



THE UNIVERSITY  
OF THE  
WEST INDIES

VICE-CHANCELLOR'S  
REPORT TO COUNCIL  
2022–2023

**75 YEARS**  
REGIONAL TRANSFORMATION  
TO GLOBAL LEADERSHIP

**75** ROOTED  
READY  
RISING  
1948 - 2023





**Credit: Artist Johann Bennett**

Winner of the 75<sup>th</sup> Anniversary Staff Art Competition, Mr. Johann Bennett, from the Department of Literary, Cultural and Communication Studies (DLCCS) at The UWI St. Augustine Campus. Mr. Bennett's exceptional artwork, titled '*Rooted, Ready, Rising – Pelicans in Flight at Pigeon Point Sunset*,' emerged as the winner of the competition, celebrating the institution's milestone anniversary.

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“Have You Ever Heard The Pelican Sing’  
Have you ever heard the Pelican sing,  
Dancing through the coconut trees,  
Sea sand rooted, ready, rising,  
Caressing the Caribbean breeze,  
New worlds, new possibilities,  
High above vision is clear,  
To see sustenance,  
Underwater so near,  
Giving thanks to The Creator of All,  
With a smile on its beak,  
It performs a free-fall,  
Success Granted,  
Homeward bound,  
To provide for the children,  
All year round,  
No matter what,  
The seasons may bring,  
It is wonderful to hear,  
The Pelican sing.

**Painting & Poem by  
Artist Johann Bennett**

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# 75 YEARS REGIONAL TRANSFORMATION TO GLOBAL LEADERSHIP

Over the past 75 years, we have been steadfast, advancing the conversations, research, and pedagogy essential to steer the Caribbean forward. Despite all of the turbulence and the divisions and all of the challenges as colonial and post-colonial nations, we are hunkered down and finding ways to generate the intellectual energy and efficiency to move our people through time.

**THIS REPORTING YEAR FINDS US AT THE UNIVERSITY OF THE WEST INDIES IN THE CELEBRATION OF OUR 75 YEARS OF SERVICE TO THE PEOPLE OF THE REGION.**



Our 75 years of invaluable service is indeed a major achievement. The 75<sup>th</sup> anniversary finds your university in a very good position indeed.

We are now constituted as five campuses with 10 global centres around the world. At 75, our reputation as a university has never been greater.

Our global visibility as a first class ranked university, as has never been greater, so at 75 years, we are ranked as the number one Caribbean University from a field of over 100. We rank among the top 1% of universities in Latin America and the Caribbean from a community of over 2000 universities. And we rank among the top 3% of the best universities in the world from over 32,000 universities. Such rankings affirm our readiness to serve

our people and uphold our institutional stature.

It is also clear that we were tested in a way that we probably have never been tested before with the COVID pandemic and we came through that process with our head held high. The COVID-19 pandemic undoubtedly posed an existential threat to our university. Many universities worldwide struggled to adapt. They resorted to drastic measures such as closing campuses and suspending teaching indefinitely. These universities are now grappling with the daunting task of restoring their reputation.

The UWI, however, never succumbed to such drastic measures. As a management team, we hunkered down, and were resolved to get our students through

this. We transitioned over 2,000 programmes to an online modality. We ensured our students graduated as planned. So we stayed the course. We took strong decisions. And history will undoubtedly recognize our University as one that managed the COVID-19 crisis with distinction. Our colleagues have every reason to be proud of this accomplishment.

Moreover, we continue to uphold the activist spirit of our University. By owning our unique brand profile as a university, we are activists in all critical areas impacting the Caribbean people. Whether it is related to Sustainable Development Goals, food security, climate change, public health issues, or any other pressing matter, we are at the forefront, providing solutions,



advocating for change, and conducting extensive research. This is how we are building our University for the future, actively engaging with communities across diverse and challenging areas.

We perceive the management of a university as a strategic process, demanding the finest minds to devise visions and strategies. While we follow the principles of scientific management, we firmly recognize that we must be rooted in the societal expectations and expressions of our culture. So it's a dialectical relationship between the strategic planning and understanding the evolution of culture.

At the core of our year in review stands the issue of ensuring the university's financial sustainability. One frequently asked question is, "How are we maintaining the development of a world-class globally ranked university in a region where growth has remained stagnant for over 30 years?"

How have we been able to maintain and keep going with this university in a region that has serious financial challenges that have resulted, some from the colonial legacy, others from the global movements and a world economy that have been generally speaking negative, and all of these adverse circumstances beyond our control?

The explanation is straightforward. It is the solidarity between the people of the region, their governments and the university. This is an unbreakable bond. The UWI has enjoyed steadfast support from governments over the decades. The public has embraced this university, contributing to its growth and success, constantly engaging and funding it. Our people will protect and defend the institution.

Our Financial Report and University Bursar's review demonstrate that the university secured US\$60 million in grant funding for our research.

Research funding is not a primary government strategy. The governments in the region in fact, invest primarily in an undergraduate experience, with strategic interventions in policy research. Therefore, the University has the responsibility to secure research support through its global partnerships. The US\$60 million generated in the year in review indicates the university's commitment to finding the necessary resources for research. This demonstrates our stakeholders' trust and confidence in us, and our proactive stance towards securing funding.

At the moment, the governments of our region are funding 48% of the university's operational costs which means of course that the student fees should have been in at just under 20%. The university itself has to find at least 30% of the resources necessary to continue its operations and we are in aggressive pursuit of that, which is why we call this Strategic Plan in this phase the Revenue Revolution.

Campus by campus, we are in pursuit of those resources necessary to supplement the government's contributions so that this university can continue to thrive. The application of the university strategic plan is built on three pillars—Access, Alignment and Agility.

We are building a culture of self help. Exporting Caribbean knowledge to the world. We may have been tested. We have not disappointed the founders and stakeholders of this university. We have demonstrated the capacity to thrive from 75 to 100 and beyond.

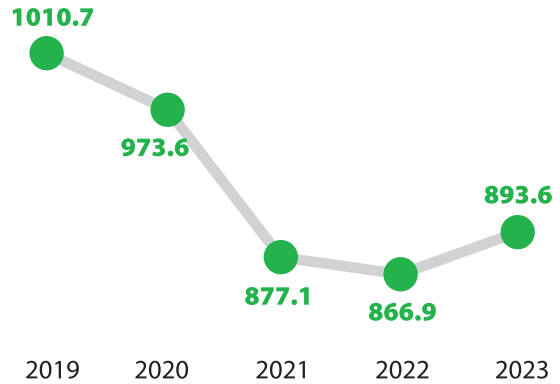
**Professor Sir Hilary Beckles,**  
Vice-Chancellor, The University of the West Indies



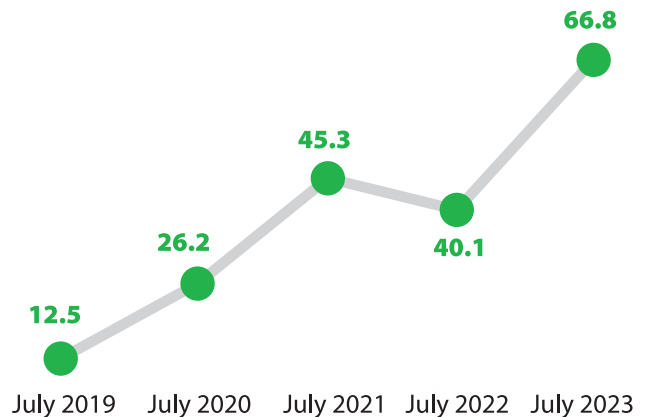
**WE HAVE NOT DISAPPOINTED THE FOUNDERS AND  
STAKEHOLDERS OF THIS UNIVERSITY. WE HAVE DEMONSTRATED  
THE CAPACITY TO THRIVE FROM 75 TO 100 AND BEYOND.**

# ALIGNMENT: EXPENDITURE & REVENUE

**Cost Containment  
Five year Trend**  
2019 – 2023 (BDS\$ Millions)



**Revenue Raising  
New Externally Funded Projects**  
July 2019 – July 2023 (BDS\$ Millions)



**REVENUE REVOLUTION IN ACTION**  
Restoring the University's financial health is our top priority.





# UWI'S RESEARCH INFLUENCE LEADS IN THE RANKINGS

For the third consecutive year, The UWI sustained a leading position among the Caribbean region's best, according to **Times Higher Education (THE) 2022 Latin America University Rankings**. The UWI also significantly scored 100% in the citations (research influence) performance indicator used by the prestigious ranking agency.

This score is above even the number one ranked university in Latin America; a feat The UWI also achieved in the 2021 Latin America University Rankings. This performance indicator is one of five areas assessed by THE, which looks at a university's role in spreading new knowledge and ideas.

The research influence score captures the average number of times a university's published work is cited by scholars globally. THE's other performance indicators include teaching (the learning environment); research (volume, income

and reputation); international outlook (staff, students and research); and industry income (knowledge transfer).

The UWI's high ranking and high demand for its research is a key advantage that it aims to leverage in its 2022–2027 strategic cycle. *The Revenue Revolution* is focused on converting the University's well-earned and honed international reputation into much-needed revenue, as well as enhancing the quality, quantity and impact of research to develop revenue generating industry-academic partnerships.

Since its 2018 debut in the **Latin America University Rankings**, The UWI is still the top university from the English-speaking Caribbean among all the institutions ranked therein.



**Only Caribbean University Ranked Among BEST IN THE WORLD**



- ▶ CARIBBEAN'S #1
- ▶ WORLD'S TOP 1.5%
- ▶ LATIN AMERICA'S TOP 20
- ▶ WORLD'S GOLDEN AGE TOP 100
- ▶ IMPACT RANKINGS 2.5%

"These excellent results are the outcomes of the sustained, smart work of our academics and administrators, students and service providers."  
**Vice-Chancellor, Professor Sir Hilary Beckles**

"The UWI's research continues to significantly impact not only academia but the policy processes in developing countries."  
**Pro Vice-Chancellor, Board for Graduate Studies and Research, Professor Aldrie Henry-Lee**



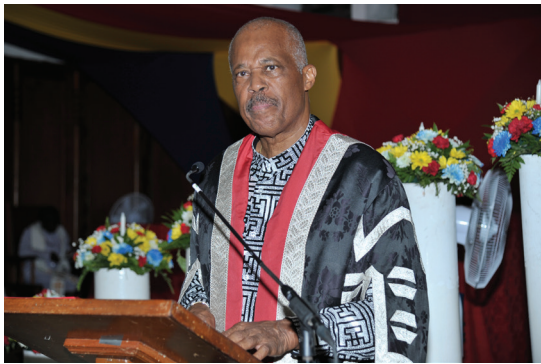
# 75<sup>TH</sup> ANNIVERSARY - ROOTED. READY. RISING.



THE UNIVERSITY  
OF THE  
WEST INDIES



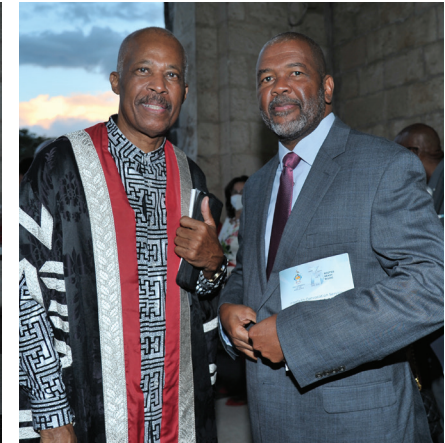
ROOTED  
READY  
RISING



The UWI's 75<sup>th</sup> Anniversary year was deemed "magnificent" by Vice-Chancellor, Professor Sir Hilary Beckles, as the year of celebrations was launched during a media briefing on January 6, 2023.

Vice-Chancellor Beckles considered the University's extraordinary journey during its 75 years of service to the region and beyond, commenting that this period represents "75 years of commitment to nation building. 75 years of driving forward economic and social transformation and development."

The UWI's 75<sup>th</sup> Anniversary initiatives were framed and aligned to reflect on the University's past, confront the present, and articulate plans for its future across all five campuses as well as internationally through partner associations and affiliates.



"The UWI has lived up to its promise, though much more can be done and must be done."  
**Chancellor, Robert Bermudez**

"A moment of reflection and projection."  
**Vice-Chancellor, Professor Sir Hilary Beckles**

"As a university rooted in the Caribbean with global reach many share the pride and outstanding accomplishments of our wonderful academy."  
**Dr. Maurice D. Smith, University Registrar, Chief Administrative Officer, and Chair, 75<sup>th</sup> Anniversary Planning Committee**



# UWI DAY

January 7, 2023 was declared “**UWI Day**” and was commemorated with a series of proclamations by Heads of State across the region. The date held special significance, as on that date in 1947 the governing body of the University College of the West Indies — a branch of the University of London intended to serve British colonies — assembled for its first meeting in the House of the British Council in Jamaica. It was at this first meeting that a decision was taken for lands at Mona, Jamaica to be used for establishing the first campus of The University of the West Indies. One year later, on October 4, 1948, the Campus welcomed its first class of 33 medical students.



# 75<sup>TH</sup> ANNIVERSARY – ROOTED. READY. RISING.

Several events and activities were planned to commemorate this 75<sup>th</sup> jubilee milestone. Among the memorable celebrations were:

**An Interfaith Convocation Service** at the University Chapel at the Mona Campus on January 8. It was attended by staff, students, retirees, alumni, partners, and friends of The University.

**UWI Day** in New York on April 20. The mayor of New York, Eric Adams, proclaimed this date “The UWI Day” at the 26<sup>th</sup> Annual AFUWI Awards.

**Diamond Jubilee Week**, July 17 – 22. A special Diamond Jubilee Week of celebration, from a higher education forum Beyond 75: Vision, Strategy and Leadership for Higher Education to the Vice-Chancellor’s 75<sup>th</sup> Anniversary reception to An Evening with the University Singers, celebrating the life of the institution.

**UWI 75<sup>th</sup> T20 Cricket** on Saturday, September 30. The UWI returned to its Caribbean roots with a friendly cross-campus T20 cricket tournament. Teams comprised staff, students, faculty, alumni, and all-star celebrities such as Daren Ganga and Anisa Mohammed.

**Anniversary of The UWI’s First Class** on October 4. Commemorating the first class for 33 medical students — a chemistry lecture by Professor Dr. Cedric Hassall.

**Planting of 75 Trees at Mona** on October 6. Team members deployed across the 653-acre campus planted 75 saplings to symbolically mark each year of the Institution’s existence.





**UWI We Rise Talent Showcase Finals**

on November 18. This virtual cross-campus event designed to provide staff, students, alumni and retirees of The University of the West Indies with a platform to showcase their talent in the areas of dance, voice, music and performance arts.



**Joel Philip**  
Performance Art  
St. Augustine Campus



**Dr. Rakhee**  
Dance  
Mona Campus



**Isaiah Stokes**  
Performance Art  
St. Augustine Campus



**Sherisse Bideshi**  
Performance Art  
St. Augustine Campus



**Reniece Bonnett**  
Voice  
Cave Hill Campus



**Blestina Charles**  
Voice  
Cave Hill Campus



**Shernell Clarke**  
Voice  
Cave Hill Campus



**Athalia Crump**  
Voice  
Five Islands Campus



**Suzette Edwards**  
Performance Arts  
St. Augustine campus



**Lee-San Gayle**  
Voice  
Mona Campus



**Terisha Gilbert**  
Voice  
Cave Hill Campus



**Orane Green**  
Voice  
Mona Campus



**Jerod Griffith**  
Voice  
St. Augustine Campus



**Kathrine Johnson**  
Performance Arts  
Mona Campus



**Shimiah Lewis**  
Performance Art  
St. Augustine Campus

## BEYOND 75

As part of its year-long series of events to celebrate its 75<sup>th</sup> Diamond Jubilee Anniversary, The UWI brought together industry leaders, partner institutions, and students for the forum themed **“Beyond 75 – Vision, Strategy, and Leadership for Higher Education”**. The hybrid event was held at the University’s Regional Headquarters in Jamaica and broadcast live via UWItv during its Jubilee Week held in July 2023.

Two panel discussions featured an impressive line-up of panellists representing the student voice and partners from the higher education, development, private, and public sectors addressing sub-topics ranging from quality assurance, partnerships, and financing in higher education. The panel discussions were themed “The Higher Education Future We Want”, and “The Road to Achieving the Vision: Strategy & Leadership”.

In his keynote address, The Honourable Dr. Terrance M. Drew, Prime Minister of St. Kitts and Nevis, expressed his concern for how the education and other sectors evolve and collaborate harmoniously to ensure a better future for the people of the region. “A shared vision is an important starting point,” he said.

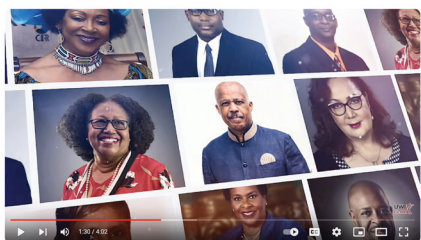
University Registrar Dr. Maurice D. Smith reiterated that it was time to “examine how higher education institutions can remain, reimagine our traditional approach and find innovative strategies to partner with our communities.”

Professor Densil A. Williams, in his (then) capacity as Pro Vice-Chancellor and Principal of the Five Islands Campus, shared concerns about the region becoming stuck in a “long time, low growth, low wage trap.” He emphasised the importance of having an access revolution for post-secondary education. “That is going to be critical if we are going to allow our people to have the kinds of skill sets needed to participate in the new economy.” He spoke in the context of the rise of artificial intelligence, and observed that the post-secondary curriculum needed to be expanded to cover new skills: “complex problem solving, emotional intelligence, creativity, and innovation.”





# TWO GOLD AWARDS FOR 75<sup>TH</sup> ANNIVERSARY LAUNCH CAMPAIGN



The University of the West Indies' 75<sup>th</sup> anniversary launch campaign earned 'gold' at the 17<sup>th</sup> AVA Digital Awards and the 39<sup>th</sup> Annual Educational Advertising Awards. Both prestigious international industry awards were bestowed on The UWI's "Rooted Ready Rising" campaign.

Kicking off the awareness of The UWI's 75<sup>th</sup> anniversary celebrations, the digital campaign included the reveal of the anniversary theme, logo and a video launch package. The development of a three-pronged theme 'UWI @ 75. Rooted. Ready. Rising.' gave equal emphasis to three essential aspects—celebration, reflecting upon The UWI's historical journey and all it has achieved in the last 75 years; inspiration, articulating the essence of what The UWI means and represents to the Caribbean community; and aspiration: expressing The UWI's forward-focused journey.

It's the sixth Gold Award for The UWI, having won global accolades for redesigning the University's central website, [www.uwi.edu](http://www.uwi.edu) in 2022, special Climate Action Report and COVID-19 Website in 2021.

The University Marketing and Communications Office, responsible for the institutional promotion of the regional academy, led the 75<sup>th</sup> anniversary launch campaign and the 75<sup>th</sup> anniversary logo, and the anniversary launch videos were all developed by in-house talent.

Commenting on the international recognition, University Director, Marketing & Communications,



Dr. Rhonda Jaipaul-O'Garro said, "In addition to our innovative and creative marketing and branding strategies, this award acknowledges the hard work and dedication of our system-wide marketing and communication teams at the Vice Chancellery and across our campuses. We at The UWI have proven our capability to create powerful and compelling brand stories as a global brand of excellence by winning this award."

University Registrar, Dr. Maurice D. Smith who served as Chair of the Central Planning Committee for the 75<sup>th</sup> anniversary celebrations noted, "As the curtains close on the yearlong celebrations, and news comes of these awards, I am delighted that our University Marketing and Communications Team has once again been recognised for its excellence and diligence. These awards certainly serve to underscore the expertise that not only is theirs but also the University's given its invaluable contribution to the region and beyond. I am sure my colleagues are encouraged and remain even further committed to serving with the distinction for which they are known."



# ACTIVIST UNIVERSITY



# US\$750,000 OPEN SOCIETY GRANT FOR UWI-LED REPARATORY JUSTICE INITIATIVES

As a global powerhouse in philanthropy, Open Society Foundations (OSF) has generously granted US\$750,000 to the promotion of CARICOM Reparatory Justice in the reporting year.

This bolsters an already strong partnership in working towards a better world, as outlined and confirmed in a Memorandum of Understanding signed between OSF and The UWI in September 2020.

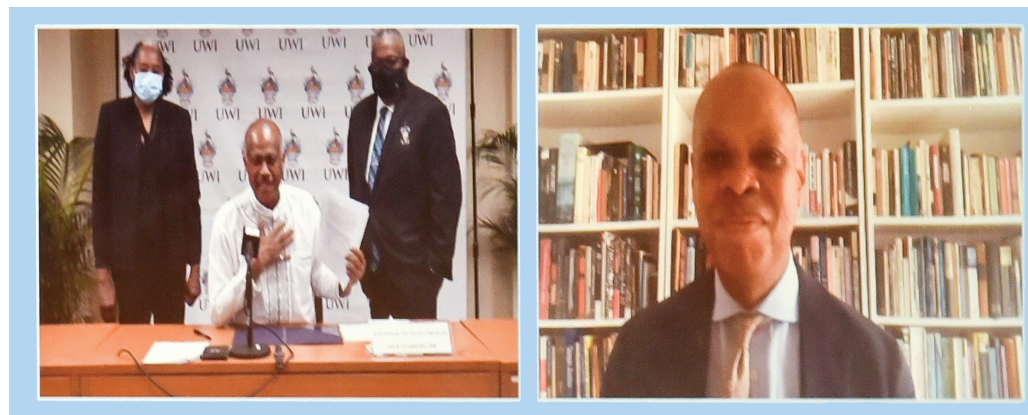
In response to the transatlantic slave trade and its enduring legacy, The UWI has demonstrated global leadership in promoting and achieving reparatory justice.

The grant not only promotes global awareness, activism, and action regarding reparatory justice but also fosters stronger Caribbean-Africa engagement through sustained support for academic programmes, research, and advocacy.

The non-UGC funding source supports global and regional activities through five interlocking UWI institutions-The Centre for Reparations Research, the PJ Patterson Institute for African-Caribbean Advocacy, joint global centres University of Lagos-UWI Institute of African and Diaspora Studies Centre for African-Caribbean history and culture and University of Johannesburg-UWI Centre for Global African Studies and UWItv.

The institutions will undertake diverse activities, ranging from academic courses and research to faculty and student exchanges, all aimed at advancing reparatory justice.

Their ultimate goal is to educate, advocate, and provide accurate, transformative information for the global community, as The UWI continues to positively impact the broader international community through reparatory justice.



Throw back from 2020 Virtual MOU Signing Ceremony - Vice-Chancellor of The UWI, Professor Sir Hilary Beckles and then President of Open Society Foundations, Ambassador Patrick Gaspard on Thursday, September 17, 2020.



**OPEN SOCIETY**  
FOUNDATIONS

Jasmine Mickens  
Program Manager, Global Justice  
Advancing Intersectional Justice  
Open Society Foundations

# UWI IN TIME | SLAVERY REPARATIONS ARE COMING

The UWI's efforts to encourage reparations for slavery were the subject of a July 2023 cover of TIME magazine, which featured an article entitled "Slavery Reparations are Coming". The article foregrounds the epicentre roles of Barbados, The UWI and its Vice-Chancellor, Professor Sir Hilary Beckles.

This coverage bears witness that the world is on the cusp of a major structural transition driven by reparatory justice, an inspired development jointly effected by the Caribbean's only indigenous, world-ranked university and its CARICOM partners.



The article foregrounds the epicentre roles of Barbados, The UWI and its Vice-Chancellor, Professor Sir Hilary Beckles



# A HISTORIC REPARATIVE APOLOGY

On February 27, 2023 at a forum co-hosted by the Grenada National Reparations Committee (GNRC) and The UWI, members of the Trevelyan family delivered a public apology and a personal contribution of £100,000 to begin righting the wrongs of their ancestors, who owned more than 1,000 slaves in the 19<sup>th</sup> Century.

The first point in the Caribbean-led reparatory justice programme championed by The UWI and CARICOM calls for 'formal and sincere apology' as a precondition of healing for descendants of enslaved peoples.

Accompanied by seven of her relatives, British-American BBC anchor/correspondent Laura Trevelyan read an apology signed by 104 of the descendants of the part owners of six plantations in Grenada. The Trevelyans acknowledged slavery as "a crime against humanity," and noted "its damaging effect continues to present day".

Conversations with the Trevelyans and the Government of Grenada were guided by Professor Sir Hilary Beckles, who affirmed the transformative significance of the family's initiative. "These developments require courage and commitment to look into your history, your past and to recognise that a crime has been committed, a crime that has led to your own enrichment and privilege, and to be able to say this was wrong."

"The reparations movement is a call for partnership," he asserted. "It's a call for diminishing



the debt owed to the people of this region. And it's a call to have a shared vision for the future." He clarified, "We're not calling for racial strife. We're not calling for international conflict. We believe reparations is the key for a win-win strategy for both sides of this conversation."

The money will be used to establish an education fund for The UWI Open Campus. Other Trevelyan family members have also made commitments towards bursaries for The UWI Open Campus, Grenada, the Grenada Education and Development Programme, while others have offered their time to ongoing projects in Grenada.

"We repudiate our ancestors' involvement and urge the British government to enter into meaningful negotiations with the governments of the Caribbean to make appropriate reparations." **The Trevelyan Family**



# REPARATIONS AND ROYALTY

The UWI Centre for Reparation Research and the P.J. Patterson Institute for Africa-Caribbean Advocacy held an all-day symposium themed “Reparations and Royalty, Africa and Europe: Exploding Myths and Empowering Truths” at Regional Headquarters on March 2, 2023 and a Youth Forum titled “Wha Gwaan Africa?!” at the Mona Campus on March 3.

This was in part to address the dangerous arguments by 19<sup>th</sup> Century traders and their allies that African commercial and political interests were their business partners in the Trans-Atlantic Trade of Africans.

A high-level delegation of royal African traditional leaders was hosted by the CARICOM Reparations Commission, who led conversations on the roles of African and European Royalties in said trans-Atlantic trafficking.

Vice-Chancellor, Professor Sir Hilary Beckles provided historical context on the relationship between Europeans and Africans, emphasising that it is critical to examine the two sides of the equation. “While the royal families of Europe were organising their armies, building their corporations and establishing structures for the destruction of societies in Africa, so as to secure enchained and enslaved labour, the royal families of Africa were on the receiving end of that violence.”

He underscored, “No group of people have been more denigrated by the historians of Europe than the kings, queens and nobles of Africa within the context of colonization.”



His Royal Highness Paul Jones Eganda, Global Chief and President, Ateker International Development Organization (AIDO) Network, revealed that approximately 657 kingdoms and cultural institutions are affiliated with the network. He said, “This royal delegation has travelled to Jamaica with one objective, to demonstrate to you, our dear family of Africa in the Caribbean, that we are not a race created as slaves. The fact is that we have a rich, proud, living history of royalty in Africa that still exists today which we represent here.”

The Youth Forum examined the significance

of royal traditional leaders and other royals in Africa, their responsibilities and roles, the importance of reconnecting the Caribbean with African culture and traditions, the need for reparatory justice for people of African descent, and how young people could contribute to that process.

The symposium was part of a visit by the high-level delegation, which visited from February 26 to March 6 for a series of activities arranged by their hosts. Countries represented included Uganda, Cameroon, Ghana, and the Zulu Nation of South Africa.

“Reparations justice has to take place, and Africa has to join in.”

**His Royal Highness Paul Jones Eganda, Global Chief and President, Ateker International Development Organization (AIDO) Network**



# ONE VOICE FOR REPARATIONS

As the Caribbean region marked 185 years of emancipation from slavery, history unfolded in Barbados with a convergence of African Union, CARICOM and civil society leaders for a high-level Study Tour on Reparations and Racial Healing.

Partners included the African Union Economic Social and Cultural Council (AU-ECOSOCC) and The UWI, with Vice-Chancellor and CARICOM Reparations Commission Chair, Professor Sir Hilary Beckles as a key contributor.

A need was identified to create a political framework to guide cooperation on issues of reparative justice between the African continent, the Caribbean and Latin America.

There is also a need to ensure that the reparations dialogue incorporates shared and contemporary challenges.

The historic study tour was the result of the February 2023 decision of the African Union Assembly of Heads of State and Government which called for a Common African Position and Programme of Action on reparations and reparative justice. Other key partners in the convening of the study tour included the Caribbean Pan African Network (CPAN), the Government of Barbados, with the Open Society Foundations serving as a facilitator.



“There is only so much the diaspora can do without the powerful voice and solidarity of African political leadership. . . finally, as in the Caribbean, African governments have now come on board. We believe this will change the entire trajectory of reparatory justice.”

**Vice-Chancellor, Professor Sir Hilary Beckles**



**AFRICAN UNION**

**Economic, Social and Cultural Council**



**NIGERIA**



**Caribbean Community**

# UWI/GLASGOW JOINT MASTERS IN REPARATORY JUSTICE

In September 2023 The UWI and the University of Glasgow welcomed the first cohort of students in the double degree MA/MSc in Reparatory Justice, a joint programme with the Glasgow-Caribbean Centre for Development Research, which was established in 2019.

The taught double degree master's programme targets current and emerging social activists, CARICOM citizens, and members of the Caribbean and African diaspora.

The programme's unique features include a partnership between The UWI and U of G for teaching, research and education. The programme is focused on the Caribbean and the reparations movement but draws on case studies from the wider global context. It also offers collaboration with research centres in Europe, the Americas and Africa. Students will graduate with both a degree from The UWI and the University of Glasgow.

This alliance between the two universities represents one of the earliest triumphs in the quest for reparatory justice, as the U of G has acknowledged that it had been supported and funded by the profits from slavery in the past.

Dr. Christine Whyte, a lecturer in global history and co-founder of the Beniba centre for slavery studies at Glasgow University, has said that the programme aims to "uncover and explore the historical legacies that lead to claims for reparations, investigate the legal, political and social means of making those claims, and give students the skills to go out and try to redress historical injustices".



First cohort in the MA/MSc Reparatory Justice programme.



THE UNIVERSITY  
OF THE  
WEST INDIES



University  
of Glasgow

This alliance between the two universities represents one of the earliest triumphs in the quest for reparatory justice, as the U of G has acknowledged that it had been supported and funded by the profits from slavery in the past.

The Emancipation 'Bussa' Statue, Bridgetown, Barbados. This monument was erected by the government and people of Barbados in 1985 to commemorate the 150th anniversary of the abolition of slavery and the emancipation of Barbadians from the institution of slavery. Sculptor - Karl Broodhagen





# MEN FOSTERING GENDER JUSTICE



It's a little-known fact that International Men's Day, recognised annually on November 19, is a home-grown occasion at The UWI, since

it was founded in 1999 by Historian, Dr. Jerome Teelucksingh, and subsequently adopted globally. The University's Institute of Gender and Development Studies (IGDS) commemorated the day in service to gender justice with a Vice-Chancellor's Forum on November 17, 2022 themed "Men Fostering Gender Justice".

The virtual forum featured a panel of expert gender and human rights activists who examined gender policies and equality. It recognised men who work for gender justice, who are working to uphold positive models of fatherhood, men who challenge the harmful norms of rigid gender roles and ideologies, and those working to end gender-based violence.

This special international day also provides an opportunity to learn about men's allyship with women and non-binary persons to achieve equitable and just societies in our region, and for men working toward gender justice to support one another.

**THE UNIVERSITY OF THE WEST INDIES**

**IGDS**  
REGIONAL COORDINATING OFFICE

**VICE-CHANCELLOR'S FORUM**  
in collaboration with  
the Institute for Gender and Development Studies

**Men Fostering Gender Justice**  
in commemoration of  
**INTERNATIONAL MENS DAY**

**Thursday November 17, 2022** **1:00 PM (Jamaica) 2:00 (Eastern Caribbean)**

**REMARKS BY**

**Professor Aldrie Henry-Lee**  
Pro-Vice Chancellor  
Graduate Studies and Research,  
The UWI

**Professor Diana J. Fox**  
University Director  
The UWI Institute for Gender  
and Development Studies

**PANELISTS**

**Stevan Coach Lynn**  
Founder and CEO  
Deads Driven Dads Inc., The CaribbeanFatherhood  
Coalition and The Future Fathers Club

**Glenroy Murray**  
Executive Director  
J-FLAG, Law Tutor, The UWI Mona Campus

**Harish Sadani**  
Gender Matters Consultant and  
Founder, Men Against Violence and Abuse (MAVA)

**Tyrone Buckmire**  
Co-Director  
Legal Aid & Counselling Clinic  
and Child Rights Activist

**MODERATOR**

**Father Sean Major Campbell**  
Christ Church, Vineyard Town, Jamaica.  
Human Rights and LGBTI activist

**LIVE BROADCAST**  
**UWITV GLOBAL**

**LIVE ON** [www.uwitv.org](http://www.uwitv.org) [www.facebook.com/uwitv](https://www.facebook.com/uwitv)

# VICE-CHANCELLOR'S FORUMS

The Vice-Chancellor's Forums are a series of public presentations, organized by Vice-Chancellor Beckles, which foster ongoing discourse among regional and international experts about an array of topical issues. The forums provide insightful analysis, perspectives, and context to significant political, social, and economic occurrences both regionally and globally. In the reporting period, the forums addressed such pertinent topics as Artificial Intelligence, the Bridgetown Initiative, Gender Justice, and the impact of the Patterson Commission Report in reshaping Caribbean education.

**THE UNIVERSITY OF THE WEST INDIES**  
**IGDS**  
REGIONAL COORDINATING OFFICE

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**PANELISTS**

Shawn Joseph Lynn  
Founder and CEO  
Deaths Drivers Death Inc: The Caribbean Fatherhood  
Coalition and The Future Fathers Club

Glennie Manry  
Executive Director  
3-PLAC, Law Tutor, The UWI Mona Campus

Harish Soodan  
Gender Justice Consultant and  
Founder, Men Against Violence and Abuse (MAVA)

Travis Buckman  
Co-Director  
Legal Aid & Counselling Clinic  
and Child Rights Activist

**MODERATOR**

Patricia Williams-Cornhill  
Child Care, Welfare Team, Jamaica,  
Human Rights and LGBT activist

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**THE UNIVERSITY OF THE WEST INDIES**  
**75** ROOTED READY RISING  
1783-2023

**VICE-CHANCELLOR'S FORUM**  
**Artificial Intelligence (AI)  
A Blessing or Curse for Higher Education?**

TUESDAY, MAY 9, 2023  
11:00 AM (EASTERN CARIBBEAN) | 10:00 AM (JAMAICA)

Dr. Emma Sabalera  
Head of Research and Oversight  
and CEO International Institute for  
Higher Education in Latin America  
and the Caribbean (IIEALC)

Arianna Valentini  
Research and Thought Analyst,  
IIEALC International Institute for  
Higher Education in Latin America  
and the Caribbean (IIEALC)

Dr. Margaret Niles  
Manager, Research Insights and  
Product Innovation, Caribbean  
Examinations Council (CXC)

Patti West-Smith  
Specialist, Customer Engagement  
Sales, Sunlife

**MODERATED BY:**  
Professor C. Justin Robinson  
Pro Vice-Chancellor, Research for  
Innovation and Business, The UWI

Submit questions to the panel via  
[uwitv@uwi.edu](mailto:uwitv@uwi.edu)

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**THE UNIVERSITY OF THE WEST INDIES**  
**75** ROOTED READY RISING  
1783-2023

**A VIRTUAL**  
**VICE-CHANCELLOR'S FORUM**  
ON THE  
**Bridgetown Initiative**

MARCH 29TH, 2023  
2:00 PM EASTERN CARIBBEAN | 1:00 PM JAMAICA

Professor Sir Henry Beckles  
Pro-Chancellor, The UWI

Ambassador - Designate Margareta Walinewska  
Honorary Consul General, Ambassador Extraordinary  
to the Caribbean Community, The UWI

Professor Anthony Pinder  
Professor of Health, Behavior and  
Intervention Research, Institute of Health  
and Society, The UWI

Dr. Andrew Davis  
Coordinator General Policy, Institutions and  
Governance, The UWI

**MODERATED BY:**  
Professor C. Justin Robinson  
Pro Vice-Chancellor, Research for  
Innovation and Business, The UWI

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**THE UNIVERSITY OF THE WEST INDIES**  
**CCEP**  
THE CARIBBEAN CENTRE FOR EDUCATIONAL PLANNING

**VICE-CHANCELLOR'S FORUM**

**Examining the  
Patterson Commission Report:  
Lessons for transforming education in  
Jamaica and the Caribbean**

THURSDAY, JULY 21, 2022  
11:00 AM (AST/EASTERN CARIBBEAN)  
10:00 AM (JAMAICA)

**FEATURE PRESENTERS**

Dr. Carole Thompson  
Head, Caribbean Centre for  
Educational Planning, The UWI

Professor Silvia Kosenberg  
Dean, Faculty of Humanities and  
Education, The UWI Mona Campus

**PANELISTS**

Dr. Martin Sapiote  
Senior Education Specialist, Caribbean Development Bank

Dr. Laurette Bristol  
Programme Manager, Human Resource Development, CARICOM

Mr. Robert Gregory  
Independent Educational Consultant

Professor Paul Miller  
Professor of Educational Leadership and Social  
Justice, Institute for Educational and Social Equity

Ms. Destriela Ming  
Education Specialist, Old Harbour Bay Primary School

Dr. Schantal Moore  
Lecturer in Language, Online Learning Specialist &  
2013 - 2020 Head, Caribbean Centre for Educational Planning

**MODERATOR**  
Reverend Ronald Thwaites

LIVE BROADCAST  
**UWI GLOBAL**  
[www.uwitv.org](http://www.uwitv.org) [www.facebook.com/uwitv](https://www.facebook.com/uwitv)



# TRANSFORMING CARIBBEAN EDUCATION

On July 21, 2023, The UWI, in collaboration with the Caribbean Centre for Educational Planning (CCEP), hosted a Vice-Chancellor's Forum to discuss the Orlando Patterson Commission Report. The Report, which presents a comprehensive review and assessment of Jamaica's education system, was examined by regional education experts during a two-hour hybrid event.

Several regional experts delivered addresses, including Chair, Reverend Ronald Thwaites, former Minister of Education in Jamaica; Ambassador Richard Bernal, Chair of the Advisory Board of the CCEP; Dr. Canute Thompson, Head of the Caribbean Centre for Educational Planning at The UWI; and Professor Silvia Kouwenberg, Dean, Faculty of Humanities and Education at Mona Campus.

The conversation centred upon the implications of the findings and recommendations of the Orlando Patterson Commission Report for the education system in Jamaica and elements of the report which may be applicable across the Caribbean.

There was also heavy emphasis on matters such as societal and economic justice, inclusion, communications technology, equity for differently abled students, and a more accessible scope of language that eliminates the elitism of English-speakers.

Dr. Canute Thompson revealed direct correlations between participation in tertiary education and a country's innovation index and quality of social life measured, among other things, by the murder rate.

Feature presentations were followed by a panel discussion and question and answer segment which included several regional subject matter experts.

**THE UNIVERSITY OF THE WEST INDIES**

**CCEP**  
THE CARIBBEAN CENTRE FOR EDUCATIONAL PLANNING

**VICE-CHANCELLOR'S FORUM**

**Examining the Patterson Commission Report: Lessons for transforming education in Jamaica and the Caribbean**

**THURSDAY, JULY 21, 2022**  
11:00 AM (AST/EASTERN CARIBBEAN)  
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**FEATURE PRESENTERS**

**Dr. Canute Thompson**  
Head, Caribbean Centre for Educational Planning, The UWI

**Professor Silvia Kouwenberg**  
Dean, Faculty of Humanities and Education, The UWI Mona Campus

**PANELISTS**

**Dr. Martin Baptiste**  
Senior Education Specialist, Caribbean Development Bank

**Dr. Laurette Bristol**  
Programme Manager, Human Resource Development, CARICOM

**Mr. Robert Gregory**  
Independent Educational Consultant

**Professor Paul Miller**  
Professor of Educational Leadership and Social Justice, Institute for Educational and Social Equity

**Ms. Deatricia Ming**  
Education Specialist, Old Harbour Bay Primary School

**Dr. Schontal Moore**  
Lecturer in Language, Online Learning Specialist & 2023 – 2026 Head, Caribbean Centre for Educational Planning

**MODERATOR**  
Reverend Ronald Thwaites

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**CCEP**  
THE CARIBBEAN CENTRE FOR EDUCATIONAL PLANNING

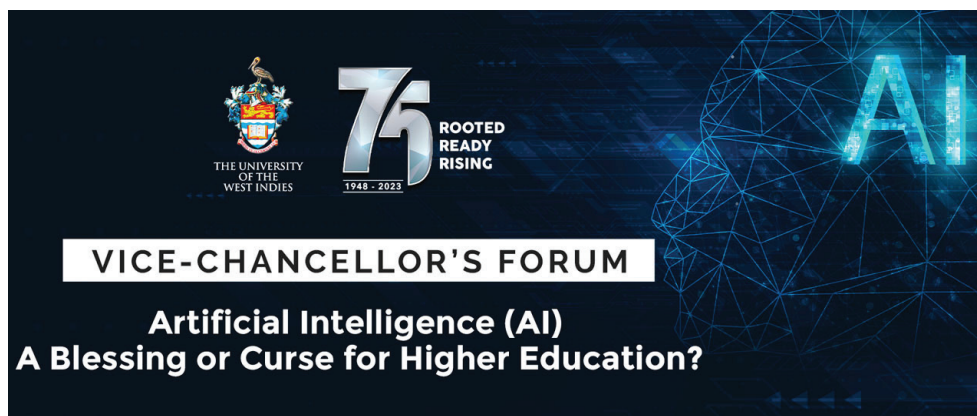
# AI AND CHATGPT IN HIGHER EDUCATION – GUARDRAILS, NOT BANS

With the eruption of Artificial Intelligence (AI) tools like ChatGPT, higher education experts are concerned about where these tools fit in the academic space. As such, a Vice-Chancellor's Forum focused on "Artificial Intelligence (AI): A Blessing or Curse for Higher Education". Held on May 9, 2023, it placed education experts on a panel to discuss the unfolding issues. Pro Vice-Chancellor, Board for Undergraduate Studies, Professor C. Justin Robinson, organiser and moderator for the forum, opened the session introducing the topic on behalf of Vice-Chancellor, Professor Sir Hilary Beckles.

The consensus of the panel was that it is neither blessing nor curse. Instead, as observed by panel member, Ms. Patti West-Smith, Director, Customer Engagement Team, Turnitin, it provides the opportunity to "improve the quality of work for educators and meaningfully impact the learning outcomes for students".

The panel cautioned that AI tools are dependent on information produced by others and as such are inherently biased. They also discussed the extreme option of banning AI from higher education on the grounds that the tools could constitute cheating and encourage unoriginal thinking, but the experts were unified in their position that with the technology already in use and expected to continue, the idea of banning AI tools likely comes from a place of fear.

Instead, it should instead be used strategically to empower students to think originally and critically, and they should be given guardrails around how these tools could be used effectively and ethically.





# GRANT OF US\$300,000 FOR NATURE-BASED COASTAL SOLUTIONS


UWI researchers secured a grant of US\$300,000 from Future Earth, a global network of scientists, researchers and innovators, to conduct research into designing sustainable nature-based coastal solutions. Research will take place in Trinidad and Tobago, the USA, Barbados and Jamaica.

Traditional hard engineering coastal structures like seawalls, dikes and breakwaters can be valuable for mitigating coastal hazards but are often not adaptable to climate changes, can harm the environment, negatively impact cultural and socio-economic aspects of communities, lack aesthetic appeal especially in the context of tourism, and require maintenance.

The project, entitled “Engineering the Design of Nature-Based Solutions for Sustainable Development”, seeks nature-based solutions to mitigate several of these challenges and which would be economically viable and adaptable specifically for Caribbean SIDS.

Work will include generating comprehensive datasets from physical and numerical modelling of beach vegetation, coral reefs and mangrove systems; collating and processing wave, current, water level and wind data; and simulating existing and projected hydrodynamics in coastal areas. The data will be transformed into meaningful knowledge that can be used by stakeholders involved in co-designing coastal solutions and related decision-making.

Funding covers the period from May 2023 to April 2025.



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## FINANCE MOBILISATION FOR CLIMATE CHANGE



A virtual Vice-Chancellor's Forum on The Bridgetown Initiative, held on March 30, 2023, brought expert stakeholder voices and Caribbean citizens to the same table for an important conversation on finance mobilisation for climate change.

According to the 2022 report of an Independent High-Level Expert Group on Climate Finance, \$2 trillion is required annually for developing countries to respond to the effects of climate change.

The impressive team, led by Vice-Chancellor Professor Sir Hilary Beckles,

put out a call for a global coalition to fund climate mitigation and adaptation. The Vice-Chancellor referenced the Bretton Woods Agreement of 1944, which eventually birthed the International Monetary Fund (IMF) and the World Bank. He questioned whether the Bretton Woods institutions are coming to the rescue of vulnerable Caribbean nations, who "through no fault of their own have found themselves at the bottom end of the global recovery process" and called the situation "a moral crisis".

He promised the support of The UWI in the matter of economic justice for the region as appeals go out for more donor funding to make up for the gaps in public sector funding.

The Bridgetown Initiative, which proposed significant reform of the global finance architecture in favour of climate-vulnerable countries and was devised by a group led by Barbadian Prime Minister The Honourable Mia Mottley, has been dubbed the most significant global policy initiative to originate from the Caribbean in recent times.

## UWI EXPERT IN CLIMATE CHANGE AND HEALTH POLICY INITIATIVE



Professor Anthony Clayton, The UWI's leading expert in foresighting and future-oriented planning, has been recruited by The Inter-Academy Partnership (IAP) to participate in an initiative to assemble solutions for climate change and health policies. The IAP is a network of over 140 national science academies and 30,000

scientists, engineers and health professionals in over 100 countries.

It will lead a global programme to encourage multisectoral, systems-based studies and policies needed, with the goal of embedding these ideas into government thinking and practice.

Professor Clayton will join the committee that will review the best available solutions to sustain human health and welfare under the severe challenges of climate change and choose those that are to go forward to world governments.

## AMERICAS CONFERENCE ON SOLAR RADIATION MODIFICATION



Vice-Chair of the Intergovernmental Panel on Climate Change (IPCC), Dr. Thelma Krug, spoke at the 2022 Americas Conference on Solar Radiation Modification (SRM) hosted at The UWI Regional Headquarters in August 2022.

The conference, organised by the Inter-American Institute (IAI) for Global Change Research, was themed “Science, Governance, and Implications for the Region”.

Presentations were made on current work and research as well as future possibilities in the Americas and across the globe. With the level and nature of climate threats faced by Small Island States of the Caribbean, SRM is a proposed response to some of the risks but cannot be considered an alternative to emissions reductions or adaptation.

The conference was a collaborative effort by the Carnegie Climate Governance Initiative of the Carnegie Council for Ethics in International Affairs (C2G); the Degrees Initiative (formerly the SRM Governance Initiative); the Inter-American Institute (IAI) for Global Change Research and The UWI, with support from the United States National Academies of Sciences, Engineering, and Medicine (NAS).

## INTERNATIONAL MILLENNIUM FELLOWSHIP FOR 12 UWI STUDENTS

Twelve undergraduate students were among an international cohort of student leaders awarded Millennium fellowships to manage real-world projects that help advance UN SDGs.

They were selected from 31,000 applicants worldwide for the semester-long leadership development programme coordinated by the Millennium Campus Network (MCN) and the United Nations Academic Impact (UNAI). Just over 3,000 Millennium Fellows were chosen on 200 university campuses in 37 nations.

The UWI Millennium Fellows worked on “The Upliftment Project”, tutoring and providing mentorship to underprivileged children in Kingston, Jamaica, with the goal of increasing young Jamaicans’ access to education, information, and opportunities essential for their holistic development.

The undergraduate leaders also received training, connections and credentials as they took action to advance the 17 UN SDGs and 10 UNAI Principles.





## CAF US\$10 MILLION GRANT AGREEMENT

In November 2022, The UWI signed a Grant Administration Agreement with the CAF Development Bank of Latin America at a ceremony witnessed by Dr. the Honourable Keith Rowley, Prime Minister of Trinidad and Tobago, among other local and regional government and financing figures.

The US\$10 million was provided by the Adaptation Fund for the Trinidad and Tobago: Multisectoral Adaptation Measures to Climate Change in the South Oropouche river basin for a flood relief project.

This project was conceptualized at the Conference of Parties (COP25) in 2019.

The UWI is the executing entity responsible for receiving the funds and implementing the project. The UWI Engineering Institute of the Faculty of Engineering is the technical/project management arm, while the St. Augustine Centre for Innovation and Entrepreneurship (STACIE) will provide administration and contract management.

In addition to the US\$10m adaptation project, the CAF-UWI Memorandum of Understanding, has also enabled the CAF-UWI Knowledge Forum held at RHQ in November 2023, support for student scholarships through the American Foundation for The University of the West Indies (AFUWI), the delivery of online courses on Leadership for Transformation as well as Governance and Public Innovation with The UWI Cave Hill Campus, sponsorship of H2RC – the first Hydrogen Research Collaboration Conference at The UWI St. Augustine Campus and support for conferences/seminars such as the UWI Institute of International Relations (IIR) webinar on “Latin America-Caribbean relations in a multipolar world”.



**Dr. Stacy Richards-Kennedy**  
Regional Manager for the Caribbean  
CAF - Development Bank of  
Latin America and the Caribbean.

**CAF** DEVELOPMENT BANK  
OF LATIN AMERICA  
AND THE CARIBBEAN

The UWI extends congratulations to Dr. Stacy Richards-Kennedy, on her appointment as Regional Manager for the Caribbean; at CAF Development Bank of Latin America and the Caribbean

## **NEW PARTNERSHIP WITH CAF**

In February 2023, The University of the West Indies (UWI) and CAF Development Bank of Latin America and the Caribbean signed an agreement during the CARICOM Heads of Government Meetings, held in Nassau, to promote knowledge generation and economic and social policy decision-making in the Caribbean region.

This partnership will bolster initiatives across key sectors, including research, data collection, and analysis related to development issues affecting Latin America and the Caribbean, with a special focus on the English-speaking Caribbean's historical, political, and socioeconomic landscapes. It will foster innovation and entrepreneurship to support business incubation and private sector growth in the Caribbean, as well as strengthen institutional capacity to enhance the productivity and sustainability of regional research and innovation and knowledge centers, focusing on critical issues like climate change, economic diversification, food and energy security, and sport for development.

Activities planned include seminars, conferences, and joint meetings, specialized academic and professional development courses, exchanges of teachers and students, internship opportunities at CAF, academic materials exchanges, research data transfers, and the English translation of CAF's MOOCs.





## US\$250,000 FOR UWI-HOSTED GLOBAL TOURISM RESILIENCE CENTRE

A US\$250,000 sustainability grant was awarded to The UWI to support the hosting of the Global Tourism Resilience and Crisis Management Centre (GTRCMC) from Airbnb, the online marketplace for short-term homestays.

The grant will be used to support the Building Climate Knowledge, Attitudes and Awareness Across the Caribbean (Project: C-KAP) led by the Centre, to help raise awareness among Caribbean Micro, Small and Medium Sized Tourism Entrepreneurs (MSMEs) about the importance of climate-responsible practices in their operations, as well as encourage them to take urgent action to combat climate change.



## GLOBAL TOURISM RESILIENCE CONFERENCE

The Global Tourism Resilience and Crisis Management Centre (GTRCMC) held its inaugural conference, the Global Tourism Resilience Conference, in February 2023 at The UWI's Regional Headquarters in Mona, Jamaica.

The three-day conference was the first of its kind, designed to bring the global tourism community together to discuss investment opportunities, debate solutions to today's most pressing challenges, and increase cooperation for greater global resilience across the industry.

Global Tourism Resilience Day, which was initiated by The UWI's Professor Lloyd Waller and designated by the United Nations General Assembly as an annual observance on February 17, was also launched.



## CARIBBEAN SUSTAINABLE TOURISM AWARDS

A collaborative project undertaken by The UWI, the United Nations Development Program (UNDP), and the Frankfurt School of Finance and Management (FS) to support Micro, Small and Medium Sized Enterprises (MSMEs) through upskilling and digitalization was announced as a winner of the 2022 Caribbean Sustainable Tourism Awards.

The Business Adaptation Programme, developed to assist tourism MSMEs in the Eastern Caribbean, received the 2022 Caribbean Sustainable Tourism Awards in the category of Tourism Education and Training, and was honoured at a virtual awards ceremony in February 2023.

The programme was a response to an invitation by the UNDP's office for Barbados and the Eastern Caribbean to partner to assist more than 300 Micro, Small and Medium Sized Enterprises (MSMEs) increase their digital skills resilience to external shocks and access new markets within the tourism value chain. The UNDP Future Tourism Project was formulated as a response to the effects of COVID-19 on the tourism sector and its subsequent impact on MSMEs.

Through a series of online sessions hosted by the University's Open Campus, the MSMEs were equipped with tailored training, coaching and mentorship, informed of steps to digitalization and provided with information surrounding digital technologies, marketing and financial planning.

# GLOBAL TOURISM RESILIENCE DAY



The United Nations General Assembly has adopted a resolution to designate February 17 annually as Global Tourism Resilience Day. The resolution was initiated by The UWI's Professor Lloyd Waller, who also serves as Executive Director of the Global Tourism Resilience and Crisis Management Centre (GTRCMC) at The UWI Mona Campus.

Global Tourism Resilience Day aims to emphasise the need to foster resilient tourism development to deal with shocks, taking into account the vulnerability of the tourism sector to emergencies. The observance was launched at the first annual Global Tourism Resilience Conference in Jamaica.

According to Professor Waller, "The resolution can be considered a monumental triumph for Jamaica and The UWI, and a significant contribution to the future of the global tourism industry."





# GLOBAL TEAM SCIENCE AWARD FOR UWI PUBLIC HEALTH EXPERT

In April 2023, an interdisciplinary group of researchers who worked collaboratively to address cancer and health disparities in patient populations of African descent received the prestigious American Association for Cancer Research Team Science Award for innovation and meritorious science.

Lecturer in Public Health at The Cave Hill Campus, Dr. Natalie Greaves, was a member of the winning African Caribbean Cancer Consortium Team (AC3).

The team was recognised for furthering the study of viral, genetic, environmental, and lifestyle risk factors for cancer in patient populations. These factors have demonstrated far-reaching implications for the improvement of cancer etiology, detection, diagnosis, treatment, and prevention in Black patient populations worldwide.



## AACR

American Association  
for Cancer Research®

The team was recognised for furthering the study of viral, genetic, environmental, and lifestyle risk factors for cancer in patient populations.

# EXPLORING MENTAL HEALTH VULNERABILITIES



In the March 2023 volume of *The Lancet of the Americas*, members of The UWI Faculty of Medical Sciences contextualize the existing burden of mental health disease that afflicts the Caribbean and the accelerated burden that COVID-19 precipitated.

The article is titled “Leveraging Research, Community and Collaboration Towards Robust COVID-19 Mental Health Response in the Caribbean” and quotes medical literature statistics that demonstrate high levels of anxiety and depression (669 per 100,000 in 2019) within the Caribbean in the pre-pandemic era. The complex interface of COVID-19 and mental health may aggravate these statistics.

It further notes that the downstream effects of disrupted global mental health are direct disease and, indirectly, loss of quality of life — all with significant hidden costs.

The article stresses that COVID-19 should be considered both an acute short-term and chronic long-term stressor on mental health. As such it calls for CARICOM to be enabled as a regional health body to recognise and prioritize the mental health of its people and develop a sustainable plan for action.



## CARICOM AT 50

On the occasion of the 50<sup>th</sup> Anniversary of CARICOM on July 4, 2023, Vice-Chancellor Professor Sir Hilary Beckles issued a statement of congratulations on behalf of The UWI.

The theme of the celebration was “Fifty Years Strong: A Solid Foundation to Build On”, which he said was most appropriate. He lauded CARICOM’s growth to maturity over the years and enumerated some of its accomplishments, such as climate change advocacy, coordination of external trade negotiations, disaster management, education, health cooperation, marine

biodiversity advocacy, and private sector collaboration.

He acknowledged the role the University continues to play in supporting CARICOM goals, and paid tribute to those who have worked so hard, including Secretaries-General, heads of government and other government officials, heads and staff of all regional institutions, and all the people the University serves collectively.

He ended by pledging The UWI’s continued commitment to supporting its fellow regional institution in achieving its strategic objectives and goals and ultimately, a shared vision of propelling Caribbean development.



The UWI’s continued commitment to supporting its fellow regional institution in achieving its strategic objectives and goals and ultimately, a shared vision of propelling Caribbean development.

# THE URGENCY FOR CLIMATE ACTION

A Professorial Inaugural Lecture entitled “Caribbean Small Island Developing States on the Frontline: The Urgency for Climate Action” was delivered by Professor Michelle Mycoo, Professor of Urban and Regional Planning, on March 1, 2023. Professor Mycoo is the first woman in 60 years to be elevated to the rank of Professor in the Faculty of Engineering.

The Commonwealth and Fullbright Scholar has conducted more than 25 years of research on urban planning and human settlements, climate change adaptation, water management, disaster risk reduction and integrated coastal zone management in SIDS. She is a member of the Intergovernmental Panel on Climate Change (IPCC) and is Deputy Executive Director of The UWI Global Institute for Climate-Smart and Resilient Development. She has also co-authored several vital reports germane to the subject.

The lecture focused on threats posed to SIDS by delays in implementing concerted global action on climate change impact, as articulated in the Sixth Assessment Report of the Intergovernmental Panel on Climate Change.



“The scientific evidence is unequivocal: climate change is a threat to human well-being and the health of the planet. Any further delay in concerted global action will miss the brief, rapidly closing window to secure a liveable future.”

**Professor Michelle Mycoo**

**OPEN LECTURES COMMITTEE**

**Caribbean Small Island Developing States on the Frontline: The Urgency for Climate Action**

**PROFESSORIAL INAUGURAL LECTURE**  
by  
Professor Michelle Mycoo  
*PROFESSOR OF URBAN AND REGIONAL PLANNING*

Wednesday 1st March, 2023 | 6.00 pm

**REGISTER TODAY**

Professor Mycoo is the first woman in 60 years to be elevated to the rank of Professor in the Faculty of Engineering.



## NEW DEEP-SEA TUBEWORM NAMED AFTER UWI SCIENTIST



For the first time, a deep-sea species has been named after a marine scientist from Trinidad and Tobago. The tubeworm, *Lamellibrachia judigobini*, is so called in honour of Caribbean ma-

rine ecologist, Professor Judith Gobin, Professor of Marine Biology at the St. Augustine Campus.

The international team of scientists, led by Dr. Magdalena Georgieva of the Natural History Museum in London, UK, and which included local marine biologist, Dr. Diva Amon, chose to celebrate Professor Gobin for her many important contributions to marine science.

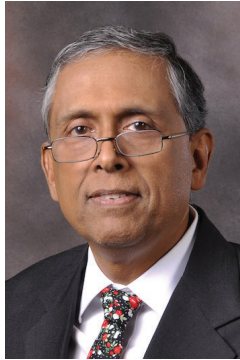
*Lamellibrachia judigobini* inhabits deep-sea cold seeps and hydrothermal vents stretching from Trinidad and Tobago and Barbados to the Gulf of Mexico at depths from 964 to 3,304 metres. It is possibly also present at the Kick 'em Jenny submarine volcano off the island of Grenada.

The new species, which can grow to over one metre long, was collected by Remotely Operated Vehicle during several deep-sea exploratory missions stretching from 2012 to 2014.



The tubeworm, *Lamellibrachia judigobini*, is so called in honour of Caribbean marine ecologist, Professor Judith Gobin, Professor of Marine Biology at the St. Augustine Campus.

# GENOMIC SURVEILLANCE RESEARCH OF SARS-COV-2 FEATURED IN PLOS GLOBAL PUBLIC HEALTH JOURNAL



Prof Terence Seemungal



Dr Sephra Rampersad



Prof Dave Chadee



Prof Christopher Oura



Prof Hazi Azamathulla



Dr Mandreker Bahall



Dr Rajiv Dahiya

A team of UWI scientists was featured in the PLOS Global Public Health Journal for its work on genomic surveillance research in the Caribbean. The article, published in February 2023, details how the team's work propelled the Caribbean out of the pathogen genomic surveillance starting blocks and thus facilitated better understanding and control of SARS-CoV-2 in the region.

The article describes the implementation of rapid whole genome sequencing (WGS) at The UWI to monitor the rapid evolution of SARS-CoV-2 in the Caribbean and the resulting emergence of new, easily spread variants. It also presents the successes and challenges encountered by UWI researchers and their regional and international counterparts, as well as lessons learned. It makes recommendations for sustainable genomic surveillance in resource-limited settings.

The article details how the team's work propelled the Caribbean out of the pathogen genomic surveillance starting blocks and thus facilitated better understanding and control of SARS-CoV-2 in the region.





# PARTNERS BACKING

# LARGEST SINGLE CAPITAL INVESTMENT FOR UWI IN 30 YEARS

During a ceremony at the Five Islands Campus on January 17, 2022 the Prime Minister of Antigua and Barbuda, The Honourable Gaston Browne, signed an agreement with the Saudi Fund for Development (SFD) to secure US\$80 million to invest in the development of The UWI's youngest landed campus.

The government of Antigua and Barbuda has pledged to provide funding for the expansion of the facilities to create a modern, state-of-the-art campus at Five Islands. With this agreement, the government has honoured its pledge.

The funding provided by the SFD will go to support capital works, including teaching and research facilities, libraries, student dormitories, sports and recreation spaces, virtual technology and infrastructure as well as administration.

The campus is a critical part of the University's 21<sup>st</sup> Century access strategy and will spearhead new and innovative agendas within the OAS, regionally and globally.



The funding provided by the SFD will go to support capital works, including teaching and research facilities, libraries, student dormitories, sports and recreation spaces, virtual technology and infrastructure as well as administration.



# CDB BACKS THE UWI AS CARIBBEAN DIGITAL TRANSFORMATION EPICENTRE



The UWI signalled its intent to become the Caribbean's digital transformation epicentre during the launch ceremony for the UWI-CDB Digital Transformation Programme on February 6, 2023. The advancement of the University's digital transformation is part of Phase II of its Triple A Strategic Plan: The Revenue Revolution.

The programme, led by Professor of Digital Transformation, Policy, and Governance Lloyd Waller, will embrace the impact of the mobilisation of digital technologies on The UWI's core business.

The Caribbean Development Bank (CDB) is the official partner for the programme and anticipates it will lead to increased operational effectiveness, access to programmes, expansion of services, and continued competitiveness for The UWI.



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# EDUCATIONAL SECTOR REFORM IN TURKS AND CAICOS

The Government of the Turks and Caicos Islands (TCI) has turned to The UWI to aid its process of reforming its national education and labour sectors to build the human capacity of its people.

In August 2023, The Honourable Charles Washington Misick, Premier of the Turks and Caicos Islands, and his team, met with Vice-Chancellor, Professor Sir Hilary Beckles and members of the University's Executive Management Team.

A high priority will be placed on improving access and efficiency in learning within the TCI education sector. The talks centred on collaboration with the University Hospital of the West Indies to facilitate nursing programmes for students from the TCIC, including internship placements and housing accommodation, as well as joint degree programmes in areas like primary and secondary education, business studies, and social work.

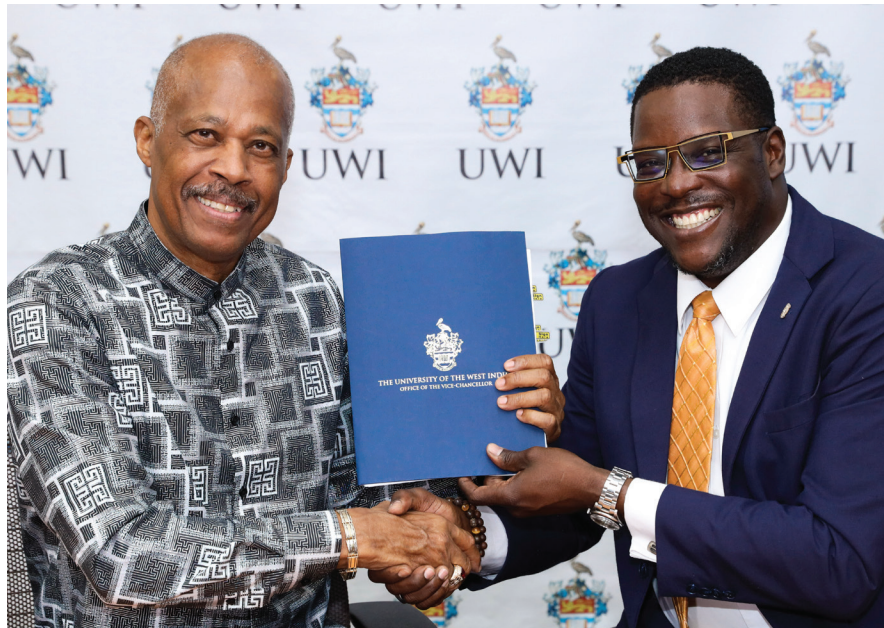
The visit of the TCI Government delegation significantly builds on a deepening relationship with The UWI.



The Honourable Charles Washington Misick, Premier of the Turks and Caicos Islands (L) and Vice-Chancellor Professor Sir Hilary Beckles (R) share a moment after meeting at The UWI's Regional Headquarters in Jamaica on August 15. Photo: [www.sknavibes.com](http://www.sknavibes.com) | Copyright: Hugh Bartley Photography



# FLOW STANDS WITH UWITV



Flow, the leading telecommunications and entertainment provider in the Caribbean and Latin America, has deepened its partnership with The UWI and UWItv through an extension of a landmark industry-academic agreement which springboarded UWItv's evolution as a multi-dimensional and modern media service on Flow EVO channels.

The partnership has enabled UWItv to successfully operate a dedicated cable channel — the only Caribbean education channel of its kind — broadcasted to 16 territories, bringing uniquely diverse UWI and Caribbean-focused programming to millions of viewers.

The agreement will help The UWI to expand Phase II of the Triple A Strategy through the delivery of public education services.

Flow has exclusive television broadcast rights for the 24/7 high-definition linear channel and all its programming. This means that UWItv will continue to be available to customers who have Flow's cable and IPTV service, as well as online.



# UWITV'S PHD CONVERSATIONS SERIES

In February 2023 UWItv launched a new series entitled "UWI's PhDs, a Conversation in Development". The series highlights the research and findings of the doctoral research and theses of UWI PhD graduates and was designed and developed in partnership with the University's School for Graduate Studies and Research. Episodes air on UWItv's Flow EVO channels

The concept recognises the rich and valuable research contributions made by UWI PhD graduates toward solving many of the issues confronting the region and the need to increase general awareness among key audiences and stakeholders.

UWI  
UWI's PhDs  
**A CONVERSATION IN DEVELOPMENT**  
Normal Natural and Proper: Women's Football in the Anglophone Caribbean  
Thursday 30th November 2023 9:00 pm (EST) / 8:00 pm (JA)  
Sasha Sutherland, PhD

WATCH ON **FLOW EVO**  
**UWI GLOBAL**  
15 Grenada | 33 Belize (Central) | 133 Belize (Centaur) | 102 Curacao, Dominica, Trinidad & Tobago | 105 Anguilla, Antigua and Barbuda, Bahamas, BVI, St. Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Turks and Caicos | 106 Cayman Islands | 112 Barbados | 130 Jamaica

UWI  
UWI's PhDs  
**A CONVERSATION IN DEVELOPMENT**  
Examining Inclusive Education at a Private School in Urban Jamaica: A Single Case Study  
COMING SOON  
Kishi Anderson Leachman, PhD

WATCH ON **FLOW EVO**  
**UWI GLOBAL**  
15 Grenada | 33 Belize (Central) | 102 Curacao, Dominica, Trinidad & Tobago | 105 Anguilla, Antigua and Barbuda, Bahamas, BVI, St. Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Turks and Caicos | 106 Cayman Islands | 112 Barbados | 130 Jamaica | 111 Grenada and Trinidad & Tobago

UWI  
UWI's PhDs  
**A CONVERSATION IN DEVELOPMENT**  
Assessing the use of local medicinal plants in the treatment of cancer and the cytotoxic value of *Annona muricata* L.  
BROADCAST  
Friday, 15th March 2024 9:00 pm (AST)  
Kimberley Foster, PhD

WATCH ON **FLOW EVO**  
**UWI GLOBAL**  
15 Grenada | 33 Belize (Central) | 133 Belize (Centaur) | 102 Curacao, Dominica, Trinidad & Tobago | 105 Anguilla, Antigua and Barbuda, Bahamas, BVI, St. Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Turks and Caicos | 106 Cayman Islands | 112 Barbados | 130 Jamaica

UWI  
UWI's PhDs  
**A CONVERSATION IN DEVELOPMENT**  
The Contribution of the PAOC and PAWI to the Development of Pentecostalism in Trinidad 1920-2002  
Tuesday 22 August 2023 9:00 pm (EST) / 8:00 pm (JA)  
Aakeil Murray, PhD

WATCH ON **FLOW EVO**  
**UWI GLOBAL**  
15 Grenada | 33 Belize (Central) | 133 Belize (Centaur) | 102 Curacao, Dominica, Trinidad & Tobago | 105 Anguilla, Antigua and Barbuda, Bahamas, BVI, St. Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Turks and Caicos | 106 Cayman Islands | 112 Barbados | 130 Jamaica

The series highlights the research and findings of the doctoral research and theses of UWI PhD graduates and was designed and developed in partnership with the University's School for Graduate Studies and Research. Episodes air on UWItv's Flow EVO channels



# HONOURS AND SPECIAL EVENTS

## UWI ALUM RISES TO PRESIDENCY OF THE UN GENERAL ASSEMBLY



The UWI celebrated with great pride the appointment of one of its distinguished alumni to the presidency of the United Nations General Assembly (UNGA). Announced on June 1 as the President of the 78<sup>th</sup> Session of the UNGA, His Excellency Ambassador Dennis Francis is the first native of Trinidad and Tobago and the second UWI alum to hold the

position. He joins His Excellency Dr. Samuel Rudolph Insanally of Guyana, who graduated from the University College of the West Indies (now The UWI) and served as the 48<sup>th</sup> UNGA President.

Extending congratulations, UWI Vice-Chancellor, Professor Sir Hilary Beckles reminded us that UWI alumni are the most valuable resource and greatest value that the University brings to the global stage.

## UWI ALUMNA BECOMES T&T'S SEVENTH PRESIDENT



It was with great pride that The UWI celebrated the appointment of one of its illustrious alumna, Her Excellency Christine Kangaloo, to the esteemed office of President of the Republic of Trinidad and Tobago.

Her Excellency, President Kangaloo, who was inaugurated on March 20, 2023, also has the honour of being only the second woman to hold the position. She was preceded by President Paula May Weekes, another UWI alumna.

Extending congratulations on behalf of the UWI community, Vice-Chancellor Professor Sir Hilary Beckles noted, "It is a special occasion when one of our own ascends to the highest seats of leadership in the region. As we celebrate our 75<sup>th</sup> Anniversary and reflect on our rich legacy of leading Caribbean development, this is the kind of occasion that reinforces the need for The UWI to continue rooted, ready and rising."

President Kangaloo graduated from The UWI and the Hugh Wooding Law School and was admitted to practice Law in 1985. An accomplished legal mind and parliamentarian, she made history as the only person to serve both as President and Vice President of the Senate. She has also served in a range of legislative and ministry portfolios including Opposition Senator, Minister in the Office of the Prime Minister, Minister of Legal Affairs and Minister of Science, Technology and Tertiary Education. She has acted in the position of President on several occasions and was elected by a 48–22 secret ballot vote of the electoral college.

Since 2003, all Heads of State of the Republic of Trinidad and Tobago have had strong ties with The UWI. One former Pro Vice-Chancellor and Campus Principal and three alumni have served in this office.



# UWI DAY PROCLAIMED BY NEW YORK MAYOR

The UWI has proven to be resilient and relevant over its 75 years of service to the Caribbean, said Professor Sir Hilary Beckles at the AFUWI Gala in New York on April 20, 2023 — a day proclaimed “The UWI Day” by New York’s Mayor Eric Adams.

Vice-Chancellor Beckles said that the past two years were particularly significant, when the University rose up and survived the COVID-19 pandemic. “The University was able to roll up its sleeves and get work done,” he expanded. He singled out for special mention The UWI’s medical graduates worldwide, whether in hospitals, on health councils or committees, who saved thousands of lives.

Describing The UWI today as a multimode university, Vice-Chancellor Beckles reiterated its commitment to helping the people of the Caribbean get access to a university education to help make their contribution to humanity.

He ended by thanking the AFUWI Legacy Award recipients and the event’s sponsors, who have become part of the UWI family.



New York Mayor, Eric Adams

Vice-Chancellor Beckles said that the past two years were particularly significant, when the University rose up and survived the COVID-19 pandemic. “The University was able to roll up its sleeves and get work done.”

# AFUWI

Post-pandemic, the American Foundation for The UWI (the AFUWI) experienced several challenges in meeting its strategic objectives. Its reliable donor segment suffered financial setbacks and were less able to donate as they usually did. The negative impact on the foundation’s fundraising targets was also exacerbated by the fact that most beneficiaries are outside the US and were therefore ineligible for US government-funded programmes.

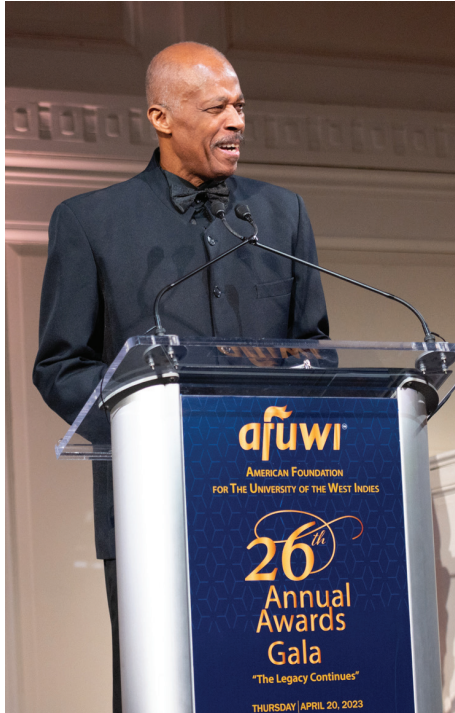
To honour its commitments to talented but needy students, the AFUWI pivoted to new avenues, including entering new markets to attract donors. Several events were held, including the Summer Soiree and a symposium titled “Great Minds are Made in the Caribbean” to mark and celebrate Caribbean American Heritage Month in June 2023.

An AFUWI team visited the Mona Campus in October 2022 to meet with key UWI members. The Board also presented cheques to The UWI for US\$175,000 and US\$25,000.





# AFUWI GALA: THE LEGACY CONTINUES



The 2023 AFUWI Gala was a celebration of the University's 75<sup>th</sup> Anniversary under the theme "The Legacy Continues". Distinguished honourees included UWI alumnus Dr. The Hon. Mark Brantley, Premier of Nevis; Dr. Farley Cleghorn, Global Head, Health Practice of the Palladium Group; Dr. Hazel Carter, AFUWI Board Member and Associate Professor of Educational Leadership at City College of New York and Mrs. Beverly Hunter, Senior Admin Officer, The UWI.

In addition, awards were conferred upon Sandra L. Richards, Managing Director, Head of Global Sports and Entertainment and Segment Sales, Morgan Stanley Wealth Management; Busta Rhymes, American Rapper; and Robert 'Don Pooh' Cummins, veteran music industry executive and entrepreneur. The gala also introduced five previous AFUWI scholars.



# 14<sup>TH</sup> ANNUAL UWI TORONTO BENEFIT AWARDS

At the 14<sup>th</sup> Annual UWI Toronto Benefit Awards held in at the Ritz Carlton on April 29, Lead Sponsor Scotiabank committed CA\$600,000 in support of The UWI's scholarship programme over the next six years. The event has become a fixture on the Toronto social calendar.

As is the custom, recipients of the annual awards were announced, with the Luminary Award going to Dr. the Honourable Sheryl Lee Ralph, OJ, Emmy Award Winning actress, singer, philanthropist and activist. Other honourees included:

### G. Raymond Chang Award

Dr. Dodridge Miller  
(Former) Group President and Chief Executive Officer,  
Sagicor Financial Company Ltd.

### Chancellor's Award

BlackNorth Initiative (BNI)  
A social justice initiative designed to remove anti-Black systemic barriers negatively affecting the lives of Black Canadians.

### Vice-Chancellor's Award

Mr. Kevin Hibbert  
Chief Financial Officer, Senior Managing Partner  
and Co-Head of Enterprise Shared Services Group, Sprott Inc.

Mr. Ray Williams  
Vice-Chairman and Managing Director  
– Financial Markets at National Bank Financial.



UWI Toronto Benefit Awards Patrons and 2023 Honourees (l-r) Ms. Anya Schnoor, Mr. Kevin Hibbert; Dr. Dodridge Miller, Mr. Dahabo Ahmed-Omer of the BlackNorth Initiative, Mr. Ray Williams, Min. The Honourable Ahmed Hussen, Prof. Sir Hilary Beckles, (front) Donette Chin-Loy Chang.



Luminary Award Dr. the Honourable Sheryl Lee Ralph, OJ, Emmy Award Winning actress, singer, philanthropist and activist.



“Investing in the future of our Caribbean youth and providing them the means and tools to shape their future will in turn propel our region to overcome many of the challenges it faces today.”

Ms. Anya Schnoor, Scotiabank  
Executive Vice President, Caribbean,  
Central America and Uruguay



The University of the West Indies Press marked its 30th year in October 2022.

The value of a university press in the Caribbean can be counted in many ways. Several publishing units within the university have been producing books, periodicals, conference proceedings and the like before the establishment of the university press. UWIP has an indelible footprint through a global network spanning over 150 countries, delivering value to faculty and scholars through watchful editorial and production processes recognised by regional and international awards.

The colophony of the University of the West Indies Press conveys its rich heritage of academic excellence enhanced by its brand and reputation.



# IPPY AWARDS FOR THREE UWI PRESS BOOKS

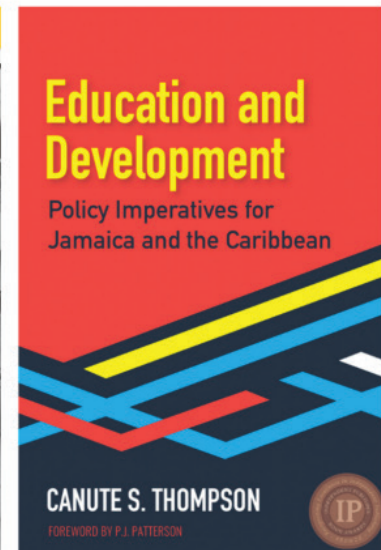
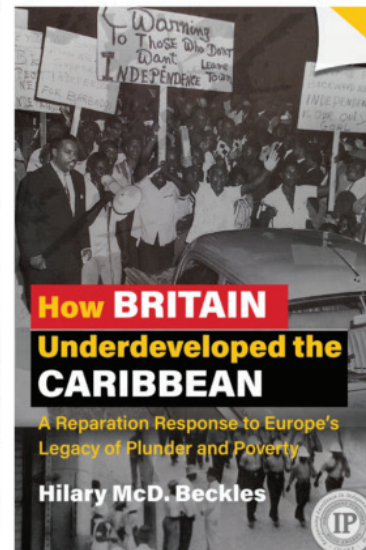
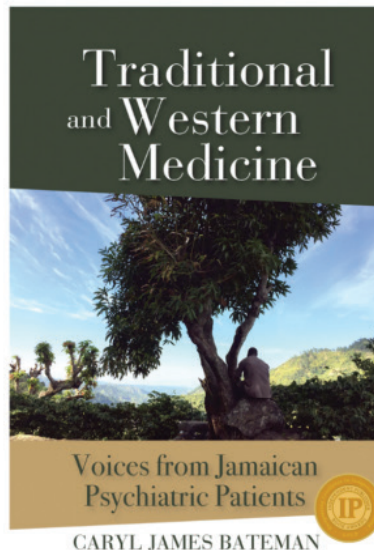
Three books published by The UWI Press were recognised internationally by the **Independent Publisher Book Awards (IPPY Awards)**.

**Traditional and Western Medicine: Voices from Jamaican Psychiatric Patients** by **Dr. Caryl James Bateman**, received the gold medal in the Psychology/Mental Health category.

**How Britain Underdeveloped the Caribbean: A Reparation Response to Europe's Legacy of Plunder and Poverty** by **Professor Sir Hilary Beckles**, received the silver medal in the History (World) category.

**Education and Development: Policy Imperatives for Jamaica and the Caribbean** by **Dr. Canute S. Thompson**, was named bronze medallist in the Education II (Commentary/Theory) category.

The UWI Press is a not-for-profit agency which publishes scholarly books and journals across 16 disciplines. UWI Press books and authors have received over a hundred local, national and international awards and recognitions for scholarly, editorial, design, production, and marketing excellence.



The UWI Press is a not-for-profit agency which publishes scholarly books and journals across 16 disciplines.



# THREE UWI PRESS BOOKS NAMED FOREWORD INDIES FINALISTS

Three publications by The UWI Press were recognised as finalists in the **25<sup>th</sup> annual Foreword INDIES Book of the Year Awards**.

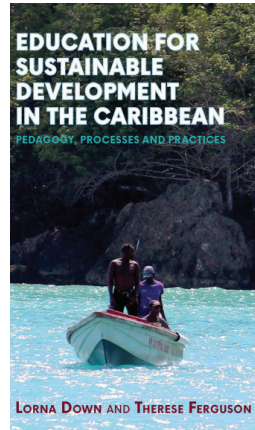
**Education for Sustainable Development in the Caribbean: Pedagogy, Processes and Practices** by Lorna Down and Therese Ferguson in the Education Non-fiction category.

**The Blackest Thing in Slavery Was Not the Black Man: The Last Testament of Eric Williams** edited by Brinsley Samaroo in the History Non-fiction category.

**New Political Culture in the Caribbean** edited by Holger Henke and Fred Reno in the Political and Social Sciences Non-fiction category.

Finalists were determined by the editorial team of **Foreword Magazine**. More than 2,500 individual titles spread across 55 genres were submitted for consideration.

**Publisher Victoria Sutherland** acknowledged that being shortlisted was “a wonderful tribute to the independent voices that don’t often get the recognition they deserve”.

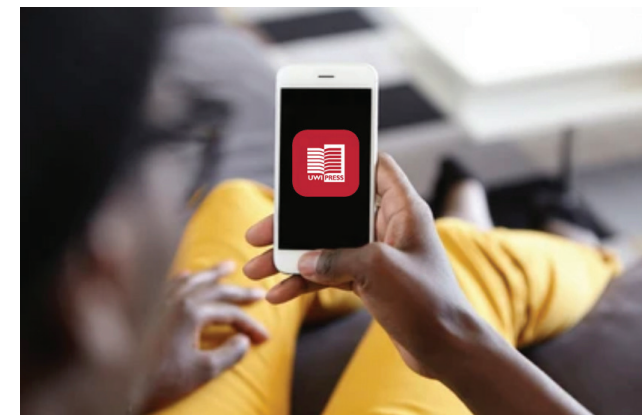


# THE UWI PRESS LAUNCHES APP

In April 2023 The UWI Press, a leader in scholarly and academic works on or about the Caribbean, launched its App in the Google Play and Apple stores. Aimed at deepening its reach in the global marketplace, the App allows users to easily access the Press’ eBooks and audiobooks and find links to its website and social media channels.

Director Christine Randle pointed out that the Press is rethinking its marketing and selling strategies in light of shrinking library and book buying budgets, increased demand for digital access, and the lingering effects of the COVID-19 pandemic.

The App will help the Press engage with stakeholders while growing the enterprise at minimal cost. The focus will continue to be on maintaining books and journals of the highest academic integrity, supporting the output from The UWI while keeping its strategic priorities in focus.



# IN REMEMBRANCE... HM, QUEEN ELIZABETH II

The UWI paid its respects on the passing of Her Majesty, Queen Elizabeth II of Great Britain on September 8, 2022.

In issuing a formal statement of condolences to the royal family, the government and people of Great Britain, and citizens of the Commonwealth, Vice-Chancellor Professor Sir Hilary Beckles noted that the University's relationship with Her Majesty and the royal family had deep historic roots, given that it was established in 1948 by Royal Charter that authorised the granting of degrees.

In 1950, Princess Alice, Countess of Athlone, served as the University's first Chancellor. Three years later, Her Majesty became the University's 'Visitor' (final appellate tribunal) and occupied this status until 2019, when she graciously agreed to the University's request to have it filled by a Caribbean jurist.

The University was honoured to have hosted Her Majesty in 1953 at the Mona Campus during her maiden tour of the Commonwealth Caribbean. Her subsequent visits to the University in 1985, 1994 and 2002 were significant events and remembered with fondness.



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## SIR SAMUEL WEYMOUTH TAPLEY SEATON



The UWI extended sympathy to the nation of Saint Kitts and Nevis on the passing of its distinguished statesman, former Governor General, Sir Samuel Weymouth Tapley Seaton.

An alumnus and friend of the University, Sir Tapley was among the most vibrant and visible patrons of The UWI's annual Global Giving programme. In 2019, the University conferred upon him an Honorary LL.D in tribute of his excellent record of public and private sector service.

In expressing condolences on behalf of his beloved alma mater, Vice-Chancellor, Professor Sir Hilary Beckles said, "A true Caribbean pioneer in the legal fraternity, Sir Tapley started early, adding value with relentless determination. He stayed the course with unquestionable excellence; and finished with finesse. Indeed, he was the kind of Caribbean man on whose efforts nations are built. Thank you, Sir Tapley."

## SIR LLOYD ERSKINE SANDIFORD



Upon the passing of Caribbean political stalwart Sir Lloyd Erskine Sandiford in July 2023, Professor Sir Hilary Beckles issued a statement in which he reflected on the unhurried and often unshakable nature of Sir Lloyd's approach to divisiveness.

The core of his politics was grounded in 'love of country' and he insisted upon the imperative of publicly funded education for the masses. This was a principle of his social democracy and the vehicle on which he believed the nation would travel to economic prosperity and social stability.

Sir Lloyd was an intellectual product of the ideological vision of The UWI, committed to national independence and dignified nation building. Among other senior positions, he served as Prime Minister of Barbados and later as ambassador to China.

The UWI community celebrated him for living a life selflessly in the service of his people.

# PROFESSOR BRINSLEY SAMAROO

The UWI mourned the loss of Professor Brinsley Samaroo, a distinguished historian and former Head of the Department of History at the St. Augustine Campus, who passed in July 2023.

In addition to his prominent role as Head of the History Department, Professor Samaroo was a respected member of Parliament for Nariva and a minister in the government of the National Alliance for Reconstruction (NAR). While his contributions as a parliamentarian in the 1980s were noteworthy, it was his profound impact in his academic role at The UWI and his significant contributions to the field of Trinidad and Tobago's history, the working class, and Indo-Caribbean history, that earned him the utmost respect.





# PROFESSOR SIR HILARY BECKLES HONOURED BY AMERICAN PEERS

The American Historical Association voted to select Vice-Chancellor Professor Sir Hilary Beckles as its Honorary Foreign Scholar for 2023.

The Association has annually recognised a foreign scholar since 1885, and the list includes the most acclaimed international historians.

Past President of the Association and Distinguished Professor at University of Wisconsin, James H. Sweet, commended the contribution of Professor Beckles to historical scholarship, his efforts to internationalise historical study, and his crucial role as a mentor to other scholars.


The award was presented at the Association's 2023 ceremony in Philadelphia on January 5. In response, Professor Beckles noted, "This award by my American peers is among the greatest of academic honours, which I accept on behalf of The UWI that gave me the opportunity as a young historian to develop and contribute at the global level."

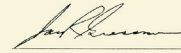
Professor Sir Hilary Beckles is the second Caribbean scholar to receive the award, following the legendary Cuban historian Manuel M. Fraginals in 1998.

AMERICAN  
HISTORICAL  
ASSOCIATION

AMERICAN  
HISTORICAL  
ASSOCIATION

This is to certify that the  
**Honorary Foreign Member**  
*is awarded to*  
**Sir Hilary Beckles**  
University of the West Indies

  
James H. Sweet, 2022 President

  
James Grossman, AHA Executive Director



# PROFESSOR SIR HILARY BECKLES HONOURED BY THE UNIVERSITY OF JOHANNESBURG



The University of Johannesburg conferred on Professor Sir Hilary Beckles, Vice-Chancellor, the degree of Honorary Doctor of Letters at its Humanities convocation ceremony on May 9, 2023.

It was an emotionally moving celebration as academics and university students from Soweto and elsewhere thanked Sir Hilary for his lifelong work in the advancement of global justice and the bending of scholarship in the service of democracy. Professor Beckles was welcomed home to Africa as a son who continues to fight bravely for his people on both sides of the Atlantic.



UNIVERSITY  
OF  
JOHANNESBURG



# NEW LEADERSHIP ROLES FOR PROFESSOR BECKLES

Vice-Chancellor Professor Sir Hilary Beckles was elected by his peers across the international academic community to serve on the governing Council for the Association of Commonwealth Universities (ACU).

The Council will oversee the Association's activities and determine its future strategic direction. Vice-Chancellor Beckles' appointment is for three years until August 2025.

This new leadership role for Vice-Chancellor Beckles follows his appointment by UNESCO in May 2023 to serve on the Council of the United Nations University for a six-year term, as well as his recognition as UN Visionary Expert on Higher Education in 2021.



The Association  
of Commonwealth  
Universities

## APPOINTMENTS

# PROFESSOR DEREK CHADEE

**PRO VICE-CHANCELLOR FOR THE  
UWI BOARD FOR UNDERGRADUATE STUDIES**



As Pro Vice-Chancellor, Professor Derek Chadee oversees the Office of the Board for Undergraduate Studies (OBUS) which is charged with responsibility for policy, quality, and regionalism in developing and coordinating policy initiatives to guide all aspects of undergraduate and sub-degree programming at The UWI and its regional and global affiliates.

Professor Chadee, a Fulbright Scholar, joined the St. Augustine Campus in 1995 as an Assistant Lecturer. He was awarded tenure in 2002 and was promoted to Professor of Social Psychology in 2013.

His high standards in research, publications, teaching, and research collaboration have been evident throughout his career, and his robust research agenda has focused on the psychology of fear of crime. He has published more than 70 books, journal articles and book chapters, and currently serves on the Mediation Board of Trinidad and Tobago. His three-year appointment took effect on August 1, 2023.

# PROFESSOR ALDRIE HENRY-LEE

**PRO VICE-CHANCELLOR,  
GRADUATE STUDIES AND RESEARCH**



Professor Aldrie Henry-Lee was confirmed as Pro Vice-Chancellor, Graduate Studies and Research effective August 1, 2022. She succeeded Professor Rose-Marie Belle Antoine, who took up the role of Principal of the St. Augustine Campus.

Professor Henry-Lee oversees the University's policy and operational plans for development and regulation, including administration of the Board, funding, monitoring and evaluation of graduate education and research, and the implementation of the Innovation and Entrepreneurship agenda.

She joined The UWI in 1995 and became Director of SALISES at Mona Campus in 2016. She made history as the first female University Director of the Institute. She is also the 'One UWI' Gender Equity and Justice Coordinator.

She was the recipient of the 2019/2020 Vice-Chancellor's Award for All-round Excellence and a Principal's Distinguished Researcher Award in 2003 from The UWI Mona Campus.



## SANDREA MAYNARD

PRO VICE-CHANCELLOR GLOBAL AFFAIRS



The UWI appointed Sandra Maynard LLB (Hons) LLM, SFHEA, PgCHE as its new Pro Vice-Chancellor Global Affairs effective January 1, 2023. PVC Maynard now leads the regional university's global engagement portfolio and coordinates all internationalisation and strategic global initiatives across the UWI system, significantly, the progression of the new UWI Global Campus.

The national of St. Kitts and Nevis has considerable experience in international student recruitment in China and elsewhere.

She was also a project leader in setting up the UWI-Coventry Institute for Industry-Academic Partnership.

She is a qualified Barrister-at-Law and has practiced both privately (domestically and internationally) and for the UK's Crown Prosecution Service.

She has filled the roles of Senior Lecturer and Associate Professor in Law at Coventry University. She has held senior leadership and management roles within UK universities across the sectors of law, business and university group subsidiaries, and managed multi-disciplinary and multifunctional teams through globally disruptive changes such as BREXIT and COVID-19. In addition, PVC Maynard serves as a Visiting Professor at two institutions in France.

## CHRISTINE RANDLE

UWI PRESS DIRECTOR



Ms. Christine Randle was appointed Director of The UWI Press effective January 2023. The UWI Press benefits from her extensive experience and network as managing director and publisher at her family business.

A qualified attorney-at-law, she earned her Bachelor of Laws in 1993 at the London School of Economics and Political Science.

She was then admitted to the Bar of England and Wales at Gray's Inn in 1994 and the Bar of Jamaica in 1995.

As the new Director of The UWI Press, Ms. Randle has oversight of its strategic and operational arm and reports directly to Vice-Chancellor Professor Sir Hilary Beckles through the Press' Advisory Board. She is responsible for operationalising the vision of the Board, which is to ensure that the Press becomes an independently financially viable and sustainable arm of The UWI, while maintaining its high-quality standards of cutting-edge academic publishing.

## APPOINTMENTS

# PROFESSOR JUSTIN ROBINSON

## PRO VICE-CHANCELLOR AND CAMPUS PRINCIPAL AT FIVE ISLANDS AND PRO VICE-CHANCELLOR FOR ACADEMIC-INDUSTRY PARTNERSHIPS AND PLANNING



In more than twenty years with The UWI, Professor C. Justin Robinson has served as Head, Department of Management Studies, Cave Hill Campus; Executive Director, Sagcor Cave Hill School of Business and Management; Dean, Faculty of Social Sciences; and Pro Vice-Chancellor, Board for Undergraduate Studies. He was also a member of the working group for the establishment of the Five Islands Campus in 2018.

A national of St. Vincent and the Grenadines and a UWI Alumnus, he is a Professor of Corporate Finance and has published over 50 refereed publications in regional and international journals.

He has been leading the implementation of the Policy to support the Multi-Campus Teaching and Learning Initiative, overseeing the conduct of a two-year pilot 2022 to 2024. This initiative facilitates the sharing of teaching resources across the five UWI campuses to expose students to the full range of UWI expertise and allow for economies of scale in the deployment of teaching resources.

He is actively engaged in public service by serving on several boards and committees. His appointment took effect on August 1, 2023.





# PROFESSORIAL APPOINTMENTS

With effect from October 5, 2022

- Dr. Tracy Robinson**..... Law (Mona)
- Dr. Rajendra Santosh**..... School of Dentistry, Faculty of Medical Sciences (Mona)
- Dr. Roger Hosein**..... Department of Economics, Faculty of Social Sciences (St. Augustine)
- Dr. William Smith**..... School of Dentistry, Faculty of Medical Sciences (St. Augustine)
- Dr. Beverly-Anne Carter**..... CLL, Faculty of Humanities and Education (St. Augustine)

With effect from February 1, 2023

- Dr. Avril Williams**..... Faculty of Science and Technology (Cave Hill)
- Dr. Donovan Campbell**..... Faculty of Science and Technology (Mona)
- Dr. Sanjay Bahadoorsingh**..... Faculty of Engineering (St. Augustine)
- Dr. Sandra Reid**..... Faculty of Medical Sciences (St. Augustine)
- Dr. Mark Wuddivira**..... Faculty of Food and Agriculture (St. Augustine)

With effect from May 17, 2023

- Dr. Peter Adams**..... Family Medicine, Faculty of Medical Sciences (Cave Hill)
- Dr. Gunjan Mansingh**..... Computing, Faculty of Science and Technology (Mona)
- Dr. Lizette Mowatt**..... Faculty of Medical Sciences (Mona)
- Dr. Trevor Smith**..... MSBM, Faculty of Social Sciences (Mona)
- Dr. Jean Williams-Johnson**..... Faculty of Medical Sciences (Mona)
- Dr. Rajiv Dahiya**..... School of Pharmacy, Faculty of Medical Sciences (St. Augustine)
- Dr. Ayub Khan**..... Life Sciences, Faculty of Science and Technology (St. Augustine)
- Dr. Abrahams Mwashu**..... Faculty of Engineering (St. Augustine)
- Dr. Reisha Rafeek**..... School of Dentistry, Faculty of Medical Sciences (St. Augustine)

# HONORARY DEGREES

In keeping with annual tradition, the University Council approved conferral of 14 honorary degrees at The UWI's 2023 Graduation Ceremonies. The honorary graduands, recognised for their contributions to several areas including sport, culture, law, business, and science, have joined the ranks of a prestigious list of fewer than 500 persons who have been awarded since 1965.

## CAVE HILL CAMPUS



**Ian Hickling**  
(Manufacturer)  
Doctor of Science (DSc)



**Trisha Tannis**  
(Business Corporative Executive)  
Doctor of Laws (LLD)



**Alison Hinds**  
(Soca Artiste/Entertainer)  
Doctor of Letters (DLitt)

## FIVE ISLANDS



**Sir Leroy 'King Short Shirt' Emanuel**  
(Soca Artiste/Entertainer)  
Doctor of Letters (DLitt)

## OPEN CAMPUS



**Monsignor Hon. Dr. Patrick 'Paba' Anthony, SLC**  
(Cultural Icon/Activist)  
Doctor of Letters (DLitt)



**The Right Honourable Dame Janet Gwennett Bostwick, CB, DBE**  
(Law/Politics)  
Doctor of Laws (LLD)

## MONA CAMPUS



**Her Excellency Ambassador Audrey Patrice Marks**  
(Diplomat/Entrepreneur)  
Doctor of Laws (LLD)



**The Hon. Lascelles A. Chin**  
(posthumous)  
(Entrepreneur/Philanthropist)  
Doctor of Laws (LLD)



**Rachel Manley**  
(Poet/Biographer/Editor/Novelist/Critic/Teacher)  
Doctor of Letters (DLitt)



**Professor E. Dale Abel**  
(Endocrinologist)  
Doctor of Science (DSc)



**Hugh Beresford Hammond, OJ**  
(Artiste/Entertainer)  
Doctor of Letters (DLitt)

## ST. AUGUSTINE CAMPUS



**Lawrence Scott**  
(Writer)  
Doctor of Letters (DLitt)



**Baroness Floella Benjamin, OM, DBE, DL**  
(Singer/Author/Presenter/Politician)  
Doctor of Laws (LLD)



**Heather Headley**  
(Singer/Entertainer)  
Doctor of Letters (DLitt)





# CAVE HILL CAMPUS BARBADOS

**Professor R. Clive Landis**  
Pro Vice-Chancellor and Principal

The 2022/2023 academic session marked a notable return to face-to-face instructional methods for the Campus, signalling a shift from predominantly virtual teaching and learning necessitated by the COVID-19 pandemic. This was supplemented to a much lesser extent by synchronous and asynchronous online delivery, utilising the Zoom, Microsoft Teams and Blackboard Collaborate platforms. Examinations were also held in-person for the first time since December 2019. While transition to in-person teaching and assessment was largely seamless and welcomed by students and faculty, certain remote practices have been retained to improve operations coming out of the pandemic.

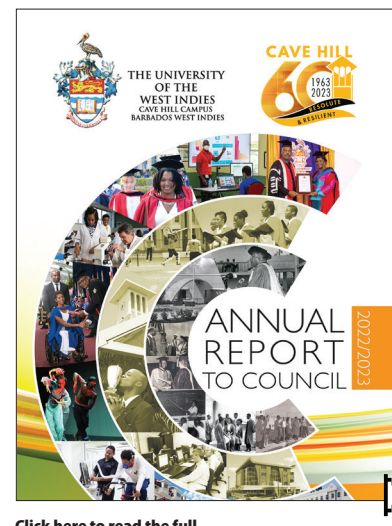
At the start of the academic year, a new space was added to the teaching plant, namely the Old Mutual Building in Bridgetown (“UWI in the City”), which serves as

a multi-purpose teaching, training and technology hub. New offerings from the Faculty of Culture, the Creative and Performing Arts — the BA and BFA in Music — are delivered from that facility.

## **CAMPUS MID-TERM ACCREDITATION INSPECTION**

The Campus’ mid-term accreditation inspection by the Barbados Accreditation Council (BAC) took place on November 14–15, 2022. The inspection was conducted by the BAC review team, comprising Mr. John Randall and Dr. Dennis Mock, highly respected external accreditors from the UK and Canada. The team’s exit report had, amongst other things, noted the following:

- The positive culture at the Cave Hill Campus and its importance in effectively addressing challenges related to the COVID-19 pandemic



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Campus Annual Report**



and the impact of the natural disasters which had affected the institution during the review period, namely Hurricane Elsa and the La Soufriere ash fall

- The positive approach towards renewal of the Faculty of Science and Technology
- The strong leadership at every level of the Campus, inclusive of the student body
- A strong record of core academic quality assurance processes involving the Centre for Excellence in Teaching and Learning, the Academic Quality Assurance Committee and the Board for Undergraduate Studies. It had been noted that many universities during the height of the pandemic had foregone curriculum development and quality assurance reviews, but that these processes had remained vibrant at Cave Hill. Clause 141 of the document stated: “Overall the maintenance of quality assurance and curriculum renewal during the pandemic has been exemplary. Many higher education institutions simply put these processes on hold. The Campus has ensured that, through these processes, the quality and relevance of programmes have been maintained with no backlog of reviews or curricular revisions”.

The assessment had been overwhelmingly positive, noting the supportive culture at the institution underpinned by a sense of purpose and unity, which had helped to address challenges including that of finance.

**CAVE HILL: RESOLUTE AND RESILIENT AT 60!**

**Media Launch of the Cave Hill Campus 60th Anniversary celebrations**

To announce year-long celebratory plans to mark Cave Hill’s Diamond Jubilee Year under the theme “Resolute and Resilient”, the Cave Hill Campus hosted a Media Launch on January 19, 2023 in the Jacqueline Wade Conference Room, Hilary McDonald Beckles Administration Complex. Speakers included the Prime Minister of Barbados, The Honourable Mia Amor Motley; The Honourable Kay McConney, Minister of Education, Technological and Vocational Training; Chairman of Campus Council, Sir Paul Altman; Vice-Chancellor of The University of the West Indies, Professor Sir Hilary Beckles and Pro Vice-Chancellor and Principal, Professor Clive Landis.



Principal, Professor Clive Landis; Vice-Chancellor, Professor Sir Hilary Beckles; and Chairman of the 60th Anniversary Committee, Dr. Henderson Carter.

## CAVE HILL CAMPUS REPORT

Professor Sir Hilary Beckles, who served as principal of the Campus for 13 years, declared that “Cave Hill stepped up to the plate and has been a magnificent success. It prospered!” Sir Hilary also highlighted the fact that not only did Cave Hill prosper in its alignment with the economic development model and gave Barbados the competitive edge it needed in so many areas, but also the fact that the youngest landed campus at the time had become the leading campus in the publication of quality research, University Press publications, and international peer-reviewed journals.

Addressing the launch via a recorded message, Prime Minister Mia Mottley said that “The UWI Cave Hill Campus has made a defining difference in the quality of life of the people of Barbados and the wider region, and has a critical role in their future development.” She urged the administration of the Campus to ensure the institution remained fit for purpose, bearing in mind that countries globally were becoming increasingly insular.

Chair of the Cave Hill 60<sup>th</sup> Anniversary Planning Committee, Dr. Henderson Carter, said the celebrations sought to achieve several objectives: provide opportunities for the Campus to reflect with pride on past achievements and struggles; project a path for the future; build cohesion, collegiality and comradery within the academy; develop strategic partnerships with external stakeholders; and give back to the community that the Campus serves.



Members of the various faculties and organisations participating in the parade.

### Parade Launch of 60th Anniversary Celebrations

A festive parade around Cave Hill Campus on January 20, 2023 officially kicked off a year of celebrations for the institution’s 60<sup>th</sup> anniversary. Students, including members of their various clubs and associations, accompanied by faculty and staff, retirees and alumni, were joined by a marching band, Tuk Band, Mother Sally, and campus mascot Chillii in an exhibition of exuberance.

The first stop during the mid-afternoon procession was at the Leslie Robinson Building where Principal, Professor Clive Landis and his predecessor, Professor the Most Honourable Eudine Barriteau, unveiled a portrait of the late Professor Leslie Robinson, the first principal of The UWI Cave Hill Campus at the entrance of the

building that bears his name.

Along the route, students of the Faculty of Culture, Creative and Performance Arts staged a theatrical performance at Quaw’s Quest, the monument erected in honour of William Quaw, one of the 295 enslaved persons who, at Emancipation, were freed from lands currently occupied by the Cave Hill Campus.

Professor Landis officially declared the anniversary celebrations open at the end of the parade, reminding the gathering that: “The Cave Hill Campus is a community; a community of students, of scholars, support staff — and when they get older, they become alumni and retirees — but we are a community, and it is as a community that we got to where we are.” He further added, “For the next 60 years we will take our inspiration



from Leslie Robinson, who took that first step with 118 students, and look at where we are now.”

The parade activities culminated with performances by musical artistes including the Cavite Chorale, Red Plastic Bag, Mikey, Mr. Blood, Chrystal Cummins-Beckles-Holder, and spoken word artist Adrian Green.

### **Economic Impact of The UWI Cave Hill Campus**

A highlight of Cave Hill's 60th Anniversary celebrations was the commemorative Legacy Lecture Series, themed “Building Resilience, Building Nations”, which was held in association with the Nation Publishing Company Limited to mark its 50th Anniversary. The series featured a line-up of preeminent scholars and thought leaders from across various disciplines of the Campus.

Professor of Economics and Deputy Principal of the Cave Hill Campus, Winston Moore, presented the findings from his economic impact study during the lecture entitled “Valuing the Impact of The UWI Cave Hill Campus” which was held on April 18, 2023. This lecture was the second installation of a series of eight. Findings projected that The UWI Cave Hill Campus generates 3.42 dollars for every dollar invested by regional governments.

Moore outlined that the purpose of the study was to evaluate the financial and economic returns that the government and people of the Caribbean gained from investing in The UWI.



**Professor Winston Moore at the lectern delivering lecture on “Valuing the Impact of The UWI Cave Hill Campus”.**

Three measures were adopted to assess the Campus' contribution to the economy: the economic base, which assessed the extent to which the University's expenditure led to the creation of jobs and the generation of income and tax revenue; the skills-based approach, which accounts for the value of the additional skills generated by the University and the impact on students' incomes; and the existence value, which is the value the institution provides to its community through supporting cultural and sporting events and other community-based activities.

An examination of the economic base revealed that the total contribution of students was BB \$268 million for the 2022/2023 academic year. Professor Moore's estimate of the contribution of The UWI to the skills base, meanwhile, revealed that for the 2022/23 cohort of graduates, the Campus generated BB \$707 million in additional lifetime income, with BB \$572 million accruing to Barbados. The existence value of The UWI Cave Hill Campus was estimated at BB \$37 million. Given the contributions of The UWI to medicine, culture, law, just to name a few, it is very likely that the estimate provided underestimates the existence value of the Campus.

## CAVE HILL CAMPUS REPORT

Combining the annualised skill base, economic base and existence value provides an estimate of the total economic contribution of The UWI of BB \$325 million. When compared to the contributions used to finance the Campus of BB \$95 million, this suggests that Barbados and other regional governments obtain BB \$3.42 for every dollar invested in the Campus. While these estimates suggest that The UWI is making an important contribution to Barbados and indeed the region, Professor Moore argues that the impact could be even greater. He makes the case for embedding the Campus in a national system of innovation, developing businesses around the research and ideas of its staff and the launch of a national internship programme.

### UWI TRIPLE A STRATEGY

In accordance with *The UWI Triple A Strategic Plan 2022–2027, Phase II: The Revenue Revolution*, the Campus prioritised the identification and implementation of innovative strategies to augment its income-generating streams. A key focus during this period was responding to heightened competition in the tertiary education sector by making adjustments to various aspects of the student lifecycle in alignment with evolving student needs and emerging markets. The Campus, in considering the evolving landscape of higher education delivery and operational models, recognises a need for heightened institutional efficiency and effectiveness. Throughout this period, the Campus actively explored diverse avenues to strengthen its financial sustainability and resilience, while remaining firmly committed to education and research.

The Campus has made efforts towards the creation of an entrepreneurial mindset and culture spurred on

by various entrepreneurial activities and initiatives. Each faculty has its own entrepreneurship committee, and the Chairs of these committees play a pivotal role in overseeing the entrepreneurship process within their respective faculties. Subsequently, the Faculty Chairs are responsible for reporting the progress and developments within their faculties to the Campus Entrepreneurship Committee.

## AGILITY

### CETL DISSEMINATION OF MATERIAL RELEVANT TO TEACHING AND LEARNING

To ensure that faculties have access to up-to-date resources, the Centre for Excellence in Teaching and Learning (CETL) disseminated a variety of videos, research papers, e-books, webinars and articles weekly. Webinars and online resource material from the *Monday Morning Mentor* online series and *Faculty Focus* were disseminated to academic staff. Some titles included: “How Can I Grade in Less Time with Greater Impact?”; “To Mitigate ChatGPT Plagiarism Look No Further than its References”; “Three Strategies that Support Student Well-Being and Mental Health”; “The Positive Effects of Expressed Gratitude”; “Strategies for Accommodating Students with Disabilities in Higher Education”; “What Are 5 Ways H5P Tools Can Help Students Retain Course Content?”; and “Second Conversation with ChatGPT: Can It Be My Teaching Aid?”

### ACADEMIC AND REGISTRATION STUDENT SUPPORT

The CETL worked with a sub-committee, commissioned by the Academic Advising Advisory Committee Chair, to facilitate mandatory enrolment and completion tracking of new students in the orientation course being designed in collaboration with the Office of Student Services and Development.

A Registration Buddy system was designed and implemented through a collaboration with Campus IT Services (CITS) and the Office of Student Services and Development (OSSD). This system provides an approach to linking new students with existing students (registration buddies) for the purpose of ensuring that new students are sufficiently competent in the use of the campus technologies required for registration at the start the semester.

### TURNITIN AND STUDENT USE

The CETL collaborated with Campus IT Services to make Turnitin Draft Coach available to all students. Promotion of this tool, which takes on added prominence in an era of AI-generated content, will continue in addition to the Turnitin online resource space for Cave Hill students. The CETL maintains a Moodle space for all students to check their papers/ assignments for similarity.

## ALIGNMENT

### LAUNCH BUSINESS AND RESEARCH MANAGEMENT THINK TANK AND BUSINESS ROUNDTABLE FORUM

September 23, 2022 was the launch of the Business and Research Management Think Tank and the signing of an MOU between The Sagikor Cave Hill School of Business and Management (SCHSBM) and the Barbados Private Sector Association (BPSA), as well as the launch of the Business Roundtable Forum and signing of an MOU between (SCHSBM) and the Barbados Chamber of Commerce and Industry (BCCI). The Forum was held in conjunction with Aston Business School (UK), designed to introduce the concept of a circular economy (CE) to local business leaders.



From left: Dr. Dion Greenidge, Interim Executive Director SCHSBM; Paul Inniss, Executive Vice President, Sagcor Life Inc.; Davidson Ishmael, former Minister of Industry, Innovation, Science and Technology; Dr. Jeannine Comma, SCHSBM Chair; Sandra Husbands, Minister of State in the Ministry of Foreign Trade and Business; Anthony Branker, former BCCI President; Trisha Tannis, BPSA Chair; Prof. Clive Landis, Principal.

This event represented a significant milestone in the tripartite partnership between Cave Hill, the business community and government, and the fulfilment of a pledge made at the Inaugural Private Sector Forum during the previous academic year.

The launch discussions focused on ways the partners could work collectively to develop a stable business environment conducive to innovation and sustainable businesses.

In addressing the gathering, the principal spoke

to The UWI's role in helping to create new knowledge, and looked forward to deepening relationships with the private sector to further translate research into viable enterprises and strengthen systems to provide more internship opportunities for students.

Also speaking at the launch were Dr. Jeannine Comma, Chair of the SCHSBM; Dr. Dion Greenidge, Executive Director and CEO of SCHSBM; the Hon. Kerrie Symmonds, Minister of Foreign Affairs and Foreign Trade; Mr. Anthony Branker, President BCCI; and Dr. Gene Leon, President CDB.

Joining the launch virtually were Professor Pawan Budhwar, Professor of International HRM and Associate Pro Vice-Chancellor International, Aston University, and other experts in the CE space.

Minister of State in the Ministry of Foreign Trade and Business Development, the Hon. Sandra Husbands, was also in attendance, along with members of the waste recycling, banking, finance and accounting, manufacturing, agriculture, hotel and catering sectors.

## CAVE HILL CAMPUS REPORT

### DIABETES REVERSAL PROJECT

The Campus' Diabetes Reversal Project is an example of value creation by the Campus with a view to securing its financial sustainability, as well as having an impact on society through improving the health of the country's greatest resource, its people. The Campus is looking to commercialise low calorie meal replacement liquid products that have been designed and developed on Campus with 100% Barbadian ingredients. The Campus has identified an industry partner and is now working on the licensing to manufacture and distribute the product in various markets.

### VIRTUAL NURSING EDUCATION AND RESEARCH ACADEMY (VNERA)

The Virtual Nursing Education and Research Academy (VNERA) is another health-related initiative of the Cave Hill Campus. The VNERA is designed to provide nursing students with the opportunity to learn and practice in a virtual environment. The VNERA will also provide a platform for nursing research and collaboration and will be a valuable resource for nursing students and faculty. The VNERA will provide students with the opportunity to learn from expert faculty and to practice their skills. Potential investors are currently being engaged. The VNERA will also provide faculty with the opportunity to collaborate on research projects and to share their expertise with other nursing professionals. The VNERA is expected to launch in early 2024 and will be the first virtual nursing education and research academy in the Caribbean.

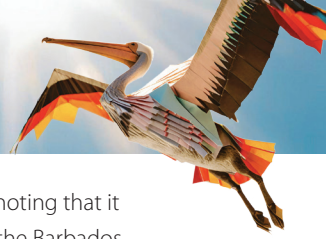


The Hon. Davidson Ishmael, former Minister of Industry, Innovation, Science and Technology and Principal, Prof. Clive Landis, cut the ribbon while Dr. Jeanese Badenock, Dean of the Faculty of Science and Technology, Prof. Avril Williams, Head of the Department of Biological and Chemical Sciences; and Gary Palmer, General Manager of Carlisle Laboratories look on.

### OPENING OF CENTRE FOR COMMERCIAL ANALYTICAL SERVICES

The Centre for Commercial Analytical Services (CCAS) was launched on March 03, 2023 as the first for-profit centre established at the Cave Hill Campus. It will operate under the aegis of Dr. Avril Williams, whose appointment as Professor of Supramolecular Chemistry and Nanotechnology was ratified shortly after the launch.

Boasting the widest range of scientific expertise on the island, the CCAS laboratory enjoys powerful, high-end equipment and has the capabilities to test environmental samples, water, food, drugs, industrial and commercial products, and volatile organic compounds, in addition to others. The range of services include on-site sampling, sample preparation, data analysis and targeted recommendations, to be offered on a flexible basis including weekend and after-hours. The lab promises to be a one-stop shop to satisfy the demand for local analytical testing services, avoiding the need to refer samples overseas, such that both the private and public sector can save time and money while the economy enjoys a saving of foreign exchange. CCAS will provide services for the environment, alternative energy, food and agriculture, pharmaceuticals and other manufacturing sectors.



The speakers for the opening event were the Honourable Davidson Ishmael, Minister of Industry, Innovation, Science and Technology; Professor Clive Landis, Pro Vice-Chancellor and Principal, The UWI Cave Hill Campus; Dr. Jeanese Badenock, Dean of the Faculty of Science and Technology, The UWI Cave Hill Campus; and Mr. Gary Palmer, General Manager of Carlisle Laboratories.

Also in attendance were Principal Annette Alleyne of the Barbados Community College; Principal Ian Drakes of the Samuel Jackman Prescod Institute; Mr. Mark Hill, CEO Export Barbados (BIDC); and Mr. Wayne Marshall, Permanent Secretary Ministry of Industry, Innovation, Science and Technology.

### GROUND-BREAKING AT THE CENTRE FOR AGRICULTURAL RESEARCH AND INNOVATION AT THE CAVE HILL CAMPUS DUKES

On March 28, 2023 the ground-breaking ceremony at Dukes St. Thomas marked another milestone towards the launch of the Dukes Agri Industrial Park. The project, which is funded through a generous bilateral grant between the People's Republic of China and the Government of Barbados, will support training, research, and innovation in the agricultural sector.

Sitting on 28 acres and making up half of the China-Aid Project: Centre for Food Security and Entrepreneurship in Barbados, the Centre for Agricultural Research and Innovation was officially inaugurated with a ceremony attended by Prime Minister Mia Amor Mottley; Chinese Ambassador, Yan Xiusheng; Minister of Education, Kay McConney; Minister of Agriculture, Indar Weir; Member of Parliament for St. Thomas, Cynthia Forde; former Ambassador to China, Senator Dr. Chelston Brathwaite; along with members of the Edghill family.

Principal Professor Landis addressed the centrality of research and innovation to food security, noting that it also increased “the contribution to agriculture, to the economic development and diversification of the Barbados economy”. He shared that “The UWI and the Ministry will collaborate seamlessly on the phases of medicinal cannabis production from germ line, elucidation of new varieties, extension agriculture, and purification of medicinal cannabis products, quality control and certification to bring to market.”

In her remarks, Minister McConney recognised the 15 years of “multiple challenges, stops and false starts” that had to be “pushed through” to arrive at the day’s celebration. She acknowledged the contribution of Dr. Chelston Brathwaite in his leadership of the task force. Speaking of the access to training facilities that the research park would afford to secondary and tertiary students, she said, “Authentic experiences where students can see the real world, research and experiments and practice will be a fundamental part of their learning experience.”

Minister Weir believed that the park was demonstrative of the ways Government was giving support to the agricultural sector.



From left: Prof. Clive Landis, Principal, The UWI, Cave Hill; His Excellency Yan Xiusheng, Ambassador for China; and Ms. Cynthia Forde, MP for St. Thomas turn the soil while Prime Minister Mia Amor Mottley; Minister of Education Kay McConney, and Minister of Agriculture Indar Weir look on.

## CAVE HILL CAMPUS REPORT

In her address, Prime Minister Mottley acknowledged the strengthening bonds with China and announced that the government of Barbados was also forging ties with other countries in the agricultural sector “to ensure that we will be globally cutting edge in research in the few areas that we choose to do it”.

Chinese Ambassador Yan Xiusheng described the relationship between the two countries in terms of the successes of a number of construction projects. “These various projects play important roles in local economic and social life and have become symbols of friendship between our two countries and people,” he said, and looked forward to further cooperation in various sectors.

### CAVE HILL LAUNCHES READING PROGRAMME TO ADDRESS LITERACY IN SCHOOLS

The University of the West Indies, Cave Hill Campus launched the Between the Lines reading programme in collaboration with the Barbados National Library Service and the charity Kids in Action as part of its 60th Anniversary celebrations. This initiative, which targeted primary and secondary school students, commenced on February 4, 2023 at the main branch of the National Library Service, Bridgetown. Headed by Dr. Zoanne Evans, instructor in the Campus’ Academic Literacies Programme (ALP), and ably assisted by members of the local teaching community, current and retired, the programme sought to engage children in weekly reading activities to improve their learning skills. According to Dr. Evans, “Literacy skills in Barbados have been on the decline for some time but this is a vital competence that must be ingrained in our youth if we expect them to be critical thinkers in society.” She went on to say that “fostering a love for reading among children is one of the hardest tasks in the age of technology, yet it is fundamental to their success”.

Beneficiaries of this initiative included the St. Alban’s Primary School, Workman Primary, Grantley Adams Memorial School, Lester Vaughn Secondary, the Pentecostal Fellowship Church at Bridgefield St. Thomas and others.

According to Dr. Evans, “These sessions are intended to hone the creative imagination of children to make the process of learning to read easier and more enjoyable. The objective is that young students can become more confident and empowered readers.”

The sessions engaged students in reading, story writing, and comprehension activities. Not only were the sessions engaging but they were exciting and well-received by both parents and participants.

Dr. Henderson Carter, Chairman of The UWI Cave Hill’s 60th Anniversary Planning Committee, saw the project as not only an excellent opportunity for children to advance their reading skills, but also an avenue for the wider society to bridge the literacy gap in Barbados.



Reverend Suzanne Ellis held an interactive session with students of the St. Alban’s Primary School.



### CAVE HILL CAMPUS AND UNEARTE PARTNER TO PROMOTE CULTURAL EXCHANGE

On November 22, 2022 The UWI Cave Hill Campus entered into a new partnership with the National Experimental University of the Arts (UNEARTE) of the Bolivarian Republic of Venezuela as part of its plans to increase cultural education, training and artistic collaboration, signing a Memorandum of Understanding solidifying the framework for cooperation in the fields of arts and culture.

Addressing the event at the Jacqueline Wade Conference Room, Principal of the Cave Hill Campus, Professor Clive Landis said this new agreement will contribute to the cultural enrichment of both institutions. “We know that this partnership will nurture wide-ranging knowledge and training, and artistic pursuit and practice in all its forms, methodologies and expressions,” he said. “In particular, we hope, with the assistance of UNEARTE, to strengthen our current pedagogy in the various disciplines with the training of arts professionals in music, theatre, dance, audio-visual arts and arts education, and in the innumerable studies of culture.”

Principal of UNEARTE, Dr. Tibisay Lucena, said her institution was proud to partner with the Cave Hill Campus, stating, “We are also honoured that it is with Barbados, for its more than half a century of independence and recent conversion to a constitutional republic under the leadership of its Prime Minister Mia Mottley, and for the inauguration almost a year ago of its first female president, Dame Sandra Mason.”

As Dean of the Campus’s newest faculty, the Faculty of Culture, Creative and Performing Arts, Professor Akombo also welcomed the signing, noting several opportunities for the further development of students.



From left: Andrew Millington, Head of the Department of Creative and Performing Arts; Lisa Alleyne, Campus Bursar; Prof. David Akombo, Dean, FCCPA; Her Excellency Martha Gabriela Ortega Peraza, Charge d’Affaires of the Embassy of Venezuela; Dr. Anthony ‘Mighty Gabby’ Carter, Cultural Ambassador; Prof. Clive Landis, Principal, The UWI, Cave Hill; and Carla Springer-Hunte, Manager of the EBBCI at the signing ceremony

### THE BIOSECURE PROJECT

This project involves the development of a renewable energy powered product designed to kill adult flying, biting insects (mosquitoes and sandflies) in an environmentally friendly way. The project achieved a significant milestone by successfully securing funding, after a pitch by the Faculty of Social Sciences at the Innovate Cave Hill competition hosted by Office of Business Development and sponsored by CIBC FirstCaribbean International Bank. The project was adjudged the “most promising innovation” and awarded BB \$8,000 to support its advancement. Leveraging this initial support, the team was also able to secure funding from Export Barbados during the period under review to support the development of the prototype. FaSoVe, a spin off company at The UWI St Augustine Campus, was given the mandate to oversee the building of the prototype. Discussions are underway between

the developers, the team from the Office of Research Innovation and Community at Cave Hill (RICCH), and private sector partners to transition the project to the production stage. Additionally, there are plans to showcase a prototype of the project, highlighting its innovation and potential, at an upcoming design festival to be hosted by Export Barbados.

## ACCESS ENROLMENT

At February 13, 2023 total enrolment stood at 6,423, with 5,349 students enrolled in undergraduate programmes (83.3%) and 1,074 students enrolled in postgraduate programmes (16.7%). Undergraduate enrolment was led by the Faculty of Social Sciences, boasting 2,794 students, followed by the Faculty of Science and Technology with 1,150 students. Similarly,

## CAVE HILL CAMPUS REPORT

at the postgraduate level, the Faculty of Social Sciences maintained its dominance with 541 registered students, while the Faculty of Humanities and Education followed with 228 students.

In the context of nationalities, Barbados continued to have the highest representation at the Campus, making up 85.2% of undergraduate enrolment, while Trinidad and Tobago followed with a representation of 4.2%. At the postgraduate level, 77.5% of the student population were nationals of Barbados, followed by Trinidad and Tobago with 3.8%. A total of 22 nationalities were represented at the undergraduate level and 26 at the postgraduate level, thereby underscoring the rich diversity of nationalities of students of the Campus.

As in previous years, the gender disparity persisted, with males making up 34.3% of the undergraduate and 26.5% of the postgraduate student populations.

### STUDENT ACHIEVEMENT DATA

Undergraduate and postgraduate students at the Cave Hill Campus continued to perform commendably. The graduation summary data is shown below:

Total graduates: 1,486

Undergraduate degrees, diplomas and certificates: 1,065

Postgraduate degrees, diplomas and certificates: 421

### CURRICULUM RENEWAL

The Campus remained committed to curriculum renewal to maintain the relevance of academic offerings within a changing market. The new/revised programmes at the undergraduate and postgraduate levels are outlined below:

### New/Revised Undergraduate Programmes

Faculty of Humanities and Education: BA Spanish (Revised)

Faculty of Science and Technology: BSc Minor in Sustainability of the Caribbean (New)

### New Postgraduate Programmes

#### Faculty of Law:

Dip/LLM International Dispute Resolution

LLM Competition Law and Policy

#### Double Degree:

LLM Corporate and Commercial Law

with Dayton University, USA

#### Double Degree:

LLM Intellectual Property Law with Dayton University, USA

### GENERAL OUTREACH

#### Faculty Open and Taster Week Series

During Semester 2 the Student Enrolment and Retention Unit (SERU) once again coordinated a very successful series of Faculty Open Weeks which ran from February to May 2023. During this period all faculties were allocated a full week to showcase their programmes and provide prospective students with an insight into life and learning as a student in their respective faculties. The faculties took responsibility for planning and organising their activities for the weeks, with assistance from the SERU and the Office of Marketing and Communications. The core activities of each Week were virtual undergraduate and postgraduate information sessions which provided opportunities for the faculties, as well as administrative offices to engage in Q & A with applicants and prospective applicants. This year, most faculties held in-person as well as virtual activities. Recordings of virtual information sessions were made available online for on-demand viewing following the live sessions. This year again, the SERU arranged for representatives from each faculty, including students, to appear live on the local television programme *Mornin' Barbados*, throughout their assigned weeks.



## REGIONAL OUTREACH

### St. Vincent and the Grenadines

The SERU participated in The UWI Open House in St. Vincent and the Grenadines (SVG) during the period January 23–27, 2023 at the invitation of the Open Campus, SVG. The SAR, SERU was accompanied by the Deputy Dean, Recruitment and Outreach, Faculty of Culture, Creative and Performing Arts. During the period the team visited and made PowerPoint-supported presentations to nine schools and the St. Vincent and the Grenadines Community College. Eight of the schools were located on the mainland while one was located on the island of Canouan.

From engagement with the students within the schools, it was noted that many of them had limited knowledge of The UWI and had not yet begun to think about studies beyond CSEC. However, the presentation which included several videos featuring student testimonials, was received with interest by many of the students. At the Community College, students were enthusiastic about The UWI and several of them had already applied or were contemplating applying to the Cave Hill Campus. At all the schools and the College the team engaged the students in Q & A about The UWI and the Cave Hill Campus and students were awarded small prizes.

Meetings were also held with representatives of the Ministry of Culture and the Carnival Development Committee. These meetings revealed the need for the FCCPA to reach out to such stakeholder organisations in the region to establish mutually beneficial relationships. Representatives of the Ministry of Culture expressed strong interest in accessing short professional development courses in the summer that might lead to further certification in their various artistic fields as well



SAR SERU, Mrs. Patricia Atherley making a presentation to students of the newly established Canouan Secondary School on Canouan Island, as part of participation in the St. Vincent and the Grenadines Open House.

as longer courses to update their knowledge of cultural theories and expertise in their areas of the Arts.

The team also had the honour of meeting with the Prime Minister, the Honourable Ralph Gonsalves, who responded very positively to the idea of establishing a special scholarship for study of the Creative Arts in the FCCPA.

## INTERNATIONAL OUTREACH

### Visits to Nigeria and Ghana

With the Cave Hill Campus having strategically established African countries as potential targets for international student recruitment and international collaboration more broadly, and more specifically as the Campus prepared to launch the new 3+3 medical degree programme articulated with the University of Ghana, the SERU sought to spearhead outreach to select African countries, beginning with Ghana and Nigeria.

The SAR, SERU visited these countries during the period September 26 to October 5, 2022, accompanied by the Director of Student Services and Development.

The primary goals of the visit were:

- To promote awareness of The UWI Cave Hill Campus as an attractive alternative for higher education for African students, among prospective students and their parents/guardians, and the recruitment agents who advise them
- To recruit students for enrolment in 2023/24
- To strengthen the Campus' relationship with relevant officers of the University of Ghana (UG) and the University of Ghana Medical School, towards successful implementation of the joint 3+3 medical programme
- To explore other areas for collaboration between the Cave Hill Campus and UG,

## CAVE HILL CAMPUS REPORT

under the general MOU, as a means of further promoting awareness and knowledge of The UWI in Ghana

- To establish a relationship with the Barbados Mission in Accra as a potential partner in the recruitment, enrolment and initiation of Ghanaian students and possible future engagement of Ghanaian alumni of the Campus.

The primary activity during the visit was participation in the Lekside International Education Fairs held in Abuja, Nigeria on September 28, 2022 and in Accra, Ghana on October 3, 2022. During these Fairs the team interacted with almost 300 prospective students.

Among the primary observations were the following:

- Very few of the prospects had heard of The UWI prior to the Fair.
- Many of the prospective students seemed genuinely interested in The UWI as a potential study destination.
- Almost all those who visited the booth inquired about scholarship opportunities; opportunities to work while studying; stay-and-work opportunities after graduation; and the cost of living in Barbados.
- A large percentage of the prospects were interested in postgraduate programmes.
- At the undergraduate level, the main areas of interest were medicine and health and information technology and computer science.



Cave Hill representatives, Ms. Dale Lynch, Director of Student Services and Development (1st left) and Mrs. Patricia Atherley, SAR SERU (3rd right), with the Dean and the administrator of the UG Medical School and senior representatives of the UG International Office during the visit to the University of Ghana.

During the visit to Ghana the team also met with the Ghana Scholarship Secretariat to explore possible scholarship funding for Ghanaian students admitted to the Cave Hill Campus.



### **PREPARATION FOR LAUNCH OF JOINT MEDICAL DEGREE PROGRAMME WITH UNIVERSITY OF GHANA**

The Student Enrolment and Retention Unit (SERU) continued to lead the Campus' preparation for the implementation of the BSc Pre-clinical Sciences, Phase 1 of the 3+3 medical degree with the University of Ghana. The Senior Assistant Registrar, SERU served as Chair of the Implementation Committee. As Chair of the Implementation Committee the SAR, SERU liaised regularly with the SAR/Administrator and the Dean of the University of Ghana Medical School (UGMS) to resolve outstanding issues impacting the implementation of the programme, including the revision of the articulation agreement and the final approval by the Ghana Tertiary Education Commission (GTEC). The Campus received notification of the approval by the GTEC in May 2023 after which promotion of the programme by both institutions began. The SAR, SERU worked with the SAR/Administrator of the UGMS to finalise the advertisements for the programme in Ghana. This included the preparation of the content for a marketing brochure which was designed in collaboration with the Cave Hill Office of Marketing and Communications.

Despite the very short advertising period before the June 30 application deadline, SERU worked one-on-one with applicants to help launch this important joint medical degree programme with an inaugural cohort in academic year 2023–24.



# FIVE ISLANDS CAMPUS ANTIGUA AND BARBUDA

**Professor Densil A. Williams**  
**Pro Vice-Chancellor and Campus Principal**  
**The UWI, Five Islands**

During the year under review the Five Islands Campus continued its growth trajectory under the visionary leadership of Professor Densil A. Williams, Pro Vice-Chancellor and Principal, aimed at providing access to quality higher education for citizenry of Antigua and Barbuda and the wider OECS sub-region.

The UWI FIC hosted its inaugural public lecture, themed “Upgrading Antigua and Barbuda’s Diamond for Improved Global Competitiveness: Powered by Academic Enterprise/Partnerships” on July 21, 2022 in the Amazon Room at the Campus. Professor Densil A. Williams delivered the lecture. There were more than 100 in-person guests, who were drawn from government, academia, and industry.

Four members of the FIC team were invited to participate in the Harvard Business School’s Global Colloquium Programme. The team comprising Professor Densil A. Williams, Mr. Hiram Forde, Dr. Karen Murdock, and Dr. Cleopatra Gittens participated in the July 2022 cohort of the Case Writing Workshop held July 24 – 29, 2022. The second phase of this Professional Certificate workshop was completed during the period January 3–7, 2023. The aim is for the faculty to learn the methodology behind Harvard’s case study teaching method and eventually incorporate it into the teaching and learning activities at the FIC.



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On January 17, 2023 the Five Islands Campus, in collaboration with the Ministry of Foreign Affairs, hosted the signing ceremony for the expansion of the Campus with the Saudi Fund for Development at the Campus' Auditorium.

## FIVE ISLANDS CAMPUS REPORT

The Five Islands Campus (FIC) held its fourth Matriculation Ceremony on Thursday, September 15, 2022. The Campus welcomed over 300 new students as well as faculty, and celebrated the top matriculant, Ms. Alisha N. Clue, who will be pursuing a course of study in Accounting and Finance in the School of Business and Management. Student enrolment increased by 64.3% over the previous year, setting enrolment for the 2022/2023 academic year at 700. For the first time, the Campus recognised students at levels I, II, and III with the highest GPA across all schools with the establishment of the Principal's Award and the FIC Honour Roll. Recipients of the Principal's Award for excellence are listed below:

- Level I  
**Claudette Hazelwood-Robertson,**  
School of Business and Management
- Level II  
**Leticia Henry,**  
School of Humanities and Education
- Level III  
**Nicole Hunte,**  
School of Humanities and Education

In addition, a total number of 57 students made the Honour Roll for AY 2021/2022. The details are highlighted as follows.

- Level I.....19
- Level II..... 9
- Level III .....29

The Executive Director of the Lifelong Learning Unit signed a Memorandum of Understanding with the Department of Environment for 30 scholarships to train personnel in several courses to include issues in climate change. The signing ceremony was held



on Thursday, September 8, 2022. Later in the year, the Lifelong Learning Unit held its first graduation ceremony on October 27, 2022. A total of 132 students who successfully completed their programme(s), graduated from the 13 professional development courses offered and three cohorts of the Harvard CORE programme. It was noteworthy that the four inmates from the Seeds of Hope Initiative, who received scholarships to pursue a programme in Entrepreneurship, emerged with the highest scores.

The Campus held its third, but first full face-to-face ceremony for the Presentation of Graduands on October 8, 2022 at The UWI Five Islands Campus' auditorium.

A total of 96 students successfully completed their programme of study and were eligible to graduate (59 from the School of Business and Management, 27 from the School of Humanities and Education, which includes six postgraduate diplomas). A total of 112 graduands participated in the ceremony. This number included 69 from the Five Islands Campus, two from Mona, two from St. Augustine, six from Cave Hill, and 33 from the Open Campus. Eleven students received first class honours with GPA's ranging from 3.60 to 4.11. Sir Richard Benjamin Richardson and Alston BECKETT Cyrus were conferred with honorary doctoral degrees in recognition of their contributions to sports and music, respectively.



In an attempt to export training opportunities to the wider OECS sub-region, the Ministry of Education, Youth Affairs and Sports in Montserrat hosted a delegation from the Five Islands Campus for a full day of meetings on October 10, 2022 to continue talks and plans for a strategic partnership between The UWI Five Islands Campus and areas of Public Administration and Human Development in Montserrat. The meetings, which were divided around technical lines and governance matters, involved the Minister of Education, Youth Affairs and Sports, Members of the Cabinet, the Deputy Governor, Ministry of Health (Nursing Programme), the principal of the Montserrat Secondary School, as well as technocrats in the area of social services. One immediate outcome of the engagement was for the Five Islands Campus to submit a proposal to the government to consider the Lifelong Learning Unit as a partner to offer training to public sector workers in Montserrat.

The 10th staging of the Campus' Public Advocacy Series themed, "A Conversation with the Leaders" assumed the format of a double feature, showcasing the political leaders of the country's main political parties. The first conversation was held on October 31, 2022 with the leader of the United Progressive Party, Mr. Harold Lovell. The second was held on November 14, 2022 with the Prime Minister of Antigua and Barbuda, the Honourable Gaston Browne, leader of the Antigua and Barbuda Labour Party. This particular format is a first for the Five Islands Campus and somewhat new to the public of Antigua and Barbuda. The focus of the series is to bring critical analyses to bear on matters of public interest to the people of the region. While the University is apolitical, it has a role as public advocate to educate the citizens on a wide range of issues.



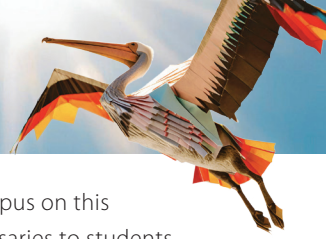
## FIVE ISLANDS CAMPUS REPORT

Emeritus Professor Clinton Hutton, distinguished scholar, award-winning researcher, and author delivered the FIC's first distinguished lecture on Friday, May 26, 2023 at the Campus. The lecture entitled "Caribbean Civilization: The Evolving Story of the Framing of a Sovereign People" was well received by the audience. The Governor General and Prime Minister of Antigua and Barbuda were in attendance.

His Excellency, Yutaka Matsubara, Non-resident Ambassador of Japan to Antigua and Barbuda, paid a courtesy call on the principal on October 31, 2022. Members of the senior management team and heads of Schools joined the principal at a small reception to welcome Ambassador Matsubara. His Excellency was accompanied by Second Secretary, Ms. Megumi Maekawa. Based on this visit, The UWI's MoU with Sophia University in Japan is now being upgraded to include the Five Islands Campus. This will now allow the Campus to have stronger and greater partnership with the University in Japan.

The Academic Affairs Division has been actively engaged with a number of activities over the reporting period. Some of these activities included collaboration with other divisions and units. Specifically, during the year under review, a landmark Memorandum of Understanding (MoU) was signed between The UWI Five Islands Campus and the Shri Ramswaroop Memorial University of India (SRMU) on Monday, November 21, 2022. The MoU was signed by Professor Densil A. Williams and Vice-Chancellor of SRMU, Professor Devendra Kumar Sharma. The MoU will see the institutions collaborate on programmes in new and emerging areas at the undergraduate, postgraduate, and doctoral levels, as well as faculty and student exchanges. Also, both institutions will be carrying out joint





research projects in areas of local and global interest, along with organising joint international conferences, seminars, workshops, and webinars. The virtual signing was witnessed by officials from both universities and included His Excellency, Dr. K. J. Srinivasa, Ambassador of India to Antigua and Barbuda and Mr. Vijay Tewani, Honorary Consul of India to Antigua and Barbuda.

Two members of the Strategy, Portfolio, Partnerships and Digital Division of the Commonwealth Secretariat, Mrs. Katherine Kisson and Ms. Kathryn Paddock, paid a courtesy call on the Campus Principal on November 15, 2022. The team discussed the experiences and perspective of the University's engagement with the Commonwealth Secretariat, particularly the work on establishing a Centre for Oceanography and the Blue Economy.

As part of The UWI's 75th anniversary celebrations, The University of the West Indies celebrated UWI Day on January 7, 2023. To recognise the day, the Governor General of Antigua and Barbuda, Sir Rodney Williams, KGN, GCMG, KStJ, issued a Proclamation declaring the day UWI Day. On December 14, 2022 Professor Densil A. Williams received the Proclamation on behalf of the University. Joining Professor Williams were the Campus Council Chair, Mr. Aziz Hadeed; Mr. Hiram Forde, Director of Administration (Acting); Ms. Stephanie Cain, the Executive Assistant to the Principal; and Mr. Shavar Maloney, Marketing Officer.

On January 17, 2023 the Five Islands Campus, in collaboration with the Ministry of Foreign Affairs, hosted the signing ceremony for the expansion of the Campus with the Saudi Fund for Development at the Campus' Auditorium. The loan agreement was signed by the Honourable Gaston Browne, Prime Minister

of Antigua and Barbuda, and His Excellency Sultan Abdulrahman A. Almarshad, Chief Executive Officer, Saudi Fund for Development. Witnessing the signing of the loan were the Honourable Daryll Matthew, Minister of Education and Sports; Sir Hilary Beckles, Vice-Chancellor, The University of the West Indies; Mr. Aziz Hadeed, Campus Council Chair; and Professor Densil A. Williams, Pro Vice-Chancellor and Campus Principal. Governor General of Antigua and Barbuda Sir Rodney Williams, KGN, GCMG, KStJ was among the many well-wishers drawn from government, academia, and industry who were in attendance. A Steering Committee has been established, led by the Minister of Education, Sports, and the Creative Industries, Daryll Matthew, to drive the expansion projects. Ground is expected to be broken during the second quarter of 2024.

The UWI Five Islands Campus/Calvin Ayre Foundation 75 Financial Care Project, arguably the most impactful and transformative initiative of the Five Islands Campus in celebration of The UWI 75th Anniversary which runs from January 1 – December 31, 2023, was conceptualized to provide a financial lifeline to our students. The Calvin Ayre Foundation

partnered with The UWI Five Islands Campus on this initiative to provide scholarships and bursaries to students to cover the cost of their studies. Ambassador Calvin Ayre believes that priority access must be given to the most disadvantaged and talented students. The Foundation donated US\$200,000 to seed fund the project which will allow over 200 students to receive financial awards over two years. A legally binding agreement for the award of the funds was also signed by Campus Principal, Professor Densil A. Williams and Chairman of the Calvin Ayre Foundation, Ambassador Calvin Ayre to concretize the partnership. The launch was held on March 22, 2023. Prime Minister Gaston Browne officially launched the programme.

The Board of Graduate Studies and Research approved the FIC's MBA programme at its meeting on May 18, 2023. The programme will be offered in September 2023.

As part of the Five Islands Campus' Research thrust, The UWI Five Islands Campus Research Ethics Committee (approved by the Board of Graduate Studies and Research) was recently established to approve, review, and monitor research, inter alia, behavioural research, educational research, and research involving human participants. This Committee is chaired by Dr. Sandra Sookram, Senior Lecturer in the School of Business and Management.





# MONA CAMPUS JAMAICA

**Professor Dale Webber**  
**Pro Vice-Chancellor and Principal**  
**The UWI, Mona Campus**

After two and a half years of virtual operations, Academic Year 2022–2023 saw the resumption of face-to-face engagement following the disruption caused by the COVID-19 pandemic, while maintaining some activities and course/programme deliveries online. The Mona Campus capitalized on the lessons learnt during the peak of the COVID-19 pandemic, to enhance our approach to teaching, learning, research, administration, public service and advocacy, and local and international partnerships while satisfying the triple pillars of *Access*, *Agility* and *Alignment* undergirding the UWI 2022–2027 Strategic Plan.

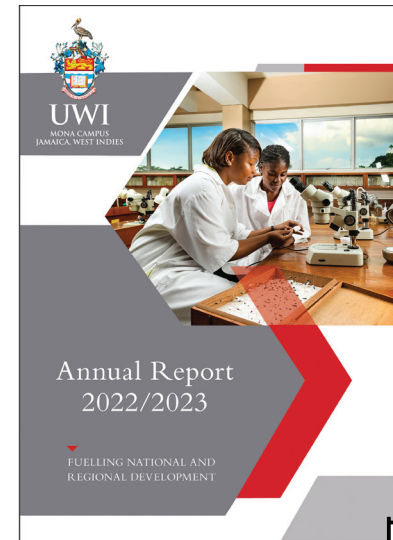
The Mona Campus operations were in full alignment with this Strategic Plan, resulting in several achievements that point to the sustained growth of the University despite prevailing challenges. Moreover, we strategically coordinated our operations to host a

variety of events in honour of The UWI's 75th-anniversary celebrations, which commenced in January 2023. The return of students to the residential spaces was remarkable. Most spaces were almost filled, this, even as residential clusters in some halls were closed for repair work.

## ACCESS

With the resumption of in-person operations, the Office of the Campus Registrar (OCR) implemented strategies to revive our declining admission numbers, to improve student experience, enhance staff welfare and to support the efforts of Senior Management to restore campus infrastructure to full functionality for in-person engagement.

To increase the enrolment of new students in the wake of two consecutive years of decline, the OCR rolled



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out an extensive social media campaign to reach prospects we would not otherwise have reached through the traditional school visits. This has resulted in a 23.5% increase in applicants and a 14% increase in new undergraduate student enrolment over the 2021–2022 academic year.

The gender disparity on the Mona Campus is evident as female registrants continue to outpace male registrants in the three academic years. For all three academic years under consideration in this report the female to male ratio on the Mona Campus was is ~2:1. The exception is, there is gender equity in the Faculty of Science and Technology where the female to male ratio is 1:1. In the smaller faculties of Engineering (1:4) and Sport (1:2) the ratio, as is expected, is skewed towards the male population. In the larger faculties of Humanities and Education (3:1), Social Sciences (2:1) and Medical Sciences (2:1) the opposite is true where female to male ratio skewed towards the female population. This is the most prominent in the 4:1 ratio for the Institute for Gender and Development Studies.

**Enhancing the Student Experience**

Digitalization of the Campus' operations, specifically, the use of digital technology, business process re-engineering (and digital data) to drive innovations and improvements in operational efficiency and the customer experience was a priority in the resumption of in-person operations. To this end, MITS completed the automation business processes and services, including Student Course Evaluation System, Banner 9 Registration Online Portal, Electronic Timetabling System (ETS), VMC Process Automation (Automation of the workflow and the approval process of the Vacancy Monitoring Committee), and Graduate Student Progress Tracking.

To manage and execute the student advising

process more efficiently, the OCR through the Registry Information Systems Unit rolled out the Curriculum Advising Planning Programme (CAPP) tool in the Faculty of Science & Technology (FST). CAPP, which was piloted in the Faculty of Social Sciences (FSS) in the previous year, proved to be an effective tool in monitoring and reporting on student progression throughout their course of study and enabled the faculties to provide academic advice more easily and to declare degrees.

The Planning Unit of the Office of the Deputy Principal successfully improved access to the Course Experience Review (CER) for students at our university. This enhancement was achieved through the integration of Qualtrics with the UWI Moodle platform, OurVLE. Prior to this integration, students were limited to accessing their course experience reviews solely through links sent to their email addresses. With the integration, students now have the option to access all their course experience reviews directly within OurVLE. This dual access approach provides students with increased convenience and flexibility in retrieving their course feedback. This increased accessibility to course experience reviews has encouraged more students to engage in the feedback process, leading to a more comprehensive and representative understanding of their academic experiences.

*Upgrading multimedia enabled teaching spaces*

The Campus established a budget of J\$24M to assist in making all technology-enabled lecture theatres and other teaching spaces fit for purpose and operable for in-person teaching and learning. MITS completed the critical works for all teaching spaces on schedule, implemented additional technical infrastructure, and maintained and managed all teaching spaces throughout the academic year.

*Improving mental health and building mental resilience*

The abrupt shift to online education brought on by the coronavirus disease highlighted issues such as digital connectivity and access to resources, which have direct implications for students' overall health and wellness. As social anxieties, amplified in the aftermath of COVID-19, came to the fore even as the fear of COVID infection dissipated we hosted several events focusing on wellness and mental health.

In acknowledgment of the urgent need for psychosocial support among our student and staff populations, amplified in the aftermath of COVID-19, and voiced through surveys, faculties rolled out initiatives to address this need. Of note is the Faculty of Science and Technology's expansion of its Roll-With-It Programme which seeks to improve mental wellbeing and build mental resilience, playing a crucial role in student retention in degree programmes. Topics included: "A Week of Sleep" – A 5-day sleep series highlighting the importance of being well rested; "Building Mental Resilience"; "November Fest: A 4-Week Challenge on Changing your Mindset" (whereby mental training challenges and activities were disseminated to improve dedication and commitment to personal goals); "Stress and Overwhelm Survey" of first year students; "Enhancing Teaching Techniques and Student Engagement"; February Love – Tips on improving self-love; and "Managing Stress – Discover the Roadmap for Academic Mastery".

With a strong focus on reintegration and the cultivation of a more student-centric face-to-face educational environment, the FST's Student Experience Team orchestrated a series of events to cater to the needs of the students. The primary goal was to foster a balanced and holistic experience for the students. The inaugural event was a faculty-wide "Meet and

Greet” session, held at the departmental level. At the well-attended events, students had the opportunity to socialize with their peers and staff in a relaxed setting.

The findings of a Wellness Survey, an initiative of the Office of Student Services and Development (OSSD), provided solid ground upon which to build and focus programming on wellness initiatives, and campaigns to help students cope in their university career. To this end, most of the halls of residence rolled out robust health and wellness programmes for the academic year.

### *Addressing student hunger and food insecurity*

With food insecurity among students emerging as a pressing concern, the Faculty of Science and Technology (FST) spearheaded by the Associate Dean for Partnerships and Resource Mobilisation, launched its Food Cupboard Initiative in January 2023 to alleviate/reduce food insecurity among FST students in the main. It is well established that hunger impedes cognition and therefore negatively impacts academic performance. It also takes a toll on mental and emotional wellbeing. FST partnered with The Free Likkle Cupboard, a local NGO that provides food cupboards at no cost. The Faculty received its first donation from the Grace Kennedy Foundation. There was ongoing promotion to staff, students, and potential partners to donate to this initiative as a means of sustaining the supply in the cupboard

### *Addressing student financing of higher education*

The Office of Student Services and Development (OSSD) orchestrated the Orientation Programme to assist new students in easing the transition into university, as well as to highlight the various avenues to ways to access financing for their education. The Campus community financial institutions, as well as the Students’

Loan Bureau, S.W.A.T. International, Scotia Bank and Jamaica National Bank, occupied booth spaces in the Orientation Village, providing new students the chance to browse their offerings and ask detailed questions about one of the major roadblocks to accessing higher education — funding/financing.

The Placement and Careers Services Section of the OSSD assisted in 800 students in getting part-time employment in and off the Campus and some 1,045 applications were received for Summer Employment.

Throughout the 2022–2023 academic year, alumni, retired colleagues, and friends of the University demonstrated their commitment to expanding access to tertiary education through the establishment of scholarships/awards and the enhancement of teaching and laboratory facilities. The collective contributions in the Faculty of Science and Technology alone amounted to approximately J\$10.4 million.

### *Online delivery of courses augmenting in-person (face-to-face) modality*

Prior to the pandemic, less than 30 percent of courses had the benefit of some online content and electronic learning resources supporting the in-person delivery. The pandemic necessitated the use of both synchronous and asynchronous online delivery modalities (and assessment) of the full content of all courses. This capability provided students with an expanded, anywhere, anytime learning experience across all courses. Survey findings indicated that students significantly valued this capability.

As a result, MITS collaborated with faculties to promote and maintain rich course content, electronic learning resources, online activities and engagement via the Campus learning management system. This provided and expanded a blended delivery modality,

enhancing and improving the quality of in-person (face-to-face) teaching and learning. Further, MITS expanded the services offered to online clients, providing opportunities for them to reach the Campus anywhere, at any time. The result was an increase in the uptake of virtual programmes.

### *Delivery of new and improved academic programmes and courses*

The Campus rolled out several new or revised courses/programmes designed for relevance and an enhanced student experience. We highlight a few below.

Strategic initiatives aimed at driving the Campus’s Research Agenda were evident in new postgraduate courses, among them, the Faculty of Science and Technology’s faculty-wide research methods course titled, *Research Method for the Sciences* approved for implementation in September 2024. The course will be a requirement for all new graduate students.

The Faculty of Engineering (FOE) continued to effect changes to the curricula of all four of its Bachelor of Science degree programmes as a part of the ongoing endeavour to continuously assess and improve course content, remain in step with industry standards, bring them in alignment with recommendations from international accreditors ABET, while maintaining the teaching and learning objectives of the Faculty.

The School of Medical Radiation Technology (SMRT), the premier training school of the Caribbean region, supplying local, regional, and international markets with professional imaging technologists, developed a five-year BSc Improved Diagnostic Imaging (Radiography) programme. The demand for radiographers in modern medicine is at an all-time high globally and has led to Jamaica struggling to retain its graduates. The Board of Undergraduate Studies (BUS) approved the improved



programme for implementation in the 2023–2024 academic year.

The Faculty of Humanities and Education's strategic focus in the reporting year was on opportunities for students to develop professional competencies. To this end, it introduced a Humanities Internship course. To align with emerging industry demands, the Faculty also engaged in ongoing efforts to develop minors in Digital Humanities and in Entrepreneurship in the Humanities, as well as an Associate of Arts degree for entrants on lower matriculation.

For higher degree courses, FHE introduced the DMin Research Project; Issues in Caribbean Media and Communication: Class, Race, Gender, Ethnicity, Media, Communication, and Caribbean Society; and modified its delivery and assessment of the Institutional Translation, Financial Translation, Management of Translation Project courses, as well as The History of the Church in the West Indies. The School of Education changed the nomenclature of the MPhil/PhD in Curriculum Development to MPhil/PhD in Curriculum Instruction.

The Faculty of Social Sciences introduced programmes, including its graduate course, Caribbean Cultures and Heritage: Debating Cultural Curatorship, and modified the MSc in Marketing and Data Analytics programme.

In the spirit of "One-UWI", the Department of Geography and Geology embarked on cross-campus teaching collaborations with colleagues from the Department of Geography in St. Augustine. Students from St. Augustine were able to enrol in Mona's Applied GIS and Remote Sensing Course as part of the Geographic Information Systems (GIS) minor.

Rajasthan Royals gave preliminary approval for The UWI Faculty of Sport (FSP) to use the Faculty's body

of knowledge on Sport Science and Nutrition in a short course on its educational platform. An MOU is expected to be signed in the first quarter of 2023/2024 to formalise the partnership with Rajasthan Royals — a partnership that is expected to open the doors for delivery of short courses to a global market.

Further, FSP pursued for development and offering a certificate course in sport administration management in partnership with the Pan Am Sports Organisation and CANOC and The Open Campus.

The UWI Faculty of Sport also received approval for the roll-out of *The Executive Master's European Caribbean High Performance Sport Management*. A grant from the Association of French Universities valued at €15,000.00 enabled development of this programme in the FOS.

## AGILITY

### Building Research Capacity

To establish and maintain a Research Computing Capability, *Mona Information and Technology Services (MITS)* designed, implemented, and managed research computing to enable new areas of research in climate science, artificial intelligence and machine learning, renewable energy, material sciences, biochemistry, and other areas. This initiative sought to enable high impact academic research by providing advanced computing platforms, methods, and resources for faculty and research groups.

MITS also provided the technical management and support of the SPARK High Performance Computing Cluster (HPCC) platform to drive research in several areas. Funded through the Pilot Programme for Climate Resilience (PPCR), a funding mechanism under the Climate Investment Funds (CIF) initiative for assisting developing countries in integrating climate resilience

within their development planning and investment agendas. The Computational Material Sciences Group attributed support for an international collaboration with Taiyuan University of Technology and ten peer-reviewed publications to computational work executed on the SPARK HPPC. The use of HPPC is also helping our students to gain invaluable expertise in the field of computational physics.

The Faculty of Medical Sciences re-engineered *Health Research Resource Unit (HRRU)* to the *Clinical Translational Research Unit (CTRU)* and continues to grow from strength to strength. The Deputy Dean of Research met with all the departments and created an outline of how they should restructure themselves to ensure that research is promoted. The Unit has also been strengthened by the employment of a research manager whose responsibility it is to have overall responsibility for overseeing the research activities, ensuring that projects are completed on time and within budget, while also making sure that all research activities adhere to relevant policies and standards. This new employee has a comprehensive understanding of the UWI research processes, experience in all aspects of clinical research including but not limited to regulatory, data management, coordination, fiscal and project management, budget planning and development.

The new Unit has had several workshops for the Faculty over the last academic year. In one of these workshops the *FMS Research Studies Toolkit – Design to Publication: A Practical Guide* was launched. It is designed for use by student researchers and research supervisors as a practical guide to support the development of research work in the FMS. This document is a resource and support mechanism for students pursuing research methods courses offered in the Faculty. Additionally, members of faculty may find this document helpful in

the course of their research programmes.

This first edition of the research toolkit focuses on quantitative research procedures and outlines various stages of the research process, commencing at the critical research conceptualization phase and culminating in the research publication phase. This resource aims to simplify and clarify the research process across the various stages. It recognizes the translational science pathways, especially in relation to the multi-disciplinary nature of the training and research programmes of the Mona-based Faculty of Medical Sciences.

From the 'bench to the bedside', the translational science principle supports applications for clinical research, clinical practice, and population health programming.

This will provide a baseline guide for persons who may be at various stages in their research journey. This resource may also be informative for students, researchers, and staff members in other faculties of the wider UWI. The Toolkit is available on the Clinical Translational

Research Unit page – FMS website at: <https://www.mona.uwi.edu/fms/clinical-translational-research-unit>

FMS also published the *CARPHA Supplement Journal* for its annual conference during the reporting year. The Journal resumed acceptance of new manuscripts using online platforms and continues to be very important for FMS Faculty as many young researchers start their academic career and publishing through this journal.

The SUNY-UWI Centre for Sustainable Leadership Development and the SUNY Global Health Institute held the 4th joint session of the SUNY-UWI Health Research Consortium and the SUNY Global Health Institute Workshop. This symposium was geared towards building research capacity through subgroups with specific

interests. Slowly, collaboration is being fostered between the two institutions.

During its annual research conference FMS's *CARPHA Supplement Journal* resumed acceptance of new manuscripts from September 2022, using online platforms. The Journal continues to be very important for our Faculty as many young researchers start their academic career and publishing through this journal.

The SUNY-UWI Centre for Sustainable Leadership Development and the SUNY Global Health Institute held the 4th joint session of the *SUNY-UWI Health Research Consortium* and the *SUNY Global Health Institute Workshop* during the academic year. The SUNY-UWI Health Research Consortium's symposium was geared towards building research capacity through subgroups with specific interests. Slowly, collaboration is being fostered between the two institutions.

Collaborating with Caribbean Institute of Health Research (CAIHR), FMS re-established the Research Fellowships Programme to build research capacity in the Faculty.

In the *Faculty of Humanities and Education (FHE)* an MPhil/PhD taskforce was constituted with leadership drawn from among postgraduate students across departments. Activities of the task force included a session titled, "Sip and Write: The Literature Review", the launch of a new initiative – Ignite Sessions: Research in Progress – to create a space for research students to meet to offer peer support, critique, and share ideas, and creation of a WhatsApp group to facilitate communication among research students. The Faculty also introduced its first Postgraduate Networking Cocktail event.

FHE also launched its inaugural Research Index of scholarly work, covering the 2019/20 and 2020/21 academic years to increase access to, and enhance the

visibility of the FHE's scholarly work. Where relevant, abstracts are provided, and URLs and DOIs to facilitate access to the publication. Available at [https://www.mona.uwi.edu/humed/sites/default/files/humed/fhe\\_research\\_index\\_2023.pdf](https://www.mona.uwi.edu/humed/sites/default/files/humed/fhe_research_index_2023.pdf)

Also, in FHE, Deputy Deans for Postgraduate Matters and of Marketing and Resource Mobilisation collaborated on an initiative, Towards a 21st Century Researcher-led Faculty of Humanities and Education, aimed at developing a model for collaborative, interdisciplinary research, and resource mobilisation. To this end, an online form was developed, which approximately 60% of staff completed, so that a Research Map could be compiled for the Faculty. To support its publication agenda, especially for early career researchers, faculty also collaborated on a Call for Authors and several activities for the respondents, including a series of writing workshops that were attended by some 18 staff members.

The Dean's Office in the *Faculty of Science and Technology (FST)* developed a *Graduate Coordinator Reference Guide*. This guide will serve as a valuable reference tool for Graduate Coordinators in the execution of their responsibilities.

There were three peer-reviewed articles published in the *UWI Faculty of Sport*. Additionally, over 40 articles were published in the two newspaper columns, *Sport Matters* and *Sport Pulse*, in the Trinidad Guardian and the Jamaica Gleaner respectively with submissions from staff across the Faculty, our graduate students at the Mona Academy, as well as from guest contributors.

At the *Western Jamaica Campus* a year-long free coaching programme to ensure the completion and award of their PhD thesis was launched by staff at the Mona Unit in collaboration with the Office of Graduate Studies.



The Mona Library collaborated with the Office of Graduate Studies and Research and industry partnered with EBSCO Information Services and Pramoneng Engineering for the third year in a row to successfully host The Three Minute Thesis Competition: The UWI 75th Anniversary Edition. The 3MT competition is an international programme which challenges research degree students to effectively explain their dissertation/thesis and its significance to a non-specialist audience in three minutes. The aim is to increase researchers' academic, presentation, and research communication skills. In addition to the opportunities to promote their research project to a wider community and the academic benefits, the competitors benefited from awards and monetary prizes. Three Campuses (Mona, Cave Hill and St. Augustine) competed at The UWI Level for the coveted 3MT Trophy, cash awards and gift certificates. Mona copped both the first prize and the prize for research output of Library staff. The UWI 75th Anniversary Principal's Research Awards Ceremony, revived after a three-year hiatus, recognized the research output of Library staff.

### Initiatives to increase and improve Academic/ Industry Research Partnerships

The Faculty of Social Sciences increased and improved academic/industry research partnerships and collaborations through active engagements with various organizations and groups, among these:

- The Department of Economics' collaboration with the Ministry of Finance and the Public Sector to establishment a Fiscal Research Centre/Institute within the Department of Economics with the GOJ promised endowment of \$200,000,000.
- The Department of Government Partnership with the Embassy of Japan in Jamaica in hosting

two lectures – a lecture on the Free and Open International Cooperation (FOIC) Framework delivered by Mr. So Umezaki, Director, Institute of Developing Economies, Japan External Trade Organisation (JETRO), and a lecture on Free and Open Indo-Pacific delivered by Dr. Masami Ishida, Professor in the Department of International Development Studies at the Bioresource College at the Nihon University in Japan.

- Partnership with the Japan International Cooperation Agency (JICA) Jamaica Office in hosting two lectures — one on "Transformation of Global Health Governance and Japan's Role in It" delivered by Professor Kayo Takuma from Tokyo Metropolitan University, and the other, "Educational Development in Modernization in Japan" delivered by Dr. Nobuko Kayashima, Senior Research Adviser at Ogata Sadako Research Institute for Peace and Development of JICA.
- The Mona School of Business and Management initiated a partnership with the Jamaica Business Development Corporation (JBDC) for final projects with graduate students.
- Researchers within the Department of Sociology, Psychology and Social Work finalized and validated a data appreciation tool for UNFPA Data Appreciation Project.
- Research Fellows at the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) played a significant role:
  - in the field of information and communication technologies in coordinating the publication of the proceedings of the AIS SIG GlobDev 2022 Workshop on ICTs and Global Development;
  - in the field of migration and development,

- participation in various events and working groups related to international migration and development, including attending stakeholder engagement sessions and stocktaking meetings organized by the International Organization for Migration, as well as participating in discussions on climate mobility and *2023 World Development Report (Caribbean Background Paper on Migration)*;
- in the field of democracy research, serving as country experts for the Varieties of Democracy (V-Dem) project, co-hosted by the University of Gothenburg and University of Notre Dame. The V-Dem project is a new approach to the conceptualization and measurement of democracy and is one of the largest social science research-oriented data collection programmes;
- in the field of criminal justice and corrections serving, as Technical Secretary and Chair of the Juvenile Working Group for The Bureau of Standards Jamaica's Correctional Services Standards Technical Committee. Additionally, Fellows participated in webinars, meetings and expert panels such as the Howard League for Penal Reform and the International Corrections and Prisons Association Delphi Panel.

### Restoring Financial Health to The UWI

All Departments and Faculties reviewed their operations with a view to reducing operating costs. Notably, the Faculty of Medical Sciences (FMS) saw a significant scaling down of associate lecturers at the affiliated sites, which addressed the untenable ratios of associate lecturers: students to a more acceptable

distribution. This cost saving exercise resulted in the Faculty's reducing the expenditure of employing associate lecturers by approximately J\$80 million.

Commercial units during the academic year 2022–2023 also made efforts towards achieving profitability. Notably, the University Bookshop recorded a 90 percent reduction in operating deficit for the period and achieved the highest increase in revenue for any one period, 76.9% over the previous year.

The Faculty of Medical Sciences (FMS) continued to reach out to its alumni to promote an actively engaged and diverse alumni body. At the initiative of Professor Emeritus Sir George Alleyne, former Chancellor of The UWI, a more formal arrangement with the Medical Alumni for contribution to the FMS began with the intention of engaging alumni in funding and other activities.

The Faculty of Science and Technology (FST) through its Resource Mobilization Unit (RMU) successfully pursued new grant funding from external sources during the academic year. The RMU has been pivotal to successfully maintaining existing partnerships and forging new collaborations with government ministries, private sector entities, external grant agencies, and alumni. The Unit also made substantial progress toward the launch of the FST Alumni Association scheduled for academic year 2023–2024. A notable precursor to this launch was the successful hosting of a 75<sup>th</sup> Anniversary Alumni Brunch and Lyme event on July 16, 2023. The RMU continues to serve as the primary facilitator for negotiations pertaining to internal UWI processes concerning grant agreements and provides invaluable support for project oversight, affording principal investigators greater flexibility in the execution of their research tasks. Furthermore, the Unit exercises a strategic oversight role in managing the consistent growth of the Faculty's Endowment Fund.

### **Using its Global Reputation to restore Financial Health to The UWI**

The Campus pursued several initiatives aimed at converting the University's "reputational value into much needed revenue" (2022–2027 Strategic Plan). This was evident in the efforts at collaboration with overseas and local entities for partnership and investments in programmes that have development and economic value to our region.

For example, the Turks and Caicos Islands Community College (TCICC) engaged our School of Nursing (UWISON) to place final year nursing students in its programme to gain clinical experiences at The University Hospital of the West Indies (UHWI). This resulted in a joint memorandum of understanding among the UWI, the UHWI and the TCICC.

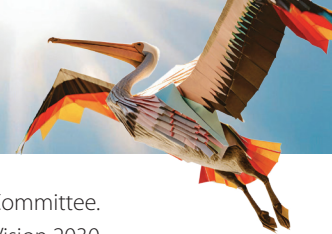
The Faculty of Social Sciences (FSS) activated its Partnerships for Development Series aimed at increasing the number of international exchange programmes for students and staff, inviting guest lecturers to enrich the student experience in classes and co-hosting workshops and seminars, among other objectives. To this end, Ambassadors, Resident Representatives and Chargé D'affaires from Germany, Colombia, Costa Rica, Britain, The United Nations Population Fund, The Organization of American States, The Embassy of Argentina (Donation of books on the Falkland Islands), The Embassy of Germany (Entrepreneurship Training Programme), The International Foundation for Electoral Systems (expression of support for a possible project) and The High Commission of Canada actively participated.

The FSS partnered with overseas universities as follows:

- The new course "Caribbean Cultures and Heritage: Debating Cultural Curatorship" (SOC16121) taught

through The Department of Sociology, Psychology and Social Work and co-taught by the University of St. Andrews (Scotland)

- Preliminary discussions held with St. Mary's University, Canada for dual degree programmes (The Department of Sociology, Psychology and Social Work)
- Yale University for their "Yale Research Initiative on Innovation and Scale" conference (Department of Economics)
- McGill University and the Tokyo Metropolitan University to strengthen international academic partnerships (Department of Government)
- Queen's University, Smith Business School Partnership to strengthen international academic partnerships (The Mona School of Business and Management)
- Successful joint British Academy Grant application with the School of Advanced Studies at the University of London and Dr. Doreen Gordon (The Department of Sociology, Psychology and Social Work) to develop the writing skills of junior scholars at universities in the region. UWI Mona will be one of the locations where training will be carried out in January 2024.
- Promotion of the BSc/MSc Politics and International Cooperation (MPIC) Programme through the Department of Government's attendance at various events organized by the Embassy of France in Jamaica, and visits to the University of Sciences Po, Bordeaux.



Advancing dialogue with industry players and international partner universities signalled even greater potential for the future of the WJC. Of special note were the signing of the cooperation agreement with CHEC and the UWI Global Health Institute to construct a civil engineering lab at the WJC Irwin property, and the participation of James Madison University in WJC's International Study Visit Programme.

**Expanding UWI's Global Footprint**

Faculty members actively sought out regional and international collaborations and partnerships with various institutions with the specific intention to expand the UWI's global footprint. Notably, in the FSS there was:

- continued partnership between the United Nations (UN) Jamaica and the Department of Economics to host the Jamaican Economy Panel (JEP), bringing together a select group of economic and public sector experts to address a monthly series of socioeconomic questions in formats that engage and empower the public;
- the Department of Government's Guest Lectures and Public Lecture Series, with lectures delivered by members of the diplomatic corps (The European Union in Jamaica, Embassy of Japan, and the Japan International Cooperation Agency) and visiting academics;
- acceptance by the Department of Government of an invitation from the U.S. Embassy, Kingston to attend a film screening of "Ida B. Wells: A Passion for Justice" showcasing issues related to civil and political rights in the USA, in commemoration of Black History Month;
- signing of a partnership agreement between The Department of Sociology, Psychology and Social Work (SPSW) and the Public Assistance Programme,

Ministry of Labour and Social Security, an initiative under the National Poverty Reduction Programme (NPRP) of the Planning Institute of Jamaica (PIOJ), to place Social Work students at the Public Assistance Division of the Ministry of Labour and Social Security as part of their course of study.

**ALIGNMENT**

As reported above, the teaching and research initiatives of the Mona Campus are designed to align with student, national and regional development needs, and emerging global imperatives. Critical work relating to in our Institutes, Centres and Faculties further demonstrates our university's commitment to addressing pressing development issues.

*ICENS*

At the International Centre for Environmental and Nuclear Sciences (ICENS), the academic year saw the continuation of projects aligned with Vision 2030 and the UN's Sustainable Development Goals (SDG). Specifically, the national IAEA project JAM5014 – Establishing a Self-Contained Gamma Irradiation Facility for the Introduction of Sterile Insect Technique and Experimental Mutagenesis and Diagnostic Technologies addresses Sustainable Development Goal (SDG)#3, Good Health and Well Being, and specifically target 3.3.3 and 3.3.5 which according to the WHO's "Keeping the Vector Out" document includes vector-borne diseases such as Chagas disease, leishmaniosis, dengue, Zika and chikungunya. The crop mutagenesis component of the project addresses SDG #2 Zero Hunger, specifically targeting 2.3, 2.4, and 2.5 as well as 2.a.

ICENS work also continued to address the mitigation of the lead hazard through the work of

the Paint and Surface Coatings Technical Committee. This aligns with National Goals 1 and 4 of Vision 2030. This is also the case with Jamaica's representation at the Minamata Convention on Mercury where we participated at The Group of Technical Experts on Mercury Thresholds meeting in Geneva, Switzerland. ICENS research into the feasibility of nuclear power in Jamaica, specifically as it relates to Small Modular Reactors (SMR) aligns with Vision 2030 goal #3 and specifically with national outcome 10: Energy Security and Efficiency.

The ICENS, as mentioned, generates income through grant funding from several projects, either entirely administered by the Centre or where the ICENS is the lead or participating organization representing the member state. These include:

- CRP D52042 – Implementation of Nuclear Techniques for Authentication of Foods with High-Value Labelling Claims, running from March 2019 to March 2024 and earmarked to receive total funding of €35,000.
- JAM1001 – Upgrade of Reactor Infrastructure at the University of West Indies SLOWPOKE Facility JM-1 – which had a start date of January 2016 and is ongoing and the budget for this project is €810,000.00.
- JAM5014 – Establishing a Self-Contained Gamma Irradiation Facility for the Introduction of Sterile Insect Technique and Experimental Mutagenesis and Diagnostic Technologies, a national project approved in January 2020 with an initial budget of €750,000.00.
- RLA1022 – Improving the Satisfaction of Regional Demand for Products and Services of Nuclear Research Reactors (ARCAL CLXXX) with a total budget allocation of total IAEA budget allocated for

## MONA CAMPUS REPORT

this regional project to date is €625,525.00.

- RLA5089 – Evaluating the Impact of Heavy Metals and Other Pollutants on Soils Contaminated by Anthropogenic Activities and Natural Origin (ARCAL CLXXVII) commencing in 2022 with a total budget of €1,393,800.00.
- RLA9087 – Building Strength and Sustaining the National Regulatory Bodies commencing in January 2020 and closing in December 2023.

### *Faculty of Social Sciences*

Dr. Ruth Baker-Gardner's book, *Academic Integrity in the Caribbean: Plagiarism Policies, Perception, Prevalence and Possible Solutions* (UWI Press), published in December 2022, was thrown into the spotlight as ChatGPT became publicly available early in 2023, causing both excitement and concern.

### *Institute of Gender and Development Studies*

The UWI actively creates and sustains, as a core value, a social, academic, and administrative culture that supports and promotes gender equality and justice within its environment. Coincides with the UN Sustainable Development Goals (2015–2030), which include Goal #5 (Gender Equality) as well as gender as a cross-cutting issue to achieve all 17 UN Sustainable Development Goals. There was an increase in the number of registered students in courses offered in the Mona Unit of the Institute of Gender and Development Studies (IGDS) compared to the last academic year. Fifteen students were awarded the BS in Gender and Development at the graduation ceremony held on November 4, 2022. Members of staff participated in several outreach activities to raise awareness of gender issues and raise the visibility of the IGDS.

### *Leadership in industry, government, and social policy*

Faculty members continued their strong public service engagements. Sixty-four FSS faculty and staff members reported serving on approximately 194 boards, committees, and technical and working groups. Representation included the public sector, private sector, non-UWI scholarly/professional associations/entities or civil society/NGO/other.

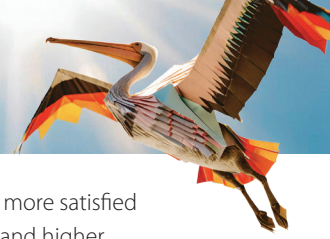
### *Preparing students for the world of work*

The University's mission to align itself with relevant academic-industry partnerships is evident in the work of the Placement and Career Services Unit and the Office of Student Services and Development.

Placement and Career Services hosted its 30th Annual World of Work aimed at assisting students (particularly final years) to develop the "soft" skills and



Signing of Agreement with Ghanaian Scholarship Secretariat – July 31, 2023



competencies needed to make them competitive for the world of work. The Section also mounted the Annual Career Awareness Month Activities under the theme, “Finding Your Step in a Changing Global Market” and, in response to the changing global market needs, collaborated with each faculty and industry personnel to provide specialized career seminars. Topics included “Career Options with my Degree” and “The Changing Global Market”.

The OSSD’s *Director’s Leadership Institute* was birthed out of a need to train the UWI Student Leader in matters of ethics and how this intersects with and is critical to theories and practices of leadership. It is a direct response to the changing needs of our current student leaders, who daily interface with ethical and moral

dilemmas, which question their character and test their capabilities to inspire and influence others. The Institute was delivered to student leaders across all the halls of residence and commuter population, reaching upwards of 220 student leaders across the campus.

The *UWI Mentorship Programme* continues to be an important avenue through which the OSSD facilitates student affective learning and development. The Programme was designed to strengthen the leadership and management skills of students and to connect them with university and corporate leaders. It continues to be oversubscribed as the number of students applying to participate is much larger than the number of suitable mentors registered for the programme.

Research indicates that compared to non-mentored

individuals, those with mentors tend to be more satisfied with their careers, enjoy more promotions and higher income, report greater commitment to the organization or profession, and are more likely to mentor others in turn.

During the 2022/2023 academic year, 122 mentors and the corresponding number of mentees participated in the programme. The mentors assisted students in areas such as career planning and professional guidance, building self-confidence and self-esteem, and were generally role models for the student mentee.



Standing from L-R: Dr. Charah Watson and Dr. Ryan Francis of the Scientific Research Council, Mrs. Sherine Huntley-Jones of the Ministry of Health and Wellness, Mr. Saul Perez, Section Head, Division of Technical Cooperation for Latin America and the Caribbean (IAEA), Mr. Dineth Dissanayake, Procurement Officer, Department of Management (IAEA). Seated: Ms. Eunice Bepura, Acting Director, Procurement Services (IAEA), and Professor Charles Grant, Director General, ICENS.



Pictorial of IGDS staff and student participants for the International Day for the Elimination of Violence Against Women (IDEVAW) and 16 Days of Activism.

### Social Accountability, Outreach, and Community Engagement

The Faculty of Science and Technology (FST) continued its outreach initiatives to engage our stakeholders — showing the value of science and technology for society — while showcasing research and teaching capacities existing within the Faculty.

*Showcasing Science:* The FST hosted a Science Festival as part of the 75<sup>th</sup> Anniversary celebrations of The University of the West Indies. The festival showcased science and technology in business, government, security, health and wellness, environment, and education as well as products and services developed through science and technology. It also provided a space for the public to engage with science and technology in interactive, informative, and innovative ways. Over 3,000 persons passed through the two-day festival.

Other key UWI 75<sup>th</sup> activities outreach activities hosted were the Science Discourse: The Professor Speaks, Science for Today series and departmental seminars which continued to encourage discourse on the science aspects of topical issues while showcasing current research and researchers. In 2022/2023, the departments and their collaborators hosted the weekly Biotechnology, Chemistry, Life Sciences and Mathematics Seminar Series, Disaster Heritage: Can Memorialising Disaster Make People More Resilient? – A Discussion Forum, A Symposium on Global Security Perceptive, Synchrotron Light: Energizing Modern Advanced Economies in Caribbean Islands Symposium

- Let the Research Speaks for Itself Part 1 – an international collaboration with a consortium of universities
- Inaugural Lecture for Professor Tannecia Stephenson

- A Special UWI 75th Lecture with Prof. Paul Reese: Harvesting a Selection of the Fruits of Nature
- A Seminar in honour of Professor emeritus Kenneth Eugene Magnus: The Legacy of Prof. Kenneth Magnus: Transforming Lives, Institutions and the Economy.
- ChatGPT and Education: Threat or Opportunity – a public lecture?

*STEM Building in High Schools:* The Department of Mathematics continued its successful annual Jamaican Mathematical Olympiad program. The 2022–2023 edition saw the participation of 2,800 students from 92 schools and a return to a face-to-face experience. Similarly, the Faculty returned to face-to-face modality for its annual CAPE workshops in chemistry, biology, physics, mathematics, geography, and computer science. These workshops remain a valuable resource with over 1,500 high school students from more than 30 schools across Jamaica participating in the January 2023 edition.

In collaboration with Addiscoders Inc, the CHOR Foundation, and members of the diaspora, the Department of Computing hosted the second edition of the JamCoders free residential Summer Camp. This unique programme exposed 50 secondary students from Jamaica to a comprehensive four-week journey into coding and algorithms during the summer of 2023. The programme's success was greatly enhanced by collaboration with 12 partner organizations. Additionally, the Faculty coordinated a Summer Internship programme in conjunction with the Bethel Baptist Church, placing eight secondary students in various departments and the Health Centre to provide them with valuable on-the-job experience. The Faculty also continues to play a significant role in engaging numerous secondary institutions, while serving as a

central 'resource centre' for laboratory activities and educational tours.

*STEM Teaching:* The Building Out Our STEM Teachers (BOOST) programme, established in 2021, was designed to address the persistent gap caused by the annual migration of STEM educators in Jamaica by cultivating a steady supply of high-calibre STEM teachers. Since its inception, BOOST has successfully recruited 34 Teacher Fellows, with 28 currently active, across 23 different schools spanning eight parishes. Notably, the programme has achieved an impressive retention rate of 80% for Cohort 1, with 12 out of 15 teachers choosing to remain in the classroom for a second year. BOOST's impact is significant, directly influencing 5,307 students to date. This initiative is sustained through ongoing support of nine strategic partnerships drawn from the public, private, and not-for-profit sectors.

*STEM Teaching Competencies:* In an era of rapid technological advancement, educators must also be at the forefront of digital transformation by utilizing available ICT tools to enhance (not replace) their pedagogical practices. To this end, The UWI, Mona, in collaboration with E-Learning Jamaica Company Limited, successfully conducted an Artificial Intelligence (AI) workshop for secondary school teachers entitled, "Artificial Intelligence: An Orientation and Exploration of its Classroom Applications". The workshop, jointly hosted by the FST and the Faculty of Humanities and Education, welcomed an enthusiastic cohort of approximately 40 teachers eager to explore the potential of integrating Large Language Models (LLMs) in their classrooms.

*School Engagement:* In collaboration with the Campus' Marketing and Communications Department, FST visited over 20 secondary institutions across Jamaica.

*Engaging Yam Farmers:* A programme to reach yam farmers was initiated by the Biotechnology Centre in



collaboration with a team of farmers in Harker's Hall, St. Catherine and endorsed by the St. Catherine 4-H Clubs. The programme is named the Yam Youth Farmers Training Programme and brings together academics, young and old yam farmers, and agricultural educators. This collaboration has produced several firsts including *D. trifida* true seeds being germinated in vitro. Several field farmer training days and presentations on occurred.

*Health Professions Education Unit*

The Health Professions Education Unit (HPEU) in the Faculty of Medical Sciences continued to be engaged in activities under its mandate to promote, develop, implement, and monitor health professions' education initiatives. This academic year there was a concentrated effort to develop the Mentorship Initiative programme.

*Building relationships with governments, sport governing bodies and sporting entities*

Following a visit to Jamaica by the Honourable Minister of Sport, Trinidad and Tobago, the University Faculty of Sport (FSP) submitted a proposal for a Community Inclusion Programme for the Trinidadian Government's consideration.

The Honourable Mia Motley, Prime Minister of Barbados, delivered the 22<sup>nd</sup> Annual Frank Worrell Memorial Lecture, addressing the state of West Indies cricket. She used the opportunity to remind Caribbean governments that they have a responsibility to see to the development of the game of cricket; recommending that new governance structures be put in place for its sustainability. Apart from pointing out problematic issues, action items were identified, and much attention was gained in regional and international media.

FSP launched a webinar series titled Debates in Sports Ethics. Two episodes of the series were delivered through the collaborative efforts of the Department

of Language, Linguistics and Philosophy in the Faculty of Humanities and Education (Mona); the Institute for Gender and Development Studies (St. Augustine); the UWI Equity, Diversity and Inclusion Unit; and the FSP.

The UWI signed an MOU with the Jamaica Olympic Association (JOA) with the aim of fostering greater development of athletes, coaches, and sports administrators.

*Supporting national and regional legal framework.*

The Faculty of Law (FOL) hosted its 9th Annual Symposium on Law, Governance and Society at the Jamaica Pegasus Hotel and online, under the theme "Vision 2030: Towards Peace, Justice, and Strong Institutions". The keynote speaker was Mr. Bruce Golding, the Former Prime Minister of Jamaica. The areas of concentration were: Jamaica ... Towards a Republic; Emerging Copyright Issues; Global Health; Financial Crime; AML/CFT Obligations and International Financial Services. The symposium was attended by participants and presenters from local and several overseas territories. Over 100 delegates were present both online and in person on both days.

*Pro-bono legal support services provided to the Government of Jamaica*

FOL pro-bono legal support service to the Minister of Justice, the Hon. Mr. Delroy Chuck, to assist in the development of a better-established framework for Alternative Dispute Resolution (ADR) in Jamaica. The work with Minister Chuck has been with a view to securing the implementation of a Mediation Act for Jamaica. Faculty member also served in a pro-bono capacity as a Member of the State of Emergency Review Tribunal for the Parish of Trelawny.

*Outreach to the Caribbean*

The FOL provided support for a new programme implemented at the University of Guyana, and a member of faculty served a Senior Technical Team Member under the IMPACT Justice Programme, which drafted what has become the CARICOM Model Law for Arbitration. It is currently being reviewed for implementation in Trinidad and Tobago, Guyana, and St. Lucia. It is anticipated that all Caribbean countries still with old model arbitration legislation will implement the CARICOM model law soon.

In Belize, the Faculty also worked with local partners to establish Street Law, Belize as a branch of Street Law Caribbean. During 2022–2023, Street Law Belize continued its work in several high schools. The Street Law curriculum has been implemented and has been increasing in impact in Belize and elsewhere across the region.

*Outreach in medicine*

The Faculty of Medical Sciences continued to be involved in outreach projects and inter-professional education. These outreach activities benefited needy communities across Jamaica. Dr. Thaon Jones, the chair of this committee, together with his team, involves students of the Faculty and have staged several successful Outreaches. The inter-professional Outreaches have been the most visible outcome of the committee's work. These Outreaches support underserved patient care populations across Jamaica and educate healthcare units on the roles served by students and responsibilities of patient care. Areas of focus and student involvement for these Outreaches are medicine, nursing, pharmacy, dentistry, physical therapy, social work, public health, radiography and research scientists.

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The committee organized four main Faculty Outreaches in 2022–2023, visiting the following locations: Westmoreland St. Peter's Anglican Church, Petersfield, St. Ann – Walkerswood Academy, St. Andrew – Christian Life Fellowship Church, and Kingston – Tarrant Primary and Junior High School. The number of patients seen ranged from a low of 40 to a high of 70 patients in various disciplines. In 2022, the committee was invited to an Outreach at the Randolph Lopez School of Hope where patients from the Jamaica Association of Intellectual Disabilities were seen. The committee has been asked to consider adding this location to the four annual Outreach locations.

An FMS Social Accountability Award has been introduced at the Faculty's Students Awards Ceremony. This award is given to the student from a programme who is outstanding in at least one of the following criteria: organization and function accountability – actively involved in organized and structured clubs, groups that promote social accountability; educational accountability – demonstrated participation in seminars, workshops, conferences directly related to social accountability; research accountability – conducts research, publishes/presents on topics directly related to social accountability; and contribution to health services accountability – volunteers and actively participates in health services designed activities in social accountability; environmental accountability – promotes environmentally sustainable solutions to address health concerns in social accountability.

### *Supporting women in need*

The Institute of Gender and Development Studies launched The Handbag Project in commemoration of International Women's Day, with the aim of providing personal hygiene items and handbags to women and

children in need. The project was a great success, with the team visiting two facilities—the Sir John Golding Rehabilitation Centre and the Combined Disabilities Association—to distribute the items. The Handbag Project initiative was a wonderful way to commemorate International Women's Day and to provide support to those in need. The IGDS team's dedication and hard work made a real difference in the lives of the recipients, and we are proud of their efforts.

### *Mona Social Services (MSS) community engagement*

The MSS utilized a six-pillar model to guide its community engagement and outreach initiatives. The model includes education and skills training, entrepreneurship, health, sports and culture, crime and violence reduction and peace. The Unit also targeted a wide age group ranging from kindergarten to the elderly in its service delivery. The engagement activities consisted of parenting workshops, peace monitor sessions, summer camps, film training and other empowerment programmes

In commemoration of UWI 75th Anniversary celebration, MSS/UWI Community Film Project (Community Film Project) hosted a suite of initiatives. These included: two Edu-Lecture series themed 'Igniting Community Development Through Empowerment'; a tour of Greater August Town; a community exhibition on campus, and impressively, the production of the Principal's documentary titled "The Untold Legacy of the UWI Mona Principals" which was featured as one of Greater August Town Film Festival (GATFFEST) 2023 premiere events. The 2023 staging was the largest ever, boasting a record-breaking number of embassy partners and an overall increase in sponsorship and partnerships. Additionally, support from filmmakers and patrons grew significantly.

The execution of MSS/UWICFP activities were beneficial and impacted over 2,000 residents from the communities served, and consequently forged new partnerships and strengthened the relationship with residents, UWI staff, students, and other key stakeholders.

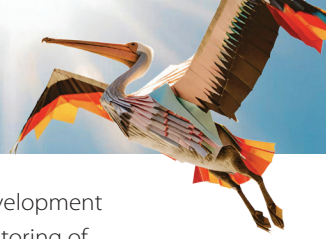
MSS implemented a Kitchen Garden Project at the Hope Valley Experimental School. This project was made possible by funds received from the Froebel's Trust, a



Participant engaging in aerobics session at UWI Moves



Dr. Christopher Tufton, Minister of Health & Wellness officially launches "UWI Moves"



UK-based organisation (<https://www.froebel.org.uk/>), as well as technical assistance from the Lions Club of Mona and the Faculty of Engineering, UWI. The objective of the garden is to grow vegetables to supplement the school feeding programme. The project also serves as a teaching aid and a natural oasis where children ages 4 to 6 years can learn, play and interact with nature, thereby contributing to their wellbeing. The garden's accompanying drip irrigation water system also serves to maintain the garden and improve the school's water supply.

The kitchen garden currently impacts approximately 700 students and staff directly. Through the school's breakfast and lunch programmes, 200 students are benefiting while over 500 students and staff are benefiting respectively. The kitchen garden is self-sustaining. While it enhances food security at the school, it has also been able to generate excess supply, thereby generating income that is used to procure more seedlings and farm supplies to sustain the garden. It is the intention of the MSS/UWICFP to establish and reestablish other kitchen garden initiatives in schools in August Town and other communities being served.

### *UWI OneLife developing university students and community*

UWI OneLife aims to serve as a conduit for facilitating public service and outreach activities in which both students and faculty are involved. It is a community engagement programme which seeks to enhance the lives of our student membership and that of surrounding communities.

Its objectives include helping the University in its pursuit to develop stronger ties with the community; aiding "at risk" and vulnerable social groups on a regional

level, socio-economically; instilling a deeper sense of service in students; and helping students to become more aware of some of the prevalent problems in the community.

OneLife participated in the International Coastal Clean-up in 2022. The team was assigned to the Boardwalk beach in Hellshire, St. Catherine. Approximately 25 members actively participated in the clean-up activities. This event gave members the opportunity to see first-hand the state of our beaches and develop an appreciation for efforts that aim to positively benefit the environment.

OneLife made a visit to Excelsior High School to speak with the upper school and sixth form students about university, volunteerism, and their future. The group built the roof for a resource room for the Barking Lodge Primary School and repainted classrooms, the school playground and the newly constructed resource room. They distributed well-prepared lunches to the homeless persons in selected sections of the Kingston Metropolitan Area.

The group made visited Excelsior High School to speak with the upper school and sixth form students about university, volunteerism, and their future.

### **Developing Caring, Accountable, Motivated Professionals**

The Campus prioritises the personal and professional development of its staff to ensure exceptional service to our students, our local and regional stakeholders, and competent management of the institution. It is committed to nurturing a caring, accountable, and motivated cadre of staff towards achievement of its strategic goals. To this end, we

support faculty and staff professional development programmes, provide coaching and mentoring of new recruits and give recognition for achievements in teaching, research and administration, among other things.

In Academic Year 2022–2023, the Campus continued to strengthen programmes aimed at developing staff competency and satisfaction. A notable initiative in support of staff welfare and implemented in 2022–2023 was the Human Resource Management Division (HRMD) massive health and fitness fair, and its launching of the "UWI Moves" programme, which is a spin-off from the national Jamaica Moves initiative out of the Ministry of Health and Wellness, as part of our 75<sup>th</sup> Anniversary celebrations. This activity featured health and wellness talks, physical examinations, aerobics and entertainment, and a range of health services. The UWI Moves now has a permanent physical fitness training programme conducted on campus twice per week.



# OPEN CAMPUS

**Dr. Francis Severin**  
Pro Vice-Chancellor and Principal  
The UWI Open Campus

## ACCESS

### Open Campus Country Sites (OCCS)

#### Open Campus Cayman Islands Partnership with HMCIPS

The Open Campus Cayman Islands renewed and extended the one-year Memorandum of Understanding (MoU) between Her Majesty's Cayman Islands Prison Service (HMCIPS) and the Open Campus for a period of five years until 2027. Under the revised MoU, there will be significant expansion of programme offerings both to the staff of the HMCIPS and inmates. Over 80 inmates have received certificates for the successful completion of Continuing and Professional Education courses

and fifteen HMCIPS staff members have completed CPE courses under the MoU.

#### Business Development Unit

The work of the Unit contributed to an increased offering in specialised areas, opening access to a diverse group of students and participants. One example for the academic year 2022/2023 includes the Organization of American States, which provided scholarships to students registered in the Certificate and BEd Early Childhood Education Programmes. The BDU prepared a proposal for additional scholarships for which the OAS issued an initial scholarship agreement valued at US\$90,000. Discussions continued among the BDU, the University Registrar's Office and the OAS, resulting in an increase in the amount offered by the OAS.



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## THE UWI GOES FROM OPEN TO GLOBAL

The University Council approved the decision that the Open Campus be rebranded as the Global Campus, thus securing its tremendous legacy and the role it has for the future. This legacy, however, must be taken in the context of fundamental restructuring and reengineering.

One major initiative will be a for-profit entrepreneurial income-generating business school, the International School for Development Justice (ISDJ). Centred within the parameters of the United Nations Sustainable Development Goals (SDGs), it will offer SDG-focused postgraduate academic programmes online.

Simultaneously, the rebranded Global Campus seeks to improve and extend its operations throughout the Caribbean region.



“The Open Campus is optimally placed within the technology and experience spheres to shepherd The UWI and the region safely and efficiently into the digital global space and the Fourth Industrial Revolution.”

**Pro Vice-Chancellor and Campus Principal  
Dr. Francis O. Severin**

## OPEN CAMPUS REPORT

The Open Campus Country Sites (OCCS) continued its quest to increase students' access to Senate-approved and continuing education programmes, thereby enhancing student enrolment across the region and beyond. To achieve this, the OCCS utilised various methods inclusive of programme development, partnerships and collaborations, and creative marketing and outreach strategies. Fourteen Continuing and Professional Education (CPE) courses were developed during the reporting period in six countries, on topics such as Introduction to Forensic Science; Sign Language Level III; Gender Budgeting; Gender Equality; Women and Girls' Rights; Disaster Risk Financing; and CCRIF Parametric Insurance, among others.

In addition, the Continuing and Professional Education Centre (CPEC) developed eight new courses in collaboration with the Open Campus Country Sites and the Women and Development Unit branch of the Consortium for Social Development and Research.

Several other partnerships and collaborations were undertaken during the 2022/2023 academic year, resulting in the training of Cayman Islands' Customs Border Control Officers, Grenada's Ministry of Economic Development, Planning, Tourism, and Creative Economy employees, youth, women, and civil society leaders in Belize, as well as various public and private sector organisations in several countries which the OCCS serves.

### Autism Spectrum Disorders Certificate Programme

Collaboration with external subject matter professionals resulted in the development of an Autism Spectrum Disorders Certificate programme. The goal of the certificate programme is to equip educators, caregivers, family members and paraprofessionals

interested in learning how to work with individuals on the autism spectrum with the knowledge and skills necessary for teaching and supporting children and youth on the autism spectrum. The first offering should commence in Semester I 2023/2024 and a cohort of 45 participants is expected, generating an estimated US\$22,500.00.

### Consortium for Social Development and Research (CSDR)

#### Social Work Training and Research Centre (SWTRC)

During the reporting period, the SWTRC offered five short courses and received Academic Board approval for the Mental Health First Responders course. Some of the courses offered include Grant Writing, Impact Assessment and Evaluation, Introduction to Play

Therapy, Introductory Social Work and Mental Health First Responders. Many of these workshops and courses were attended by community leaders, counsellors and teachers across the region.

The SWTRC also continued to seek new partnerships with organisations to commit to the continuous training and development of their staff and other stakeholders within the private and public sectors, such as the partnership with Lawman Lynch Foundation (LLF). An agreement was also established with LLF for greater collaboration with scholarships for social work students and hosting seminars in the new academic year.

The Centre was also successful in bidding for the Caribbean Youth Fellowship II project through the International Republican Institute. This project seeks to build leadership and advocacy in youth aged 18–35 in Jamaica and Trinidad and Tobago.



Members of Jamaica Teachers Association



### **Hugh Shearer Labour Studies Institute (HLSLI)**

The HLSLI has maintained partnership with Brock University (Canada), the Jamaica Employers' Federation (JEF), the Jamaica Civil Service Association (JCSA) and The University Hospital of the West Indies (UHWI). New partnerships were forged with Acorn Professional Group, Atlantic Council, Jamaica Teachers Association (JTA), The Private Sector Organization of Jamaica (PIOJ), The Transformation Implementation Unit and UN Women.

The HLSLI conducted 27 workshops on various topics relevant to industrial relations and the broad area of labour studies. The workshops focused mainly on the application of labour laws and industrial relations best practices. Members of organisations such as the Jamaica Teachers Association (JTA), Jamaica Employers Federation, the Urban Development Corporation, and Government of Jamaica Ministries and Agencies were in attendance.

### **Student Experience Unit (SEU)**

The SEU led a full investigative review of the Campus' Prior Learning and Assessment process, which led to the establishment of a dedicated Applicant Advising Committee. This Committee currently channels previously overlooked applicants into CPE courses as well as through the Mature Entry process.

### **Student Support and Services Department**

The Student Support and Services Department created the First Year Experience Programme to help new students navigate their first year of studies at The UWI. This is achieved by creating learning communities, using information and communication technologies

that connect first year students to academic and student development support services. Several webinars were held under this initiative for both Semesters 1 and 2 on topics such as Visual, Aural, Read/Write Kinesthetic (VARK) Learning Styles; Efficient Ways to Improve Student Writing; Note Taking Strategies for Online Learning; Working in Groups; and Scheduling (Keeping Track of Your Learning Exchange Tasks).

### **Academic Programming and Delivery (APAD) Division**

The APAD Division utilised various methods to enhance the quality of teaching and learning, which include but are not limited to essential pedagogy training, revision of Senate-approved programmes, and the delivery of the online facilitation courses, among others. Of particular note is the implementation of The Virtual Centre for Excellence in Teaching and Learning (vCETL), Open Campus. This Centre has a professional development function at The UWI and is crucial for the training and coaching of full-time staff and adjuncts. The Centre will prove an invaluable addition to the Open Campus in its ongoing quest to enhance the quality of teaching and learning provided, with plans to create a virtual training laboratory for faculty and adjuncts, develop and deliver a new certificate training programme and/or new CUTL module in online course design and development, and facilitate the delivery of the Research Supervisor Development course, among many others.

Other activities which APAD facilitated in an effort to enhance the quality of teaching and learning include conducting workshops for adjuncts during January and February 2023 on improving mark schemes and rubrics, the review and revision of various courses and programmes, and provided support to the Digital Pedagogies for Sustainable Development Conference offered by the Office of Online Learning. This two-day practical conference, held on May 25–26, 2023, enabled participants to learn new knowledge and skills in online teaching and learning as they explored topics in practical workshop sessions. The aim of the workshop was to develop solutions to problems in online learning to make their institutions more sustainable, effective, and efficient in executing their mission. Day 1 explored Online Teaching and Learning at the classroom level and Day 2 focused on Institutional Strategies for Online Education.

### **Continuing and Professional Education Centre**

#### **Adopting The UWI Course Experience Instrument for CPE Evaluations**

While The UWI-wide Course Experience Review instrument is utilised by the Open Campus to gauge student satisfaction for Senate-approved courses, CPE courses and programmes utilised a different survey instrument. In the 2022/2023 academic year, the Continuing and Professional Education Centre submitted a proposal to adopt The UWI Course Experience Instrument for all CPE courses and programmes, which was approved by AQAC with implementation AY 2023/2024. This move will further unify the approach

## OPEN CAMPUS REPORT

for quality operations across The UWI, streamlining the process for future tool improvements and enabling precise comparative analysis of results across all campuses as students from various campuses respond to the same evaluation questions.

### School for Graduate Studies and Research

The Open Campus Research Strategy extended the reach of the Office of the Director of Graduate Studies and Research to include a focus on improving graduate education at the Campus level and institutionalising the processes and structures for such improvement. The Office took up its responsibility for defining and implementing the research agenda of the Campus and the concomitant facilitation, monitoring, evaluation and management of the Campus research strategy. The draft Open Campus Research Strategy was presented and approved by the Open Campus Executive Management Committee (OCEMC) on August 5, 2022. The three main initiatives of the Strategy include creating an enabling environment for development of the research culture, increasing grant funded research for revenue growth, and developing collaborative research that facilitates inter-departmental, cross-campus and graduate student research.

### Academic Programming and Delivery (APAD) Division

The implementation of CETL will contribute to the quality and quantity of high impact research through participation in local, regional, and international conferences, the production of research output/publications in relevant areas and facilitating the establishment of an online journal or similar online publication.

## Consortium for Social Development and Research (CSDR)

### Hugh Shearer Labour Studies Institute (HLSI)

In the area of research, the HLSI, in collaboration with Brock University, started a study entitled “Achieving Decent Work for Domestic Helpers in Jamaica”. The research and report were presented to the International Labour Organization at their headquarters in Geneva, Switzerland on July 12, 2023, and will be launched in Jamaica on October 12, 2023, at the headquarters of the Jamaica Household Workers Union (JHWU). A study entitled “Jamaica Public Sector Compensation

Review 2022: Contextualizing Workers’ Perceptions” was submitted to SALISES Social and Economic Studies (SES) for review.

### Women and Development (WAND) Unit

WAND was actively engaged in several research projects during the academic year. Concurrently, the Unit initiated preliminary work on the research project entitled “Femicide in the Region”. To support this research, an intern from the Give Back Programme in Barbados was assigned. The research programme is conducted in collaboration with the Canadian Observatory for Femicide Research and Equality Bahamas.



Members of Jamaica Household Workers Union)



Reparations Forum - Receipt of Apology - L to R - Honourable Dickon Mitchell, Prime Minister of Grenada, Dr. Nicole Phillip-Dowe, Deputy Director (Ag), Professor Hilary Beckles Vice Chancellor The UWI and Mr. Arley Gill, Chairman Grenada National Reparations Committee.)

## ALIGNMENT

### Open Campus Grenada

A Reparations Forum was held on February 27, 2023 in Grenada. The Trevelyan Family made a formal apology to the people of Grenada for the ownership of six plantations and 1,200 enslaved in the eighteenth century. The family's contribution to reparatory justice was US\$127,000 to be used by The University of the West Indies Open Campus for bursaries to Grenadian students.

### Special Initiatives Unit

During the review period the Unit was focused on seeking grant funding opportunities and funded projects to contribute to the revenue generation activities of the Campus. Among the proposals and Expressions of Interest submitted between January and March 2023, the Unit was successful in securing the OECS consultancy for the development and delivery of a course in Creative Arts Instruction for Primary School Teachers in Dominica, Grenada, Saint Lucia and Saint Vincent and the Grenadines. This consultancy is ongoing with an expected end date of June 15, 2024.

### Consortium for Social Development and Research (CSDR)

The Caribbean Child Development Centre successfully started a consultancy with a value of US\$170,015 entitled "Develop a Positive Parenting Support Programme (PPSP)" on Saint Maarten, funded by the Dutch Committee for UNICEF. The scope of work included a formative assessment of parenting practices on Saint Maarten, the design of the programme, training of PPSP facilitators and master trainers, compilation of a compendium of parenting resources, and end of training evaluation. The consultancy, which started in January



Positive Parenting Support Programme PSPP Facilitator

2022 and was scheduled to end in December 2022, was extended until April 2023.

### **Office of Alumni Relations**

Cognisant that building long-lasting relationships with the alumni starts with current students, the Open Campus Alumni Office worked closely with the Institutional Advancement Division to provide scholarships for students in need. Further, the alumni gave of their time and expertise to assist programmes that enhanced the student experience.

The Alumni Association utilised e-mentorship, the alumni engagement programme, the alumni outreach programme, and close engagement with students from the time of orientation to graduation and beyond, as means to foster relevant and value-added relationships. Towards the foregoing end, it also promoted the “One UWI, One Alumni Family” by training of the Five Islands Campus UWI STAT and revitalisation of Antigua and Barbuda Chapter.

All UWI Alumni Chapters continued to be active in their respective countries through constant recruitment and outreach projects. Their country-specific efforts, supported by Site Heads, were the building blocks to fostering long-lasting relationships with the alumni from all across the region. Two examples of country-specific efforts include the Pop-Up Raffle and Networking Fundraiser on April 14, 2023 in Anguilla to raise funds for the Julian R. Harrigan Memorial Scholarship, and the Pelican Saturday Market organised by The UWIAA Belize Chapter, which continues to be a successful alumni and wider community engagement programme, where vendors donate 5% of their sales to The UWI Open Giving Scholarship Fund.

### **Consortium for Social Development and Research (CSDR)**

The CSDR was engaged in significant special project activities for the academic year. One such project was the UNICEF-MOHW Mental Health Chatline, which took place within the Caribbean Child Development Centre. Funded by UNICEF with a value of US\$181,522, the goal of this project was to establish and operationalize a text-in mental health chat line to provide mental/emotional health services to adolescents and an uptake study of user feedback on the service provided. The project began in November 2020 and was scheduled to end in December 2022, but was extended to May 2024 with an additional US\$105,859 in funding.

Another notable project was the Caribbean Youth Fellowship Programme Monitoring and Evaluation Component, which took place within the Social Work Training Research Centre. This project, valued at US\$70,000, began in April 2023 and ended in November 2023. The focus of this project was to prepare 100 youths from Jamaica and Trinidad and Tobago for effective leadership through training and exposure to policy development and advocacy; governance structures and analysis; and community engagement initiatives. The programme monitoring and evaluation activities include the development of quantitative and qualitative instruments, collection and analysis of data such as base, mid and end line assessments, course feedback forms, interviews, and preparation of reports for the funder, the International Republican Institute.

## AGILITY

### **New externally funded special projects**

As the Campus focused on the second phase of The UWI Triple A Strategy, it has continued to seek opportunities to use IT technology, online courses, training workshops and other methods of producing revenue in the wake of the COVID-19 pandemic and the onset of the Revenue Revolution.

During the period August 1, 2022 to July 31, 2023, eleven new externally financed projects with a total value of US\$4,000,448 were supervised by twelve staff members under the auspices of the divisions (BDU, CPEC, APAD, OCCS, CCDC, CATS, WAND, etc.), all of which were actively engaged in revenue-generating activities.

### **Consortium for Social Development and Research (CSDR)**

#### **The Human Resources Department**

During the academic year the Campus moved with alacrity to fulfil the requirements of the Caribbean Development Bank in order to acquire a grant to aid in the proposed Rightsizing Strategy as mandated by The UF&GPC. While the Campus completed its requirements in a timely manner, the processes within the CDB moved slowly and as a result, the Open Campus at the end of the academic year was still awaiting final approval and sign-off from the Bank.

In the interim, the HR Department met with the leadership and staff of various departments such as APAD, CSDR, GSR, OCLIS, Registry, Office of the Principal and the Office of Finance to sensitise and assist them in preparing for the commencement of the consultancy,



particularly in relation to the identification of excess resources/staff.

### Open Campus Country Sites

Although CPE programme and course enrolment dropped by 8% when compared to the 2021/2022 performance, revenue increased by approximately 7%. One example of how this revenue increase occurred was that in Semester I 2022/2023, Open Campus Antigua and Barbuda staff registered 449 applicants into 20 CPE course offerings, generating revenue of approximately US\$92,016.64. Open Campus Belize registered 169 students into 10 CPE courses which earned approximately USD\$22,488.11. In addition, Open Campus Saint Lucia registered 363 students for 15 CPE courses, earning revenue in the sum of US\$102,571.00. Additional income was generated by the Sites by the proctoring of examinations and renting classroom space to government and non-government institutions. The proctoring of the ACCA examinations, hosted on the behalf of The British Council, generated approximately US\$40,000.00.

The Open Campus Country Sites also implemented several cost cutting measures, such as the closure of two Sites in Jamaica on July 31, 2023, a reduction in security expenses and redistribution of tasks, which led to a cost reduction at the Saint Lucia Site in the amount US\$70,248.63.

### Continuing and Professional Education Centre (CPEC)

Two virtual Training of Trainer cohorts were conducted via the Caribbean Development Bank's (CDB) Microsoft Teams platform. These sessions welcomed participants from nine member states of the CDB. The

initial cohort included 44 participants, while the second cohort comprised 49 participants. The final phase, involving the development of a self-paced training video knowledge product, is currently in progress, with The UWI Open Campus managing the recording and preparation for distribution. The total budget for the entire project is valued at US\$53,500.00.

### Academic Programming and Delivery (APAD) Division

#### APAD Revision of the Teaching Model

At the start of academic year 2022/2023 the Open Campus revised its teaching model in Undergraduate programmes. This revision allowed the Campus to save a considerable amount of funds related to the adjunct wage bill.

The financial challenges brought about, in part, by the lingering impact of COVID-19, made it imperative to re-examine The UWI Open Campus' approach to online teaching and learning and its use of human resources and pedagogical practices in the delivery of online instruction. A review of the Campus' resource-intensive instructional model revealed one that required more than one thousand course facilitators (i.e., course coordinators, instructors, e-tutors, group facilitators, practicum supervisors and second examiners) being contracted each semester.

Examination of the research literature as well as the global higher education online learning landscape reveals that there were more sustainable, cost-effective models that could be employed without sacrificing the quality of the learner experience. Consequently, some of the revisions which were made involved: all

courses having three substantive graded assignments (one group and two individual); continuation of 100% continuous assessment in lieu of final examinations for courses offered in the 2022/2023 academic year; subsuming all teaching roles under one title, i.e., course instructor, discontinuing e-tutor and course coordinator roles, contracting markers to mark non-automated assignments and contracting teaching assistants to support course instructors where needed.

Careful piloting and post-implementation engagement with students and course instructors were conducted, with feedback being taken into account at various stages of implementation in order to best meet the needs of students. While there was a period of adjustment for students who had started their programmes prior to the implementation of the revised teaching model, students adjusted quickly and no major differences were observed in student satisfaction data.

#### Preparations for the rebranding/renaming of The UWI Open Campus to The UWI Global Campus

In November 2022, University Council approved the decision to rebrand The UWI Open Campus to The UWI Global Campus, effective August 01, 2023. This rebranding is due to the University's desire to enter the global online education market, offering its sterling academic standing across the globe and ultimately assisting in financing its annual operational budget. The shift from Open to Global will symbolise the new focus and strategic direction of the University.

In advance of the rebranding, several preparations had to be made. In January 2023, the Campus Principal convened a meeting with University Marketing and Communications to discuss the process for the renaming and rebranding exercise from Open to Global.

## OPEN CAMPUS REPORT

The Global Campus Rebranding/Renaming Committee (RRC) was formed to manage the exercise at the Campus level and to engage with the University Director, Marketing and Communications. Three meetings of the RRC were held between March and May 2023 and a clear path to guide the process was outlined. It was decided that the exercise would be carried out in three phases as follows: pre-sensitisation and renaming of Campus assets, the official launch of the Global Campus, and awareness building of the new entity post-launch. As work continues in the rebranding exercise, the focus will remain on advancing learning, creating knowledge and fostering innovation for the positive transformation of the Caribbean and the wider world.

### **Academic Programming and Delivery (APAD) Division**

The role and function of the Virtual Centre for Excellence in Teaching and Learning (vCETL) support the CAMP strategic objective in several ways, such as establishing and maintaining an online Community of Practice hub for facilitators; establishing an online newsletter for teaching staff to keep them updated on latest events, developments, issues, and trends in teaching, learning and assessment; conducting a virtual teaching and learning retreat week; establishing a commendation system for faculty and adjuncts who go beyond the call of duty and who demonstrate excellence in teaching; and facilitating the hosting of a Virtual Awards Ceremony for Excellence in University Teaching.

The Online Programming and Delivery Department (OPPD) also contributed to the CAMP initiative by conducting Moodle Books workshop training (follow-up session) with the Production Assistants and Curriculum Development Specialists in APAD.

The Enterprise Resource Planning Unit conducted Banner module specific refresher training for end users as requested or where required. They also completed the transformation of CSDR Department's manual processes for short courses to operate in the Banner system, and captured the current scholarship process, identifying gaps and design process improvement changes.

### **Office of Finance**

The Office of Finance engaged departments of the Campus in developing and implementing measures to improve economies of scale for the Campus. These include arrangements for procurement, shared services, more efficient use of resources across the Campus, and merging of processes thus reducing duplication and overlaps and furthering cost containment.

### **Paymaster**

The Open Campus engaged Paymaster in April 2021 to partner with the institution to provide collection services for the students located in Jamaica. The need arose due to the cessation of walk-in customer/student services by the National Commercial Bank in Jamaica. As a result, the Campus had to provide an alternative option to the online payment services.

A pilot project was implemented between August and November 2021 which was successful. Payments have been received from January 2022 to present as part of the ongoing relationship and students' accounts have been updated successfully with the help of our Information Technology Team. The contract for service was signed by the Open Campus in July 2022 and the Paymaster payment option officially became available for the academic year beginning Semester I 2022/2023 in the first instance.

### **Academic Programming and Delivery (APAD) Division**

In pursuit of achieving greater efficiency in operational processes and improving service delivery, APAD began an AI Integration Pilot Project using current staff resources and the AI assistant in place of Course Instructors and Course Coordinators for 30 courses. As a result of the AI integration, APAD was able to: assess the responsiveness of students to the AI assistant; evaluate feedback on students regarding their social presence, instructor presence, and cognitive presence in courses; compare grades with instructor-led and AI assisted courses; evaluate the reports of analytics generated during the semester; document lessons learned from all stakeholders; and evaluate the viability of using an AI assistant in undersubscribed courses.





# ST. AUGUSTINE CAMPUS TRINIDAD AND TOBAGO

**Professor Rose-Marie Belle Antoine**  
Pro Vice-Chancellor and Campus Principal  
The UWI, St Augustine Campus

The academic year 2022/2023 marked the first year after the COVID-19 pandemic when the St. Augustine Campus resumed full face-to-face operations. It was also the first year of implementing Phase II of The University of the West Indies' (The UWI's) strategic plan, covering the period 2022–2027. This phase emphasises creating a "Revenue Revolution". However, the St. Augustine Campus has long recognised the need for a degree of self-sufficiency. This need has become more critical post-pandemic due to declining government subventions, higher operational costs, and stagnant tuition fees for the past two decades. As such, during this review period, the Campus laid the groundwork for three major revenue-generating projects, two of which are based on proven excellence in teaching and research, and undertook initiatives to boost earnings from existing academic programmes. The third involves one of the

most valuable resources of The UWI: the alumni. The year was also one of celebration as the Campus joined in celebrating The University's 75<sup>th</sup> anniversary.

### **Campus Principal Formally Inducted**

On January 21, 2023 at the Daaga Auditorium, the St. Augustine Campus held an induction ceremony for the Campus' tenth Pro-Vice-Chancellor and Campus Principal, Professor Rose-Marie Belle Antoine. Professor Antoine, whose theme for her induction was "Together We Can Create The Change", challenged her colleagues to "be proactive, thought-leaders and problem solvers" and to take their scholarship to the people, saying that, "It is then that our research, our teaching, will be grounded and transformative."

Always with a keen eye on the societal impact of research, Professor Antoine in her speech promised to



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## ST. AUGUSTINE CAMPUS REPORT

raise public awareness of the research conducted by the Campus' researchers and scientists in areas such as food security, climate change, robotics and the development of climate-resistant sealants, among others. She added that her "philosophy has always been that a university, this Campus, must be entrenched in its community to have relevance — a vibrant, impactful and revered social actor, with cutting edge research".

The Vice-Chancellor, Professor Sir Hilary Beckles, in his congratulatory speech to welcome Professor Antoine, stated that "Professor Antoine has had a remarkable professional journey. She is a history maker

and modern-day freedom fighter, whose work has been transformational, regionally and internationally."

Professor Antoine chose 'responsiveness, inclusivity and accountability' as the watchwords to guide her tenure as Campus Principal and vowed to continue the Campus' entrepreneurial thrust, including social entrepreneurship, by supporting enterprising ways to commercialise innovations from the Campus for the benefit of the local, regional and global society. She outlined her strategic focus for the Campus that corresponds with The University's Triple A strategy, as detailed below:

ACCESS	ALIGNMENT	AGILITY
Focus on students	UWI centred in the community	Revenue generation continuity
	UWI promoting social consciousness	The unique place of UWISTA in The UWI and the region
	Green Agenda – a multidisciplinary approach	Employee engagement
	Closer linkages with the Government and private sector to better serve the national agenda	Pragmatic implementation – commitment to The UWI

In pledging her commitment to The UWI, Professor Antoine expressed gratitude to the institution for the many opportunities provided to her and stated her resolve to continue to give her best to the Campus as it re-aligns resources to meet the challenges of achieving socioeconomic and ecological sustainability for the region.

### STAFF APPOINTMENTS AND ACHIEVEMENTS

#### Appointments

There were 11 new senior appointments during the review period, including new deans for the Faculties of Humanities and Education and Law — Professor Elizabeth Walcott-Hackshaw and Dr. Alicia Elias-Roberts respectively. Six outstanding members of our academic community were elevated to the rank of professor.

#### Achievements

Three eminent researchers from the St. Augustine Campus, nominated by the Campus, Professor Pathmanathan Umaharan (science/agriculture), Emeritus Professor Clement Imbert (engineering/innovation), and Professor John Agard (environment/climate change/biodiversity), received Trinidad and Tobago's highest honour, the Order of Trinidad and Tobago (ORTT) at the Republic Day awards ceremony hosted by the Office of the President on September 24, 2023. Six other staff (former/present) and alumni were also honoured. In September 2022, Professor of Practice – Management Studies and Chairman of The UWI Development and Endowment Fund (UWIDEF), Dr. Sterling Frost, received the ORTT for Distinguished and Outstanding Service in banking, education and community service. Eight other staff members also received awards.



In March 2023 a new deep-sea worm (*Lamellibrachia judigobini*) was identified for the Caribbean (Trinidad and Tobago and Barbados). The worm was named in honour of Professor Judith Gobin, Professor of Marine Biology at the St. Augustine Campus, for her contributions to marine biodiversity. This was the first time a deep-sea species had been named after a marine scientist from Trinidad and Tobago.



Dr. Stephanie Mohammed of the Department of Physics at the St. Augustine Campus was the winner of the 2022 Three Minute Thesis 3MT cross-campus competition organised by the Mona Campus of The UWI. Dr. Mohammed's presentation was on the effect of electromagnetic radiation on the development of polycystic ovaries in rats. She hopes that her research will

one day provide a non-invasive solution for the millions of women around the world affected by Polycystic Ovary Syndrome (PCOS).

### Strategic Objectives 2022–2027

Phase II of the Strategic Plan began at the start of the academic year, marking a shift in focus from improving The UWI's reputation on the global stage to developing The UWI's revenue-earning potential and reducing dependency on government funding. As in Phase I, these efforts will continue to be planned, executed and assessed according to the pillars of Access, Alignment and Agility.

A special committee, the Campus Implementation Committee, spearheaded by the Office of the Campus Principal and the Campus Office of Planning and Institutional Research (COPIR), was formed to advance the Campus' strategic objectives.

### THE STRATEGIC INITIATIVES OF THE ST. AUGUSTINE CAMPUS

In keeping with The UWI's new Revenue Revolution, the three main strategic initiatives to be undertaken by the St. Augustine Campus are:

- The creation of a Global School of Medicine,
- The Cocoa Research Centre's chocolate factory project, and
- Alumni fundraising.

These, as well as other Faculty proposals, were fleshed out and developed during a two-day Strategic Plan Retreat held in November 2022 targeting revenue generation. The initiatives that emerged were presented in a "Shark Tank" format, helping to refine them into bankable projects.

During the review period, the chocolate factory, operated by the Cocoa Research Centre (CRC), made significant progress. They were able to attract a



## ST. AUGUSTINE CAMPUS REPORT

government grant of TT\$5 million, which was used to construct a new plant. The factory is expected to be operational in the first quarter of 2024.

### ACCESS

There were significant developments at the St. Augustine Campus that contributed to The UWI's overall strategic goal of widening access to quality tertiary education. These included integrating technology into the Campus' recruitment strategies, conducting and promoting research with a view to meeting the needs of society, and expanding access to co-curricular programmes.

#### Enrolment

During the 2022/2023 academic year, the total enrolment (on and off Campus) was 13,876 students, a decline of 8% from 2021/2022, disaggregated by level as shown below:

- Postgraduate Total – 3,929
- Undergraduate Total – 9,947

During the period under review, the number of postgraduate students declined by 8% (354) as compared to the previous year. The number of undergraduate students also decreased by 8% (900).

Given that recent studies conducted by the Campus show that 40% of prospective students come from low income households, to stem the decline at the undergraduate level, the Campus focussed on increasing affordability by disbursing approximately \$2.6 million in financial support to 436 undergraduate students through scholarships, bursaries, and various aid programs, including hardship grants and adopt-a-student initiatives.

#### Recruitment

The Campus continued to focus on improving its student recruitment efforts. One major development was the Registry's rollout of a new application portal as part of a broader digital Customer Relationship Management (CRM) system. The implementation of Ellucian CRM Recruit for the 2023/2024 application cycle targeted to a significant improvement in the efficiency of our internal processes. The Admissions and Graduate Studies teams were able to provide timely updates to applicants, which in turn resulted in an improved responsiveness in our communication with prospective students. According to data provided by the new CRM, during the application cycle, which ended in August 2023, crossing over into the 2023/2024 academic year, the Campus received over 1,600 postgraduate and more than 5,600 undergraduate applications. To support the recruitment efforts being spearheaded by the Office of the Campus Registrar, the position of Brand and Recruitment Manager in the Marketing and Communications Office was filled in May 2023. This position is responsible for coordinating the marketing effort in support of student recruitment at the Campus.

#### *Increasing Access in Guyana*

The Campus has been expanding its outreach to the Cooperative Republic of Guyana. With the projected growth of the Guyanese economy given the developing petrochemical sector, development of the country's human resources will be critical to reaping the greatest benefit in the shortest period of time. The Campus' Engineering Faculty already had a presence in Guyana and sought to improve its programmes there. To explore possibilities in other fields, the Campus Principal visited Guyana in March 2023 and met with the President of

Guyana and a contingent from Guyana. President Ali was supportive of the collaboration and work has advanced, particularly in the Faculties of Agriculture, Medical Sciences and Engineering.

#### Graduation

In October 2023 there were 1,101 postgraduate and 2,490 undergraduate graduands eligible to participate in the graduation ceremonies. This figure included the first five persons to graduate with first degrees from the St. Augustine Academy of Sport, part of the cross-campus Faculty of Sport. The Faculty of Food and Agriculture (FFA) also graduated their first cohorts from the Postgraduate Diploma in Pesticide Technology Management and the MSc Food Security.

Overall, the number of persons receiving postgraduate qualifications increased by 18% over the previous year, while the number of persons receiving undergraduate certificates, diplomas and first degrees declined by 9.7%. The number of persons graduating with PhDs (45) was the highest recorded at the Campus in four years.

Three honorary graduates were recognised at the ceremonies: Baroness Floella Benjamin, OM, DBE, DL – television personality and activist based in the United Kingdom; Ms. Heather Headley – US-based actress and singer; and Mr. Lawrence Scott – author.

#### Research

As a research-driven institution, the Campus remained steadfast in its commitment to advancing knowledge, driving development and solving real-world problems through ground-breaking research. Over the past year, there has been remarkable research conducted by the Campus' academics in various fields. These include:



- Focusing on the climate change consequences for local plants, crops, and wildlife. Senior plant physiology lecturer, Dr. Aidan Farrell, has been contributing towards local literature by conducting research on the effects of climate change on agriculture and biodiversity over the past several years.
- Faculty of Food and Agriculture graduate student Rakesh Bhukal researched aquaponics for sustainability, combining aquaculture and hydroponics to minimise waste and optimise for our tropical climate.
- Engineering new methods to study and treat the heart since 2010, Chemical Engineering lecturer Dr. Shelly Singh-Gryzbon has used fundamental science and engineering principles to conduct research on cardiovascular disease care and its treatment to predict and even inform the design of medical devices.
- Professor Adesh Ramsubhag has been at the forefront of studying microbes and new antibiotic resistance, which have a significant impact on health as well as the environment.
- A team of researchers is working in collaboration with an expert in female reproductive disorders, Professor Ricardo Azziz, a Uruguayan American obstetrician/gynaecologist, to assess the prevalence of polycystic ovary syndrome (PCOS) in Trinidad and generate valuable insights that will inform better diagnostic and treatment strategies. The UWI research team includes Dr. Stephanie Mohammed, a recent PhD graduate at the Department of Physics, Dr. Venkatesan Sundaram, the Head of Department for Basic Veterinary Science and Dr. Brian Cockburn, Dean of the Faculty of Science and Technology.

## ST. AUGUSTINE CAMPUS REPORT

*UWI on the Ground in the Newsday*

"A university must be centred in the community, leading on the key issues of the day." This quote from Professor Antoine underpinned a new series of articles in the *Newsday* newspaper, which featured researchers from the Campus addressing the pressing issues of the day as they relate to the environment and climate change. Between January and April 2023, these articles were published in the *Sunday Newsday* on minimising disruptions caused by flooding, soil management, nature-based solutions to deal with the impacts of climate change, the impact of climate change on human health, using sargassum to create sustainable agriculture, climate change and the arts with a focus on indigenous peoples, monitoring seismic activity in the Caribbean, and how DNA barcoding could be used to improve food safety. The series was an initiative of the Office of the Campus Principal to sensitise the public on the research taking place at the Campus.

### **Academic Programmes and Student Support**

Options for study at the Campus expanded with the introduction of the DM in Medical Microbiology, and the BSc in Disaster Risk Resilience for Agriculture and the Environment programmes. Additionally, the Master of Public Health programme was changed from fully face-to-face to blended, which resulted in an increase in local, regional and international applications.

The Faculty of Food and Agriculture (FFA) trained its first cohort (64 students) with the Professional Certificate in Shade House Production and Management. The programme was offered in collaboration with the Ministry of Youth Development and National Service. During the review period, the FFA also developed a similar certification on behalf of the Ministry to train 100 youth in aquaculture.

The Faculty of Law published the first edition of a new law review journal, The UWI St. Augustine Law Journal (UWISALJ). The UWISALJ focuses on legal scholarship, which is relevant to the legal community in Trinidad and Tobago, the wider Commonwealth Caribbean and beyond. The journal will be published annually, with special editions as determined by the editorial committee.

The Office of the Deputy Principal expanded access to co-curricular programmes to include staff and the general public alongside students. Faculties and student services departments invested heavily in building industry partnerships that would secure internships for students. Of note this year were internships provided for students with disabilities, some of whom were offered permanent employment.

### **First Post-Pandemic UWI Fete**

The Campus' biggest fundraising event was held in January 2022 after a one-year hiatus caused by COVID-19 restrictions. The 2022 edition of the annual UWI All-Inclusive Carnival Fete offered patrons the opportunity to "ReLive" in pre-pandemic style. The event, hosted by The UWI Development and Endowment Fund (UWIDEF), typically provides some 200 scholarships and bursaries to students at the Campus.

## ALIGNMENT

The St. Augustine Campus continues to seek out and take advantage of national, regional, and global opportunities, forging valuable partnerships that benefit not only the Campus and the organisations involved but also the wider society. During the 2022/2023 academic year, key projects included empowering local farmers

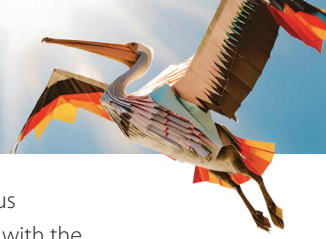
through international collaborations and signing up to advance geospatial observation for climate resilience, placing academia at the centre of the quest to solve real-world challenges.

### **Faculty of Food and Agriculture Market Place**

The Faculty of Food and Agriculture (FFA) Market Place was launched on March 29, 2023. The Market Place is a revenue-generating activity for the Faculty but also provides FFA students an opportunity to develop their entrepreneurial skills. It also contributes to the wellness of the Campus and the surrounding community as it is a convenient source of fresh fruits, vegetables, milk, sustainably-reared gourmet meats, eggs, plants, seed kits, freshly cooked meals and many other items. Most of the produce was sourced from the Faculty's own University Field Station, a farm that produces livestock, poultry and crops. The venture facilitates practical training for agribusiness, agriculture and shade house students as well.

### **UWI/USAID Train Local Farmers**

More than 750 local farmers benefitted from the three-year The United States Agency for International Development (USAID) John Ogonowski and Doug Bereuter Farmer-to-Farmer (F2F) programme, conducted in collaboration with Purdue University and the Faculty of Food and Agriculture that began in 2020 and which came to a close on May 11, 2023. The programme provided crucial expertise in nutrition, food safety, value-added agriculture, marketing, and climate adaptation through a unique approach involving technical support and farmer-to-farmer interactions. This initiative effectively promoted sustainable farming practices and is expected to establish a lasting network for knowledge exchange and collaboration among local farmers.



### Agreements

This year, the St. Augustine Campus signed several Agreements and Memoranda of Understanding to formalise the partnerships between The UWI and a number of public and private organisations. These include the following:

- On November 15, 2022, Professor Antoine was a signatory to a Grant Administration Agreement with the Corporación Andina de Fomento (CAF) Development Bank of Latin America. Also signing was Mr. Sergio Diaz-Granados, Executive President of CAF Development Bank. Funding of US\$10 million was provided by the Adaptation Fund for the Trinidad and Tobago: Multisectoral Adaptation Measures to Climate Change in the South Oropouche River Basin for Flood Relief project, which was conceptualised at the Conference of Parties (COP25) in 2019.
- The St. Augustine Campus and the Inter-American Development Bank signed a Technical Cooperation Agreement on December 12, 2022. The Agreement, in the amount of US\$996,000, will implement a Monitoring, Reporting and Verification (MRV) system for mangrove ecosystems that will provide a science-based data platform on the sequestration and release of blue carbon in participant country sites of the United Kingdom Blue Carbon Fund.
- The St. Augustine Campus, through the FFA and the North Carolina Agricultural and Technical State University (NCA&T) signed a Memorandum of Understanding on November 10, 2022. The MoU allows both parties to collaborate and cooperate in providing research for enhancing the quality of NCA&T students' knowledge of agriculture in an international setting.
- An Agreement was signed between the World Intellectual Property Organisation (WIPO) and The UWI on December 1, 2022. This Agreement covered the conduct of a competition on Appropriate Technologies (AT) that was organised by WIPO in close collaboration with the Trinidad and Tobago Intellectual Property Office (TTIPO) from December 1, 2022 to March 31, 2023.
- On January 19, 2023 the Campus signed a historic MoU with the Ministry of National Security to collaborate on national disaster resilience. The MoU provides a platform for collaborative efforts in training, research, publications, sponsorships, and internships, thereby fostering growth and development.
- Following the formation of the Latin American and Caribbean Space Agency (ALCE) in 2021, the Department of Geomatics Engineering and Land Management signed a Memorandum of Understanding (MoU) on March 24, 2023 with the Mexican Foreign Ministry and the National Institute of Statistics and Geography, to cooperate on a geospatial observation centre. The Centre's main aim will entail fortifying the Caribbean against the impacts of climate change. Satellite imagery from the European Space Agency and US satellites will be fed into the Centre's servers to monitor land use and land cover changes, mangroves, flooding, quarrying, sargassum seaweed mats, and other large-scale environmental phenomena to assess any potential threats and opportunities. The Centre is in the process of having equipment and tools installed to begin operationalisation.
- On Monday, June 29, 2023, the Campus signed a ground-breaking agreement with the Telecommunications Authority of Trinidad and Tobago (TATT) to establish a Conformance and Interoperability Regulatory Sandbox. The agreement seals a partnership with the Department of Electrical and Computer Engineering (DECE) and TATT, spearheaded by the DECE, to work towards testing new telecommunications products and associated services in a controlled environment with specific conditions. They also hope to promote innovation and expedite the development and production of custom radio frequency-enabled devices, to address local and regional needs.

### Procurement Workshop

The Procurement Act was proclaimed in Trinidad and Tobago in April 2023, causing quite a stir, as both government-funded agencies and suppliers sought to comply with the legislation. In response, the Faculty of Law held a Procurement Workshop in June. Presenters included both legal and procurement professionals who explained the legislation in a practical way. The workshop attracted 68 participants.

## AGILITY

As the Campus joined the wider University in the Revenue Revolution, entrepreneurship, innovation, and market responsiveness drove many new developments in 2022/2023. These included pioneering forays into the world of fine chocolates, innovative global learning models, and measures to improve customer service.

### Entrepreneurship & Innovation

On Monday, March 27, 2023 the inventors at the Campus met with the Chief Executive Officer and a team from the ANSA McAL Group of Companies to showcase the Campus' innovative products. This came about following several meetings between Professor Antoine and ANSA McAL. The Breakfast Meeting, hosted by the Office of the Campus Principal, provided an opportunity to learn more about the Campus' commercial projects, including UWI Fine Cocoa Products and UWI SEAL-IT. The UWI SEAL-IT is a spin-off company, incorporated as a for-profit company in December 2020, offering durable coatings and sealants that can withstand the harshest environmental conditions with a lifespan of up to 20 years. These solvents provide UV protection, are non-toxic and non-carcinogenic.

The International Fine Cocoa Innovation Centre (IFCIC) began its expansion into the fine chocolate industry with the symbolic foundation laying ceremony for The UWI Chocolate Factory at the University Field Station in Mount Hope on April 24, 2023. Beyond fine chocolate and couverture, the factory will be equipped to produce a range of value-added cocoa-based products for local and international markets, including cocoa nibs and cocoa liquor.

During the review period, the FFA also produced an organic pesticide, Biophyt 1.0, for sale. Biophyt 1.0 is a biopesticide designed for tropical vegetable production systems. A safe, eco-friendly alternative to synthetic pesticides, it promotes plant growth and effectively manages diseases.

The Campus, in collaboration with the Ministry of Planning and Development, the United Nations Development Programme (UNDP) and the Biodiversity and Ecosystem Services Network (BES-Nett TT), launched the Pollinator Garden Project on June 23, 2023. The

sod turning ceremony was held at the Department of Life Sciences' Peace Park. The Pollinator Garden Project will serve as an education space for students as well as promoting awareness about the importance of flora and fauna that are critical to the ecosystem. This project aligns with the Campus' efforts to promote sustainability, conservation and environmental education.

### Microcredentialing and MOOCs

The Campus continues to work towards ensuring that programme offerings are relevant and sustainable. A new committee, the Committee for Academic Programme Evaluation and Rationalisation (CAPER), was established to review academic programming on the Campus. This is in addition to a project to develop a self-financing strategy for academic and professional development programmes.

Apart from expanding the number of courses presented in a blended format, in June 2023 the Faculty of Social Sciences introduced four course "bundles" as part of a Microcredentialing Accelerator Path Programme. This is a new approach to professional education, providing working professionals with skills and knowledge they can apply now to enhance their careers and to better satisfy the needs of their organisations.

Meanwhile, the Institute for Gender and Development Studies (IGDS) at St. Augustine partnered with their Mona counterparts to produce a Massive Open Online Course (MOOC) titled Powerful Women and the Principles of Feminist Transformational Leadership. Launched on September 26, 2022, as of May 21, 2023 it had recorded interest from 391 persons from 81 countries. In December 2022, another collaboration – this time with the FFA, led to the launch of another MOOC titled Gender, Climate Justice and Food Systems Resilience. Both courses are available on the global

platform FutureLearn.com.

To further the continuing professional education and micro credentialing drive, a resource person was appointed to assist faculties.

### Process and Service Improvements for Staff and Student Satisfaction

The Office of the Deputy Principal spearheaded training in customer service for 176 members of staff from across the Campus, stressing the human touch. Meanwhile, other areas of the Campus, such as the Campus IT Services, the Faculty of Law, and Financial Advisory Services, turned to technology to streamline services, improve user experiences, and improve data collection and analysis.

The Procurement Unit and the Campus Legal Office conducted extensive sensitisation sessions and provided support to the entire Campus in implementing procedures, forms and templates and policies to ensure compliance by the UWISTA with the Public Procurement and Disposal of Public Property Act of Trinidad and Tobago (2023) and attendant regulations. The Campus itself successfully completed the registration and prequalification process in order to provide services and consultancies to public bodies.

In 2022/2023, the Campus returned to face-to-face/ in-person/physical final examinations. For the academic year a total of approximately 1,873 final examinations were conducted. In the face of industrial action, the Semester II final examinations were successfully managed with minimal disruption.

As part of the next steps towards implementing the Triple A Strategy at the Campus Level and in service of our strategic objective of continuing the development of a "creative, caring, accountable, motivated, professional (CAMP) team" (AG2), an Employee Satisfaction and



Engagement Committee (ESEC) has been established under the chairmanship of the Director, Human Resources.

The Campus Mentorship Programme was officially launched on April 5, 2023. The program was designed to support employees in managing their personal and professional development by providing an opportunity for networking, collaboration, and knowledge sharing. Eighty-seven mentees (inclusive of Academic and ATS members) accessed the programme and were paired with 47 trained and qualified mentors from across the Campus who have volunteered to share their time, knowledge and expertise and support and empower the mentees on their development journey.

### NOTABLE ACHIEVEMENTS

#### Celebrating UWI's 75<sup>th</sup>

The St. Augustine Campus supplied The UWI with the stunning 75<sup>th</sup> anniversary logo and full guidelines for usage, in addition to hosting several distinguished anniversary events. In commemoration of The UWI's diamond jubilee, the events held not only garnered financial support but also provided a platform to showcase staff talent as well as contributed to community service. These signature events included IGNITE – a benefit concert on April 2, 2023 organised by UWIDEF; a Blood Drive and Service Day on April 29, 2023; and a staff art competition launched during the period. More events were planned for the latter part of 2023.

#### Seismic Research Centre Celebrates 70

The UWI Seismic Research Centre (SRC) marked its 70<sup>th</sup> anniversary on June 21, 2023. The work of the SRC has been crucial in advancing knowledge about seismic and volcanic activity in the Caribbean. It monitors earthquakes, volcanic eruptions, and tsunamis,

## UWI SEISMIC RESEARCH CENTRE TURNS 70



SEISMIC  
RESEARCH CENTRE

70<sup>TH</sup>  
ANNIVERSARY



The Seismic Research Centre, (SRC) a flagship UWI institution, marked its 70<sup>th</sup> Anniversary in 2023. At an event celebrating this milestone, Professor Rose-Marie Belle Antoine, Pro Vice-Chancellor and Campus Principal, St. Augustine Campus, commented that the Centre has served the nation, the region and its people with distinction, passion, and technical expertise over the years.

The event was themed "Honouring Legacies and Fostering the Future", and was held on June 21, 2023.

Dr. Erouscilla Joseph, Director of the SRC and Chair for the anniversary event, explained that investing in a regional organisation like the UWI Seismic Research Centre is the most cost-effective mechanism for providing the scientific support needed to inform decision-making by regional authorities.

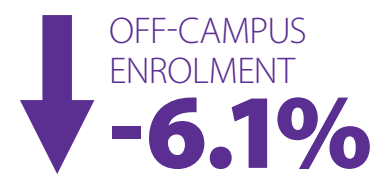
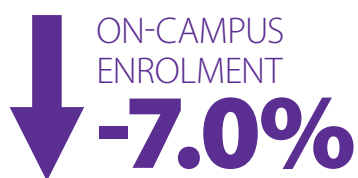
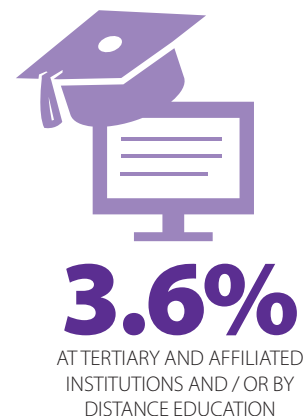
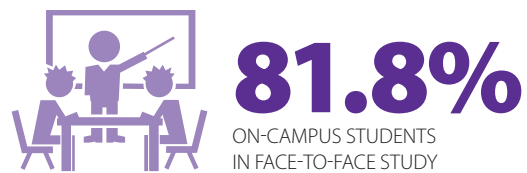
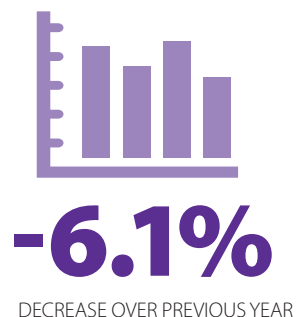
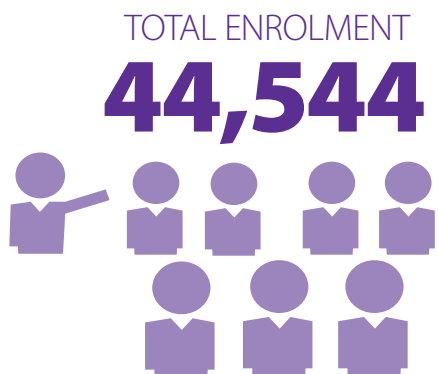
"We must continue developing our understanding of how these natural shocks affect our societies, implementing more effective loss avoidance regulations and strategies, improving the engineering of our built infrastructure, and enhancing hazard mitigation strategies."

## ST. AUGUSTINE CAMPUS REPORT

providing early warnings and vital data for disaster readiness. The SRC's research, training, and outreach have significantly enhanced the Caribbean's safety and resilience. Celebrations in June 2023 honoured the first Caribbean-born, UWI-trained scientist to lead the SRC, Trinidad and Tobago's Prime Minister, The Honourable Dr. Keith Rowley.

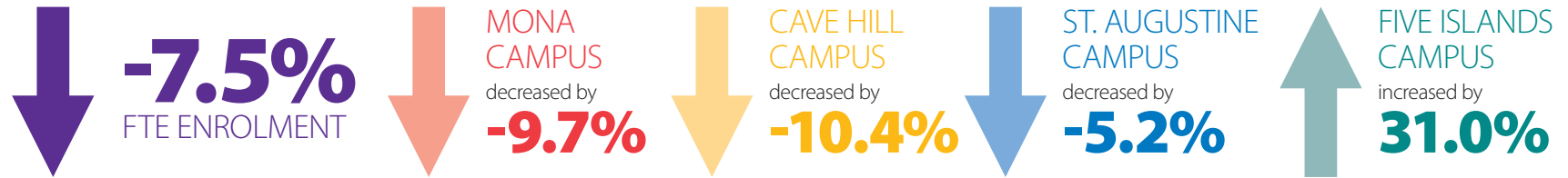
### LOOKING AHEAD

In the face of decreased funding from government, rising costs, and two decades of stagnant tuition fees, it is clear that the Campus must become self-sustainable. The UWI, operating within Small Island Developing States (SIDS), facing intricately-connected socioeconomic and environmental shocks, must continue to build its resilience. To address these challenges, the Campus has been steadily preparing, laying the groundwork with policies, training and infrastructure, which is now translating into tangible enterprises. Looking forward, the goal is to harness the impeccable reputation of The UWI and continue to advance research geared to national and regional sustainable development. Given the importance of financing, the Campus intends to further its engagement in commercialisation ventures to not only encourage the fiscal sustainability of The UWI but also contribute to the advancement of national and regional developmental goals. The Campus will, therefore, continue to build a stronger triple helix as well as cultivate partnerships with international development agencies, civil society and alumni.



# STATISTICS

## FULL-TIME EQUIVALENT (FTE) ENROLMENT: (ON-CAMPUS)



### % CAMPUS ENROLMENT IN SCIENCE AND TECHNOLOGY PROGRAMMES

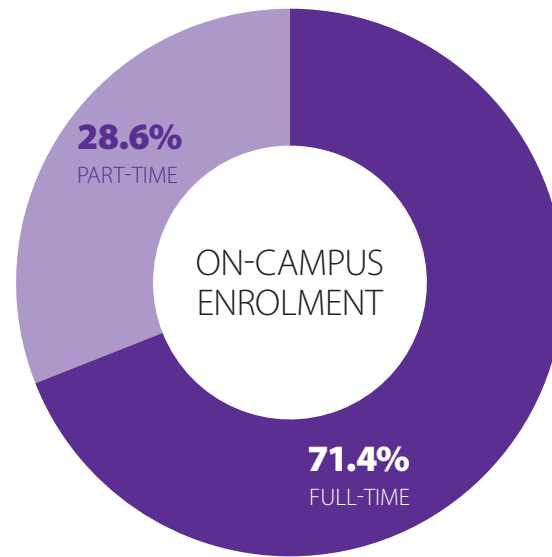
(inclusive of Engineering, Food & Agriculture, Medical Sciences and Science & Technology)

**59.5%**  
ST. AUGUSTINE

**47.6%**  
MONA

**29.6%**  
CAVE HILL

**22.0%**  
FIVE ISLANDS



St. Augustine recorded a higher full-time enrolment than Mona, Cave Hill and Five Islands.

**75.1%** ST. AUGUSTINE

**74.2%** MONA

**58.4%** CAVE HILL

**54.2%** FIVE ISLANDS

### % TOTAL FTE STUDENTS PURSUING FIRST DEGREES

**98.5%** FIVE ISLANDS

**83.5%** CAVE HILL

**81.6%** MONA

**73.7%** ST. AUGUSTINE

### % HIGHER DEGREE FTE ENROLMENT

**16.9%** ST. AUGUSTINE

**15.4%** MONA

**14.0%** CAVE HILL

**0%** FIVE ISLANDS

### FACULTIES WITH MOST FTE STUDENTS

1. SOCIAL SCIENCES **35.3%**

2. SCIENCE & TECHNOLOGY **20.6%**

3. MEDICAL SCIENCES **21.0%**

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



ENROLMENT BY GENDER

TOTAL UNIVERSITY ENROLMENT



ON-CAMPUS ENROLMENT



OPEN CAMPUS ENROLMENT



OFF-CAMPUS ENROLMENT



MALE-DOMINATED FACULTIES

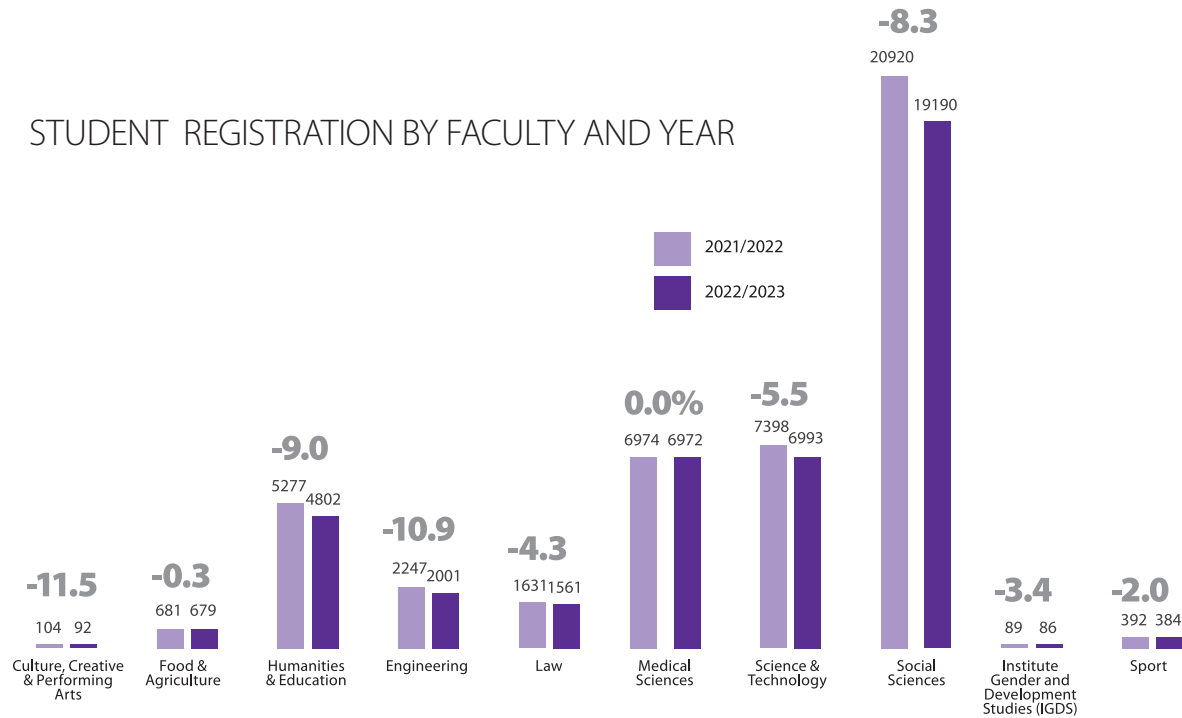


ENGINEERING  
**68.7%**



SPORT  
**65.0%**

STUDENT REGISTRATION BY FACULTY AND YEAR



2022/2023 % MOST STUDENTS BY DISCIPLINE

ST. AUGUSTINE

- 1. Social Sciences **27.4%**
- 2. Science & Technology **21.3%**

MONA

- 1. Social Sciences **41.2%**
- 2. Medical Sciences **22.4%**

CAVE HILL

- 1. Social Sciences **51.9%**
- 2. Science & Technology **19.1%**

GLOBAL CAMPUS

- 1. Social Sciences **82.4%**
- 2. Humanities & Education **14.0%**

FIVE ISLANDS

- 1. Social Sciences **63.6%**
- 2. Humanities & Education **13.7%**

ON-CAMPUS ENROLMENT

The University of the West Indies continues to cater to a predominantly undergraduate student population.

UNDERGRADUATE PROGRAMMES

**77.9%**

POSTGRADUATE PROGRAMMES

**22.1%**

GLOBAL CAMPUS PROGRAMMES

**84.6%** **15.4%**

UNDERGRADUATE POSTGRADUATE



GEOGRAPHICAL DISTRIBUTION OF STUDENTS

**35.1%**



TRINIDAD AND TOBAGO

**35.3%**



JAMAICA

**13.7%**



BARBADOS

**11.3%**



**OECS**

Organisation of Eastern Caribbean States

OECS COUNTRIES

OECS countries include Antigua and Barbuda, Dominica, Grenada, Montserrat, St. Kitts/Nevis, St. Lucia, and St. Vincent and the Grenadines.

**3.2%**

OTHER CARIBBEAN COUNTRIES

**1.5%**

INTERNATIONAL (NON-CONTRIBUTING COUNTRIES)

**4.3%**

ON-CAMPUS OECS STUDENTS OF TOTAL ON-CAMPUS ENROLMENT

**1.2%**

ENROLMENT FROM NON-CONTRIBUTING COUNTRIES

As a regional university, The University of the West Indies enrolls students predominantly of Caribbean origin.

## BOARD FOR UNDERGRADUATE STUDIES

The Office of the Board for Undergraduate Studies (OBUS) has three broad responsibilities within the University:

*Policy* – responsibility to develop and coordinate policy initiatives to guide all aspects of undergraduate and sub-degree programming at The UWI and its regional and global affiliates. The Board for Undergraduate Studies (BUS) formally approves policy with respect to undergraduate studies, and provides formal approval of all new or revised undergraduate and sub-degree programming.

*Quality* – The Quality Assurance Unit, located within OBUS, articulates, implements and manages The UWI's academic quality assurance enhancement system.

*Regionality* – OBUS is charged with the preservation of the regional mandate of The UWI.

During the fifth year of The UWI's Triple A Strategic Plan, OBUS rolled out initiatives in three core areas:

- a. Implementation of The UWI Quality Policy university-wide
- b. Student Retention and Success
- c. Students as Partners in Learning

These initiatives relate mostly to Strategic Objective AC3 under the ACCESS pillar: *Improving the Quality of Teaching, Learning and Student Development.*



**Professor C. Justin Robinson**  
Pro Vice-Chancellor,  
Board for Undergraduate Studies

# BOARD FOR UNDERGRADUATE STUDIES



Cave Hill Campus - Quality Assurance Review of the Political Science Unit (November 14-18, 2022), as the Review Team prepares to engage members of the ATS staff. Team Members: Ambassador Professor Emeritus Jacqueline Braveboy-Wagner; Ambassador (ag.) Ricardo Kellman; Dr. Bishnu Ragoonath



## ACCESS

Improving the Quality of Teaching, Learning and Student Development.

The Quality Assurance Unit (QAU) organised fourteen quality assurance reviews during 2022/2023, as follows:

### Cave Hill

Biological Sciences  
Political Science

### Five Islands Campus

Campus not yet on the review cycle

### Mona

Department of Modern Languages and Literatures (Chinese and Japanese)  
Theology Programme delivered through St Michael's College and the United Theological College of the West Indies  
University Health Services

### Open Campus

Early Childhood Studies and Development

### St. Augustine

Literatures in English  
Computing and Information Technology  
Department of Creative and Festival Arts (DCFA) Visual Arts/Musical Arts  
Management Studies  
UWI School of Nursing  
DCFA Dance/Theatre Arts/Carnival Studies  
Political Science



Quality Assurance Review of the Department of Creative and Festival Arts (DCFA) Visual Arts/Musical Arts, Nov. 7–11, 2022, St. Augustine Campus (Meeting with Librarians)

Fifteen Quality Evaluations were also conducted during the period under review. In addition to the core work of the Unit, Officers continue to support quality-related matters on the campuses, such as the Campus Quality Management Teams (CQMT), the Quality Policy, Academic Quality Assurance Committees, and Accreditation activities when required. The QAU has also continued to contribute to continuous quality improvement through activities such as training, teaching, research, membership on university committees and public service.

### The UWI Quality Policy

All QAU Officers continued work in support of the implementation of The UWI Quality Policy: Campus and Centre Quality Management Teams (C-QMTs) are functioning; all are meeting periodically and there is a harmonized set of Terms of Reference. There is evidence during the reporting period that the CQMTs have sought to engage the Quality Policy Champions on pertinent matters arising at the campuses, and the QAU notes ongoing interest in further training for the QP Champions.

## BOARD FOR UNDERGRADUATE STUDIES

### *The UWI Quality Week Celebrations*

World Quality Week was commemorated from November 7–11 2022. The theme was “Quality Conscience: Doing the right thing”. As is customary, for each day of the week the spotlight was turned to one of the five campuses, with a focus on doing the right thing as a quality consideration. Activities at the various campuses are available at <https://www.uwi.edu/quality/pg-qualityday2022.php>.

On November 10, 2022, Officers also constituted a World Quality Week Panel Discussion organised by the Caribbean Quality Institute: “The UWI: The Journey from a focus on Quality Assurance to Quality Improvement”.

### **Maintaining Quality Post Pandemic**

The QAU continues to conduct hybrid, and in most cases, completely online quality assurance reviews and evaluations. The move to virtual reviews has limited to some extent the range of professionals upon whom the QAU can draw, because of time zone differences, while the inability to offer travel to the region had somewhat affected the attractiveness of the process for external professionals. However, officers of the QAU continue to support quality-related matters on the campuses, such as the Campus Quality Management Teams (CQMT), Quality Policy implementation, Academic Quality Assurance Committees and Accreditation activities, as necessary. The QAU has also been at the forefront of drafting new policies and processes. These include the proposal on a risk-based approach to quality assurance at The UWI and the concept paper, “Towards Agility in Course and Programme Approval at The UWI”. The early conceptualising of these initiatives commenced in the period under review.

### *Student Members of Quality Assurance Review Teams (SMQARTs)*

Students were trained by the QAU to participate as members of the Quality Assurance Review teams and were deployed with honoraria since Semester 2, 2021–2022. No new students have been trained. This best practice is one for which the QAU has observed great potential and tangible benefits during the time it was initiated.

### *Scholarships*

During the year, OBUS continued to offer and administer a range of regional undergraduate scholarships. These were important means of supporting the brightest and best students from across the region wishing to attend

any campus of The UWI. There were 56 UGC-funded regional scholarships awarded through OBUS in 2022–2023, with an approximate total value of BDS\$1,698,242 million. In addition, BDS\$50,133 was allocated to university bursaries across three physical campuses, namely Mona, St. Augustine and Cave Hill. The following scholarships were offered:

- The UWI Open Scholarships (42)
- The UWI/ Caribbean Examinations Council (CXC) Caribbean Secondary Education Certificate (CSEC) Scholarships (14)

The total number of donor-sponsored scholarships, bursaries, and grants administered during the 2022/2023 academic year was over 394 with a total value of approximately J\$79,284,672.13 or US\$512,364.87:



PVC BUS meets OBUS Staff, October 2023 (L-R: Ms. Nichole Crosedale, PVC Derek Chadee, Mrs. June Wheatley-Holness, Ms. Sandra Mclean, Dr. Anna Kasafi Perkins, and Ms. Vinessa Henry. (Missing: Mrs. Janet Grant))



Campus Principal at Mona with Student



Mrs. June Wheatley-Holness presents at CANQATE 2023

- Scholarships/bursaries/grants awarded in J\$ totalled: J\$13,232,089.00/ US\$8,5737.61
- Scholarships/bursaries/grants awarded in US\$ totalled: US\$286,261.67
- Scholarships /bursaries/grants awarded in CAD\$ totalled: CAD\$190,000.00/US\$142,217.85

## ALIGNMENT

### National and Regional Alignment

During the year under review, the PVC BUS continued to serve on several committees and boards including Chair, Board for Undergraduate Studies; Chair, The University Quality Management Committee; Barbados Museum and Historical Society; Caribbean Credit Rating Services; Central Bank of Barbados; Fiscal Oversight Commission, St. Vincent and The Grenadines and JMMB Global.

All members of the QAU conducted research and published in their own areas of academic interest, presented lectures, and gave seminar or conference presentations.

Other presentations by QAU at CANQATE 2023:

Thurab-Nkhosi, D. 2023. "Quality Assurance in Course Development and Delivery in a Post-Pandemic World: Riding the Wave of Technology Transformations". Presentation at the CANQATE Conference on the theme Higher Education Quality and Workforce Development in the Caribbean: Issues, Challenges, Opportunities and Solutions, October 24–27, 2023, Hilton Hotel, Trinidad and Tobago

Lochan, S. and Thurab-Nkhosi, D. 2023. "Maintaining and Enhancing Blended and Online Teaching and Learning: Lessons Learnt from Student Experiences of Select Programmes During the Pandemic Period". Presentation at the CANQATE Conference on the theme "Higher Education Quality and Workforce Development in the Caribbean: Issues, Challenges, Opportunities and Solutions", October 24–27, 2023, Hilton Hotel, Trinidad and Tobago

Publications by staff for the period under review include:

Thurab-Nkhosi, D., co-authored with Jovanca Smith, Sharad Maharaj, Arvind Singh and Chris Maharaj (In press) "An Evaluation of Emergency Remote Teaching in Engineering Based on a Community of Inquiry Framework". *Journal of Engineering Education Transformations*

Thurab-Nkhosi, D. Ed [In press] *Re-visioning Education 2030: Towards Quality Lifelong Learning Opportunities for All* [Kingston, Jamaica: The University of the West Indies Press.

Thurab-Nkhosi, D. [Chapter in press]. "Conversations on Reimagining Higher Education". In Thurab-Nkhosi Ed. *Re-visioning Education 2030: Towards Quality Lifelong Learning Opportunities for All*. Kingston, Jamaica: The University of the West Indies Press.

Thurab-Nkhosi, D. [Chapter in press] "Rethinking teaching and learning in Higher Education: Preparing for the 'New Normal'" in *Prospects and Challenges for Caribbean Societies in and Beyond COVID-19*. Springer Nature

## BOARD FOR UNDERGRADUATE STUDIES

Dottin, P. (In press). "Why do Some Stay, While Others Leave? A Case Study of Online BSc Management Studies at The UWI". *Caribbean Educational Research Journal*, The UWI Cave Hill Campus, School of Education.

Perkins, Anna Kasafi (2022). "The Church, IPV, and LGBTQ+ in Jamaica." In Ramona Biholar and Dacia L. Leslie, eds., *Critical Caribbean Perspectives on Preventing Gender-Based Violence*. Routledge 2022, 125–149.

Perkins, Anna Kasafi (2022). "Rastafarl and Domestic Labour: Roots in Menstrual Taboos and Western Inequality". In Jione Havea (ed), *Dissension and Tenacity: Doing Theology with Nerves*. Rowman & Littlefield, 125–140.

Perkins, Anna Kasafi and Dane C. Lewis. (2022). "Jesus Ate with Pras: Christianity and Commercial Sex Work in the Caribbean". In Lauren McGrow (ed.), *Religious Responses to Sex Work and Sex Trafficking*, 130–154.

Perkins, Anna Kasafi (2022). "The Earth is the Lord": *Towards an Ecospirituality for the Caribbean*, *International Handbook on Creation Care and Eco-Diakonia: Concepts and Perspectives from the Churches of the Global South*, edited by Daniel Beros, Eale Bosela, Lesmore Ezechiel, Kambale Kahongya, Ruomin Liu, Grace Moon, Marisa Strizzi, Dietrich Werner (lead editor). Regnum Books International: 2022, 239–250.

Perkins, Anna Kasafi (2022). "Heartbless and Mek a Trod: Meditation on a Rasta Spirituality for Justice and Peace", *Transformative Spiritualities for the Pilgrimage of Justice and Peace*, edited by Fernando Enns, Upolu Lumā Vaai, Andrés Pacheco Lozano and Betty Pries. Globethics.net, Geneva: WCC Publications & Globethics.net, 45–62.

Perkins, Anna (2022). "Moral Disengagement at the Workplace", *VIV* (July), 13. <https://uwi.edu/ooa/content/viv-newsletter-vol-6>

Book Review: SimonMary Asese A. Ahiokhai. *Fostering Interreligious Encounters in Pluralist Societies: Hospitality and Friendship*. The Journal of the Black Catholic Theological Symposium XIII (2019): 65–67.

Hinds-Thompson, K. (In press). "Workforce Development and 21st. Century Competencies": In Thurab-Nkhosi, D. Ed [In press] *Re-visioning Education 2030: Towards Quality Lifelong Learning Opportunities for All* (Kingston, Jamaica: The University of the West Indies Press.

### **The Quality Education Forum, Issues No. 26 and No. 27**

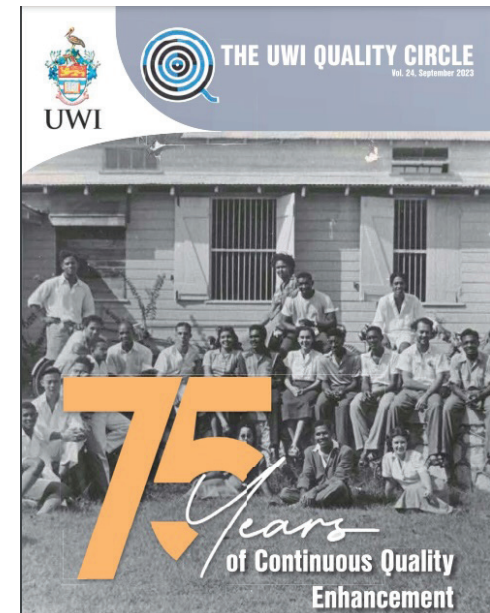
The Quality Education Forum (QEF), OBUS' refereed Journal on Teaching and Learning, is published online under the theme, "Student Support Systems and Student Success". This journal, which is managed by Dr. Angella Stephens on behalf of OBUS and edited by Professor Paulette Ramsay, is available via the following link:

<http://uwi.edu/undergraduatestudies/default.aspx>

**The Quality Education Forum, Issue No. 27** (being edited) will be published online under the theme, "Faculty Development: Teaching and Learning Excellence in Higher Education". This is a special edition dedicated to CETL in celebration of their 30<sup>th</sup> anniversary and is also managed by Dr. Stephens and edited by Dr. Ingrid McLaren.

### **The UWI Quality Circle (Volume 24)**

Volume 24 of The UWI Quality Circle, the newsletter of the QAU, co-edited by Dr. Anna Kasafi Perkins, Mrs. June Wheatley-Holness and Dr. Kay Thompson, focused on The UWI: "75 Years of Continuous Quality Enhancement".



The UWI Quality Circle: Volume 24



## AGILITY

### **Students as Partners in Learning**

#### ***One UWI Disability Policy:***

The UWI Disabilities Policy was approved in May 2023. This single university-wide policy establishes a common blueprint for supporting students and staff with a disability.

#### ***Towards Agility in Course and Programme Approval***

The concept paper *Towards Agility in Course and Programme Approval*, which proposes revisions to The UWI programme approval and revision process, will be tabled at the meetings of the respective academic boards in 2023. The concept paper is intended to make the process less onerous for course and programme developers, while maintaining attention to quality considerations.

#### **Student Retention and Success:**

BUS continues to monitor and review student performances. A one-year Consolidated Report for the academic year 2021/2022, presented courses with high pass and high failure rates (25% and higher) with the agreed new minimum class size of 16 and above across The UWI. It was also agreed that the minimum percentage grade to be applied for the review of courses which present high failure and pass grades including 'A' grades was 25%.

#### ***Fail No Penalty (FNP) Designation***

It was agreed that effective August 2023, all campuses except the Open Campus, now Global Campus would operationalize the FNP amnesty to students placed on academic warning and/or required to withdraw after Semester 1, 2022/2023.

#### ***Multi-Campus Teaching and Learning Initiative (MCTLI)***

The Multi-Campus Teaching and Learning Initiative (MCTLI) was being piloted under the auspices of the Boards for Undergraduate and Graduate Studies and is a mechanism that aims at enhancing the effectiveness and efficiency of the human resource utilisation across the University. The Multi-Campus Teaching and Learning Policy was approved and circulated to all Deans. Faculties were expected to indicate which courses could be delivered under the initiative.

The School for Graduate Studies and Research (SGSR) had a successful academic year across its varied portfolios, despite continuing financial and human resource challenges. Focus was placed on strategic objectives which were aligned with The University of West Indies 2022–2027 Strategic Plan. A One-UWI approach was utilised in the implementation of strategies to fulfil The UWI's goals of access, agility and alignment, with key initiatives such as the One-UWI Faculty Mentorship programme with Professors Emeriti, the One-UWI Workshop on ChatGPT and Academic Integrity in Graduate Programmes and the One-UWI Research Supervisors' Meeting.

On the occasion of the 75<sup>th</sup> anniversary of The UWI, activities were implemented to recognise this milestone, including a radio programme "SGSR Corner" and UWItv features. The School also continued its main functions of providing oversight and direction to graduate education, enhancing the capacity, quality and relevance of research across The UWI as well as heightening the entrepreneurial skills, knowledge and networking within the University. In the face of dwindling financial resources, the new Pro Vice-Chancellor, Graduate Studies and Research, Professor Aldrie Henry-Lee, activated several revenue-generating initiatives in support of the School, and by extension, the University; these included a professional development workshop and a Sip and Paint event.

## ACCESS

### NEW AND REVISED GRADUATE PROGRAMMES

Thirteen new graduate programmes and ten graduate programmes, revised in content, nomenclature, assessment and delivery modes, were reviewed and approved by the Board for Graduate Studies and Research (BGSR). Of special note was the approval of two double



**Professor Aldrie Henry-Lee**  
Pro Vice-Chancellor,  
Graduate Studies and Research

# SCHOOL FOR GRADUATE STUDIES AND RESEARCH

degree Master of Laws programmes in collaboration with the University of Dayton – The UWI-Dayton Double LLM in Corporate and Commercial Law and American and Transnational Law and The UWI-Dayton Double LLM in Intellectual Property Law and American and Transnational Law. A new interdisciplinary MSc in Climate Studies with six concentrations (Health, Energy, Climate Justice, Food Security, Sport and Tourism, and Coastlines), along with a postgraduate diploma and postgraduate certificate in Climate Studies were also approved for UWI-wide delivery.

### QUALITY ASSURANCE REVIEWS

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

- **Cave Hill Campus:** Biological Sciences, Political Science

- **Mona Campus:** Asian Languages in the Department of Modern Languages and Literatures, Theology programmes (offered through St. Michael's College and the United Theological College)
- **St. Augustine Campus:** Computing and Information Technology, Literatures in English, Management Studies, Political Science, UWI School of Nursing, Visual Arts/Musical Arts/Theatre Arts/ Carnival Studies/Dance.

### GRADUATE ENROLMENT AND STUDENT SUPPORT

#### *Graduate Enrolment*

Enrolment in graduate programmes was 8,877, a slight decline when compared to the previous year; the Five Islands and Mona campuses had increases in enrolment, while there were decreases of 13.5% and 12% at the Cave Hill and Open campuses, respectively. Research degree enrolment as a percentage of total enrolment decreased by 1% to 15%, with 40% of these registered as full-time students. For the University as a whole, 34% of graduate



students were registered as full-time, an increase of 7% over last year. The Faculties of Social Sciences and Humanities and Education continued to account for the majority of registrations across all campuses.

#### *Intra-Caribbean Academic Mobility Programme (ICAMP)*

The Intra-Caribbean Academic Mobility Programme (ICAMP), funded by the European Commission in the amount of €2M, was designed to pivot tertiary education and research in fuelling the entrepreneurial activity of Caribbean economies. The programme supports entrepreneurial postgraduate scholarships and industry internships to supply a cadre of highly trained, innovative Caribbean citizens dedicated to the economic advancement of the Caribbean's private sector, while providing deserving Caribbean citizens with opportunities to remain within the region and contribute to "brain gain".

Eleven master's programmes from The UWI and one from the University of Trinidad and Tobago were selected based on the content of their courses and their in-built ability to replace the research project component with an overseas internship. ICAMP's website was developed and launched simultaneously with the scholarship application portal, and a scholarship guide was developed to assist applicants with the programmes' offerings.

#### *Graduate Scholarships*

A total of BD\$1,189,912 was allocated to all the campuses for UWI graduate scholarships, which allowed for twenty-five three-year awards to full-time research students.

Three CCRIF scholarships with a total value of US\$22,000 were awarded to students registered in master's programmes at the Cave Hill and Mona campuses.

One Queen Elizabeth Commonwealth Scholarship (QECS) tenable at The UWI for citizens of low/middle income Commonwealth countries (valued at over US\$26,500) was awarded to a candidate from Guyana (Master of Public Health, Mona Campus).

Three Dr. Pauline O. Lawrence/Dr. Carlton G. Davis Graduate Scholarships, valued at US\$3,750 each, were awarded to the students registered in the MSc Agricultural Entrepreneurship, MSc Natural Resource Management – Integrated Urban and Rural Environmental Management and the MSc Food and Agro Processing programmes at the Mona Campus.

The Enith Bradley/ICENS Scholarship, valued at J\$625,743.76, was awarded to a student in the MSc Medical Physics programme at the Mona Campus.

The Claudia Francis Carrigan (Postgraduate) Scholarship, valued at J\$300,000, was awarded to a candidate in the MSc Economics programme at the Mona Campus.

#### **REGULATIONS, POLICIES, PROCEDURES AND GUIDELINES**

A number of policy documents were approved by the BGSR over the reporting period. A policy for conversion of non-GPA grades to GPA was developed and approved for students who had been admitted to the University under the special admission option (pre-GPA), as well as for those transferring credits from other institutions. New guidelines for transitioning from graduate certificates to graduate diplomas, and from graduate diplomas to masters' programmes were also approved by the BGSR, to include the operationalisation guidelines.

Also approved was an academic forgiveness policy designed to offer graduate students an opportunity

to recover from past academic challenges, therefore enhancing their prospects of completing their degree. The guidelines document, "Strategies to Enhance Research Productivity", was also finalised and circulated for widespread use to enhance the University's research endeavours.

#### **CAPACITY DEVELOPMENT**

##### *One-UWI Faculty Mentorship Programme with Professors Emeriti*

The School proudly announces the initiation of the One-UWI Faculty Mentorship Programme with esteemed Professors Emeriti. This initiative aims to enhance faculty retention, success, promotion, sense of belonging, and the cultivation of future mentors and leaders. Additionally, it will act as a crucial succession-planning tool, broadening the University's access to a diverse pool of leaders.

Aligned with the University's strategic objectives AC3 & AC4 of the 2022–2027 Strategic Plan, the Programme focusses on promoting career advancement, scholarly growth and well-being for early and mid-career faculty. To date, nineteen Professors Emeriti from various UWI Faculties have graciously accepted the invitation to be mentors. More details can be found on the Mentorship Programme webpage at: <https://www.uwi.edu/gsr/oor/mentorship>.

##### *One-UWI Research Supervisors Meeting*

Arising from an increasing number of issues and concerns regarding supervisory matters, the Pro Vice-Chancellor, Graduate Studies and Research convened an online meeting of Supervisors from all the campuses with the objective of providing an overview/refresher of the supervisory process at The UWI, as well as to introduce the new online Research Supervisor Development course.

## SCHOOL FOR GRADUATE STUDIES AND RESEARCH

The Directors, Graduate Studies and Research played a key role in the development of the programme and provided outstanding support and assistance in reaching out to the research Supervisors on their respective campuses to share the invitation to this meeting. A total of 376 persons registered for the meeting, and from the comments and feedback during the meeting, the presentations were very well received by the participants

### INTERNATIONAL COLLABORATION AND PARTNERSHIPS

#### *Open Society University Network (OSUN)*

The UWI joined the Open Society University Network (OSUN) and discussions are underway to explore the possibility of UWI students participating in OSUN online courses. Arising from partnerships formed during the OSUN Chief Academic Officers Meetings in Vienna which the Pro Vice-Chancellor attended, a collaborative seminar will be co-hosted at the Mona Campus.

#### *Northwestern University*

Several meetings were held with colleagues from Northwestern University, Illinois, USA, resulting in a number of joint activities/initiatives. Researchers from Northwestern University participated in the 24<sup>th</sup> Annual SALISES Conference at the St. Augustine Campus. The UWI will host a journalism student from Northwestern University through an internship programme, and Northwestern researchers will present at the 18th Annual Caribbean Child Research Conference in November 2023. A Memorandum of Understanding (MoU) is being established to guide the collaboration.

#### *North-West University (NWU), South Africa*

A Memorandum of Understanding (MoU) between North-West University, South Africa and The UWI was developed to guide the implementation of collaborative activities between the two universities. The North-West University will be sending a delegation to The UWI in the upcoming academic year to formally sign the MoU and to have discussions to identify initial activities.

## ALIGNMENT

### INNOVATION AND ENTREPRENEURSHIP (I&E)

#### *Caribbean Climate Smart Accelerator (CCSA) Investor Matching Initiative*

The School continues to serve as The UWI contact point for interfacing with the Caribbean Climate Smart Accelerator (CCSA). The overall goal is the financing of projects to transform the Caribbean into a Climate Smart Zone, fostering regional resilience, social development, and economic growth. The first collaborative initiative was on possible funding of UWI research through business investment opportunities and grants.

The Office worked with the CCSA and UWI staff to facilitate the development of proposals with commercial potential for submission to the CCSA for presentation at its Matchmaking Forum; this provided an opportunity for innovators to pitch project ideas to potential investors and secure financing for project implementation and financial returns to investors.

The second initiative was seeking nominations from The UWI for the Earthshot Prize. This prize was founded by Prince William and The Royal Foundation in 2020, and is the world's most prestigious and ambitious environmental prize, inspired by President Kennedy's "Moonshot" challenge.

The third initiative was entitled "Regional Landscaping Reviews", to be implemented by The Templeton World Charity Foundation. This initiative explored the feasibility of establishing a regional Collaborative Research Hub that will provide opportunities to advance scientific research on topics and outcomes central to human flourishing. The CCSA engaged The UWI, through the University Office of Research, to seek applicants to undertake landscaping reviews which will help guide future investments through the Collaborative Research Hub.

#### *Innovation and Entrepreneurship Bootcamp*

The Innovation and Entrepreneurship Bootcamp Workshop, organised by the SGSR in collaboration with other relevant University units, provided a unique opportunity for University employees, including I&E practitioners, researchers, administrators and students, to enhance their entrepreneurial skills and knowledge and connect with like-minded individuals within the University. The Workshop comprised eight modules covering ideation, market strategy, business planning, pitching, financial sustainability, legal aspects, and The UWI Innovation Ecosystem. The feedback from participants emphasised the Workshop's quality, the relevance of its content, the expertise of the facilitators, and the interactive format, and clearly indicated the Workshop's success in meeting participants' needs and fostering an innovation and entrepreneurship culture within The UWI. Suggestions for improvement included incorporating more hands-on activities, allowing more Q&A time, and providing follow-up support.



### **INTELLECTUAL PROPERTY (IP) AND COMMERCIALISATION**

The School (at Cave Hill) continued its responsibility for the management of registered patents at The UWI, which included monitoring the status and payment dates of registered patents; assisting with identifying funds to cover patent costs when required; monitoring progress towards commercialisation of the patents against the time limit identified in The UWI IP Management and Commercialisation Policy and communicating with patent holders in this context.

The Office continued to emphasise the need for The UWI to design and implement a system to support researchers in their efforts to commercialise their IP. Following the WIPO workshop, entitled “An Advanced Course on IP and Technology Transfer for the Caribbean”, the Office (at Cave Hill) collaborated with the Cave Hill Campus RICCH Office and the Deputy Principal's Office to develop a series of workshops to raise awareness of The UWI IP Policy, with an emphasis on the development of potential commercial ventures.

### **THE UWI RESEARCH ETHICS COMMITTEE**

The School (at Cave Hill) continued to serve as the Secretariat for the University Research Ethics Committee. The Committee facilitated the development of the Five Islands Campus Research Ethics Committee by formally appointing the members and identifying training requirements. The St. Augustine and Cave Hill Campus Research Ethics Committees also required formal appointment of new members and reappointment of others, with recommendations for the training required for new members. The University-wide Committee established to revise The UWI Policy and Procedures on Research Ethics is in the process of identifying gaps

in the current Policy as a pre-requisite for guiding the revision and updating of the Policy. The School paid the annual subscription for access to the CITI Program which is used across The UWI for training of all UWI personnel submitting a proposal to their Campus Research Ethics Committees for ethics approval; and facilitated the application for, and was granted renewal of, the Federal Wide Assurance registration verifying that the Research Ethics Committees at The UWI were operating with internationally acceptable protocols and maintaining internationally acceptable standards.

### **RESEARCH FUNDING AND GRANTS MANAGEMENT**

#### *Donor-funded Projects*

*Research Proposals Developed and Submitted:* The Office (at St. Augustine) worked with research staff across the campuses to identify funding opportunities and prepare and submit thirteen international research grant applications, valued at US\$7.7M, to several international donor agencies, including the National Institutes of Health (USA), the European Commission, National Oceanic and Atmospheric Administration (USA), and the Medical Research Council (UK). With research teams working with one another using mainly ICT platforms, the Office significantly strengthened the One-UWI vision, continued to expand The UWI's international research partnerships, exposed researchers to new cutting-edge technologies that would not ordinarily be available in the Caribbean, and provided multiple financial opportunities for The UWI's research landscape.

*Mobility Proposals Developed and Submitted – European Union's Flagship Education and Training Mobility Programme (Erasmus+):* Through directed interventions of the SGSR, research projects were twinned with mobility projects, ushering in a new range of opportunities for researchers

to strengthen their research abilities including exposure to cutting-edge research infrastructures at these European universities. A cross-section of the European universities' partnerships with The UWI include, *inter alia*: University of Valladolid, Spain; University of Thessaloniki, Greece; Masaryk University, Czech Republic; Riga Technical University, Latvia.

*Research Projects Won:* The SGSR won six collaborative International Research Projects during the reporting period, valued at over US\$5.5M. Both recurring and new donor agencies funded these grants. The Research, Administration, and Financial Teams continued to demonstrate a highly admirable commitment to The UWI in spite of the ongoing pandemic, and their tremendous work outputs and quality performances are appreciatively acknowledged.

*Research Projects Implemented:* The EU-LAC Museum Project entitled, “Museums and Community: Concepts, Experiences and Sustainability in Europe, Latin America and the Caribbean” was an EU-funded project involving eight partner institutions, seven from Europe and one from the Caribbean (The UWI, Cave Hill Campus). Project implementation was highly successful, with the project winning the Europa Nostra Ilucidare Prize for Cultural Heritage-led International Relations, which is coordinated through the European Commission. The project was also selected by ICOM and Europa Nostra to be featured at the Best in Heritage Conference held in Dubrovnik, Croatia in September 2022. The UWI team worked collaboratively with the partners to implement the project and develop the presentation for the conference, which was delivered by the lead partner, St. Andrews University.

## SCHOOL FOR GRADUATE STUDIES AND RESEARCH

### *UWI Graduate Research and Research and Publications Funds*

The School continued to oversee the provision and use of The UWI Postgraduate Research Funds and Research and Publications Funds across the campuses. For the reporting period 2022/2023 academic year, there was an overall reduction of 4% in the budgets made available from University Centre – BD\$482,834 for Postgraduate Research, representing a 5% increase, and a 24% reduction for Research and Publications to BD\$153,508.

## AGILITY

### REVENUE GENERATION

#### *Professional Development Workshop*

Internally, the School began the process of becoming more autonomous financially and contributing to The UWI's revenues. To this end, a professional development workshop on the Fundamental Principles for Writing Policies and Procedures was held in July 2023, with forty-two participants from various government ministries, departments and agencies from across the anglophone Caribbean region (Grenada, Jamaica, Trinidad and Tobago, Barbados, St. Lucia, Antigua and Barbuda, St. Kitts and Nevis, St. Vincent and the Grenadines and Guyana), as well as researchers and senior administrative professionals from the various campuses of The UWI. The proceeds will be used to fund student assistance to staff and support the School's marketing initiatives, *inter alia*.

#### *Project: Sip and Paint*

The inaugural Sip and Paint event, dubbed the Parent-Child edition, was held on May 27, 2023, with twenty-one attendees. Held in collaboration with The UWI Museum, the funds it raised are slated to support a regional bursary programme for postgraduate students, as well as the conservation and preservation of historical and art collections, *inter alia*. A major benefit of the project was the public relations aspect, as there was increased awareness about the work of both departments.



## OFFICE OF GLOBAL AFFAIRS

The Office of Global Affairs can be classified as a centre of excellence for international engagements. The office has redefined its approach to developing new spaces for global engagements and access to financing to support the work of this region, its diaspora and the wider world. Over the period August 2022 to July 2023, the Office of Global Affairs (OGA), began to redefine its work and internal relations with the primary aim of enabling The UWI in achieving its wider strategic agenda. The office welcomed its new Pro Vice-Chancellor Global Affairs, Ms. Sandra Maynard, in January 2023. PVC Maynard has sought to streamline the office's organisation and functions, refine team member roles, and improve internal relationships which would anchor the OGA's external relations and priority areas of work. While the Office remained steadfast in its focus to access resources, it also began to rationalise and deepen partnerships, with an increased focus on engaging in activities that are sustainable and anticipated to yield measurable impacts for the wider society.

## ALIGNMENT

With its focus sharply on The UWI's Triple A Strategy, the OGA continues to pursue engagements with a range of partners including development agencies, international universities, philanthropic foundations, and governments.

### **Caribbean Development Bank**

The Digital Transformation Project loan operation, which was signed in 2021, is currently in execution and the Office of Global Affairs has been integrally involved in the overall project management since June 2023, with PVC Maynard chairing the Project Steering Committee and with Dr. Shakira Maxwell assigned as the project officer for its overall implementation. Both the Pro Vice-



**Ms. Sandra Maynard**  
Pro Vice-Chancellor, Global Affairs

# OFFICE OF GLOBAL AFFAIRS

Chancellor and Dr. Maxwell have had face-to-face and virtual meetings with the members of the CDB and UWI project teams and coordinated the project meeting mission of the CDB team to the Regional Headquarters during the period October 31 to November 2, 2023 to review progress.

### **International University Climate Alliance**

Given the continued importance of Climate Action for The UWI as an activist university and climate focused institution, in February 2023 the Office had introductory meetings between new Pro Vice-Chancellor Sandra Maynard and colleagues at the International Association of Universities (IAU), Hilligje Van't Land, the Secretary General of the IAU and IAU Programme Officer, Ms. Isabel Toman.

During the discussion both UWI and IAU shared ideas and plans that would be developed further in 2024 to ensure that the climate agenda remains a key priority area for our partnership. The discussions also elaborated

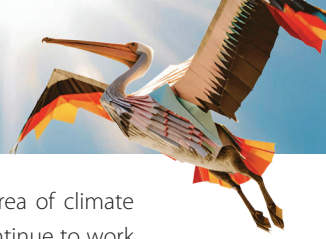
on recognizing the importance of climate advocacy and diplomacy. This discussion proved pertinent as it demonstrated the importance of language in climate focused programmes going forward. Much of this work reinforced the already present reliance and perspective of the IAU on the regional institution as a Higher Educational Institution (HEI) that is a leader on climate action.

### **Inter-American Development Bank**

The OGA coordinated its work with the IDB however, with the changes in IDB President and several changes to its Caribbean management structure in 2023, work was delayed. The Office plans to re-engage the IDB in 2024 to review the existing MoU and discuss the way forward in terms of advancing our work.

### **IDB-INVEST**

The UWI and IDB-Invest continued to work closely in 2023 and The UWI was able to successfully launch the International School for Development Justice. After a series of meetings and engagements IDB-Invest



supported The UWI via a consultancy that would help shape the marketing and financial models to support the sustainability of the new School. This engagement was managed by the Office of Online Learning under the Pro Vice-Chancellor Global Affairs.

#### **United Nations Development Programme (UNDP)**

In September 2023, The UWI and UNDP signed a new partnership MoU. This signing was led by our Office and signed by the Vice-Chancellor at the UNDP Headquarters in New York. This renewed MoU continues to demonstrate the strong relationship between our institutions. In January 2024, OGA and UNDP met to discuss the work plan for 2024 and the operationalisation of the MoU.

#### **The Caribbean catastrophe Risk Insurance Facility (CCRIF)**

Per discussions following the renewal of the MoU between The UWI and CCRIF in 2021, the OGA continued to serve as the focal coordinating point for the UWI-CCRIF work programme. This work programme consisted of scholarship support, internship placements, and support for one research project. CCRIF awarded three postgraduate scholarships valued at US\$11,000 each to UWI students in 2022 (two at Mona and one at Cave Hill). In addition, seven undergraduate scholarships were awarded valued at US\$4,000 each to three students at Mona and four at St. Augustine. This amounts to a total of US\$61,000 in scholarship support from CCRIF in the 2022/2023 academic year.

OGA also facilitated the execution of two internship agreements with CCRIF in September 2022 and July 2023 to coordinate The UWI hosting 14 CCRIF funded interns. Hosts included the Global Institute for Climate Smart and Resilient Development (GICSRD); Department

of Geography, UWISTA; Department of Geography and Geology, Mona; the Disaster Risk Reduction Centre, Cave Hill; and the Mona Climate Studies Group.

CCRIF also executed a new grant agreement under its Small Grants Programme on December 22, 2022 with the Centre for Biosecurity Studies based at the Cave Hill Campus. The award was in the amount of US\$24,250 for the 18-month long research project entitled "Understanding the Impact of Climate Change and Wildfires in Barbados".

#### **Caribbean Airlines Limited**

The Office brokered an MoU between Caribbean Airlines and The UWI for a regional internship programme. The two premier regional institutions signed off on the MoU at the St. Augustine Campus in October 2023. The programme started at UWISTA in March 2023 with a pilot cohort of ten undergraduate students engaged for six months, working on projects in the functional areas of Marketing and Revenue Management. The Office established a cross campus working group comprising representatives from the Faculties of Engineering, Social Sciences and Science and Technology as well as the Division of Student Services and Development to facilitate getting the pilot off the ground and institutionalizing arrangements to respond to similar industry requests in the future. The pilot successfully concluded in September 2023 and six of the ten interns were offered a further six-month extension.

#### **Global University Consortium**

During the 2022/2023 academic year, members of the Global University Consortium had the opportunity to meet with the new Pro Vice-Chancellor during a series of bilateral meetings. During the discussions we were able

to brief each other on our work in the area of climate change and other related SDGs. As we continue to work with the GUC we are collaborating to identify sustainable projects and funding.

## **ACCESS**

#### **Future Earth**

The OGA secured a US\$300,000 grant from Future Earth, financially supported by the Gordon and Betty Moore Foundation, for the project "Engineering the Design of Nature-Based Solutions for Sustainable Development". The grant provides funding over a period of two years from May 2023 to April 2025. Future Earth is a global network of scientists, researchers and innovators collaborating to accelerate transformations to global sustainability through research and innovation while focusing on a systems-based approach.

The grant is funding much needed research in Trinidad and Tobago, USA, Barbados and Jamaica aimed at generating a more universal approach to the design specification of nature-based solutions, making them more widely applicable. The project is led by Principal Investigator Dr. Deborah Villarroel-Lamb, Faculty of Engineering, UWI St. Augustine Campus.

Future Earth additionally sponsored the project's first stakeholder meeting which was held as part of the Sustainability Research and Innovation Congress 2023 (SRI2023) in Panama. The workshop, "Effective Implementation of Nature-Based Solutions for Sustainable Hazard Mitigation in Coastal Zones", took place at the Convention Centre, Panama City, Panama on Tuesday June 27, 2023 as a hybrid event. Registered participants were from 28 countries and represented 57

## OFFICE OF GLOBAL AFFAIRS

institutions inclusive of academia, state agencies, regional institutions, multilaterals, philanthropic organizations, private sector and civil society.

### **International Telecommunications Union**

The Office was approached by the St. Augustine, Cave Hill and Mona Campuses to coordinate negotiating a partnership with the International Telecommunications Union (ITU) to establish a regional ITU Academy Training Centre (ATC). The OGA successfully facilitated a One-UWI approach by coordinating the campuses and negotiating with the ITU to establish one regional UWI ATC, with the OGA serving as coordinating focal point. Negotiations were completed in July 2023 and the agreement was fully executed in September 2023.

### **l'Agence Universitaire de la Francophonie (AUF)**

To further The UWI's mandate to support the digital transformation of education and enhance the language competencies of students, the Francophone Digital Campus (CNF) and Employability Centre (CEF) was established on the Mona Campus. To date, it has executed several activities including a forum on careers in diplomacy held in February 2023.

### **Canadian High Commission**

The Office of Global Affairs, keenly focused on creating and securing opportunities for the global mobility of our staff and students, together with NorQuest International, coordinated the visit of two UWI faculty to NorQuest College in Edmonton, Canada. This visit was facilitated by Global Affairs Canada with the support of the Government of Canada under the Short-Term Exchange Programs scholarship (SEP).

### **Open Society University Network (OSUN)**

As part of efforts to deepen The UWI's engagement with OSUN, the OGA arranged for Prof. Aldrie Henry-Lee, Pro Vice-Chancellor, Board of Graduate Studies and Research, to participate in OSUN's in-person meeting for Chief Academic Officers (CAO). The meeting was held at Central European University in Vienna, Austria from June 19–21, 2023.

The OGA arranged participation for a UWI student in the OSUN Get Engaged Conference in Budapest Hungary. This conference, which brought together students from around the world, was aimed at developing their leadership skills while collaborating on projects aimed at tackling local and global issues. Pro Vice-Chancellor Maynard, who served as a coordinator at the conference, facilitated student group activities and discussions.

### **Canada-Caribbean Institute (CCI)**

After two years following the onset of the pandemic, the office supported the planning and coordination of the second CCI symposium. Held February 26–28, 2023, at the Cave Hill Campus, the symposium brought together more than 50 academics and students from across Canada, the US and the Caribbean to discuss issues related to "Decoloniality; Past, Present, and Future Trends." During the period under review, the OGA also supported the execution of an online forum titled "Optimising Canada-CARICOM Trade Relationship" which was held on June 29, 2023.

### **Office of Online Learning (OOL)**

The Office of Online Learning (OOL) collaborated with other units to plan and coordinate inter-campus arrangements leading to the development and delivery of online programmes/courses to global markets. In addition, the OOL provides support to entities such as BUS, BGSR, CETLs, the eLearning Committee and others, as needed to enhance the efficiency, quality and throughput of online courses and programmes. Dr. Lora Pilgrim was the acting Director of OOL. The main high-level project implemented was the development and launch of the International School for Development Justice. The OOL was disestablished on 31st July 2023 and the staff members remain in the OGA with the principal focus of supporting the ongoing International School for Development Justice.

### **The Latin American-Caribbean Centre (LACC)**

The Latin American-Caribbean Centre (LACC) has been advancing the strategic globalisation agenda of The University of the West Indies (The UWI) by building bridges, opening doors and fostering relations with institutions and networks of higher education throughout the Americas and across the Atlantic to Ibero-American countries of Europe. The Centre has introduced new avenues for joint research, mobility and targeted collaborations.

Given the regional and international scope of the work carried out by LACC, it contributes to the development of partnerships and to the expansion of tertiary education as envisioned under the Agility and Access pillars of The UWI Triple A Strategy 2017–2022. Its new venture into coordination of research projects is also contributing to The UWI's "Revenue Revolution", as envisioned in the Strategic Plan 2023–2028.



Prime among its accomplishments in increasing The UWI's inter-institutional engagement at the highest level, stands the establishment of two unprecedented partnerships for sustainable development with top universities in Latin America: University of Los Andes, Colombia and University of Havana, Cuba. Similarly, LACC spearheaded the formalisation of relations with the University of Miami (UM) and played a pivotal role in promoting The UWI's participation in the Hemispheric University Consortium (HUC).

On April 26, 2023, the LACC was notified of its successful bid to be the Regional Community Convenor (RCC) for the region of Latin America and the Caribbean (LAC) in the global project, Connecting Climate Minds.

This project, managed by Imperial College London and funded by Wellcome, was undertaken to ensure that the global climate and mental health community can become strongly connected, with a shared understanding and vision across diverse disciplines, and develop into a thriving global eco-system better equipped to respond to barriers and opportunities.

This project has committed £84,000 to The UWI as Regional Community Convenor for LAC.

LACC successfully negotiated with the Ministry of Foreign Affairs of Mexico through the Embassy of Mexico in Jamaica, an MoU Renewal of the Mexican Chair at The UWI Mona. Under the Memorandum, a scholar would offer classes and conduct research at the Mona Campus of The UWI in one of seven disciplines: Engineering, Humanities and Education, Law, Medical Sciences, Science and Technology, Social Sciences and Sports. Since its inception in 2016, two professors have held the

chair in History and in Climate Change Resilience. This has now been expanded to cover other academic disciplines. The MoU was signed by The UWI Vice-Chancellor on May 15, 2023 and on July 3, 2023 by the Director of the Mexican Agency for Cooperation (AMEXCID), Ms. Laura Elena Carillo Cubillas.

### QUALITY ASSURANCE

The UWI Office of Global Affairs and The UWI Quality Assurance Unit (QAU) continued initiating and establishing collaborative arrangements with regional Tertiary Level Institutions (TLIs) through the facilitation of franchise and articulation arrangements.

During this academic year, the Quality Evaluations continued to be held virtually with a return to face-to-face evaluations in the upcoming academic year 2023/2024.

#### *Renewed Franchise Arrangements*

- Brown's Town Community College franchised BSc Nursing with The UWI School of Nursing (UWISON)
- St. Vincent and The Grenadines Community College franchised Bachelors in Education and Postgraduate Diploma in Education with The UWI Cave Hill School of Education – June 21–23, 2023

#### *Franchise Agreements Signed*

The following agreements were fully executed during the academic year under review.

- Clarence Fitzroy Bryant College and Faculty of Social Sciences, St. Augustine Campus
- Knox Community College and Faculty of Science and Technology, Mona Campus
- Brown's Town Community College and UWI School of Nursing (UWISON)

### IDB and Clara Lionel Foundation

In December 2023, The UWI closed its first project with the CLF. However, through the work of this Office, we were able to secure new grant resources in an estimated sum of US\$600,000 to facilitate a new project between UCLA and The UWI. This is the first grant that is programmatic in nature which means it will comprise two separate projects spread over a two-year period. The start date for the new project is January 2024.

## AGILITY

### Global Institute for Climate Smart Resilient Development (GISCRD)

The Office completed the operationalisation of GISCRD in the 2022/2023 academic year. Assistance was provided to complete the operational guidelines, the convening of the full management committee and the advisory board, the development of a workplan, the development of a call for project ideas, sharing of potential opportunities and partner identification. While operations were fully assumed by GISCRD in December 2022, the OGA continues to provide strategic support per the request of the Director and the Vice-Chancellor.

### Database of Agreements

During the year under review, the OGA continued to maintain the database of agreements between The UWI and other institutions. At present, the database includes more than 500 agreements with other institutions including educational, governmental, development agencies and private companies.

# OFFICE OF GLOBAL AFFAIRS



**osun** **GET ENGAGED**  
STUDENT ACTION AND YOUTH LEADERSHIP CONFERENCE



## Open Society University Network (L-R)

Sandra Maynard, Pro Vice-Chancellor, Global Affairs, The UWI, 2nd from left, pictured with students at the OSUN "Get Engaged Conference" in Budapest Hungary

L-R: Sandra Maynard, Pro Vice-Chancellor, Global Affairs, The UWI, pictured with UWI student Ambassador, Ms. Sheri-Gaye Johnson

L-R: Sandra Maynard, Pro Vice-Chancellor, Global Affairs, The UWI; UWI student Ambassador, Ms. Sheri-Gaye Johnson; Erin Cannan, Vice President for Civic Engagement, OSUN



## Canada-Caribbean Institute (L-R)

L-R The Hon. Kerrie D. Symmonds, M.P., Minister of Foreign Affairs and Foreign Trade, Barbados; Prof. Sir Hilary Beckles, Vice-Chancellor, The UWI; Prof. Clive Landis, Pro-Vice Chancellor and Principal, The UWI, Cave Hill Campus

L-R: Dr. Talia Esnard, Chair- CCI Scholarship and Research Activities Committee & Senior Lecturer, The UWI, St. Augustine; Sandra Maynard, Pro Vice-Chancellor, Global Affairs, The UWI; Dr. Lynn Wells, former Provost & Vice-President, Academic, Brock University



## l'Agence Universitaire de la Francophonie (L-R)

L-R: Prof. Ian Boxill, Deputy Principal of the UWI Mona Campus and His Excellency Olivier Guyonvarch (right), Ambassador of France to Jamaica, unveil the exterior sign, officially opening the CNF-CEF

View of the CNF-CEF as H.E. Olivier Guyonvarch addresses students at the forum on careers in diplomacy



**CAL MoU Signing**

Team UWI and CAL

Front row L-R: Sandra Maynard, Pro Vice-Chancellor, Global Affairs, The UWI; Garvin Medera, CEO, Caribbean Airlines Limited; Prof. Sir Hilary Beckles, Vice Chancellor, The UWI; Prof. Rosemarie Belle Antoine, Pro Vice Chancellor and Campus Principal, The UWI St Augustine Campus; Rekha Williams, Senior Manager, Talent Management & Employee Experience (Ag.), Caribbean Airlines Limited;

Back row L-R: Dale James, Programme Manager, Office of Global Affairs; Lois St Brice, Programme Officer, Office of Global Affairs; Dr Deirdre Charles, Director, Division of Student Services and Development, The UWI St Augustine Campus; Prof. Indar Ramnarine, Deputy Principal, The UWI St Augustine Campus; Dr. Brian Cockburn, Dean, Faculty of Science and Technology, The UWI St Augustine Campus; Dr. Acolla Lewis Cameron, Dean, Faculty of Social Sciences; Khemronn Felix, intern; Kathy-Ann Lewis, Manager, Careers, Co-Curricular and Community Engagement, Division of Student Services and Development, The UWI St Augustine Campus; Pradevi Haroop, intern; Dr. Akash Pooransingh, Lecturer, Faculty of Engineering, The UWI St Augustine Campus; and Dr. Maurice Smith, University Registrar/ Chief Administrative Officer, The UWI



**CCRIF Scholarship Awards Ceremony**

CCRIF Executive and Board members, UWI Executive Management Members, and U Tech Faculty members pose with CCRIF Scholarship recipients. Front Row: From L to R: Prof. Aldrie Henry-Lee, Pro Vice Chancellor Graduate Studies and Research; Mrs. Sandra Bailey, CCRIF SPC board member; and far right Elizabeth Emanuel, Head Technical Assistance Manager and Corporate Communications Manager Teams CCRIF SPC Back Row: 2nd from left Sandra Maynard, Pro Vice-Chancellor, Global Affairs, The UWI; 3rd from left Dr. Maurice Smith, University Registrar/ Chief Administrative Officer, The UWI;



**Canadian High Commission**

L-R: Dr. Becky Kelly, Chair, Early Learning and Child Care, NorQuest College; Dr. Zoyah Kinkead-Clark, Senior Lecturer, Early Childhood Education, The UWI, Mona; Mr. Greg Sowak, International Project Officer, NorQuest College and Dr. Yewande Lewis-Fokum, Lecturer, Literacy & Language Education, The UWI, Mona.

## OFFICE OF PLANNING

Throughout the academic year 2022/2023, the UOP offered technical and advisory assistance to the Vice-Chancellery and other business units within the University system to support implementing strategic and operational initiatives aligned with the Triple A Strategy 2022–2027, Phase II: Revenue Revolution. To promote teamwork and facilitate their work, the UOP conducted five staff meetings during the review period, serving operational and developmental purposes.

### **Developments within the Human Resources Operation**

Throughout the reporting period, Ms. Greer McKenzie was promoted to Senior Research Technician within the UOP. Additionally, Ms. Sharon Hamilton, Project Officer III, took a one-year sabbatical. During her sabbatical, Mr. Tashfeen Ahmad took over the portfolio role of monitoring and evaluating the strategic plan.

### **The Portfolio**

The UOP divided its work into four non-mutually exclusive units. These units are Strategic Planning, Business Intelligence/Institutional Research, Economic Engagement/Industry Partnerships, and Business Process Re-engineering/Project Management. The members of these units performed both technical and routine administrative work across seven broad portfolios, including but not limited to:

- survey design and implementation.
- policy research to develop proposals for new business.
- strategic planning, monitoring, and evaluation.
- development of ICT systems and analytical tools for monitoring and evaluating major projects.
- execution of special projects based on demand that



**Professor Densil A. Williams**  
**Pro Vice-Chancellor, Planning**

# OFFICE OF PLANNING

- will enhance the work of the University.
- participation in university ranking exercises.
- proposal developments to enhance operational efficiency.

### **Major Activities**

During the academic year 2022/2023, the UOP diligently worked towards supporting the UWI Triple A Plan through its engagement with the various pillars of Access, Alignment, and Agility. The UOP's core portfolios were focused on achieving the objectives and targets outlined in the plan around these three strategic goals.

## ACCESS

The UOP engaged in the preparation and dissemination of the following works over the period to meet the goal of Access:

1. The University of the West Indies Student Statistics, 2017/2018 to 2021/2022.

2. Datasets for the Vice-Chancellor's Annual Report to Council, 2021/2022.
3. Results of the UWI Student Satisfaction Survey 2023 and the UWI Staff Engagement Survey 2023.
4. Report on the Times Higher Education Results of the Reputation Survey 2022.
5. Report on the Times Higher Education Results of the World University Ranking 2022.
6. Report on the Times Higher Education Results of the University Impact Ranking 2023.
7. Report on the Times Higher Education Results of the Latin American and Caribbean University Ranking 2023.
8. Report on the Webometrics and URAP (University Ranking by Academic Performance) 2023 results.
9. Review paper on The UWI's potential participation in the QS World University Ranking.
10. Report on Implementation of Core Operational Metrics.
11. Framework for the OBUS Student Survey of the UWI Learner Mindsets.



12. Framework for the OBUS Staff Survey of the UWI Staff User Mindset on Technology Adoption and Use.
13. Report of “Student Entrepreneurial Intentions Survey by Sex, Open Campus.”
14. Guidelines for “The Implementation of Gender Audit Staff and Student Surveys.”

The Office was also involved in the preparation of the following survey instruments to facilitate information gathering for decision-making:

- Student Satisfaction Survey
- Staff Engagement Survey
- OBUS Student Survey of the UWI Learner Mindsets
- OBUS Staff Survey of the UWI Staff User Mindset on Technology Adoption and Use

## ALIGNMENT

The UOP developed a concept paper for hosting a conference on the Fourth Industrial Revolution: Reimagining the Digital Transformation of the Caribbean in the Age of Artificial Intelligence. This conference will be hosted jointly with the UWI Five Islands Campus. The Office also presented the findings of the Audit of the UWI Entrepreneurial Culture to the senior management teams across the various UWI Campuses.

Further, the UOP continued to produce the UOP bulletin, Trends in Higher Education, to inform the various stakeholders of the latest and most cutting-edge developments in the higher education sector. It covers significant advancements in the higher education sector that will affect The UWI's strategic direction. The bulletins

provide valuable information to aid the owners of strategic initiatives in making data-driven decisions while considering the evolving dynamics of the institution's operating environment. The unit generated three issues of the bulletin during this time.

- Trends in Higher Education Vol. 5 Issue 1 – Social Issues Affecting Higher Education Institutions (October 2022)
- Trends in Higher Education Vol. 5 Issue 2 – The Influence of Technologies and Tools on Higher Educational Institutions (January 2023)
- Trends in Higher Education Vol. 5 Issue 3 – Economic Issues Affecting the Higher Education Sector (May 2023)

## AGILITY

With the assistance of the strategy steering committee, which comprised all the strategy officers from the Campuses and the Vice Chancellery, the UOP engaged in quarterly reviews of the progress and status of the initiatives that have been put forward from each Campus and the Vice Chancellery in closing out the Triple A Plan 2017–2022.

In addition, the strategy steering committee commenced its quarterly review of the progress and status updates of the Triple A Strategy 2022–2027 Phase 2: Revenue Revolution.

The UOP also offered virtual training sessions to faculty and staff who monitor and evaluate the strategic plan. These sessions focus on how to navigate the Balanced Scorecard (BSC) system.

The UOP also developed a number of concept papers on several areas to drive greater efficiency in The UWI's operations. These included:

- A prototype for a competitor analysis database for The UWI. This database will provide The UWI with comprehensive information on all institutions that provide direct or indirect competition to its offerings. This is an ongoing exercise.
- A web-enabled system to track and monitor The UWI's cost-saving and revenue-generation initiatives to rebalance its financial position. The “10 in 2” financial model tracking system was developed and launched by the UOP. This activity continues as The UWI maintains a tight lid on managing its cost structure.

### **General Routine Activities**

Besides the technical work on significant projects, the UOP also engaged in routine activities to enhance the institution's operational effectiveness:

- Times Higher Education World University Rankings – data collection exercise and aggregation for all campuses for submission to the THE. The UWI was ranked at position #25 in the 2023 Times Higher Education Latin America University Rankings. The UWI also participated in The Times Higher Education 2023 University Impact Rankings. The UWI was ranked in the 601–800 band overall with a score of 64.3 (out of 100) compared to 2022, with a score of 65.7 in the 401–600 band.
- Chairing of interview panels for several posts across The UWI.
- Preparation of Web Analytics Report.

## OFFICE OF PLANNING

### **PROJECTED ACTIVITIES FOR THE 2023/2024 ACADEMIC YEAR**

The Office has a busy year ahead, focusing on implementing the New Strategic Plan from 2022–2027. Our team will support policy development by conducting research and data analysis to create concept papers and proposals that align with the plan’s Access, Alignment, and Agility pillars.

In addition, the Office will push on with its routine work, which includes but is not limited to:

- Sensitisation process across The UWI system for the tools developed by the UOP to assist decision-makers in making data-driven decisions in implementing their initiatives to meet the targets of the strategic plan, 2022–2027.
- Monitoring of Plan 2022–2027 and working with Marketing and Communications for robust sensitisation of the plan to the entire community.
- UOP’s Annual Retreat with CPOs.
- Supporting campuses in implementing the One UWI Metrics for monitoring operational performance across the campuses and the UWI Centre.
- Designing and executing the Staff and Student Engagement Surveys for 2024.
- Continuing with routine activities (e.g., facilitating interview panels, data collection, and analyses for ranking exercise, conducting surveys and institutional research for internal UWI clients, supporting the development of proposals and business cases for revenue revolution project, etc.)





**Dr. Maurice D. Smith**  
University Registrar

# OFFICE OF ADMINISTRATION

The Office of Administration works closely with a number of internal and external stakeholders. These achievements are reflections of collaborative endeavours.

### Office of the University Registrar

- Chaired RHQ Recreation Committee which delivered staff engagement activities (Karaoke and games night, Sports Day, Movie Night)
- Led the University Data Protection Implementation Project Team
- Served as a Chair of the Central Planning Committee for the UWI 75th Anniversary Celebrations
- Hosted OoA's Staff Excursion
- Chaired RHQ Culture Committee which hosted observances of National Heroes' Day, Christmas, Valentine's Day, Breast Cancer Awareness, Easter, International Women Day
- Painted the NWC Basic School as its 2023 Labour Day Project
- Produced and published the 7th edition of the VIV Newsletter

### Secretariat

- Anonymised the rulings of the Visitor
- Coordinated the approval process for a University Policy Framework
- Digitised 1996–2013 BUS and BGSR Meeting papers
- Serviced the UWI Library Advisory Committee

### Human Resources

- Coordinated annual staff appreciation activity
- Organised annual retirees' function
- Delivered Year 2 of the IGNITE Mentorship Programme
- Guided the substantive completion of the development of a portal to track submissions to UAC

### Facilities Management

- Constructed platform for fuel tank, dismantled, lifted and relocated existing tank, reconnected pipes and fittings to fuel tank now above ground
- Effected repairs to the RHQ's irrigation system
- Developed an Electronic Facilities Request System for the RHQ

- Introduced new security arrangements for RHQ
- Mitigated drainage and flooding issues at the Energy Centre
- Oversaw the relocation of the Legal Unit and University Data Protection Office
- Painted exterior of building crown, energy centre and gas cylinder enclosure

### Archives and Museum

- Led UARMP Share Point Focus Group
- Coordinated development of Campus Vital Records Programmes
- Mounted two exhibitions
- Documented the University's Response to the COVID-19 Pandemic
- Develop standardized introductory record management training course for staff to be delivered on demand on the various campuses
- Provided technical assistance to CARICOM to develop its record and archives programme
- Implemented income generating projects for UWIM
- Sourced funding for digitisation of endangered AV collection



## UWI REGISTRAR APPOINTED TRUSTEE OF THE IAM-USA FOUNDATION

Registrar and Chief Administrative Officer of The UWI, Dr. Maurice D. Smith, was appointed a Trustee and Vice-Chair of the IAM-USA Foundation, headquartered in Washington D.C., effective September 1, 2022.

A global organisation, the IAM-USA Foundation's mission and vision seek to empower the most vulnerable children and adults through self-esteem literacy, resiliency education, apprenticeship and social entrepreneurship training, building life skills and a healthy self-image.

Founder, CEO and Board Chair of the IAM-USA Foundation, Dr. Myrtle P. Alexander, noted Dr. Smith's selection was based on the confidence in his contributions to education especially in the areas of leadership, policy and equity.

### Risk Management

- Conducted risk assessment for various stakeholders
- Guided the substantive completion of the Risk Management Website
- Served as Secretariat for the University Risk Management Steering Committee
- Published Risk Management Policy and Framework

### Operations

- Coordinated annual graduation ceremonies
- Oversaw the implementation of the new RHQ marketing strategy
- Guided the substantive completion of the development of a web portal for the VC's Awards for Excellence
- Coordinated one Principal Induction Ceremony
- Guided the procurement process for new academic regalia

### Special Projects

- Coordinated select UWI 75th Anniversary Events
- Managed OoA's Compliance and Legal Attestation
- Served as Secretariat to the Governance Review Implementation Committee



Founder, CEO and Board Chair of the IAM-USA Foundation, Dr. Myrtle P. Alexander



## OFFICE OF FINANCE

The academic year 2022/2023 marked the beginning of the execution of the 2022–2027 Strategic Plan of The University of the West Indies (The UWI). During the year, the Office of Finance and Campus Bursaries continued to provide careful stewardship of the University's resources to improve the financial health of the University.

The UWI continued to experience funding challenges throughout the academic year. This was partly due to challenges faced by some contributing governments in honouring their financial commitments to pay subventions and tuition fees to the University. We are immensely grateful to the contributing governments who provided ongoing support. Grappling with the global economic crisis, several students had outstanding liabilities for fees which remained as receivables at the end of the 2022/2023 academic year.

In an effort to improve its financial position, The UWI developed innovative initiatives and strategic partnerships to aid with funding the enterprise and to support the teaching, learning and research activities. The University continued to boost its entrepreneurial thrust, expanded its offerings of online programmes, and implemented further cost containment measures to maintain its viability.

## AGILITY

### FINANCIAL HEALTH

A summary of the financial performance of The UWI for the year ended July 31, 2023 is provided below.

The audited financial statements for the financial year 2022/2023, showed that the operations of the University resulted in a deficit of BDS\$37.2 million (2022: BDS\$26.3 million, deficit), after finance costs, depreciation and post-employment pension and medical benefits expense.

The government funded activities (UGC) resulted in a deficit of BDS\$98.2 million (2022: BDS\$74.7 million) while



**Mrs. Andrea McNish**  
University Bursar/ Chief Financial Officer

# OFFICE OF FINANCE

the income generating initiatives provided a surplus of BDS\$61million (2022: BDS\$48.4 million).

Prior to the inclusion of finance costs, depreciation and post-employment pension and medical benefits expense, the operations showed a surplus of BDS\$46.4 million (2022: BDS\$65.2 million).

Other comprehensive income was BDS\$15.5 million (2022: BDS\$31.7 million), comprising currency translation gain of BDS\$11.3 million (2022: BDS\$1.1 million loss) and a gain of BDS\$8.5 million (2022: BDS\$34.7 million gain) from the actuarial re-measurement of the employee benefits liability. The key contributing factor was the increase in discount rates used to measure the liability, resulting in financial gains. The loss from changes in fair value of debt instruments amounted to BDS\$4.3 million (2022: BDS\$1.9 million loss). Total comprehensive income for the year, therefore, showed a loss of BDS\$21.7 million (2022: BDS\$5.4 million gain).

Total income for 2023 was BDS\$860.9 million, an increase of 2.4% over BDS\$840.6 million in 2022. The

sources of income for the year were: Government Contributions 47% (2022: 47%), Tuition and Other Student Fees 14% (2022: 16%), Special Projects and Other Projects 30% (2022: 30%), Commercial Operations 5% (2022: 3%) and Other Income 4% (2022: 4%).

For the year ended July 31, 2023, government contributions (net of capital grants), the most significant source of income, totalled BDS\$403.9 million, an increase of 2.6% over BDS\$393.6 million in 2022. Income from tuition and other student fees for UGC funded programmes totalled BDS\$122.3 million in 2023, and showed a decrease of 6.2% from BDS\$130.4 million in 2022. There was an overall decline by 6.7% in student enrolment in 2022/2023. Tuition fees increased by 5% at the Mona Campus and the Open Campus (now the Global Campus); and remained unchanged at all of the other campuses.

Income from commercial operations showed an increase of 52.8% when compared with the results for 2022, as activities were returned to full capacity



with campuses resuming face-to-face classes, full operations at halls of residence and other income generating ventures post the COVID-19 pandemic. The total of other sources of income showed an increase of 1.2% from that reported in 2022.

Total expenditure for 2023 was BDS\$898.1 million, an increase of 3.6% over BDS\$866.9 million in 2022. The categories of expenditure and their percentages of the total were: Departmental 46% (2022 : 46%), Administrative 12% (2022 : 13%), Central 15% (2022 : 14%), Special and Other Projects 21% (2022 : 21%) and Commercial Operations 6% (2022 : 6%).

The two items of expenditure which continued to be drivers of the deficit shown in the financial statements of The UWI were: (i) post-employment pension and medical benefits expense and (ii) impairments. Actuarial valuations, conducted by an independent actuary and in accordance with International Accounting Standard 19 (IAS19), determined that for 2023 the cost of post-employment benefits (pension supplementation and medical benefits) for all Campuses and the University Centre, and the costs associated with the defined benefit scheme for administrative staff at the St. Augustine Campus, totalled BDS\$36.6 million (2022: BDS\$41.4 million). The pension supplementation element of the Federated Superannuation Scheme for Universities (FSSU) is unfunded.

Impairments recorded in accordance with International Financial Reporting Standard 9 (IFRS 9) accounted for BDS\$7 million of the deficit in 2023 (2022: BDS\$6.7 million). Impairments were recorded primarily on student and government receivables



## CONTRIBUTING COUNTRIES SUPPORT BUDGET MEETINGS

All 17 of The UWI's contributing countries were represented at the kick-off of the two-day annual budget meetings on March 7, 2023. The 2023 budget sessions were hosted by Belize.

Speaking in the context of The UWI's celebration of its 75<sup>th</sup> Anniversary, Vice-Chancellor, Professor Sir Hilary Beckles praised the contributing nations for their committed support over the decades. "Without the firm and sustainable contributions of our people and our governments ... we would not be here today."

He noted, however, that The UWI is focused on its future. "We are looking into the trajectory of our communities, our nations; we are imagining the best-case scenarios for our people, and we are meeting to discuss how best we can serve imaginatively with innovation and greater efficiency."

The budgets for 2023 to 2025 for the five campuses, the University Centre, the Seismic Research Centre and

the University Hospital of the West Indies were presented. Representatives of the contributing countries deliberated on whether the University's requests were fair and reasonable to fulfil its mandate.

Recommendations were made to the Campus and University Grants Committees (UGCs) in April where the TAC's recommendations were reviewed and approved before advancement to The UWI's Annual Business Meeting of Council for final approval.

Mindful of the economic challenges faced by contributing countries, Mrs. Andrea McNish, University Bursar/Chief Financial Officer and Chair of the meeting, called on governments to settle their accounts, since 47% of the University's income still comes from contributing countries.

The University remains committed to the 'Revenue Revolution', which will see it reducing costs while seeking to become more entrepreneurial to increase revenue.

## OFFICE OF FINANCE

outstanding for several years, but there was also a net impairment provision recorded, as required, on some categories of investments.

A Special Committee of the University Grants Committee (UGC) was formed in 2020 to review and recommend options to mitigate these two main items of expenditure which continued to drive the deficit. Proposed options relating to the FSSU, its unfunded supplementation scheme benefits, as well as the medical scheme benefits provided to staff and retirees have been received from consultants. These options are being evaluated by the University for implementation.

The UWI maintained a positive working capital position, although a reduction of 9% was seen in 2023 when compared to 2022. Current assets decreased by 0.9% while current liabilities showed a 4.3% increase. Some entities of The UWI, however, continued to experience cash flow shortages, primarily from the inability to collect receivables on a timely basis.

Total reserves of The UWI showed a decrease of 6.9%, from BDS\$330.2 million in 2022 to BDS\$307.4 million in 2023. Net assets decreased by 1.9%, moving from BDS\$1.31 billion in 2022 to BDS\$1.29 billion in 2023.

### ACCOUNTS RECEIVABLE

Government receivables and student receivables accounted for the majority of the receivables at July 31, 2023.

### Receivables from contributing governments

The contributing governments play a significant role in maintaining the financial health of The UWI as to date, government contributions comprise 47% of total income and remain the largest source of income for The UWI. Caribbean governments have, over the years, relied on The UWI as the institution of choice to educate their people. Ultimately this helps to address the needs of the Caribbean societies and bolsters economic growth. The development of the region has benefited tremendously from governments' investment in education.

During the year 2022/2023, maintaining dialogue with contributing governments was emphasised, to encourage payments of their committed and assessed contributions for economic cost to The UWI on a consistent basis. In an effort to recover outstanding debt, The UWI continued to submit payment plans accompanied by monthly or quarterly invoices and statements to the contributing governments. This has assisted in reducing the receivables of most governments.

The total net receivable of government contributions for economic cost at July 31, 2023 was BDS\$96.7 million (net), a marginal increase of 0.08% over BDS\$96.6 million (net) at July 31, 2022. Other amounts receivable from governments for tuition fees and other items were gradually received throughout the year, but at the year-end, there were balances that had not been settled. Payment plans have been provided and dialogue has continued with governments, regarding recovery of the amounts outstanding.

### Student receivables

Student receivables as at July 31, 2023 stood at BDS\$101.2 million, an increase of 4.5% over BDS\$96.8 million at July 31, 2022. This resulted from delays in students honouring their financial obligations as they continued to grapple with post pandemic economic conditions.

### APPROVAL OF THE BUDGETS FOR THE BIENNIUM 2023/2024 AND 2024/2025

The Technical Advisory Committees (TACs) of The UWI met on March 7 and 8, 2023 virtually, to deliberate on the budgets of The UWI and the University Hospital of the West Indies (UHWI) for the Biennium 2023/2024 and 2024/2025. The opening ceremony was hosted virtually by the Government of Belize.

The Campus Grants Committees (CGCs) and the University Grants Committee (UGC) subsequently met virtually on April 14, 2023 to further review and approve the Biennial Estimates for 2023/2024, based on the recommendations of the TACs, and the estimates for 2024/2025 were considered indicative for noting. Sixteen of the seventeen contributing governments were represented at the meeting. The meetings of the TACs and Grants Committees were attended by representatives from the ministries in the contributing countries responsible for tertiary education and finance; the Ministry of Health and Wellness in Jamaica, The UWI and the UHWI.

The UGC meeting was chaired by The Honourable Gaston Browne, Prime Minister and Minister of Finance, Corporate Governance and Public Private Partnerships, Antigua and Barbuda. An expenditure budget of BDS\$641.45 million was approved for all Campuses and the University Centre, but excluded the Five Islands Campus that is funded solely by the Government of Antigua and Barbuda.



The approved budget was to be funded by government contributions totalling BDS\$484.85 million, tuition fees of BDS\$133.73 million and the balance of BDS\$22.87 million from other sources of income. A budget of BDS\$3.26 million (TT\$11 million) was approved for the Seismic Research Centre, to be funded by government contributions.

An expenditure budget of EC\$ 38.87 million was approved for the Five Islands Campus. The budget of the Five Islands Campus was expected to be funded in the amount of EC\$ 31.92 million by government contributions, from the Government of Antigua and Barbuda. Tuition fees of EC\$ 6.0 million and other income of EC\$ 0.95 million were expected to provide the balance.

**INCREASED AGILITY TO NATIONAL, REGIONAL AND GLOBAL OPPORTUNITIES**

**Research grants**

The total value of research grants received for the 2022/2023 financial year was BDS\$66.8million (US\$33.4 million); (2021/2022: BDS\$39.9 million (US\$19.95 million). The total reflected a 67% increase over the prior year. The five-year trend in receipt of research grants is shown in Chart 1.

The distribution of areas of focus of projects from these grants is graphically represented in Chart 2.

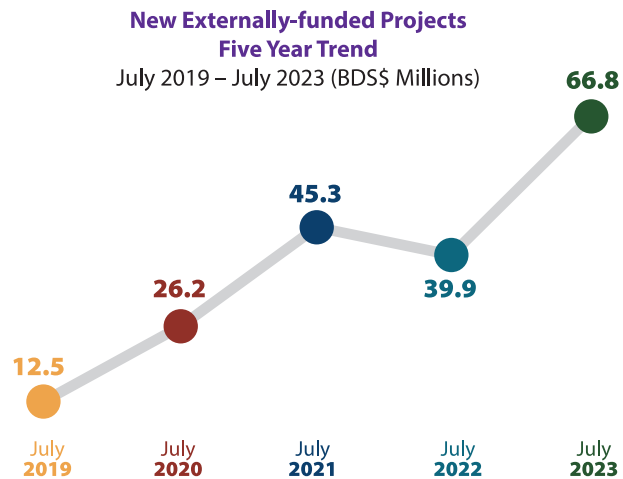


Chart 1

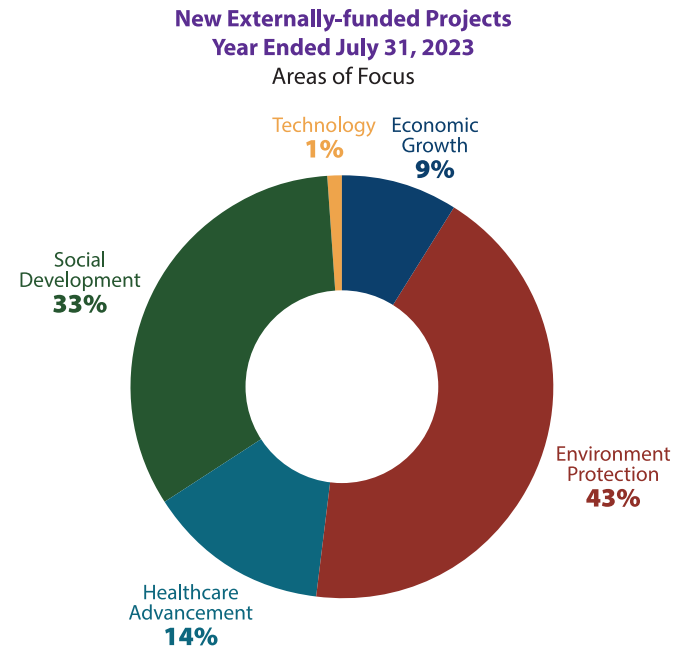


Chart 2

## OFFICE OF FINANCE

### EXPANSION OF ACCESS TO TERTIARY EDUCATION

#### Scholarships

During the 2022/2023 academic year, the University in alignment with its alumni, donors, corporate partners and other stakeholders, was able to provide scholarships to students in an attempt to expand access to higher education.

The UWI Regional Endowment Fund (UWIREF) which started in 2008 has grown tremendously over the years, and reported a value of J\$1.55 billion (US\$10 million) at July 31, 2023. Alumni, staff, students and friends of The UWI have made generous donations to support specific scholarships. The UWIREF has a diversified investment portfolio with the goal of growing the original gifts to provide an ongoing income stream to support the specific endowed purposes.

The UWIREF continues to transform the lives of many students by providing financial aid.

New funds injected during the year totalled J\$71 million (approximately US\$463,000), most of which was received from The UWI Medical Alumni Association (UWIMAA) which recently came on board during the academic year 2022.

Scholarships were also provided by the American Foundation of The UWI, the British Foundation of The UWI, The UWI Toronto Benefit Gala and gifts from individuals and the private sector. The awarding of scholarships received from these sources was managed by the Institutional Advancement Division.

The UWI, from its UGC budget, also offered Open Scholarships to undergraduate students, and post-graduate students were also provided with scholarships and grants for research and publications.

### INITIATIVES FOR IMPROVEMENT OF OPERATIONAL EFFICIENCY

#### Revenue Revolution

The 2022 –2027 Strategic Plan, aimed at improving the University's financial health, is the second phase of The UWI "Triple A Strategy" and focuses on revenue generation. In aligning with the strategic objectives of the Plan, there was an increased effort to manage stakeholder relationships which included Caribbean Governments, regional and international corporations, development partners, and higher education institutions.

During the year 2022/2023, planning continued for the expansion of the University through the establishment of The UWI International School for Development Justice (ISDJ) which is considered to be a major milestone achievement for the University in achieving its globalisation objectives. The ISDJ was conceptualised to adopt a for-profit income generating model and will leverage the infrastructure and services provided by the Global Campus, to launch its operations.

The UWI campuses also embarked on a number of innovative and impactful initiatives under their entrepreneurial thrust, including commercialisation of research and technology. Rental of space to facilitate operations of Business Processing Outsourcing Centres also boosted the revenues for the reporting period. Revenue was also received from various licensing agreements.

#### Digital Transformation Project

The Digital Transformation Project is being financed through a loan of up to US\$6 million and a grant of US\$190,000 from the Caribbean Development Bank (CDB). The loan was guaranteed by Sagicor and two contributing governments. The University received US\$2.3 million as the first tranche of the loan in April 2023, for execution of specific areas of the project. The procurement process is now in progress.

The project will be implemented University-wide and is aimed at strengthening the institution's delivery of teaching, learning and research, as well as its operational efficiency in several areas, including its resilience and global competitiveness. Implementation will allow The UWI to provide consistent and reliable services to all stakeholders, and will achieve greater operational efficiencies and economies of scale.

The Office of Finance and Campus Bursaries will be engaged in the implementation of various initiatives for shared services, which will provide significant reduction in the cost of operations.

#### Cost saving measures

Several cost saving measures were implemented by The UWI during the 2022/2023 academic year.

The UWI is seeking to use a variety of measures to adjust its operational model, to close the gap between revenues and expenditures on an ongoing basis, by reducing costs and enhancing operational efficiency.



Costs related to pension and post-employment medical benefits are being reviewed for more cost-effective arrangements to be implemented.

Rationalisation of programme offerings and the reduction of staff costs, capital expenditure, travel costs, office expenditure and utilities are some of the measures being undertaken.

### **Pension administration**

The UWI administers a defined-contribution pension scheme, The Federated Superannuation Scheme for Universities (FSSU) for its academic and senior administrative and professional staff (ASAP). There is a defined benefit component of the FSSU Pension Scheme for the ASAP staff which provides eligible retirees with a supplement to their pension on retirement. A defined-contribution pension scheme is also operated for some non-academic, administrative and technical staff (ATS) and a defined benefit scheme is operated at the St. Augustine Campus for administrative and technical staff.

Following a review of the investment options available to members of the FSSU Pension Scheme, the Trustees under the advisement of investment advisors, Dean Wetton Advisory, decided to proceed with a two-tranche investment transition. The aim of the restructuring of the FSSU investment portfolio was to give members better yields on their contributions invested and reduce the FSSU Supplementation liability. During 2023, the two-tranche investment transition was successfully implemented by investment managers, BlackRock United Kingdom (UK) and the pension scheme administrators, Capita Employee Benefits Limited, UK.

Several sensitisation sessions and training in the form of workshops and webinars were organised for the benefit of the members of the pension schemes, as well as the University administrators involved in managing the schemes.

### **Commercial operations**

Commercial activities increased during the 2022/2023 financial year, as face-to-face classes resumed and the corporate partners resumed face-to-face engagements, resulting in a demand for use of the University's facilities. An increase in revenues from rental of properties was realised over that which was received during the previous reporting period. This was primarily due to the rental of the conference rooms and other facilities and higher occupancy levels within the residences which were leased to students and others during the 2022/2023 financial year. Additional revenues were also earned from operating the bookshops at the campuses.

### **THE WAY FORWARD**

Financial viability of the University depends on the continued partnership between the University, its contributing governments, alumni, donors to research projects students, staff and other stakeholders.

The UWI appreciates the financial and other support received, which has enabled it to maintain its current commendable ranking as being among the best in the world.

The efforts of all members of staff in the Office of Finance and the Campus Bursaries are appreciated, for maintaining sound financial practices and contributing to the achievement of the financial goals of The UWI.

Improving the financial health of The UWI remains a priority, and The UWI will therefore continue to focus on revenue generation and cost containment.

The finance team remains committed to achieving the targets of the 2022–2027 Strategic Plan, the second phase of the *“Triple A Strategy”*, dubbed the *“Revenue Revolution”*, as The UWI seeks to deliver quality service and drive Caribbean development.

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## VICE-CHANCELLOR

**Sir Hilary Beckles,**

BA, PhD *Hull*, Hon DLitt *Hull*, Hon DLitt *Knust*,  
Hon DLitt *Univ of Glasgow*, Hon DLitt *Brock*, Hon DHL *UVI*, Hon DLitt *Univ of Joh*

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**Aziz Hadeed,** CBE – **Five Islands**

**Her Excellency June Soomer,** BA, PhD *UWI* - **Global Campus**

**Earl Jarrett,** OJ, CD, JP, Hon LLD *UWI*, FCA, MSc *UWI* - **Mona**

**Sharon Christopher,** LLB *UWI*, LEC *HWLS*, LLM *LSU* - **St. Augustine**

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**Justin Robinson,** BSc *UWI*, MSc *FIU*, PhD *Manc* – **Five Islands Campus**

**Francis Severin,** BA, MSc, PhD *UWI* - **Global Campus**

**Densil Williams,** BSc, MSc *UWI*, PhD *Manc* - **Mona**

**Rose-Marie Antoine,** LLB *UWI*, LLM *Camb*, DPhil *Oxon* - **St. Augustine**

## PRO VICE-CHANCELLORS

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- **Academic-Industry, Partnership & Planning**

**Aldrie Henry-Lee,** BA, MSc, PhD *UWI* - **Graduate Studies & Research**

**Derek Chadee,** BSc, PhD *UWI* - **Undergraduate Studies**

**Sandra Maynard,** LLB (Hons) LLM, *SFHEA*, PgCHE - **Global Affairs**

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**Emily Dick-Forde,** BSc *UWI*, MPhil *Camb*, PhD, FCPA, FCMA- **Global Campus**

**Tomlin Paul,** MBBS, MPH *UWI*, DFPHM (*UK*), FAcadMed (*UK*) - **Mona**

**Indar Ramnarine,** BSc *UWI*, MSc *U of Wales*, PhD *UWI*, MBA *Heriot-Watt* - **St. Augustine**

## UNIVERSITY REGISTRAR

**Maurice D. Smith,** JP, BSc *NCU*, MSc *NSU*, EdD *Howard*

## UNIVERSITY BURSAR

**Andrea McNish,** BSc, MSc *UWI*, FCCA



American Foundation for The UWI.....	AFUWI	Office of Global Affairs.....	OGA
American Chamber of Commerce.....	AMCHAM TT	Office of Global Partnerships and Sustainable Futures.....	OGPSF
Association of Caribbean States.....	ACS	Office of the University Chief Information Officer.....	OUCIO
Association of Commonwealth Universities.....	ACU	Pan American Health Organization.....	PAHO
Board for Graduate Studies and Research.....	BGSR	Pro Vice-Chancellor.....	PVC
Board for Undergraduate Studies.....	BUS	Regional Headquarters.....	RHQ
Business Development Unit.....	BDU	Sagicor Financial Corporation Limited.....	Sagicor
Campus Quality Management Team.....	CQMT	Sandals Resorts International.....	SRI
Caribbean Community.....	CARICOM	School for Graduate Studies and Research.....	SGSR
Caribbean Development Bank.....	CDB	Seismic Research Centre.....	UWI-SRC
Caribbean Disaster Emergency Management Agency.....	CDEMA	Sir Arthur Lewis Institute for Social and Economic Studies.....	SALISES
Caribbean Industrial Research Institute.....	CARIRI	Sustainable Development Goal 13 – Climate Action.....	SDG 13
Caribbean Institute for Health Research.....	CAIHR	Sustainable Development Goals.....	SDGs
Centre for Reparation Research.....	CRR	The University of the West Indies Alumni Association.....	UWIAA
Climate Studies Group Mona.....	CSGM	Technical Advisory Committees.....	TAC
Commonwealth Climate Resilience Network.....	CCRN	Trinidad & Tobago Bureau of Standards.....	TTBS
Economic Commission for Latin America and the Caribbean.....	ECLAC	Trinidad & Tobago Manufacturers' Association.....	TTMA
European Union.....	EU	UN Climate Change Conference.....	COP26
European University Institute.....	EUI	United Nations Development Programme.....	UNDP
Executive Management Team.....	EMT	UNESCO International Institute for Higher Education in Latin America and the Caribbean.....	UNESCO-IESALC
Faculty of Science and Technology.....	FST	United Nations International Convention on the Elimination of All Forms of Racial Discrimination.....	CERD
Global Institute for Climate-Smart and Resilient Development.....	GICSRD	United States Agency for International Development.....	USAID
Institute of Criminal Justice and Security.....	ICJS	University Council.....	UC
Institute for Gender and Development Studies.....	IGDS	University Finance and General Purposes Committee.....	UF&GPC
Institute for Sustainable Development.....	ISD	University Grants Committee.....	UGC
Inter-American Development Bank.....	IDB	University Office of Planning.....	UOP
International Association of Universities.....	IAU	Quality Assurance Unit.....	QAU
MIC Institute of Technology.....	MIC	World Health Organisation.....	WHO
National Emergency Management Organisation.....	NEMO		
Office of the Board for Undergraduate Studies.....	OBUS		



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