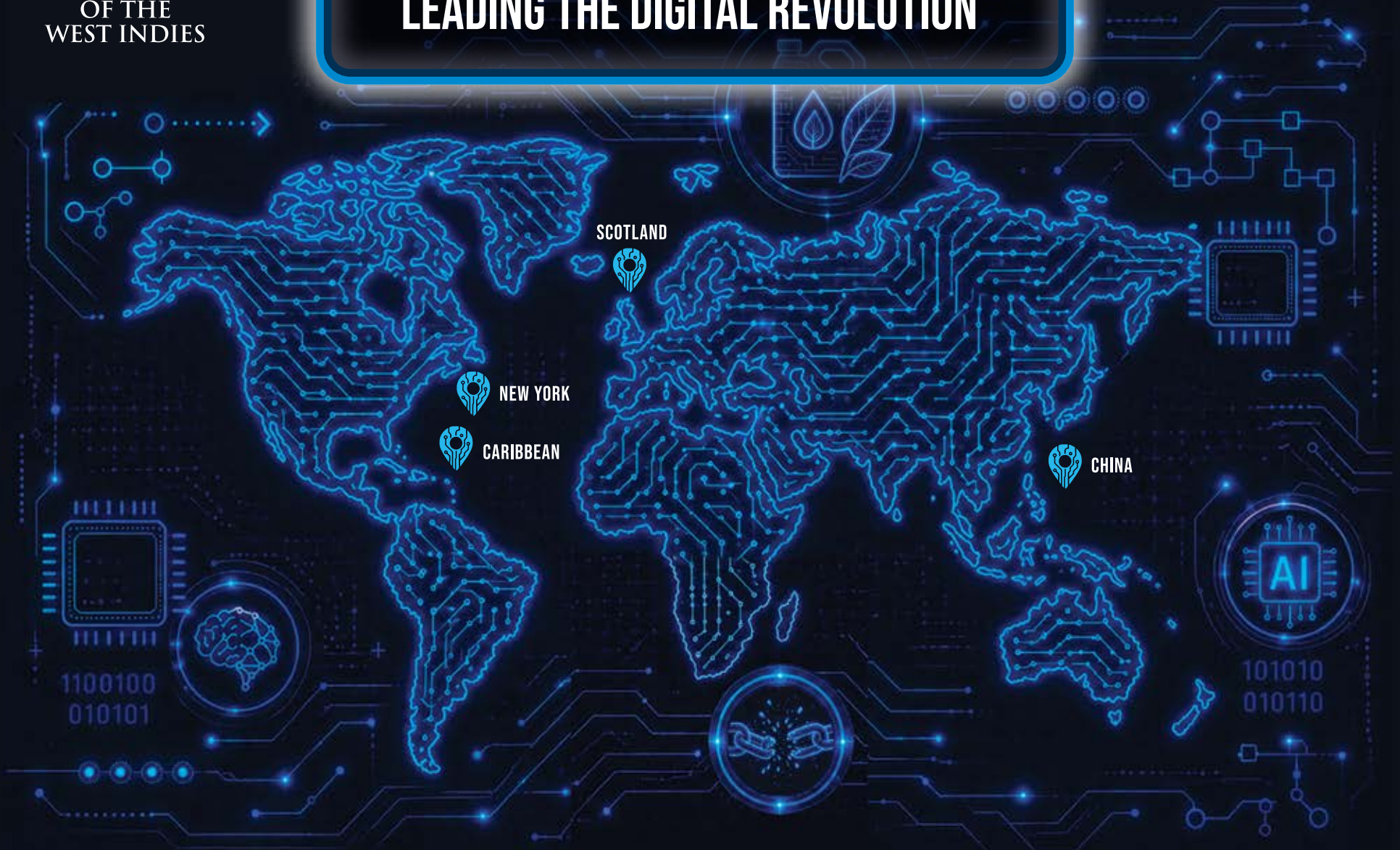




THE UNIVERSITY
OF THE
WEST INDIES

VICE-CHANCELLOR'S REPORT TO COUNCIL 2024-2025

FUTURE-PROOFING UWI LEADING THE DIGITAL REVOLUTION



ABOUT THE COVER

This annual report's AI-inspired design reflects our vision to ignite innovation, build global partnerships, and champion the Caribbean's Artificial Intelligence revolution. As we step confidently into the digital era, our dedication to future-proofing shines through, empowering our people and propelling progress.



CONTENTS

4 VICE-CHANCELLOR'S OVERVIEW



8 LEADING THE CARIBBEAN AI REVOLUTION



- 47 CAMPUS AND CENTRE REPORTS
- 68 STATISTICS
- 88 SPECIALISED CENTRES, UNITS, INSTITUTES AND DEPARTMENTAL REPORTS
- 112 PRINCIPAL OFFICERS



36 TRIBUTES AND HONOURS



27 ONE STEP BACKWARD, TWO STEPS FORWARD



VICE-CHANCELLOR'S OVERVIEW

FUTURE-PROOFING THE UWI

A confident stride toward tomorrow, powered by the legacy, creativity, and resilience of the Caribbean.

As we look back on a year of extraordinary achievement, we do so with a spirit not of complacency, but of restless ambition. This past year, The University of the West Indies (The UWI) not only met the challenges of our time, but we anticipated them. We fortified our foundations, dared to innovate, and charted a course that ensures we are not merely adapting to the future but actively shaping it. This is future-proofing in its boldest form: a confident stride toward tomorrow, powered by the legacy, creativity, and resilience of the Caribbean.

Our theme of future-proofing is a call to action, embedded in every initiative, every partnership, every success. The installation of our new Chancellor, Dr the Most Honourable Dodridge D. Miller, was more than a ceremonial transition. It was a powerful signal of our commitment to agile, visionary leadership. Chancellor Miller's deep regional roots and innovative spirit echo our determination to remain relevant, resilient, and ready for whatever lies ahead. As he so aptly put it, much like a

seasoned cricketer, The UWI is stepping up to the crease, reading the field, and preparing for bold moves to guide this institution through a new innings of growth and transformation.

Nowhere is our future-proofing agenda more evident than in our embrace of the digital revolution. The UWI took audacious steps to lead the Caribbean's Artificial Intelligence revolution, launching the One UWI AI Research Cluster, hosting landmark AI conferences, and finalising a robust policy framework that will guide ethical, inclusive AI adoption. The groundwork is laid for the Caribbean's first regional AI Institute, a world-class hub that will nurture local innovation, create high-skilled jobs, and position our region as a global leader in technology and knowledge. These breakthroughs ensure that as technology advances, so too does our ability to harness it for the good of our people.

Our transformation extends far beyond our classrooms and research labs. Under the banner of Digital Transformation and the Year of Digital Acceleration,

we continued to modernise our operations, upgrade infrastructure, and empower our community with new skills and tools. These efforts, driven by visionary leadership and strategic investment, set a new regional standard for operational excellence, agility, and customer experience. We are not just keeping pace with change; we are defining it.

But future-proofing is not only about technology. It is about identity, dignity, and justice. We have accelerated the indigenisation of The UWI, ushering in a new era in which our academic regalia, governance, and spirit reflect Caribbean excellence and sovereignty. We have pushed the boundaries of reparatory justice, launched the world's first Master's in Reparatory Justice and pioneering new research clusters to heal history's scars and drive sustainable progress. Our advocacy continues to be recognised globally, as The UWI was named Chair of the United Nations Academic Impact SDG Hub for Climate Action, uniting more than 1,700 universities in the fight against climate change. The UWI has also excelled in the Times Higher Education

Impact Rankings for its commitment to the UN SDGs. In areas such as good health and well-being, gender equality, climate action, and partnerships, it outperformed more than 75% of participating institutions.

We are equally proud of our achievements in sustainable development and global health. From spearheading climate adaptation and disaster risk research to forging transformative partnerships in health innovation, The UWI has proven itself as a beacon of hope and a force for good. Our scholars have won international honours, our global fundraising efforts have unlocked new opportunities for students, and our graduates are shaping communities across the world.

To future-proof is to honour our past while refusing to be bound by it. It is to equip the next generation with the tools, knowledge, and confidence to thrive in a world of uncertainty. It is to infuse every action with purpose and every partnership with possibility. The UWI is not waiting for the future to arrive. As One UWI, we resolve to continue to rise and forge an enduring legacy for future generations.

The future is not simply ahead of us. It is a canvas awaiting our vision, our courage, and our collective genius. At The UWI, we are not just imagining possibilities; we are boldly building a future where the Caribbean shines as a beacon of innovation, unity, and limitless potential, proving that our greatest days are yet to come.



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



From Suzhou to Five Islands



UWI'S SEVENTH CHANCELLOR

A NEW INNINGS: DR DODRIDGE D. MILLER STEPS UP TO THE CREASE

On August 1, 2024, the tenure of a new Chancellor, Dr the Most Honourable Dodridge D. Miller began. His installation as The UWI's seventh Chancellor echoed with cricket metaphors and Caribbean pride. Held at The UWI Cave Hill Campus on March 15, 2025, the ceremony elegantly blended tradition with vibrant celebration, honouring the UWI alumnus whose 30-year career in finance and insurance has left a mark across the region. Clad in the University's new academic regalia, Chancellor Miller compared his leadership to stepping onto a cricket pitch: "Much like a seasoned cricketer, I will take my guard, assess the field, and observe the conditions before making any bold moves." With endorsements from regional dignitaries and the full backing of a range of stakeholders, Chancellor Miller's installation represents more than a ceremonial transition. It is a bold, future-proofing move by The UWI. By choosing a leader with deep regional roots and a track record of innovation, the university reaffirms its commitment to anticipating and navigating the challenges ahead. As The UWI embraces a hybrid academic-entrepreneurial model, Chancellor Miller's vision and tenacity signal not just a new innings but a strategic leap toward ensuring that the institution remains resilient, relevant, and ready for whatever the future holds.

"Much like a seasoned cricketer, I will take my guard, assess the field, and observe the conditions before making any bold moves."

Vice-Chancellor presents the wooden mace symbolising the University's authority, marking the completion of the installation

FUTURE-PROOFING

LEADING THE CARIBBEAN AI REVOLUTION



The UWI is future-proofing its academic and research ecosystem. This is shown by its progress in Artificial Intelligence-readiness. Key accomplishments in the reporting period included the launch of the One-UWI AI Research Cluster in 2024 and the successful hosting of the Five Islands Annual AI Conferences in 2024 and 2025. The UWI continued planning for the AI Institute and finalised its AI Policy framework. It also signed major MOUs in Artificial Intelligence and academic integrity tools.

RESEARCH CLUSTER ON GENERATIVE AI FOR GOOD RESEARCH

In 2024, The UWI School for Graduate Studies and Research launched the "Research Cluster on Generative AI for Good Research," a pioneering network uniting researchers, industry leaders, and policymakers across the Caribbean. This cluster, announced at a launch event at The UWI's Regional Headquarters in Jamaica, aims to position the Caribbean at the forefront of artificial intelligence (AI) innovation while ensuring ethical, equitable adoption that benefits all, particularly vulnerable communities. The initiative, led by Dr Curtis Charles of The UWI Five Islands Campus and supported by experts from The UWI's St Augustine, Cave Hill, and Mona campuses, will develop globally competitive postgraduate AI programmes. Each UWI campus will establish an AI laboratory, foster collaboration and integrate diverse regional perspectives from government, business, and civil society. Over the next two years, the cluster plans to bolster its digital presence and host seminars and workshops to advance AI knowledge and application. A key milestone in the cluster's kick-off was The UWI's inaugural international AI conference, hosted from July 8–10, 2024, at the Five Islands Campus.



Dr Curtis Charles



Network diagram of proposed 'One UWI' AI Labs in the new Research Cluster on Generative AI for Good Research

HEADLINES
ARTIFICIAL INTELLIGENCE CONFERENCE HAILED AS GAME-CHANGING

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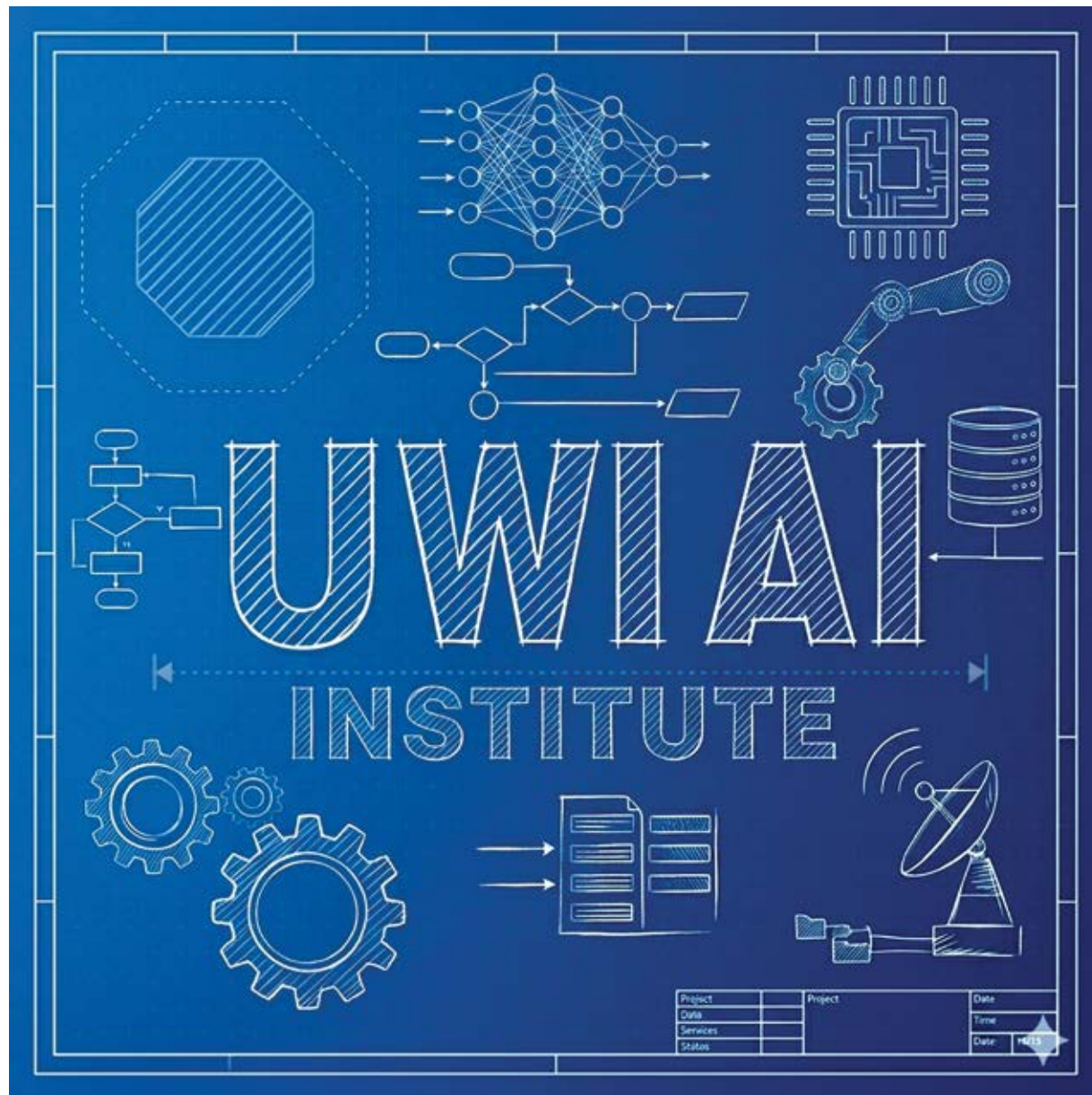


UWIFC Inaugural AI conference

Each UWI campus will establish an AI laboratory, foster collaboration and integrate diverse regional perspectives from government, business, and civil society. Over the next two years, the cluster plans to bolster its digital presence and host seminars and workshops to advance AI knowledge and application.

SHAPING THE FUTURE: THE BLUEPRINT FOR AN AI INSTITUTE TO PROPEL CARIBBEAN ADVANCEMENT

In September 2024, The UWI took a bold step by launching the business planning phase for a groundbreaking regional AI Institute. This visionary move underscores The UWI's dedication to leading artificial intelligence research and innovation, aiming to place the Caribbean at the forefront of global technological progress. Uniting academic leaders, industry experts, and policymakers, the planning process seeks to design a world-class hub for AI research, education, and enterprise development. The institute is envisioned as a catalyst for transforming the Caribbean's use of technology to drive economic growth and societal advancement—squarely aligning with The UWI's mission to build regional resilience and competitiveness. Currently, stakeholder consultations, feasibility studies, and resource mobilisation efforts are in motion, targeting a 2026 launch for the institute. Once established, The UWI AI Institute will nurture innovation, generate high-skilled jobs, and champion ethical, impactful AI solutions, solidifying the Caribbean's position as a leader in the global digital landscape. This initiative further affirms The UWI's enduring role as a force for regional progress and innovation.



BRIDGING DIGITAL FRONTIERS: AI FOR CARIBBEAN SUSTAINABILITY

The UWI Five Islands Campus FIC hosted its second annual 5IR Artificial Intelligence Annual Research Conference, from June 23-24, 2025, themed **'Bridging Digital Frontiers: AI For Caribbean Sustainability'**.

CARIBBEAN AI VISION 2040

The conference culminated in a forward-looking panel titled "Vision 2040: Forecasting the Caribbean's AI-Driven Future." Gathering experts from across the region and beyond, the panel explored how artificial intelligence can be harnessed to improve quality of life in the Caribbean, while warning against the risk of deepening existing inequalities. Keynote speakers, including Dr Christopher Jones, Ambassador Walton Aubrey Webbson, Minister Melford Nicholas, Mr Enrique Zapata, and Professor Patrick Hosein, offered a shared vision for 2040 that places AI at the heart of urban planning, healthcare, governance, and education. Dr Jones emphasised designing AI solutions tailored to the Caribbean's unique urban-rural blend, while Zapata highlighted the need for a responsive public sector to keep pace with rapid technological change. Ambassador Webbson called for cultural and institutional transformation, particularly in public health, to address challenges like non-communicable diseases. Minister Nicholas predicted a future in which digital identities enable virtual elections and hybrid parliamentary sessions, and Professor Hosein stressed the use of AI for good, especially in tourism and climate resilience. With over 500 participants, the conference reflected optimism and a collective commitment to shaping an inclusive, AI-powered Caribbean future.



Closing panel at The UWI 5IR AI Conference featuring (L-R) Dr Christopher Jones, Mr Enrique Zapata, Professor Patrick Hosein, The Honourable Melford Nicholas and HE Ambassador Walton Aubrey Webbson at the lectern and microphone.

CARIBBEAN AI IMPLEMENTATION PLAN

The Caribbean is determined not to be left behind in the global artificial intelligence revolution, as highlighted at The UWI Five Islands Campus' second annual AI Conference in Antigua and Barbuda. At the event, CAF – Development Bank of Latin America and the Caribbean – presented its comprehensive Roadmap for National AI Implementation, urging the region to take ownership of its digital future. Dr Stacy Richards-Kennedy, CAF's Regional Manager for the Caribbean, emphasised the need for ethical, inclusive AI strategies rooted in Caribbean priorities, warning against reliance on foreign frameworks and datasets that could reinforce existing inequalities. The conference, themed "AI Innovation for Caribbean Sustainability," brought together leaders

from government, academia, and the private sector to address both opportunities and risks of AI. Enrique Zapata, CAF's Principal Executive for Digital Transformation, outlined the five pillars of the Roadmap: policy frameworks, infrastructure, public sector transformation, talent development, and responsible AI governance. CAF is investing in the region, having already dedicated \$2.8 billion to digital infrastructure, and is working closely with The UWI and CARICOM to foster innovation, research, and talent. Through this collaborative approach, the Caribbean aims to shape its AI future, building resilient, inclusive, and sovereign digital ecosystems.



Dr Stacy Richards-Kennedy, CAF's Regional Manager for the Caribbean, speaking at The UWI 5IR AI Conference in Antigua during the opening session on June 23.



Enrique Zapata, CAF's Principal Executive for Digital Transformation and AI Coordinator presenting the Bank's Roadmap for National AI Implementation in the Caribbean at The UWI 5IR AI Conference in Antigua on June 23.



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ETHICAL ARTIFICIAL INTELLIGENCE USAGE—THE UWI AI POLICY

The UWI is redefining how artificial intelligence is woven into the fabric of academia. With digital transformation gaining momentum across its campuses, the UWI community recognises that AI is not just a technological tool but a catalyst for reimagining the future of teaching, learning, and scholarly research. This year marked a landmark achievement as the Board for Undergraduate Studies introduced UWI's inaugural Artificial Intelligence Policy. This visionary policy framework is more than a set of guidelines. It is a pledge to embed ethical principles and accountability into every facet. Setting a gold standard for transparency and responsible AI usage, the policy empowers staff and students to engage with emerging technologies thoughtfully and ethically. Through this bold leadership, The UWI reinforces its mission to nurture graduates and researchers equipped to shape a future defined by both innovation and integrity.

SCOTLAND-CARIBBEAN GROUNDBREAKING AI PARTNERSHIP

The UWI and the University of the West of Scotland (UWS) have joined forces on IntegraGuard, an innovative system designed to empower universities in tackling academic dishonesty and the challenges posed by the misuse of artificial intelligence (AI). This collaboration follows the 2024 signing of a Memorandum of Understanding between the two universities. The UWI has been selected to participate in a one-year Proof-of-Concept project, joining nine other leading institutions to test IntegraGuard. This cutting-edge platform unifies the detection, investigation, and management of academic misconduct. By blending behaviour analysis, authorship verification, policy monitoring, and comprehensive reporting, IntegraGuard transforms outdated, piecemeal processes into a seamless, automated solution. This initiative strengthens The UWI's ongoing efforts to develop robust AI and Academic Integrity Guidelines and paves the way for a dedicated Academic Integrity Unit that will champion a unified One UWI standard across all campuses.



DIGITAL TRANSFORMATION IN MOTION



Nazir Alladin, One UWI Digital Transformation Coordinator



Brigitte Collins, University Chief Information Officer

The UWI is future-proofing itself with an ambitious Digital Transformation initiative, marking 2025/2026 the Year of Acceleration. This bold programme is modernising UWI's operations, guided by five pillars: Leadership, Digitisation, Technology, Culture, and Customer Experience. Key achievements this year included major technology upgrades, comprehensive training, and the rollout of robust governance and cybersecurity systems. These strides set a new regional standard for digital excellence. Nazir Alladin was appointed the One UWI Digital Transformation Coordinator. Under his stewardship, the system-wide initiative accelerated strategic investments, strengthened project management, and focused on change management, enabling seamless adoption of new systems and processes. The initiative continues to unfold in two phases: first, modernising infrastructure and digitising workflows; second, prioritising culture change and stakeholder engagement. Backed by the Caribbean Development Bank's \$6 million loan and visionary leadership, The UWI is strengthening its reputation as an innovative institution, prepared for the future, and empowering its community.



DIGITAL TRANSFORMATION

A NEW ERA OF CONNECTIVITY

A critical milestone in its digital transformation is the university-wide adoption of the Microsoft 365 cloud-powered productivity platform, along with the migration to a single email system. With this transition, all UWI faculty, staff, and students now have full access to Microsoft's robust productivity suite. More importantly, despite The UWI's geographical separation, all email users across the university have transitioned to using UWI. EDU email addresses. This change, while being complex, represents a long-awaited development, serving as a tangible symbol of the 'One UWI' philosophy.

UWI IN CHINA: 10 YEARS IN SUZHOU



Reciprocal arrangements were forged at a trip by Professor Sir Hilary Beckles to the People's Republic of China in 2015, where talks began with the Global Institute of Software Technology (GIST) about the establishment of the UWI-China Institute



The UWI China Institute of Information Technology



UWI INNOVATION TRIUMPHS: AI4SIDS TAKES GLOBAL PRIZE

Dr Letetia Addison of The UWI St. Augustine Campus took centre stage at COP29 in Baku, Azerbaijan, seizing the Grand Prize at the 2024 AI Innovation Grand Challenge for her groundbreaking AI4SIDS platform. Created to empower Small Island Developing States (SIDS) against climate threats, AI4SIDS harnesses GPT-4 and Whisper to gather real-time insights from IoT devices, social media, and weather updates. The platform delivers disaster alerts and educational tools in local languages across multiple channels, streamlining emergency responses with minimal need for human input. Fresh from her Guardian Premium Teaching Award win, Dr Addison captivated audiences at COP29's AI Session, underscoring how AI can be a lifeline for vulnerable communities. The UWI's presence at COP29 was strong, with experts tackling issues from mental health to climate finance. Yet, even as developed nations pledged to raise climate funding to US\$300 billion by 2035, UWI's Global Institute for Climate-Smart and Resilient Development warned this still falls short for SIDS. As climate challenges intensify, the call for urgent and greater financial support for the Caribbean grows ever more pressing.



CLOCKWISE:

Dr. Letetia Addison, winner of the AI Innovation Challenge 2024, shares insights on the transformative potential of AI in SIDS at the Climate Innovation Day at COP29.

Ms. Sophie de Coninck, Director, Means of Implementation, UNFCCC presents Dr. Letetia Addison (right) with the Certificate of Award for the AI Innovation Challenge 2024 at COP29, hosted by the UNFCCC Technology Executive Committee (TEC) and Enterprise Neurosystem.

Dr. Sandeep B Maharaj, Director of The UWI School of Pharmacy, UWI St. Augustine presents on Trinidad and Tobago's health structure, climate change, health priorities, and monitoring and evaluation systems at COP 29's Health Pavilion.

FUTURE-PROOFING VISIONARY ADVOCACY FOR SUSTAINABLE PROGRESS

The UWI's advocacy is rooted in a profound commitment to the well-being of humanity and the planet. By championing science and technology initiatives in climate action and public health, The UWI is not merely an SDG-engaged university, but a moral leader, dedicated to shaping a just, resilient, and sustainable future. This future-proofing agenda is an expression of the institution's belief in the transformative power of knowledge, innovation, and collective responsibility to uplift communities and safeguard generations to come.



ONE-UWI TRANSDISCIPLINARY DISASTER RISK MANAGEMENT AND RESILIENCE RESEARCH CLUSTER

In June 2025, The UWI launched the One-UWI Transdisciplinary Disaster Risk Management and Resilience Research Cluster, marking a significant step forward in disaster resilience research for the Caribbean. Announced alongside the 19th anniversary of UWI's Disaster Risk Reduction Centre (DRRC), this new Cluster is designed to foster innovative, cross-disciplinary research that addresses the region's most pressing challenges and aligns with the Sustainable Development Goals (SDGs). Pro Vice-Chancellor Professor Aldrie Henry-Lee, along with Cluster co-leads Dr Evangeline Inniss-Springer and Mr Jeremy Collymore, emphasised the importance of shifting disaster management from reactive measures to proactive, equity-driven strategies. The Cluster brings together UWI faculty, DRRC staff, students, and regional partners, including the Caribbean Disaster Emergency Management Agency (CDEMA), to broaden the scope of disaster research to include critical issues such as health, food security, water, infrastructure, and climate-induced vulnerabilities. Over the next two years, the Cluster aims to drive impactful research, foster youth engagement, enhance curricula, and influence policy, with a strong commitment to knowledge transfer and community partnership. This initiative reaffirms UWI's leadership in building a resilient Caribbean future.



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CARIBBEAN SUSTAINABILITY SUMMIT TALK



Dr Ronald Roopnarine



Dr Preeya Mohan

UWI academics championed the Caribbean's sustainability agenda at the 2025 Global Sustainable Islands Summit (GSIS), held in St Kitts and Nevis from May 27 to 29. Representing The UWI, Dr Ronald Roopnarine and Dr Preeya Mohan joined hundreds of global stakeholders to tackle critical issues such as water management, climate adaptation, food security, and knowledge economies for island nations. Dr Roopnarine, a senior lecturer in Agri-Environmental Disaster Risk Management, underscored the summit's role in fostering collaboration and knowledge exchange among island communities facing climate challenges. He highlighted UWI's leadership on water resource management and agricultural resilience, and called for sustainability to be embedded into Caribbean life and education. Dr Mohan, Senior Fellow at the Sir Arthur Lewis Institute, contributed to discussions on building knowledge economies in Small Island Developing States (SIDS), drawing on her research to advocate for investment in education and innovation ecosystems. Both academics emphasised the importance of youth participation and regional solidarity. Summit organisers and stakeholders praised The UWI's visible leadership, reinforcing the university's pivotal role in shaping sustainable futures for Caribbean islands.

MARINE BIOMASS FUEL BREAKTHROUGH

When the curtain fell on the first day of the 2025 Sustainable Energy for All Global Forum, the air crackled with innovation and hope. Among three extraordinary entrepreneurs vying for the top prize in a Shark Tank-style showdown, it was Dr Legena Henry—lecturer at The UWI Cave Hill—who stole the spotlight. Her bold solution? Transforming the Caribbean’s mounting sargassum seaweed crisis and rum distillery wastewater into an eco-friendly biofuel, poised to energise electric taxis and revolutionise local agriculture. Dr Henry illuminated how this dual waste-to-energy project could turn environmental headaches into a sustainable energy triumph for Barbados and beyond. Her initiative, unanimously chosen by seasoned clean-energy investors, not only promises to slash carbon emissions and bolster tourism but also embodies the region’s commitment to renewable innovation. Victory brought more than applause: Dr Henry secured a mentorship with global sustainable investment powerhouse Lightrock, fuelling the next phase of her project’s journey. The story also aired on SEforALL’s “Let’s Talk About Energy” podcast, with the world invited to witness a Caribbean-born solution making waves on the global stage.



ISDJ: WORLD'S FIRST GLOBAL SDG SCHOOL

The UWI has set a new standard in global education with the launch of the International School for Development Justice (ISDJ), the first business school dedicated solely to online graduate leadership for the United Nations Sustainable Development Goals. Debuting at a lively ceremony in Barbados on August 21, 2024, ISDJ shines as a symbol of Caribbean ingenuity, merging academic excellence with real-world change. Backed by IDB Invest, ISDJ stands as both a trailblazing academic institution and a forward-thinking corporate venture, perfectly in step with The UWI's bold vision. Its mission is to spark a new wave of leaders who will place sustainability, social justice, and environmental stewardship at the heart of business. ISDJ's curriculum matches its ambition, offering innovative Master's degrees in areas such as Climate Studies, Gender Justice, Global Sport, and Reparative Justice, as well as diplomas, certificates, and micro-credentials. Its fully online, adaptable format opens doors for learners everywhere. Caribbean leaders and global partners celebrate ISDJ as a revolution and a beacon of hope, promising transformation for the region and the world.



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GLOBAL RANKING FOR COMMITMENT TO SUSTAINABLE DEVELOPMENT

In June 2025, The UWI was recognised in the 2025 Times Higher Education Impact Rankings, standing out among 2,526 universities from 130 countries for its commitment to the United Nations' Sustainable Development Goals (SDGs). The UWI excelled in areas such as Good Health and Well-being, Gender Equality, Climate Action, and Partnerships, outperforming over 75% of participating institutions. Notably, it also achieved its highest score yet in Gender Equality, with a 5.1-point increase, and improved its Partnerships for the Goals score from 69.3 in 2022 to 75.4 in 2025.



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UN CALLS UPON UWI

In a powerful nod to its legacy and leadership, The UWI has been named Chair of the United Nations Academic Impact (UNAI) SDG Hub for Climate Action. From January 2025 through December 2027, the Caribbean's premier institution will serve as the global academic beacon for SDG 13, uniting more than 1,700 universities across 150 countries in a shared crusade against climate change. This appointment is more than a feather in The UWI's cap—it's a clarion call. As rising seas lap their shores and hurricanes tear through familiar landscapes, the Caribbean knows the climate crisis intimately. The UWI's new chairmanship is the world's recognition of a region that doesn't just endure, but leads with resilience and vision. At the inaugural meeting, Pro Vice-Chancellor Sandra Maynard captured the moment: "Our region is no stranger to climate adversity, but we are also architects of solutions." The UWI's launch of the International School for Development Justice further cements its role as an innovator in global education for sustainability. Now, as one of 17 SDG Hub Chairs worldwide, The UWI stands ready to amplify voices from the Caribbean and beyond, weaving together knowledge, action, and hope in the global tapestry for a sustainable future.



António Guterres - Secretary-General of the United Nations

From January 2025 through December 2027, the Caribbean's premier institution will serve as the global academic beacon for SDG 13, uniting more than 1,700 universities across 150 countries in a shared crusade against climate change. This appointment is more than a feather in The UWI's cap—it's a clarion call.



UWI LEADING CLIMATE DIPLOMACY TRAINING

In a year marked by mounting climate urgency, the UWI Diplomatic Academy of the Caribbean (DAOC) emerged as a beacon of regional leadership. In May 2025, the Academy convened a five-day online training, “Caribbean Small States and the Diplomacies of Climate Change,” uniting professionals from The Bahamas, St. Vincent and the Grenadines, Trinidad and Tobago, and the UK. With COP 30 on the horizon, DAOC’s mission was clear: empower junior and mid-career officials from climate-vulnerable states with the negotiation skills and insights vital for the global climate stage. Guided by climate law expert Ms Rueanna Haynes, participants dove deep into the evolution of UN climate negotiations, culminating in a high-stakes simulation that tested their newly honed skills. Insights from UWI’s Professor David S. Berry and Belize’s Ambassador Carlos Fuller enriched the experience, fostering spirited dialogue and peer learning. Graduates left energised and equipped, ready to amplify CARICOM’s voice as a persistent champion for ambitious climate action. As DAOC Manager Dr Nand Bardouille affirmed, the Academy’s work is helping to shape a new generation of Caribbean climate diplomats, prepared to tackle the escalating impacts of climate change with expertise and resolve.



Ms Rueanna Haynes



RIHANNA FUNDS UWI'S PIONEERING EARLY WARNING SYSTEMS

The UWI and Rihanna’s Clara Lionel Foundation (CLF) joined forces to pioneer a two-year, community-driven Early Warning System (EWS) in the Caribbean. Launched in late 2024 and led by Dr Gabrielle Thongs, the project deploys real-time cameras and an app to monitor riverine flooding, empowering rural communities in Trinidad & Tobago with cutting-edge tools for flood prediction. More than a technological leap, this initiative is a training ground for the next generation of Caribbean climate leaders. Students from The UWI’s Department of Geography will gain hands-on experience in research and EWS implementation, working alongside local disaster agencies and applying their skills to real-world emergencies. CLF’s Krystle Francis highlighted the project’s commitment to community-led solutions, reflecting the foundation’s ethos of resilience through local expertise. Building on a previous partnership that mapped regional resilience projects, this latest venture cements The UWI and CLF’s shared vision: translating scientific research into sustainable, business-creating solutions tailored by, and for, the Caribbean. With this collaboration, the region is one step closer to a future where local knowledge, technology, and innovation converge to outsmart climate threats.



CLARA
 LIONEL
 FOUNDATION

UWITV IN GRENADA

UWItv Global and the Government of Grenada signed a landmark Memorandum of Understanding (MOU) to boost media collaboration and communication across the Caribbean. The agreement, formalised during the 48th CARICOM Heads meeting in Barbados on February 21, 2025, united the Government Information Service (GIS) of Grenada with UWItv, the University of the West Indies' official media platform. This strategic partnership aims to harness both organisations' strengths—UWItv's academic and broadcast expertise and GIS's public service reach—to enhance regional media capacity and promote knowledge-sharing. The collaboration promises to deliver specialised media programmes on pressing topics such as climate resilience, public health, and cultural preservation. It also emphasises training opportunities, including internships and workshops for media professionals, and encourages joint research into digital broadcasting and audience engagement. Prime Minister Dickon Mitchell hailed the alliance as a "natural and welcoming relationship," while The UWI Vice-Chancellor Sir Hilary Beckles underscored UWItv's commitment to serving the Caribbean community. With over 5 million viewers across 20 countries, UWItv's expanded role will help drive innovation in public education and advocacy, positioning the Caribbean at the forefront of media development.



Dr Janet Caroo, Managing Director of UWITV



This strategic partnership aims to harness both organisations' strengths—UWItv's academic and broadcast expertise and GIS's public service reach—to enhance regional media capacity and promote knowledge-sharing.



Prime Minister and Minister of Information of Grenada, The Hon. Dickon Mitchell and Vice-Chancellor Beckles at the signing of the MOU

SIR HILARY BECKLES APPOINTED CHAIRMAN/ CHANCELLOR OF UNITED NATIONS UNIVERSITY



In December 2024, Professor Sir Hilary Beckles was unanimously appointed by the United Nations University (UNU) Governance Council in Tokyo as Chairman and Chancellor of the United Nations University (UNU), effective May 2025. The Council's decision reflected Sir Hilary's global reputation as a visionary leader and thought leader in higher education and development, coinciding with UNU's landmark 50th anniversary. Sir Hilary has distinguished himself internationally, drawing on a wealth of experience in senior roles with the United Nations and UNESCO. His past contributions included serving as Consultant to the UN Development Report for Latin America and the Caribbean, Vice President of UNESCO's Slave Routes Project, and Special Advisor to two UN Secretaries-General on Sustainable Development. He also addressed the UN General Assembly twice, championing the International Decade for People of African Descent and Reparatory Justice, and addressed the UN Security Council on global peace in the context of a digitised North-South divide. Sir Hilary's leadership also underpinned The UWI's designation as the global hub for Climate Action (SDG 13) and the establishment of its International School for Development Justice. As Chairman and Chancellor, his mandate includes guiding UNU's Council and supporting the Rector/Vice-Chancellor to build confidence among stakeholders across the international academic and development community. In accepting the role, Sir Hilary expressed his gratitude for the Council's trust and pledged to advance UNU's global standing as it celebrated its 50th year. He described the appointment as a profound honour for The UWI, the Caribbean, and emerging communities in the Global South.

The Council's decision reflected Sir Hilary's global reputation as a visionary leader and thought leader in higher education and development, coinciding with UNU's landmark 50th anniversary.



UWI RESEARCHERS AT THE FOREFRONT OF PIONEERING HEALTH & CLIMATE CHANGE STUDY FOR SIDS

In 2025, The UWI cemented its position as a global leader in climate and health research, with 13 of its experts co-authoring the inaugural “Lancet Countdown Small Island Developing States (SIDS) Report.” This landmark study, managed by The UWI, spotlighted the urgent health threats SIDS face as climate change escalates—rising seas, intensifying storms, and surging temperatures are no longer distant warnings but daily realities for these vulnerable communities. Led by Dr Georgiana Gordon-Strachan of the Caribbean Institute for Health Research, the report wove together voices from the Pacific to the Caribbean, framing SIDS as both the frontline victims and bold advocates for climate justice. The findings are a clarion call: while island nations raise alarms and pioneer adaptation, those most responsible for emissions lag behind. The UWI community stands united—championing data-driven action, amplifying small-island voices, and reaffirming its mission to protect health gains across the Caribbean and beyond.



LANCET COUNTDOWN: HEALTH AND CLIMATE CHANGE SMALL ISLAND DEVELOPING STATES



Dr Georgiana Gordon-Strachan

Led by Dr Georgiana Gordon-Strachan of the Caribbean Institute for Health Research, the report wove together voices from the Pacific to the Caribbean, framing SIDS as both the frontline victims and bold advocates for climate justice.

MOU FOR HEALTH RESEARCH AND INNOVATION

In a bold stride toward global health innovation, The UWI inked a transformative Memorandum of Understanding with the Health Development Partnership for Africa and the Caribbean (HeDPAC) in February 2025. This dynamic collaboration signals a new era in South-South cooperation, harnessing collective expertise to address the Caribbean's most pressing health challenges. The partnership's beating heart is a regional Clinical Trial Unit (CTU)—a hub designed to synchronise research efforts across UWI campuses and elevate pharmaceutical regulation to international standards. This initiative promises to accelerate groundbreaking research, streamline regulatory pathways, and ignite new possibilities for international healthcare collaboration, especially within CARICOM. But this isn't just about research. HeDPAC and The UWI are crafting a vibrant ecosystem of knowledge exchange, launching joint training, workshops, and seminars to empower researchers, healthcare workers, and students. By fostering skill-sharing, the alliance is building the next generation of health innovators. With the CTU as a launchpad and the five-year agreement as a springboard, The UWI and HeDPAC are poised to reshape the region's health landscape—proving that when expertise crosses borders, the possibilities for progress are boundless.





FUTURE-PROOFING **ONE STEP** **BACKWARD,** **TWO STEPS** **FORWARD**

The UWI is preparing for the future by reclaiming its dignity through indigenisation and decolonisation. By thoughtfully addressing its past, the institution lays a strong foundation for confident progress. This is a deliberate act of intellectual and cultural readiness.

ADVANCING RESEARCH FOR REPAIR AND INCREASED ACCOUNTABILITY

The UWI launched the One-UWI Research Cluster on Reparatory Justice. Unveiled in a virtual ceremony on January 24, 2025, this visionary initiative unites an energetic network of scholars, students, and stakeholders dedicated to healing history's deep scars and forging progressive pathways for the future. Guided by Dr. Sonjah Stanley Niaah, the Cluster aspires to be a multidisciplinary powerhouse—delving into legal, economic, scientific, and cultural dimensions of reparations—while kindling global advocacy and thought-provoking dialogue. The launch earned glowing praise from Professor Sir Hilary Beckles, Vice-Chancellor of The UWI, who hailed it as a landmark contribution to the worldwide quest for justice and the realisation of Sustainable Development Goals. University leaders, including Professors Aldrie Henry-Lee and Silvia Kouwenberg, and international partners, such as Ms Lucy Gaffney, spotlighted the Cluster's pivotal role in redefining the Caribbean's future. Their rallying cry is unmistakable: justice and sustainability are intertwined, and authentic progress requires both accountability and reparative action. The Cluster's groundbreaking work, in harmony with innovative programmes like the UWI/University of Glasgow MA in Reparatory Justice, marks the dawn of a new era—one where research, advocacy, and action drive transformative change across the region and the wider world.

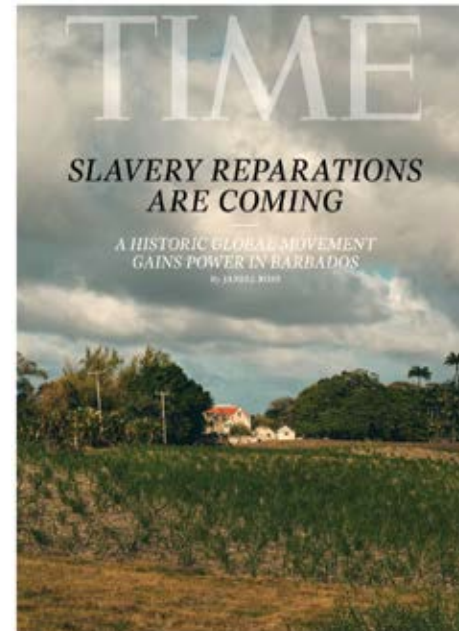


Dr. Sonjah Stanley Niaah

The Cluster aspires to be a multidisciplinary powerhouse—delving into legal, economic, scientific, and cultural dimensions of reparations—while kindling global advocacy and thought-provoking dialogue.

RESTORING DIGNITY: THE UWI LEADING THE GLOBAL REPARATIONS MOVEMENT

The UWI stands at the forefront of the global reparations movement, championing the belief that true progress begins with restoring dignity. Through reparative action, we not only heal wounds of the past but also empower our people to move forward with renewed confidence and a stronger sense of identity.



INDIGENISING THE UWI: DAWN OF A NEW ERA

The UWI is turning the page to a bold new era, reclaiming its spirit from the shadows of colonialism. For years, its narrative was woven tightly to Britain: born as a College of the University of London in 1948, its degrees once bearing the Royal Charter, its highest offices answering to the British monarch. Now, under the visionary leadership of Vice-Chancellor Sir Hilary Beckles, The UWI is stepping out of this colonial script. With landmark achievements like breaking from the Privy Council, welcoming the first Caribbean Visitor, and embracing regalia inspired by Caribbean heritage, the University now beats with a rhythm all its own. The final transformation is close: shifting the authority to grant degrees from the British Crown to the region's Treaty of Chaguaramas. This legal transformation, driven by regional leaders and legal experts, will anchor The UWI's future as a truly Caribbean institution. The journey to indigenisation is nearly complete, and the Caribbean's university stands ready to flourish on its own vibrant soil. At the 48th Meeting of CARICOM Heads in February 2025, the Vice-Chancellor and University General Council shared progress on an Inter-Governmental Agreement to establish The UWI as a Regional Institution, receiving unanimous support from all Heads of Government. This act, embraced by regional leaders, will carve The UWI's independence into Caribbean law, a lasting mark of sovereignty. The final step in decolonisation is within reach.



Her Majesty Queen Elizabeth II

The UWI is stepping out of this colonial script. With landmark achievements like breaking from the Privy Council, welcoming the first Caribbean Visitor, and embracing regalia inspired by Caribbean heritage, the University now beats with a rhythm all its own.





48th REGULAR MEETING
OF THE CONFERENCE OF
HEADS OF GOVERNMENT OF
CARICOM
BRIDGETOWN, BARBADOS | FEBRUARY 19 – 21, 2025



Strength in Unity:
Forging Caribbean Resilience,
Inclusive Growth and
Sustainable Development



An official photo at the conclusion of the opening ceremony of the 48th Caricom Heads of Government Meeting in Barbados

UWI-GLASGOW PARTNERSHIP

History was made in December 2024 as five trailblazing scholars became the world's first graduates of the Master's in Reparatory Justice—a pioneering double-degree programme by The UWI and the University of Glasgow. Developed through the Glasgow-Caribbean Centre for Development Research, the programme immerses students in the legacies of slavery and colonialism, and in the urgent pursuit of global justice. Graduates study across campuses in Jamaica, Barbados, and Scotland, gaining unique perspectives while working alongside leading experts in reparations research. Graduates like Fer Ortiz Vivas and Fanny Olsson described the experience as transformative, opening doors to global scholarship and activism. Their research spanned historic compensation schemes, gender, health, and the ongoing intersections of justice and healing. The UWI Vice-Chancellor, Sir Hilary Beckles, and Glasgow's Sir Anton Muscatelli, hailed the inaugural cohort as torchbearers for a new era in reparative justice. The ceremony was marked by powerful symbols—a Ghanaian Kente stole representing unity and the Sankofa bird, urging us to learn from the past. The milestone signalled a bold step toward a more just and equitable future, inspiring a new generation of global leaders.



Developed through the Glasgow-Caribbean Centre for Development Research, the programme immerses students in the legacies of slavery and colonialism, and in the urgent pursuit of global justice.

First students graduate from pioneering Reparatory Justice Masters Programme. A historic milestone has been reached as the first cohort of students graduates from the world's first Masters in Reparatory Justice. Pictured in the University of Glasgow Chapel

Left to right: Dr Jelmer Vos, Senior Lecturer in History; Reparatory Justice Masters graduates Nicole Whyte; Fer Ortiz Vivas, Fergal O'Donohoe; Fanny Olsson, Cordelia Asamoah and Dr Stephen Mullen, Lecturer in History. The graduation stoles worn by the scholars were a gift from Reparatory Justice Masters graduate Cordelia Asamoah to her fellow graduates. They are Kente stoles made in Ghana. The Sankofa bird is the embodiment of the Akan word meaning "go back and get it" representing the theme of "looking to the past to inform the future". The geometric symbol is Akoma Ntoso "linked hearts" metaphorically representing unity and agreement or harmony within communities.





INSTITUTE FOR MAROON AND INDIGENOUS STUDIES

A vibrant symposium on January 9, 2025, at The UWI Regional Headquarters unveiled a bold vision for an Institute for Maroon and Indigenous Studies. This groundbreaking hub aims to illuminate the rich legacy and enduring spirit of Jamaica's Maroon and Indigenous peoples, marking a pivotal moment in the Caribbean's cultural history. Vice-Chancellor Beckles championed the initiative: "The UWI has a moral duty to facilitate not just resilience but the opportunity for the Jamaica Maroons to thrive," he declared, underscoring the university's commitment to Maroon scholarship and advocacy. The Institute will unite researchers, Maroon elders, and cultural advocates to amplify Maroon voices and preserve ancestral knowledge, ensuring these stories shape Jamaica's future. The symposium was part of an initiative by the CARICOM Reparations Commission to amplify advocacy for Reparatory Justice and defend the rights of Maroons and other Indigenous communities. Dr Hilary Brown, the Programme Manager for Culture and Community Development at the CARICOM Secretariat, underscored this mission in her opening remarks, stating that "the Maroons are among the region's indigenous peoples who are due reparatory justice and have a right to development. Their issues, concerns and rights must be respected and amplified within the regional movement for reparatory justice." In furtherance of this advocacy for Indigenous Communities, a proposal to develop an Institute for Maroon Studies was presented to the University Council for approval in May 2025.



Jamaican Accompong Maroon Chief Richard Currie

The Maroons are among the region's indigenous peoples who are due reparatory justice and have a right to development. Their issues, concerns and rights must be respected and amplified within the regional movement for reparatory justice.



Indigenous Peoples (IP) community in Scotts Hall

SOUTH AFRICA HONOURS UWI

A historic partnership was forged in 2024 as The UWI signed a transformative Memorandum of Understanding (MOU) with South Africa's North-West University. Professor Sir Hilary Beckles described the moment as both "historic and emotional," reflecting the deep and enduring ties between the Caribbean and South Africa. Vice-Chancellor Beckles emphasised the historical solidarity shared by the Caribbean and South Africa, recalling, "we were in the trenches with you in the fight against Apartheid." He highlighted the parallel structures of both universities—multi-campus institutions with comparable student populations and a shared dedication to academic excellence and international accreditation. The MOU sets the stage for a robust framework of collaboration, including student and faculty exchanges, capacity building, joint research, publications, seminars, conferences, and the co-development of courses and public lectures. Professor Bismark Tyobeka, Vice-Chancellor and Principal of North-West University, expressed pride in aligning with The UWI, noting both institutions' aspirations to achieve world-class status and global recognition. North-West University, established in 2004 through the merger of historically black and white institutions, stands as a symbol of reconciliation and nation-building in post-Apartheid South Africa.



On July 30, 2025, North-West University conferred the honorary doctorate – Doctor of Philosophy (Honoris Causa) in History on Professor Sir Hilary Beckles as a testament to his lifelong effort to use history as a tool for healing and reform

North-West University, established in 2004 through the merger of historically black and white institutions, stands as a symbol of reconciliation and nation-building in post-Apartheid South Africa.



TRUMP'S POLICY SHIFT AND ITS IMPACT ON THE CARIBBEAN

A Vice-Chancellor's Forum brought together Caribbean leaders, diplomats, and scholars to discuss the region's response to significant shifts in U.S. policy under President Donald Trump. The virtual event, featured experts like Professor Jeffrey Sachs, Professor W. Andy Knight, and Ambassador Wayne McCook, who focused on how the Caribbean can bolster its resilience amid rising geopolitical instability. Speakers highlighted Trump's foreign policy as "neo-imperialism," marked by protectionist trade measures and anti-migrant rhetoric, posing new challenges for the region. Ambassador McCook underscored the risks of U.S. tariff-based trade policies and urged Caribbean countries to strengthen their internal markets and reduce non-tariff barriers. Professor Knight discussed the declining U.S. engagement with multilateral institutions, suggesting this period of uncertainty could also offer opportunities for Caribbean states to diversify diplomatic strategies, expand supply chains, and assert greater influence globally. Throughout the forum, the consensus was clear: Caribbean nations must unite, deepen regional cooperation, and proactively engage in international affairs to adapt to the evolving global landscape and secure better outcomes, turning challenges into opportunities for growth and autonomy.

The poster features the University of the West Indies logo at the top, followed by the text: "The Office of the Vice-Chancellor in collaboration with the University Office of Academic-Industry Partnerships and Planning presents a virtual". The main title is "VICE-CHANCELLOR'S FORUM" in a blue box, with the subtitle "President Trump's Great Policy Shift How Does the Caribbean Respond?" in red and black. The date and time are "Tuesday, February 18, 2025 11:00 a.m. (AST/Eastern Caribbean) | 10:00 a.m. (EST/Jamaica)".

Remarks by

- Professor Sir Hilary Beckles, Vice-Chancellor, The UWI
- Professor Justin Robinson, Pro Vice-Chancellor, Academic-Industry Partnerships and Planning, The UWI

Speakers

- Professor Jeffrey Sachs, Economist and Public Policy Analyst
- Professor W. Andy Knight, Professor of International Relations, University of Alberta
- Ambassador Wayne McCook, Assistant Secretary General, CARICOM Single Market Trade

Moderator

- Ms. Sandrea Maynard, Pro Vice-Chancellor Global Affairs, The UWI

At the bottom, it says "UWI GLOBAL WATCH ON www.uwitv.global" and a disclaimer: "The views and opinions expressed in this forum are not necessarily those of UWITV Global, The University of the West Indies, or its affiliates. Send your questions to uwitv@uwil.edu".

VC FORUMS

GLOBAL THREATS TO ACADEMIC FREEDOM

The UWI convened a Vice-Chancellor's Forum addressing the urgent threats to academic freedom and the evolving responsibilities of universities in sustainable development. Held at the UWI Regional Headquarters in Jamaica and streamed via UWI tv, the event brought together university leaders, international scholars, government officials, and students to examine how higher education must respond to a rapidly changing global landscape. Central to the discussions was the challenge of maintaining academic freedom and institutional autonomy amid declining enrolments and rising financial pressures. Professor Aldrie Henry-Lee set the tone, highlighting the need for universities to protect open inquiry despite these external challenges. Professor Canute Thompson questioned who controls the direction of research, emphasising the importance of ethical knowledge production free from undue influence. Panellists shared insights from across the globe, including reflections on the dangers of political interference, the corporatisation of education, and the precarious position of graduate students. Professor R. Clive Landis pointed to academic freedom as essential to peaceful discourse, while Dr Leahcim Semaj called for scholarship to serve as a tool for liberation rather than neutrality. The forum concluded with a strong consensus: universities must defend academic freedom and autonomy to remain engines of innovation and serve society's broader goals of sustainable development.



NEGOTIATION TRAINING

Twenty-three diplomats from across the Caribbean Community (CARICOM) graduated from a groundbreaking negotiation training programme, aimed at bolstering the region's diplomatic muscle on the world stage. Hosted at The UWI St. Augustine campus, the four-day, in-person module was delivered by the Diplomatic Academy of the Caribbean (DAOC) in partnership with the Clingendael Academy of the Netherlands Institute of International Relations. The training, which concluded on December 5, 2024, focused on equipping foreign service officers with advanced negotiation skills vital for navigating the increasingly complex international arena. Participants engaged in case studies, simulations, and peer-to-peer exchanges led by renowned negotiation expert Professor Ron Ton. Leaders from UWI and the Clingendael Academy emphasised the importance of such initiatives for small states striving for greater influence. "This module is a testament to our commitment to advancing diplomatic excellence in the region," said DAOC Manager Dr Nand Bardouille. The programme culminated in a certificate ceremony, marking a significant step forward in strengthening CARICOM's unified voice on global issues.



TRIBUTES AND HONOURS

GRADUATIONS

The UWI honoured 13 Caribbean personalities with honorary degrees during its 2024 graduation ceremonies. Spanning five campuses and a kaleidoscope of disciplines, the roll call read like a who's who of regional achievement: from the thundering pace of Grenadian Olympian Kirani James to the timeless swing of Antiguan cricket legend Sir Curtly Ambrose. Barbadian cultural icon Elombe Mottley, pioneering Jamaican music maestro Monte Blake, and human rights champion Ambassador Dr W. Aubrey Webson were among the luminaries celebrated. The ceremonies, held from October 12 to November 9, shone a spotlight on trailblazers in medicine, education, sport, science, business, and the arts. Figures like Dame Susan Dougan, the Governor General of St. Vincent and the Grenadines, and Dr Patricia Rodney, Guyanese medical and human rights advocate, underscored the region's rich tapestry of excellence and social impact. In a celebration that fused tradition with inspiration, The UWI's honorary degrees served as a beacon—illuminating the Caribbean's enduring legacy and the promise of its future.



2025 HONORARY GRADUATES

Sir Curtly Elconn Lynwall Ambrose for contributions to Cricket – Doctor of Laws (LLD)

His Excellency Ambassador Dr W. Aubrey Webson for his work in Human Rights Advocacy – Doctor of Laws (LLD)

Dame Susan Dilys Dougan for her public service and work in Education – Doctor of Laws (LLD)

Sir Trevor Hassell for his contribution to Medicine – Doctor of Science (DSc)

The Most Honourable Elton Deighton Elombe Mottley for his contribution to the development of Culture and the Arts – Doctor of Letters (DLitt)

Mr Ralph Taylor for his work in the Tourism sector – Doctor of Laws (LLD)

Dr Maniram Ragbir for his work as a Plastic/Reconstructive Surgeon – Doctor of Science (DSc)

Dr Patricia Rodney for her work as a Medical Practitioner and Human Rights Defender – Doctor of Science (DSc)

Mr Donald Anderson, CD for his work as an Entrepreneur/Market Researcher/Sport Administrator – Doctor of Laws (LLD)

Mr Monte Blake for his pioneering work in music – Doctor of Letters (DLitt)

Mr Courtney Campbell for his work as an Entrepreneur/Philanthropist – Doctor of Laws (LLD)

Dr Conrad Douglas, CD for his contribution to the development of the Bauxite Industry – Doctor of Laws (LLD)

Mr Kirani James of Grenada for excellence in Athletics – Doctor of Laws (LLD)

NEW ACADEMIC REGALIA

The UWI ushered in a new era at its 2024 graduation ceremonies by unveiling a vibrant collection of redesigned academic regalia. This marked the first major change to the institution's ceremonial dress in over 75 years, symbolising The UWI's ongoing journey toward full independence from its colonial roots. The new gowns were developed through a consultative process with the university community. Staff members Dr Rajeev Venugopal and Dara Jordan-Brown, working alongside renowned Jamaican designer Tonycia Jarrett, created regalia that celebrated Caribbean culture. The designs incorporated bold colours, regional textures, and distinctive elements from The UWI's brand identity. The regalia were manufactured locally by Donald Mirander (Rednarim), using climate-appropriate, sustainable fabrics that reflected both environmental responsibility and regional pride. Vice-Chancellor Professor Sir Hilary Beckles described the new academic dress as "both symbolic and significant," noting that it represented another step in The UWI's ongoing decolonisation. The regalia became more than attire—it is a statement of the university's heritage and aspirations. This transformation followed other landmark changes, such as the 2019 transfer of the Office of the Visitor from the British monarchy to local Caribbean authority, bringing The UWI closer to its goal of being a fully Caribbean institution.



NEW YORK LITERARY FESTIVAL HONOURS SIR HILARY



New York Mayor Eric Adams

The Brooklyn Caribbean Literary Festival (BCLF), a beacon for Caribbean voices since 2019, honoured Vice-Chancellor, Professor Sir Hilary Beckles, with its prestigious award. New York Mayor Eric Adams presented the accolade, lauding Beckles' "outstanding

contributions" as a writer, educator, and historian who has shaped the cultural landscape. During the festival's "Rebel Islands" segment at the Weeksville Heritage Centre, Vice-Chancellor Beckles captivated the audience, delving into the Caribbean's rich history and his unwavering commitment to education. Accepting his honour, he credited The UWI's mission: "We have an eternal duty to provide literary and intellectual responses to the challenges we face."



UWI STUDENTS FOR WEST INDIES TEAM

Former UWI student cricketers Amir Jangoo and Jediah Blades made their debut for the West Indies Men's Cricket Team in December 2024, marking a significant achievement for UWI's sporting community. Both athletes first gained recognition on the Combined Campuses and Colleges (CCC) cricket teams, which serve as a springboard for regional talent to reach national and international levels. Amir Jangoo, a graduate of UWI St. Augustine with a BSc in Environmental and Natural Resource Management, made headlines by scoring an unbeaten 104 runs in his first One-Day International (ODI) against Bangladesh. His century makes him only the second West Indian to achieve this feat on debut, placing him alongside cricket legend Desmond Haynes. Jangoo's performance not only earned him the "Player of the Match" title but also helped the West Indies secure a 3-0 series sweep with a record run chase at Warner Park. Jediah Blades, a UWI Cave Hill graduate in Management, debuted as a left-arm medium pacer in the same ODI. Despite limited professional experience, Blades' selection highlights UWI's role in nurturing future cricket stars. Vice-Chancellor Beckles praised the duo, celebrating their blend of academic and athletic excellence.



Amir Jangoo



Jediah Blades

UWI LONDON FUNDRAISING GALA

The stately halls of Lincoln's Inn pulsed with the vibrant spirit of the Caribbean as The UWI hosted its inaugural London Benefit Dinner on November 16, 2024. Under the patronage of the eminent Professor Shirley Thompson, guests gathered to celebrate excellence, legacy, and hope. The black-tie gala shimmered with inspiration as London's historic venue transformed into a beacon of Caribbean pride and unity. Centred on the theme 'Educate to Elevate', the evening raised vital funds for postgraduate scholarships, empowering students at the forefront of climate research and social innovation. Facing the existential threats of climate change, The UWI's commitment to supporting the next generation of leaders and changemakers shone through every facet of the event, which honoured a distinguished cadre as follows:

Luminary Award

- **Baroness Floella Benjamin** (Actor, singer, politician, presenter and former Chancellor of the University of Exeter);
- **Dr Donette Chin-Loy Chang** (Entrepreneur, philanthropist and Chancellor of Toronto Metropolitan University);
- **Sir Lenny Henry** (Actor, comedian, co-founder of Comic Relief and former Chancellor of Birmingham City University)
- **Dr Willard Wigan**, MBE (World-renowned micro-sculptor);
- **Lord Simon Woolley**, CBE (Principal, Homerton College, University of Cambridge and co-founder, Operation Black Vote).

Vice-Chancellor's Award

- **Mr Peter Cohen** (Entrepreneur and philanthropist)

Chancellor's Award

- **bpTT**



Baroness Floella Benjamin speaking at the London Benefit Dinner



Centred on the theme 'Educate to Elevate', the evening raised vital funds for postgraduate scholarships, empowering students at the forefront of climate research and social innovation.

GLOBAL FUNDRAISING

UWI TORONTO FUNDRAISING GALA

On April 26, 2025, under the chandeliers of Toronto’s Ritz-Carlton, the 16th Annual UWI Toronto Benefit Awards unfurled a night brimming with hope, purpose, and Caribbean flair. Nearly 500 guests gathered in black-tie splendour, ignited by a shared belief in the transformative power of education. Themed “Bridging the Gap,” the evening raised a record-breaking \$460,000, fuelling scholarships that open doors for aspiring students across the Caribbean. “Education is a powerful bridge that spans the divide between poverty and empowerment,” declared Dr Donette Chin-Loy Chang, Co-Patron, capturing the night’s spirit of upliftment and unity. Student voices rang loudest—scholarship recipients Christina and Lianne Williams moved the crowd with stories of dreams realised and barriers overcome. The night soared on musical heights, too, with Tessanne Chin’s electrifying performance and a spirited live auction, all forging unforgettable memories and a legacy of giving.

The 2025 honourees included:

Luminary Award

- **Dr Jason Drew Harrow** (Kardinal Offishall) – Multi-platinum rapper, Def Jam A&R, Canada’s Got Talent judge
- G. Raymond Chang Award: **Myron and Berna Garron** – Philanthropists for paediatric and Canadian healthcare

Vice-Chancellor’s Award

- **Dr Mark Beckles**, President & CEO, Nelson Mandela Children’s Fund (Canada)
- **Ms Patricia DeGuire**, Chief Commissioner, Ontario Human Rights Commission
- **Ms Leslie Woo**, CEO, CivicAction; Founder of shebuildscities.org

Chancellor’s Award

- **Onyx Initiative** – Organisation addressing the Black employment gap in corporate Canada



(From Left) UWI Chancellor Dodridge Miller, Scotiabank Senior VP Audrey Tugwell Henry, UWI Toronto Benefit Awards co-patron Donette Chin-Loy Chang, Scotiabank Executive VP Anya Schnoor & UWI Vice-Chancellor Hilary Beckles (Photo by Ron Fanfair)

Themed “Bridging the Gap,” the evening raised a record-breaking \$460,000, fuelling scholarships that open doors for aspiring students across the Caribbean.



UWI NEW YORK FUNDRAISING GALA

On April 4, 2025, the American Foundation for the University of the West Indies (AFUWI) transformed 583 Park Avenue into a vibrant celebration of Caribbean excellence. The 28th Annual Scholarship Awards Gala, themed 'The Legacy Continues,' honoured trailblazers whose vision and service have shaped nations and inspired generations. Sen. Audrey Marks—former Jamaican Ambassador to the United States and current Minister of Efficiency, Innovation and Digital Transformation—was celebrated with the Trailblazer Award for her pioneering diplomacy, steadfast service to the Caribbean diaspora, and unwavering commitment to nation-building. Other honourees were Althea Brown (Vice-Chancellor's Award); William Mahfood (Chancellor's Award and Corporate Award); Dominican Olympian Thea La Fond-Gadson (Salute to Caribbean Gold Award); Cedric Gayle, Esq. (Pelican Award); and Half Moon Hotel (Pinnacle Award). "We're so honoured this evening by your presence," Vice-Chancellor Beckles told the gala ceremony. "I honour you for your continued support of our university." In addressing patrons, New York City Mayor Eric Adams urged them to "make some more contributions tonight. "I thank you for what you do here in New York," he added. Executive Director, AFUWI, Ann-Marie Grant noted that all proceeds from the Gala support scholarships for "financially disadvantaged yet high-achieving students at The UWI and since its founding, AFUWI has awarded about 650 scholarships and bursaries to students across the Caribbean. "The annual Gala is a cornerstone fundraising event, generating vital support for the next generation of Caribbean leaders," Grant said.



Senator Ambassador Audrey Marks (centre) accepting the Trailblazer Award from Don Christian, senior partner, Pricewaterhouse Coopers. At right is Professor Sir Hilary Beckles, UWI Vice-Chancellor and Dr. Cyrus McCalla, Chairman of AFUWI

AFUWI has awarded about 650 scholarships and bursaries to students across the Caribbean. "The annual Gala is a cornerstone fundraising event, generating vital support for the next generation of Caribbean leaders,"



GLOBAL FUNDRAISING



THE 2025 HONOUREES

Thea LaFond-Gadson
2024 Olympic Gold Medalist, Triple Jump
Salute to Caribbean Gold Award

Cedric Gayle, Esq.
The Pelican Award

The Half Moon Hotel
Pinnacle Award for Excellence in Global
Hospitality Services

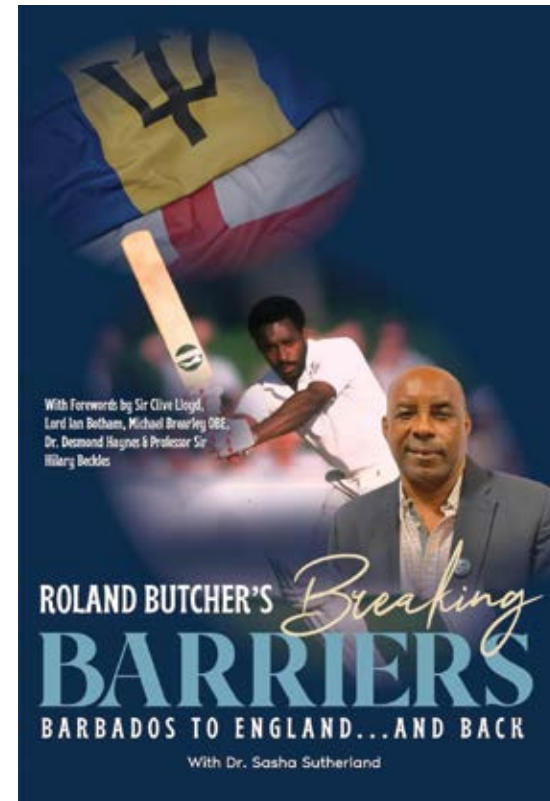
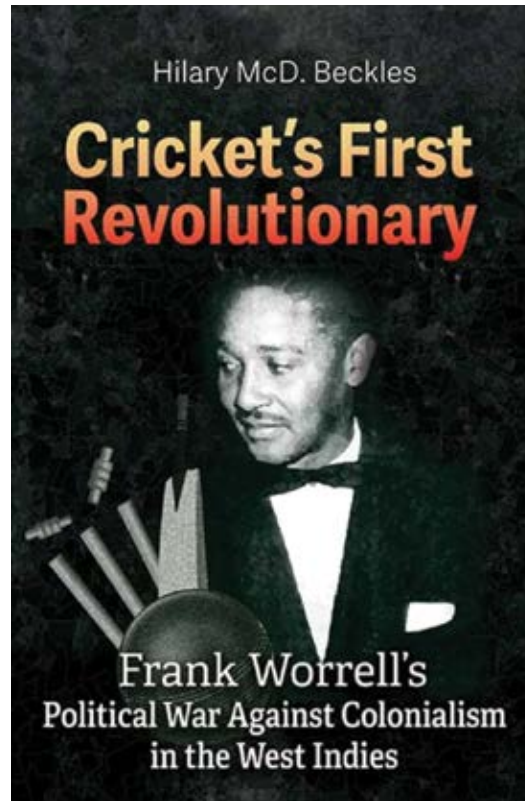
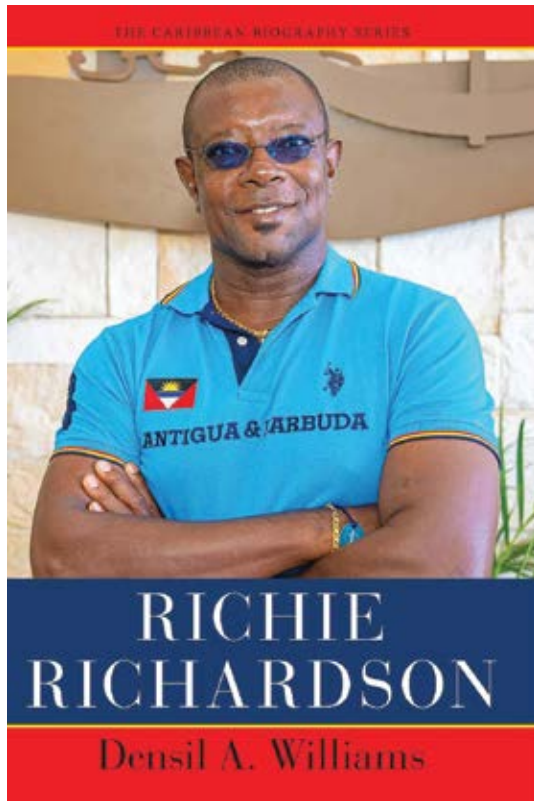
Althea Brown
Managing Director, Chief Legal Officer &
Corporate Secretary, LPL Financial
Vice Chancellor's Achievement Award
for Excellence in Legal Financial Advisory
Services

William Mahfood
Chairman, WISYNCO GROUP
Chancellor's Award for Global Business
Leadership & Philanthropy

WISYNCO GROUP
Corporate Award for Business Excellence

Senator, The Honorable Audrey Marks
Min. of Efficiency,
Innovation & Digital Transformation
Trailblazer Award for Excellence
in Diplomacy,
Service to the Diaspora
in the USA & Nation-building

TRIBUTES IN PRINT: NEW BIOGRAPHIES ON RICHARDSON, WORRELL AND BUTCHER UNVEILED



UWI PRESS TAKES HOME TWO PRESTIGIOUS CARIBBEAN AWARDS

The UWI Press achieved significant recognition, winning two esteemed Caribbean awards for its publications. “Near a Plantation: Free Villages of Barbados, 1840-1945” by Professor Emeritus Sir Woodville Marshall secured the 2025 Elsa Goveia Memorial Book Prize, an honour bestowed by the Association of Caribbean Historians for outstanding contributions to regional history. Marshall’s book offers a transformative analysis of post-slavery Barbados, using wills and deeds to challenge prevailing assumptions about the development of free villages and the experiences of former slaves. Meanwhile, “Politics in an Island State: Wills O. Isaacs and Jamaica’s Struggle for Development” by Professor Emerita Diane Austin-Broos earned third place in the 2025 Gordon K. and Sybil Lewis Award from the Caribbean Studies Association. The book provides a nuanced portrait of Jamaican politics, focusing on the life and impact of Wills O. Isaacs and presenting a counter-narrative to common perceptions of chaos and crime. Director of UWI Press, Christine A. Randle, celebrated these achievements as a testament to the publisher’s legacy of promoting scholarly Caribbean works.



Professor Densil A. Williams, Chair, Board of UWI Press



Christine Randle, Director, UWI Press

PASSING OF GIANTS

The UWI and the Caribbean region mourned giants whose lives shaped the heart and future of the region. **Sir Keith Hunte**, a beacon of academic excellence and unity, led The UWI Cave Hill with humility and warmth, mentoring generations and fostering harmony. **Sir Shridath “Sonny” Ramphal**, a visionary leader, served as UWI Chancellor and Commonwealth Secretary General, leaving his mark on Caribbean unity, democracy, and international diplomacy. **Professor Sir Fitzroy “Roy” Augier**, an iconic educator and historian, inspired the Caribbean to tell its own story, driving decolonisation and regional education through groundbreaking works and leadership. **Professor Hazel Simmons-McDonald**, a distinguished linguist and educator whose vibrant intellect and energy transformed every role she held at The UWI—from her impactful teaching and leadership at Cave Hill to shaping regional and global education as the first Principal and Pro Vice-Chancellor of the Open Campus. Her contributions as scholar, poet, and administrator enriched Caribbean intellectual life. These titans leave an enduring legacy, their spirits forever woven into the tapestry of Caribbean progress.



Sir Keith Hunte



Professor Sir Fitzroy “Roy” Augier



Professor Hazel Simmons-McDonald



Sir Shridath “Sonny” Ramphal

CAMPUS AND CENTRE REPORTS



**PROFESSOR
R. CLIVE LANDIS
PRO VICE-CHANCELLOR
AND CAMPUS PRINCIPAL**

CAVE HILL CAMPUS BARBADOS



The period 2024/2025 was one of renewal, adaptation, and strategic advancement for the UWI Cave Hill Campus as it responded to emerging national imperatives and demonstrated its commitment to academic excellence, institutional resilience, and sustainable growth.

Enrolment and Graduation

By January 2025, Cave Hill had 5,935 students—4,959 undergraduates and 976 postgraduates—with 1,398 graduates. The Student Enrolment and Retention Unit (SERU) expanded outreach through in-person events and targeted online campaigns, boosting local and international recruitment. SERU's Instagram surpassed 2,750 followers, and the International Office's page neared 1,500.

Curriculum Renewal

Cave Hill updated its academic programmes to meet Caribbean needs. It revised the BSc in Pre-Clinical Sciences, introduced a new BSc Minor in Food Science, launched new Finance programmes, and introduced postgraduate innovations in Psychology, Competition Law & Policy, Arbitration Tribunal Advocacy, and several specialised MBAs.

Strategic Partnerships and Scholarships

Internationalisation accelerated: Humanities strengthened exchanges with Colombia, Puerto Rico, and Florida. Law launched two LLMs, Dayton and MOU with Athabasca, enabling diploma-to-degree progression and increased scholarships. Medical Sciences partnered with PAHO, CARPHA, and CXC to modernise health training. Music students gained scholarships and mentorship from A&B Music Supplies Ltd., showcasing growing industry links.

Industry Alignment and Research Commercialisation

Cave Hill's George Alleyne Chronic Disease Research Centre partnered with Banks Holdings Ltd. to create low-calorie, tropical-flavoured meal-replacement shakes for diabetes, produced by Pine Hill Dairy. This rapid translation of research into products supports UWI's "Revenue Revolution" and delivers societal and economic benefits.



Agreement with A&B Music Supplies

Community Engagement and Sustainability

CAGRI ran a six-week agricultural training with the Barbados Prison Service to enable sustainable food production and inmate rehabilitation. Its Layer Cage Building Workshop trained 87 people to construct poultry cages, helping relieve egg shortages and foster food security. These actions reinforce Cave Hill’s role in community sustainability.

Regional Leadership in Climate Justice

UWI Cave Hill played a leading role in regional climate justice advocacy. The Faculty of Law and Shridath Ramphal Centre hosted the Caribbean ICJ Advocacy Clinic on Climate Change, preparing the region’s legal team for international court appearances. The Clinic emphasised the economic risks of climate change for the Caribbean and advocated for clear obligations under international law regarding greenhouse gas emissions. In December 2024, the SRC’s Director represented Saint Lucia at the ICJ, making a case for Small Island Developing States.



Layer Cage Building Workshop

Digital Transformation and Institutional Agility

The Campus achieved significant milestones in digital transformation. The launch of the Cave Hill Impact research website improved public access to research data and enhanced engagement with industry and policy stakeholders. The Banner SaaS modernisation project streamlined academic and administrative workflows, increasing productivity and responsiveness. Upgrades in HR, admissions, student services, and finance, scheduled for completion by June 2026, will further modernise operations. Verifiable digital certificates for professional programmes were implemented, advancing credential security and global portability.

Aviation Training Innovation

The Sagcor Cave Hill School of Business and Management established the region’s first Approved Training Organisation (ATO) for aviation, in partnership with the Barbados Civil Aviation Authority, BAASec, and CAE Inc. The ATO’s Ground School, opened in January 2026, provides technologically advanced, AI-enabled training

CAVE HILL CAMPUS REPORT

for aspiring commercial pilots. This initiative addresses a longstanding gap in regional aviation education, with phased expansion planned through 2027.

Revenue-Generating Sporting Events

The 3Ws Oval hosted its first official international cricket series during the South Africa vs West Indies Women's ODI and T20 matches in June 2025, generating income through facility rentals and raising the Campus's sporting profile.

Cultural and Institutional Milestones

The Cecil Cyrus Caribbean Museum of Medical History was launched in May 2025, housing a landmark collection of medical artefacts and supporting digital access for education and research. The School for Graduate Studies and Research was renamed in honour of Emerita Professor V Eudine Barriteau, the first woman to hold several senior leadership roles at Cave Hill.

Athletic Achievements

The UWI Blackbirds men's football team won the inaugural Prime Minister's Cup, securing a grand prize of BBD 100,000. The cricket team clinched the 2025 Barbados Cricket Association T20 Cup—its seventh such title.



Aviation Ground School Student



Football - Teams 2024 (UWI Blackbirds) - Celebrating



Cricket Champions



Chancellor's Installation Ceremony hosted at The UWI Cave Hill Campus

Leadership Transition

Dr the Most Honourable Dodridge D Miller was installed as The UWI's seventh Chancellor, bringing decades of leadership in banking and financial services to the role.

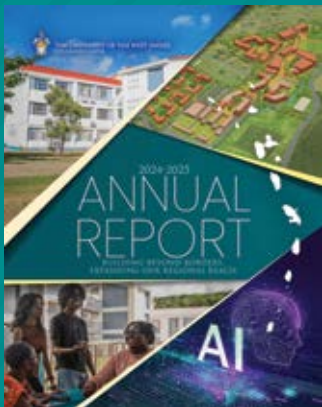
Conclusion

The 2024/2025 period at UWI Cave Hill was characterised by strategic growth, academic innovation, expanded partnerships, and deeper community engagement. Emphasis on digital transformation, industry collaboration, sustainability, and regional leadership positioned the Campus to advance its mission of academic excellence and societal impact.



**PROFESSOR
C. JUSTIN ROBINSON
PRO VICE-CHANCELLOR
AND CAMPUS PRINCIPAL**

FIVE ISLANDS CAMPUS ANTIGUA AND BARBUDA



The UWI Five Islands Campus (FIC) experienced remarkable growth, operational maturity, and expanded regional influence during the 2024/2025 academic year, positioning the Campus as a leading driver of tertiary education and innovation in the Eastern Caribbean.

Enrolment and Financial Performance

Total enrolment surged by 77%, reaching 1,403 students, and Semester One enrolment surpassed 1,000 for the first time. Tuition revenue climbed 65% to EC\$7.08 million, with total revenue at EC\$29.31 million, reflecting a robust financial trajectory. This increase was driven by technology-driven improvements to the applicant pipeline, including automated admissions, enhanced reporting, and coordinated applicant engagement. These measures improved conversion rates and the overall student experience.

EXPANSION OF ACCESS AND STUDENT SUCCESS

The Campus expanded access across undergraduate, postgraduate, and short-course offerings, emphasising education as a tool for transformation. Awards to learners increased from 132 in 2022 to 341 in 2024. Purposeful community engagement led to a participant from the prison community delivering the valedictory address, exemplifying the impact of UWI's Seeds of Hope Programme, which fosters rehabilitation through education. Facility upgrades included a new student computer lab, a multi-science laboratory, informal learning spaces, and improved amenities, all contributing to a more inclusive and supportive student environment. The Campus also broadened its regional reach, attracting students from across the OECS and deepening engagement with secondary schools.

INDUSTRY ALIGNMENT AND EXTERNAL ENGAGEMENT

FIC strengthened industry alignment and employability through initiatives such as the annual Career Expo, which brought together employers, students, and secondary school participants. The Campus hosted the Pan American Health Organisation's HEARTS Initiative, a first for university campuses globally, highlighting FIC's growing stature in health leadership. Academic and public engagement advanced through high-profile events, including a public lecture by Professor Mario Sousa, the second annual Caribbean Artificial Intelligence Conference, and the 26th Annual SALISES Conference, enhancing FIC's reputation as a hub for research and policy dialogue.

Community and Philanthropy

Community partnerships flourished, notably through the adoption of Five Islands Primary School and successful fundraising events. The Campus fostered inclusivity and national pride by hosting the Independence Village and Food Fair. Student support was bolstered by philanthropic initiatives, including the donation of 20 laptops, and health outreach was maintained via recurring wellness campaigns.

Academic Programme Development and Quality

The academic portfolio evolved to address regional workforce needs, with preparatory work underway for new programmes in health sciences, food and agriculture, and legal studies. Institutional quality was affirmed through renewal of registration by the Antigua and Barbuda National Accreditation Board. FIC Insights, a feedback system, was launched to enhance responsiveness and continuous improvement in service delivery.



The Re-Registration of FIC with ABNAB

Research and Scholarly Engagement

Research capacity expanded, anchored by the Centre of Excellence for Oceanography and Blue Economy. The BEACON Project's selection as a finalist in a UN Global Call and a US\$250,000 partnership with the International Seabed Authority marked major advances for marine science and climate resilience research. Faculty contributed significantly to regional and international scholarship, reinforcing FIC's growing research profile.

Staffing and Institutional Capacity

The Campus expanded its human resource base with new academic and professional appointments, enhanced performance management, and ongoing staff development. These efforts supported the needs of a growing student population and underpinned institutional effectiveness.

OPERATIONAL AGILITY AND MODERNISATION

The modernisation agenda advanced rapidly with the deployment of Banner SaaS, including Student and Finance modules, achieving record implementation timelines. Academic technology support, classroom readiness, and service desk operations were enhanced to ensure a stable digital learning environment. Communication and coordination with UWI stakeholders improved and strengthened operational responsiveness.

Financial Sustainability

Financial sustainability improved alongside operational growth. Revenue increased by 19%, staff costs as a proportion of revenue declined, and total assets reached EC\$35.14 million. The accumulated surplus rose to EC\$29.55 million, providing a solid base for future investment and programme growth.

Innovation and Entrepreneurial Initiatives

FIC advanced innovation and entrepreneurship through platforms such as the Caribbean AI Conference and community webinars, fostering applied learning, skills development, and industry partnerships. The Campus prioritised innovation in student recruitment through initiatives such as Walk-In Wednesday clinics, which provide real-time support to prospective students. Plans for dedicated innovation and practical learning spaces were embedded in expansion blueprints, supporting future enterprise and creativity.

Conclusion

The year closed with the Five Islands Campus firmly positioned for continued growth and leadership within the UWI system and the wider Caribbean. Achievements in enrolment, revenue generation, academic development, research, community engagement, and operational modernisation underscore FIC's role as a responsive, accessible, and self-sustaining institution. The Campus is on a trajectory to deepen its regional impact as it enters its next phase of development.



The Banner SaaS Go-Live Prep Session



The FIC AI Conference - 2024-2025



The Admissions Walk-In Wednesdays Clinic

A NEW DAWN FOR EDUCATION IN ST. VINCENT & THE GRENADINES

Amid the lush vibrancy of Kingstown, The UWI Global Campus unfurled its newest chapter with the grand opening of its expanded facilities on May 23, 2025. This dazzling addition, a modern 21,568 sq. ft. hub, is more than bricks and mortar—it's a beacon of opportunity, boasting state-of-the-art classrooms, labs, a library, and welcoming spaces that blend heritage and innovation. At the heart of this milestone stood Prime Minister Dr The Hon Ralph E. Gonsalves, who, with palpable pride, called it “a highly significant moment” for the nation. His vision for accessible education echoed through the halls, as he urged youth to embrace their potential and unlock the “hidden genius within the Vincentian people.” For Vice-Chancellor Professor Sir Hilary Beckles, the day marked a triumph of perseverance—a testament to collaborative resolve that transformed past doubts into a springboard for the future. With graduation rates soaring by 92% in just four years, the Global Campus now stands as the crown jewel of UWI sites, nurturing hope, empowering families, and cementing a legacy of lifelong learning for generations to come.



Cutting of the Ribbon being performed by Dame Susan Dougan, Governor-General of St Vincent and the Grenadines and Dr. The Honourable Ralph E. Gonsalves, Prime Minister of St. Vincent & the Grenadines, while Professor Sir Hilary Beckles, Vice-Chancellor of The UWI (3rd left), Dr. Francis O. Severin, Pro Vice-Chancellor and Principal of The UWI Global Campus (4th right) along with other members of The UWI look on



Seated (l-r) Dr Cheryl Sloley, Director, Global Campus Sites, Professor Sir Hilary Beckles, Vice-Chancellor of The UWI, Dr. The Honourable Ralph E. Gonsalves, Prime Minister of St. Vincent & the Grenadines and Dr. Francis O. Severin, Pro Vice-Chancellor and Principal of The UWI Global Campus



A section of the audience in attendance at the Opening Ceremony



DR. FRANCIS SEVERIN
PRO VICE-CHANCELLOR
AND CAMPUS PRINCIPAL

GLOBAL CAMPUS



The UWI Global Campus made significant strides in 2024/2025. Through expanded enrolment, innovative partnerships, strengthened alumni engagement, impactful research, and digital transformation, the Campus continued to drive institutional growth and support regional development.

ACCESS

The Global Campus increased access to higher education through targeted growth in fee-paying student numbers in both online and face-to-face modalities. Notably, St. Vincent and the Grenadines saw a rise in government scholarship awardees from 359 (2022/2023) to 761 (2024/2025), with the Site reopening in a new location. In Saint Lucia, 15 students benefited from the UNIPASS Grant, while collaboration in the Cayman Islands led to 27 full financial sponsorships. The Business Development Unit (BDU) facilitated partnerships, including a Franchise Agreement with PREU Polytech, which enrolled 112 students and generated US\$85,650 in revenue.

Enrolment in non-senate-approved programmes also grew. Antigua and Barbuda enrolled 289 students in Continuing and Professional Education (CPE) courses, generating BDS\$166,141, while a bespoke programme in The Bahamas for the Water and Sewerage Corporation earned US\$40,000. Belize delivered 26 CPE courses to 453 students and secured a BZ\$127,987.50 contract with the Central Bank of Belize. Dominica launched a hands-on Sustainable Agriculture Farmer Field School with support from the Commonwealth of Learning (CAD\$10,000 grant).

Quality Assurance and Student Experience

The Student Experience Unit (SEU) resolved 81% of 425 reported cases, primarily financial and registration issues. The establishment of the Student Experience Enhancement (SEE) Task Force enabled cross-departmental action on student feedback, while reports on Required to Withdraw (RTW) trends and pass/fail rates informed support strategies, particularly for numerical courses. The Continuing and Professional Education Centre (CPEC) introduced the 'Lunch and

Learn Series' and implemented structured Communication Guidelines, enhancing professional standards and resource sharing.

The Global Campus Centre for Excellence in Teaching and Learning (CETL), launched in February 2025, centralised staff training and professional development. Two online Research Supervisor Development Courses were delivered collaboratively with the School for Graduate Studies and Research.

Graduate Studies and Research (GSR) hosted a Postgraduate Town Hall to address student concerns, resulting in improved communication strategies and the timely distribution of course guides.

Research and Impact

The Consortium for Social Development and Research (CSDR) led high-impact research, including studies on contract employment, public-sector compensation, and Gen Z workforce aspirations. The Women and Development Unit (WAND) initiated TrackGBV to examine gender bias in judicial decisions. Presentations by Site Heads contributed to policy discourse on AI and online student support.

ALIGNMENT

Research funding increased, with the CSDR securing CAD\$150,000 for research on femicide. The Special Initiatives Unit (SIU) obtained US\$398,346.94 across four funded projects, including the Caribbean Digital Transformation Project (CARDTP) with a contract value of US\$232,740.



Trevelyan Bursary awardees and members of the Trevelyan family Global Campus Grenada Site



Participants from the Bahamas Water and Sewage Corporation who attended the Training



Criminal Mediation facilitators and participants at the Global Campus Belize Site



Group of Students from at the Preparing Today for Tomorrow's Challenges Programme Recognition Ceremony

Alumni engagement was strengthened through Top Tier Talks, the 'Preparing Today for Tomorrow's Challenges' programme, and the VISA/IAD Scholarship Programme, which provided over US\$14,000 in scholarships. Community partnerships expanded, and alumni involvement was deepened across Global Campus Sites through events, professional networking, and facility rentals.

Commercial Operations

Entrepreneurial revenue reached US\$1.59M, up from US\$1.58M the previous year, supported by the expansion of online courses and training workshops. Global Campus Sites earned over US\$100,000 from commercial projects, with facilities rental as a key contributor. The Business Development Unit secured new budgets and managed major partnerships, including with the Jamaica Defence Force.

AGILITY

Financial Health

CSDR mobilised over US\$393,000 through various projects, including collective bargaining research and women's leadership training in Saint Kitts and Nevis. Revenue-generating initiatives at Global Campus Sites included entrepreneurship training in The Bahamas (US\$42,000 in grants) and specialised training in Jamaica Eastern (US\$16,870.71). In Grenada, sponsorships and reparations-funded bursaries provided over US\$127,000 in support to students.

Team Development and Digital Transformation

Global Campus Sites prioritised building a Creative, Caring, Accountable, Motivated, Professional (CAMP) Team through retreats, workshops, and community outreach. The Show Up! Spruce Up! Labour Day Beautification Project exemplified this ethos.

The Digital Learning Innovation (DLI) Unit contributed to the University's ICT showcase, highlighting the use of Augmented and Virtual Reality in disaster management training. The prototype AI chatbot, GLO, was presented to enhance students' access to information on policy and practice, with a phased implementation plan.

Conclusion

The Global Campus demonstrated strong alignment with the University's strategic objectives in 2024/2025. Through increased enrolment, revenue diversification, impactful research, digital innovation, and a focus on student and alumni engagement, it continues to play a pivotal role in shaping the future of higher education and regional development.



Labour Day Beautification Project Team Global Campus Jamaica Eastern

Global Campus Sites prioritised building a Creative, Caring, Accountable, Motivated, Professional (CAMP) Team through retreats, workshops, and community outreach. The Show Up! Spruce Up! Labour Day Beautification Project exemplified this ethos.



**PROFESSOR
DENSIL A. WILLIAMS
PRO VICE-CHANCELLOR
AND CAMPUS PRINCIPAL**

MONA CAMPUS JAMAICA



In 2024/2025, UWI Mona drove bold advances toward sustainable futures by broadening access to tertiary education, forging industry links, and capturing new opportunities.

Expansion of Access to Tertiary Education

UWI Mona accelerated its mission by enhancing teaching and learning and prioritising student financial support to overcome social challenges. When bursaries for key programmes ended, the Office of Student Financing attracted eight new scholarship donors, including the Jossette Lewis Smikle and William McConnell Nursing Scholarships. For 2024/2025, OSF awarded approximately J\$299 million in scholarships.

More than J\$160 million was invested in upgrades to student housing and Wi-Fi. The Mona Infrastructure Restoration Fund (MIRF) was established to drive further infrastructure renewal.

The UWI STAR initiative expanded flexible, market-oriented short courses and professional programmes, tailoring offerings closely to workforce needs and student aspirations.



Launch of the UWISTAR programme, May 29, 2025

Alignment Between Industry and Academia for Wealth Creation

UWI Mona forged deeper partnerships with industry and government to catalyse economic growth. The new Fiscal Research Centre (FRC)—created with the Faculty of Social Sciences, the Finance Ministry, the IDB, and the University of Ottawa—secured J\$200 million (Government) and US\$400,000 (IDB) to produce policy-shaping research for Jamaica and the Caribbean.

The crXstal laboratory supported the Caribbean Crystallography School (CCS), establishing it as a regional hub for X-ray science, which involves analysing the internal structure of materials using X-rays. CCS supported research and industry in mining, agriculture, and pharmaceuticals.

UWI Mona launched the Precision Cybersecurity Lab with a US\$75,000 investment. The lab bolstered Jamaica’s digital security by combating online threats, such as hacking and data breaches, and by training students to identify and counter cyberattacks in the region.

UWI Mona joined the BIGEE project, a five-year initiative supporting technology development and entrepreneurship, backed by the Development Bank of Jamaica, the IDB, and the EU.

UWI Mona chaired the 20th International Conference on Design Science Research in Information Systems and Technology (DESIRIST). Over 100 participants attended. The programme focused on design science research and AI’s applications in industry, promoting collaboration between academia and business.

Agility to Utilise National, Regional, and Global Opportunities

To drive long-term transformation, the Campus spearheaded initiatives at national and international levels. The Department of Chemistry joined JMEA as an Associate Member to strengthen ties with the manufacturing and exporting sectors, expand knowledge, and stimulate industrial innovation.

UWI Mona and the Commonwealth of Learning (COL) co-hosted a Regional Stakeholder Meeting. Ministries, higher education institutions, quality assurance agencies, and industry partners attended to advance frameworks for micro-credentials—short courses or certifications focused on specific skills, usually delivered online



The signing of MOU for the establishment of the Fiscal Research Centre. From left: Mr David Rosenblatt, Regional Economic Advisor, IDB; Mr. Kevin Page, IFSD President; Principal Professor Densil Williams and Hon. Dr Nigel Clarke, (then) Minister of Finance and the Public Service.



Participants at the DESIRIST Conference, June 2–4, 2025



Participants in the COL Regional Stakeholder Meeting

or in a blended format, designed to quickly address skills gaps—and credit transfer, allowing academic credits to be recognised and accepted between different Caribbean institutions. Stakeholders highlighted micro-credentials as flexible, competency-based pathways aligned with labour-market needs. They recommended forming a CARICOM Technical Working Group to update the Qualifications Framework, which sets out the official levels and standards for educational achievement in the region.

The UWI/VM Distinguished Lecture Series advanced dialogue on digital transformation, research innovation, and social justice. Notable events included:

- **Keynote by Professor Bharat Anand (Harvard University):** Addressed residential and online teaching in the digital economy and hybrid classroom strategies.
- **Faculty Forum:** Facilitated discussions on pedagogical innovation.

Stakeholders highlighted micro-credentials as flexible, competency-based pathways aligned with labour-market needs.

- **Breakfast with CEOs:** Addressed digital transformation and leadership in a rapidly changing economy.
- **The 5th Mixed Methods Caribbean Regional Conference:** Addressed research and collaboration between academia, industry, and policy.
- **Malcolm-X Centennial Lecture:** Commemorated Malcolm-X's legacy, with Reverend Kobi Little as speaker.

Conclusion

In 2024/2025, UWI Mona empowered people, upgraded infrastructure, and forged partnerships to build sustainable futures, bolstering its ability to confront social challenges and drive national and regional development. These achievements underscored UWI Mona's commitment to excellence, justice, and progress.



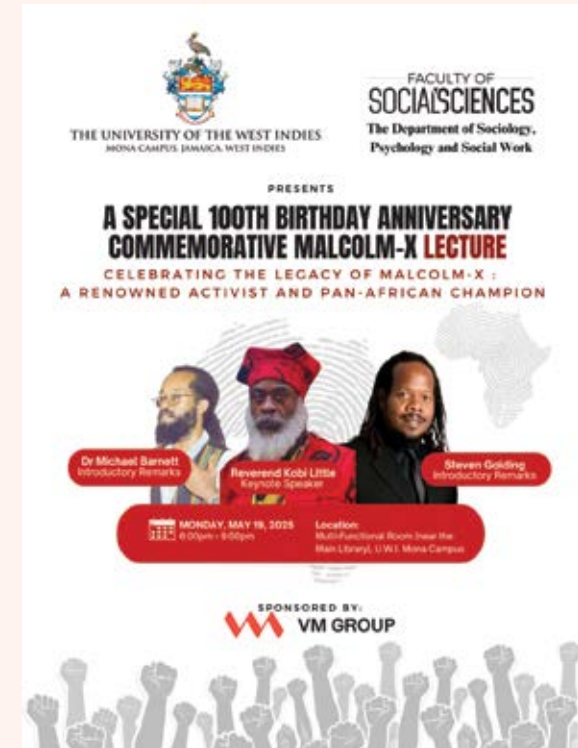
VM Lecture Series - Professor Bharat Anand



Breakfast Meeting



Mixed Methods Conference April 15-16, 2025

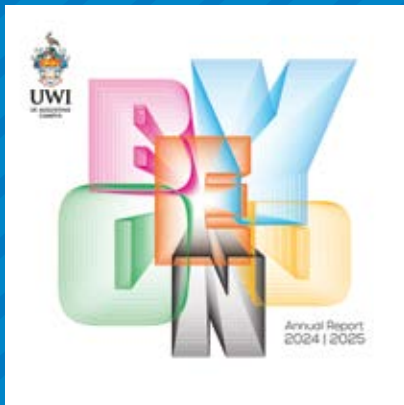


Malcolm X 100th Birthday Commemoration Lecture



**PROFESSOR ROSE-MARIE
BELLE ANTOINE
PRO VICE-CHANCELLOR
AND CAMPUS PRINCIPAL**

ST. AUGUSTINE CAMPUS TRINIDAD AND TOBAGO



In 2024/2025, UWI St Augustine Campus (UWI STA) celebrated its 65th anniversary under the theme “Beyond 65: From the Caribbean, For the World,” honouring its regional roots and global influence.

ALIGNMENT: RESEARCH, COMMERCIALISATION, AND PARTNERSHIPS

Revenue-generating research and partnerships drove progress. The Office of the Campus Principal and the Campus Implementation Committee led the identification of commercially viable projects. Research teams showcased their work at festivals, outreach events, and trade shows to elevate visibility and energise engagement.

Key Entrepreneurial Initiatives:

- **UWI Chocolate Factory:** Established with TT\$9 million from the EU and Trinidad & Tobago Government, the factory produces premium SPIRIT chocolate, supporting local cocoa farmers and exporting to high-end markets.



- **Global School of Medicine:** Achieved two-year candidacy from the Caribbean Accreditation Authority, which is the body responsible for evaluating the quality of medical education, launched pre-qualifying health programmes, and prepared for a full MD programme in September 2026.



- **South Campus:** Over TT\$150 million invested to upgrade facilities, with further repairs funded by the Government.
- **UWI Seal-It Ltd:** Achieved TT\$682,500 profit by pioneering innovative asphalt-based sealants, which protect and waterproof surfaces such as roads, scaling up production and amplifying market presence.



- **Alumni Giving Project:** The UWI Connect platform raised over TT\$27,000 in its first month, reconnecting alumni for donations and networking.



- **Humankind Studios:** Multimedia start-up generated TT\$98,150 in income and secured significant contracts.



- **UWI Optometry Clinic:** Opened with TT\$550,000 in funding, targeting affordable eyecare and practical student training.



- **University Field Station:** TT\$1.8 million loan to refurbish, aiming to generate revenue from high-quality milk products.



Participation in the National Trade and Investment Convention 2025 spotlighted these ventures, generating business leads and partnership opportunities.



ST. AUGUSTINE CAMPUS REPORT

Continuing Professional Education (CPE) and Public Sector Training

Twelve new CPE courses attracted 333 participants, generating TT\$1.467 million. Collaboration with the Ministry of Public Administration trained over 1,000 public officers and delivered TT\$2.99 million in revenue.



Research Excellence and Grant Funding

The Campus prioritised impactful research targeting regional and global challenges, securing US\$9.5 million in external grants and TT\$1.26 million in internal awards. Notable projects included:

- Establishment of the Emerging Diseases and Genomics Centre (EDGE)
- Infectious disease diagnostics training for Caribbean professionals
- Multidisciplinary mental health toolkit development
- Virus tracking in trafficked wildlife
- Research on the CO2 impact on petroleum reservoirs
- Heritage and archival projects on Caribbean history

UWI STA's scientists continued to rank among the world's top 2% most-cited researchers. Numerous staff members also received local and international awards for excellence.

Expanding Partnerships

Over 600 agreements and 100 MOUs were finalised with partners, including India, UNICEF, local ministries,



Launch of AIIC in December 2025

and global universities. Initiatives launched a mental health chatline, spurred agricultural innovation, and established the St Augustine Industry Innovation Lab to strengthen academia-industry collaboration.

Community and Social Impact

The "Justice on the Move" project delivered free legal aid to over 225 individuals, empowering students with practical experience while serving community needs. Other outreach included agricultural diagnostics, science festivals, math fairs, and arts events, all of which deepened UWI's societal engagement.



Justice on the Move

AGILITY: FINANCIAL HEALTH, PEOPLE, AND DIGITAL TRANSFORMATION

- **Financial Management:** New policies and committees focused on diversifying investments and financial holdings. A task force improved staff health insurance while wage negotiations delivered salary increases for academic and non-academic staff.
- Training for Deans and Heads, regularising long-term temporary staff, and providing childcare support boosted workplace satisfaction. We honoured non-academic staff excellence with new awards.
- **Digital Upgrades:** The AI Centre was founded to position UWI STA as a regional leader in artificial intelligence. Infrastructure was modernised, cybersecurity strengthened, and student/admin services digitised, including online transcript requests and AI chatbots.

ACCESS: STUDENT OPPORTUNITIES AND SUPPORT

- **Enrolment:** Total student enrolment reached 14,061 (a 2% increase), with notable growth at both the undergraduate (1%) and postgraduate (5%) levels. Graduation numbers included 2,126 undergraduate and 1,132 postgraduate awards.

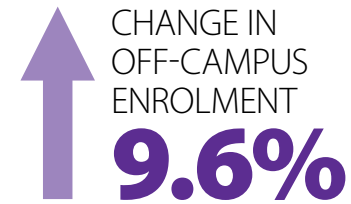
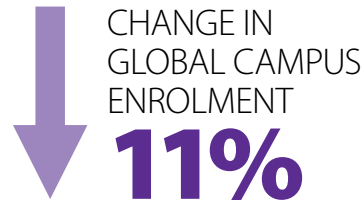
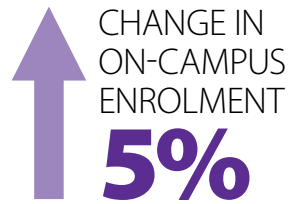
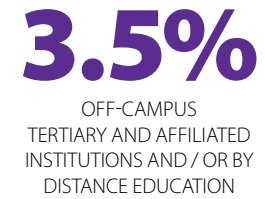
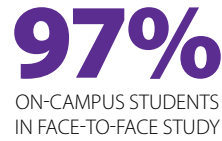


SPIRIT of Excellence 2025 Winners

- **Internationalisation:** Exchange partnerships enabled inbound and outbound student and staff mobility with institutions worldwide.
- **New Programmes:** Faculties launched new degrees and certificates, including AI-focused postgraduate programmes and a Fellowship in Cardiovascular Medicine. Course delivery expanded to include more blended and online options.
- **Student Support:** Enhanced counselling and mental health services, expanded bursary support (TT\$2.37 million awarded), increased career advising, and improved student amenities (TT\$2.2 million invested).
- **Community Outreach**
 - Participation in local career days and workforce development events
 - Mobile Agro Environmental Services for farmers
 - Science and arts festivals attracting thousands
 - Pro bono legal clinics and public discussions on justice

Conclusion

UWI St Augustine's 2024/2025 period was characterised by practical transformation, achievement across the Triple A pillars, and an unwavering commitment to regional development and global engagement. The Campus's efforts in research, entrepreneurship, staff and student support, and digital transformation positioned it to continue delivering significant impact, promote financial sustainability, and shape the future both locally and internationally.



ENROLMENT BY GENDER

TOTAL UNIVERSITY ENROLMENT



ON-CAMPUS ENROLMENT



GLOBAL CAMPUS ENROLMENT



OFF-CAMPUS ENROLMENT



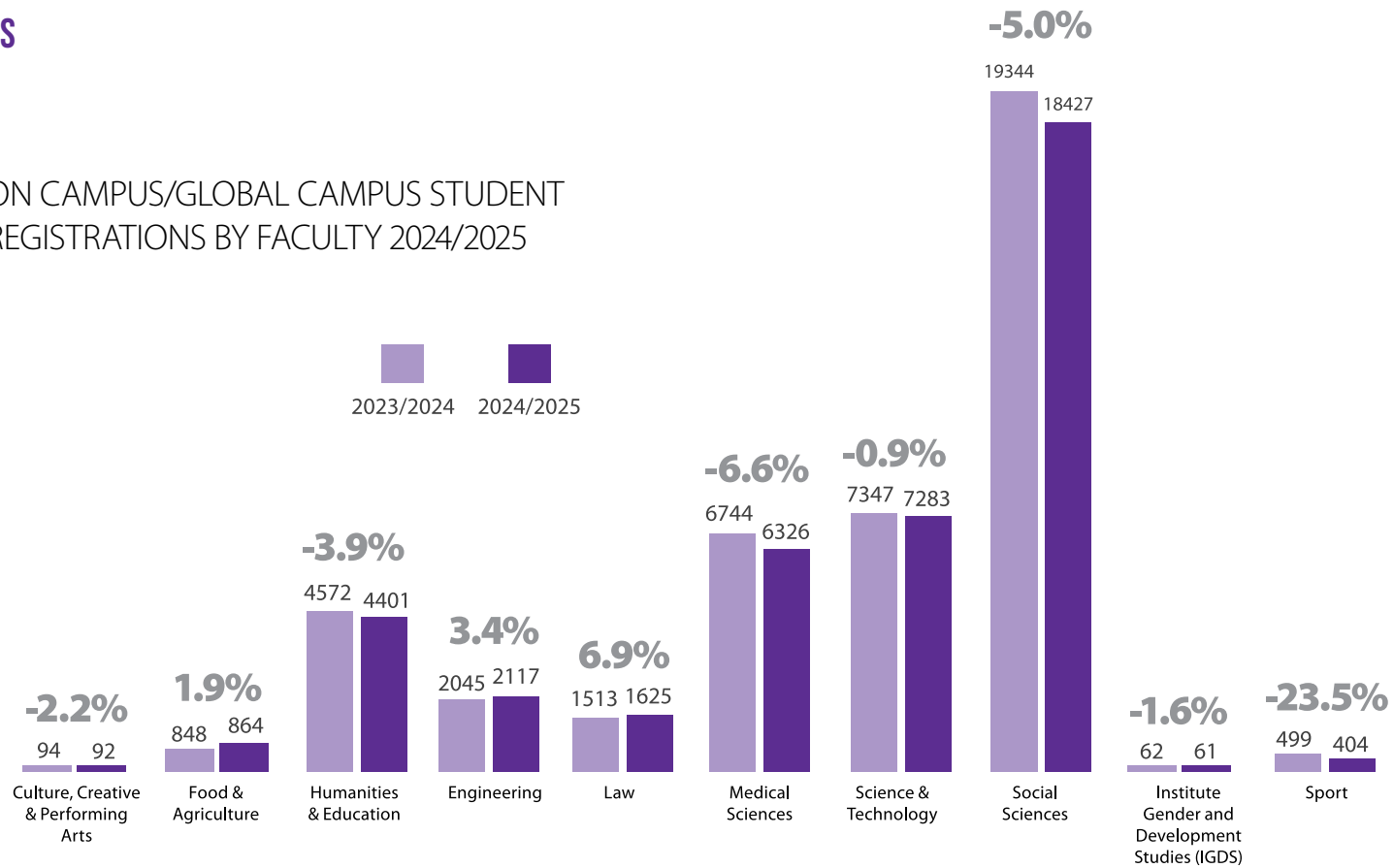
MALE-DOMINATED FACULTIES

ENGINEERING
67.4%

SPORT
57.0%

STATISTICS

ON CAMPUS/GLOBAL CAMPUS STUDENT REGISTRATIONS BY FACULTY 2024/2025



MOST STUDENTS BY DISCIPLINE 2024/2025

ST. AUGUSTINE

Social Sciences **24%**
 Science & Technology **20%**

MONA

Social Sciences **42%**
 Medical Sciences **21%**

FIVE ISLANDS

Business and Management **59%**
 Health and Behavioural Sciences **16%**

GLOBAL CAMPUS

Social Sciences **67%**
 Humanities & Education **9%**

CAVE HILL

Social Sciences **49%**
 Science & Technology **20%**

ON-CAMPUS ENROLMENT 2024/2025

The University of the West Indies continues to cater to a predominantly undergraduate student population.

UNDERGRADUATE PROGRAMMES

74.0%

POSTGRADUATE PROGRAMMES

17.4%

GLOBAL CAMPUS PROGRAMMES

85.0% UNDERGRADUATE **5.3%** POSTGRADUATE

GEOGRAPHICAL DISTRIBUTION OF STUDENTS

39%



TRINIDAD AND TOBAGO

31%



JAMAICA

12%



BARBADOS

14%



OECS COUNTRIES
Antigua and Barbuda, Dominica, Grenada,
Montserrat, St. Kitts/Nevis, St. Lucia
and St. Vincent and the Grenadines.

2%

OTHER CARIBBEAN
COUNTRIES

1%

INTERNATIONAL
(NON-CONTRIBUTING COUNTRIES)

1.0%

ENROLMENT FROM
NON-CONTRIBUTING
COUNTRIES

2.9%

ON-CAMPUS OECS
STUDENTS OF TOTAL
ON-CAMPUS ENROLMENT

As a regional university, The University of the West Indies enrolls students predominantly of Caribbean origin.



**PROFESSOR
ALDRIE HENRY-LEE**
PRO VICE-CHANCELLOR,
GRADUATE STUDIES
AND RESEARCH

BOARD FOR GRADUATE STUDIES AND RESEARCH

The School for Graduate Studies and Research (SGSR) furthered the institution's Triple A Strategy—Access, Alignment, and Agility—by advancing graduate education, research productivity, robust governance, and institutional visibility. Amid financial constraints, SGSR introduced new graduate programmes, bolstered research integrity and supervision, and expanded international collaborations. Notable highlights include the successful One-UWI Professors Emeriti Mentorship Programme, the launch of new research clusters, and expanded access for graduate students through scholarships. Persistent funding challenges for scholarships and research underscore the need for ongoing institutional support.

ACCESS

Programme Development and Quality Assurance

Thirty new and six revised graduate programmes were approved across multiple campuses, including nine new offerings at the Sagcor Cave Hill School of Business

and Management—two of which include a Commercial Pilot License. The Five Islands Campus adopted several established programmes, thereby broadening access for graduates. The Quality Assurance Unit coordinated reviews across all campuses to maintain high standards in graduate delivery, with assessments spanning disciplines from Gender and Development Studies to Engineering and Clinical Medical Sciences.

International School for Development Justice (ISDJ)

SGSR continued to advance UN SDG-aligned graduate programmes, focusing on online course conversions, short-course development, and marketing strategies. The Monitoring and Evaluation Committee, chaired by Professor Aldrie Henry-Lee, ensured timely progress and identified instructional designers to expedite course conversion.

Graduate Access Through Scholarships and Mobility

SGSR promoted and administered a range of regional and international graduate scholarships, such

as the Queen Elizabeth Commonwealth and CCRIF Scholarships, and introduced six new awards. Despite these efforts, UWI-funded graduate scholarships remained unfunded for a second year, affecting the enrolment of research students. The Intra-Caribbean Academic Mobility Programme (ICAMP) supported eighteen fully funded Master's students, with four scholarships totalling US\$168,486 awarded this year. ICAMP also integrated industry-linked internships, supporting both student development and industry research needs.

Strengthening Graduate Student and Staff Development

The SGSR invested in professional development with initiatives such as:

- The One-UWI Professors Emeriti Mentorship Programme, which concluded its inaugural cycle with high satisfaction among early-career academics and refined administration based on participant feedback.

- The Writing for Publications Bootcamp, attended by 825 participants, focused on journal selection, peer review, and predatory journals, and 136 participants earned certificates for sustained participation.
- Campus-based capacity-building events, such as research ethics workshops and thematic seminars, increased cross-campus collaboration and reinforced graduate capacity.

One-UWI Postgraduate Student Conference

The second annual conference, themed “Collaborative Horizons: Interdisciplinary Visions for Caribbean and Global Progress,” attracted 634 participants, 55 research presentations, and keynote addresses from distinguished speakers, thereby reinforcing interdisciplinary research and capacity building.

One-UWI Online Town Hall Meeting

This virtual event facilitated direct dialogue between postgraduate students and leadership, informing service improvements and demonstrating a commitment to student-centred engagement.

Research Capacity, Productivity, and Integrity Research Integrity and Productivity

SGSR advanced research integrity through publisher-verification guidance and anti-predatory-journal resources. The document ‘Strategies to Enhance Research Productivity at The UWI’ was circulated to stakeholders and made publicly accessible.

One-UWI Research Clusters

Three new clusters were launched—Resilience through Entrepreneurship, Reparatory Justice, and Transdisciplinary Disaster Risk Management and Resilience—fostering cross-campus collaboration.

Research Supervision

The 2nd One-UWI Graduate Research Supervisors’ Forum addressed student satisfaction, supervisory roles, artificial intelligence, and best practices to enhance the supervisory experience.

International Collaboration

SGSR facilitated agreements and ongoing negotiations with Northwestern University (USA), Imperial College (UK), and GIZ (Germany), strengthening UWI’s global research profile.

Visibility, Engagement, and Knowledge

Dissemination Marketing and Communications

A revised Marketing and Communications Plan was implemented, along with the inaugural issue of the SGSR Magazine and two issues of the Research at the Centre Bulletin. The Research Focus television series and expanded digital engagement—including improved website management and the launch of a Linktree hub—bolstered institutional visibility.

ALIGNMENT

Research Funding and Grants Management

SGSR supported research proposals valued at over US\$18.2M, with approximately US\$6.7 million in successful awards. ICAMP (US\$2.3 million) and eight other projects (over US\$12.4 million) were collaboratively managed, enhancing grant management capacity. Donor registration portals and a comprehensive database of funding agencies improved readiness for external funding.

Intellectual Property and Commercialisation

SGSR managed patents, supported policy revision, and provided guidance for commercialising research.

Notably, two new microorganisms associated with Sargassum were internationally recognised, evidencing UWI’s scientific contributions.

Research Ethics

Institutional ethics approval remained mandatory for funded research, collaborations, and reputable publications. SGSR, as Secretariat for the University Research Ethics Committee, streamlined ethics training access and formalised a national ethics collaboration with Trinidad and Tobago’s Ministry of Social Development and Family Services.

AGILITY

Revenue Generation

SGSR delivered professional development workshops to external stakeholders, generating revenue and supporting operational activities. A fundraising concept note was completed to explore sustainable funding streams for postgraduate bursaries.

Conclusion

The School for Graduate Studies and Research made significant progress toward The UWI’s strategic objectives despite financial headwinds. Key achievements include programme expansion, enhanced research capacity, and increased international engagement, supported by robust governance and visibility initiatives. Ongoing challenges in scholarship funding and research support require continued advocacy and innovation to sustain the momentum and impact of graduate education and research at The UWI.

BOARD FOR UNDERGRADUATE STUDIES

PROFESSOR
CANUTE THOMPSON
PRO VICE-CHANCELLOR,
UNDERGRADUATE STUDIES



The Office of the Board for Undergraduate Studies (OBUS) supports the University's mission through its focus on policy, quality assurance, and regional engagement. OBUS advances the mandate of the Board for Undergraduate Studies (BUS) by developing frameworks and strategies to enhance undergraduate education, aligning with the University's broader strategic pillars.

Strategic Framework and Vision

The BUS approved the OBUS's Strategic Framework, "Reimagining Undergraduate Education: Up the Shine," designed to foster innovation, collaboration, and excellence across campuses. This framework guides internal operations and relationships with external stakeholders, ensuring that undergraduate education remains relevant and future-oriented.

ACCESS AND REGIONALITY

OBUS is committed to widening access to education through flexible learning pathways, technological integration, and improved cross-campus collaboration. It has enhanced the transferability of undergraduate certification and streamlined regional application and registration processes, while adapting offerings to future-proof undergraduate programmes.

Scholarships and Student Support

OBUS manages key scholarships, including the Open Scholarship and the UWI/CXC CSEC scholarship. For the 2024/2025 academic year, six new scholars were awarded, totalling US\$146,154 in investment. There are 20 continuing scholars. These scholarships broaden educational access and foster regional integration.

Programme Approvals and Partnerships

During the reporting period, BUS approved 15 new or revised bachelor's degrees and minors, one undergraduate diploma, and two undergraduate certificates across various campuses. Notable franchise arrangements include:

- Renewal of the BSc Nursing programme at St. Vincent and the Grenadines Community College and Clarence Fitzroy Bryant College.
- A 2+2 agreement between UWI Five Islands' School of Business and Management and Dominica State College.
- A new MOU between the Global Campus and Pre-Poly Tech for Associate Degrees in Business Management, Paralegal Studies, and Social Work.

Expanding Pathways and the One UWI Culture

OBUS completed an evaluation of the Multi-Campus Teaching and Learning Initiative. While initial challenges were noted, the initiative has proven feasible for promoting a unified University culture. Efforts are underway to scale and harmonise processes across all campuses.

ALIGNMENT

Strategic, Policy, and Structural Initiatives OBUS operationalised the University's Alignment pillar, focusing on structural, financial, and innovation perspectives. Key achievements include:

Policy Alignment

OBUS led the creation and review of policies governing undergraduate education, emphasising the importance of remaining at the cutting edge while upholding academic integrity. In 2024, policy work centred on artificial intelligence and academic integrity led to the approval of the "AI Squared" policy suite by BUS and the Board for Graduate Studies and Research. Ongoing consultations have refined these policies to address the evolving academic landscape.

English Language Proficiency

To ensure alignment across campuses, BUS approved a cap on English Language Proficiency Test (ELPT) attempts and mandated registration for remedial courses for unsuccessful candidates. The course code was also harmonised university-wide.

STRUCTURAL ALIGNMENT AND QUALITY ASSURANCE

BUS redefined the status of the Quality Assurance Unit (QAU), integrating it more closely with OBUS. The QAU conducted 21 quality evaluations (including franchise and articulation arrangements) and 16 quality assurance reviews, out of 25 and 19 planned, respectively. Unconducted reviews were due primarily to scheduling conflicts.

Professional Development and Publications

OBUS staff engaged in approximately 40 professional development activities, including conferences and workshops on digital pedagogy, AI in higher education, academic integrity, and gender equality in teaching. OBUS's publications—Quality Education Forum and The UWI Quality Circle Newsletter—featured topics such as sustainability in higher education and data protection. Staff also contributed to 14 journal articles, 10 book chapters, and 3 books (1 solo-authored, 2 edited).

AGILITY**Responding to Change**

OBUS enhanced its internal operations to respond more quickly to changing external and internal demands, leveraging digital tools to improve efficiency. A concept paper outlined procedures for adjusting programmes, and an ad hoc sub-committee was established to further develop these processes.

Student Success, Leadership, and Capacity Building

Students remain central to OBUS's mission.

Initiatives such as the "Conversation with the PVC" series and planning for the inaugural biennial undergraduate students' conference underscore this focus. The conference theme, "Our World in 2050: Reimagining Roles, Rights, Responsibilities, and Relationships," reflects OBUS's forward-looking vision.

Strategic Pivoting Amid Global Shifts

Recognising global shifts, OBUS authored a strategic white paper on positioning The UWI as a competitive destination for international students, particularly from the global south. This initiative responds to changing visa policies and the rise of generative artificial intelligence, aiming to attract new learners and meet evolving expectations.

Service to the University

OBUS staff contribute widely across the University, serving on standing and ad hoc committees related to academic quality assurance, curriculum review, and institutional accreditation. Additionally, they facilitate courses, act as examiners, and supervise doctoral students, demonstrating commitment to institutional service and academic excellence.

Conclusion

The 2024/2025 reporting period highlighted OBUS's pivotal role in driving undergraduate policy, quality assurance, and regional integration at The UWI. Through strategic alignment, agile operations, and a strong emphasis on student success, OBUS continued to advance the University's mission and respond proactively to the challenges and opportunities of higher education in a rapidly changing world.

OFFICE OF ADMINISTRATION

DR. MAURICE D. SMITH
UNIVERSITY REGISTRAR



The Office of Administration demonstrated a steadfast commitment to advancing institutional excellence and fostering an environment of innovation and inclusivity. The various departments and units under the Office collaborated closely to achieve remarkable milestones, enhance operational efficiency, and support The UWI's broader mission.

One of the most significant areas of progress was within the Office of the University Registrar. This Office played a central role in strategic planning and operational readiness. Throughout the year, it coordinated the Global Campus's preparedness for the ISDJ initiative, ensuring robust infrastructure and streamlined academic processes. The successful deployment of The UWI's single-instance Enterprise Resource Planning (ERP) system marked a pivotal step in standardising administrative operations across campuses. The Office also initiated a thorough revision of the Blackboard platform, reaffirming its commitment to adopting contemporary technological solutions for academic delivery.

Beyond system enhancements, the University

Registrar's Office prioritised staff engagement, community-building, and security. Five engagement activities were organised for Regional Headquarters (RHQ) staff to foster teamwork and shared purpose. The Office also coordinated observances of special festivals, enriching workplace culture and promoting inclusivity. Recognising the importance of information privacy, the Office hosted themed Cross-Campus Data Protection Workshops in Semester One, equipping staff and faculty with the knowledge needed to uphold data security standards.

The University Archives and Museum made significant strides in preserving the institution's heritage and supporting research. The Museum Curator facilitated cross-campus workshops with key stakeholders, culminating in the completion of the first phase of a new Collections Policy for The UWI. The Archives finalised the Records Management Data Protection Procedures Manual and conducted comprehensive rollout sessions to promote its adoption. Both the RHQ Archival Repository and the West Indies Federal Archives Centre underwent thorough assessments to ensure compliance

with best practices and identify areas for future improvement.

Technological advancement continued with the acquisition of specialised digitisation equipment and the establishment of dedicated workstations, funded by the Modern Endangered Archives Programme (MEAP) at UCLA. This enabled the digitisation of 258 audio tapes from the Library of the Spoken Word Collection, preserving invaluable historical material for future generations. The Museum also staged several exhibitions, notably on the former ABC Hall at Mona, and organised a display of the repatriated Jamaican Galliwasp, drawing significant visitor engagement and interest.

The Archives staff provided critical support to researchers and the university community, granting access to over fifty bound volumes and files, responding to research queries, and conducting tours for both internal and external parties. The UWI Archives also continued to advance strategic objectives, including managing

electronic records and implementing vital records programmes, thereby ensuring the preservation of business-critical documents.

Facilities management remained a priority, with significant improvements in RHQ maintenance operations and oversight of the Office of Finance's rental properties. The annual RHQ Emergency Drill Procedure was conducted successfully, further strengthening preparedness and safety protocols.

The UWI Succession Planning Programme was rolled out in multiple phases: a cross-campus committee was established, a sensitisation webinar was conducted with over 400 participants, and more than 300 staff expressed interest in moving forward with the programme. Developmental strategies were designed to support these participants, and a comprehensive annual training plan was developed and delivered to Centre staff. The Office also implemented an interactive onboarding checklist and completed the review of Ordinance 8, ensuring legal and procedural compliance.

The Office partnered with the Data Protection Office to enhance employee well-being by installing external benches for staff relaxation. In keeping with the One UWI approach, unified templates and processes were introduced for staff contracts, employment applications, and job postings, streamlining administrative functions across all campuses.

Policy and regulatory activities were robust, including sensitisation sessions for the Chancellor's Nominees, the development of an informative video outlining their roles and responsibilities, and the hosting of quarterly discussion fora. A face-to-face seminar brought together the Chancellor's Nominees and Campus Council Chairs, providing direct insights from the Executive Management Team on institutional goals and strategies.



Chancellor's Installation Ceremony

Operationally, the Office coordinated the Chancellor's Installation Ceremony at the Cave Hill Campus and generated targeted income by renting the Regional Headquarters facilities. The development of the Honorary Graduand Scoring App was another noteworthy achievement, reflecting dedication to process improvement and technological integration. The Office organised De-clutter Days, fostering a more efficient and pleasant work environment.

The Risk Management Unit (RMU) achieved several milestones, including the successful launch of its website and the completion and rollout of the UWI Risk Appetite Statement, supported by UWI-wide training sessions. The RMU developed a department-level risk register template and assisted multiple units with risk-based assessments, including some critical to accreditation processes. The Mona Campus benefited from implementing the Risk Management function, and quarterly newsletters were published to keep stakeholders informed.

Throughout the year, the University Archives and Records Management Programme celebrated Records Management Month and Archives Week with

workshops, online seminars, competitions, and awareness campaigns. These initiatives highlighted the crucial role of the UARMP repositories and fostered a culture of compliance and continuous improvement. The Archives continued to act as Secretariat to the University Archives and Records Management Advisory Committee, supporting all related meetings and activities.

In-house training for new Archives staff and ongoing professional development for Campus Records Managers were prioritised to ensure all team members remained up to date with industry standards and best practices. The Museum space was rented on three occasions, generating supplementary income and increasing community engagement.

Conclusion

The Office of Administration's achievements in 2024/2025 reflected a year of robust progress, collaborative effort, and a clear vision for the future. By embracing technological innovation, enhancing operational efficiency, and nurturing the institution's people and heritage, the Office has positioned The University of the West Indies for continued growth and success in the years ahead.

OFFICE OF FINANCE

MRS. ANDREA MCNISH
UNIVERSITY BURSAR/
CHIEF FINANCIAL OFFICER



The 2024/2025 academic year marked the third year of The UWI's 2022-2027 Strategic Plan, a period defined by a rigorous drive to improve the institution's financial health. Despite persistent economic challenges across the region, the Office of Finance and Campus Bursaries continued to provide effective stewardship over the University's resources, advancing both operational resilience and strategic growth.

The UWI extends its gratitude to Contributing Governments for their sustained support and recognises the continued commitment of the student body, whose enrolment underscores the University's enduring relevance. Nevertheless, The UWI faced ongoing constraints, including delayed government contributions and difficulties among students in meeting tuition obligations. In response, the University accelerated its pursuit of innovative financing, strategic partnerships, and entrepreneurial initiatives.

Financial Performance Overview

For the year ended July 31, 2025, The UWI reported a deficit of BDS\$70.4 million, compared with BDS\$14.5 million in 2024. Including finance costs, depreciation, and post-employment benefits, overall performance declined. Excluding these, a BDS\$24.4 million surplus was posted, down from BDS\$77.2 million in 2024.

Other comprehensive income recorded a net gain of BDS\$9.1 million, primarily from actuarial gains on pension and medical benefits, offset by currency translation losses and changes in the fair value of debt instruments. The total comprehensive income for the year, therefore, reflected a loss of BDS\$61.3 million.

Total income for 2025 reached BDS\$970.5 million, a 5.1% increase over 2024. The main sources included government contributions (49% of total income, BDS\$478.1 million), tuition and student fees (14%, BDS\$135.9 million), special projects (28%, BDS\$271.8 million), commercial operations (5%, BDS\$48.5 million), and other income (4%, BDS\$36.2

million). Government contributions climbed 9% to BDS\$478.1 million. Tuition and other student fees increased by 2.9% to BDS\$135.9 million, coinciding with a 1.5% increase in student enrolment.

Total expenditure rose by 10.9% to BDS\$1,040.9 million. Departmental expenses made up 46% of total spend, followed by administrative (13%), central (15%), special and other projects (21%), and commercial operations (5%).

Key Financial Challenges

Actuarial valuations placed post-employment pension and medical benefit costs at BDS\$42.9 million. Impairments, mainly from student and government receivables, totalled BDS\$21.9 million, weighing on finances.

The UWI's positive working capital of BDS\$142.5 million declined from the prior year due to reduced assets and higher liabilities. Total reserves decreased 25.2% to BDS\$198.1 million; net assets fell to BDS\$1.24 billion.

Accounts Receivable

Government receivables declined to BDS\$69.7 million, from BDS\$102.9 million, aided by ongoing dialogue and payment plans. Student receivables rose 14.9% to BDS\$109.4 million, with recovery efforts ongoing.

Budget Approvals and Strategic Funding

The University's Technical Advisory Committees and Grants Committees met in early 2025 to approve biennial budgets for The UWI and its affiliated entities. The approved expenditure budget for 2025/2026 was BDS\$809.5 million, to be funded primarily by government contributions (BDS\$634.6 million) and tuition fees (BDS\$136.7 million). Separate funding arrangements were established for the Five Islands Campus and the Seismic Research Centre.

Research Grants and Innovation

Research grants totalled BDS\$49.5 million, reflecting a 1.9% increase over the prior year. The University's Grants Management Teams focused on process improvements, digitalising 80% of financial reports since 2008, and participating in international conferences to align with best practices. The University Centre's sponsored awards under management grew by US\$4.2 million year over year.

Strategic Initiatives and Digital Transformation

The UWI continued to align its operations with national, regional, and global opportunities. The University intensified its revenue-generation efforts, including expanding online and full-fee programmes, commercialising research, and renting facilities. The Digital Transformation Programme, supported by a US\$6 million loan and a US\$190,000 grant from the Caribbean Development Bank, aims to strengthen teaching,



Meeting of the Technical Advisory Committees

learning, research, and operational efficiency. The Office of Finance is a key stakeholder in the implementation of shared services initiatives expected to reduce costs.

Cost Containment and Operational Efficiency

In response to financial challenges, The UWI implemented cost-containment measures, including rationalising programme offerings, reducing staff and capital expenditures, and reviewing pension and medical benefit arrangements. Operational improvements included enhancements to the Hartlink pension platform and a shift towards a Corporate Trustee governance model for the Federated Superannuation Scheme.

Commercial Operations

Commercial operations income increased by 8% to BDS\$48.5 million, mainly from bookshops, halls of residence, and facility rentals. However, rising expenditures led to a BDS\$6.2 million deficit, underscoring the challenge of maintaining profitability. Expansion efforts through private sector partnerships aim to overcome these operational limitations.

Scholarships and Endowment Fund

The UWI, in partnership with alumni, donors, and corporate partners, expanded scholarship offerings to students across all campuses. The UWI Regional Endowment Fund, valued at J\$1.8 billion (US\$11.3 million), remains a crucial pillar for sustainable growth, providing a steady income stream to support student access and strategic initiatives.

The Year Ahead

Looking ahead, The UWI will continue to diversify its revenues, optimise its resources, and enhance operational efficiency. Building strategic partnerships with governments, the private sector, and international donors will remain central to the University's success. The Finance Team's commitment to prudent management and ongoing digital transformation will be pivotal in strengthening governance and maintaining The UWI's reputation for excellence.

Conclusion

The UWI acknowledges the steadfast support of its stakeholders and the dedication of its finance professionals. Through continued innovation, fiscal discipline, and stakeholder engagement, the University is well-positioned to advance its mission and strategic objectives in the years ahead.

OFFICE OF GLOBAL AFFAIRS

MS. SANDREA MAYNARD
PRO VICE-CHANCELLOR, GLOBAL AFFAIRS



The Office of Global Affairs (OGA) advanced its role as The UWI's central hub for regional and international engagement. Guided by UWI's Triple A Strategy—Access, Alignment, and Agility—the OGA drove initiatives supporting sustainable development, deepened global partnerships, and enhanced the well-being of Caribbean societies. Its efforts ensured that international collaborations generated academic, research, and development outcomes for both UWI and the wider Caribbean.

ALIGNMENT: STRATEGIC PARTNERSHIPS AND GLOBAL ENGAGEMENT

OGA focused on strengthening high-impact partnerships, expanding collaborations with international development agencies, universities, philanthropic foundations, and industry to drive

research, capacity building, student mobility, innovation, and policy advocacy. Noteworthy projects included:

- **Fusion Project:** Enhanced connections with the Jamaican diaspora in the UK, promoting cultural immersion, business exposure, and academic engagement.
- **Digital Transformation:** Continued leadership of the Caribbean Development Bank-funded Digital Transformation Project, supporting UWI's digital agenda and the designation of 2025/2026 as the Year of Digital Acceleration.
- **INSIGHT AI Institute:** Approval of the Caribbean's first regional artificial intelligence institute, positioning UWI as a regional leader in responsible AI innovation and governance.
- **Climate Resilience:** Strengthened partnerships with the Caribbean Landscape Forum, Future Earth, and Caribbean Catastrophe Risk Insurance Facility for climate adaptation, nature-based solutions, and disaster risk reduction. Activities included applied research, stakeholder engagement, and the expansion of scholarships and research grants.
- **Industry Partnerships:** Collaboration with industry stakeholders, such as the West Indies Rum and Spirits Producers Association, to develop industry-relevant education and training, supporting workforce readiness and regional economic growth.
- **International Engagement:** Coordinated visits, including that of The Hon. Greg Fergus, Speaker of the Canadian House of Commons, facilitating academic partnerships and student engagement on Canada-CARICOM relations.



L-R: Dr Maurice Smith, University Registrar, The UWI; The Hon. Mark Berman High Commissioner of Canada to Jamaica and The Bahamas; Prof. Sir Hilary Beckles, Vice-Chancellor, The UWI; The Hon. Greg Fergus, Member of Parliament and former Speaker of the House of Commons, Canada; Sandra Maynard, Pro Vice-Chancellor, Global Affairs, The UWI; Prof. Canute Thompson, Pro Vice-Chancellor, Undergraduate Studies



Front (L-R): Sandra Maynard, Pro Vice-Chancellor, Global Affairs, The UWI, pictured with members of the OGA team and Fusion delegates.



The Hon. Greg Fergus, Member of Parliament and former Speaker of the House of Commons, Canada, pictured addressing the students at the Student Roundtable.

ACCESS: EXPANDING OPPORTUNITIES FOR STUDENTS AND PARTNERS

Expanding access remained a core priority. OGA signed and renewed memoranda of understanding (MOUs) with institutions such as Breda University of Applied Sciences and Toronto Metropolitan University (TMU), facilitating collaborative initiatives and student/faculty exchanges.

Key highlights included:

- **Climate Policy and Resilience:** Collaborated with the Inter-American Institute for Global Change Research to co-host a regional Hurricane Symposium, promoting disaster response best practices and resilience-building across Caribbean states.
- **Just Transition Project:** Provided strategic oversight for Jamaica's Just Transition Project, integrating climate justice principles into national policy frameworks.
- **Digital Capacity Building:** Oversaw the UWI-International Telecommunication Union Academy Training Centre, delivering global ICT policy, cybersecurity, and digital services training.
- **Internships and Professional Development:** Expanded the Caribbean Airlines internship programme, launched discussions for a regional graduate trainee programme with LIAT20, and led climate finance workshops as part of the Climate Finance Access Network.



L-R: Donette Chin-Loy Chang, Chancellor, TMU; Sandra Maynard, Pro Vice-Chancellor, Global Affairs, The UWI; Dr Cory Searcy, Assistant Vice-President, International, TMU



Participants at the regional Hurricane Symposium co-hosted by The UWI and Inter-American Institute for Global Change Research (IAI).



Sandra Maynard, Pro Vice-Chancellor, Global Affairs, The UWI; and The Hon. Pearnell Charles, Jr., MP, JP, Minister of Labour and Social Security, Jamaica, flanked by other members of the High-Level Steering Committee for Jamaica's Just Transition Project

- **Canada–Caribbean Cooperation:** Strengthened ties through the Canada-Caribbean Institute, hosting retreats, symposia, and panels on reparatory justice, climate resilience, and regional security.
- **Regional Stakeholder Engagement:** Conducted strategic meetings with partners in Trinidad and Tobago (INVEST TT, EU Office, IDB) to explore funding and student development opportunities.

AGILITY: INNOVATION, CLIMATE ACTION, AND GLOBAL NETWORKS

OGA continued to enhance UWI's agility by engaging emerging global networks and responding to urgent challenges:

- **Global Networks and SDGs:** Supported the Global University Consortium on SDG 13, strengthening member engagement and resources for climate action.
- **South-South Cooperation:** Fostered new partnerships with UN agencies, UNESCO, and international institutions, expanding UWI's reach in climate resilience, disaster response, and advocacy.
- **Climate Advocacy:** UWI's membership in the International University Climate Alliance and the development of a Climate Emergency Declaration highlighted its leadership in global climate advocacy.



L-R: Ms Sandra Maynard, Pro Vice-Chancellor, Global Affairs, The UWI; Ms Lois St. Brice, Programme Officer, Office of Global Affairs, The UWI; Mr Dale James, Programme Manager, Office of Global Affairs, The UWI; Mr Peter Cavendish, Former EU Representative for Trinidad and Tobago; and Mr Davin Jagassar, EU Officer for the Ministry of Planning and Development of the Government of the Republic of Trinidad and Tobago



L-R: Dr Anna Stewart-Ibarra is the Executive Director of the Inter-American Institute for Global Change Research (IAI); Ms Haydee Gordon, Legal Officer, The UWI; and Pro Vice-Chancellor, Global Affairs, Ms Sandra Maynard, The UWI.



L-R: Mr Dale James, Programme Manager, Office of Global Affairs, The UWI; Ms Sandra Maynard, Pro Vice-Chancellor, Global Affairs, The UWI; Mr Julian Belgrave Country Representative, The IDB Group, Trinidad and Tobago; and Ms Lois St. Brice, Programme Officer, The Office of Global Affairs, The UWI

OFFICE OF GLOBAL AFFAIRS

- **Sustainability Reporting:** Advanced plans for a UWI Sustainability Report and maintained the agreements database to ensure strategic alignment and responsiveness.

Conclusion

Throughout 2024/2025, the OGA played a pivotal role in advancing UWI's global mission. Through strategic alignment, expanded access, and institutional agility, OGA delivered measurable impact in research, education, climate resilience, and policy engagement. These initiatives position UWI as a leading regional and global partner committed to sustainable development, innovation, and transformative change across the Caribbean and beyond.



L-R: Mr Dale James, Programme Manager, Office of Global Affairs, The UWI; Ms Lois St. Brice, Programme Officer, Office of Global Affairs, The UWI; Ms Sandra Maynard, Pro Vice-Chancellor, Global Affairs; Mr Nishal Nagassar, Manager, Research, INVEST-TT; and Mrs Shurla Henry-Gibson, Manager, Communications, INVEST-TT (now Global-TT).



Dr Jorrit Snijder, President, Breda University, pictured signing the MOU during the virtual signing ceremony.



Sandra Maynard, Pro Vice-Chancellor, Global Affairs, The UWI, pictured signing the MOU during the virtual signing ceremony.





PROFESSOR C. JUSTIN ROBINSON
PRO VICE-CHANCELLOR, ACADEMIC
INDUSTRY PARTNERSHIPS AND PLANNING

OFFICE OF PLANNING

The University Office of Planning (UOP) remains the strategic engine of The UWI, pivotal in advancing the university's Triple A Strategic Plan – Access, Alignment, and Agility. The office's key achievements, strategic initiatives, and operational improvements in the reporting year all supported UWI's goals of regional relevance, global competitiveness, and financial sustainability.

Staffing and Human Resources

The UOP's professional and administrative staff saw notable changes this year, including the permanent appointment of Ms Saveitra Perry as Administrative Secretary and the promotion of Ms Lystra Downes to Office Attendant. The retirement of Mr Anand Dass, Senior Planning Officer, after three decades of service marked the end of an era, as his expertise and dedication greatly benefited the university.

Portfolio Structure and Major Functions

The UOP's work is organised into four units: Strategic Planning, Business Intelligence/Institutional Research, Economic Engagement/Industry Partnerships, and Business Process Reengineering & Project Management. These units cover a broad array of responsibilities:

- Survey design and implementation
- Policy research and proposal development
- Strategic planning, monitoring, and evaluation
- ICT systems and analytical tool development
- Special projects and operational efficiency initiatives
- Participation in university rankings

ACCESS

To expand educational opportunities to underserved communities, UOP:

- Developed concept papers and university reports supporting increased access

- Compiled student statistics (2019/2020–2023/2024) and datasets for the Vice-Chancellor's Annual Report
- Conducted and analysed the UWI Student Satisfaction Survey 2025 and Staff Engagement Survey 2025, presenting findings to key university bodies
- Produced reports on the Times Higher Education World University and Impact Rankings
- Designed key survey instruments for institutional decision-making

ALIGNMENT

Enhancing collaboration with industry and applying research to real-world problems, UOP:

- Presented findings from the audit of UWI's entrepreneurial culture to campus management
- Continued publishing the "Trends in Higher Education" bulletin, providing data-driven insights for university stakeholders (three issues released this year)



October 2024 Executive Management Retreat

AGILITY

To increase responsiveness and operational flexibility, UOP:

- Led quarterly reviews of the Triple A Strategy 2022-2027 (Phase II: Revenue Revolution)
- Delivered virtual training on the Balanced Scorecard (BSC) system for monitoring strategic plans
- Developed concept papers—including a prototype Competitor Analysis Database and a web-enabled tracking system for cost-saving and revenue initiatives (“10 in 2” model)
- Partnered with the Department of Computing and Information Technology to develop a Tuition Projection Model and Business Intelligence Dashboard, enhancing student retention efforts and institutional planning

Routine and Operational Activities

UOP maintained its critical operational support role, coordinating data submissions for international university rankings, chairing interview panels, and preparing web analytics reports. UWI’s participation in the Times Higher Education World University and Impact Rankings was supported by UOP’s data collection and aggregation efforts.

Executive Management Retreat

A management retreat in October 2024 reviewed the university’s progress on the Triple A Strategic Plan. Key challenges identified included shortfalls in publications, operating margin, student satisfaction, administrative services, and employee engagement. The retreat produced actionable recommendations: stronger accountability on KPIs, formation of cross-functional

teams, improved marketing and staff engagement strategies, and more frequent updates on revenue projects.

Conclusion

The UOP’s work in 2024/2025 underscored its strategic importance to The UWI. By driving evidence-based planning, supporting institutional reforms, and collaborating across university units, the office has laid a strong foundation for ongoing innovation, operational efficiency, and academic excellence.

SPECIALISED CENTRES, UNITS, INSTITUTES AND DEPARTMENTAL REPORTS

CAIHR

The Caribbean Institute for Health Research (CAIHR) marked its 25th anniversary in 2025, commemorating a quarter-century of impactful regional and global health research. Throughout the year, the Institute hosted a series of events underscoring its achievements and future directions.

Celebratory Activities and Engagement

A major highlight was the two-day symposium, “Impacting Health in the Caribbean and Beyond,” held at The UWI Regional Headquarters, which convened academics, policymakers, partners, and early-career researchers. Sessions reflected on CAIHR’s legacy, assessed its contributions to health and policy, and mapped strategies for future research amid evolving health trends. The opening of a Museum in the Tropical Metabolism Research Unit, housing historical artefacts and documents, further cemented CAIHR’s commitment to inspiring current and future generations of researchers.

CAIHR’s influence was also celebrated at the Caribbean Public Health Agency’s 69th Annual Conference, where Institute Director Professor Marshall Tulloch-Reid presented on the organisation’s regional and global impact, especially in advancing research in non-campus territories. Notably, the Director of CARPHA received a historic publication by Professor John Waterlow, TMRU’s founding Director, linking CAIHR’s legacy to the broader Caribbean health research community.



RESEARCH AGILITY AND NEW FUNDING

CAIHR remained agile by securing significant local and international grant funding aligned with regional health needs. Notable new grants included:

- A UK National Institute for Health Research (NIHR) project on community-led digital support for cardiovascular disease prevention in families.
- The Jamaica Health and Lifestyle Survey IV, funded by the Ministry of Health and Wellness, aimed at tracking non-communicable disease (NCD) prevalence and trends.
- A Medical Research Council grant for the IMPACT programme, improving indigenous adolescent mental health in Brazil and Dominica.
- The Sustainability Healthy Active Living (SHAL) project, funded by the International Development Research Centre (IDRC), focused on chronic disease prevention and environmental sustainability in Jamaica and Canada.

Additionally, CAIHR led the regional dissemination of the 2024 Lancet Countdown Report on Health and Climate Change in Small Island Developing States, highlighting unique health-climate interactions in vulnerable regions.

Strategic Partnerships and Capacity Building

Collaboration remained central to CAIHR's mission. The Institute partnered with the Ministry of Health and Wellness in Jamaica to deliver training on Sickle Cell Disease management, implement early-childhood parenting programmes, and disseminate guidelines for managing chronic diseases, including



hypertension, diabetes, and asthma. It strengthened hypertension management in primary care clinics and continued national training for preschool teachers and parents through the IRIE Classroom and IRIE Homes violence prevention programmes.

Cross-university exchanges, particularly with the University of Glasgow and McGill University, further supported graduate student development and research collaboration.

Scholarly Output and Dissemination

CAIHR's research output remained robust, with publications in high-impact journals and technical reports addressing a spectrum of health issues—chronic kidney disease, mental health, nutrition, climate change, NCDs, and more. The Institute's contributions included books, peer-reviewed articles, technical reports, preprints, and conference presentations, affirming its leadership in health research for the Caribbean and beyond.

Conclusion

The 2024/2025 reporting period highlighted CAIHR's enduring commitment to impactful research, strategic partnerships, and capacity building. By securing new funding, disseminating cutting-edge findings, and fostering regional and global collaborations, CAIHR continues to play a pivotal role in advancing health research and policy across the Caribbean.

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CRR

The Centre for Reparation Research (CRR) at The UWI continued to play a pivotal role in advancing reparatory justice across the Caribbean and beyond from July 2024 to July 2025. Now in its eighth year, CRR remains committed to research, advocacy, and education related to the legacies of colonialism, African enslavement, Asian indentureship, and their ongoing impacts.

STRATEGIC ALIGNMENT AND OBJECTIVES

CRR's activities were guided by UWI's Triple A Strategy—Access, Alignment, and Agility. The Centre promoted research and education on colonial legacies, expanded outreach in schools (notably through the CAPE History syllabus), and facilitated international partnerships. Efforts to diversify funding included successful grant applications and increased institutional collaborations.

Key Achievements:

- Fundraising enabled the launch of the inaugural International Reparation Debate Competition, engaging over 100 students from six countries. The event significantly raised youth awareness and received broad regional media coverage.
- CRR launched the Reparatory Justice Research Cluster, fostering interdisciplinary scholarship and postgraduate support.
- A robust programme of advocacy and outreach included webinars on public health, cultural reparation, spiritual heritage, climate justice, and education reform. These activities aligned with the CARICOM Ten Point Plan and deepened engagement with scholars, activists, and diaspora communities.
- The Centre expanded its social media presence, leading to greater public engagement and discourse on reparatory justice.
- CRR staff actively participated in international conferences and forums, including the UN Permanent Forum on People of African Descent, further enhancing the Centre's visibility and influence.



Director with the winners and runners up plus the JADE team at the finals of the International Reparation Debate Competition



Director at the UN Permanent Forum on People of African Descent in New York in April 2025



Junior Research Fellow and colleagues at 2024 UN OHCHR Fellow for People of African Descent in Switzerland

SPECIALISED CENTRES, UNITS, INSTITUTES AND DEPARTMENTAL REPORTS

Community Engagement and Recognition

CRR supported events tied to Emancipation Day, African History Month, and Maroon celebrations. Media outreach and educational campaigns promoted decolonising Caribbean education. The Centre received the 2025 JADE Empowerment Award for youth engagement, and its Director, Professor Sonjah Stanley Niaah, was honoured for contributions to justice and culture.

Operational Challenges

Staffing remained below mandated levels, with a skeletal team of three. Despite these constraints, CRR maintained high-impact operations and continued to build capacity through occasional external support.

Publications and Knowledge Dissemination

CRR published a bi-weekly "Reparation Conversations" column in the Jamaica Sunday Gleaner and contributed scholarly articles and book chapters, furthering public and academic awareness.

Conclusion

The CRR's strategic outcomes emphasised a commitment to enhancing regional and international visibility, promoting youth and public education, supporting the goals of the CARICOM Ten-Point Plan, and strengthening the connections between academia, community, and policy. Looking ahead it plans to expand the International Reparation Debate Competition to include additional countries, continue its research initiatives through the Reparatory Justice Cluster, and advocate for curriculum reform that is grounded in decolonial and reparatory principles. Despite financial and staffing challenges, the CRR remains a dynamic force in the global reparatory justice movement, demonstrating strategic agility, sustained advocacy, and impactful research.



Immediate Past Director and Junior Research Fellow at the 2024 UN OHCHR Fellow for People of African Descent in Switzerland

Despite financial and staffing challenges, the CRR remains a dynamic force in the global reparatory justice movement, demonstrating strategic agility, sustained advocacy, and impactful research.



Director presented at the Respeeling Obeah collaboration held at the Institute of Jamaica.



Guest panellist at the Respeeling Obeah collaboration held at the Institute of Jamaica.



The CRR team at the Respeeling Obeah collaboration held at the Institute of Jamaica.



The team alongside the winners and runners up plus the JADE team and guest judge Professor Rupert Lewis at the finals of the International Reparation Debate Competition.



Students from St Joseph's Convent (Trinidad), Clarendon College (Jamaica) and Holy Childhood High School (Jamaica) visited the Centre.



The winners and runners up at the finals of the International Reparation Debate Competition.

FACULTY OF SPORT

The Faculty of Sport continued to drive strategic initiatives aligned with UWI's 2022–2027 Strategic Plan, emphasising international partnerships, innovation in sport tourism, and enhanced academic and commercial opportunities.

ACCESS AND ACADEMIC EXCELLENCE

Since its founding in 2018/2019, the Faculty's enrolment rose from 128 to 358 students by 2023/2024, a 180% increase, before a minor 2.8% decline to 348 students in 2024/2025. The first sport graduates from the Global Campus received their degrees in 2024. Overall, graduates grew by 188% since 2019. The Five Islands Academy of Sport was established within the School of Health and Behavioural Sciences, broadening the Faculty's regional footprint.

The Faculty expanded non-senate-approved programmes, notably by delivering sport facilities management training in Saint Lucia, developing a leadership and governance course for CANOC, and hosting a CME workshop. Quality of teaching and learning was enhanced through tutorial support for challenging courses and technological upgrades to classrooms at St. Augustine. A quality assurance review at Mona led to an action plan now underway, ensuring better alignment with industry needs.

Student and staff achievements were significant. UWI cricket teams excelled in national competitions; the UWI Blackbirds netball team produced four Barbadian national players; and the Blackbirds football team won the inaugural Prime Minister's Cup. The 18th UWI SPEC International Half-Marathon was successfully staged, raising funds for the Dyslexia Association.

Research and Public Engagement

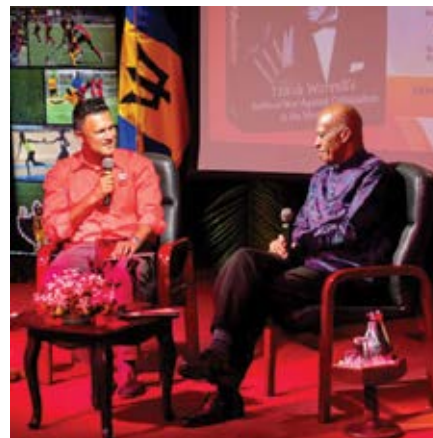
The Faculty produced 6 peer-reviewed articles, 4 book chapters, and 1 non-refereed publication, and delivered 12 conference presentations globally. Public engagement remained robust, with faculty contributing columns to major newspapers and launching an online magazine, "Sport in View." The 23rd Frank Worrell Memorial Lecture was delivered by UWI Vice-Chancellor, Professor Sir Hilary Beckles.



Dr. Akshai Mansingh



Dr. Roy Mc Cree



(L-R) Daren Ganga, Project Officer, Faculty of Sport, moderator, with Vice-Chancellor, Prof. Sir Hilary Beckles at the Frank Worrell Memorial Lecture.



ALIGNMENT AND PARTNERSHIPS

External funding was secured through a successful bid to the International Cricket Council for developing an online course on concussion management in cricket, valued at US\$10,000. The Faculty collaborated with CANOC on strategic planning and completed a review of Guyana's national sport policy. International university partnerships continued to foster workshops and practicums, supporting MPhil/PhD candidates. The Commonwealth Sport GAPS Programme, held at Mona, provided para-athletes and coaches from across the Caribbean with world-class training and empowerment opportunities.

A new MoU with Sport Lisboa e Benfica established pathways for student mobility, staff development, and research on elite performance.

AGILITY AND INFRASTRUCTURE

The Faculty contributed to a global technical cooperation project with the IOC, WHO, and ICSSPE, developing a continuing professional development course in sport and health promotion and conducting pilot workshops in Jamaica and Kenya. Infrastructure upgrades included HVAC improvements at SPEC, better maintenance schedules, and increased facility rental capacity. The 3Ws cricket field was upgraded to host international matches, and the Bajan Cricket Experience advanced as a flagship sport-tourism initiative.

Looking ahead, the Faculty will launch the Turf Maintenance & Pitch Preparation Programme in partnership with Melbourne Polytechnic, addressing a critical skills gap and offering a new revenue stream.

Leadership Transition

Dean Akshai Mansingh completed his eight-year tenure, with Dr Roy McCree appointed as the incoming Dean.

Conclusion

This reporting period highlighted a year of strategic progress, research productivity, international collaboration, and infrastructural advancement for the Faculty of Sport.



Donation of proceeds of Half-Marathon



Magazine cover - Sport in View



Flyer for Half Marathon

SPECIALISED CENTRES, UNITS, INSTITUTES AND DEPARTMENTAL REPORTS

HWI-RHES

The Hugh Wynter Institute for Reproductive Healthcare and Endoscopic Surgery (HWI-RHES) continued its mission as a Centre of Excellence in reproductive health, achieving significant expansion in access to specialised healthcare, postgraduate education, and community engagement.

ACCESS AND CLINICAL PERFORMANCE

The Institute maintained its commitment to high-quality assisted reproductive technologies, minimally invasive gynaecologic surgery, contraceptive care, and fertility education. The Master of Science in Counselling Programme enrolled twenty-nine continuing and nine new students, successfully delivering the curriculum predominantly online to increase accessibility. Orientation sessions and support meetings facilitated students' research and practicum activities.

Assisted conception services were accessed by fifty-one couples and one single woman. Infertility factors were found in both male and female patients, with female factors more prevalent. Thirty-two pregnancies were achieved, resulting in twenty-six confirmed clinical pregnancies, six biochemical pregnancies, and sixteen live births (including triplets and twins). Despite a decline from the previous year, patient engagement and demand remained strong, reflecting the Institute's reputation and reliability.

Comprehensive family planning and surgical services were sustained, with 968 patients accessing contraceptive services—886 returning and 82 new. The most frequently performed surgeries included diagnostic hysteroscopy (125 cases), operative laparoscopy (62 cases), and hysteroscopy with suction curettage (29 cases), among other reproductive procedures. Hysteroscopic and laparoscopic interventions reinforced the Institute's leadership in minimally invasive surgery and family planning.

ALIGNMENT WITH INDUSTRY AND ACADEMIA

The Institute strengthened industry-academic partnerships through enhanced public engagement, social media activity, and strategic alliances with national broadcasters and civic organisations. Digital engagement, especially among women aged 25–44, grew steadily on Instagram and Facebook, with primary engagement in Kingston and notable reach in the United States, Canada, and Trinidad and Tobago.

A key highlight was the national Roundtable Talk on Jamaica's declining fertility rate, which drew broad participation from academic and industry leaders and received extensive media coverage. The Institute also marked Endometriosis and Infertility Awareness Months with educational radio segments, community outreach, and patient storytelling, including the nationally televised Wall of Hope segment to reduce stigma. Corporate outreach and community engagement were expanded through talks, interviews, and social media campaigns.



The National Roundtable on Fertility and Population Sustainability, University Regional Headquarters, September 17, 2024.



HWI-RHES outreach team engagement during Endometriosis Awareness Month activities, March 2025.

AGILITY AND INNOVATION

The Institute demonstrated operational agility, with staff serving on regional and international professional bodies representing the University. Financially, income grew by 1.53% to J\$269.9 million, but operating costs rose by 16.45%, driven mainly by equipment procurement, medications, staffing, and infrastructure repairs. This resulted in a 33.8% decrease in net profit to J\$52.3 million.

Programme continuity was ensured in the MSc Counselling Programme despite a leadership transition. The Institute operated under the theme “Restore-Rebuild-Reimagine,” focusing on process improvement and service quality.

Innovation was evident in expanded digital engagement and multimedia public health communication, including livestreaming, video series, and community initiatives, which enhanced public understanding and strengthened the Institute’s social impact.

Conclusion

The Institute’s progress was due to collaborative efforts among academic staff, clinicians, counsellors, students, and partners. These accomplishments expanded access to education and healthcare, strengthened links between the University and national needs, and enhanced the Institute’s capacity to address evolving health and social challenges, in line with the University’s Triple A Strategy.



Infertility Awareness Month 2025.



Television Jamaica Ray of Hope programme feature highlighting the HWI-RHES Wall of Hope, June 2025.



HWI-RHES participation at Faculty of Medical Sciences Research Day, 2025.

IGDS

The Institute for Gender and Development Studies (IGDS) advanced its strategic objectives during the 2024/2025 academic year through strengthened international and regional collaborations, increased research output, and impactful outreach. The IGDS's work focused on widening access to gender-related education and training, supporting the implementation of The UWI Gender Policy, enhancing research and publications, and fostering activism and advocacy.

ACCESS AND ACADEMIC PROGRAMMES

A total of 1,120 undergraduate students and 104 graduate students registered in IGDS courses across Mona, Nita Barrow, and St. Augustine units, with additional students in the Regional Coordinating Office. Course development progressed for new programmes, including an MSc, Diploma, and Certificate in Gender Justice, Activism, and Sustainable Development, to be launched by the International School for Development Justice. The IGDS also delivered innovative training materials to external partners, including toolkits and modules on sexual harassment, gender equality, and human rights for organisations such as UNDP, UNESCO, and JASL.

Capacity Building and Outreach

The IGDS facilitated training and mentorship programmes for diverse groups, including government, NGOs, and youth, supported by international agencies such as UN Women and the YMCA. Notable initiatives covered unpaid care work, gender-based violence, and climate resilience. The Institute also provided professional development workshops and introduced new strategies to enhance graduate employability and leadership.



The Caribbean Academic Forum



Exhibition Opening



IGDS at the World's Women's Studies Conference

Research and Publications

Research output exceeded UWI targets, comprising three edited books, 14 book chapters, 10 peer-reviewed journal articles, several technical reports, and policy toolkits. Major research projects addressed gender and health, Indigenous studies, gender-based violence, and care work, with external funding from bodies such as CDB, UNDP, and UNESCO. The IGDS contributed expertise to regional and international research clusters and continued developing ethical research protocols for Indigenous communities.

Activism, Advocacy, and Events

The IGDS actively participated in public advocacy, commemorating global observances such as International Women's Day and the 16 Days of Activism Against Gender-Based Violence. The Institute hosted and contributed to regional conferences, symposia, and

exhibitions, including the 11th World Conference on Women's Studies in Bali and the 30th IGDS Anniversary Exhibition. Collaboration with local and international stakeholders reinforced the IGDS's commitment to gender justice, climate action, and cultural heritage.

Recognition and Awards

IGDS staff and students received several accolades, including the Principal's Award for Excellence and fellowships for leadership in economic thought and service. The School for Graduate Studies was renamed in honour of Emerita Professor V. Eudine Barriteau. IGDS's research and impact on policy and public service were recognised at the campus and regional levels.

Financial Sustainability

The IGDS mobilised significant resources through tuition, grants, and project funding, supporting both

academic and outreach activities. Key grants funded research, training, and advocacy programmes across all campus units.

Policy Implementation

Steps continued towards implementing the revised UWI Gender Policy, with ongoing training of Gender Task Force members and efforts to centralise policy tracking. Regional training will resume in the next academic year, with a focus on data-driven implementation.

Conclusion

In 2024/2025, the IGDS demonstrated agility and leadership in advancing gender justice across the Caribbean and beyond. Through its academic, research, advocacy, and policy initiatives, the Institute remains a key driver in shaping a more equitable and inclusive society.

ISD

The Institute for Sustainable Development (ISD) highlighted significant achievements in development policy, environmental management, and disaster risk reduction. The ISD, in collaboration with UN agencies and international partners, maintained its leadership role in the Caribbean UN Sustainable Development Solutions Network and served as the secretariat for the Global Institute for Climate-Smart and Resilient Development (GICSRD).

Teaching and Student Development

ISD continued to offer postgraduate programmes, conferring one PhD and one MPhil degree, with 17 MSc students set to graduate, of whom seven received distinctions. The 2025–2027 cohort includes 19 students. Student feedback favoured online learning, prompting the expansion of mixed-mode course delivery to increase accessibility for students outside Kingston. Fieldwork remains an in-person activity.

Research and Grants

ISD managed approximately US\$1.4 million in grants. Although the USAID-funded project on community climate resilience was cancelled after substantial progress, ISD collaborated with Northeastern University to support resilience in Barbados and Dominica. Collaborative research with the Centre for Marine Sciences and other departments included oceanographic sampling supported by Global Support and Development (GSD). GICSRD's campus events fostered collaboration among UWI staff engaged in climate and resilience research.

Strategic Projects

A team led by Professor Clayton developed a Maritime Security Strategy for the Regional Security System, enhancing its threat-mitigation capabilities. ISD and partners supported Dominica in disaster risk reduction, resulting in improved early warning systems, disaster response plans, and risk mapping, despite setbacks caused by Hurricane Beryl.

ISD contributed to tracking disaster expenditure in the Bahamas and evaluated the UK ODA's impact on Caribbean disaster resilience. Notably, ISD staff presented climate change research before the Jamaican Public Administration and Appropriations Committee and participated in national policy discussions.

Global Engagement and Partnerships

ISD expanded its global presence, with staff participating in UN advisory boards and high-level international meetings. Ms Manickchand was appointed as the SDSN Caribbean Network Manager, advancing the SDGs regionally. GICSRD hosted seminars, resilience workshops, and symposia in partnership with international universities and organisations, promoting community-based disaster risk reduction and climate education. Events included collaborative workshops across Barbados, Mexico, and Canada, as well as youth-focused climate justice panels.

Support to Public Bodies

ISD members served on the UNDRR's Regional Science and Technology Advisory Group and led the Caribbean chapter of the Sustainable Development Solutions Network. ISD also facilitated UWI's observer status at the Inter-American Institute for Global Change Research (IAI), thereby enhancing participation in regional projects and conferences.

Conclusion

The 2024/2025 reporting period underscores ISD's pivotal role in advancing sustainable development, research excellence, and regional and global collaboration. Despite challenges, ISD's work continues to shape policy, build resilience, and foster academic and community partnerships within the Caribbean and beyond.

LACC

The Latin American-Caribbean Centre (LACC) advanced The UWI's strategic globalisation agenda during the 2024/2025 academic year. The Centre focused on fostering international partnerships, student development opportunities, and regional engagement, aligning its work with the UWI's Triple A Strategy.

Strengthening Partnerships

LACC renewed and expanded collaborations with educational institutions and governments across the Americas and Europe. The Centre prioritised both traditional and non-traditional affiliations, supporting joint research, student and faculty mobility, and new avenues for academic exchange. This strategic emphasis contributed to UWI's "Revenue Revolution" goals.

Student Development

The Centre supported the Colombian Government's foreign language exchange programme, enabling UWI graduates to teach English in Colombia and Colombian teachers to teach Spanish at UWI campuses. In 2024/2025, five UWI graduates participated, with increased numbers anticipated for 2025/2026. The programme's success was underscored

by extended assignments for outstanding participants and ongoing consultations to enhance the initiative.

Support for Caribbean Higher Education

LACC played a pivotal role in the proposed re-establishment of a Caribbean university on San Andres Island, Colombia. The Centre assessed the project's alignment with UWI's mission, coordinated feasibility studies, and maintained high-level engagement with Colombian authorities and the Raizal community. A strategic plan was developed for phased implementation, with a high-level meeting between UWI and the Colombian President scheduled for August 2025.

Academic and Cultural Initiatives

LACC coordinated UWI's involvement in an international conference on Caribbean ancestral knowledge and multilingualism, highlighting the University's expertise in these areas. A renewed partnership with INFOTEP in San Andres was also pursued, focusing on expanding multilingual academic programmes, particularly in Creole.

Regional Collaborations

The Mexico Chair programme continued, with LACC facilitating the appointment of a Mexican scholar at UWI Mona. Discussions with Austral University in Argentina advanced a student exchange partnership, with draft agreements under review.

Diplomatic Engagement

LACC re-engaged with GRULAC (Group of Latin American and Caribbean) diplomatic missions in Kingston, securing renewed commitments from eight Heads of Mission. The Diplomatic Dialogues initiative, developed under the "We Are Neighbours" programme,

was launched to foster student engagement with regional diplomats, raise awareness of regional issues, promote academic collaboration, and expand international career opportunities. The programme will be piloted at Mona Campus in 2025/2026.

Cultural Heritage and Legacy

LACC initiated the creation of a Plaza of Latin American and Caribbean Heritage on UWI campuses, designed as an interactive space for cultural learning and regional integration. Endorsed by university leadership, the project is advancing with student-led designs and plans for partnership and funding outreach.

Conclusion

Through renewed partnerships, student-centred initiatives, and engagement with regional and international stakeholders, the LACC significantly contributed to UWI's goals of global engagement, student achievement, and regional development during 2024/2025.

OUGC

During the 2024/2025 academic year, the Office of the University General Counsel (OUGC) played a pivotal role in supporting the University's governance, risk management, and strategic initiatives. Through comprehensive legal advice, oversight of compliance and contractual matters, and engagement in policy development, the OUGC contributed to transparent and accountable institutional operations.

A key area of focus was enhancing access to education and research opportunities. The OUGC facilitated the negotiation, drafting, and execution

of multiple agreements and memoranda of understanding with esteemed international and regional academic partners, including universities in the United States, Europe, Latin America, and the Caribbean. These agreements supported student and staff exchanges, joint research, internships, and professional development initiatives, all aligned with the United Nations Sustainable Development Goals. Of particular note was the formalisation of an agreement with the Caribbean Examinations Council (CXC) to increase access for CXC candidates to UWI's undergraduate programmes and a cooperation agreement with the Organisation of Eastern Caribbean States (OECS) to support advanced skills certification.

The OUGC also provided legal support for various scholarship and grant initiatives, such as the Trevelyan Grenada Reparations Fund Scholarship, the Raquel Josephs Scholarship, and the Intra-Caribbean Academic Mobility Programme (ICAMP), a significant EU-funded project. These efforts aimed to expand equitable access to tertiary education, strengthen regional capacity, and foster applied research. Additional support was provided for research collaborations, including the CATCH Study, ensuring compliance with institutional and funding requirements.

Institutional alignment was another priority, highlighted by the Indigenisation Project, which seeks to transition The UWI's governance from Royal Charter to a regional treaty-based framework within CARICOM. The OUGC led foundational legal work, policy consultations, and stakeholder engagement to advance this significant transformation. The Office also supported the operationalisation

of new entities, such as the International School for Development Justice Inc. (ISDJ), and strengthened governance across UWI subsidiaries by overseeing statutory filings, certification processes, and compliance with corporate governance standards.

The OUGC managed a diverse portfolio of claims and disputes during the reporting period, including seven Visitor Petitions from staff and students. These cases addressed issues ranging from professorial appointments and employment matters to academic appeals and student governance. In each instance, the OUGC ensured that the University's decisions were legally defensible and procedurally sound.

Agility remained central to the OUGC's mandate, as evidenced by its contributions to the University's digital transformation, ICT infrastructure upgrades, and cybersecurity initiatives. The Office played a key role in securing strategic financing, such as the IDB Invest loan for ISDJ, and in supporting externally funded projects with agencies such as the United Nations Development Programme and the Inter-American Development Bank. These projects advanced research, policy development, and regional resilience efforts.

Throughout the year, the OUGC organised staff development workshops and compliance information sessions, further supporting institutional welfare and regulatory adherence. Overall, the Office demonstrated sustained capacity to manage complex legal and governance matters, thereby underpinning the University's mission and strategic objectives.

SALISES

The Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) continued its commitment to advancing scholarship that responds to the evolving needs of the Caribbean region. Against a backdrop of rapid social, economic, and technological change, SALISES focused on expanding access to tertiary education, strengthening partnerships, demonstrating agility, and fostering innovation.

Access to education was a central priority. The St. Augustine campus transitioned its flagship MSc Development Statistics and MPhil/PhD programmes to fully online delivery, expanding opportunities for working professionals across the Caribbean and the Global South. The campus produced 17 scholarly outputs to reinforce the research base for postgraduate training. At Cave Hill, MPhil/PhD programme admissions were carefully managed to maintain supervision standards, resulting in three new students and higher submission rates. Outreach initiatives targeted final-year students and the wider Barbadian community, with a major promotional campaign for the online MSc in Development Studies planned for March 2026. At Mona, scholarships totalling over J\$3.8 million supported seven MSc students, and major datasets were secured to enhance research and teaching. The Norman Girvan Documentation Centre was also redesigned to better serve students.

SALISES reinforced its alignment with industry, policy-makers, and global actors through impactful research and partnerships. At St. Augustine, the Institute led grant-funded projects on climate finance and disaster risk, solidifying its reputation as a thought leader for Small Island Developing States (SIDS). Staff

achievements included international appointments and awards, as well as major publications on sport and migration. Cave Hill's Centre for Criminal Justice and Security conducted national crime surveys, while collaborative efforts with the BVI and Turks and Caicos advanced research capacity and public policy analysis. Mona strengthened its international profile via the Erasmus+ Programme and hosted webinars on critical regional issues, enhancing scholarly output and engagement.

Agility in responding to changing environments was demonstrated through digital upgrades, expanded regional collaborations, and the formation of flexible research clusters at St. Augustine. Cave Hill responded to funding challenges by restructuring administrative support and upgrading research roles. Mona secured significant grants and increased tuition revenues, supporting projects on poverty, digital inclusion, and artificial intelligence.

Innovation and entrepreneurial initiatives were prominent. St. Augustine piloted a widely attended data visualisation workshop, informing plans for scalable, skills-based courses. Public fora were developed as digital knowledge products to support professional education. Cave Hill explored monetising research compilations, while Mona prepared to launch the SALISES GenAI4D Observatory Dashboard—a flagship platform to track and forecast the impact of generative AI in Jamaica and the Caribbean, supporting sustainable development and regional innovation.

Overall, SALISES' strategic focus on access, alignment, agility, and innovation positioned the Institute to deliver tangible value to students, policy-makers, and society, while strengthening its research, teaching, and outreach across the Caribbean and beyond.



Against a backdrop of rapid social, economic, and technological change, SALISES focused on expanding access to tertiary education, strengthening partnerships, demonstrating agility, and fostering innovation.

SODECO

The University of the West Indies Solutions for Developing Countries (UWI SODECO) continued its mission to address pressing medical and socioeconomic challenges facing developing nations, with a particular focus on the Caribbean. As an international research charity, UWI SODECO aligns its objectives with the UWI Triple A Strategy and the United Nations Sustainable Development Goals (SDGs), prioritising health, education, economic growth, and environmental sustainability.

Identity and Goals

UWI SODECO operates through two main arms: Solutions for Medicine (SFM), which advances medical research, and Solutions for Society (SFS), which tackles socioeconomic issues. The organisation's primary goal is to elucidate the molecular mechanisms behind the increased risk of cardio-metabolic diseases and neurocognitive deficits in populations experiencing rapid lifestyle changes. Current efforts also focus on rehabilitating mangroves in south Clarendon, Jamaica, while creating sustainable livelihoods for local communities.

Team and Collaborations

UWI SODECO has a multidisciplinary team, including leading academics, research fellows, and project managers, supported by UWI faculty and a global network of collaborating scientists from institutions such as Harvard University, the University of Auckland, and Loyola University of Chicago. These collaborations enable UWI SODECO to leverage international expertise and resources for impactful research and community projects.

ACHIEVEMENTS AND STRATEGIC ALIGNMENT

Expanding access to tertiary education remains a key focus, with UWI SODECO supporting early-career clinician scientists and supervising doctoral research. In 2024, the programme renewed the registration of a PhD candidate whose completion is expected in 2026.

Industry-academia partnerships have yielded significant progress in combating childhood malnutrition. The "Saving Brains from Malnutrition" initiative, in collaboration with Nutriset-fr and funded by Wellcome Leap (US\$1 million), evaluated a redesigned, WHO-prescribed rehabilitation feed. Conducted in Bangladesh, the trial showed promising results: improved weight gain, a healthier gut microbiome, and enhanced cognitive markers in children with severe acute malnutrition. The findings are under review for potential adoption by the World Health Organisation.



In terms of innovation, UWI SODECO signed an agreement in 2024 to redevelop a dormant sugar port in south Clarendon, integrating ecological and social best practices. This project not only supports environmental resilience but also provides economic opportunities for coastal residents.

SDGs and Environmental Impact

The Blue Carbon Restoration project, aiming to restore 9% of Jamaica's mangroves, entered its restoration phase. The initiative will mitigate climate change through carbon sequestration and enhance coastal resilience, delivering broad social and economic benefits.

Research Programmes

UWI SODECO's research portfolio includes:

- Cognitive rehabilitation for survivors of childhood malnutrition in Jamaica, funded by Groupe Nutriset (EU 0.9 million).
- The epidemiology of sleep disturbances and meal timing on obesity and diabetes, a multinational NIH-funded project (US\$ 1 million).
- Comprehensive mangrove restoration in South Clarendon, supported by the Inter-American Development Bank (US\$ 2.5 million plus a supplementary grant).

All projects are on track, with milestones achieved in environmental restoration and global health research.

Conclusion

UWI SODECO's 2024/2025 achievements reflected its commitment to bridging research, policy, and practice to better develop societies, strengthen human capital, and foster sustainable growth in alignment with regional and global development agendas.

OUCIO

The OUCIO's vision is to be a unified IT team delivering excellent ICT services to enable an agile UWI. Its mission is to coordinate campus ICT teams into a cohesive university-wide unit, provide secure, integrated solutions, and enable digital transformation across UWI.

Achievements

One UWI Email and Microsoft 365 Rollout

The OUCIO completed the transition of all staff to the @uwi.edu domain, marking a significant step in cross-campus collaboration. The rollout was supported by comprehensive training sessions, which increased staff readiness and skills in adopting Microsoft 365. The automation of the email assignment process, including duplicate resolution, was finalised. Multi-Factor Authentication (MFA) was widely promoted and implemented, enhancing security. A draft Microsoft 365 roadmap was presented to key University committees.

Cross-Campus Moodle (CCM)

Resource constraints were addressed through consultations with leadership and the presentation of a cost-sharing model, which received committee endorsement. Online exam procedures for high-stakes exams were developed, shared, and effectively implemented.

Cybersecurity Enhancements

Key initiatives included university-wide cybersecurity training for the Computer Security Incident Response Team (CSIRT), updating the Information Security Incident Response Procedure, and rolling out the SentinelOne Endpoint Detection and Response platform. These measures have strengthened the University's ability to prevent, detect, and respond to cyber threats.



Mr Darien Nairne-Powell presenting at the Cyber Security Awareness Seminar, an OUCIO annual event on December 5, 2024, in the Ramson Meeting Room, at the Regional Headquarters, UWI.



Mr Locksley James, Senior IT Officer of the OUCIO, presenting gifts from Sponsor Sagikor to Mr Samorae Campbell of the Management Audit Department at the Cyber Security Awareness Seminar on December 5, 2024.

SPECIALISED CENTRES, UNITS, INSTITUTES AND DEPARTMENTAL REPORTS

Enterprise Resource Planning (ERP)

The OUCIO led discussions on transitioning to the Ellucian Banner Software-as-a-Service (SaaS) platform, highlighting benefits and challenges, including affordability and resource requirements.

Efficiency Solutions

Leveraging Microsoft Power Apps, the OUCIO developed an Honorary Graduand Voting App to improve transparency and decision-making efficiency. Artificial Intelligence tools were introduced to automate reporting and other functions, significantly reducing development times.

Digital Transformation Initiatives

The OUCIO collaborated on CDB-funded digital transformation projects, playing critical roles in their implementation.

Zoom License Renewal

Negotiations with Zoom resulted in a 79.5% discount on the Zoom Workplace for Education Enterprise Plus package for 2 years, securing cost-effective access to essential collaboration tools.

Challenges and Risks

The OUCIO continues to advocate for a shared operating model across HR, Bursary, and ICT teams to fully realise the benefits of One UWI solutions. Persistent issues like delayed payments for critical ICT licenses, including Ellucian Banner and Oracle maintenance, pose risks to system support and stability.

Conclusion

The reporting period was marked by significant IT modernisation, enhanced security, and cross-campus collaboration, despite ongoing resource and operational challenges. The OUCIO remains committed to advancing digital transformation and supporting the University's strategic objectives.



The 2024 Cyber Security Awareness Seminar, an OUCIO annual event on December 5, 2024, in the Ramson Meeting Room, at the Regional Headquarters, UWI



Mr Locksley James, Senior IT Officer of the OUCIO presenting gifts from Sponsor Sagicor to Mrs Petagay Allen of the Office of Finance and Mrs Nickeisha Grant of the Office of Global Affairs at the Cyber Security Awareness Seminar on December 5, 2024.

UWI PRESS

The UWI Press, under the guidance of its Board of Directors and dedicated staff, has sustained its core mission to advance Caribbean scholarship and culture by broadening access, deepening alignment with academic and industry standards, and maintaining operational agility for the 2024/2025 period.

ACCESS

The Press has continued its commitment to widening access to knowledge across the Caribbean and globally. This year saw the expansion of both digital and print publication channels, ensuring academic, research, and creative works reached a diverse audience of students, scholars, alumni, and the general public. These efforts are central to the Press's vision for an informed Caribbean society.

ALIGNMENT

Strategic partnerships with leading industry and scholarly bodies, such as the Association of University Presses and the Association of Learned & Professional Society Publishers, have reinforced the Press's editorial and publication standards. This alignment has enabled the UWI Press to remain the preeminent publisher of Caribbean scholarly material and to respond effectively to evolving societal discourse and stakeholder expectations.

AGILITY

Customer satisfaction and relationship-building remain at the forefront of the Press's operations. Enhanced communication and diversified product distribution have improved responsiveness and regional reach. The Press's agility enables it to swiftly address challenges and adapt to the dynamic landscape of academic publishing.



Professor Canute S. Thompson, PVC, Board of Undergraduate Clive Landis, Pro Vice-Chancellor and Principal of The University of the West Indies, Cave Hill Campus at the Barbados launch of *Reimaginative Leadership: Concepts and Applications*



Author(s)/Editor(s), Nickesha T. Dawkins and Clive Forrester with their book, *Sounds of Advocacy: Papers in Honour of Hubert Devonish* at the 2025 Society for Pidgin and Creole Linguistics Meeting

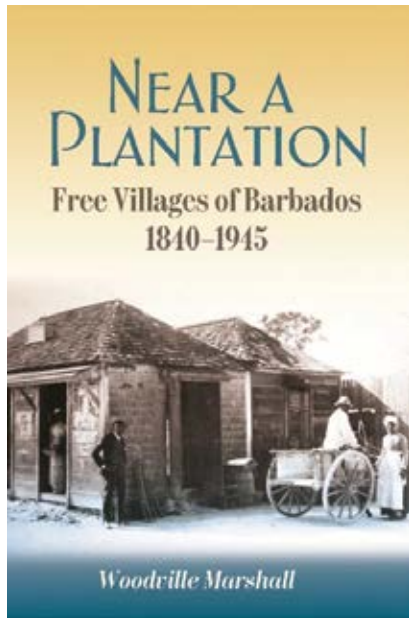


The University of the West Indies Press Team

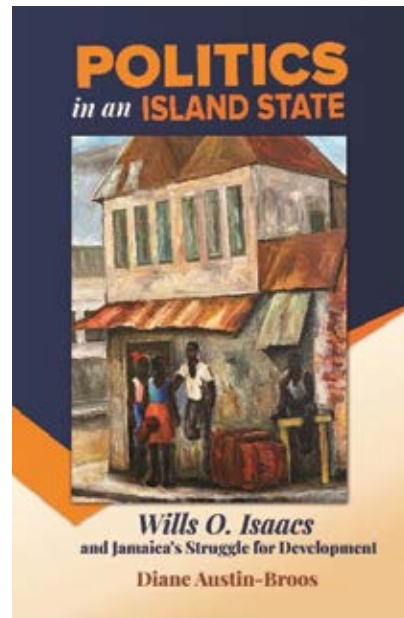


Ms Susan Callum Workshop: *Journal Development 1: Strategic planning and practical tactics for improving journal success* June 26–27, 2025

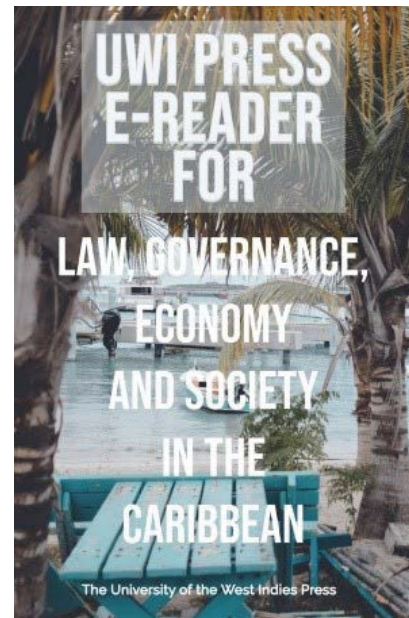
SPECIALISED CENTRES, UNITS, INSTITUTES AND DEPARTMENTAL REPORTS



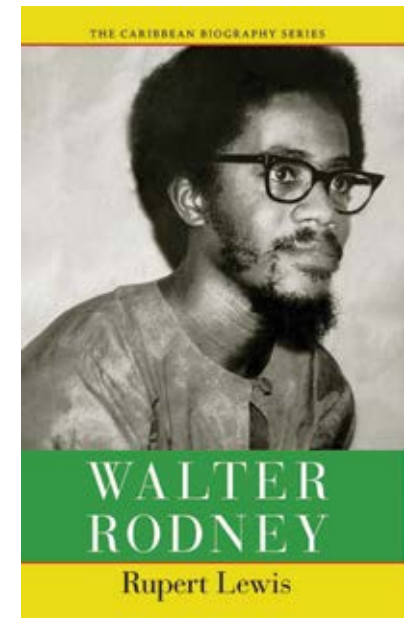
Near a Plantation: Free Villages of Barbados, 1840-1945. Woodville Marshall Winner 2025 Elsa Goveia Memorial Book Prize Association of Caribbean Historians



Politics in an Island State: Wills O. Isaacs and Jamaica's Struggle for Development. Diane Austin-Broos Third place in the 2025 Gordon K. and Sybil Lewis Award Caribbean Studies Association



Law, Governance, Economy and Society in the Caribbean (UWI Press eReader)



Walter Rodney by Rupert Lewis

Governance and Staff

The governance structure, led by Professor Densil A. Williams (Chair), comprises representatives from all UWI campuses and key administrative offices. The staff, headed by Director Christine Randle, includes experts in editing, marketing, accounts, IT, and administration, all contributing to the Press's continued success.

Publications and Achievements

During the reporting period, the Press published significant works addressing Caribbean history, society, law, politics, and culture. Notable titles include "History Matters: Reassembling the Fragments of a Contested Past," "Near a Plantation: Free Villages of Barbados, 1840-1945," "Richie Richardson," "Island Cultures and Festivals: A Creative Ecosystem," and "Don Dada: Assessing the Socio-economic and Political Power of Jamaica's Mafia Bosses."

Journals such as The Journal of Caribbean History, Caribbean Quarterly, and the Caribbean Journal of Psychology continue to foster academic discourse. Reprints such as "The Earliest Inhabitants: The Dynamics of the Jamaican Taino" ensure foundational works remain accessible.

Awards and Recognition

The Press's commitment to excellence was recognised when "Near a Plantation" won the 2025 Elsa Goveia Memorial Book Prize, and "Politics in an Island State" placed third in the 2025 Gordon K. and Sybil Lewis Award.

Impact and Engagement

Several UWI Press publications were adopted as required texts for UWI foundation courses, reflecting

their importance in Caribbean higher education. Ongoing staff development and participation in industry associations such as the Book Industry Association of Jamaica and the Independent Publishers Guild further strengthen the Press's capacity and reputation.

Conclusion

The UWI Press has demonstrated resilience and innovation, maintaining its leading role in the Caribbean publishing sector. Through expanded access, strategic alignment, and operational agility, it continues to serve as a vital resource for knowledge dissemination and regional development.

U M&C

During the 2024/2025 academic year, University Marketing & Communications (U-M&C) continued to be a lean, dynamic and streamlined unit within the Office of the Vice-Chancellor, advancing the “One UWI” philosophy and enhancing the University’s regional and global strategic positioning. Operating as a centralised hub, U-M&C played a pivotal role in supporting system-wide priorities, directly aligning its efforts with the Vice-Chancellor’s leadership agenda and significantly contributing to The UWI’s growing reputation.

Elevating Global Visibility and Reputation

U-M&C’s sustained focus on global media leadership resulted in 23,400 media mentions, a notable 14.9% increase over the previous year. The coverage spanned broadcast and print media across the Caribbean, North America, and the UK, reinforcing The UWI’s credibility and influence. With skilful media management, most coverage maintained positive or neutral sentiment. Strategic partnerships with editorial outlets and influencers further extended the reach of key institutional priorities, ensuring the University’s accomplishments were consistently highlighted to regional and international audiences.

Strategic Storytelling and Stakeholder Engagement

U-M&C led the creation and dissemination of the Vice-Chancellor’s Annual Report (2023/2024) and the special report “Journey to the Top,” which celebrated the successful execution of the Triple A Strategic Plan and The UWI’s rise to the top 5% of global universities. Embracing a digital-first approach, the reports garnered more than 1,600 views, reflecting enhanced stakeholder engagement and transparency.



Showcasing Academic Excellence

A unified communications and branding strategy for 15 graduation ceremonies across five campuses further illustrated U-M&C’s integrative approach. The “One UWI” framework resulted in over 145,000 unique viewers on UWItv platforms, more than 40 media stories, and heightened visibility for academic achievements, honorary degrees, and University leadership. These efforts reinforced alumni relations and strengthened public trust.

Driving Innovation and Transformation

U-M&C spearheaded the successful launch of the International School for Development Justice (ISDJ), overseeing brand development, interim visual identity, website launch, marketing collateral, and events. The Office also led communications for the University’s digital transformation, particularly the migration to Microsoft 365 and the implementation of a unified UWI. EDU email platform. Through coordinated messaging, training, and a dedicated microsite, U-M&C facilitated a seamless transition, supporting institutional coherence aligned with “One UWI.”

Highlighting Leadership in Artificial Intelligence

The 2024 and 2025 Five Islands AI Conferences showcased U-M&C’s expertise in integrated marketing and communications. By leveraging University and regional media partnerships, the team executed a multi-territory digital campaign and on-site support, successfully positioning The UWI as a regional leader in artificial intelligence and innovation.

Strengthening Governance, Quality, and Institutional Intelligence

U-M&C played a vital role in promoting student and staff surveys, achieving record participation of over 5000 completed surveys and over 2100 student comments, which generated actionable insights. The launch of the UWI Data Protection website further demonstrated U-M&C’s commitment to compliance and global best practices. The Office also contributed its expertise across numerous University committees, advancing governance, continuing and professional education, risk management, quality assurance, digital transformation, gender mainstreaming, and ceremonial protocols.

Conclusion

U-M&C’s strategic initiatives and operational excellence in 2024/2025 significantly advanced The UWI’s visibility, reputation, and institutional effectiveness, aligning with the highest professional standards and the University’s mission of regional and global leadership.

SPECIALISED CENTRES, UNITS, INSTITUTES AND DEPARTMENTAL REPORTS

UWITV

Over the reporting period, UWITV reaffirmed its role as a strategic communications and knowledge-sharing arm of The University of the West Indies (The UWI), advancing the institution's Triple A Strategy: Access, Alignment, and Agility. The platform remained at the forefront of regional and global engagement, supporting The UWI's mission to drive Caribbean development and disseminate critical knowledge to diverse audiences.

ACCESS

Access to credible, Caribbean-focused educational content remained at the core of UWITV's mandate. Through its integrated multimedia platforms, UWITV sustained and broadened participation in higher education and public discourse. The cable TV platform maintained robust viewership in established markets such as Trinidad and Tobago, Jamaica, Barbados, Grenada, and, notably, Panama, which remains UWITV's largest audience base. A significant achievement was the strategic partnership with the Government of Grenada, which enhanced media collaboration and reinforced UWITV's regional presence. The cable footprint demonstrated consistent growth and emerging market interest, underpinned by industry-academic partnerships and hybrid broadcast models.

UWITV also expanded its digital reach via social media platforms—Facebook, LinkedIn, Instagram, and X—serving both academic and public audiences and amplifying campus-based and cross-UWI activities. The UWITV website remained a vital repository for live and on-demand content, with



improved organisation and accessibility. Innovative e-engagements supported multilingual, inclusive dialogue, connecting Caribbean communities at home and abroad. Flagship content included "UWI's PhDs: A Conversation in Development" and the launch of "Elections Caribbean - Energising Caribbean Democracy," reflecting UWITV's commitment to public education and regional democratic discourse.

ALIGNMENT

UWITV's efforts to align with institutional and stakeholder priorities were evident in its broad portfolio of partnerships. The platform supported and broadcast major regional and international events, including CARICOM Heads of Government meetings, Caribbean Development Bank conferences, Africa–Caribbean cooperation initiatives, and judicial and governance forums. These activities strengthened relationships with governments, the private sector, and international partners, enhancing The UWI's visibility and policy impact. Engagements with entities such as the Caribbean Development Bank, United Nations Development Programme, and regional chambers of commerce further positioned UWITV at the intersection of academia, development, and enterprise.

AGILITY

Adapting to a dynamic media and higher education landscape, UWITV continued to demonstrate agility through operational innovation, revenue diversification, and service excellence. The platform delivered broadcast and livestream services for governments and institutions, broadening The UWI's global reach and reputation. Agile initiatives included public policy roundtables, ministerial summits, international cooperation projects, and high-profile diplomatic events, all of which reflected UWITV's capacity for technical excellence and strategic foresight.

Conclusion

Throughout 2024/2025, UWITV made measurable contributions to The UWI's key performance indicators: audience growth, stakeholder engagement, financial sustainability, and enhanced global reputation. By expanding access, fostering alignment, and operating with agility, UWITV reinforced The UWI's mission and strategic objectives, sustaining its role as a vital platform for Caribbean voices, scholarship, and policy engagement on the regional and international stage.

UWIAA

The University of the West Indies Alumni Association (UWIAA) made significant strides in alumni engagement, recognition, and development during the reporting year. The Association's efforts were underscored by a series of initiatives and milestones that collectively reinforced the organisation's commitment to nurturing a vibrant and impactful alumni community worldwide.

A highlight of the year was the recognition of Cedric Gayle, Esq., at the AFUWI Gala 2025. Mr Gayle was honoured with the prestigious Pelican Award, acknowledging his outstanding contributions to the legal profession and community service. As a founding member of the UWI New York alumni chapter, he notably strengthened alumni connections and visibility in the New York region.

UWIAA also prioritised expanding its reach by establishing four new alumni chapters: the Faculty of Science and Technology (Mona), Physics (St. Augustine), ROYTEC (UWI School of Business and Applied Studies Ltd.), and the Faculty of Social Sciences (St. Augustine). These new chapters aimed to foster deeper engagement among graduates from diverse disciplines and regions, ensuring that the alumni network remains dynamic and inclusive.

Digital engagement was another focal point, with the UWI Alumni LinkedIn page reaching nearly 98,000 followers. Robust content and active participation generated over 52,000 impressions in a single month, demonstrating strong visibility and continued interest among alumni and supporters.

The Association's philanthropic efforts were reimagined by rebranding its annual giving campaign



Mr. Cedric Gayle, Esq. is honoured with the prestigious Pelican Award at the AFUWI Gala 2025

from 'Every Dollar Makes a Difference' to 'Empowering Future Alumni (EFA)'. This shift emphasised the tangible benefits of tuition and research scholarships, underscoring the Association's ongoing commitment to supporting students' academic journeys and future success.

The Pelican Perks Advantage Programme (PPAP) further enriched the alumni experience by offering a range of engagement opportunities. These included sessions focused on soft and life skills, mentorship, and professional development. Notably, all five UWI campuses collected PPAP funds, enabling the full rollout of engagement initiatives and enhancing support for alumni chapters across the region.

Conclusion

The UWIAA's initiatives in chapter expansion, alumni recognition, digital outreach, philanthropy, and the PPAP programme have collectively strengthened UWI alumni's global presence and impact. These efforts not only celebrated individual achievements but also fostered a spirit of giving, professional growth, and connection that extends across the Caribbean and beyond. The Association remains committed to building on these successes in the years to come, ensuring that UWI alumni continue to make meaningful contributions both regionally and internationally.

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