You have an alternate income stream. And you are adding to the country and region's economic landscape."

Today the ingredients for the ecosystem are all being brought together – the academic curriculum, facilities, research and development focus based on market foresight, together with internships across all disciplines which provide students with work experience while helping them identify innovation opportunities.

No one expects that every student will become an entrepreneur or that every budding entrepreneur can be prepared to take on an export market. For those so inclined and with an innovative idea, the Campus is intent on providing them with what they need to succeed. This will influence others to either explore their own opportunities for innovation or go against the grain by supporting and investing in critical areas such as product and process creation, as well as development. In this way, structured support meets organic growth and becomes a Movement. We are all winners.



faculty reviews

Faculty of Engineering (FEng)

On August 1, 2015, **Professor Stephan Gift** assumed the role of Faculty Dean, succeeding **Professor Brian Copeland**, who served as Dean of Engineering for eight years.

The Faculty of Engineering accounted for about 14% of the total Campus population and its enrollment of 2,545 students was almost evenly spread between undergraduate and postgraduate levels (54% and 46% respectively). While the undergraduate intake fell by 7.6%, the number of new postgraduate students shot up by 20%. In the end, overall enrollment was down 3.7%.

International programme accreditation is of tremendous importance to students and graduates of the Faculty. During this review period, the *BSc and MSc in Chemical & Process Engineering* programmes were re-accredited in 2016 by the *Institution of Chemical Engineers* for five years; the *BSc in Petroleum Geoscience* programme was re-accredited in 2016 by the *Geological Society of London* for six years; and the *BSc in Petroleum Geoscience and MSc in Petroleum Engineering* programmes were re-accredited in 2016 by the *Energy Institute* for a period of five years (from 2013 to 2017).

The Faculty has traditionally maintained close relationships with industry stakeholders in particular, who have provided tremendous support, particularly through student internships and research funding. That tradition continued this year with the signing of a Memorandum of Understanding with *SHELL* for a three-year scholarship worth US\$30,000 per year to support doctoral research on Gas Hydrates. The *Department of Civil & Environmental Engineering* is coordinating a project on erosion and flooding hazards on the vulnerable east coast of Trinidad. The Ministry of Works and Transport (MOWT) signed an Agreement with The UWI to facilitate the transfer of coastal data between the two entities, specifically along that coast.

Apart from the economic imperative, the Caribbean's other major challenge is environmental. By 2018, therefore, the *Department of Civil & Environmental Engineering* also plans to establish centres for research and development in Coastal Zone Engineering, as well as Engineering Architecture, and Transportation Studies.

Sports has always been popular in the Caribbean, with the ability to foster national pride as well as regional identity and cohesion. But the days of relying on raw talent are long gone. Sporting success today, relies on a marriage between innate ability and science. The *Department of Electrical & Computer Engineering* formed the *Sport Engineering Group (SportENG)* to leverage its core competencies in signal processing, biotechnology, ICT and analytics to meet the needs of elite athletes within the region. Future developments should also include a new *BSc programme in Software Engineering*, a part-time *BTech* programme and a *Research and Innovation Centre*.

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Faculty of Food and Agriculture (FFA)

At the start of the 2015/2016 academic year, the Faculty of Food and Agriculture (FFA) welcomed the appointment of a new Dean, **Dr Wayne Ganpat**, succeeding **Dr Isaac Bekele** who served for two years, until his retirement in July 2015. Although this is the Faculty's third Dean in almost five years, with each passing of the baton the Faculty has become stronger, more dynamic and one of which staff, students and alumni can be justly proud.

Some achievements realised during the review period include the introduction of exciting new majors in Entrepreneurship and Agricultural Extension; the ongoing development of the *Agricultural Innovation Park (AIP)* in collaboration with the China Agricultural University (CAU) and increased production and revenue generation at the *University Field Station (UFS)*; the official launch of the *Tropical Agriculture Journal* as an online journal; and the launch of a book on climate change.

Regional and international programme accreditation is important in many professions and is eagerly sought and proudly proclaimed once secured. However, in the absence of an accreditation framework for its programmes, the Faculty has responded to a call by the Caribbean Accreditation Authority for Education in Medicine and other Health Professions (CAAM-HP) to spearhead the development of regional standards for the accreditation of Human Nutrition and Dietetics programmes across the region. The programme is delivered by the *Department of Agricultural Economics and Extension (DAEE)* at The UWI and by other institutions across the region. It will be the first such standard of this kind produced in the region and will be a noteworthy achievement for the FFA.

The Dean of the Faculty reports that staff and students doing cutting edge research work and research publications in the FFA continue to exceed expectations. For example, the number of citations and the average number of citations per academic staff in the *DAEE* rose steadily over the past five years, climbing to a record 155 citations overall in 2015,

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averaging another record high of 13 citations per academic staff member. These articles have been published and cited by a number of top journals in their discipline globally. The number of scholarly publications produced overall and per academic staff member also increased from 2010 to 2015. This suggests due diligence by members of academic staff at the *DAEE* is leading to more instances of impactful research, a cornerstone of UWI philosophy of contribution to knowledge and innovation at a global level. Meanwhile, research projects such as AgriNeTT and ADOPT have helped raise the Faculty's public profile through direct involvement with current and future "agripreneurs."

The FFA enrolled just 6% of the student population during the academic year under review, with the undergraduate cohort accounting for 80% of the 1,121 students. Undergraduate intake, while still relatively low, has been incrementally but steadily climbing as the Faculty has invested significant resources in re-engineering and promoting programmes such as the undergraduate Diploma in Agriculture, and introducing new offerings in the areas of entrepreneurship and extension.

In spite of their small numbers, students at the FFA show commendable initiative and prowess. The Student Assistance Mentorship Programme (SAMP), devised by the students themselves, continued to successfully facilitate peer to peer academic assistance, now supported by a new Motivational Talk series. The Faculty is particularly proud of **Ms Melissa Atwell**, a graduate student in the *Department of Geography*, who was recognised among the world's top 25 outstanding young scientists by the German Government at the Green Talents International Competition in Sustainable Development.

faculty reviews

Faculty of Humanities & Education (FHE)

There was tremendous activity this year as the Schools of Humanities and Education showcased and continued to develop both traditional and non-traditional dimensions of both disciplines.

Budgetary cuts and a freeze on hiring posed the greatest challenges to the Faculty during the review period, contributing to shortages of Academic, Administrative and Technical Support Staff. In response, dedicated staff members undertook double and sometimes triple duties to help the Faculty achieve its strategic objectives. Departments used their available funds creatively to maintain the quality of the Faculty's offerings and to execute projects that are vital to its transformation and repositioning.

An important innovation this year was installation of the FHE BlueBoard. Located along a heavily trafficked corridor on the Faculty's ground floor, the interactive information board was designed and conceptualised by the *Dean's Office* and provides easy digital access to information used in academic advising or to help the Faculty disseminate general information to students.

Revenue generation got a boost from an increase in the number of examination candidates registering with the International English Language Testing System (IELTS) Test Centre at the *Centre for Language Learning*. The *Caribbean Interpreting and Translation Bureau* remained profitable in 2015/2016 and the *Film Programme* also generated income for the Faculty as it provided services for several Campus projects.

The Faculty either hosted or co-hosted seven major conferences and symposia in 2015/2016. Scholarly output from staff included six books, 29 book chapters, 44 peer-reviewed articles and 41 conference presentations, plus five film presentations and screenings and four creative short fiction works. The *Department of Creative and Festival Arts (DCFA)* led the way in engaging with the wider community, producing almost 40 arts related activities, productions, exhibitions, concerts and events for the University and general public.

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Once the second largest faculty on the Campus, the FHE's enrollment has been on a generally downward trend over the last five years. In the 2015/2016 academic year the total number of students dipped by 4% to 2,522, just marginally lower than that of the third largest faculty – Science & Technology. On the positive side, figures show that following two years of decline, postgraduate intake was up 4.75%, but undergraduate intake was down more than 9%.

To arrest this trend, the Faculty has been preparing a new BA degree in Journalism, which is currently close to the end of the approval process, and began the design of a BA degree in Portuguese and Brazilian Studies. At least three new programmes were being developed at the *School of Education*, and are currently at various stages in the approval process, but all on stream to be offered in September 2017. These too should contribute to the Faculty's earnings.

While the introduction of new programmes is always exciting, perhaps the most anticipated event in the upcoming year, however, will be the completion of the first phase of construction of a new home for the DCFA at Gordon Street in March 2017. The Faculty can also take heart from the findings from a recent survey undertaken by the Campus Office of Planning and Institutional Research (COPIR), where FHE students reported the highest level of satisfaction regarding teaching quality, and their UWI experience in general.



Faculty of Law (FOL)

The year 2015/2016 was a watershed year for the Faculty of Law at St. Augustine thanks to a combination of consolidation with innovation. Still in what it refers to as a “metamorphosis” stage, the Faculty reports solid evidence of cohesion and coherence, with many of the objectives in its Operational Plan being realised.

A particular point of pride was its success at competing, for the first time, for a European Union grant to implement the project entitled *Growing Capacity for Elevating Trinidad and Tobago to International Human Rights Standards*. This was a doubly historic win in that it was also the first time any UWI Faculty of Law had ever ventured to bid competitively for grants.

According to the Dean, the project will allow the Faculty to fulfil several key goals by providing a space to demonstrate its community service ethos; supporting the Faculty’s mission to drive national development and shape public policy; as well as providing avenues to incorporate activism in the law curricula. There is also the potential to earn income, and to develop instrumental partnerships with NGOs and other stakeholders - public, private and international.

The Human Rights Project dovetailed perfectly with another important first – the establishment of the International Human Rights Clinic. The Clinic will engage with the project, and will be framed around the LLB programme. It will seek to reach, not only those stakeholders mentioned above, but legal practitioners as well, thereby aligning the Faculty’s goals more squarely with the legal profession. The Clinic will simultaneously promote civic responsibility, thus reinforcing the underlying values of the legal fraternity and law students with an emphasis on activism and a grass-roots approach to law.

During the review period the Faculty introduced a bi-weekly column, “The Law and You,” in the *Trinidad Express* newspaper. This is in keeping with the Faculty’s objective

to be relevant to society and to promote meaningful social research and publication. The column complemented the many outreach activities undertaken by the Faculty, such as panel discussions, workshops, the Law in Community Fair and other events.

To improve its internal operating processes, the Faculty held its first Academic Retreat where a number of strategies to improve student performance were agreed upon, including establishment of a Dean’s List and a prize-giving ceremony. Students continued the tradition of excellence in mooting and combining community activities with solid academic performance.

The Faculty embraces regionalism and welcomed many more students from outside of Trinidad and Tobago. Both the LLB and LLM programmes were strengthened, with enrollment in the latter more than doubling.

The Dean hails the successes outlined above as “nothing short of remarkable,” considering there is still a shortage of staff and “no fixed place of abode.” For further proof of its achievements, the Faculty notes that it is increasingly being called upon to share its expertise and to provide intellectual leadership by peers at The UWI, the Law fraternity, NGOs, the public sector, and national and regional governments.

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faculty reviews

Faculty of Medical Sciences (FMS)

The Faculty welcomed the new Dean, **Professor Terence Seemungal** on August 1, 2015 to replace **Professor Samuel Ramsewak** who had served eight years in that capacity.

Clinical training in the MBBS programme was bolstered with the recruitment of several new academic staff members, particularly in the clinical departments of the *School of Medicine*. However, recruiting in some areas, such as Clinical Veterinary Sciences, continued to be challenging.

In the undergraduate programmes, as usual, qualified applicants surpassed the number of available spaces, particularly, for the MBBS, DDS and BSc Pharmacy programmes. Undergraduate intake rose by less than 1% but the number of new postgraduate students grew by almost 54% during the review period, with the professional doctorate programmes offered by the clinical departments responsible for two-thirds of all graduate student enrollment within the Faculty. The Faculty's total enrollment of 2,862, or 16% of the overall Campus enrollment, made it the second largest faculty at UWI, St. Augustine in 2015/2016.

Three programmes hosted accreditation visits (MBBS, DVM, DDS) during this review period. In addition, the *School of Dentistry* site was accredited by the **Commission on Dental Accreditation (CODA)** of the **American Dental Association (ADA)** as being suitable for the delivery of the US-based **Advanced Education in General Dentistry programme**. The *School of Dentistry* is the only site outside of the continental United States so accredited by CODA. Meanwhile, a quality assurance review was conducted for the *UWI School of Nursing (UWISoN)*. The introduction of the Grade Point Average (GPA) system for the MBBS programme was long overdue. Its introduction, however, led to

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changes to the credit weighting and assessments of some courses. Approval was received for the DM Neurosurgery programme, although Accreditation Council of Trinidad and Tobago (ACTT) and Government Assistance for Tertiary Education (GATE) approvals are still pending.

The Faculty formed two new subcommittees this year. One to oversee Continuing Professional Development and Outreach, and the other to advance the use of Information Technology. The former is chaired by Deputy Dean, Professor Bharat Bassaw. This committee immediately went about responding to the newly emerging Zika epidemic and had a symposium on Zika, H1NI, in Trinidad and another in Tobago. The latter is led by Professor Chidum Ezenwaka, Deputy Dean (Basic Health Sciences).



Faculty of Science & Technology (FST)

The academic year 2015/2016 was another good year for the Faculty of Science & Technology (FST), which reverted from being a School to a full Faculty in August 2012, and since then has managed to reform its curriculum across all departments and new, exciting and relevant programmes have been introduced. This year, two new BSc degrees were introduced in Statistics and Mathematics and Applied Statistics, and a new MSc in Biotechnology was offered for the first time.

The Faculty engaged in aggressive marketing, resulting in a 24.41% increase in the undergraduate intake over last year. There was a significant increase of 36.6% in enrollment in the Pre-Science (N1) programme, from 333 in the previous year to 455 in 2015/2016. Postgraduate intake remained relatively constant. Undergraduate enrollment rose by roughly 3% but this was balanced off by a 2.5% decrease at the postgraduate level. There were 2,589 students enrolled at the Faculty in 2015/2016, 20% of whom were postgraduate students.

The *Department of Computing and Information Technology* overhauled its curriculum, and new or revised programmes were approved to begin in 2016/2017. These include the BSc Computer Science, BSc Computer Science with Management, BSc Information Technology, and BSc Information Technology with Management. Majors in Information Technology and Computer Science were also revised and the entry requirements were adjusted, enabling wider access to our programmes.

During this review period academic staff at the Faculty published 63 papers in refereed journals, nine books and book chapters, 66 refereed conference proceedings, one technical report and five non-refereed papers. Members of the Faculty won several prestigious awards at the University level as well as nationally and internationally.

In the upcoming year, the FST plans to continue increasing access to its degree programmes, mainly through the N1 programme. Outreach activities will continue, particularly school visits, and the Faculty will focus on attracting postgraduate students, particularly to pursue research degrees. Efforts at making the FST a green faculty will be accelerated, and measures will be put in place to increase student and staff engagement.

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faculty reviews

Faculty of Social Sciences (FSS)

The Faculty of Social Sciences is a multi-disciplinary Faculty comprising the Departments of Behavioural Sciences, Economics, Management Studies and Political Science. The Faculty of Social Sciences continues to be the largest Faculty on the St. Augustine Campus, making up one third of all student enrollment. Total enrollment in 2015/2016 stood at 5,981 students, of whom 42% were postgraduate students. The Faculty's postgraduate intake rose by 10% this year, but undergraduate intake fell by 3%, even while numerically outstripping the intake of every other Faculty by 2:1 at that level.

On August 1, 2015, **Professor Ann Marie Bissessar** assumed the role of Faculty Dean, succeeding Mr Errol Simms, who served as Dean for three years. New Deputy Deans were appointed and the Secretariat of the Faculty was restructured to ensure faster processing of student matters, such as those pertaining to examinations. A number of other measures were implemented to improve the undergraduate unit such as the use of social media, training of staff to improve academic advising, the establishment of precedent books to ensure procedural consistency, online processing of student matters and requests and new measures for students Required to Withdraw (RTW) and those with a "Dean's Hold" on their accounts.

The Departments of Management Studies undertook a comprehensive Stakeholder Analysis at the end of 2015, and the feedback formed the basis of their curriculum review.

The Department of Economics also revised their curricula and programme offerings while the Departments of Political Science and Behavioural Sciences began discussions on the way forward.

The Faculty felt immense pride when Trinidad and Tobago's Olympic hurdler, Mr Jehue Gordon, qualified for a First Class Honours degree in Sports Management in 2015. The Faculty's experience working with a student athlete at this level will inform a wider Campus policy on Student Athletes.

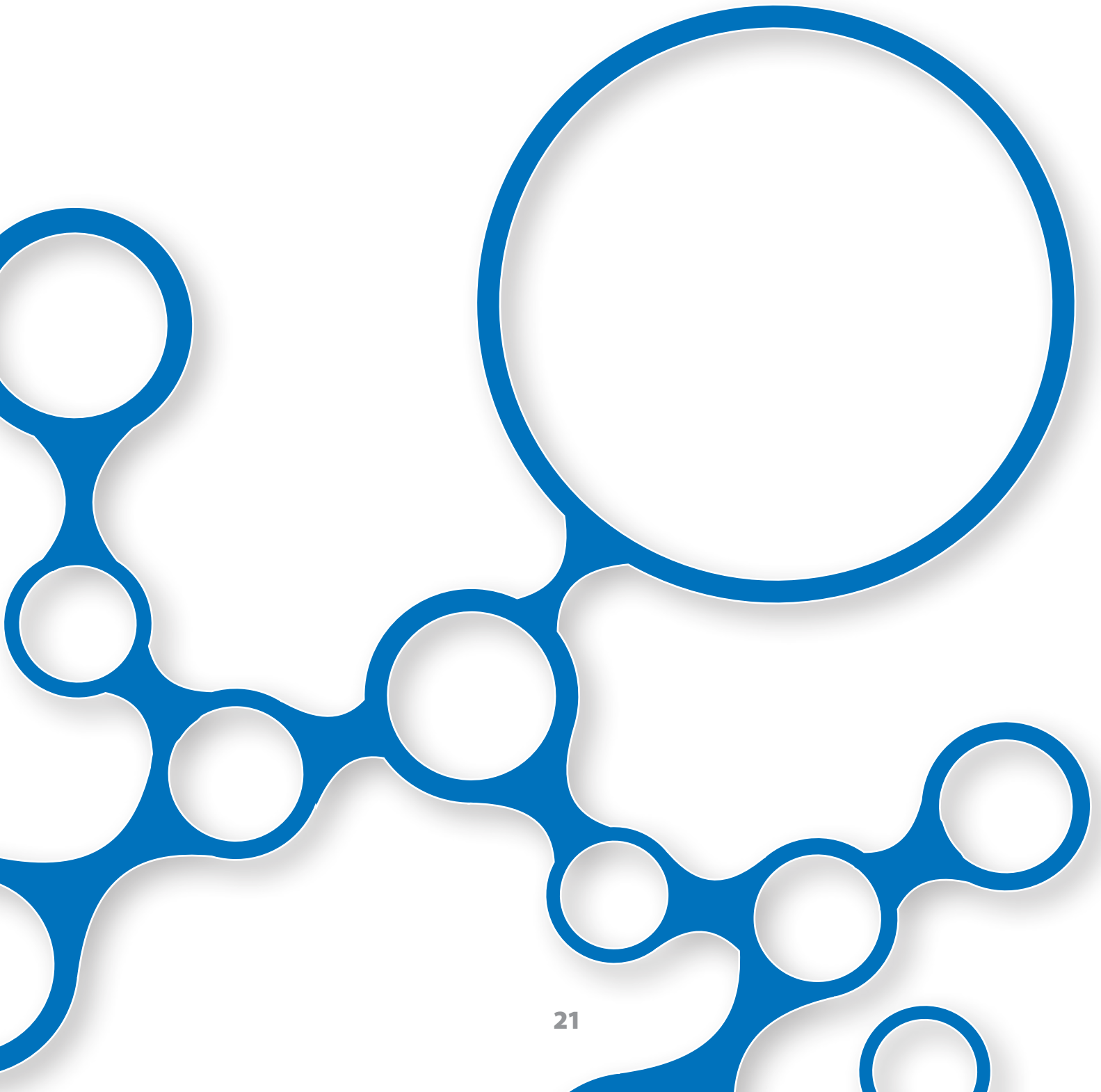
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One exciting initiative that is expected to start in 2016/2017 is the establishment of a *Centre for Export Entrepreneurship and Innovation (CEEI)* under the *Department of Management Studies*. The CEEI will be created to foster an export-oriented, entrepreneurial culture at the Campus, across Trinidad and Tobago and the region, by developing a research bank of export opportunities, harnessing research, disseminating export and innovation strategies and by providing experiential learning opportunities through export certification programmes to the private and public sector. The Centre will receive an initial seed investment of one million dollars through the *National Gas Company Entrepreneurship Endowment Fund*.

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engaging *our Alumni*

It was the hug that shook the world. Well, at least our world. At the 2016 graduation ceremony for the Faculties of Law and Engineering one young graduate, instead of simply shaking hands with the Chancellor, Sir George Alleyne, broke protocol and gave him a huge hug instead. While we would NEVER encourage anyone to try that EVER again - that is exactly the feeling that The University hopes to engender in all our students and our alumni. A feeling that this institution is yours to own and to love; to have and to hold. The future of The UWI may very well depend upon it.

Established in 2015, the Office of Institutional Advancement and Internationalisation (OIAI) counts alumni affairs among its responsibilities and executes these duties through its Fundraising and Alumni Affairs Office, headed by Ms Carol Ayoung. It is not to be confused with the Alumni Association which is a membership-based, regional organisation with Chapters serving all UWI alumni based in the particular locality, regardless of the Campus they attended. The Alumni Affairs Office is meant to engage specifically with persons who graduated from the St. Augustine Campus, and was created to build a dialogue and strengthen the Campus' relationship with its graduates, wherever they are in the world.

UWI's graduates are critical to The University's development, explains OIAI Director, Mr Sharan Singh, as they "feed us ideas, collaborate with us, advocate for us and really drive us and hold us accountable to them," he says. They "are like a fourth estate," to the triangular relationship formed by students, academics and staff. UWI's graduates work in industry within the societies The University serves, he explains, making them "a wonderful source of market feedback, analysis and guidance." Forging a stronger relationship with graduates will, therefore, provide UWI with the knowledge needed to sculpt itself into a more dynamic institution that has greater impact nationally and regionally.

Alumni engagement, as drivers, advocates and collaborators, is also vital to UWI's development, from a financial perspective. The University is currently heavily financially dependent on national governments and, while state funding is necessary, the institution is aware that its needs are draining one fount. Therefore, UWI needs to diversify

its sources of funding and increase its budget. Only then, "can we make significant interventions in society," advises Mr Singh. That doesn't mean using alumni emails to solicit donations, although these are necessary and welcome. Other ways of giving are possible, such as providing internships or guest lectures, even serving on Campus boards and committees.

The OIAI is sure that alumni will respond once graduates see how their contributions benefit students and the wider community served by the Campus. To achieve this, the Office is developing a communication strategy to reach individual Campus alumni directly, and that requires data, i.e. an accurate database of names, faculties, work details and contact information. Once that alumni database is complete, analysis can be conducted to assist The University in understanding its graduate population and to start a two-way conversation on what graduates and alumni want from the Campus, and how they can provide necessary feedback and support to shape its future.

Ultimately, the OIAI is out to prove that a continued connection with The UWI is as valuable as the old high school ties that are so prized throughout the region. While members of the Alumni Association get benefits, such as use of UWI's libraries and swimming pool, and participate in mentorship programmes, staying engaged with the Campus can bring alumni great personal and professional benefit. Conferences, lectures, discussion fora and similar event provide opportunities not just for learning, but, for important networking with long lost peers, eager potential interns, experts and policy-makers - all with similar or related interests. The potential also exists to access programmes and courses for continued professional development. Alumni based abroad will have similar opportunities in keeping with the University's focus on Agility, Access and Alignment, and the Vice-Chancellor's directive to have a UWI presence in major centres around the world.

For those already on the database, work has begun on building a new relationship with the Campus. The Alumni Affairs quarterly newsletter was created to share interesting and useful information about the Campus, including work being done and views on current issues. A few social events

have already taken place around the country, with The Gathering, held to commemorate the 55th Anniversary of the Campus, being the largest to date. The Alumni Affairs Office is also planning an annual “major homecoming,” modelled after those held by North American universities.

The next major communication tool is the “Reconnection Campaign” – an innovative, emotive digital application that will allow UWI graduates to connect with the Campus and the wider graduate community. “We’re this global institution,” says Mr. Singh. “Our grads are literally around the world.” The app is interesting and innovative, because it’s not asking graduates to physically visit the Campus, and news and messaging can be tailored to the individual’s preferences. Sending feedback, reconnecting with classmates, donating money or offering services, will take just a few clicks once the app is available at the beginning of the 2017/2018 academic year.

“This range of actual engagement can take place once you have the data. If you don’t have that data, you’re lost,” says Mr Singh.

If you are a graduate of the St Augustine Campus, you don’t have to wait for the Reconnection Campaign launch to start your engagement. Just visit the OIAI Alumni Office website (at <http://sta.uwi.edu/alumni/>) and subscribe to its mailing list. You will have access to the alumni newsletter, be first to know when the app is ready and possibly have the opportunity to join a group of beta testers before the launch. Be sure to encourage other graduates to sign up also as the deeper and wider the network, the more valuable it will be to you. This is a great opportunity to re-shape the Campus and possibly the University based on your student experience and all you have learned since graduation.

“Just have a commitment to your alma mater,” says Mr Singh. “Come back. If you didn’t like something, come and help us fix it. If you liked something, come and contribute to it.” The Campus is waiting with open arms.



campus highlights

Enrollment

According to figures sourced from the Campus Office for Planning and Institutional Research (COPIR), total enrollment declined for the third year in a row, but this time by just 2.28% to 17,969 students.

Four faculties showed reduced enrollment: Engineering (-3.71%), Food & Agriculture (0.62%), Humanities & Education (-4.11) and Social Sciences (6.14%). In spite of this, the Faculty of Social Sciences remains the largest faculty with close to 6,000 students.

On the other hand, the other three faculties showed signs of growth. The smallest faculty, Law, added 46 students (15.23%) and the Faculty of Science & Technology saw its numbers grow by 1.61% to 2,589. The Faculty of Medical Sciences showed the strongest growth, 3.38% to 2,862, making it the second largest faculty.

Full-time students predominate at the undergraduate level (10,091 or 84%) while the majority of postgraduate students are registered part-time (4,455 or 80%). Both of these segments declined by 185 students (1.8%) and 128 students (2.79%) respectively. At the undergraduate level, the number of part-time students dropped from 793 to 792 and evening students from 1,272 to 1,214.



Just one of the 3500 new undergraduate students who joined the Campus in 2015

Intake

Despite the lower enrollment, figures show that the intake of new students rose overall by almost 5% in 2015/2016. Undergraduate intake showed marginal growth of 0.62% while the total postgraduate intake grew by 14.5%. Postgraduate intake in the Faculty of Medical Sciences grew by 53%, Engineering by 21%, Food & Agriculture by 15% and Humanities & Education by 4%. With new graduate programmes coming on stream in the Faculty of Law, intake there jumped from three in 2014/2015 to 19 during the review period.

The Faculties of Engineering, Humanities & Education, Law and Social Sciences each attracted fewer undergraduate students, Medical Sciences and Food & Agriculture saw marginal growth, but the Faculty of Science & Technology attracted 24.41% more new undergraduate students this year.

Demographics

The ratio of male to female students remained steady at a rate of roughly 1:2 in favour of women. Undergraduate enrollment declined by almost 2.78% while postgraduate numbers were down by 1.28%. Those pursuing research degrees (MPhil and PhD programmes) remain outnumbered by those enrolled in taught programmes at a rate of 3:1.

Students from other UWI contributing countries numbered just 953 in this review year. Despite falling numbers since 2013/2014, Jamaican students outnumber all others at the postgraduate level while Barbadian students predominate at the undergraduate level.

There were just 479 students registered at the Campus from 30 non-contributing countries. At the postgraduate level, students from Guyana continued to account for the majority of these students, followed at some distance by students from India. At the undergraduate level, Guyanese students ran a close second to students from the United States of America.

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Enrollment Challenges

There are indications that the financial challenges being faced by regional governments may be placing pressures on enrollment. For instance, the *School of Veterinary Medicine* reports that since 1985, the Government of Jamaica had paid 85% of the tuition fees for students from that country who were enrolled at the School. However, in May 2015, the decision was taken to suspend this funding with effect from the new academic year. Following the intervention of several interest groups, the Government committed to continue to support the cohorts that were in place before 2015/2016, but no new cohorts.

Jamaican students constitute a major (approximately 20-25%) segment of the DVM student population and in the absence of state support there may be a significant threat to sustained enrollment levels. The Jamaican Veterinary Medical Association has indicated its intention to engage in further talks with the Government regarding new students enrolling in the 2016/2017 academic year. One proposal was to create a system of scholarships whereby a fixed number of students could be funded.

The *Faculty of Food and Agriculture* cited the unavailability of GATE approval for the new Entrepreneurship Programme. While the programme was popular amongst applicants, with the change in government in September 2015, following a national election, all approvals were halted and some students who had been admitted to the programme, withdrew.

Meanwhile, the Evening University programmes offered by the FFA were suspended because of low enrollment and in the Faculty of Social Sciences, declining student enrollment led the Social Work Unit to revise the entry requirements for the **BSc Social Work (Special)** in an effort to increase intake.



Seated: Honourary Graduate, Mr Anthony Williams, pan pioneer. Standing (L-R): Campus Principal and Pro Vice-Chancellor, Professor Brian Copeland; Chairman of the St. Augustine Campus Council, Mr Ewart Williams; Chancellor of The University of the West Indies, Sir George Alleyne; and Vice-Chancellor of The University of the West Indies, Sir Hilary Beckles. Photo by Keyon Mitchell.

Graduation

The Campus welcomed 4,127 new alumni at the end of the 2015/2016 academic year. Of these, 58% had pursued undergraduate degrees and 27% graduated with higher degrees, including 33 with doctoral degrees in 21 disciplines. The Faculty of Humanities & Education graduated its first cohort of students with MAs in Speech and Language Pathology, who are now registered as Speech Therapists – a profession that is desperately under-populated locally and regionally.

Honorary Graduates 2016

Professor KE Bingsheng – DLitt

Professor KE is the President of the China Agricultural University (CAU) in Beijing, China. The UWI St. Augustine and the CAU have developed a strong working relationship that has resulted in the establishment of a Confucius Institute on the Campus in 2013 and the establishment of an Agricultural Innovation Park (AIP) at our East Campus at Orange Grove that could potentially transform the regional Agricultural sector.

Rev. Daniel Teelucksingh - LLD

In an interview conducted soon after he received a national award, Reverend Daniel Teelucksingh commented, "I shall not pass this way but once. If there is any good that I can do for Trinidad and Tobago let me do it now." That statement sums up the life of this outspoken cleric who has used his position on the pulpit to serve his congregation, his church and his country.

campus highlights

Mr Anthony Williams - DLitt

Mr Anthony Williams is, perhaps, the most significant contributor to the development of the technology of the steelpan musical instrument and the associated art in performance because of his triple role as an inventor, arranger and steel orchestra captain. These roles directly affected the three critical dimensions of what is now known as the steelpan or “pan”. First, the instrument, specifically the layout of musical notes on the instrument’s playing surface. Secondly, its music and thirdly, the ensemble structure within the orchestra. More than any other individual, the contributions of Anthony Williams has defined what the steelpan is today.

Valedictorians 2016

- **Ms Elizabeth Bullock** - Bachelor of Science, Physics (Major), Environmental Physics and Electronics (Minors), First Class Honours, Faculty of Science and Technology
- **Ms Crystal Braveboy-Chetram** - Bachelor of Laws, First Class Honours, Faculty of Law
- **Mr Calvin Charles** - Bachelor of Science, Management Studies (Major), First Class Honours, Faculty of Social Sciences
- **Ms Savita Malloo** - Bachelor of Science, Accounting (Major), Economics (Major), First Class Honours, Faculty of Social Sciences
- **Ms Anne’el Bain** - Bachelor of Arts, History (Major), Psychology and International Relations (Minors), First Class Honours, Faculty of Humanities & Education
- **Dr Kathy-Ann Leon** - Doctor of Veterinary Medicine with Distinction, Faculty of Medical Sciences



Campus Registrar, Mr Richard Saunders and Campus Principal, Professor Brian Copeland (3rd and 4th from left) with recipients of the Vice-Chancellor's Awards for Excellence (2016). (L-R) Dr Farid Youssef, Professor Jayaraj Jayaraman, Ms Camille Reneaud and Dr Fasil Muddeen representing the DCIT, and Mr Jessel Murray.

Honours, Awards & Achievements Staff

New Professors

In the 2015/2016 academic year, the following persons were elevated to the rank of Professor at the St. Augustine Campus:

- **Dr Andanappa Gadad**, School of Pharmacy, Faculty of Medical Sciences
- **Dr Paula Morgan**, Faculty of Humanities and Education
- **Dr Sureshwar Pandey**, School of Pharmacy, Faculty of Medical Sciences,

National Awards 2016

In August 2016, on the occasion of Trinidad and Tobago's 54th Anniversary of Independence, the following members of the St. Augustine Campus were recognised for their contributions to society:

- **Professor Dave Chadee** was awarded (posthumously) the Chaconia Medal (Gold) for distinguished and outstanding service to Trinidad and Tobago in the field of Science.
- Energy Consultant, **Professor Andrew Jupiter** also received the Chaconia Medal (Gold) for long and meritorious service to Trinidad and Tobago. Professor Jupiter was conferred the honorary title of 'Distinguished Fellow' of the Petroleum Studies Unit in the Faculty of Engineering by The University in 2013.

Vice-Chancellor's Awards for Excellence

Once again, the St. Augustine Campus took four of the seven awards presented at the Vice-Chancellor's Awards for Excellence in October 2016:

- **Dr Farid Youssef**, Department of Pre-Clinical Sciences, St. Augustine Campus - Excellence Award for Teaching
- **Professor Jayaraj Jayaraman**, Department of Life Sciences, St. Augustine Campus - Excellence Award for Research Accomplishments
- **Mr Jessel Murray**, Department of Creative and Festival Arts, St. Augustine Campus - All-round excellence in University Service and Public Service
- **The Department of Electrical and Computer Engineering**, St. Augustine - Departmental Award for Excellence

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UWI-NGC Research Awards 2016

On June 8, 2016 the Office of the Campus Principal hosted its third biennial Research Awards Ceremony with the kind sponsorship of the National Gas Company of Trinidad and Tobago Limited. This year's theme, **Advancing Knowledge, Impacting Lives** was a celebration of all the research that had been conducted on the Campus over the 55 years since it was founded, as well as current **research and innovation** on the Campus. Below is the list of overall winners.

- Most Productive Research Unit, Centre or Institute
 - **The Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) – Professor Patrick Watson**



*Most cited: Professor Brent Wilson,
Professor of Palaeontology and Geology.*

- Most Impacting Research Project
 - "The Impact of the Contaminants produced by the Guanapo Landfill on the Surrounding Environment" - **Dr Denise Beckles**
- Most Outstanding Regional Research Project
 - "One Health, One Caribbean, One Love" - **Professor Christopher Oura**
- Most Outstanding International Research Project
 - "Biology And Behaviour Of Male Mosquitoes In Relation To New Approaches To Control Disease Transmitting Mosquitoes" - **Professor Dave Chadee**

UWI / Guardian Group Premium Teaching Award

In October 2016 The Centre for Excellence in Teaching and Learning (CETL) and The UWI/ Guardian Group presented the Premium Teaching Awards which celebrates the work of exemplary teachers on the St. Augustine Campus. The awardees were:

- **Dr Chris Maharaj**, Faculty of Engineering
- **Mrs Marcia Nathai-Balkissoon**, Faculty of Social Sciences
- **Dr Chandra Shekhar Bhatnagar**, Faculty of Social Sciences

Most Cited

If there was an award for the most cited researcher on the Campus, the hands down winner would be **Professor Brent Wilson**, Professor of Palaeontology and Geology at the Faculty of Engineering. In January 2016 alone, his work posted on the site <https://www.academia.edu/> received 75 profile views and 65 document views from 45 unique visitors, which put him in the top 5% of the 32 million researchers hosted by the site.

Professional Awards

Professor Rose-Marie Belle Antoine, Dean of the Faculty of Law, continued to serve as President of the Inter-American Commission on Human Rights, OAS, Washington; Rapporteur of Indigenous Peoples, OAS and Rapporteur and Persons of African Descent and against Discrimination, OAS. **Mr Timothy Affonso**, Lecturer in the Faculty of Law, was appointed Deputy-Chair and then Chair of the Board of Caribbean New Media Group and Government Information Systems of Trinidad and Tobago.

Dr Fidel Rampersad and **Dr Curt Bodkyn** from the Faculty of Medical Sciences each received the Scroll of Honour from the Trinidad and Tobago Medical Association and **Dr Diane Ignacio** of the School of Pharmacy was awarded the Caribbean Distinguished Pharmacy Research Award at the Caribbean Association of Pharmacists' Annual Conference. **Dr Judy Rouse-Miller** from the Faculty of Food and Agriculture was officially recognised as a pioneer in plant propagation of breadfruit and the **AgriNeTT** project (an e-agriculture project which infuses ICT into the Agriculture sector) won international awards from the WSIS (World Summit on Information Society) and the LACNIC's Regional Fund for Digital Innovation in Latin America and the Caribbean (FRIDA).

campus highlights

Employee & Service Excellence Awards

The St. Augustine Campus Pro Vice-Chancellor and Principal, Professor Clement Sankat presented awards to employees at the second Employee and Service Excellence ceremony, held at the Learning Resource Centre in December 2015. The award winners were as follows:

- **Ms Nardia Thomas-Allain**, Faculty of Humanities & Education - Employee Excellence Overall
- **Mr Nazir Alladin**, Campus Information Technology Services - Principal's Award for Administrative Leadership Excellence
- **Dr Khellon Roach**, Office of the Campus Principal - Academic Support
- Employee Excellence:
 - **Ms Nardia Thomas-Allain**, Faculty of Humanities & Education - Senior Administrative/Professional Staff
 - **Ms Vidya De Gannes**, Faculty of Food and Agriculture - Administrative, Technical and Service Staff
- Service Excellence:
 - **Ms Gina Ravello**, Norman Girvan Library - Administrative, Technical and Service Staff

Farewell

Mr Jit Samaroo, DLitt

In 2003 The UWI conferred an honorary doctoral degree on Mr Jit Samaroo because, according former Campus Principal, Professor Clement Sankat, "he crossed the great traditions of our music, was unique and innovative, representing the best of Trinidad and Tobago, a wonderful human being and a true friend of The UWI." Mr Samaroo died at his home on January 7, 2016.

Professor Dave Chadee - "the mosquito man"

Professor Chadee was a renowned Entomologist and Parasitologist, and an expert in vector-borne diseases, whose work has positively affected the lives of hundreds of millions of people across the world. He led research into mosquito-spread diseases such as dengue fever, yellow fever, and malaria and the Zika virus. His work on mosquitoes has guided the development of mosquito traps, new disease surveillance systems, and new control strategies. Professor Chadee passed away on June 21, 2016.

Mr Darron Small - Artist

Listed officially as a Library Assistant in the West Indiana Division of the Alma Jordan Library, Mr Darron Small was an accomplished visual artist whose works have been featured in various local exhibitions, calendars produced by The Colonial Life Insurance Company (CLICO) and on the wall of the Queen's Park Oval. In 2011 one of his paintings was presented by the Government of Trinidad and Tobago to visiting Cuban President Raúl Castro. Mr Small graduated from this Campus with a BA in Visual Arts in 2011 and was pursuing an MPhil in Cultural Studies. He passed away in July 2016.



Students

Ms Melissa Atwell, graduate student in the Department of Geography, was recognised among the world's top 25 outstanding young scientists by the German Government at the **Green Talents International Competition in Sustainable Development**. The annual competition promotes the international exchange of innovative green ideas and attracted 750 young researchers from numerous countries and scientific disciplines. Winners are selected by a high-ranking jury of German experts and are recognised for their outstanding achievements in making our societies more sustainable. Ms Atwell's cross-disciplinary research,

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focuses on climate change, environmental management, agriculture, structural engineering and both human and urban geography. She aims to help develop methods for soil ecosystem valuation and prediction based on current land use trends.

Mr Nikoli Edwards, Secretary of The University of the West Indies (UWI) St. Augustine Guild of Students, was elected *Vice Chairperson, Policy, Advocacy and Projects* on the Commonwealth Youth Council in November 2015. The Council, which represents national youth bodies from 53 countries, elected a new leadership team on November 24 at its General Assembly at the Commonwealth Youth Forum in Malta. Mr Edwards is among nine executive members who make up the council. He is one of two Caribbean nationals elected to the council.

In 2014 as a Level 1 student in the Department of Electrical & Computer Engineering, Faculty of Engineering, **Mr Jason Renwick**, won a summer internship at NASA's Ames Research Laboratory. In November 2015 he received an *Ames Honour Award* from the NASA Ames Research Centre in California, USA. According to information out of the US Embassy, he was awarded for his "unprecedented support to NASA's education mission" during his internship. More than 100 students were nominated, but only two, including Jason, earned the award.



Mr Nikoli Edwards, elected to Commonwealth Youth Council 2015.



Mr Michael Rochford - Best emerging local film maker of 2015

"Pendulum", the debut feature from 23-year-old **Mr Michael Rochford**, won him the bpTT sponsored prize for the *Best Emerging Trinidad and Tobago Filmmaker* at the 2015 Trinidad and Tobago Film Festival. Written by Rochford, Anastasia Alexis and Joshua Paul, the movie revolves around the character of Ryan Williams (played by Jovon Browne), a former soldier turned journalist who suffers from Post-Traumatic Stress Disorder after a traumatic wartime incident left him mentally scarred.

St. Lucian poet and MPhil Cultural Studies student, **Mr Vladimir Lucien**, won the overall OCM BOCAS Prize for Literature 2015 – the region's top literary award, and MFA Creative Writing student, **Ms Anna Levi's** debut novel, *Madinah Girl*, received special mention in the 2016 OCM Bocas Prize for Caribbean Literature.

Third year student in the Department of Creative and Festival Arts (DCFA), **Mr Aaron St Louis** won the title of International Soca Monarch 2016, singing his immensely popular song, *Cheers to Life*. At just 23 years old, Mr St Louis, who performs under his soca sobriquet, Voice, also became the youngest artiste to date to win the popular competition and, by all accounts, he's far from finished.

For the third year in a row, teams from The University of the West Indies swept the tops spots in the **Teleios Code Jam**. In the 2015 edition of the competition, teams from the

campus highlights

Department of Computer and Information Technology (DCIT) in the Faculty of Science & Technology, captured first, second and third place positions. **Mr Vijay Bhagaloo, Mr Nived Sankar and Mr Marc Kowlessar** who comprised the team “Black Ice” place first with *Ocean Guard*, a software solution that could improve the response time to environmental marine disasters. The system uses a Raspberry Pi sensor to track temperature and allows oceanographers to remotely monitor the condition of coral reefs. All of the teams were mentored by **Mr Kyle DeFreitas** of the DCIT.

Students from the Faculty of Law won a special prize for “Best Team from an Academic Institution” when the Caribbean Court of Justice held its VIII Annual International Law Moot in March 2016. The team came second overall in the competition, taking that coveted title over two law schools and other faculties involved in the competition. The Norman Manley Law School of Jamaica won the best team overall at the CCJ International Law Moot Competition. Team members were **Ms Adanna Joseph**, as lead counsel, **Ms Candy Smith** as junior counsel and **Mr Vincent Patterson** as the researcher/reserve. The Faculty issued special thanks to Attorney-at-law, **Mr Raphael Ajodhia**, who volunteered his time to help coach the team.

Other teams from the Faculty also performed well, advancing to the semi-finals of the Inter-American Moot held in Washington D.C., and winning over the visiting team from Coventry Law School, UK at a Moot Competition hosted by the Faculty here at St. Augustine.

New Programmes

Faculty of Engineering

- MSc Petroleum Engineering (Guyana)

Faculty of Food and Agriculture

- The Undergraduate Diploma in Agriculture (first cohort admitted to the revised Undergraduate Diploma in Agriculture (UDA in 2015/2016)
- BSc General – Major in Entrepreneurship (Approved by Board for Undergraduate Studies (BUS), awaiting Government Assistance for Tertiary Education (GATE) approval)
- BSc General – Major in Agricultural Extension (Approved by BUS, awaiting GATE approval)



Mr Aaron 'Voice' St Louis, winner of the 2015 International Soca Monarch competition.

Faculty of Science & Technology

- BSc Mathematics and Applied Statistics
- BSc Statistics
- New specialisations in the BSc Biology degree in the areas of Marine Biology and Microbiology
- MSc in Biotechnology

This year, the Faculty of Food and Agriculture welcomed the first batch of candidates admitted to the reformulated **Undergraduate Diploma in Agriculture (UDA)** and in the following year, the Faculty hopes to introduce three new certificate programmes to matriculate students based on CXC subjects. In response to requests from Extension Officers throughout the region, a **graduate Diploma in Extension** is being considered.

At the Faculty of Humanities & Education, a **BA Journalism** is close to the end of the approval process, and design of a **BA Portuguese and Brazilian Studies** has begun. The School of Education is preparing a new **Pre-Service BEd** programme and the **Master's in Tertiary Education in Leadership and Institutional Effectiveness**, as well as the **MEd Measurement, Evaluation and Assessment** are going through the approval process. The School is also collaborating with the DCFA to develop a joint **Master's in Music Education**.

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The Faculty of Law received accreditation for its **MPhil and PhD programmes** which are to be launched in the next academic year, and the Faculty of Medical Sciences expects to launch an undergraduate **Diploma in Paediatric Haematology / Oncology Nursing** programme for Registered Nurses in the Caribbean in collaboration with **SickKids International**, Toronto Canada. Similarly, at the Faculty of Social Sciences, the **BSc Marketing** and **BSc Human Resource Management** programmes were approved in July 2016.

Looking further into the future, this year the Faculty of Medical Sciences signed an MOU with the **Government of Trinidad and Tobago** for the establishment of an **MSc Forensic and Investigative Sciences**.

Anniversaries

Film Programme @ 10

The UWI Film Programme celebrated its 10th anniversary with its own World Festival of Emerging Cinema (WOFEC), in May 2016. The four-day programme was launched in 2006 and had its genesis in the first tertiary level film courses offered in Trinidad and Tobago, as a component of the BA Visual Arts degree in 1998. The programme is located in the Office of the Dean, Faculty of Humanities and Education. Students of the Programme have won numerous awards for their films which have screened locally, regionally and internationally to consistent acclaim.

CETL Turns 20

The Centre for Excellence in Teaching and Learning (CETL) celebrated its 20th anniversary in April 2016. Since it began as the Instructional Development Unit (IDU) the Centre has positioned itself as a leader in the scholarship of teaching and learning for higher education, offering both a Master's and a postgraduate certificate. Courses and workshops have been conducted across the Caribbean (including the British Virgin Islands). The Centre's latest initiative in blended-learning rounds out the various delivery methods offered at UWI St. Augustine. For its Excellence in Service to the University, the then IDU received the Vice-Chancellor's Award in 2004 and as CETL, continues to spark awareness among the teaching staff of the link between research and teaching. This year the mantle of leadership passed from **Dr Anna-May Edwards-Henry** to **Dr Margo Burns**.

Silver for Social Work

In honour of its 25th anniversary, the Social Work Unit at Faculty of Social Sciences hosted an international Social Work conference themed *Promoting Human Worth and Dignity: Social Work and Social Development in Trinidad and Tobago* on March 16 at The UWI St. Augustine Campus. Using a multi-disciplinary approach, the conference dealt with topics like the challenges that social workers encounter; the need for social workers in all areas as an intervention to reduce crime and other social issues; the history of social work from an international perspective, the strides made in the field and the contributions of women.



Los Parranderos de UWI marks 35 years

In 2015, the Los Parranderos De UWI celebrated 35 years with a book tracing its history and its achievements. *Nuestra Canción – Our Song* was edited by its longstanding member (since 1983) and tireless advocate, **Mr Miguel Browne** and is accompanied by a CD of music.

IIR Celebrates Golden Jubilee

Established by an international agreement between the Government of Switzerland and the Government of Trinidad and Tobago in 1966, the Institute of International Relations (IIR) celebrated its 50th anniversary in 2016. Events included a Black-Tie Dinner and the publication of a book, *A History of the Institute of International Relations: 50 Years and Beyond* under the theme 'Celebrating the Past; Looking to the Future.'

campus highlights

AIP Update

In October 2015, The University of the West Indies (UWI) St. Augustine Campus launched its first phase of **The UWI/ China Agricultural University (CAU) Agricultural Innovation Park (AIP)** at the University's East Campus - the 200-acre farm at Orange Grove in East Trinidad. The primary objective of the park is to showcase advanced intensive agricultural production methodologies, using technologies and best practices from China and our indigenous Caribbean knowledge of food production. Work at the AIP will use biotechnology, mechanisation, new varieties and climate-smart intensive agricultural production systems, which will inevitably lead to the building of a sustainable agri-industrial sector in this region. The partnership between The UWI St. Augustine and the CAU began officially in 2013.

Major Developments

EU Faculty of Law UWI Human Rights Project

The **Faculty of Law** won its first competitive bid for a project grant entitled *Growing Capacity for Elevating Human Rights to International Standards in Trinidad and Tobago*. This was also the first time that any Faculty of Law had won a project or grant. The project, funded by the **European Union (EU)**, is envisaged as a genuine Faculty effort, seeking to build capacity within the Faculty, as well as the country and paving the way for further project grants in much needed developmental areas of law. The Faculty also envisages the project as a vehicle for engaging in collaborative efforts, both with other faculties and other stakeholders, such as NGOs and public authorities and offices. Activities undertaken in the period under review discussions on Human Rights in Trinidad and Tobago, Violence Against Women and Deconstructing Masculinity; and workshops on Refugee Law and LGBT Protection.

The International Human Rights Clinic

The **Faculty of Law** established a **International Human Right Clinic**, to engage in and promote human rights in accessible and activist ways. The Clinic operates in alignment with strategic partners such as NGOs, legal practitioners, government stakeholders and international organisations, while operating within the framework of the Faculty's existing LLB programme. Through the Clinic, the Faculty of Law aims to deepen knowledge in the field, strengthen partnerships that will have a positive impact on human rights in the region, and develop a community-centred attitude among students and the wider legal fraternity. The Clinic, which is supported by academic courses, has begun operations and is to play an important role in the Faculty's Human Rights project, funded by the European Union. Importantly, the Clinic provides a valuable space to closely interrogate human rights and social issues in meaningful, informed and even 'grass-roots' ways and it is anticipated that this will fuel research and publication.



UWI SPEC International Half Marathon

Kenyan born **Hilary Too** won the 13th edition of the UWI SPEC International Half Marathon held on October 23, 2016. The UWI SPEC was pleased to once again have the support of **First Citizens** as Presenting Sponsor and to implement some exciting changes. The first was the change from a manual to an online registration platform facilitated the highest number of registered runners in the history of the race 1,340 in all, 523 female and 816 male. To increase the number of participants in the 15–18 years age group, 100 spaces were reserved for students from



Mr Roy Cape, DLitt

13 secondary schools along the East-West corridor. The **Diabetes Association of Trinidad and Tobago** was the charity of choice this year and a link was included on the race registration page raising both awareness of the disease and funds. In all, TT\$18,000.00 were donated to support the work of the Association. The organisers also partnered with the Environmental Management Authority's (EMA) - I Care project to collect and recycle all the waste from the race.

Celebrating a Classic Act

His name is synonymous with that big brass sound that once ruled Trinidad and Tobago's Carnival, but is now the rarest of musical gems. His band is a staple at almost every school fundraising fete and he is cited by many of today's top soca singers, as the one who gave them their first "big break". Finally it was time to give something back to one who had given us so much. The UWI, Media 21 and the Ministry of Community Development Culture and the Arts dedicated ***The UWI Classic Concert 2016*** to distinguished

musical veteran, **Mr Roy Cape, DLitt**. Titled "Pappy – A Tribute to Roy Cape – He Gave Us the Music", it featured current band members, Blaxx and Ricardo Dru, as well as artistes ranging from veterans such as David Rudder, to newcomers like Voice. Patrons packed the Hyatt Regency venue on Valentine's night, 2016 to show their love for "Pappy". Mr Cape was presented with a cheque representing the proceeds of the concert in July 2016.

Research & Development

Research and innovation are key areas in which the Campus can make a positive impact on national and regional governments as well as the international community. According to The UWI's 2012-2017 Strategic Plan, UWI acknowledges the need to strengthen support for cutting edge research and innovative outputs from faculty and postgraduate students, and to refocus on commercialisation to generate additional revenue and improve the visibility of research on the Campus.

West Indiana – the New Collections

The **West Indiana Division** of the **Alma Jordan Library** houses some of the most valuable collections of source material for those interested in the development of all things Caribbean and in exploring the links between our present and our unique past. This year the following collections were added to the store of knowledge housed there:

- the **Winston Mahabir Papers** which cover some aspects of the life of the former Minister of Health in Trinidad and Tobago;
- the **Arthur Greenhall Papers** which comprised material from Mr Greenhall's work with bats as well as material from his wife, Elizabeth Greenhall who was the Agony Aunt, Louise Bonnie, for the Trinidad Guardian in the 1950s;
- the **Edward B. and Maureen Henry Cultural Collection** which consists of theatre programmes from various performances;
- the **Ian McDonald Papers** which cover the various life activities of Mr McDonald including the *Humming Bird Tree* manuscript; and
- the **Geraldine Conner Papers**.

campus highlights



Research Expo 2015

The UWI St. Augustine Campus hosted its biennial Research Expo, “Advancing Knowledge, Impacting Lives” and more than 3,000 attendees visited the 20 booths over the four days. Visitors included approximately 300 sixth form students from schools across the country. Many of the displays included live demonstrations ranging from vermiculture to laparoscopic surgery. UWI students provided demonstrations of apps they had developed which were then available for download, including the **AgriNeTT** apps for agriculture and the **MAVERICK** app, designed to assist the visually challenged to identify money denominations. Attendees were particularly impressed by the 3D printing capabilities of the Faculty of Engineering and the numerous prototypes on show, such as the G-Pan and the chataigne peeler.

Preventing Gestational Diabetes

It is estimated that of the 20,000 pregnancies that occur annually in Trinidad and Tobago, 20% are complicated by diabetes, posing potential long-term risks to mother and child. Researchers at the Faculties of Medical Sciences and Engineering collaborated to develop **HiPTT - Health in Pregnancy in Trinidad and Tobago**, an app that would automatically provide interpreted lab test results and reports to registered patients and notify their healthcare providers of any abnormal results so they can review and provide real time feedback to patients about their blood glucose readings. Providing quick feedback to patients can significantly improve the detection of diabetes earlier on during pregnancy, facilitate timely medical interventions and empower patients to self-manage their condition. Medical labs using the app can easily produce electronic as well as hard copy reports with doctors being able to conveniently review a patient’s medical results either via a mobile device or desktop computer.

This project also involved CARIRI CED (Caribbean Industrial Research Institute Centre for Enterprise Development) and was funded by **Microsoft**. It is part of the **Helen Bhagwansingh Diabetes Education Research and Prevention Institute (DERPi)**, which is funding another study on the effectiveness and challenges of conducting universal screening of all pregnant women for hyperglycemia. You can go online for more on the research behind HiPTT or hear one mother’s experience using the HiPTT app.

Beyond the Breadfruit Conference

The Faculty of Food and Agriculture launched the **Caribbean Breadfruit Network (CBN)** in November 2015. Earlier in July, the Campus in collaboration with **PCS Nitrogen Limited**, the **Caribbean Development Bank** and the **Food and Agriculture Organisation**, hosted the **International Breadfruit Conference**, which attracted over 100 participants from 24 countries. It was there that Caribbean participants pledged to launch a CBN to support the further development of breadfruit in the region.

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Cocoa Research - No More Dancing Around

Cocoa Research and Innovation workshop held in November 2015, hosted by The UWI St. Augustine-based **Cocoa Research Centre (CRC)**, attracted a cross-section of stakeholders in cocoa including researchers, farmers, entrepreneurs, chocolatiers, and technocrats. Reflecting on the workshop's theme: **"From Lab to Farm to Product,"** **Senator the Honourable Clarence Rambharat**, Minister of Agriculture, Lands and Fisheries noted that, "The University has been very good in the lab. We need to move from the lab to production." He ended with a call for action: "No more conferences. No more researching. We need to work. It's time to act."

Competitiveness and Innovation Research

The Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) successfully concluded five small projects, four or all funded by the International Development Bank (IDB), which dealt with issues such as the relationship between Foreign Direct Investment (FDI) productivity and innovation in the Caribbean; barriers to innovation and firm productivity in the region; knowledge intensive business services in the local oil and gas sector; and innovation, productivity and training in regional Small Island Developing States. A fifth project, funded by the International Development Research Centre (IDRC), was also completed, looking at the possibilities for creating knowledge intensive industries out of local extractive industries. These five projects form part of the Institute's thrust to become a centre of excellence for scholarly activity in competitiveness and innovation.

A First for the Faculty of Law

The Faculty produced its first group publication: *'Special Issue: The CCJ: Advancing the Case for Regionalism and Indigenous Jurisprudence'*, CJIRD, Guest Ed., R-M. B. Antoine, Vol. 4, No. 1, June 2016. This came out of a highly successful symposium on the Caribbean Court of Justice (CCJ), organised in December 2014 in partnership with the **Embassy of Canada**, the **International Labour Organisation (ILO)** and the **Organisation of American States (OAS)**. It is an example of the kind of collaboration that will be invaluable in promoting and enabling active research and publication.

Memoranda of Understanding

The Department of Para-Clinical Sciences in the Faculty of Medical Sciences signed an MOU with the **Government of Trinidad and Tobago** for the establishment of an MSc Forensic and Investigative Sciences.

On June 3, 2016, The UWI, St. Augustine Campus and **Shell Trinidad Limited** signed a three-year MOU for sponsorship of Master's/PhD level research studies in the field of geosciences and/or petroleum energy. According to the terms of the agreement, Shell will be contributing US\$30,000 for three-year scholarships, with the possibility of extension.

The St. Augustine Campus signed an MOU November 16, 2015, with global information and communications technology (ICT) solutions provider, **Huawei Technologies**. The three-year MOU outlines two key areas of collaboration between the organisations: the establishment of joint research and development cooperative programmes and support with teaching, research, the cultural and educational exchange of faculty and students, and staff development.

The Campus and **Lake Asphalt Trinidad and Tobago (1978) Limited** signed a MOU to collaborate on research, development and commercialisation relating to asphalt and asphalt-based products such as sealants, paints, adhesives, waterproofing and damp-proofing formulations, and marine coatings.



Pro Vice-Chancellor and former Campus Principal of The UWI St. Augustine, Professor Clement Sankat and Chief Executive Officer of Lake Asphalt of Trinidad and Tobago Ltd., Mr. Leary Hosein.

campus highlights



Hillview college students explain their winning aquaponics project at the Agricultural Innovation competition for secondary schools - part of the RDI-funded ADOPT project.

New Books

The book, "Shifting the Frontiers, an action framework for the Future of the Caribbean," was launched in May 2016. Edited by former Minister of Foreign Affairs, **Mr Winston Dookeran** and **Dr Carlos Elias**, Adjunct Professor of Economics at Radford University, the book is a direct result of the *Future of the Caribbean Forum - Disruptive Thinking, Bold Action, Practical Outcomes* held in May 2015 by The UWI in partnership with the Ministry of Foreign Affairs, and the United Nations System in Trinidad and Tobago.

"The Terror and the Time: Banal Violence and Trauma in Caribbean Discourse" by Interim Head of the Institute for Gender & Development Studies (IGDS), **Professor Paula Morgan**, was launched in October 2015. A year later, her colleague, **Dr Angelique Nixon** launched her publication, "Resisting Paradise: Tourism, Diaspora, and Sexuality in Caribbean Culture."

On March 2, Volume 1 of the publication "In the Fires of Hope – Trinidad and Tobago at 50" was formally launched at The UWI St. Augustine Campus. This was the first of the two-part publication coming out of the Distinguished Lecture Series 'Conversations with Prime Ministers' hosted by the Campus to commemorate T&T's 50th anniversary of Independence in 2012. Volume 1 features transcripts of conversations with former Prime Minister and President, **Mr ANR Robinson** and former Prime Minister, **Mr Basdeo Panday**. It also includes six papers on themes surrounding independence. The book's cover was designed by UWI student, **Mr Najé Hart**.

One in five children are at higher risk of not achieving their academic or intellectual potential due to poverty. This is one of the conclusions of a 2009 study on the psychological, physical and demographic state of children aged 4 to 5 in the English-speaking Caribbean. The findings have been published in a new book by The *UWI Family Development and Children's Research Centre (UWI-FDCRC)* in collaboration with the **UNICEF Eastern Caribbean Office** and the **Ministry of Education**. The book, "Childrearing Practices in the Caribbean: Lessons and Implications from a National Assessment in Trinidad and Tobago," was launched in November 2015 at the UWI-FDCRC.

Professor Emeritus at The University of the West Indies (The UWI) St. Augustine Campus, **Gordon Rohlehr**, launched his book, "My Whole Life is Calypso," in August 2015. The publication represents nearly five decades of critical engagement with the work of **The Mighty Sparrow**, a Caribbean musical genius.



Professor Paula Morgan at the launch of her new book, "The Terror and the Time"

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Financial Highlights

Total consolidated income for the year ended July 31, 2016 totalled TT\$1,096.9 million, down by TT\$17.8 million from the previous year due primarily to the reduction in contributions from governments and declines in tuition income. The Campus remains sensitive to the economic constraints being faced by our regional governments, recognising that they contribute approximately 50.4% of the total income of the Campus. We are committed, therefore, to working closely with them to minimise any negative impact on The University resulting from declining revenues.

Total expenditure for the year including depreciation, employee benefits obligations and finance costs totalled TT\$1,145.7 million, a decline of approximately TT\$154.8 million or 11.9%.

The St. Augustine Campus was asked to reduce its 2015/2016 budget initially by 7% and was subsequently asked to implement a further 7% cut in its budget for the 2016/2017 academic year.

Across the Campus, both academic and administrative entities have reported the extent to which they have been feeling and dealing with the effects of the budget cuts. Those with the wherewithal have been seeking ways to generate additional fund by increasing or improving programme offerings, and where that is not possible immediately or at all, there have been efforts to curb expenditure by curtailing overtime even as staff take on additional duties, making better use of online rather than costly physical resources, such as paper, or even simply ensuring that the lights are all turned off at the end of the day.

In at least one instance though, necessity truly has become the mother of invention. During the year in review, the entire collection of compact storage materials accumulated over the past 46 years, and held on the ground floor of the Alma Jordan Library building was moved to the new facility on Carmody Road. To save costs, Library staff designed and built their own book fumigation chamber by to fumigate the collection prior to its relocation.

A more detailed account of the Campus' finances is contained in the Strategic Review section of this report.

engaging *through activism*

UWI's commitment to the development of Caribbean nations and the region as a whole, has given "leadership to society in so many areas, such as social and economic justice, human rights, environmental sustainability, gender equality, science and technological development and regional and global citizenship," says Professor Rhoda Reddock, Deputy Principal of the St. Augustine Campus."

Research Assistant at the Institute of Gender and Development Studies (IGDS) and prolific student activist, Mr. Amilcar Sanatan, cites the Campus' "original mandate", a vision of then aspiring T&T Prime Minister, Dr. Eric Williams, of matching The University's work and products to the developmental needs of society. Activism, he says, is that bridge. It advances the ideas produced by the Campus, so that they influence the decisions made by those in power. "So activism is really important for generating thought and for generating action," he says.

While far from the Black Power movement that overtook the Campus in 1970, at the heart of today's student activism are just three groups – IGDS Ignites, the UWI Socialist Student Conference and UWE Speak – it is small. It is also clustered, with all these groups having been initiated or coordinated by Mr. Sanatan, and two of them, coming out of the Institute for Gender and Development Studies (IGDS).

IGDS Ignites, engineered by Head of the IGDS, Dr. Gabrielle Hosein and co-ordinated by Mr. Sanatan, is a mentorship programme created to develop, within secondary school students, an interest in gender studies. Among the issues for which it is an instrumental advocate, is gender-based violence, and the group has become heavily involved in the Caribbean-based Life in Leggings campaign against sexual violence against women.

The UWI Socialist Student Conference is a student activist and educational group which advocates for a number of issues of interest. It is also co-ordinated by Mr. Sanatan, who explains that the group was created to give students an advocacy platform. "They create the activism that they want," he explains. The members "have advocacy issues that they want to address – LGBT rights, the gender pay gap and the issue of sexual violence," for example. The group also is involved in movements for change, including the Books not Death campaign and Life in Leggings.

UWE Speak, is an open-mic group which Mr. Sanatan was also instrumental in creating. Now in its 10th year, the open-mic group is "the longest running secular club on campus," providing a space where the personal often meets the political in spoken-word poetry.

While the Campus has always been known for hosting more than a few outspoken faculty members, among the student body there has been and continues to be an apparent culture of apathy towards activism, or a counter discourse, as Mr Sanatan puts it. "There is a discourse of not standing up, of weakness, that things could never change ... Often times, I've seen hopelessness." But, he continues, young people are curious and "if you tap into curious minds ... [they will] think about their realities," and the tools at their disposal with which to shape those realities. "The interest is there," he says. "Every time we do activist work, we always get two new emails from people who want to join [our groups]."

He also reasons, however, that with the internet, smart phones and social media "we live in an age of distraction." This makes it difficult for young people to connect their challenges and needs, with "the wider context of social life." For instance, he says, students may complain about Wi-Fi issues, but they should be able to look beyond. "How are your renting conditions? Not the just the price [but] the conditions of living. How do your colleagues in other environments rent and how do they feel? What can be done as an off-campus renting community? How is that linked to a broader issue of national renting control?" That is the level of consciousness that university life should imbue within its students. The university must ask itself, "How, in this age, do we create affirmed individuals that are part of a strong collective?" he asks. In other words, how does UWI engage students?

Student engagement via community service is encouraged by UWI. For example, the Division of Student Services and Development's (DSSD) Careers, Co-curricular and Community Engagement Department, facilitates students' involvement in community services, through partnerships with the

Good Start Group, the Cyril Ross Nursery, Tutors for Tots, Shalimar and Summon and the EMA Youth project. The DSSD is also “working towards developing a comprehensive programme in a community,” within the environs of the Campus, to facilitate “real interventions by different Departments.”

Faculty initiatives include the Department of Computer and Electrical Engineering’s service learning project for 2nd year students. As a part of this project, students identify a community activity, perform a needs assessment and craft a solution. The Faculty of Law, is producing progressive leadership on human rights issues and solidarity building in civil society, and seems to be on a mission to change the culture within and perceptions of the legal profession. Medical Sciences students entertain children at the Eric Williams Medical Sciences Complex paediatric ward, with stories, games, movies and conversation as part of the Bedtime Stories Initiative.

Professor Reddock explains that the intention of community service and service learning projects is to teach students “that their education is not just for themselves, but for society.” They must “learn to be the engaged citizens.” Mr. Sanatan suggests that, at the beginning of a student’s academic career, rather than addressing the question, “What job can I get?” ... We must ask [students], ‘What interests you? What is your vision for the world? What are your ideas of justice and how do you see The University as a vehicle to transform?’ This creates, within students, a deeper commitment to their own life interests and, subsequently, those of the wider society.



strategic review

strategic goals

The strategic goals and individually aligned objectives are derived from the core dimensions of UWI's operations;

1. Teaching, Learning and Student Development
2. Research and Innovation
3. Outreach (National and Regional Development; Internationalisation; Marketing & Communications & Alumni Engagement)
4. Finance
5. Employee Engagement and Development
6. Internal Operational Processes

These six perspectives and their corresponding themes, goals and objectives are viewed as linked together in an integrated strategic framework, and each element is integral to the process of achieving the mission and vision of The UWI.

Source: The UWI 2012-2017 Strategic Plan

Teaching, Learning and Student Development

At the core of The University's mission is the delivery of quality and relevant academic programmes to students - the primary stakeholder. This is done through stringent quality assurance and accreditation processes and continuous curriculum renewal, as well as support to student development and engagement. In addition to supporting the Principal in the general management of the campus and related administrative responsibilities, the Office of the Deputy Principal is also responsible for Student Development and Academic Quality. The ultimate goal, as stated in the Strategic Plan 2012–2017 is to prepare "a distinctive UWI graduate for the 21st Century."

Academic Quality

The mission of the **Centre for Excellence in Teaching and Learning (CETL)** revolves around the need to maintain a high quality of academic offerings on the Campus. Following the retirement of **Dr Anna-May Edwards-Henry, Dr Margo Burns** was appointed Director at CETL.

CETL continued to review and direct the development and documentation of new courses and programmes. In the 2015/2016 academic year the Centre reviewed 78 courses and received approximately 10,000 completed student evaluations for 1,018 courses at the end of Semester 1 and for 858 courses at the end of Semester 2. This was the first year that courses from all three semesters were evaluated by students. Semester 3 was used as a pilot for conducting the student evaluations online and about 270 courses were evaluated using this medium, with a response rate approaching 30%. CETL hopes to expand the online student course evaluations in the coming year and also devise new processes for its own course reviews as shortfalls in staffing due to retirement, resignations or budgetary challenges, affected the turnaround time for presentation of results for all of these projects this year, thus affecting their effectiveness.

In response to the mandate of AQAC to monitor courses with high failure rates, the Deputy Principal set up a working committee to examine the factors, both within and outside of the university, which contribute to high failure rates in mathematics and quantitative courses on the campus.

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Faculty Professional Development

The Centre's flagships programmes, the *UWI Certificate in University Teaching and Learning (CUTL)* and the *Master's in Higher Education (MHEd)*, remained the focus of the teaching and learning activities conducted during the reporting year.

CUTL has been offered by the CETL (formerly IDU) since 2008. The programme, which is required for new members of academic staff, has graduated 161 teaching staff members to date including the 27 members of cohort 8 who completed the programme in the 2015/2016 academic year. Two students from the fourth cohort of the MHEd programme completed the programme. Four students from that cohort are to either begin or continue their final research project in the 2016/2017 academic year. Students in this cohort would have entered the programme in September 2014, and would have been the first to benefit from significant curriculum changes approved around that time. Another significant change is planned that would allow persons to enroll in the Postgraduate Diploma programme without enrolling as an MHEd student.

In addition to its academic programmes, CETL facilitated 58 professional development workshops and a four-part workshop series for tutors of the Professionalism, Ethics and Communication in Health (PECH) courses offered at the Faculty of Medical Sciences. The latter was created in response to concerns about classroom approaches, conceptions of learning and teaching skills among this group which consists primarily of part-time staff.

Accreditation

Where there were specific requirements for accreditation, departments ensured that their programmes received or were complying with the process towards re-accreditation status. However, in one case where it was found no standard exists, it was up to The UWI to take the lead in setting regional benchmarks.

Faculty of Engineering

Both the BSc and MSc in Chemical & Process Engineering programmes were re-accredited for five years by the Institution of Chemical Engineers, as were the BSc in Petroleum Geoscience and MSc in Petroleum Engineering programmes by the Energy Institute (from 2013 to 2017). The BSc in Petroleum Geoscience programme was recognised by the Geological Society of London for an additional six years.

Faculty of Food and Agriculture

In seeking regional accreditation for its Nutrition and Dietetics programme, the Faculty found that there were indeed none in existence. The Department of Agricultural Economics and Extension was asked by the **Caribbean Accreditation Authority for Education in Medicine and other Health Professions (CAAM-HP)** to spearhead the development of accreditation standards for Human Nutrition and Dietetics programmes at The UWI and all similar programmes offered by other institutions regionally. It will be the first such standard of this kind to be produced in the region. The Department has collaborated with the consultant hired by CAAM-HP and has made a submission for approval. This is quite a noteworthy achievement for the FFA.

Faculty of Medical Sciences

The **American Dental Association (ADA) Commission on Dental Accreditation (CODA)** conducted a comprehensive site visit of the School of Dentistry and the **Arima Health Facility Clinic**. The site was granted accreditation status of 'approval without reporting requirements' for seven years for conducting the **NYU-Lutheran Advanced Education** in General Dentistry (AEGD) Residency (2016-2022). The School remains the only non-US site in the world to have ADA CODA accreditation.

The DVM programme offered by the School of Veterinary Medicine was accorded 'accreditation with conditions' for four years, from 2016-2020 by the **CAAM-HP**. The Authority mentioned a number of areas of concern and requires the School to submit in one year, a progress report on measures proposed/ taken to address them. The School is working to ensure that measures are implemented within the time-line stated by CAAM-HP.

strategic review

New Programmes

Faculties continue to review programmes to ensure the relevance of their offerings to the demands of industry and the general employment market. A number of new programmes were also introduced in the academic year while some were awaiting approval, particularly GATE approval and others were being proposed for consideration.

CETL is required to review and direct the development and documentation of new courses and programmes. This year the Centre contributed to the development of four new programmes – the Master's in Engineering Petroleum (Guyana Cohort), the Bachelor's of Applied Engineering (Electrical), the Bachelor's of Applied Engineering (Mechanical) and the Neurosurgery Medical Residency Programme.

The list of new programmes is as follows:

Faculty of Engineering

- MSc Petroleum Engineering (Guyana)

Faculty of Food and Agriculture

- The Undergraduate Diploma in Agriculture (first cohort admitted in 2015/2016)
- BSc General – Major in Entrepreneurship (Approved by BUS, awaiting GATE Approval)
- BSc General - Major in Agricultural Extension (Approved by BUS, awaiting GATE Approval)

Faculty of Law

The Faculty received accreditation for its MPhil and PhD programmes, which are to be launched in the next academic year.

Faculty of Science & Technology

- BSc Mathematics and Applied Statistics
- BSc Statistics
- New specialisations in the BSc Biology degree in the areas of Marine Biology and Microbiology.
- MSc Biotechnology

Blended Learning

CETL continues to implement the Campus' Blended Learning programme started in 2012 with the ongoing facilitation of training and individual consultations with staff. St. Augustine's flagship-blended programmes are the Postgraduate Diploma in Sport Management, The Diploma in Management of HIV Infection, Diploma and MSc Agri-Food Safety and Quality Assurance Programme. Support for these Programmes include staff and student orientation as required and periodic monitoring of courses in *myeLearning* to ensure course access and facilitation. Discussions are ongoing with the Faculty of Engineering, the School of Education and the Faculty of Science and Technology on the introduction of three new blended programmes, which are targeted to come on stream between 2016 and 2018. During the reporting period 18 workshops (inclusive of the professional development series) were conducted along with 93 blended learning clinics. Among other things, these sessions were held to prepare staff for a major upgrade from Moodle 1.9 to version 3.0 by the end of August 2016. Teaching staff will continue to have access to the *myeLearning* 101 module, a self-directed course on how to use various components of the new platform.

The Caribbean Teaching Scholar (CTS) Journal

Caribbean Teaching Scholar, the peer-reviewed online journal published by the CETL, continued to serve as an outlet for the scholarship of teaching and learning (SoTL) generated by tertiary-level educators. With the resignation of the Research Fellow in April 2015, it became necessary to change the publication of the journal from bi-annual to annual. The fifth issue of the journal was published in December 2015 and is available at <http://journals.sta.uwi.edu/cts/>. Without the necessary human resources, CETL will be forced to suspend publication of the journal in 2017.

Teaching of Philosophy

The process of developing the teaching of Philosophy at the St. Augustine Campus did not start as funding was not identified for the teaching post. The current budgetary constraints have undermined resource allocation for the teaching position.

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Student Engagement & Development

The Campus continues to invest significant resources in providing support to students by improving administrative services and by creating a platform for their development beyond academics. The integration of all student service units into a single Division of Students Services and Development (DSSD) continued during the review period. Structural changes included the transfer of Counseling and Psychological Services (CAPS) from the Student Life & Development Department (SLDD) to the Office of the Director, and an Office of Financial Advisory Services was created.

The Office of the Director, DSSD provided training to prepare all staff for the merger. Staff engaged in team-building exercises and job analyses and evaluations were conducted for all new positions in the Division. In instances where job descriptions did not exist, they were developed. Divisional mission and vision statements, defined core values, and a SWOT analysis for each unit were also created.

Careers, Co-curricular and Community Engagement (CCC)

The **UWI/Republic Bank World of Work** programme falls under what is now the *Careers, Co-curricular and Community Engagement Department (CCC)*. Organisers developed and sustained partnerships with companies to provide career workshops and resumé writing sessions to second and final year students who were divided into two streams - Science, Technology, Engineering and Math (STEM) and Law, Social Sciences, Liberal and the Performing Arts. Participants included representatives from companies such as World of Work (WOW) sponsor **Republic Bank Ltd, Shell Trinidad and Tobago Ltd., Methanex Ltd., Petrotrin and Schlumberger**, to name a few.

Guidelines and policies for community engagement were established under the new *Community Engagement Service Learning (CESL)* Unit. The Unit collaborated with the *Institute for International Relations (IIR)* to spearhead a food drive to aid the people of **Venezuela**. The Unit joined several other departments and the **Heroes Foundation** to host a *Day of Caring* in May 2016. An "Alternate Carnival Break" was scheduled for February 2017, to take 20 students to Grenada

to assist people there. Another potential project would see counselling psychology students from the **University of Louisville's** Department of Counseling and Human Development coming to UWI for semester internships to work in the community in counselling roles.

The Unit hosted various visitors including **Dr Tisha Nickenig** of the **University of Pennsylvania** who spearheaded a study on incorporating a service learning component into the nursing programme offered by the *UWI School of Nursing (UWISoN)*. Such an initiative would take students into the surrounding community. Fulbright scholar, **Professor Michael Cuyjet**, began an evaluation of all CESL activities on campus, which piqued interest among faculties/departments and spurred the development of initiatives such as One Health at the Faculty of Medical Sciences; and the introduction of service learning and community engagement and a collaboration between the *Seismic Research Unit* and the **University School** to introduce service learning and community engagement to the primary school curriculum.

The Co-curricular Programme

Defensive Driving and Microsoft Project were the two new co-curricular courses introduced in the 2015/2016 academic year. Courses in CPR and Language Theatre Arts are being developed for delivery in the 2017/2018 academic year. The programme would benefit from greater policy support from The University to ensure that students are provided with clear structural opportunities such as timetabling and electives and encouragement from their academic advisors and other faculty to pursue co-curricular courses.

Coming Soon: A Centre for Entrepreneurship

The latest Survey of Incoming Students found that almost half of the respondents expected to receive entrepreneurship training while on Campus, and only 8% reported that they came from homes where the main income earner was "self employed." To meet this expectation and the Campus' new commitment to foster an entrepreneurial culture, Academic Board approved the establishment of a **Centre for Export Entrepreneurship and Innovation (CEEI)** within the *Department of Management Studies, Faculty of Social Sciences*.

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The purpose of the CEEI will be to foster an export-oriented entrepreneurial culture at the campus, across Trinidad and Tobago and the region by developing a research bank of export opportunities, harnessing research and dissemination of export and innovation strategies and providing experiential learning opportunities via export certification programmes to the private and public sector. The Centre will be funded through an initial seed investment of one million dollars through the **National Gas Company Entrepreneurship Endowment Fund**.

Online Intervention Requests

The online system, **Students Request for Deputy Principal's Intervention**, also known as the "Last Resort", became fully functional and was piloted in the Office of the Deputy Principal. The collection of data addressed the need for providing metrics when reporting on achievements or making justification for changes and the need for resources. It would also allow for more comprehensive decision-making. Analysis of the data collected during the pilot phase shows, among other things, that the issues raised most frequently fell into the following four categories – Registration, Complaints, Examinations and Financial. It was found that the requests to add and drop courses accounted for over 95% of the issues raised under Registration; 'Complaints' were generally about discrepancies in systems and procedures (30% of the total) and the length of time taken to deal with matters (25%). Requests for financial assistance accounted for 58% of all Financial matters received.

Guild Office & Guild of Students

In the 2015/2016 academic year, the Guild Office & Guild of Students became part of the Division of Student Services & Development. The Office of the Director worked with the Guild to bring their operations in line with University policies. Apart from a review of the Guild's policies and administrative procedures, procedures related to event planning and accounting were streamlined.

Counselling and Psychological Services (CAPS)

The Counselling and Psychological Services unit was recently established as an arm under the Division of Student Services & Development. This unit continues to offer a range of services including crisis intervention, diagnostic assessment, and therapy for individuals, couples and families. In addition, CAPS makes referrals for psychiatric assessment at the Eric Williams Medical Complex when appropriate, and assists students with medication management. In the 2015/2016 academic year, CAPS successfully held a range of workshops to offer support to students.

Student Accommodation Office (SAO)

The Student Accommodation Office assists students with both on and off-campus accommodation. In the 2015/2016 academic year the Resident Assistant programme opened to more students. Facilities at Canada and Trinity Hall were upgraded and the SAO's new Hall Facility Coordinator began working with hall management on an improved preventative maintenance programme.

The hall application process was upgraded to accept online fee payment. There was a marketing drive to increase the number of students on hall that included new online brochures, direct emails to all new students entering in the 2016/2017 academic year and the SAO developed a closer working relationship with the Student Recruitment Officer at the Office of Student Admissions.

Financial Advisory Services

The Financial Advisory Services is responsible for Scholarships and Bursaries. In Semester 1 approximately 115 students received consultation and advice on managing finances, based on their current financial status while 35 students were placed on the Adopt-a-Student Programme for periods ranging from one to three months depending on the student's needs assessment. In addition, 40 food hampers were distributed to students in need.

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Through the Office of the Board for Undergraduate Studies, funding was secured for 25 students to access The UWI Open Scholarships (15 returning – three-year period and 11 new), UWI Toronto Gala (3 returning and 3 new), UWI Regional Endowment Fund (4), Mill Reef (1) and Caribbean Catastrophe Risk Insurance Facility (1).

Student Activities Facilities and Commuting Students (SAFCS)

Apart from the continuous upgrades to the facilities in the Student Activity Centre, The SAFCS worked along with the Office of the Director, DSSD to host the MY SAC programme for newly registered students on October 6, 2016 at the Daaga Auditorium. This programme covered a range of topics regarding commuting students. As part of the strategic direction for this Department, new programmes and services are expected to be implemented for commuting students.

Student Life and Development Department (SLDD)

The *Student Life and Development Department (SLDD)* was successfully relocated in October 2015, to the Heart Ease car park on Gooding Drive on the eastern side of the campus. The Unit in seeking to increase its capacity and capability to meet the needs of students approached a number of entities for assistance with some success. The **National Centre for Persons with Disabilities (NCPD)** continued to lend support to most of the Department's outreach and educational activities acting in an advisory capacity, as well as, with the loan of aids and devices to display at the SLDD. The SLDD welcomed new external partners such as the **Trinidad and Tobago Occupational Therapy Association (TTOTA)**, **Cipriani College of Labor & Cooperative Studies**, **Hugh Wooding Law School**, **Trinidad and Tobago Blind Welfare Association (TTBWA)**, **Equal Opportunity Commission (EOC)**, **Office of the President of Trinidad and Tobago** and the **Caribbean Kids and Families Therapy Organisation (CKFTO)**.

The second annual **Orientation for Students with Disabilities** held in September 2015 provided an introduction to the university and the relevant student services that are available, especially those provided by the SLDD. In keeping with a mandate to build awareness of the work of the Department, the United Nations' International Day of Persons with Disabilities was commemorated with an information booth located in front of the office at the Heart Ease Building, Heart Ease car park. Additionally, the *Alma Jordan Library* and **Mr Anil Maharaj** (an undergraduate student who is visually impaired) were honoured for their sterling work and support of the Department during the reporting period.

The Department successfully hosted **Dr Marge Terhaar-Yonkers**, a Fulbright Scholar who provided necessary support and assistance that was needed during this transition period. Working with the new **Disability Policy and Procedures Committee**, Dr Terhaar-Yonkers revised the Student Disability Policy of 2007 as a step towards reforming current practices and policies. This draft is to be circulated for comment.

The SLDD successfully negotiated the acquisition of 50 free sessions of a web based self-assessment tool from **Early Education Group Inc.**, USA. The sessions will be administered to students registered with the Department to help them explore their self-determination capacity in relation to their academic success.

Academic Advising

A committee was formed to restructure the system of Academic Advising on the Campus, based on the results of two quantitative surveys looking at student satisfaction with the academic advising process and one qualitative survey on the ways in which faculties and departments delivered academic advising.

Among other things, the student satisfaction surveys indicated that there was need for academic advising to include information on career options, personal development, electives, co-curricular courses and the availability of student services. The research also indicated a need for standardisation within and across faculties and that this could have a positive impact on graduation and retention levels. A third survey was scheduled for the 2016/2017 academic year.

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Faculties Provide Academic Support

At the *Faculty of Food and Agriculture*, students continued to successfully implement the **Student Assistance Mentorship Programme (SAMP)**, a programme devised by students themselves whereby those who were strong in some disciplines actively assist their peers who are experiencing difficulty. This programme has been coupled with a new **Motivational Talk** series which is open for all students, particularly those in need of academic support.

Over at the *Faculty of Science & Technology*, a similar programme set up in 2014/2015 is also bearing fruit. The **Chemistry Help Desk**, makes academic staff members from all sub-disciplines available for six hours each week to assist any undergraduate chemistry students with questions on their course material and programme of study. The *Department of Chemistry* has noticed a strong positive correlation between participation and academic performance.

Improved Learning Environment for Students with Disabilities

The *Faculty of Law* led the way in promoting changes to University Regulations making the Faculty and UWI programmes overall more accessible to students with disabilities and serious medical challenges. This was done mainly through provisions included in the new UWI Examination Regulations drafted by the Dean at the invitation of the Board for Undergraduate Studies (BUS). These new Regulations provide flexibility to accommodate such students. Currently, for example, the Faculty, like other professional faculties, because they do not offer part-time programmes, cannot pursue phased course allocations. Under the new Regulations, this is possible and will give students with disabilities better opportunities to achieve degrees.

From SPEC to SFADD

The body responsible for sport and fitness on the Campus was given an expanded mandate during the review period. This is reflected in the body's new name – the **Sport, Fitness and Athletic Development Department (SFADD)** based at the UWI SPEC (Sport and Physical Education Centre). The primary objective therefore was to evolve from a “centre/facility” to a centre of excellence, bridging the gap between pure academic research located in various faculties such as Food & Agriculture (nutrition), Humanities & Education (physical education) and Medicine, while still focusing on Sport, practical fitness and wellness of the student and staff populations.

The Campus is exploring the potential to develop the SFADD into a top class rehabilitative centre that directly supports the business of sport and wellness by refining the current suite of services available to student athletes and staff.

Student Athlete Policy

The Campus' **Student Athlete Policy** was approved by the Academic Board in November 2015 and is now being considered as the basis for a University-wide policy. As implementation got underway, proposals have been drafted for full, partial and accommodation scholarships. However, funds are still to be identified. A Student Athlete Coordinator is to be hired along with other full-time coaches. All of this must be considered in line with the UWI's plan for a regional **Faculty of Sport**.

HSU Sports Clinic

The Medical Officer and Head of the *Health Services Unit* enrolled in an MSc Sports and Exercise Medicine programme, with the hope of introducing a **Sports Clinic** in the upcoming academic year. It is hoped that this Clinic in collaboration with the Sport, Fitness and Athletic Development Department (SFADD) would complement the services being offered at SPEC and provide new services to the campus community, including physical assessments and advice for undertaking recreational exercise.

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Health Services

During the review period the Health Services Unit (HSU) focused primarily on maintaining its core healthcare functions and expanding its outreach activities. The highlight of the year was the introduction of the First Aid Training Programme in March 2016. Approximately 50 members of the campus community were certified as American Heart Association First Aiders. This programme is ongoing.

Dietetic and Nutrition Services were hampered by the reliance on the intermittent provision of a Dietitian through the State's On the Job Training (OJT) Office. However, at the campus pharmacy there was a 10% increase in sales, due primarily to the introduction of the Guardian Life Provisor services. The HSU is considering curtailing the Pharmacy's Saturday services as these are underutilised.

Of all the collaborations introduced involving the HSU, those with the **Optometry Clinic** and the **Cancer Screening Services** were most noteworthy as they have been utilised beyond expectations. As such there is the possibility of expansion in the upcoming year.

The HSU has been making arrangements to convert the Medical Transport Unit into an official Ambulance Service with permission for the use the lights and sirens. A number of Security Officers from the Campus Security Services are to undergo training - Coaching the Emergency Vehicle Operator (CEVO) - to operate an ambulance. This is a necessary prerequisite in order to expand the emergency service to a 24-hour service in the upcoming academic year.

Research and Innovation

The enabling policies and processes being led by the Office of Research Development and Knowledge Transfer (ORDKT) is contributing to improving capacity development in research activity and project implementation. Additionally, the establishment of the Research Development Impact Fund has also served to fund targeted research for impact, as well as to highlight and award major research advancement. One area still to be mobilised is leveraging intellectual property for commercialisation.

Completed Research

RDI Fund: The Impact Of Emissions From The Guanapo Landfill On The Surrounding Environment

Faculty of Science & Technology, Department of Chemistry

Landfill emissions can have a severe impact on the surrounding environment, particularly as these emissions can be readily transported long distances. This project produced a comprehensive description of the current state of the environment around and emissions from the Guanapo Landfill. Model studies of the landfill, air and water were conducted to allow for predictive studies that can be utilised to study other landfills in Trinidad and Tobago and the region.

The project, led by **Dr Denise Beckles**, was successfully completed in 2015 and the reports generated by the team from this landfill project were submitted to SWMCOL and influenced the company's decision to procure a tyre shredder and plastics pelletiser to aid their recycling efforts and were also used as a reference document to support a tender for future construction of leachate treatment ponds. Their influence is having an even wider impact, however, as these same reports were also used as background for a future project from the BCRC-Caribbean (Basel Convention Regional Centre) on 'Development and Implementation of a Sustainable Management Mechanism for POPs in the Caribbean', Outcome 3 - identification and remediation of contaminated sites. Small wonder then that this project was honoured with two awards at the UWI-NGC Research Awards 2016 - a Campus Award, for "Most Impacting Research Project" and a Faculty Award, for "Best Research Team – Encouraging Multi-Disciplinary Research".

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RDI Fund: Crime Victimisation and Fear of Crime Survey in Trinidad and Tobago (CVFCS)

ANSA McAL Psychological Research Centre

The first nationwide survey on crime victimisation and fear of crime was undertaken in 2015. This project provided a benchmark of crime victimisation, an estimation of the “dark figure” of crime (i.e. crimes that are unreported to the authorities), and an in-depth assessment of fear of crime in Trinidad and Tobago. It was funded through grant from the **UWI-Trinidad and Tobago Research and Development Impact Fund**, with additional support from the **Trinidad and Tobago Police Service (TTPS)**.

Between September and November 2015, findings and recommendations for policy implementation and amendment were made to the TTPS and other stakeholders including other state agencies, non-governmental organisations, community-based organisations, criminal justice agencies, academia, and the business community. Data from the CVFCS are being further analysed in an attempt to improve understanding of the social and psychological factors related to fear of crime and crime victimisation in Trinidad and Tobago. The following are some of the research highlights in this area.

Upcoming investigations will focus on how community concerns influence fear of crime; the links between fear of crime and general health, risk perception and general fear; and the effects of crime victimisation.

RDI Fund: Language and Competitiveness: Positioning Trinidad and Tobago for Sustainable Development

Centre for Language Learning

Dr Beverly Carter is project leader of this two-year project to investigate the degree to which foreign language and intercultural competence add value to companies and individuals in Trinidad and Tobago. The culmination of the project was officially observed on January 11, 2016 with the launch of an official Language and Competitiveness website available at: <http://sta.uwi.edu/rdifund/projects/languageandcompetitivenessstt/index.html>. There were two workshops on ‘Website Optimisation for International

Trade’ by **Ms Sarah Carroll**, founder and CEO of **GrowGlobal Ltd.** of the UK, with one of the workshops geared towards capacity building of UWI staff and the second, done in collaboration with **ExportTT**, which targeted persons in the SME sector. A competition for schools with the theme ‘Languages for Life’ mounted in collaboration with the **Ministry of Education** and Ms Carroll delivered two public lectures to secondary school students as part of the activities.

New Research

Faculty of Engineering

The *Department of Electrical & Computer Engineering* formed the **Sport Engineering Group (SportENG)** to leverage its core competencies in signal processing, biotechnology, ICT and analytics to meet the needs of elite athletes within the region.

The *Department of Civil & Environmental Engineering* conducted work on a full scale wall element of a new sustainable multi-hazard resistant housing system. It is based on a new housing design, which won the **National Institute of Higher Education Research Science and Technology (NIHERST)** Prime Minister’s Award for Innovation and Invention in 2014. The housing design is intended for Caribbean applications via the **Caribbean Disaster and Emergency Management Agency**. The Department is also coordinating a project on erosion and flooding hazard on the vulnerable east coast of Trinidad. The **Ministry of Works and Transport (MOWT)** signed an agreement with The UWI to facilitate the transfer of data between the two entities regarding coastal data along that coast.

Faculty of Food and Agriculture

AIMS Project:

Lead Researcher: **Dr Duraisamy Saravanakumar**

This **UWI RDI** funded three-year (May 2015-April 2018) project on *Promoting agriculturally important microorganisms (AIMS) to address the challenges in food safety and food security in the Caribbean* is in progress in the Department of Food Production. The major focus in this research is to identify and demonstrate the bio-control and bio-fertiliser potential of rhizobacteria strains for management of diseases and improvement of plant growth in major vegetable crops such as hot pepper, bodi, lettuce and okra.

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The potential impact could be development of safer alternatives to pesticides in the management of pests in vegetable production to ensure food safety and food security in the region. Further, the identification and development of beneficial microorganisms could serve as viable bio-inputs in the cultivation of vegetables in open fields, protected structures and home gardens. This is a very good example of impact in the area of sustainable food production, and will contribute to the production of “safer” foods for consumers.

Agriculture Demonstration of Practices and Technologies (ADOPT)

Lead Researcher: **Dr Wendy-Ann Isaac**

The Faculty of Food and Agriculture in partnership with **Repsol** recently launched its first Agricultural Innovation competition for secondary schools throughout Trinidad and Tobago. Also included is the construction of six low-cost, protected agriculture technologies to promote agriculture in both primary and secondary schools in **Ortoire/Mayaro**.

The competition is part of the *Technological Solutions for improved Agro-environment and Sustainability of Agricultural Development* project funded by **The UWI-Trinidad and Tobago Research and Development Impact (RDI) Fund** which aims to encourage non-traditional systems for small-scale farming leading to local food security and the adoption of traditional open field farming methods.

Faculty of Social Sciences

Aggression Among Maltreated Children in Residential Care in Trinidad

Dr Christine Descartes (Principal Investigator), **Dr Priya Maharaj** and **Mr Harold Pulwarty** (Co-Investigators)

Researchers collected data from children's homes across Trinidad from June to November 2016. A full report will be submitted in February 2017. At least two manuscripts will be based on the research findings. The project was funded by **The Campus Research and Publication Fund**, The UWI, St. Augustine in the sum of TT\$25,000.00.

Institute for Gender and Development Studies (IGDS)

Work, Life Balance and Ageing in Trinidad and Tobago 2015-2018

Researchers: **Professor Patricia Mohammed, Ms Cheryl-Ann Boodram** and **Ms Deborah McFee**

The Institute for Gender and Development Studies (IGDS) and the Social Work Unit embarked on a three-year project on *Work, Life Balance and Ageing in Trinidad and Tobago 2015-2018*. The project will examine the contemporary challenges of working women and men aged 40-65 in balancing their work and family life commitments locally and the way in which this balance is offset or aggravated by the longer life expectancy of the population.

The project has received funding from **The UWI Trinidad and Tobago Research Development and Impact (UWI-TT RDI) Fund**. The project will be implemented along with **International Labour Organisation Decent Work Team** and **Office for the Caribbean (ILO/DWT)**, the **Trinidad and Tobago Association of Retired Persons (TTARP)**, the **United Nations Economic Commission for Latin America and the Caribbean Sub-Regional Headquarters (UN-ECLAC)**, the **Women's Institute for Alternative Development (WINAD)** and **Women Working for Social Progress (WWSP)**.

Commercialisation,

Patents & Intellectual Property

The **Office of Research Development and Knowledge Transfer (ORDKT)** is helping to create the supporting infrastructure for technology transfer and the commercialisation of research. The most significant example currently is the agreement being finalised between **Lake Asphalt TT** and The UWI in relation to the commercialisation of asphalt-based products coming out of research being conducted at the Faculty of Engineering. Between five and eight possible commercially viable products are being considered for development. LATT is to provide UWI with the results regarding the industrial performance of the products by which will indicate the suitability of products.

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Researchers in the Department of Civil & Environmental Engineering filed a patent application on mortar used for bonding masonry joints containing slurry from crushed polystyrene beads. Meanwhile, The UWI IP Policy has been approved but is being reviewed to include 'The Spin Off Company as a Mechanism for Technology Transfer.'

Research Funding

A total of TT\$543,211 was granted to 22 staff members and TT\$186,211 was distributed to 20 students for a total of TT\$729,848 from the **Campus Research and Publications Fund** (as at November 2015). In all, 11 PhD students were given grants and seven PhD students received scholarships.

The ORDKT is continuing its efforts to implement policies and processes to attract external research funding and the award of consultancies. The process of uploading Research accomplishments to RIMS (Research Information Management System) is one strategy to the research promotion effort. In 2015/2016, at least 12 research outputs and accomplishments were uploaded and reported on.

The ORDKT reported an 8% increase in externally funded research but the target of a 13% increase in consultancies was not met. There is a proposal between the ORDKT and the Marketing and Communications Office to develop a marketing plan for the research and consulting expertise of the UWI and brochures were designed as a first stage.

The ORDKT maintained responsibility for receiving, preparing, submitting proposals for external funding as well as providing specific guidance on proposal preparation, contractual management support, advice on best sources of funding and delivering workshops on generating and managing successful research and grant funding. Over the review period, ORDKT supported academic staff in the preparation of proposals for submission to donor agencies. The following six were successful:

- Project facilitated by the Government of Trinidad and Tobago for funding under the National 11th EDF entitled 'Methanol-Biofuel Diesel Substitution Pilot Study'. Project value: US\$185,230.

- Project entitled 'Development of Low Cost Chocolate Processing Equipment' funded by the National EDF in the amount of TT\$700,000.00.
- Proposal to reduce the incidence of early childhood dental caries in Trinidad and Tobago. Borrow Foundation: US\$10,000.00.
- Project entitled 'Growing Local Capacity for Elevating Trinidad and Tobago to International Human Rights Standards'. Funded by the European Commission. Project value: €74,800.
- Project entitled 'Rights for Children and Youth Partnership; Strengthening Collaboration in the Americas'. Funded by the Social Sciences and Humanities Research Council, Canada. Total Project value: CAN \$2.5M.
- Project entitled 'The Caribbean in the Partnership EU-CELAC'. Funded by the EU-LAC Foundation. Project value: €21,000.

Graduate Studies & Research

In order to improve the operations of Graduate Studies & Research at UWI St. Augustine, a proposal was drafted to reconfiguration and realign duties, staffing and space to meet current demands and in anticipation of future expansion.

The **Thesis Tracker** system is undergoing a testing phase by the staff of the Office of Graduate Studies & Research (OGS&R) with research students currently entering the examination phase. The School of Graduate Studies & Research (SGS&R) has also raised the possibility of a similar system for tracking of examination of Taught Masters research projects, once the MPhil/PhD system was successfully up and running.

The School for Graduate Studies and Research introduced a **Proposal Clinic** to support faculties with the preparation and administrative routing of programme proposals and amendments. The SGS&R invested further resources into analysing student related data such as applications, enrollment and graduate trends; as well as a tracking system and data base for Student Matters to signal areas for improvement in both the academic and administrative support being provided for graduate students.

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In the 2016/2017 academic year the SGSR will resume its Research Supervisors Development Course, and support initiatives of the **Postgraduate Association** to offer workshops and conferences for graduate students.

Campus Libraries

Upon the retirement of the Campus/University Librarian, **Ms Jennifer Joseph, Mr Frank Soodeen** was appointed the new Campus Librarian and **Ms Allison Dolland** was appointed Deputy Campus Librarian to replace **Ms Claudia de Four** who had demitted office in December 2014.

The priorities for the Campus Libraries over the next three years as identified by the new Campus Librarian are to create a culture of stronger engagement with the campus community; to build distinctive Caribbean collections and services; to develop strategies for sustainable financial management; to emphasise staff empowerment and organisational learning and growth; and to establish a framework for assessment of the library's impact, and a culture of quality assurance.

The IT Services Staff at the Alma Jordan Library (ALJ) have been developing an application for tracking UWI researcher profiles and the research output of the institution. Dubbed **UWIScholar**, the application/database is due to be launched in production mode in January 2017. The beta/sandbox version was completed in July 2016.

Students were also encouraged to attend the **Know Your Library** orientation sessions conducted over a period of six weeks. At the orientation sessions, students were given a guided tour of the physical layout of the library as well as a practical computer laboratory session on the use of library resources and services. Comparative figures for academic years 2013/2014 to 2016/2017 show that while the number of sessions has increased annually from 52 in 2013/2014 to 72 in 2015/2016, after the first year when there were just 52 participants, overall attendance in the subsequent two years has averaged about 600 students. A similar trend is noted for the information literacy sessions, which averaged just about 90 sessions per year attracting between 3,500 and just over 5,000 attendees annually.

Expanding the Digital Collections

Despite the aggressive de-selection of some online databases, the Library acquired **MPSInsights for Libraries**, which is a tool allowing the Library to harness and manipulate usage statistics for 15 of its existing major databases. This will allow for more data driven decision-making in respect of the acquisition of e-resources, and the further alignment of operational costs.

The Library completed Phase 5 of the **Discovery Project** which involved the creation of an inventory of 160 interviews and data entry to integrate the *Oral and Pictorial Records Project (OPReP)* into *UWISpace*. Meanwhile, the process of digitising the papers in the *Eric Williams Memorial Collection (EWMC)* began along with creating an inventory of that collection as it is prepared for relocation to Port of Spain.

Supporting University Publications

The AJL's *Open Journal System* continues to allow for the publication of online journals by campus departments. During the year in review, two titles were added to the existing ten - the digital edition of the *Tropical Agriculture Journal* and the *Journal of Communication Studies*.

The Technical Services Division completed the populating of CORAL (an Open Source Electronic Resources Management Tool) with information for all major electronic databases to which the library subscribes or host. The system indicates that up to the reporting period there were 185 subscribed databases available to students and staff of the St. Augustine Campus.

The User Services Librarians produced **LibGuides** in support of teaching, learning and research. During 2015/2016 there were 9,461 views of the LibGuides produced by the Librarians for the period under review.

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Special Collections Acquisitions

The Campus Libraries acquired the following collections in 2015/2016 to add to the rich resource of unique, original Caribbean source material already housed on the Campus:

- the **Winston Mahabir Papers** which covers some aspects of the life of the former Minister of Health in Trinidad and Tobago;
- the **Arthur Greenhall Papers** which comprised material from Mr Greenhall's work with bats as well as material from his wife, Elizabeth Greenhall who was the Agony Aunt, Louise Bonnie, for the Trinidad Guardian in the 1950s;
- the **Edward B. and Maureen Henry Cultural Collection** which consists of theatre programmes from various performances;
- the **Ian McDonald Papers** which covers the various life activities of Mr McDonald including the *Humming Bird Tree* manuscript; and
- the **Geraldine Conner Papers**.

Library Outreach

The Campus Libraries partnered with the **Trinidad and Tobago Memory of the World Committee** and provided tours of the *Eric Williams Memorial Collection* to schools. Relationships were re-established between the Norman Girvan Library and the **Ministry of Foreign and CARICOM Affairs**, as well as the **Integrated Threat Assessment Centre (ITAC)** of the **National Security Council Secretariat (NCSC)** for the extension of an inter-library loan facility and the granting of access to library resources, including online resources.

Library staff wrote the course entitled Educational Technology in the School Curriculum for **COSTAATT's** School Library specialisation, part of their BSc Information and Library Science. The Library collaborated with **BIREME**, the **Caribbean Public Health Association (CARPHA)** and **MEDCARIB** to develop the **EvIDeNCe portal** (a continuously updated repository of research, syntheses and Caribbean policy-relevant documents) for evidence-based decision-making in public health, and continued discussions with **McMaster Health Forum**, **Pan American Health Organisation**, The UWI Medical Sciences Library, BIREME and CARPHA to strengthen the project.

Finally, the Campus Libraries provided training for faculty staff and library staff from other **Government agencies** on **DynaMed Plus**, which is a point of care database offered by the Government of the Republic of Trinidad and Tobago **Ministry of Health InfoMed Service**.

Outreach

Staff at the St. Augustine Campus continue to give of their time and expertise in support of the general developmental goals of the region. Many serve on boards, or committees, panels and councils convened to study and make recommendations on a particular issue; they write popular newspaper columns and provide sometimes not-so-popular opinions and analyses to journalists, both nationally and regionally.

In addition to academic conferences they organise, speak at or present at any number of events, from technical workshops to community meetings, and from high school graduations to religious gatherings. In the artistic sphere they lead national performing bodies such as the National Steel Orchestra and adjudicate national festivals in music and drama. They are the primary resource, shaping regional examination and general teaching curricula from pre-school to the tertiary level, even the courses offered at competing tertiary institutions.

In this section we highlight some of the outreach projects undertaken specifically during the review period, across all faculties, and which have touched communities across Trinidad and Tobago. Many more instances are to be found in the section on Public and Professional Service at the end of the online version of this report, as well as in the Outreach sections of the Faculty reports.

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National and Regional Development

Professional Service

The first leg of specialist legal training to the **Equal Opportunities Commission of Trinidad and Tobago** was completed in June, facilitated by the Dean, Faculty of Law, **Professor Rose-Marie Belle Antoine**.

Mr Raymond Charles, Mrs Charmaine O'Brien-Delpesh and **Dr Derek Gay** of the *Department of Civil & Environmental Engineering* were part of a **Panel of Academics** from The UWI and the *University of Trinidad and Tobago (UTT)* selected by **His Excellency, President Anthony Carmona, ORTT, SC** to provide insights into the causes, nature, extent and impact of the oil spills of December 2013 in south west Trinidad.

Dr Trevor Seepaul of the Faculty of Medical Sciences worked with the **Medical Board of Trinidad and Tobago** to create a **Specialist Register** for Trinidad and Tobago.

This was a very important exercise, which has produced an excellent document to determine who should be recognised as a specialist in the country. This document is to be approved by Cabinet soon.

Franchise Colleges

The *Faculty of Social Sciences* provides support to three tertiary level institutions in the Caribbean region through franchise agreements. Students at the **Sir Arthur Lewis Community College** in St. Lucia are admitted to The UWI to read Level I and II Social Sciences courses; students from St. Vincent and St. Kitts are admitted to The UWI to read Level I courses at the **St. Vincent and the Grenadines Community College** and the **Clarence Fitzroy Bryant College**, respectively. These students follow the same course outlines, undertake the same coursework and write the same final examinations as students on the Main Campus in the courses for which they are registered. Most of the courses are offered by the *Department of Economics*.



PVC and former Campus Principal, Professor Clement Sankat at the opening of the National Consultation on Education on February 15. At the head table from left are Dr Lovell Francis, Minister of State in the Ministry of Education, Mr Anthony Garcia, Minister of Education, Mr Colm Imbert, Minister of Finance, Ms Zena Ramatali, President of the National Parent Teacher Association and Devanand Sinanan, President of the Trinidad & Tobago Unified Teachers' Association.

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In the 2015/2016 academic year representatives of *Student Admissions* and the Faculty visited the colleges and following discussions there, devised measures to achieve more efficient course delivery to students at these institutions. Most of the measures were devised to streamline the administrative process for admissions and registration while others such as the introduction of academic advising via Skype will address academic quality.

UWI Hosts National Consultation on Education

The St. Augustine Campus hosted the first of three days of national consultations organised by the **Ministry of Education** in February 2016. Staff and students from the *School of Education* joined hundreds of teachers, principals and members of the general public to discuss the way forward for state-supported education. Their advice covered everything from the best assessment tools and health and family life practices to early childhood interventions to curb school violence and serving students with special needs. SOE staff and graduate students also served as moderators and rapporteurs to the panels at the three venues.

Community Outreach

The *Speech Language Pathology Clinic* in the *Department of Modern Languages and Linguistics* continued to service the needs of underprivileged children with speech impediments. The **North West Regional Health Authority** continues to refer patients to the clinic.

The *Department of Creative and Festival Arts (DCFA)* provided over 30 arts related activities, productions, exhibitions, concerts and events for the university and national community in 2015/2016.

The *School of Education (SOE)* conducted several pro-bono workshops for schools, assisted the University School in training teachers in the delivery of the science curriculum, and continued work on the **Resulting in Sustainable Education (RISE)** project where the School of Education selected a low achieving school and offered to help over a five-year period. For its part, the *Family Development and Children's Research Centre (FDCRC)* recorded 117 free counselling sessions. Faculty at the School of Education also went to schools from **Arima** to **Point Fortin** to organise spelling bees for primary school pupils, motivational sessions for adolescents and workshops for teachers on engaging students and including children with special needs in mainstream classrooms.



An Optometry student performing an ocular screening during International Glaucoma Week 2016.

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Arts-in-Action collaborated with local and international bodies to perform a number of outreach activities focused on environmental issues, human trafficking and women's rights. Their audiences included primary school children along Trinidad's **East-West corridor** and communities in **Dominica, St. Kitts, and St. Vincent**.

The UWI's *Optometry Unit* of the Faculty of Medical Sciences, observed International Glaucoma Week 2016 performing ocular screening on members of the public. During the 14 hours of screening, the mainly second and final year students examined 178 patients, eight (5%) of whom were unaware that they had the condition.

Year 4 students from the *School of Dentistry*, with support from **Colgate**, provided dental health education to approximately 100 Standard 1 students at the **Guaico Presbyterian Primary School**, while a group of Dental Interns visited the **Seventh Day Adventist Primary School in Laventille** to conduct dental screenings for the students as part of the school's health week.

The *Dental Students Association* organised a number of outreach activities such as a public lecture to the **Downs Syndrome Family Network** on oral hygiene for children with Downs Syndrome. They collaborated with the **Bed Time Stories Initiative** to provide oral hygiene advice and dental hampers to the patients warded at the **Wendy Fitzwilliams Paediatric Hospital**. The proceeds from their annual banquet and charity event were used to purchase books, toys and food hampers for the patients and families under the care of **The Just Because Foundation of Trinidad and Tobago**. They also donated books, toys and dental bags to an orphanage in **Penal** and there were Christmas gifts for patients of the **Dental Paediatric Clinic**. Similarly, DM Otorhinolaryngology students initiated and hosted a clinic at the **Bridge of Hope Children's Home** in Sangre Grande.

The *UWI School of Nursing (UWISoN)* hosted a national symposium on Nurse Educator Competencies, in collaboration with the **Ministry of Education** and the **PAHO Office**, Trinidad and Tobago. This was an extremely successful symposium where the 60 participants were exposed to the PAHO/WHO Nurse Educator Competencies. The **Honourable Dr Lovell Francis**, Minister in the Ministry of Education was the feature speaker at the symposium.

The *School of Veterinary Medicine* entered into a Memorandum of Understanding with the **Trinidad and Tobago Society for the Prevention of Cruelty to Animals (TTSPCA)** to facilitate the introduction of shelter medicine in the DVM curriculum, which is a new, rapidly expanding, speciality area. Complete veterinary care of shelter animals requires focused expertise combining elements of epidemiology, infectious disease control, behaviour, surgery and shelter management. Students are expected to be exposed to this aspect of 21st century veterinary medicine from 2016/2017.

The Vet School collaborated also with the *Faculty of Food and Agriculture*, to establish a **Dairy Focus Group (DFG)** to revive the national dairy industry. The DFG is actively involved in developing an action plan. The School's Director addressed a group of dairy farmers at the **Caroni County Office** and explained the 'White Revolution' and the dairy farmers' co-operative movement in India which has led to increased milk production.

The *Faculty of Food and Agriculture* established the **Caribbean Extension Providers Network (CAEPnet)** in 2015/2016 to coordinate activities of agriculture extension entities in the region and raise the level of professionalism within the discipline. The Secretariat will be located in the FFA. Following requests from many Extension Officers throughout the region for a Graduate Diploma in Extension, the FFA is seeking to create a professional development programme for Extension Officers on an ongoing basis.

Dr Indra Haraksingh, Lecturer in Environmental Physics in the Faculty of Science & Technology and **Jagdish Ramnanan**, led a five-member team of high school students to the **International Mathematical Olympiad (IMO)** held in Chiang Mai, Thailand, in July 2016. **Prasanna Ramakrishnan** of the International School of Port of Spain brought home the Silver Medal.

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Conferences

Promoting Human Worth and Dignity: Social Work and Social Development in Trinidad.

This one-day conference held in March 2016 commemorated the 25th anniversary of the *Social Work Unit, Department of Behavioural Sciences* in the Faculty of Social Sciences. Over 200 persons, including professional social workers, social work practice teachers, agency managers and other specially invited guests and students attended the conference. A **National Social Work Expo** followed on March 17 at the JFK Auditorium. Approximately 28 State agencies and NGOs participated in the Expo.

Second Interdisciplinary Conference on Sport and Higher Education in the Caribbean

Subtitled: 'An Interdisciplinary Approach, Physical Literacy: Gender, Science and Sport for Development,' this was the second *Sports Conference* hosted by The University of the West Indies, with **First Citizen's** as the major sponsor. It was well received by the 96 local, regional and international participants and 35 papers were presented. The Conference was over two days in May 2016 and has opened up opportunities for The University to build relationships with the sporting community and corporate Trinidad and Tobago.



*Retired prison officer Alloy Youksee make a passionate point during a panel discussion, hosted by UWI's Faculty of Law in collaboration with the Roman Catholic Archdiocese of Port-of-Spain, titled **Remand Justice—God's Law**.*

Honouring the First Peoples at History Fest

For two weeks in February and March 2016 the *Department of History* held its second annual *History Fest* under the theme 'Honouring the First Peoples of the Caribbean.' As a mark of respect, the first academic session was preceded by an open-air invocation featuring the traditional smoke ceremonies of both the **Santa Rosa First Peoples Community** and the **Warao** at the footsteps of the Alma Jordan Library on the Main Campus. Also present were representatives of **Partners for First Peoples Development**, the third organised community of First Peoples in Trinidad and Tobago. It was the first time that the Campus was hosting such a gathering of First Peoples and their representatives participated on equal terms with UWI's academics.

SALISES Population Conference

In January 2016 the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) hosted a conference, *Population Issues and Dynamics in Trinidad and Tobago: Theory, Practice and Policy for Post 2015 SDGs*. The event was organised by the Caribbean Research Cluster for Population and Sustainable Development, one of several research clusters established in SALISES in 2012. It targeted the public sector, private enterprise, non-government organisations, community-based organisations, faith-based organisations, grass-roots organisations and especially students pursuing CAPE studies and further tertiary level education.

Turning Tides

The UWI and **Trinity College** jointly hosted the *Turning Tides: Caribbean Intersections in the Americas and Beyond International Conference* at the School of Education in February 2016 and formally opened The UWI-Trinity House on Carmody Road. The facility represents the first time The University has allowed another institution to have a firm physical presence on the grounds of The UWI St. Augustine Campus.

Sports Conference 2016

The Campus held the 2nd Biennial Conference on Sport and Higher Education, in May 2016. The **First Citizens Sports Foundation** once again partnered with The UWI St. Augustine's *Sport, Fitness and Athletic Development Unit* as the platinum sponsor, alongside the support of the **Ministry of Sport** and **United Airlines**.

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Symposia

Return of the Downturn in the Caribbean: Sustaining Hope and Economic Recovery

This symposium on the state of the economy was hosted by the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) in March 2016, and included panelists representing a wide cross section of interests. The event was organised into three panels on Sustainable Production, Crime and Security and Governance. One of the recurring themes of the symposium was that economic downturns are natural and normal.

SALISES Forum on Violence Against Women

In the wake of the murder of a female Japanese tourist, it was standing room only at the Institute of International Relations lecture room when SALISES hosted a forum on *Violence Against Women: A Political Issue?* With panelists **Dr Gabrielle Hosein**, Lecturer, Institute for Gender and Development Studies (IGDS); **Mrs Margaret Sampson-Browne**, Victims and Witness Support Unit; **Mr Amilcar Sanatan** of the IGDS and former Mayor of Port of Spain, **Mr Louis Lee Sing**, the almost two-hour long Q&A session brought out a litany of concerns, questions and personal stories from activists, civilians and victims of gender-based violence alike, who voiced their frustration over the courts' treatment of victims; the need for focused lobbying to drive criminal reform and how to fix the culture that creates domestic violence abusers just to name a few.

Other forums hosted by the SALISES at St. Augustine focused on the following topics: *The 2015 General Elections in Trinidad and Tobago: analysis of results and implications of Governmental Change*; *Abortion: her body, her choice?*; *The Right to Privacy and Law Enforcement*; and *Brexit: Implications for the Caribbean Region and the World*.

The SALISES was invited to partner with the Faculty of Law to host a high-level panel discussion on *The Right to Privacy in the Context of Law Enforcement*. The event was organised in the context of the proposed amendments to security legislation (SSA Bill) before Parliament, and the panel included the **Hon. Attorney General, Mr Faris Al Rawi**; Journalist, **Mr Michael Harris**; **Mr Derrick Murray** of Transparency International and the Dean of the Faculty of Law, **Professor Rose-Marie Belle Antoine**.

The Faculty of Law also partnered with the Roman-Catholic Archdiocese of Port of Spain to host a Panel Discussion on *Remand Justice – God's Law* in June 2015. **His Grace, Archbishop Joseph Harris**, Director of Public Prosecutions, **Roger Gaspard** and prison inmates were the presenters at this significant event which attracted a packed audience.

Life Sciences Research Symposium

Sustainable Development was the theme of the *Department of Life Sciences'* 6th Research Symposium in April 2016. The Departments of *Physics* and *Computing & Information Technology* also participated this year. There were displays from *The UWI Zoology Museum*, the **Trinidad and Tobago Field Naturalists' Club** and the **UWI Biological Society**.

In addition, for the first time, undergraduate students were part of the symposium, reporting on their semester-long research projects. Graduate students from the MSc Biodiversity Conservation & Sustainable Development in the Caribbean programme also presented research conducted over the last year and PhD and MPhil students spoke on their ongoing research.

Battling H1N1 and Zika

The UWI's *Faculty of Medical Science* and the **Ministry of Health** convened a medical symposium in January 2016 entitled 'A Call to Arms against H1N1 (Swine Flu) and the Zika viruses.' The one-day symposium facilitated discussion and provided the facts needed to help health professionals prepare to manage the public health risks associated with the viruses.

Open Lectures

UWI/Guardian Group Premium Open Lecture 2015

Dr Elizabeth F. Barkley, Professor of Music at Foothill College, Los Altos, California, delivered the 2015 Premium Open Lecture, 'Back to Basics with Student Engagement and Beyond the Tech Hype.' In essence, Dr Barkley examined the challenge of motivating students – regardless of the technology being used. Approximately 300 individuals from the campus and public at large, including a number of individuals from tertiary educational institutions and secondary schools, attended the event in September 2015. The UWI and the Guardian Group have been partners on this event every other year since 1998 to celebrate excellence in teaching and learning.

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Sports for Social Transformation

The *Department of Management Studies* hosted a public lecture by **Dr Vladimir Borkovic** on 'How to become a Champion in Life and Sport' in January 2016. A lecturer in the UWI / FIFA Sport Management Programme, Dr Borkovic is also one of the founders of Street Football World, an organisation which has empowered over 330,000 young people worldwide through football at the grass-roots.

Training

The *Criminology Unit* in the *Faculty of Social Sciences* delivered a Tourism-Oriented Policing (TOP) Training Course for the **Tobago Police Division** in October 2015.

Campus Museum and Art Gallery

In the 2015/2016 academic year, further advances were made towards the establishment of a *Campus Museum and Art Gallery*, including the acquisition of a temporary space to house the material collected. In the absence of a physical museum space, display cabinets were acquired and placed in three key locations – the Main Administration Building, the Alma Jordan Library and the Teaching and Learning Complex - to exhibit some of the historical artifacts of the campus. **Ms Naima Muwakil**, curator of the **Central Bank of Trinidad and Tobago** was loaned to the campus to help complete an inventory of visual art items at the Campus.

UWI – ROYTEC

During the review period the UWI-ROYTEC implemented a number of strategic initiatives. The institution completed a self-study as part of its accreditation exercise; the curriculum was expanded in the areas of Entrepreneurship, Business Psychology, Para-Professional Studies and Accounting; and training was expanded with **Franklin University** and **Moody's Analytics**. Strategic partnerships were also formed with industry players to better understand and respond to labour market needs. The school used various forms of technology to improve communication with stakeholders and engaged in community development projects as part of its Corporate Social Responsibility.

IT Upgrade

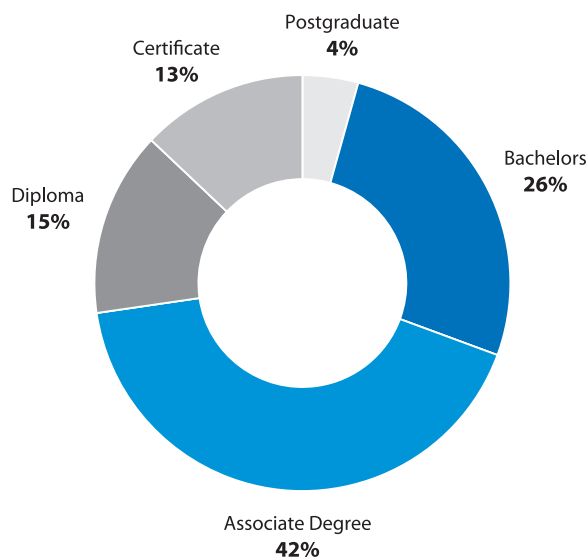
With regard to infrastructure there were significant advances in the school's Information Technology infrastructure which impacted both administrative processes and programme delivery. The wi-fi service at both the North and South Campuses was improved; a new Web ID card system was introduced to allow both campuses to share real-time student, staff and faculty information and prepare and print ID cards on the spot; and the Argos Reporting Tool was fully implemented so that pre-set Banner reports could be generated.

A new portal titled **Student Life** was created allowing the *Student Welfare Department* to upload information. Students also benefited from upgraded hands-on facilities as decommissioned systems were added to the complement of machines used for practical exercises by students in the ADISM (Associate of Science in Information Systems Management) and BISM (Associate and Bachelor of Science in Information Systems Management) programmes.

UWI – ROYTEC Enrollment

Student enrollment figures in the 2015/2016 academic year were as follows:

Postgraduate.....	107
Bachelors	648
Associate Degree	1037
Diploma	354
Certificate.....	319
TOTAL.....	2465



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Graduation

In 2015, 687 students graduated from programmes offered by UWI-ROYTEC in collaboration with the **University of New Brunswick (UNB)**, **Advocis** and the **Association of Real Estate Sales Agents (AREA)**.

MOU with the British-Caribbean Chamber of Commerce

During the past reporting period the new *Business Development and Marketing Department* focused on attracting non-GATE revenue. A strategic emphasis on attracting new partners, led to membership in both the **Trinidad and Tobago Chamber of Commerce** and the **British-Caribbean Chamber of Commerce (BCCC)**. In June 2016, UWI-ROYTEC and the BCCC signed a Memorandum of Understanding to establish 'understanding and cooperation to promote and expand an effective and mutually beneficial cooperation in the fostering of business development, research and training programmes within the limits of their financial, material and personnel capabilities.'

The UWI-ROYTEC / University of New Brunswick (UNB) Partnership at Work

The relationship between UWI-ROYTEC and the **University of New Brunswick (UNB)** spans more than 20 years, with students of Trinidad and Tobago (through UWI-ROYTEC) comprising the highest number of the Caribbean student body. In January 2016, students got the opportunity to meet with **Ms Stephanie Lord**, the UNB International Recruitment Officer who answered their questions and those of their parents, related to pursuing studies in Canada. This forum will now be included in Ms Lord's official itinerary when she visits the Southern Caribbean.

Accolades and Awards

UWI-ROYTEC won the prize for Excellence for an Established Quality Management System (QMS) at the 2016 Accreditation Council of Trinidad and Tobago (ACTT) Awards. The QMS award represents the highest level of implementation for an established quality management system among tertiary institutions in Trinidad and Tobago. UWI-ROYTEC had won the award twice before in 2013 and 2014, and earned second place in 2015. Capturing first place

in the QMS category at The ACTT Awards for three years since 2013, indicates to the Board of Directors, staff, faculty, students and partners that UWI-ROYTEC maintains a high level of commitment to building and sustaining a culture of quality that not only supports the institution's vision and mission but positions UWI-ROYTEC as an institution of choice.

Employee of the Quarter

The **Employee of the Quarter** programme was introduced to recognise employees who provide exemplary service in their daily job performance, going "above and beyond" their normal duties to accomplish something exceptional. The winners for the three quarters - January to September 2016 – were **Ms Kimberly Williams**, **Mr Leslie Brusco** and **Ms Kimberley Mahabirsingh**.

Community Outreach

This year UWI-ROYTEC hosted eight students from the **St. Francois Girls' College** for a two-week **World of Work** internship programme. This is an annual event for students in the school's fourth form Business stream. The students receive mentorship and guidance from officers within the institution.

Faculty Development

Sixteen new lectures participated in a compulsory professional development session called Introduction to Teaching-Teaching from the Heart. Experienced lecturers and external participants were also in attendance.

Spotlight on Research

This one-day session held in July 2016 engaged participants in conversations about how at UWI-ROYTEC can develop a sustained and productive research agenda to support the institution's emphasis on applied teaching and learning.

Events and Fund-Raisers

UWI-ROYTEC hosted an **Evening of Recognition and Awards** in February 2016 for students who represented the institution at various external events. Students were also recognised for their achievements at those events.

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Community Outreach

UWI-ROYTEC Alumni Association (URAA) in collaboration with the UWI-ROYTEC *Student Welfare Department* outlined an action plan to assist the **Credo Sophia House** on a project basis. The House provides temporary accommodations to female children ranging from ages 10 years to 16 years who have been victims of domestic violence. The girls are usually placed there for their protection by an arm of the state.

Student Counselling Assistance Programme

Recognising the need to expand the current counselling support offered to students, a pilot **Student Counselling Assistance Programme (SCAP)** was conducted from May to August 2016. The **Caribbean Life Resources Centre (CLRC)** was contracted to participate in the pilot and upon review it was decided that CLRC should provide the service for the academic year 2016/2017 while working closely with the *Student Welfare Department*.

Financial Assistance

The financial support programme managed by the *Student Welfare Department* grew significantly over the last academic year, especially with the introduction of new GATE criteria. The total support for the reporting period was TT\$131,185 compared with TT\$40,800.00 in the previous year.

Internationalisation

The Office of Institutional Advancement & Internationalisation (OIAI) is comprised of four distinct functional areas: Internationalisation, Fundraising, Alumni Affairs and Commercialisation. The Campus has made steady efforts at extending its global reach especially with countries like China, India, Brazil and Cuba, in addition to our traditional friends in Europe, USA and Canada. This is in keeping with our strategic plan and has helped to build global visibility of our Campus/University while building capacity.

During this review year the Campus continued to have significant engagement with China. The Campus signed two MOUs in November and December 2015, with Chinese ICT multinational company, **Huawei Technologies**. In January of the following year, four students from the Faculties of

Engineering and Science & Technology participated in a study tour to China sponsored by Huawei. The students gained technical knowledge in emerging technologies, cultural immersion and language experience.

On a visit to China to attend the 10th Confucius Institute Conference, the former Campus Principal, **Professor Clement Sankat** also signed an MOU with **Shanghai Construction Group**.

Student and Staff Mobility

In 2015/2016 The UWI St. Augustine sent 25 students on exchanges to universities in North America, Europe and the Caribbean. Thirteen went to institutions in Canada, six to the USA, two each to France and Martinique, and one each to Germany and The UWI Mona Campus.

For its own part, the Campus welcomed 59 exchange and study abroad students. Thirty-seven from the USA, 10 from Canada, four from Germany, three each from the Mona and Cave Hill Campuses and one each from Brazil and France.

Four members of staff were able to fund professional development and research at Canadian Partner Universities through the Canada-CARICOM Faculty Leadership Programme.

Study Tours/International Recruitment

In 2016, the Campus hosted six study tour groups from Albany State University, Georgia State University, Lincoln State University and the University of Arkansas at Little Rock. Spelman College returned for their biennial visit.

Thus far, three universities have expressed interest in visiting the Campus in 2017. The University of Central Florida will be visiting for the first time, Western Kentucky University visits the Campus biennially, and Georgia State University will visit all three UWI campuses during their study tour. Brock University has expressed an interest in visiting Trinidad during the 2018 Carnival season.

Studies tours are predominantly conducted during the “Maymester” or US Summer vacation. However, many universities have expressed interest in visiting at other times during the year based on their topic of study.

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Plans to boost international recruitment were presented to members of the Strategic Enrollment Management Committee and to the heads of Veterinary Medicine, Dentistry, Food & Agriculture and Social Sciences. The OIAI is requesting that a new staff member be hired or re-assigned from within the Campus as a full time International Recruitment Officer/Coordinator.

The Discover Series was scheduled to resume in 2016, with 18 persons from the Campus traveling to South Africa at the end of 2016. Key to the Discovery Series are visits to historical and cultural sites. In August 2017 the Series travels to China.

Erasmus Mundus Scholarship Projects

This year, two students obtained scholarships to pursue studies at European universities: one student received a 12-month Master's scholarship tenable at the University of Porto, Portugal; and the other received an Erasmus Mundus Joint Master's Degree award, tenable at the Instituto Superior Tecnico, Lisbon.

Intra-ACP Scholarship Projects

Thirty-seven awards were allocated via the CARPIMS projects: four Academic Staff mobility awards, nine Administrative Staff awards and 24 fully-funded Master's awards. The Campus facilitated reciprocal staff mobilities from Samoa and Fiji.

Erasmus+ Projects

ACP institutions became eligible to apply for funding via Erasmus+ for the first time when the 2015 call for applications was published in late October 2015. Four credit mobility projects were approved allowing the short-term mobility of postgraduate students and staff at the University of Graz, Austria; the University of Valladolid, Spain; the University of Liège, Belgium and the Université des Antilles, Guadeloupe.

Marketing & Communications

Administrative Processes

The Office of Marketing & Communications (M&C) continued to review and streamline processes for advertising, publications, the generation of marketing & communications plans and event management, with a view to automating requests and offering self-service options through templates. That review and those plans are ongoing as the Office grapples with the same challenges being experienced campus-wide – lower levels of funding and staff.

Advertising

Much of the traditional advertising of the Campus has been in the newspapers. Over 200 press ads were produced and placed locally and regionally in 2015/2016 to support the activities of the Campus and The University. In response to a mid-year mandate to cut costs across the board, there was a 38% reduction compared to the number of ads placed in the year prior, as certain types of press ads were discontinued – those celebrating international days, UWI Beat and full-page ads in general. Internal clients were advised to explore other options, particularly digital promotion and advertising which are cheaper and easier to target and track for effectiveness. Overall, this resulted in a 28% reduction in the general advertising spend compared with the year prior.

In addition, with the recruitment of a second in-house designer, most of the advertising design and layout were done in-house, which also had a positive impact on the sums spent overall in this area.

Brand Reputation and Management

The Marketing & Communications Office produced four internal reports/ communications plans to address Campus issues. Ongoing counsel was provided to the Campus Management Team on Crisis Communication Issues, inclusive of social media and traditional media monitoring. Major issues addressed during the period ranged from the ongoing wage negotiations with the representing trade unions; The UWI St. Augustine South Campus Penal-Debe; the introduction of the new Student Amenities Fund and rumours of a bomb threat on Campus at CARIRI. M&C continued to manage the Campus' relations with the media - responding to queries and seeking approval for official statements prior to dissemination.

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Digital & Social Media

For the 2016 Graduation Ceremonies, a revamped Digital Strategy was implemented that focused on inspiring community engagement through creative storytelling. Event livestreaming, once reserved for specific event, such as the Graduation ceremonies, became a standard feature of the outreach and engagement strategy for the Campus. In particular, the use of Facebook Live, in addition to the traditional UStream Livestream attracted 93.8K total views of livestream programming of events held on the Campus.

Social Media Reach (2015/2016):

Facebook followers numbered 50,847 as at February 2015 and 51,783 as at February 2016. Graduation continues to attract the highest levels of engagement for the Campus on social media and it seems to be growing. A comparison of the statistics related to Graduation coverage in 2015 and 2016 showed the following:

- 61% growth in impressions.
- 200% growth in reach.
- 131% growth in new fans.
- 200% growth in engagement.

There were 8,581 persons following the Campus on Twitter as at February 2015 and 10,798 as at February 2016, and Graduation posts attracted a 24% growth in impressions.

Events

The Office provided event and promotional support for 274 events, comprising a mix of signature campus events and ad hoc faculty and department events over the period. Among the signature events were: First Year Experience, Graduation, Matriculation and World of Work. Ad hoc events included lectures, research symposia, open days, conferences, book launches exhibitions, and cultural activities. Near the end of the review period, the event section of the Office of the Campus Principal was shifted to the Marketing & Communications Office.

Marketing Research and Planning

Increasingly, the Campus is relying on data-driven decision-making through infusion of measurement strategies in the execution of plans. During the period, marketing and communications plans were developed for a variety of issues, including Financial Management, Change Management (developed for Campus Principal Leadership Transition), the Co-curricular Programme, Accreditation, the Confucius Institute, the No Thoroughfare/ Traffic Management, and the Division of Student Services and Development (DSSD) Change Management, as well as Audience Feedback and Perception Reports for the Campus Principal's and Vice-Chancellor's Staff Fora and a Social Media Assessment.

Public Relations

Signature publications – the monthly publication *UWI Today* in the *Trinidad Guardian* and the bi-weekly Research Column published in the *Trinidad Express* were revamped in keeping with the new Campus Principal's strategic focus on strengthening the Campus' outreach.

Over 100 press releases were disseminated during the period, enabling wider community information and engagement. The Campus fine-tuned its targeted media engagement strategy for more than 250 campus events and saw an increase in media attendance at events and more post-event press coverage. The strategy included pitching, arranging and confirming over 50 morning television interviews/ appearances and radio interviews. As a result, members of the media attended about 75% of these events and more than 70% of the press releases issued by the Campus received traction in local press.

These results were tracked through UWI in the News, the daily Cross-Campus media monitoring report, which is manually generated by M&C staff at St. Augustine. Despite cuts in staff, the Office has continued to provide this strategic service to the University Management.

Publications

M&C continued to format the seven Undergraduate Faculty Booklets (Regulations & Syllabuses) in-house for the 2015/2016 registration period. However, based on informal feedback from a cross-section of students and following extensive consultations with the faculties, the Student Admissions section and the Campus' Legal Unit, two versions of the seven undergraduate booklets were produced:

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- A truncated version without course descriptions was printed in the usual quantities for distribution to students. This cut the size of most booklets in half, thus making printing less expensive.
- Limited copies of the full booklets were printed in-house by the Multimedia Production Centre (MPC) for use by staff at the faculties.

Full versions of all booklets continued to be available online (<http://sta.uwi.edu/facultybooklet-archive>) and the result was a 28% cost saving compared with the previous year. This exercise was part of a wider effort to wean the Campus community off of printed documents and to encourage a higher use of digital formats.

Student Engagement

A series of meetings were held with the Student's Guild to encourage greater collaboration on student initiatives. Planning for the new **#BeUWI** Recruitment Campaign (launched in November 2016) focused on peer-to-peer advertising by highlighting student video profiles created in-house by M&C staff, circulated across the available social media platforms, and supported by other traditional media such as billboards and newspaper ads. Budget constraints have spurred a long overdue shift towards a digital strategy to support student engagement, allowing the Office to channel its resources towards building a stronger presence on the platforms that are most popular among the Campus' key targets.

Alumni Engagement

UWI Connect

The Fundraising and Alumni Affairs (FAA) section of the Office of Institutional Advancement & Internationalisation (OIAI) launched the Reconnect Campaign during the review period. A customised 'UWI Connect' mobile app will be launched in 2017 that would allow alumni and current students access to an exclusive online community and source of support, based on a shared UWI experience. It will provide an opportunity for users to network for career opportunities and advice or to simply search for long lost peers.

Establishment of an Alumni Registry

For the Campus, the app will be a strategic tool to engage graduates. Updated and current biographical data of our alumni will allow the Campus to communicate directly with them and make it easier for alumni to find ways to support future generations of UWI students. During the 2015/2016 academic year the FAA made significant progress identifying sources of existing data on St. Augustine graduates, and amalgamating that information into a single master database. The next steps in this process will be to gather missing or incomplete data and then to begin a strategic communications and engagement agenda to build meaningful and contemporary relationships with graduates who are spread across the world.

FAA Quarterly Newsletter

The newsletter functions as both an engagement and information tool for alumni. The content is generated by academic and non-academic members of the Campus community.

Networking Events

Even as the data on graduates is still being gathered and refined, the Office launched a series of events to allow graduates to reconnect with each other and, in one instance, for them to meet and network with final year students about to enter in to the world of work. The upcoming academic year will see an increase in the frequency and size of these types of events.

Between 2017 and 2022 the FAA will focus on three strategic objectives:

- **Develop a Philanthropic Infrastructure: Consolidate, develop and maintain the supportive philanthropic infrastructure**
- **Develop Philanthropic Relationships: Develop relationships with potential philanthropic donors and advance them through the 'pipeline'**
- **Generate Philanthropic Revenue: Produce revenue for UWI through fundraising campaigns and capital projects**

employee engagement and development

The Human Resources (HR) division is steering the effort to improve the competencies, skills, and overall development of all employees on the campus. Many of the programmes introduced between 2012 and 2014 were ongoing in 2015/2016.

The 2012-2017 Strategic Plan commits The University to applying a competency architecture which describes the common rules for defining competencies within the organisation. During the reporting period the Human Resource Division implemented a 30% roll-out of a competency architecture in the recruitment and the interview process for Academic as well as Administrative, Technical and Service Staff (ATSS). A succession planning process was also applied to both categories of staff in about 40% of all relevant cases. The full roll-out of both these programmes was deferred to 2016/2017 due to limited resources and intervening priorities.

E-recruit software was used for two categories of staff – all permanent ATSS and all temporary academic staff. It is expected that by 2016/2017, temporary ATS staff and permanent academic will be included in the system.

The HR Division continues to promote talent management and career development planning by conducting leadership and management training. This programme was developed in 2013 based on data from the review of the Performance Management System. By 2015, more than 95% of department heads had been exposed to leadership, supervisory and management training sessions.

In keeping with the goals of the Strategic Plan, the Campus is committed to creating an environment that supports personal growth and development. During this review period the Institute for Gender & Development Studies conducted research for the development of a Gender policy for the Campus and the findings were presented to Academic Board.

The review of the health and safety programme and workspace audit continued during the review period to ensure that faculties and departments were in compliance with Occupational Health, Safety and the Environment (OHSE) guidelines. The Campus has set a target to review 30% of its facilities each year.

The Occupational Health and Substance Abuse programme was not implemented as approval was not received for the required staffing. Similarly, the re-activation of the Environmental Committee was stalled as the recruitment of an environmental coordinator was not approved.

In order to strengthen the performance management system an internal committee was established to re-design and restructure the Human Resource Division. Data collection was completed in July 2016 and a new Human Resource Alignment Plan is expected to be completed by the end of September in that year. One important area that is still outstanding is the development of a reward and recognition system.

Development of a UWI Gender Policy

The Institute of Gender and Development Studies (IGDS), St. Augustine is collaborating with the HR Division to produce a draft policy document to be submitted to the Regional Coordinating Unit of the IGDS to create a UWI Gender Policy. The main objective is to create a supportive environment for both men and women in all aspects of university life and to ensure that The UWI's gender-related policies are standardised regionally by collaborating with all IGDS units.

internal operational processes

The transformation of critical organisational processes towards greater efficiencies is not a quick fix and requires an optimisation of the technology, as well as significant project management effort to re-engineer and integrate procedures.

Creating Efficient and Effective Academic and Administrative Processes

In order to bridge the gaps in system-wide business processes and improve links between the academic and administrative processes, a number of initiatives were proposed towards the review of business processes for greater efficiencies while optimising the use of the technology available.

There was some progress towards establishing a **Strategic Enrollment Management Committee**. This is the first phase of action in support of a strategic transformation of the Campus' programme management process. The second phase will consist of the re-design of current processes and functions. While the necessary software was installed, taking this project forward will require a dedicated team to complete the process mapping and reengineering.

Campuses are encouraged to learn from each other and to adopt best practices and a team from St. Augustine visited the Mona Campus to review operations there and recommend changes for the campus in Trinidad. Among the initiatives adopted was the provision of offer packages in an electronic format and online only as of the 2016/2017 academic year.

The 2012-2017 Strategic Plan also calls for The UWI to enable cutting-edge technology to drive the re-engineering of all relevant administrative and academic processes across all campuses using university-wide systems. During the review period the Campus began to implement Phase 2 of *Touch Net*, a system that allows students to pay fees and tuition electronically online. Implementation of the *Banner Research and Grants Module* was still pending.

Phase 2 of the **UWI Smartcard ID** project was completed in time for examinations, at the end of Semester 2 of the 2015/2016 academic year. The UWI Semester Examination System is a "Distributed Processing Web Based Application." U.S.E.S. (UWI Semester Examination System) was built and implemented to work with the Smartcard ID.

When a student swipes their UWI Smartcard ID at a validation station for an examination venue, the system displays either a green tick or a red x for the student registration, financially cleared status and venue approved panels along with other information. U.S.E.S. has a back-office area that is accessible by Examination Staff who can generate reports on each examination given showing the date and time students entered the venue as well as manage invigilators and their assignment.

The Administration building and high-risk structures are to be outfitted for smart card access, subject to resource availability. A new system for academic records (transcripts and GPA), *E-Vision*, was implemented across all faculties except Medical Sciences which requires the resolution of key issues. The proposal for the development of a university-wide Security Framework and Service Management framework is to be finalised and presented for approval.

In keeping with the goal of aligning administrative systems to be more customer-friendly and in particular to address the needs of all staff and students, the Campus Information Technology Services (CITS) continued to work on developing the **Business Intelligence (BI)** solution to support data collection for analysis. Additional models and reports designed and implemented and the next stage of the project will be to roll out the system to high end users on the Campus. The Campus Area Network was also redesigned to support a Bring-Your-Own-Devices (BYOD) policy.

internal operational processes

A number of projects were not completed within the academic year because of resource limitations, competing demands in the management of projects and further technical work being required. Among them was a project to create an intake process for projects and service requests coming into CITS with clearly defined service performance indicators. Implementation of the *Banner Document Management System* was delayed by technical difficulties and *Infosilem*, a system to manage timetabling conflicts, has been hampered at the St. Augustine Campus by budgetary constraints. No further work was carried out on the implementation and monitoring of service excellence standards compliance during the review period due to the loss of key staff.

Integrating Improved Governance Systems

The Office of the Campus Registrar is to establish a **Policy Development Framework** to guide the way policies are developed, administered reviewed and changed. This year, phase one - a draft protocol for policy development - was completed. The existing policy repository developed at the university level is to be reviewed by the Legal Office, the Secretariat and Records Manager. Progress on phase two was hampered by resource and budgetary constraints.

A **Lands Repository and Database** was established, containing all legal arrangements related to the UWI St. Augustine's lands and property assets. Phase 1 is still in progress. Land records in the Registrar's office have been sorted according to geographic locations, while those at the Registry Records, Campus Projects (CPO), the Department of Facilities Management (DFM) and the Bursary are still to be identified and consolidated so that a comprehensive lands records management system can be developed for the Campus.

During the review period the Campus strengthened its mechanisms for receiving stakeholder input and feedback, using the empirical data obtained from the **Student Experience Survey 2013**, the **Incoming Student Survey 2015** and the annual **Graduate Tracer Survey 2014**. The Staff Xpress Forum was not held in this academic year due to the industrial climate.

Improving the Effectiveness of

Executive and Senior Management

It was recommended that the Campus institute specific terms of reference, timelines and revised methodologies to streamline all existing management committees and structures. There was partial implementation of the recommendations as through the installation of Sharepoint the Campus began revising and documenting Faculty Committees, Advisory Committee and Appointments Committee. The development and implementation of a **Business Continuity and Disaster Recovery Plan** for the Campus is to start with the recruitment of a consultant in 2016/2017. This is however subject to the availability of funding.

Security

Campus Security is reporting a significant decrease in the number of crimes on and around the Campus when compared to the previous year, and increases in the number of crimes solves and offenders either convicted in court or made to face disciplinary action.

Vehicles which violate the Campus' Traffic Regulations are immobilised and released upon payment of a TT\$100 fine. This year there were over 1,000 such instances. Plans were developed to implement a "**No Thoroughfare Zone**" on the main campus in the 2016/2017 academic year, which would require that all visitors be routed through a single designated entrance.

infrastructure

During the 2015/2016 academic year the Campus Projects Office (CPO) worked on a number of projects, several of which were brought to completion. The major focus of the CPO continues to be on the **UWI St. Augustine South Campus, Penal-Debe** project which had major challenges during 2015/2016. Work was completed on the replacement of the Air Conditioning Chillers at the Engineering Central Plant. Renovation works were also completed at the Office of the Deputy Principal, at the Office of the Principal and at the washroom area of the Student Activity Centre (SAC).

The financial constraints have significantly limited the number of projects that were able to move to their construction phase during this year and with new Campus Management, these projects are also being re-prioritised. Lack of Cabinet approval for several proposed Public Sector Investment Programme (PSIP) funded projects as well as the Government's slow release of funding for capital projects continued to challenge infrastructural development on the Campus.

Major issues with the performance of the contractor on the South Campus Project resulted in the project not being completed and drastic actions will have to be taken by the campus to enable completion of this project.

The UWI St. Augustine South Campus, Penal/Debe represents a major expansion of the campus to the southern area of Trinidad on lands allocated by the Government. As at the end of the review period the project was estimated to be at 80% completion, but the Design-Build contractor was unable to complete the project. A new provider was brought on board and work was scheduled to restart in 2017.

The **Construction a New Building for The Department of Creative & Festival Arts** (DCFA) at Cheeseman Avenue, St. Augustine is currently underway. The contract was awarded to UNICOM Limited and signed on July 8, 2015 and the project is 68% complete with a revised completion date of March 31, 2017. The total contract sum is TT\$21.9 million. The sod-turning ceremony for the first phase took place in November 2015. The Campus is seeking support from the private sector to create an auditorium and a library which will constitute the second phase of the project.

Completion of the Third Floor of the Teaching and Learning Complex (TLC) was stymied by leaking Greenheck fans which had been installed previously on the roof. This project is now scheduled to be completed in December 2016 at an estimated of TT\$8.56 million. The project consists of laboratories and student areas for the Faculty of Science and Technology, including the design and installation of the equipment and system for one Life Sciences Lab and three Chemistry Labs.

The lobby areas at both the **Alma Jordan Library** (AJL) and the **Norman Girvan Library** were redesigned/remodeled to facilitate improved interactions with users. The modification of the AJL reception and circulation areas was followed by the conversion of two office/storage rooms on level four of the Library into a commons area for use by postgraduate students. At the Medical Sciences Library, a multi-purpose training room was created to function as a well-equipped, state-of-the-art classroom and collaborative learning space.

In August 2015, the **Diplomatic Academy of the Caribbean** celebrated its first anniversary with guests from the Diplomatic Corps, current and past students of the Academy, and friends in the local diplomatic community. The evening's highlight was the official opening of the Academy's new building at The UWI St. Augustine Campus. The Academy is a joint project between the Government of Trinidad and Tobago and its Ministry of Foreign Affairs, and The University. In its first year it provided training for over 300 government officials, businesspersons and citizen diplomats from countries across the Caribbean.

In August 2015, the sod was turned for the new TT\$60 million **Republic Bank Plaza** housing the relocated Campus branch serving the Campus community as well as Curepe, St. Augustine and Tunapuna. As part of a landmark agreement with Republic Bank Ltd., the building will be handed over to The University of the West Indies in 25 years. This signaled the first phase of a broader, more transformative partnership that includes the construction of a new building for the Department of Creative and Festival Arts and the future development of a modern 'Northern Plaza' at the Campus entrance.

infrastructure

In September 2015, then Pro Vice-Chancellor and Campus Principal at The University of the West Indies (UWI) St. Augustine, Professor Clement Sankat, received the ceremonial key to the newly completed and much needed **Teaching and Student Facility at the San Fernando General Hospital**, on behalf of The UWI's Faculty of Medical Sciences (FMS). The state-of-the-art facility is equipped with modern lecture halls, seminar rooms, laboratories, conference rooms and a medical library.

In February 2016 in celebration of the 20th anniversary of the School of Veterinary Medicine (SVM) at The UWI, a new building was named after one of its early visionaries, **Professor Holman Williams**. Professor Williams was instrumental in establishing the SVM and for over sixty years, demonstrated his commitment to the development of the veterinary profession.

Work continues on the **Expansion and Renovation of Canada Hall**. The project includes the upgrade of the existing North and South Blocks and the construction of a new Postgraduate Block to accommodate 70+ students in hotel type rooms. Common facilities such as kitchens, study rooms, dining area and computer rooms, will be included in the new postgraduate building which is to be located to

the west of the existing south block. Refurbishment and renovations works to the Administrative Building are also included. The current budget for this project is TT\$60.0 million (TT\$28.0 million for the renovations and TT\$32.0 million for the new Postgraduate Block). The project is being implemented in four phases.

Other Significant Projects

Extension to the Deputy Principal's Office

This project was a Design Build Office Extension at the Office of the Deputy Principal and included the construction of a washroom and an additional office at a total project cost of TT\$501,387.08. It included minor demolition works to include for incorporating the new addition into the existing building structure. This project was completed in late 2015.

Replacement of Elevator at the Civil Engineering Building (Block 2)

The 30-year old elevator had started to malfunction and incur high maintenance costs and is to be replaced by a new 10-passenger (750-800kg) elevator. Tenders were evaluated in November 2015 and a contract was signed in April 2016 with a delivery period of five months. Installation works is expected to start in July/August 2016 and should be completed by November 2016. This project cost is approximately TT\$0.7 million.



infrastructure

Replacement of Engineering Central AC Plant (Block 5)

This project involved the replacement of three 172 Tons Air-cooled Air Conditioning Chillers and associated chilled water piping and pump works. Tenders were evaluated in May 2015 and a contract was signed in June 2015 with a timeframe of 22 weeks for completion. The new chillers and associated works were started up and commissioned in March 2016. This project cost is approximately TT\$4.44 million.

Replacement of AC Chillers at Daaga Auditorium

This project involved the replacement of two 60 Tons Air-cooled Air Conditioning Chillers and associated chilled water piping and pump works. Tenders were invited in May 2016. Tenders were evaluated and a contract was awarded in July 2016. The expected duration of the project is 20 weeks. The project cost is approximately TT\$0.8 million.

Renovation of the Washroom Facilities at the Student Activity Centre (SAC)

This is a major upgrade of the current dilapidated student washroom facilities in the SAC. Contracts were awarded in May 2015 and work commenced on site in June 2015 and was completed in September 2015. The total cost for this upgrade is TT\$1.2 million. A tender is to be issued in early 2017 for the renovation of the SAC to accommodate sections of the Student Activity Services.

Renovation Works at Office of the Campus Principal

This work involved renovations to various areas of the building to upgrade and reconfigure various spaces to facilitate the current staffing in the office of the Campus Principal. The works included building modifications as well as the supply and installation of furniture and other fittings. An Interior Designer was hired to provide design and construction services. The contract was awarded near end of July 2016 for completion by September 2016. The total contract amount was TT\$0.5 million.

International Fine Cocoa Innovation Centre – Factory and Associated Facilities

This project involved the construction of buildings to house a Chocolate Factory and an Incubator at the UWI Field Station. The Factory is to be outfitted with equipment to be purchased with grant funding from the EU/ACP. The

incubator will provide support to micro, small and medium sized entrepreneurs who are looking to develop their business in the area of chocolate production. Conceptual designs are being finalised by the CPO in collaboration with the Cocoa Research Centre. A tender is to be issued in early 2017. The current cost for this project is TT\$4.5 million which has been committed in the Government's 2016/2017 PSIP budget.

Upcoming Projects

New Psychological Research Centre Building
New Student Plaza
New Building for Campus Security
FSS – Mediation Centre
International Fine Cocoa Innovation Centre (IFCIC)
New Admin/Teaching Building for Faculty of Science & Technology

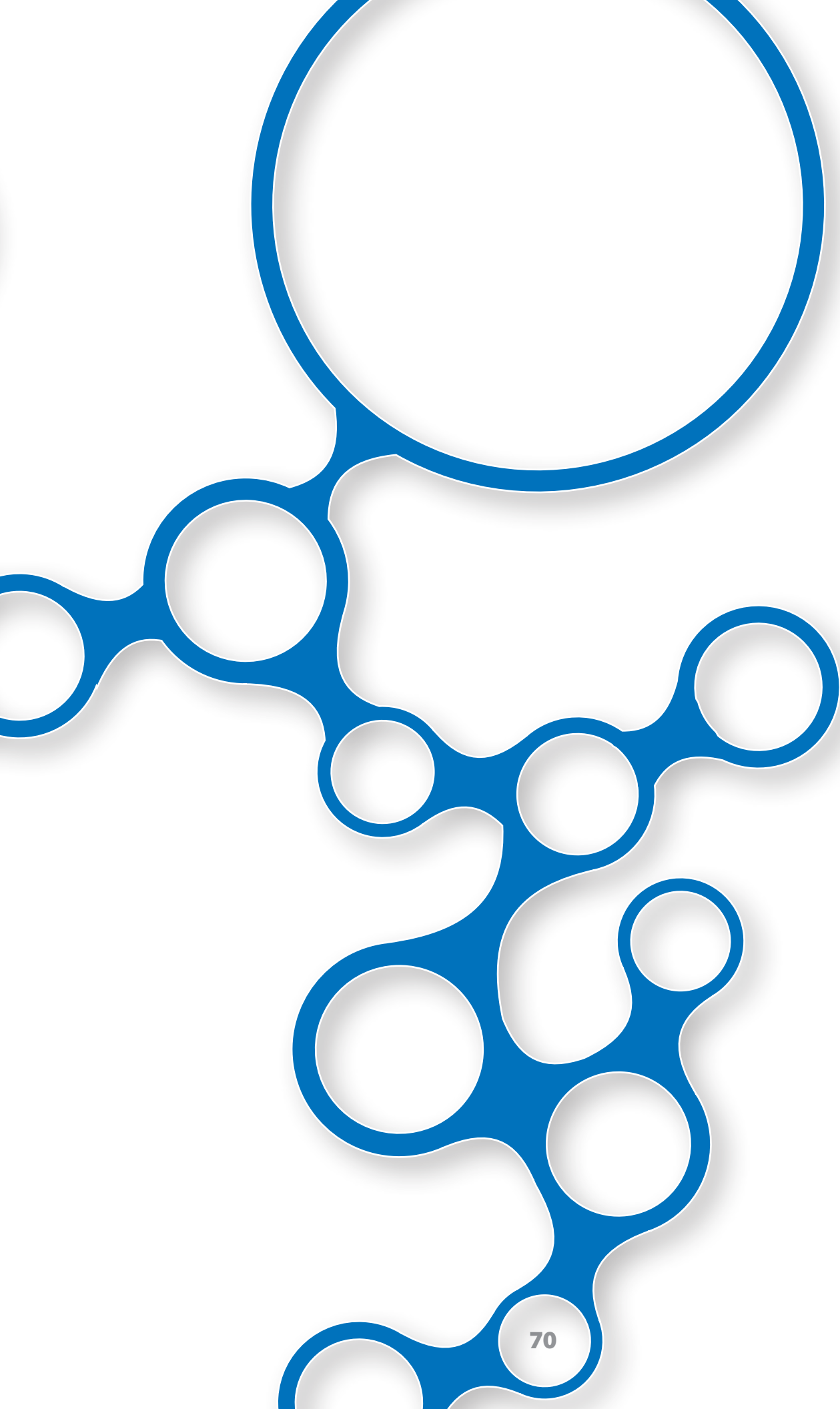
Meanwhile, the following projects were as of August 2016 in their planning or design phases and construction work is expected to commence within the next 12 to 24 months. As always, progress on some projects will depend on the availability of funding and staff resources.

Facilities Management

Carpentry, plumbing, welding, electrical services, air conditioning, telephone, elevator and generator services, housing and the physical preparations for large University functions fall under the cadre of support services provided by the Division of Facilities Management (DFM).

The Buildings & Infrastructure Section of the DFM added approximately 10,000 square feet to the Campus through the construction of a new building at Orange Grove, Trinity House and the Diplomatic Academy. Ninety percent of the capital projects executed by the DFM were aimed at improving the space for staff

The Electrical and Mechanical Section installed new 12KV switchgear and three new backup generators. This Section also replaced 22 central air conditioning units to more environmentally friendly equipment. Major plumbing works were carried out on sections of the campus water mains and several replacements were done. The sewer plant at the St. John Hall of Residence was overhauled.



Regional governments continue to experience very minimal rates of growth while the Trinidad and Tobago Central Bank July 2016 Economic Bulletin reported a 5.2 % decline in the Trinidad and Tobago economy for the first quarter of 2016. This made it very difficult for the Trinidad and Tobago Government to maintain its financial commitment to the University.

The St. Augustine Campus was asked to reduce its 2015/2016 budget by 7% and to implement a further 7% cut in budget for the academic year 2016/2017. To function at these reduced levels of funding Campus undertook several initiatives:

- Froze all unfilled positions
- Reduced staff via attrition
- Renegotiated service contracts for part-time teaching staff from one year to nine months
- Renegotiated service agreement contracts with vendors to reflect a 15% reduction in cost
- Reorganised work flow to reduce overtime

These strategies allowed the Campus to manage its expenditure in line with budget except for two main areas of costs. Operating results recorded a deficit TT\$47.1 million compared to a deficit of TT\$185.8 million for the previous year. Contributing significantly to the deficit is a provision of TT\$16.5 million relating to long outstanding amounts due from various governments and the provision for employee benefit obligations (future pension costs) of TT\$43.1 million. The importance of managing revenues and expenditures going forward is critical.

On the revenue side in addition to reduced Government funding the Campus is challenged by declining student enrollment which impacts tuition fees. In 2015/2016 enrollment declined 2.2% and this trend is expected to continue this year as well as next, in line with population shifts. Nevertheless, the Campus has been looking towards financial stability, particularly by sustaining revenue earned through sponsored research and leveraging intellectual and physical assets and commercialisation.

Despite the impact of economic volatility, the Campus has remained disciplined in strategically prioritising its resources to support its academic mission in teaching, research and service and in providing an environment for future development of students and research scholars.

Income

Total consolidated income for the year ended July 31, 2016 totaled TT\$1,096.9 million which decreased by TT\$17.8 million from the previous year due primarily to the reduction in contributions from governments and declines in tuition income.

Income from Contributing Governments represented 50.4% of total income. Government contributions were 2.6% below the level of contribution provided in year 2014/2015. Tuition and other student fees recorded a decrease of TT\$5 million or 6% over the year ended July 31, 2015.

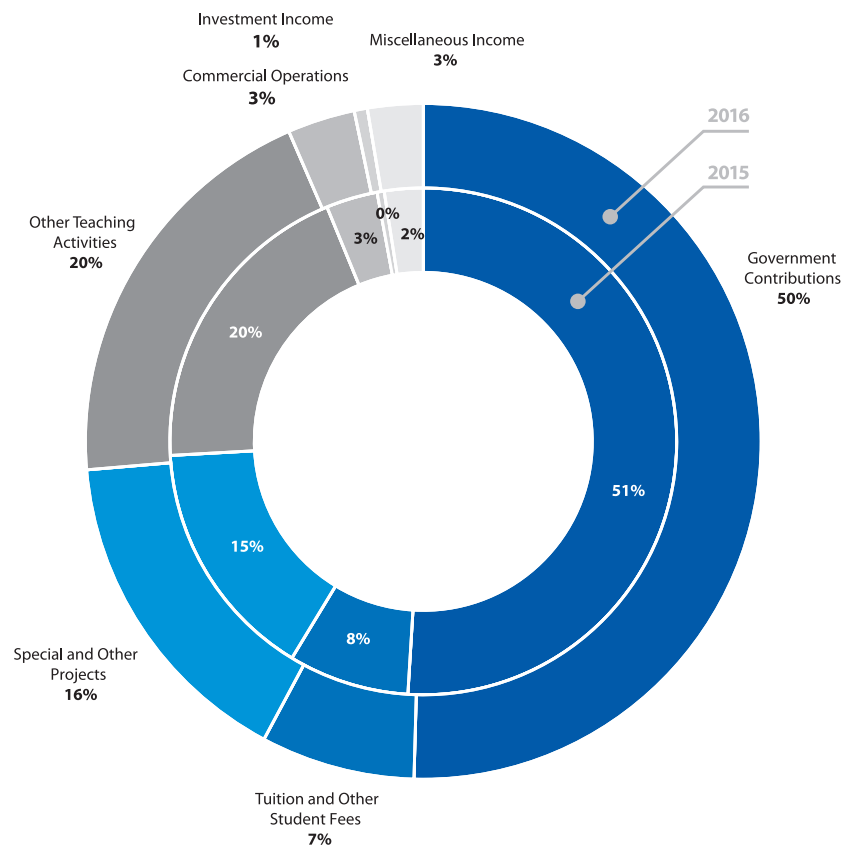
Special projects and other project income of TT\$165.6 million included the gross income earned by ROYTEC valued at TT\$42.1 million. The comparative for year 2014/2015 was TT\$162.5 million with ROYTEC's gross revenue totalling TT\$39.3 million. There was an increase of TT\$3.1 million in receipts in project funds for the Campus in this year.

Other teaching activities, representing the income of the Faculty of Medical Sciences, decreased by TT\$1.9 million or 1%. Commercial Operations include the operations of the Bookshop, Central Stores, Multi-media Production Centre, Halls of Residences and third party Concessionaires. Investment income represents interest on current bank accounts, bank deposits and dividend income from investments.

Miscellaneous income mainly comprises earnings from common services fees and income released from capital grants.

Campus Income

	'000	%	'000	%
INCOME	2016		2015	
Government Contributions	553,253	50.4	568,162	51.0
Tuition and Other Student Fees	80,924	7.7	85,895	7.7
Special and Other Projects	173,730	15.8	172,075	15.4
Other Teaching Activities	217,502	19.8	219,374	19.7
Commercial Operations	35,468	3.2	36,622	3.3
Investment Income	6,896	0.6	4,994	0.5
Miscellaneous Income	29,085	2.7	27,550	2.4
	1,096,858	100	1,114,672	100



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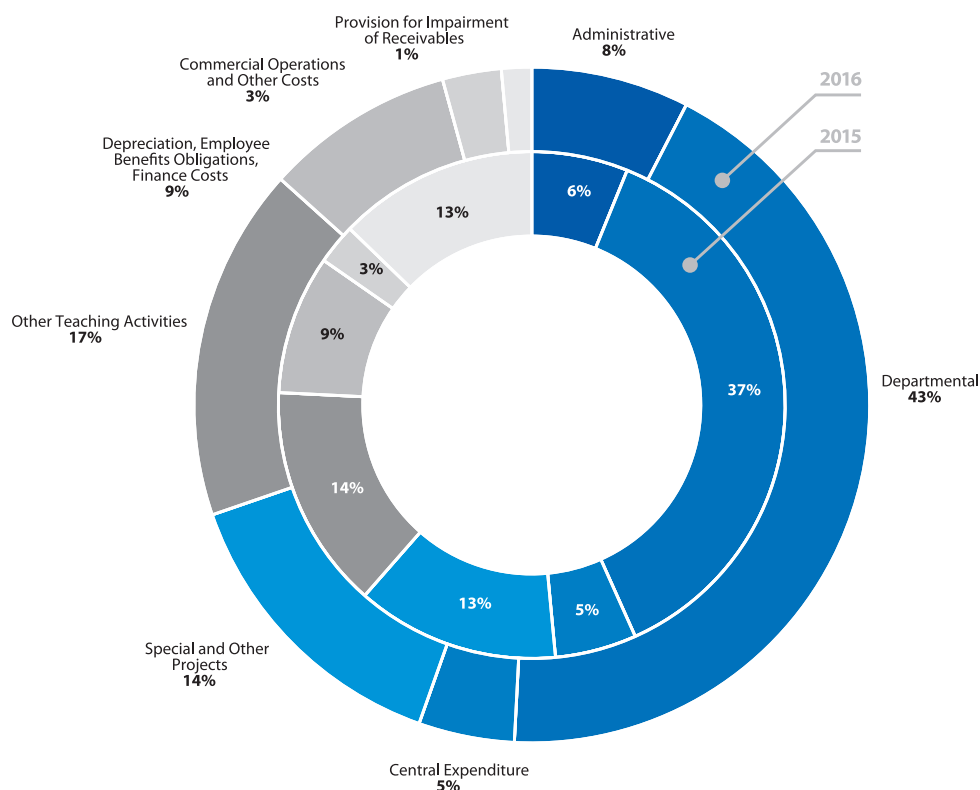


Expenditure

Total expenditure for the year including depreciation, employee benefits obligations and finance costs totalled TT\$1,145.7 million, decreasing by approximately TT\$154.8 million or 11.9%. Within the expenditure for Special and Other Projects is the inclusion of TT\$40.6 million related to the expenses of ROYTEC for year 2015/2016. The comparative figure for year 2014/2015 is TT\$37.8 million.

Campus Expenditure

	'000	%	'000	%
EXPENDITURE	2016		2015	%
Administrative	86,724	7.6	79,943	6.2
Departmental	495,544	43.3	483,261	37.2
Central Expenditure	52,598	4.6	67,602	5.2
Special and Other Projects	164,048	14.3	168,490	13.0
Other Teaching Activities	193,907	16.9	186,273	14.3
Commercial Operations and Other Costs	32,274	2.8	33,505	2.6
Provision for Impairment of Receivables	16,500	1.4	165,877	12.7
Depreciation, Employee Benefits Obligations, Finance Costs	104,084	9.1	115,558	8.8
	1,145,679	100	1,300,509	100



Other Teaching Activities relate to the costs of operating the Faculty of Medical Sciences.

Accounting Standards require a charge for depreciation, representing the costs of wear and tear for assets used over the accounting period. However, this expense is not funded in the Campus' approved budgets by the respective contributing governments.

The Campus is obligated under International Financial Reporting Standards (IFRS) to provide for the actuarially determined costs of providing post-retirement health, pension and pension supplementation for its employees. The charge for year 2015/2016 was TT\$43.1 million with TT\$55.9 million for 2014/2015. These liabilities are unfunded and not budgeted, and are paid on an 'as you go' basis. Please refer to Note 16 of the Financial Statements. In accordance with IAS 19 the re-measurement of the defined benefit contributions of TT\$8.2 million was charged to 'Other Comprehensive Income'.

The total comprehensive loss for the year of TT\$59.1 million included a profit on the operations of ROYTEC of TT\$1.5 million, and a profit of TT\$0.2 million on the operations of St. Augustine Campus Enterprises Co. Ltd. (SACEL). SACEL manages both the University Inn and the Conference Centre with the occupancy level of the Inn being just below 75% during the period of the review.

Statement of Financial Position

Net Current Assets of the consolidated operations of the St. Augustine Campus amounted to TT\$555.1 million compared to TT\$493.7 million at July 31, 2015. The increase was primarily in cash and cash equivalent as a direct result of a more concerted effort in collecting the receivable due by the GoRTT for government contributions, GATE and PSIP.

The current asset ratio is a measure of liquidity, and measures the ability of an entity to meet its current obligations. The current asset ratio at July 2016 was 2.39:1.00 compared to 2.26:1.00 as at July 2015.

The net outstanding balance as account receivable at July 31, 2016 valued TT\$440.1 million represents a decrease of TT\$8.6 million or 2% over 2014/2015. However, an analysis of the account receivables balance indicates substantial amounts due from contributing governments TT\$100.9 million, and TT\$207.6 million due from the GATE programme (both for ROYTEC and UWI). There was also an amount of TT\$98.1 million due from the Public Sector Investment Programme (PSIP) for which TT\$79 million has been provided. Bad debt provision increased by TT\$13.9 million due to a specific write from the provision of the debt owed by the GoRTT for salary arrears paid to the Academic Staff of TT\$82.1 million.

Other current liabilities during the year decreased from TT\$389.0 million to TT\$377.5 million due to the reduction in the balances held regarding the construction of the South Campus as a result of continuing works and securing the site. At July 2016 the Campus held TT\$149 million in cash received from the GoRTT for funding the South Campus.

During the financial year 2015/2016, TT\$64.2 million was capitalised as fixed assets, comprising mainly of TT\$33 million for buildings, TT\$20 million for computer equipment and TT\$4 million for library books.

Research and Special Projects

Special projects income of TT\$165.2 million represents funds from international agencies and other donors for research and other programmes.

Commercialisation

The Commercialisation unit of the Office of Institutional Advancement & Internationalisation (OIAI) is responsible for helping the Campus monetise its physical space. The unit manages the contract system for concessionaires on the Campus

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2015-2016



During the review period the unit conducted the following audits of the Campus infrastructure:

- a Space Audit to, among other things, identify under-utilised facilities and provide floor plans to support space for commercial initiatives.
- an Electrical Audit to assess the electricity consumption by concessionaires on the premises and to ensure that they are all billed for their proportionate use of electricity.
- a Grease Trap Audit to reduce the financial and operational risk to the Campus as a result of disruptions, sewage backups and other hazards caused by poorly maintained or lack of grease interceptors by food operators.

The unit also organised a Vendor Town Hall Meeting to encourage productive relationships with concessionaires and to provide more inclusiveness and transparency in the operations of the Office.

Among the initiatives to be introduced in 2016/2017 is the establishment of mobile vending operations on the Campus. This will expand the range of services offered and increase revenue from commercial operations whilst minimising investment in infrastructure. There are plans to commercialise the UWI RBL Plaza; to identify and market commercialise opportunities at the Student Activity Centre (SAC); implement a 'Small Vendor Village' near the SAC; and launch the sale of chocolate bars from the Cocoa Research Centre in the Caribbean Airlines duty free shops and on-board shopping.

Looking Ahead

The Campus remains sensitive to the economic constraints being faced by our regional governments, recognising that they contribute approximately 50.4% of the total income of the Campus. We are committed, therefore, to working closely with them to minimise any negative impact on the University resulting from declining revenues.

engage with us

Be You. Be We. Be UWI.

What does it mean to be part of The UWI family?

The latest recruitment campaign at the St. Augustine campus which kicked off in November 2016, brings this question into focus. The campaign examines various aspects of UWI life, through the lens of the student body, faculty and also catches up with alumni. By engaging these members of our family we have the opportunity showcase the diversity of our campus coupled with the cutting-edge research and innovation underway.

Asking students to reflect on **Be UWI** encourages dialogue and provides an outlet through which they can align to the university's brand and see UWI as *theirs*. Further, the intention of the student focus is to also have them act as influencers to their peers and prospective students. This goes to the faculty and alumni as well as they have the opportunity to highlight the lesser known programmes offered.

The **#BeUWI campaign** consists of three main components: **Be You. Be We. Be UWI** – all of which are meant to illustrate the diversity of our programmes, our student body and how The UWI creates a unique space where people from all walks of life can thrive.

BE YOU speaks to students finding their niche while remaining part of The UWI family.

BE WE speaks to the diversity and uniqueness of our institution. To **BE UWI** is to be ready for the possibilities of your life, to be people who are capable of not only academic excellence, but of critical thought and innovation. To be individuals who want to make contributions in their communities and countries by joining a regional alumni community of global reach. Here are some of the interesting things we learned about our students and life at St. Augustine.



Christopher Lou-Hing
Yr1 - Film Programme,
Faculty of Humanities and Education

"It's a really inclusive environment here at UWI. Everyone's really supportive and stuff. There's a lot of clubs here on campus, there's the LGBT JOY and the Safe Space and as a queer person that's really interesting and you never find that anywhere else and it's really good to have a support network."



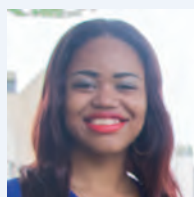
Kheston Walkins
1st year PhD in Molecular Genetics,
Bioinformatics
Faculty of Medical Sciences

"We need to take a serious look at collaboration. You have business, the arts and the sciences coming together. That collaborative approach is going to give us the opportunity to create wealth for our country."



Alicia Lalite
PhD in Business Administration
specialisation in Human Resource
Faculty of Social Sciences

"I want to sell to people that persons with disabilities could function in a normal environment. I want to know what causes them to behave the way they do when it comes to seeing someone with a disability, they have the qualifications, but like they go into panic mode with not wanting to hire them."



Sasha-Ann Moses
Yr 1 Bachelor of Laws
2017 National Women's Action
Committee (NWAC)
Calypso Queen

"I want to work on my public speaking skills because I'm kind of shy. So I think that aspect of being a calypsonian has definitely helped me in pursuing my law degree...it helps me with things like debating, so the two go hand-in-hand."



Yenver Caesar
Yr 3 International
Relations
with a minor in
Public Sector
Management,
Faculty of
Social Sciences

Recipient of a Development and
Endowment Fund Board (UWIDEF) Star
Award Bursary

"My advice to anyone applying to UWI would be to go for it because like anything under this earth, it has its flaws, except chocolate because chocolate has no flaws. I would tell them to apply because you look at the alumni and the leaders of the Caribbean, all the Prime Ministers, the ministers, entrepreneurs, the list goes on. The majority of them if not all, have some sort of foundation at the university whether it be St Augustine campus, Cave Hill or the Mona campus and recently the Open Campus."



Carol N. Hosein
Double alum and
Part-time Lecturer at DCFA
Faculty of Humanities & Education

"I feel more confident in taking my education here at this institution as opposed to another university in the Caribbean or even in Trinidad so there's a certain measure of stability especially with the programmes that I would recommend."

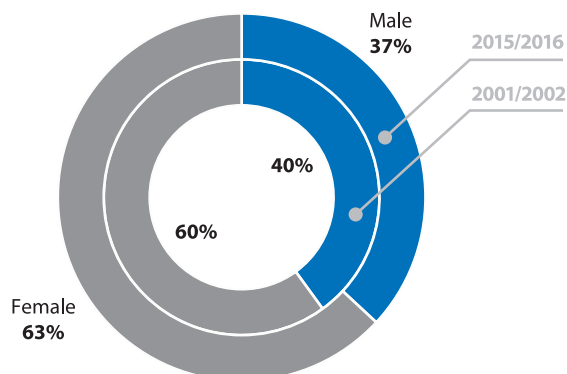
Now that you've seen what some of our students and staff have to say, we invite you to share your stories with us. Follow us on Facebook and Twitter using **#BeUWI**.

Be You. Be WE. Be UWI

facts & figures

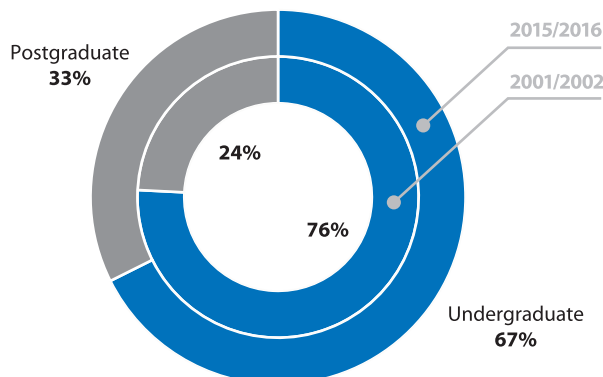
Comparative Distribution of On-Campus Enrollment by Gender

2001/2002 & 2015/2016



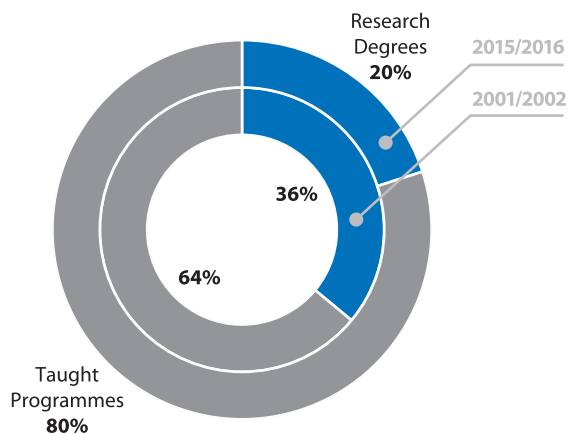
Comparative Distribution of On-Campus Enrollment Between Undergraduate and Postgraduate Levels

2001/2002 & 2015/2016



Comparative Distribution of Postgraduate Enrollment between Research Degrees and Taught Graduate Programmes

2001/2002 & 2015/2016

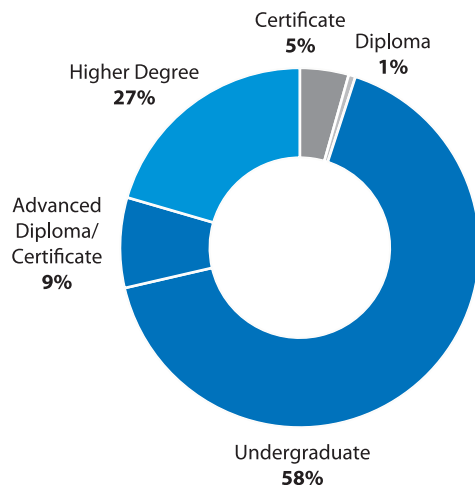


annual report

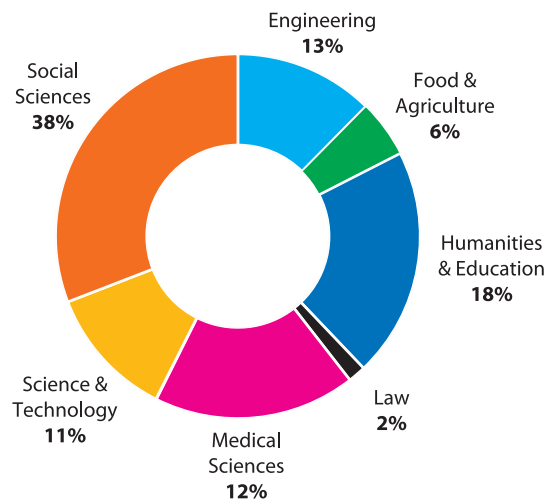
2015-2016



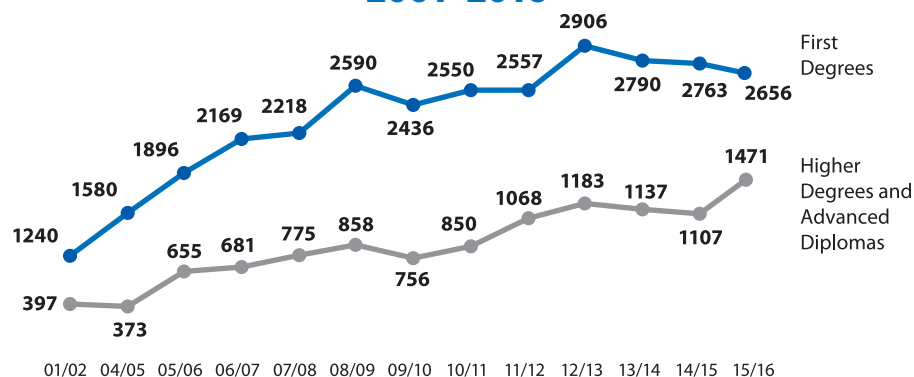
Graduates by Programmes
2015/2016



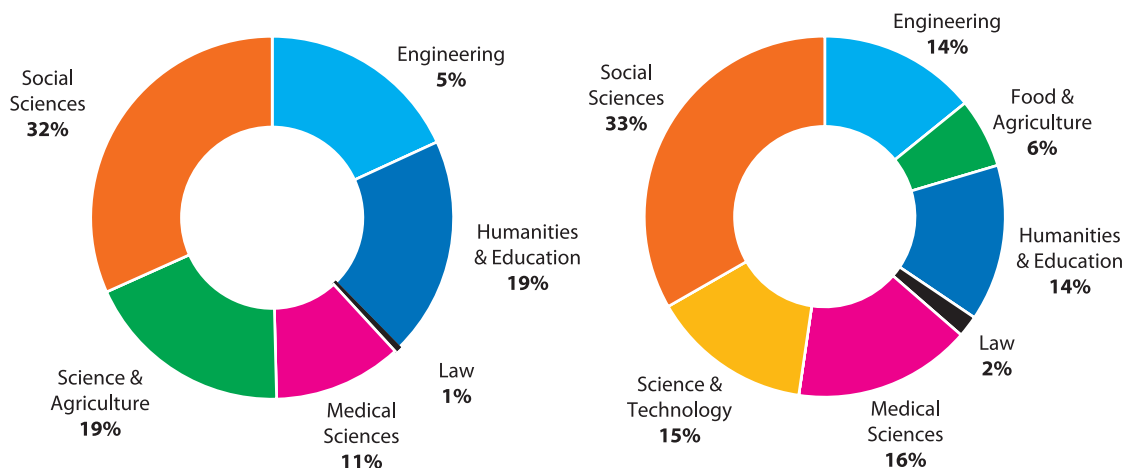
Graduates by Faculty
2015/2016



Output of Graduates
2001-2016



Comparative Distribution of Campus Enrollment by Faculty
2001/2002 & 2015/2016



enrollment and output profile 2001-2016

On-Campus Enrollment by Programme Level and Delivery Mode

	2001/2002	2010/2011	2015/2016	% Increase in Enrollment 01/02 -15/16
Full-Time First Degree Enrollment	4647	n.a.	9418	
Part-Time First Degree Enrollment	713	n.a.	430	
Evening	-	n.a.	766	
Total On-campus Enrollment in First Degree Programmes	5360	n.a.	10614	98%
On-campus Enrollment in Certificate and Diploma Programmes	430	n.a.	441	
Total On-campus Undergraduate Enrollment	5790	12559	11055	
Higher Degrees, Advanced Certificates & Diplomas	1851	5121	5265	
Total On-campus Enrollment	7641	17680	16320	114%
Ratio of Female : Male Students (On-Campus Enrollment)	3:2	2:1	2:1	
Trinidad & Tobago Students as a % of On-Campus Enrollment	88.20%	92%	93%	
UWIDEC & Online Programmes**	418	0	-	
Off Campus (Affiliated Institutions & other Tertiary Level Institutions)	127	548	98	
Other Students (Undeclared & Summer)	n.a.	-	79	
Total Enrollment: On-Campus/Distance /Online/Affiliated Institutions	8186	18228	16497	102%

** As of the Academic Year 2007-2008, students enrolled with the Open Campus (formerly UWIDEC) are not counted as students of the St. Augustine Campus.

Distribution of Enrollment by Faculty

	2001-2002	2010/2011	2015/2016
Engineering	1424	2440	2545
Food & Agriculture	-	-	1122
Humanities & Education	1409	3081	2522
Law	45	166	348
Medical Sciences	1002	2080	2862
Science & Agriculture	1457	4068	0
Science & Technology	-	-	2589
Social Sciences	1859	5845	5981
Total	7211	17680	17969

Output of Graduates

Degree Programmes & Advanced Diplomas Only	2001-2002	2010/2011	2015/2016
First Degrees, Certificates and Diplomas	1240	2550	2658
Higher Degrees & Advanced Diplomas	397	850	1471
Total	1637	3400	4129

* Figures for years prior to 2012/2013 represent degree programmes and advanced diplomas only.



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