



# CORPORATE BONDING

## THE UWI'S NEXT FUNDING FRONTIER



► VICE-CHANCELLOR'S REPORT TO  
UNIVERSITY COUNCIL 2018/2019



Dr. The Hon. Keith Rowley  
Prime Minister of the  
Republic of Trinidad & Tobago.



## THE COUVA MEDICAL AND MULTI-TRAINING FACILITY LIMITED (CMMFL)

The Government of Trinidad and Tobago was the first to respond to the innovative debt-swapping proposal, making available to The UWI the new state-of-the-art Couva Hospital and Multi-Training Facility. The Couva Medical and Multi-Training Facility Limited (CMMFL) is a Special Purpose Company incorporated under the laws of the Republic of Trinidad & Tobago in July 2018, with a broad remit to facilitate the operationalisation of the facility. The Board of the CMMFL currently comprises representatives of The University of the West Indies and the Ministries of Health and Finance acting on behalf of the Government of Trinidad and Tobago.

Professor Brian Copeland  
Pro Vice-Chancellor & Principal,  
The UWI St. Augustine Campus.

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**Professor Sir Hilary Beckles**  
Vice-Chancellor

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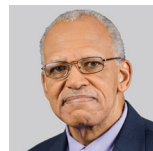
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# OUTLINING THE UWI'S NEW BUSINESS MODEL

The University of the West Indies is currently engaged in a deep dive discourse on higher education funding within the Caribbean context.

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

The University of the West Indies is currently engaged in a deep dive discourse on higher education funding within the Caribbean context. It is arguably one of the main development challenges facing our regional community. We therefore see this conversation as a critical part of the search for a solution-oriented financial paradigm.

In this regard, it is important to note, however, that there are overlapping issues that must be untangled for the purpose of analytical clarity and thematic differentiation. There is the institutional matter of how The UWI singularly, as the number one ranked university in the Caribbean, is seeking to improve upon its financial health in order to assure its sustainability as a regional centre of academic and development excellence. Then, there is the broader system issue of what strategy and model should be adopted by stakeholders to fund higher education with its diversity of institutions and mandates across the region. There is obviously an inter-connection at all levels of thinking between the two.

The UWI, like dozens of universities in the region, is not a 'for profit' business institution, though it is expected by stakeholders to run its operations in a 'business-like fashion'. We have the flexibility to be market-driven, but there is always the matter of catering for the 'public good' that sometimes requires a more complex decision-making process. The expectation of demonstrated financial efficiency in the use of public funds lies at the heart of our governance model, hence the selection of distinguished corporate minds to chair and manage our financial and audit committees, campus councils, and who play a critical role in discussing the responses to the university's external audit reports.

The business model on which the university operates was regionally approved for campuses to implement. Simply put, all programmes are costed, and the cost sharing splits out into an 80% support from governments (mostly the campus governments) and 20% from students. The university bills governments for the 80% in respect of national students, and bills the students for their 20%. In the case of Barbados and Trinidad and Tobago, the governments pay both the 80% and 20% for its nationals. When governments do not meet the billing, it goes into arrears and should be accounted for as a receivable in audited accounts. This shortfall, started to balloon out of control 20 years ago, and constitutes the principal driver of bad news on the balance sheet.

The challenge the university is faced with, then, is how best to grow its expansion of new and innovative programmes, promote relevance, transform research, and be a source of public advocacy, with public funding shrinking at a significant rate, while maintaining its standing as a university ranked in the top 4% of the best 28,000 universities globally. At the moment, the governments' contributions cover about 50% of the university's overall operational cost. Student fees' input hover at about 15%, leaving the university to find 35 per cent from its entrepreneurial activities.

The first point to make in this regard is that the governments, in the grind of their fiscal challenges derived from shrinking economies, must be celebrated and not in any way criticised for this circumstance. While their relative contribution to operational budgets has fallen from 90% to 50% over 30 years, their absolute contributions in hard cash has risen dramatically over

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the same period. Governments have carried this UWI on their shoulders for 72 years. In 2018, we took the opportunity of the CARICOM meeting in Montego Bay, under Prime Minister Holness' chairmanship, to thank them for a phenomenally well done job, taking us from depending on the colonial scaffold in 1948 to a global elite brand we celebrate today.

How, then, do we move forward as we drive our operations to the centenary in 2048? We will be asking our governments to maintain their funding levels to about 50%. This is enough to stabilise day-to-day operations, leaving us to be more aggressively entrepreneurial in search of development funds. We will be proposing, in this regard, to begin with a new business model in which the governments will be requested to market about 20% of their 100% equity in The UWI to private investors. We hope, therefore, that this will take care of 70% of operations. Given the growth of working-class poverty in recent decades, and the need for more equitable access from historically marginalised communities, we are inclined to keep student fees stable for the near future, contributing the 15% it currently represents.

The new funding model, then, could possibly settle at 50% governments; 20% private sector; 15% students; and 15% international engagements. Already, discussions are advancing nicely to enable this new model. Governments, for example, are considering adopting the US model of allocating campus lands to the university freehold as opposed to leasehold. The UWI can therefore become a land-grant university. This has enormous entrepreneurial implications, as well as potential for balance sheet improvement, and the financial marketability of the institution. Furthermore, The UWI is engaged in advanced conversation with the

private sector in terms of how best to present it with an investment instrument to enable private/public partnership.

It should be stated, however, that the University Grants Committee approved, last year, the establishment of a 'New Funding Model Committee' which has made very innovative recommendations that are being assessed. The University Council Meeting in April 2020, will be receiving the package of ideas that have been approved. In addition, we have created an "Office of Global Partnerships and Sustainable Futures" to significantly upgrade the revenue stream for research funding and project development.

In summary, then, The UWI has radically transformed its thinking and actions on this matter; 2021-2022, will see the roll out of an approved new financial model that will seek to erase the US\$75-million funding gap that currently exists. Pressure to implement the new approach is driven by the fact that we carry about 10,000 students beyond our budgetary provision. Mona, for example, carries about 3,000 Jamaican students beyond budgeting who are funded by its entrepreneurial efforts. These decisions are taken because The UWI is not here to serve itself. It is not a profit-driven corporation. It is here to serve our communities. Service, then, not sales, is our eternal episteme.

With respect to a funding model for the wider Caribbean, we have created a regional body comprising more than 50 regional institutions called 'Universities Caribbean'. I have been asked to be the inaugural chairman for three years. This gives The UWI an opportunity to provide guidance and leadership to the regional university system.

Internationally, the question is often asked, how does The UWI maintain its elite ranking located as it is in an economy that has not seen sustained economic growth in 30 years? The answer is obvious - deep stakeholder commitment, focused leadership, and the power of dedicated, unwavering colleagues.

The new funding model, then, is unfolding before our very eyes, and will be ready for discussion and approval within our management organs in 2020. With the continued blessings of our governments, the requested investment support of our private wealth holders and the loyalty of international agencies, the plans on the table to drive the internal entrepreneurial business culture for greater financial self-reliance will be sprung into action.

**THE NEW FUNDING  
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50% GOVERNMENTS;  
20% PRIVATE SECTOR;  
15% STUDENTS; AND  
15% INTERNATIONAL  
ENGAGEMENTS.**

## ECONOMIC GROWTH: UNIVERSITY SECTOR CAN DO MORE

Across the region, despite success in macroeconomic stabilisation, and efforts to mobilise significant national and foreign investments, the elusiveness of economic growth at the expected levels seem to defy standard explanations, and is therefore mysterious. A question raised is whether the university sector, beyond its teaching and research remit, can add greater value and constitute, in time, the yeast that will enable the cake to rise.

There are features about the sector that require immediate recognition. In terms of building the human capital stock, the Caribbean has the lowest higher education enrolment in the hemisphere within the relevant age cohort, 18-30 years. At the moment we are hovering at less than 25% against a North America average of near 60% and Latin America approaching 45%. Within CARICOM, the Bahamas and Barbados lead the chart, with Jamaica and Trinidad and Tobago bunched in the middle, and the Windward Islands at the base.

The challenge here is that using any model of economic growth, the potential of a country for transformative and sustained economic growth is a function of the number of its citizens who have had higher education, professional development, and technical skills certification. The data for our region are not encouraging and would suggest that our countries are being held back on account of inadequate social capital. In other words it can be argued that Caribbean states are being held back not

by insufficient investment capital but by a shortage of skills and professional mentality in the critical areas of the economy that are expected to super perform.

Recognising that this is the age of innovation and knowledge-driven growth, it is reasonable to expect that the university sector, as a custodian of the knowledge content, should be at the centre of any and every growth paradigm. That is, this is the age in which the university sector is expected to lead the way or be a critical partner in the search for new and innovative economic sectors, and facilitating the transformation of old sectors.

Indeed, this is largely correct since it is true that those economies in South East Asia, for example, that have attained impressive rates of sustained economic growth have done so on the basis of massive; but focused and scientifically modelled investments in the university sector that was restructured into alignment with the industry sector.

Technology Parks were created to support industry-academic ecosystems in which professors and producers, teachers and technologists, came together to innovate on industry terrain. This is how Silicon Valley began, and China's Technology Park in Suzhou operates. Operating in the neighbouring spaces served to normalise the relationship between research information and product investment. The alignment revolution that brought business and campus together for the national purpose also served to drive the enrolment upsurge because it pulled younger generations into the "making things" culture, and the "thinking things" systems.

In newly post-colonial countries like ours in the Caribbean, which did not receive at independence any reparations development packages from imperial Britain, building out a quality higher education sector is a complicated cost-benefit proposition. There are two aspects to this challenge. First, in modern market economies, there is a tendency for the unit costs in the university sector to rise at a faster rate than in other sectors of the economy. This has to do with the fixed maintenance of libraries, laboratories, and staffing structures. Second, the tendency in democracies for policy to be distorted along the short-term trajectory, while building social capital for economic growth is a middle to long-term strategy.

In addition, there is the structural problem of social exclusion and majority market marginalisation that has proven to be very resilient. Truth is, our societies rooted in colonial oppression, have remained among the most unequal globally, with nearly 30% of citizens 'locked' away in ghetto conditions. In the 1930s when the colonial state was rejected incipient national liberation movements called for slum clearance as the top priority, even ahead of adult suffrage. We got no support from imperial Britain, who created the colonial mess, and the problem has overwhelmed our national efforts.

The result has been that the national social growth which the university sector wants to take responsibility for has not kept up with national expectation. Too many citizens are placed in a situation where they do not believe that national institutions serve their normal living purposes resulting in an opposition approach. But social growth is not a consequence of economic growth but a prerequisite. Herein lies the dilemma. Education cuts don't heal. In our education system, over generations, ministers have preached about the plumbing being broken in the basement contributing to challenges higher up in the system. Taking from the tertiary

level to fix the primary might seem the right choice, but without an expansive tertiary the industry inputs we need will be unavailable. Politically, it is a bitter conundrum pill.

The UWI has done a great deal to address some of these matters beyond the expected output associated with generating social capital through teaching and research, and opening though insufficiently, the door to higher learning to the historically marginalised and still socially excluded.

Another aspect of this challenge is whether each UWI campus should be at the core of a national tertiary system of multiple institutions that is largely borderless, delivering a good quality experience for students at lower cost and greater efficiency. The answer is that we are laying the foundations for this approach. We have created a new category called Colleges of The UWI (CUWI). These independently managed colleges will be integrated for programme delivery purposes to meet the objectives of lower costs and better quality. This approach is in its formative phase and there is considerable potential.

There are other areas where The UWI can do much more if adequately funded. It is important to note that the funds currently made available by the Caribbean governments would be sufficient if the University had as its primary concern its own preservation. That is, if the purpose of pursuing excellence was for self-aggrandisement then with a 30% less enrolment it could do well on existing budgets. We should not minimise however the result that our subregion has within it the best ranked university in the Caribbean, which is rated in the top 4% of the world's best 28,000 universities.

## THE ALIGNMENT REVOLUTION THAT BROUGHT BUSINESS AND CAMPUS TOGETHER FOR THE NATIONAL PURPOSE ALSO SERVED TO DRIVE THE ENROLMENT UPSURGE

But, The UWI is here to serve the development of the region as its top priority, and has therefore taken on an enrolment of 50,000 students, beyond its financial capacity. But with the region at the bottom of the hemisphere in student enrolment, and undermining economic growth and development, The UWI has had to function with a significant measure of deficit financing for the public good. We are managing this situation with considerable financial skill and within a diplomatic discourse with our governments. But this situation is not sustainable.

The need for a new financial regime is now upon us. We are deeply preparing for the roll out of a new model in which the private sector and our 100,000 alumni will be invited to invest. The State sector has done very well these past 72 years. It is time for the private sector to step up beyond philanthropy, and for the University itself to be more entrepreneurial. Implementing this new business and finance regime is the primary task of the next few years.

The UWI's reputation as a globally elite university has never been higher. We are respected and celebrated more than ever. This reputation revolution now has to be converted into a more sustainable financial model. This is our remit for 2020-2022, the second part of our Strategic Plan period. It's an exciting time for us to implement the new financial order, but first we have to be precise and perfect in our conception. The success of this financial transformation will depend on the support of all stakeholders. It will be excellent for the institution and good for the region it serves.



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

### ► PREPARING FOR THE CAPITAL MARKET

**In the reporting period,** the University hosted a series of consultations with industry throughout the region. The final in the series culminated at the Cave Hill Campus in Barbados.

Convened by Vice-Chancellor, Professor Sir Hilary Beckles, an Economic Historian who has served on the regional board of Sagicor Financial for many years, the gathering included Group President and Chief Executive Officer of Sagicor Financial Corporation Limited, Dodridge Miller; CEO of the Jamaica National Group, Earl Jarrett; former Managing Director of National Commercial Bank Jamaica Limited, Jeffrey Cobham as well as former Chairman of the NGC Group of Companies and retired Group Chief Operating Officer of ANSA McAL, Gerry Brooks.

The group received a UWI strategy presentation from the Vice-Chancellor, and a private sector investment road map into The UWI from its Pro Vice-Chancellor for Industry-Academic Partnerships, Professor Densil Williams. In addition, The UWI's five Campus Principals presented a roster of projects being prepared for private investments using bonds and Initial Public Offering (IPO) options.

Projects discussed included real estate housing schemes, tourism teaching and research facilities, an international for-profit medical school for global students, a hotel and conferencing complex, sports stadia, a sport injury and rehabilitation centre, science and technology spin offs, and data management corporate services. These for-profit initiatives will be developed and managed by UWI-owned companies, operated by private sector managers.

The UWI is seeking sustainable revenue streams from non-government sources in order to sustain its growth and reputation as the number one university in the Caribbean, ranked among the top 4% of the world's best. Currently, the governments of the region contribute 48% of The UWI's total operational budget, down from 75% just 25 years ago. "Its future growth and modernisation will require access to the private investment option," the Vice-Chancellor noted.

Strategic growth and development call for investments in modern for-profit facilities that will generate net incomes to support future capitalisation. The group considered the relative merits of debt and equity financing, and looked at the short-term capital injection and long-term sustainability options. The idea of a dedicated UWI Alumni bond was also considered.

Vice-Chancellor Beckles concluded that, "A select strategy committee, guided by The UWI's Schools of Business, will begin the task of preparing the institution for investment readiness and carving the path to the private market."

► A select strategy committee, guided by The UWI's Schools of Business, will begin the task of preparing the institution for investment readiness and carving the path to the private market.



CEO of the Jamaica National Group, Earl Jarrett



Former Chairman of the NGC Group of Companies and retired Group Chief Operating Officer of ANSA McAL, Gerry Brooks



Former Managing Director of National Commercial Bank Jamaica Limited, Jeffrey Cobham



Group President and Chief Executive Officer of Sagcor Financial Corporation Limited, Dodridge Miller

### AGILITY

Our 2017-2022 Strategic Plan with its three pillars of **Access**, **Alignment** and **Agility** engendered tremendous impetus to a fundamental rethink of our operations, particularly in considering a new *modus operandi* with regard to our funding strategy. In February 2018, the conversation with our regional governments regarding the funding strategy took a new direction when the Heads of Government of CARICOM at their 29<sup>th</sup> Inter-sessional Meeting received a presentation from Vice-Chancellor, Professor Sir Hilary Beckles on strategies for financing not only The UWI but the regional tertiary education sector. Heads gave their blessing to The UWI exploring alternative financing strategies. They also mandated the Prime Minister of St. Kitts and Nevis, Dr. The Hon. Timothy Harris to work with The UWI in engaging with contributing governments to address the arrears owed to The UWI. The engagement and diplomacy at this level resulted in an encouraging response from our government some of whom—Belize, the Cayman Islands, St. Kitts and Nevis, and the Turks and Caicos Islands—cleared their accounts as at July 31, 2018.

Among the significant outcomes of the Inter-sessional meeting in Haiti was the agreement to the innovative **debt-swapping arrangement**. The Government of Trinidad and Tobago was the first to move, making available to The UWI the new state-of-the-art Couva Hospital and Multi Training Facility. A special partnership between the St. Augustine Campus and an external entity has now resulted in a proposal for an offshore for-profit medical training institution using the Couva Hospital as a base.

In its customisation of the debt-swap, the Government of Barbados arranged for 50% of its arrears to be taken off the books and offered a Series B Bond with strips having maturities between five and fifteen years. The Government of Barbados entered into an arrangement to settle the amount outstanding on the Bond in two tranches payable in 2019 and 2020 respectively.

Other governments made commitments of land. Grenada and The Bahamas have led the way in this regard. Vice-Chancellor Beckles has also been in communication with the Governments of Antigua and Barbuda and Jamaica, with regard to the transfer of lands on which The UWI is located, to the institution. The value of these lands would make a considerable

difference to the balance sheet and to potential future investors in The UWI.

Regional private sector finance leaders joined The UWI's leadership in retreat to discuss mechanisms to bring the institution to market with investment instruments. Presentations by Professor Densil Williams, Pro Vice-Chancellor for Industry-Academic Partnerships, and the five Campus Principals outlined a roster of potential projects for private investments using bonds and Initial Public Offerings (IPO) options. Following on these discussions, a select strategy committee will begin the task of preparing the institution for investment readiness and carving the path to the private market.



Triple A Strategy  
2017-2022



Prime Minister of St. Kitts and Nevis, and UWI Cave Hill alumnus, Dr. The Hon. Timothy Harris' "shuttle diplomacy" aided the clearance of governments arrears in contributions.



The UWI's representation at the 29th Inter-sessional Meeting of CARICOM Heads of Government in Haiti.

## ► GOVERNMENT COMMITMENTS

### ► FIVE ISLANDS: THE FINAL FRONTIER

The Five Islands Campus was established to provide a sustainable higher education development platform for the OECS countries.



The Hon. Gaston Browne  
Prime Minister of Antigua and Barbuda



The Most Hon. Andrew Holness  
Prime Minister of Jamaica

## ► FREEHOLD LAND TRANSFER

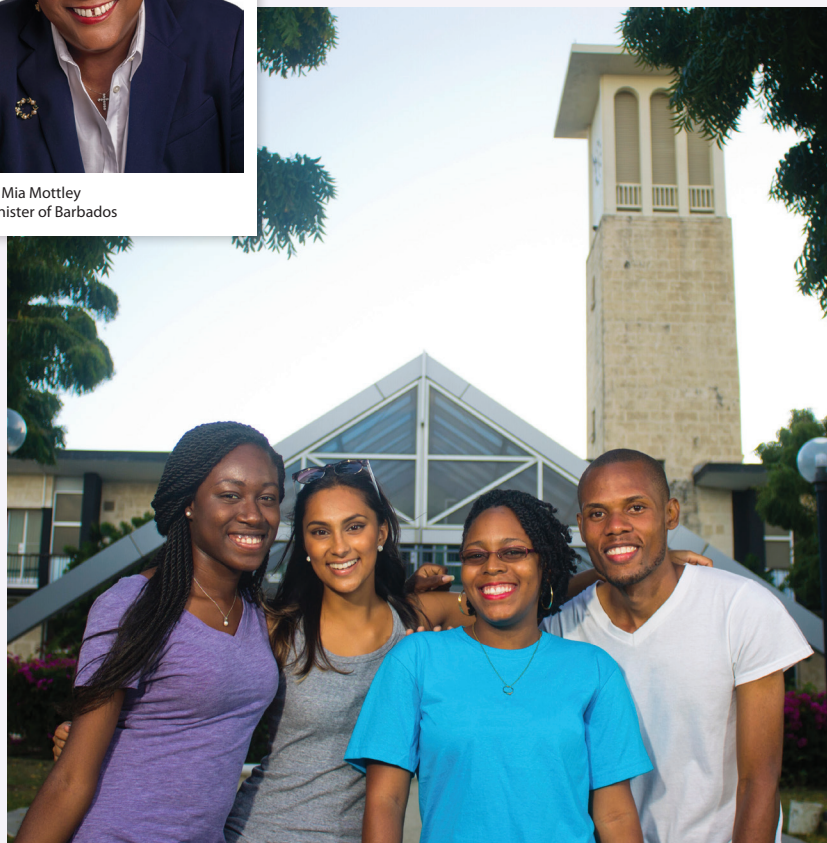
The commitment of the Government of Jamaica to transfer over 700 acres of freehold land represents a critical part of The UWI's new funding model, and movement to bond.



The Hon. Mia Mottley  
Prime Minister of Barbados

## ► 100% TUITION COVERAGE

In bold demonstration of its confidence in The UWI and role of higher education in economic development, the Government of Barbados in September 2018, restored its policy of 100% tuition coverage for all Barbadian students.



In this effort to restore its financial health, The UWI is making a brave and unprecedented shift from the traditional financial model of education in the region. Its commitment remains balancing prudent and responsible management with visionary and imaginative initiatives.

### **UGC Examination of Alternative Funding Sources**

When the University Grants Committee (UGC) met in November 2018 to examine alternative sources of funding, its Chair, Barbados' Prime Minister and Minister of Finance, Economic Affairs and Investment, the Honourable Mia Mottley, proposed the establishment of a University Trust Fund to manage The UWI's wealth potential, which could be initially capitalised by participating governments through the physical assets and other revenue performing assets that many governments had pledged in settlement of their debts in lieu of cash.

It was also suggested that The UWI could seek gifts of land and shares from governments and individuals, especially alumni, to add to its corporate endowment programme. Altogether, such a Trust Fund is expected to help the University to keep the fees paid by governments and students down to an affordable level.

### **Standing Ovation at TAC**

In February 2019 the Technical Advisory Committee (TAC) of CARICOM's contributing countries to The UWI met in Antigua and Barbuda to discuss the institution's biennium budgets and requests for funding of its **Triple A Strategy**.

The TAC, comprising permanent secretaries and technical experts in Education and Finance ministries of governments, examined the reports of Vice-Chancellor, Professor Sir Hilary Beckles, and campus principals.

It was noted that, in the face of global financial challenges, The UWI had developed strategies to do better with less public funding, and become more financially efficient, while reengineering itself. In recognition of their efforts, the Vice-Chancellor and his team of principals received a standing ovation, and the TAC's commendation for visionary strategic leadership.

### **"Ten in Two" Austerity Measure**

In an attempt to accelerate its comprehensive austerity programme, following its strategic plan mid-term review, the UWI executive management team approved a "Ten in Two Strategy" that requires all campuses, Regional Headquarters and the Vice-Chancellery administration to cut expenditure by 10% over the next two years. Operational units were also asked to increase top-line revenue generation by 10% over the same period, to achieve a UWI-wide savings of approximately US\$30 million.



Technical Advisory Committee Meeting 2019

## ► THE UWI'S 10 IN 2 AUSTERITY PLAN



Professor Densil Williams  
Pro Vice-Chancellor, Planning

### The Senior Executive Management Team of The UWI

emerged from a two-day strategic planning retreat with a deeper focus on the University's financial condition and commitment to regional economic growth.

Examining the first two years of The UWI's performance within the context of its five-year Triple A Strategic Plan 2017–2022, themed "Revitalising

Caribbean Development", management converged on the need for even greater financial efficiency.

Considerable strides were made on strategic outcomes such as research recognition, global impact and leadership, access to teaching and learning, and public accountability. However, the University sees the economic sustainability of the region as its most important challenge, hence greater focus on the institution's financial health in order to be an effective development partner.

The University, in the last two decades, has been challenged with rising levels of receivables from governments on account of the narrowing fiscal space associated with falling competitiveness and meeting IMF conditionalities. The impairment of these debts and other write-offs in the last decade has meant a considerable loss to the University. To remedy this situation, prime ministers at the CARICOM Heads of Government Meeting in Haiti agreed to assist with an assets-for-cash swap, a welcome response that motivated the University to accelerate its comprehensive austerity programme.



## ► GREATER EFFICIENCY

### Retreat Recommendations

- "10 in 2" Plan
- 10% cut in Expenditure
- 10% rise in Revenue

### Process has begun

- Outsourcing model

### Protecting Quality

Evolving from the retreat discussions, Vice-Chancellor, Professor Sir Hilary Beckles approved a "**Ten in Two Strategy**"; calling on all campuses and Regional Headquarters/ Vice-Chancellery administration to cut expenditures by 10% over the next two years. All UWI entities have been tasked with consolidating academic programmes, adopting a robust out-sourcing methodology that targets non-core expenditures, and diving deeper into the digital culture in search of cost reductions and savings.

Simultaneously, the Vice-Chancellor requested that operational units increase top line revenue-generation by 10% over the same period, to achieve a UWI-wide savings of approximately US\$30 million.

### ► COGEN PROJECT

**The UWI Mona currently consumes** approximately six Megawatts (MW) of electricity at its peak during the day and a base load of approximately three MW at night. This makes UWI Mona one of the largest consumers of electricity in the country, with an annual bill at the beginning of 2019 of some JMD\$819,625,135.15. Significantly, this power cost came during a period of relatively low global oil prices, which kept the price of power purchased from Jamaica Public Service (JPS) relatively low.

In the recent past, the Mona Campus has received monthly billings from JPS as high as JMD\$84,000,000. Against this background UWI Mona is working on becoming an energy self-generator by constructing a power plant and connecting it to existing heat absorption chillers now on Campus, thereby establishing a co-generation plant for its own use. The project commenced in 2018 and is set for completion during the second quarter 2020. At that time the Campus should see a net reduction of over JMD\$160 Million per year in its charges for energy, thus reducing this financial operating overhead considerably.

The project also creates multiple partnership opportunities for the Campus. General Electric and Marinsa Caribbean Co. Ltd. with the Campus' agreement, intends to showcase the Plant to their potential partners as a model for developing similar projects within the region.



► The Campus should see a net reduction of over JMD\$160 Million per year in its charges for energy, thus reducing this financial operating overhead considerably.



Professor Dale Webber and Minister Fayval Williams

## ► VIRTUAL TRAINING WORKSHOP ON EU FUNDING & PROPOSAL DEVELOPMENT

**As The UWI expands beyond its traditional financing options,** the emphasis on grant funding as a potential revenue source, particularly to support its research agenda has come into increased focus. In light of this, the University Office of Global Partnership and Sustainable Futures and the University Office of Graduate Studies and Research, in collaboration with OBREAL Global Observatory, hosted a Virtual Training Workshop on EU Funding and Proposal Development. The workshop was facilitated by Dr. Elizabeth Colucci, who specialises in strategic partnerships and development cooperation and is the Director of Projects for Observatory of Relations between the European Union and Latin America. This workshop was a continuation of Dr. Colucci's conversation with The UWI's Senior Executive Management Team initiated at the Vice-Chancellor's invitation.

Through this workshop, The UWI community gained greater insight into the current EU funding tools for higher education and research, including their rationale, objectives and the benefits that could be derived for Higher Education Institutions in the Caribbean. Participants were also afforded a greater understanding of the policy and financing mechanisms required to mobilise and

develop the resources and skills for grant fund writing to strengthen the region's capacity.

During the workshop, Dr. Colucci noted that EU policies and activities in the Caribbean are a complex mix of overlapping but distant programmes and approaches that can make navigating these complexities an arduous task. This is evidenced by the fact that in recent years the Caribbean has had limited success in its EU grant funding proposals. In anticipation of the EU's 2020 launch of its new grant funding programme with updated rules of engagement for the period 2020–2027, the workshop and The UWI's leadership in developing the region's aptitude in securing EU grant funding were opportune.

This leadership is critical as The EU is one of the few regional blocks which places focus on funding other regional integration projects. It is this focus that allows The UWI and the region to possibly gain access to funding that finances projects in climate change, capacity building in Higher Education, Youth and Sports programmes, the Development of Research and Innovation Capacities and the Internationalisation of higher education.

The UWI fully understands the importance of obtaining access to EU grant funding. In 2018 it earned US \$41.5 million. Yet, there is room for accessing greater levels of funding and The UWI is equipping itself to leverage this in the future.



Dr. Elizabeth Colucci

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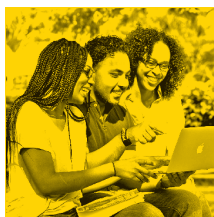
## ► 5 STRATEGIC PRIORITIES

**The UWI's Senior Executive Management Team,** in its retreat, agreed to an aggressive programme to achieve five new targets over the next two years of the current strategic plan:





**THE** WORLD  
UNIVERSITY  
RANKINGS  
**TOP  
RANKED**



Caribbean's #1 | Latin America's Top 2% | World's Top 4%

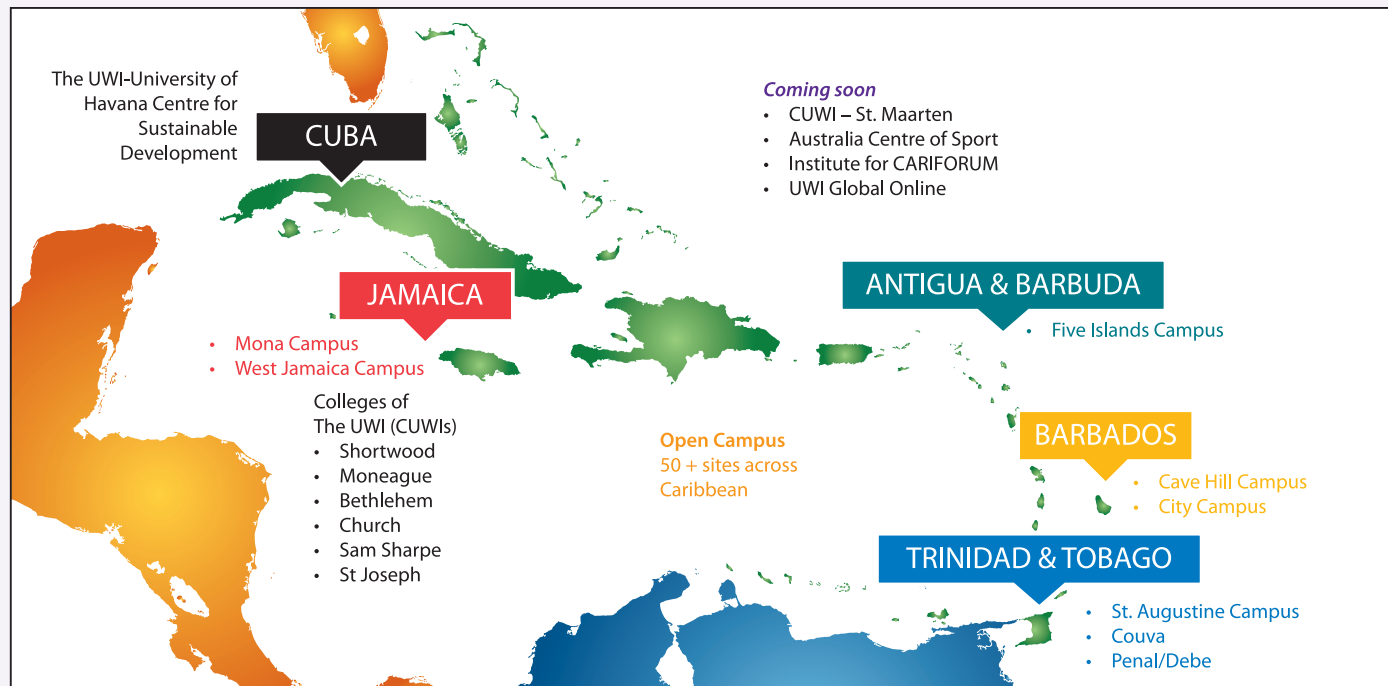
We've risen from last year's debut positions in both the **Latin America** and **World Rankings**, while maintaining our position as the only Caribbean university to be ranked among the best in the world.

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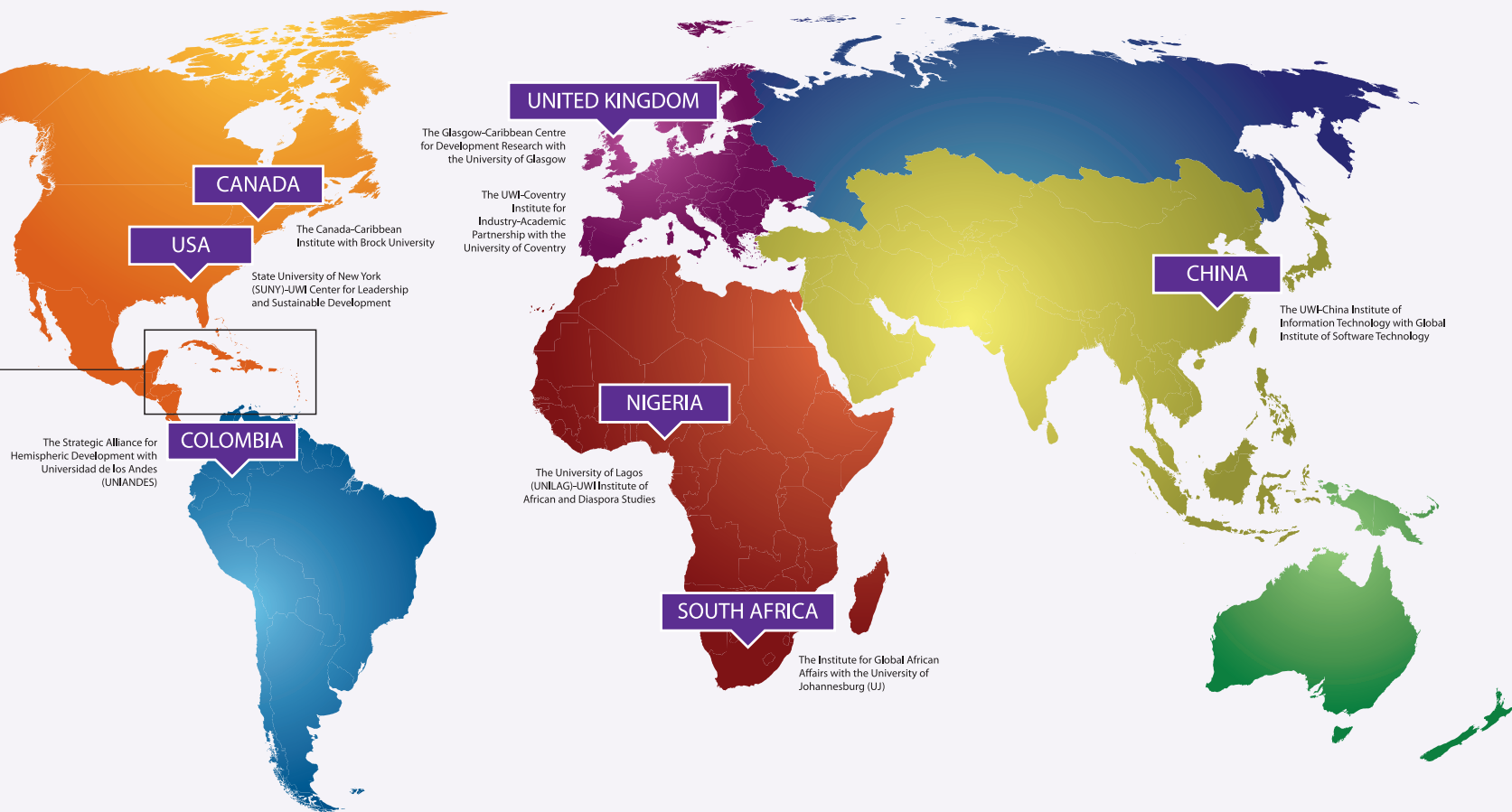
The prestigious **Times Higher Education (THE) University Rankings** are regarded as the definitive lists of top universities.  
For more on The UWI's ranking performance <https://www.timeshighereducation.com/world-university-rankings/university-west-indies>

## ► THE GREAT TRANSFORMATION FROM A MULTI-CAMPUS TO A 21<sup>ST</sup> CENTURY UNIVERSITY SYSTEM

Acting on the **Agility** pillar of its **Triple A Strategy** The UWI has been seizing every viable opportunity to expand its footprint.



## 8 GLOBAL CENTRES



## ACCESS

Cognisant of the expectations and responsibilities placed on it as the region's number one ranked higher education institution, The UWI seeks modern, cost-effective and efficient means to extend its reach, granting **access** not just to participating Caribbean territories but to communities and partners across the world. The UWI continues to **restructure and re-engineer** itself, its systems, operations and ideologies, transforming itself from a multi-campus academy into a 21<sup>st</sup> century university system.

Standing upon the **Access** pillar, The UWI is becoming a university for all, the first choice for alumni and non-alumni who seek its products and services. Its teaching, learning and student improvement are constantly evolving, while the quality, quantity and impact of its research, innovation and publication add to its respect and recognition among the best universities in the world.



The UWI Five Islands Campus in Antigua and Barbuda

### The UWI Five Islands: A 21<sup>st</sup> Century, Fit-for-Purpose Campus

In June 2019, the University Council's approval for the establishment of a campus in Antigua and Barbuda was announced. The intent of the new campus is to serve the development agendas of the OECS, contributing to the development of the higher education and professional training sectors.

In recent years, the countries of the OECS have registered some of the highest economic growth rates in the region. However, they have also recorded the lowest rates of enrolment in tertiary education, reflected in high youth unemployment rates.

The UWI Five Islands provides an opportunity for corrective action through the establishment of a **21<sup>st</sup> century, fit-for-purpose campus**, with a focus on the robust expansion of the region's social capital. The new campus presents citizens of the OECS with new opportunities to access higher education at a lower cost, and a mechanism to enhance the academic culture and

radically upscale the professional training system for development.

### Exploring Opportunities for UWI Global Online

In the context of its **Triple A Strategy**, an enhanced digital presence is The UWI's primary means of exponentially increasing its enrolment to meet its target of 65,000 by 2022. The University is working on a strategy and creating the enabling operational environment to steer it rapidly into the global online market, while maintaining its commitment to serving and expanding regional access to online programmes.

Through a single, unified, global online presence—**UWI Global Online**—The UWI will seek to capture a share of the lucrative international e-learning market by extending specially tailored online offerings to targeted locations globally.

In preparation for this global online initiative, to be launched in academic year 2020/2021, the University is currently reviewing and rationalising its online framework to ensure that it results in an operating model that adequately supports both regional and global strategies.

The UWI Office of Online Learning, led by Mrs. Pauline Cobley, is spearheading this initiative.

### Expanding our Global Footprint

The UWI continues to stride into the 21<sup>st</sup> century, increasing its reach beyond the region, and offering world-class educational opportunities in more countries through its partnerships and global centres. During the reporting period, several new partnerships were forged.

### **Brock University**

In April 2019, The UWI signed an agreement with Canada's Brock University, opening discussions about the establishment of a **Canada-Caribbean Institute**. At the same time, two existing MOUs were renewed, to promote international and intercultural understanding and academic linkages and enrich the cultural understanding of both universities.

### **Universidad de los Andes**

In April 2019, The UWI established its first physical presence in South America, hosted at the Universidad de los Andes (Uniandes) in Bogota, Colombia. After more than three decades of inactivity, the association between The UWI and Uniandes resumed in an exciting and promising sustainable relationship with the **Strategic Partnership for Hemispheric Development**. The agreement, brokered by the Latin American Caribbean Centre (LACC) Director, Ambassador Gillian Bristol, was signed on behalf of The UWI by Pro Vice-Chancellor and Principal, Dr. Luz Longworth and on behalf of Uniandes by then Rector, Dr. Pablo Navas Sanz de Santamaria.

The administrative office of this strategic partnership will be housed at the Office for International Affairs at Uniandes, Bogota.

Prior to the signing of the MOU, meetings were held to define areas of collaboration, particularly in the fields of medical sciences and cultural studies. The UWI Faculties of Medical Sciences (FMS) were represented by Dr. Tomlin Paul and Dr. Winston De La Haye, Dean and Deputy Dean respectively, at The UWI Mona Campus. Dr. Sonjah Stanley-Niaah, Director, Institute for Cultural Studies and Reggae Unit, also from UWI Mona, led the talks on cultural studies programmes. Areas of mutual interest identified included research related to zebra

fish, medical student internships, Spanish language immersion programmes, and comparative cultural studies. A master's degree in Global Comparative Cultural Studies has been developed by Dr. Stanley-Niaah in consultation with the Institutes for Cultural Studies at the St. Augustine and Cave Hill campuses and is currently under review with a view to its launch in September 2020.

### **University of Glasgow**

In July 2019, The UWI shaped history as it framed the first-ever Caribbean initiative in reparatory justice in partnership with the University of Glasgow (UoG). The universities agreed to establish the **Glasgow-Caribbean Centre for Development Research**, which, through reparatory-oriented policy research, will address the legacies of slavery and colonialism, such as persistent poverty and extreme inequality in economic relations, chronic disease proliferation, educational inadequacies, and related inhibiting factors adversely impacting economic growth and social justice in the region.

The Centre is the first institution within British university history that is dedicated to the slavery reparations policy framework. It was initiated with £20 million to fund research to promote development initiatives to be jointly undertaken over the next two decades. The sum of £20 million represents the present day value of the amount paid to slave owners as reparations by the British government when it abolished slavery in 1834.

The Centre's Board of Directors is co-chaired by Professor Simon Anderson, distinguished Jamaican scientist and Director of the George Alleyne Chronic Disease Research Centre at The UWI Cave Hill Campus; and the accomplished Professor William Cushley from Glasgow

University. The Board also consists of six senior persons from each university, including the co-chairs. The UWI directors are Pro Vice-Chancellors Stefan Gift and Clive Landis as well as Dr. Sonjah Stanley Niaah, Professor Verene Shepherd, and Vice-Chancellor, Professor Sir Hilary Beckles.

At the inaugural meeting, which discussed the research and project development agenda for the Centre, it was agreed that the Centre's activities in its first ten-year phase will focus on three pillars:

1. The public health crisis in the Caribbean, particularly the chronic disease pandemic.
2. The search for post-plantation economy development policies that are innovative and progressive in the struggle for economic growth in the global economy.
3. The recognition that slavery and colonialism drove deep wedges between Africa and its Caribbean family, and the funding of strategies for project implementation to tackle the cultural divide.

It was also agreed that in addition to project development and applied research, funding would be available for relevant reparations-oriented teaching programmes.

In establishing these new international collaborations, The UWI continues to make good on its promise to bring its superior academic offerings to a broad global audience. These partnerships are proudly added to those established in earlier reporting periods, such as the **State University of New York (SUNY)-UWI Center for Leadership and Sustainable Development**; the **UWI-China Institute of Information Technology**; the **University of Lagos (UNILAG)-UWI Institute of African and Diaspora Studies**; and the **Institute for Global African Affairs** with the **University of Johannesburg (UJ)**.

## ► STRATEGIC GLOBAL PARTNERSHIPS



### CANADA-CARIBBEAN INSTITUTE

(L-R) H.E. Laurie Peters, Canadian High Commissioner to Jamaica; Professor Gervan Fearon, President and Vice-Chancellor, Brock University; Senator Kamina Johnson Smith, Jamaica's Minister of Foreign Affairs and Foreign Trade; Professor Sir Hilary Beckles, Vice-Chancellor, The UWI; and Ambassador Dr. Richard Bernal, Pro Vice-Chancellor and Professor of Practice, Global Affairs, The UWI, celebrate the Canada Caribbean Institute (CCI).



### ► GLASGOW-CARIBBEAN CENTRE FOR DEVELOPMENT RESEARCH

Professor Sir Hilary Beckles, Vice-Chancellor of The UWI, and Dr. David Duncan, Chief Operating Officer & University Secretary, UOG, shake hands following the signing of the Memorandum of Understanding at The UWI Regional Headquarters, Kingston, Jamaica on July 31, 2019, to partner in a reparations strategy including the establishment of the Glasgow-Caribbean Centre for Development Research. Witnessing the event are C. William Iton (left), University Registrar, The UWI and Peter Aitchison, Director of Communications & Public Affairs, UOG.



The UWI and UNIANDES delegations during the MOU signing.



### ► STRATEGIC ALLIANCE FOR HEMISPHERIC DEVELOPMENT

(Former) Rector of UNIANDES, Dr. Pablo Navas Sanz de Santamaria, with Dr. Luz Longworth, Pro Vice-Chancellor and Principal of The UWI Open Campus.



### SUNY UWI Center for Leadership and Sustainable Development

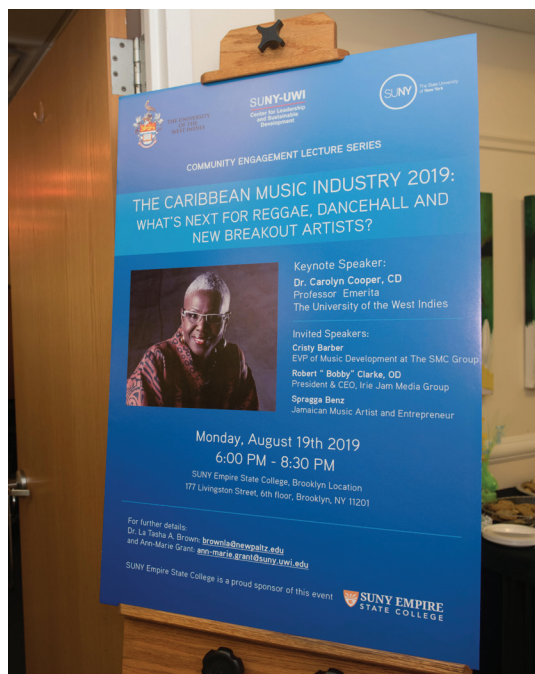
The collaboration between The UWI and SUNY (University of Buffalo, Upstate) was rewarded with a five-year grant of US\$1.1 million for the *Global Infectious Diseases Research Training Programme* by the National Institutes of Health, Fogarty Award. This initiative, led jointly by The UWI Mona Campus' Professor John Lindo and Professor Gene Morse of SUNY University of Buffalo, is a significant achievement for the health sector in Jamaica and the Caribbean. It facilitated the continued growth of the **SUNY-UWI Center for Leadership and Sustainable Development (CLSD)** in that arena.

The programme was launched at The UWI Regional Headquarters in Kingston, Jamaica in November 2018 and in February 2019 in New York at the SUNY Global Center. Special guest presenter at the New York event was Dr. Jeffrey Sachs, Director of Sustainable Development, Solutions Network, Columbia University.

Guided by its mission to actively engage the Caribbean Diaspora community, CLSD hosted its second Community Engagement Series: "The Caribbean Music Industry 2019: What's Next for Dance Hall and the New Breakout Artist?". Keynote speaker, Dr. Carolyn Cooper, Professor Emeritus, The UWI, was ably supported by a panel of industry practitioners and experts including popular Dance Hall artiste, Carlton Grant aka Spragga Benz; Cristy Barber, artiste and manager; and Robert 'Bobbie' Clarke, CEO of Irie Jam Media Group.



Dr. Jeffrey Sachs, Director of Sustainable Development, Solutions Network, Columbia University.



This outreach was followed by a Caribbean film series that featured five films of Caribbean origin that focused on major economic, social and cultural issues that impact the livelihood and well-being of the citizens of the different island nations. They were screened between June and November in different locations across the state of New York. Audiences were treated to a rare opportunity to interact with some of the producers/directors of these films, such as Stephanie Black and Dr. Keith Nurse, who produced *Life & Debt* and *Forward Home* respectively.

A highlight of the year was the hosting of the Climate Action Symposium held at the SUNY Center, which aimed to energise partnership commitments, maximise synergies and globalise coordinated action to combat climate change. At this occasion, The UWI and SUNY also launched its novel Advanced Certificate in Leadership for Sustainable Development postgraduate programme, which is jointly delivered by SUNY Empire State and the UWI Open Campus under the auspices of CLSD. A major milestone for the Center, this programme is the first academic offering from the SUNY-UWI collaboration, with a master's programme slated to follow suit by fall 2020. It is designed to build human capacity in SDGs by providing a practical programme for persons engaged in environmental, community, public and private sector leadership. The five-course programme offers dual certification by both universities, which will enhance its global portability.

The operation of the Center is now co-managed/directed by Dr. Latasha Brown of SUNY Empire State and Ms. Ann-Marie Grant of the American Foundation for The UWI along with virtual technical support from Kevin Manning, of The UWI Cave Hill Campus, while Dr. Luz Longworth, Pro Vice-Chancellor and Principal of The UWI Open Campus and Ms. Sally Crimmins Villea, Associate Vice-Chancellor for Global Affairs, SUNY, continue to provide direct oversight on behalf of their respective universities.

### ► GLOBAL PARTNERSHIPS FOR CLIMATE ACTION

**“The world economy needs a new development paradigm for the 21<sup>st</sup> century,”** said Vice-Chancellor of The UWI, Professor Sir Hilary Beckles. He made the statement at Global Partnerships for Climate Action, a symposium arranged by The SUNY-UWI Center for Leadership and Sustainable Development (CLSD).

Addressing the gathering, Vice-Chancellor Beckles explained, “We are at the tail end of the 19<sup>th</sup> century development paradigm that was based on economic growth by all means necessary, including colonial exploitation, white supremacy, destruction of rainforests, financial institutions

catering for elites, and disrespect for the environment and the poor. We all want inclusive development that is sustainable. But human and civil rights cannot be again ignored and set aside. Universities should never again support ‘development by any means necessary.’”

The symposium brought academics from The UWI, the State University of New York (SUNY), the joint SUNY-UWI Center, the Global University Consortium on SDG 13, a wide cross section of development partners—including the World Bank, the IDB, UNDP, UNECLAC, Association of Caribbean States (ACS) and many others—to the SUNY Global Center in New York on the eve of the UN Global Climate Summit. All speakers reiterated the need for collaboration in advancing climate action.

Describing one of the UNDP’s major initiatives to support the region in his remarks, Dr. López-Calva, Assistant Secretary General and Regional Director for Latin America and the Caribbean, underscored, “It is very important that we partner with academia.”

During the four-hour high level consultation, development partners and academia discussed mechanisms to strengthen the interface between knowledge, policy and practice; the practical application of research into climate innovations; research communication and advocacy in generating much-needed development impact at the grassroots level, and how to tackle climate change challenges.



A cross-section of attendees from The UWI, SUNY, UNDP, CARICOM and other partner agencies.



Dr. Stacy Richards-Kennedy, Director, University Office of Global Partnerships and Sustainable Futures at The UWI

Vice-Chancellor of The UWI,  
Professor Sir Hilary Beckles.



In her wrap-up at the end of the symposium, Dr. Stacy Richards-Kennedy, Director, University Office of Global Partnerships and Sustainable Futures at The UWI, pointed out, "To address climate change, it will, no doubt, require multilateral approaches... It will require multi-stakeholder approaches. It will entail multiplying and cascading the knowledge and skills that will enable the efficient channelling of those resources and the

effective execution of targeted inter-sectoral projects... It is our combined knowledge powerhouses and our joint action that will guide us to the development solutions our world so desperately needs. We must be very deliberate about this... we cannot expect this to happen organically or accept that mere lip service be paid to education, research and innovation; our present-day expenses are, in fact, critical investments in a more sustainable future."



Panellists at the Climate Action symposium.

Moving forward in its capacity as global leader in the mobilisation of research and advocacy for the achievement of a climate-smart world, appointed by the International Association of Universities (IAU), The UWI will continue to harness its global partnerships to strengthen the transfer of knowledge and have a greater influence on policy, industry practice and advocacy.

### ► BREAKING THE REPARATIONS GLASS CEILING

**The UWI, in collaboration with the University of Glasgow**, broke the global reparations glass ceiling with the signing of a landmark Memorandum of Understanding in 2019, and opened a new era in the global reparations movement.

The agreement—the first of its kind for a British university—enables the University of Glasgow to formally make amends for its engagement in chattel slavery, defined by the United Nations as a Crime Against Humanity, and commit to redress. This ancient University, established in 1451, by its own published research, successfully extracted millions of pounds from the African-Caribbean slavery enterprise in order to enhance its academic prestige, fund its expansion, and sustain its overall development.

Sir Hilary successfully designed the reparations model built upon the principle of reparatory justice outlined and publicly articulated by Sir Anton's team of researchers. Together, they made provision for a 20-year commitment of a £20 million investment to assist with confronting and correcting the corrosive legacies of race-based slavery that continue to inhibit post-colonial Caribbean development.

The purpose-built Glasgow-Caribbean Centre for Development Research is a jointly managed institute that will operate in both universities, funded by the cash injection. It will select and guide reparatory research projects and initiatives intended to promote social and economic justice and growth in the Caribbean.

Describing the signing event as a “moral moment”, Sir Hilary concluded that, “It’s a first small but bold step into what can be humanity’s finest future. It’s a ray rather than a beam of light that has already illuminated the greatest of Global-Europe’s racial enslavement of Africans. It further validates seven decades of The UWI’s service as a noble institution vested with a mandate to lead in cleaning up the inherited crippling colonial mess and prepare for the Caribbean Enlightenment.”

The MOU provides The UWI with a 20-year commitment of a £20 million investment placing it at the forefront of the global reparations movement. The Glasgow-Caribbean Centre for Development Research, through reparatory-oriented policy research, will address the

legacies of slavery and colonialism, such as persistent poverty and extreme inequality in economic relations, chronic disease proliferation, educational inadequacies, and related inhibiting factors adversely impacting economic growth and social justice in the region.

During the first decade, the Centre will spearhead activities to address the public health crisis in the Caribbean, particularly the chronic disease pandemic, with special focus on identifying research-based solutions to reduce the burden of Type 2 Diabetes and its sequelae complications such as diabetic foot amputations. Additionally, activities will include the search for post-plantation economy development policies that promote new economic policies and paradigms focused on economic growth and diversification, racial inclusion, and gender empowerment. Moreover, the recognition that slavery and colonialism drove deep wedges between Africa and its Caribbean family requires that the Centre prioritise the funding of strategies for project implementation to tackle the cultural divide.

Ultimately, this agreement highlights the developmental value of The UWI’s reparatory justice policy nexus.

► The MOU provides The UWI with a 20-year commitment of a £20 million investment placing it at the forefront of the global reparations movement.



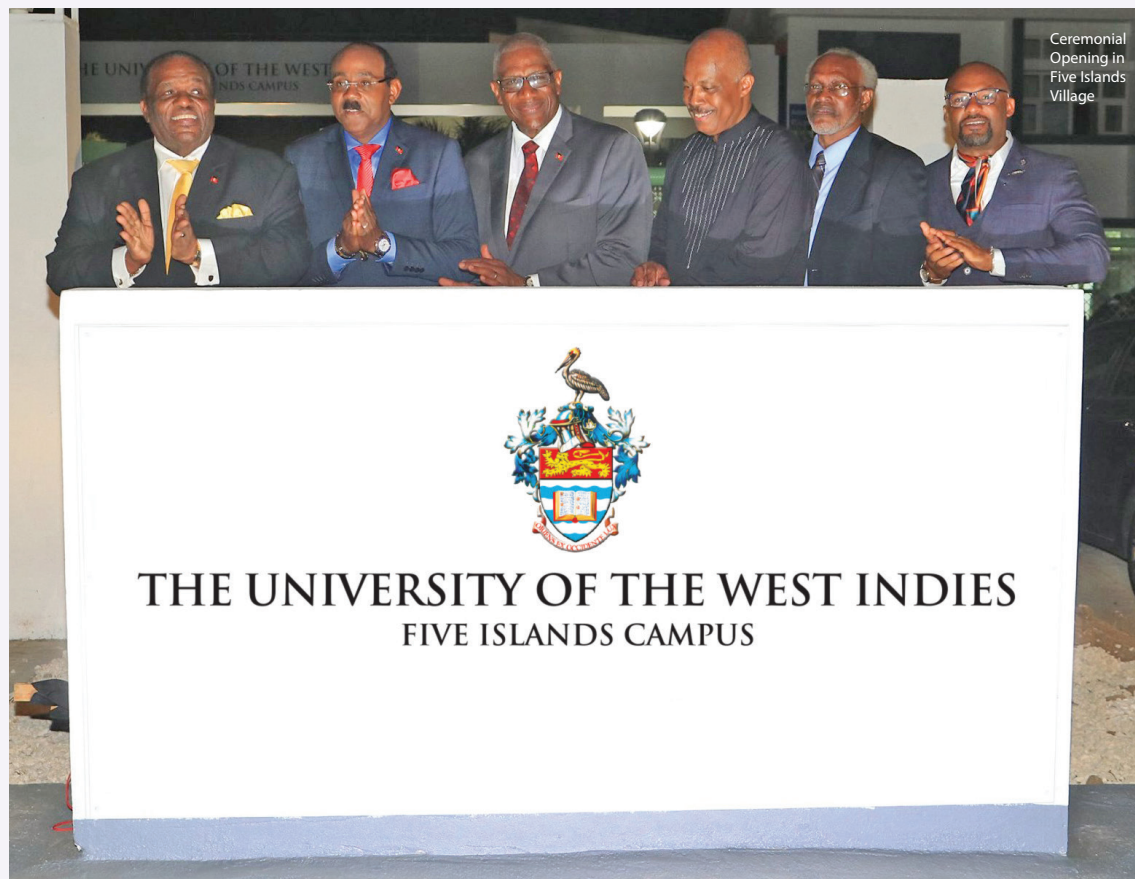
Professor Sir Hilary Beckles, Vice-Chancellor of The University of the West Indies and Professor Sir Anton Muscatelli, Vice-Chancellor of the University of Glasgow.

### ► CELEBRATING OUR NEWEST CAMPUS

**In 2019**, The UWI proudly launched its fifth campus, which is nestled in the Five Islands Village, a quiet farming and fishing village of 500 people that was named for the five rock islands in the adjacent Five Islands Harbour. It lies just 3 miles (4.8 km) southwest of the nation's capital city, St. John's.

The Campus is expected to be the birthplace of scholars, leaders and nurturers of a tomorrow lit by innovation that will change not just the region, but the world. It will provide a development platform for Antigua and Barbuda becoming a hub for the OECS and serve to expand The UWI's regional capacity.

Formal launch activities began with a public ecumenical service at The St. John's Cathedral, followed by a ceremonial opening attended by senior members of The UWI's Executive Management team, as well as dignitaries such as Antigua and Barbuda's Governor General, Sir Rodney Williams, and Prime Minister Gaston Browne. At the ceremonial opening, Professor Stafford A. Griffith was officially presented as the Interim Pro Vice-Chancellor and Principal for a one-year term.



► The Campus is expected to be the birthplace of scholars, leaders and nurturers of a tomorrow lit by innovation that will change not just the region, but the world.



Ecumenical Service of Thanksgiving at St. John's Cathedral, St. John's

### Expanding Campus Reach

#### *St. Augustine*

The UWI St. Augustine Campus continues its major expansion into central and south Trinidad, creating a Medical Education Artery running from **Mount Hope in the north**, to **Couva in central Trinidad**, to **Penal-Debe in the south**, both facilities provided for by the Government of Trinidad and Tobago.

In mid-2019, approval was sought from the Accreditation Council of Trinidad and Tobago (ACTT) to expand programme offerings to The UWI St. Augustine South Campus, Penal-Debe. This expansion is an opportunity for The UWI to increase **Access**, consistent with the **Triple A Strategy**.

The ACTT granted approval for the delivery of programmes from the Faculties of Humanities and Education, Medical Sciences, Food and Agriculture, and Science and Technology. In addition to these faculty offerings, the UWI subsidiary, UWI-ROYTEC, will relocate its southern operations to the Penal-Debe site and will offer a suite of management and education programmes to its south-based students.

Beginning in the 2020/2021 academic year, it is anticipated that UWI St. Augustine will welcome the first cohort of 600 students to the Penal-Debe site, the majority of whom will be reading programmes offered in the evenings and on Saturdays.

The Couva Medical and Multi-Training Facility Limited (CMMFL) is a special purpose company incorporated under the laws of the Republic of Trinidad and Tobago in July 2018, with a broad remit to facilitate the operationalisation of the Couva Hospital and Multi-Training Facility (CHMF). The Board of the CMMFL comprises representatives of The UWI and the Ministries of Health and Finance, acting on behalf of the government. The CHMF site is located off the Sir Solomon Hochoy Highway at Preysal in Couva. The hospital will be run as a modern, innovative, and IT-driven medical facility. The training facility of approximately 8,000 square metres has been leased to the UWI Faculty of Medical Sciences to house the Schools of Optometry, Pharmacy and Nursing.

#### *Re-launch of Open Campus Turks and Caicos Islands Country Site*

The **re-launch of The UWI's physical presence in the Turks and Caicos Islands (TCI)** was marked by a site relaunch/ribbon-cutting ceremony in Providenciales on Friday, March 15, 2019. A large cross-section of the public, including the Premier, The Hon. Sharlene Cartwright-Robinson and other government, education and visiting university officials, attended the ceremony at the Town Centre Mall. The programme was chaired by the manager for The UWI Open Campus British Overseas Territories, Dr. Phyllis Fleming-Banks, who has responsibility for the Turks and Caicos Islands, and featured remarks from the Director of The UWI Open Campus Country Sites, Dr. Francis Severin, Pro Vice-Chancellor and Principal of the Open Campus, Dr. Luz Longsworth, Vice-Chancellor of The UWI, Professor Sir Hilary Beckles, and the Honourable Minister for Education, Mrs. Karen Adams-Malcolm. Also on hand for the occasion was the Chair of the Open Campus Council, Her Excellency, Ambassador Dr. June Soomer.

The UWI Open Campus Site was previously located on Grand Turk, before closing a few years ago. The relaunch, in collaboration with the Ministry of Education, Youth, Culture and Library Services, is in keeping with the TCI government and the University's commitment to improving **Access** to tertiary education.

### Expanding Academic Programmes

#### *Faculty of Culture, Creative and Performing Arts*

The establishment of the Faculty of Culture, Creative and Performing Arts was approved by The UWI Senate and is set to begin operations from August 1, 2020. The new Faculty will be driven by a focus on deepening critical studies of Caribbean culture and identity as well as global economic imperatives that centre the creative industry within the academy. The Government of Barbados has prioritised the Creative Economy as a key plank in its national development strategy and on this basis, had endorsed the Cave Hill initiative and pledged full support for collaborations.

## ► THE UWI OPEN CAMPUS RE-LAUNCH IN TURKS AND CAICOS




The Hon. Karen Adams-Malcolm, Minister of Education, Youth, Culture and Library Services, Turks and Caicos Islands; Vice-Chancellor Sir Hilary Beckles; Pro Vice-Chancellor and Principal of the Open Campus, Dr. Luz Longworth; Premier, The Hon. Sharlene Cartwright-Robinson

**The Open Campus relaunched the Turks and Caicos Islands (TCI)** country site in March 2019 with much fanfare. A wide cross section of stakeholders, including the Honourable Sharlene Cartwright-Robinson, Premier, and other government, education and visiting university officials attended the ribbon-cutting ceremony at the Town Centre Mall.

The UWI Open Campus site was previously located on Grand Turk, before closing a few years ago. The relaunch, in collaboration with the Ministry of Education, Youth, Culture and Library Services, is in keeping with the TCI Government and the University's commitment to improving access to tertiary education.

During the Ceremony, the University paid tribute and presented appreciation plaques to former Resident Tutor, Dr. Carlton Mills; President and Vice President of the TCI Community College, Dr. Hubert Fulford; and Mr. Samuel Forbes and the Ministry of Education, Youth, Culture and Library Services.

## ► NEW FACULTY OF CULTURE, CREATIVE AND PERFORMING ARTS COMING



THE UNIVERSITY OF THE WEST INDIES  
CAVE HILL CAMPUS

**Faculty of Culture, Creative  
and Performing Arts**

**NEW  
FACULTY**

**Coming August 1, 2020**

Visit [www.cavehill.uwi.edu](http://www.cavehill.uwi.edu) for more information.

**The region's cultural landscape will soon receive a significant uplift** when The UWI at Cave Hill launches a new Faculty of Culture, Creative and Performing Arts.

It will be The UWI's ninth faculty – the seventh at Cave Hill – and is expected to open up a world of opportunities for aspiring cultural artists and performing arts practitioners and facilitate in-depth study of the Caribbean's much celebrated culture.

The Faculty of Culture, Creative and Performing Arts will begin operations from August 1, 2020 and will offer multidisciplinary and cross-faculty teachings.

The creative economy which is global in scope and presents an opportunity for the Caribbean to formalise its vast available resources in culture, creative imagination, and the creative sector. In that regard, The UWI has a pivotal role to transition creative and cultural practitioners from a local or seasonal space, to being major players on the international stage, with a local commercial presence anchored within the region. The new Faculty will be driven by a focus on deepening critical studies of Caribbean culture and identity as well as global economic imperatives that centre the creative industry within the academy. It will, therefore, empower graduates to generate personal and national wealth, local intellectual property rights, new employment opportunities, jobs and businesses regionally. It also opens a new conversation regarding the Caribbean as an owner and rights holder rather than a participant in the global creative economy that today accounts for US \$2.225 billion or 3% of the world's GDP.

Commenting on the initiative, Vice-Chancellor of The UWI, Professor Sir Hilary Beckles drew reference to the small minority of local artistes who succeed globally. "The majority," he said, "are seasonal artistes dependent on festivals, craft fairs and pop up shops. Far too few are on the international stage producing outputs and generating revenues from global production, marketing, and distribution from a home-based commercial enterprise that is generating employment opportunities, building new sectors and earning foreign exchange for the domestic economy."

He continued: "According to an Ernst and Young study, cultural sectors in Europe employ more persons between 15-29 than any other sector; including more women. Globally, creatives employ more persons in the United States, Japan and Europe than the entire automotive industry. These are staggering numbers."

A measurable increase in the number, scale, and reach of creative and cultural practitioners in international trade and business; clear alignment with national and regional development priorities for the creative economy; transformation of creative talent and performance skills into formal commercial entities; opportunities for existing business students or business graduates of The UWI to develop specialist skills in service to the creative industries; development of globally positioned entertainment management companies with newly developed skills to represent Caribbean creatives, are just some of the major outcomes projected by the University.



Professor The Most Hon.  
Eudine Barriteau

Pro Vice-Chancellor and Principal of the Cave Hill Campus, Professor Eudine Barriteau stated that the establishment of the Faculty is an acknowledgement by The UWI that the Orange Economy represents the business of the region's immediate future including the creative industries, film, animation, the gaming industry, theatre, dance, painting, sculpture, performance, music industry and video production.

"These have to be developed and offered in synergy with Caribbean cultural studies," she noted. "The Faculty endorses the UWI's commitment to develop these sectors for intellectual, economic and aesthetic purposes and assures that there will be an emphasis on both greater research into Caribbean culture and the business of the creative industries."

She added that the Government of Barbados has prioritised the Creative Economy as a key plank in its national development strategy. On this basis, the Government has expressed overwhelming endorsement for the Cave Hill initiative and pledged full support for collaborations. She said the Campus will appoint an Implementation Committee and a Creative and Cultural Studies Curriculum Development Committee, to include industry practitioners and national stakeholders, to assist in developing new programmes to be offered by the Faculty.

# THE UWI CLIMBS TO TOP 4%: A SURGE IN REPUTATION RECOGNITION

In 2016, The UWI rolled out its five-year strategic plan (2017-2022) built upon three pillars: **Access** to tertiary education, **Alignment** with partners and stakeholders, and **Agility** in effort. Themed *Revitalising Caribbean Development*, this plan mobilises the University to “rekindle and sustain Caribbean Development.” Vice-Chancellor Beckles, in conceiving and rolling out this plan, which is known as the **Triple A Strategy**, declared an immediate objective to “radically upgrade and globalise the University’s performance reputation, and enhance its international visibility and competitiveness.”

To achieve this strategic objective, The UWI system prepared for its first exposure and participation in comparative international rankings. It chose professional engagement with Times Higher Education (THE), the most prestigious ranking agency, and moved with **Agility** to become fully conversant with THE’s scientific methodology—pillars of assessments, criteria for categorising performance, and the tabulation of scores. Critically, it called for a purposeful effort to strengthen areas of weakness and enhance traditional strengths.



Vice-Chancellor Professor Sir Hilary Beckles speaks about The UWI's Journey to the Top at a media conference. He is accompanied by Pro Vice-Chancellor and Campus Principal, Professor The Most Hon. Eudine Barribeau (left) and Pro Vice-Chancellor Planning, Professor Densil Williams (right)

**THE** WORLD  
UNIVERSITY  
RANKINGS  
**TOP RANKED**

Caribbean's #1  
Latin America's Top 2%  
World's Top 4%

The UWI's debut THE ranking results in 2018 showcased the tremendous accumulated success of the University as a legacy institution. With over 200 registered universities in the Caribbean region, The UWI was ranked number one. Among more than 2,000 registered universities in Latin America and the Caribbean, it ranked in the top 3%; and in the top 5% among the 28,000 registered universities globally.

With these excellent results, The UWI did not rest on its laurels or muse upon its legacy. Rather, it moved to strengthen its competitive position in key areas, particularly in enhancing the international recognition of its published research. This achievement is reflected in recognised global research citation indices. The evidence of The UWI's enhanced global visibility is found in key areas such as its leadership and participation in international projects. Additionally, its concerted efforts to expand and deepen Industry-Academic partnerships was noted. Collectively, these outputs showed that the University had made significant strategic strides, with enhanced excellence, reflected in a surge in reputation recognition.

Within the context of these developments, the 2019 results are even more impressive. The enhanced respect the University gained for its academic output and its **Alignment** of effort with the development objectives of the region were rewarded. Not only has The UWI retained its position as the number one ranked university in the region, it moved from the top 3% to the top 2% in the Latin America and Caribbean region as well.

The scores for its global rankings show that it moved from the top 5% to the top 4% of ranked universities. "This upward trajectory into the top 4% of the world's best universities reflects the extraordinary effort of the management team and The UWI family to honour the pledge within the strategic plan to be an excellent global university rooted in the Caribbean", said Vice-Chancellor Beckles. "It is the intention of the University to be located in the top 3% of ranked universities by the end of the current strategic planning cycle in 2023. The University has experienced a considerable rise in self-confidence since participating in these global rankings.

"The UWI has an excellent Executive Management Team, and is focused on sustaining its reputation revolution,

while demonstrating daily proof of greater efficiency and public accountability." He expressed special gratitude to project leader, Pro Vice-Chancellor Densil Williams and his technical team, and all members of the community who actively participated in the data gathering, focused on implementation schedules, and framed the dialogue associated with rankings as a tool of performance measurement.

Describing the ranking process, Pro Vice-Chancellor Williams made the comparison that "The UWI has moved significantly up the trajectory". He further noted that The UWI has seen substantial movement in all THE's criteria of teaching, research, citations, industry income and international outlook. Importantly, the regional university, which is much smaller and less resourced than many of its competitors on the list, received very high scores for 'citations' and 'international outlook', placing it among the top 75<sup>th</sup> percentile of universities across the globe in those criteria. "I am very confident," he stated, "that going forward The UWI will see better days. And given what we now know about our global University, and the quality of work that we have been doing, I expect us to continue to rise in the near future."

### Faculty of Sport: Second Year of Existence

The Faculty of Sport entered its second year in 2018–2019. The faculty spent the first year establishing regulations and modifying University ordinances to define itself, and the second year saw the start of academic programmes, bolstering existing programmes and spreading programmes across all campuses. New programmes for the following academic year were also formulated and passed through the scrutiny of the University's quality control process. A Curriculum Development Specialist joined the Dean's Office to guide this process.

New Heads of Academies of Sport were appointed in two Academies. Mr. Kervin Jean was appointed Head of the Open Campus Academy of Sport, who came with a strong background in Sport Policy. Professor Emeritus Funso Aiyejina joined as acting Head of the St. Augustine Academy of Sport. His institutional knowledge has assisted immensely in shaping the structure of that Academy.

On the playing field, the Faculty was instrumental in some historic events, especially in cricket. The Combined Campuses and Colleges (CCC) cricket team created history by winning the Regional 50 Over Competition. This was followed by victory in The UWI World Universities T20 Tournament, put on by the Faculty of Sport.

The Faculty's footballers and track and field athletes continued to perform well in local competitions, with many representing their countries internationally. All other sports showed improvements in standings in their respective competitions. The Faculty signed an MOU with

the Argentine Football Association through the Argentine Embassy in Barbados, which will allow the exchange of coaches and players. This MOU opens the door for a CCC Football team. Additionally, collaboration with coaches and player exchange would enhance offerings to our players and coaches.

In the period under review, it was also agreed that Cricket West Indies (CWI) will offer its Level II coaching programmes through The UWI following the setting up of the syllabus and course delivery modules. This was previously executed by a partnership between CWI and the English Cricket Board.

The Faculty commenced a fortnightly column in the Trinidad Guardian newspaper entitled "Sport Matters".

The Community Inclusion Project, aided by a grant from the CDB, allowed engagement of youth from the Cane Farm community of Trinidad and the August Town community of Jamaica. This pilot project exposed youngsters from 9 to 16 years to the values and ethics of sports. It counselled them to vocational opportunities in and around sport, as well as giving an opportunity to mingle and compete with some of the top sportsmen and sportswomen in the region.

Another portion of the CDB grant was used to launch the Regional Emerging Athlete Development programme. National sporting organisations around the region nominated an athlete, from among whom three were selected for the programme. The athletes, accompanied by their



West Indies Cricketer, Lendl Simmons presents a delighted Community Inclusion Project participant with a token of appreciation.

coaches had extensive baseline medical and sports science testing done in Barbados, following which individualised programmes were forwarded to their coaches. The athletes will be retested in the next academic year to monitor their progress.

The Faculty also launched the *Pace Like Fire* programme scouting fast bowlers. Testing was conducted in multiple sites in Trinidad and Tobago, Guyana, St. Lucia, Barbados and Jamaica in which fast bowlers were invited to bowl balls, the speed of which was measured using a radar gun. The top twenty were then assessed by an expert panel of elite coaches, and were taken into a camp at Cave Hill for intensive baseline testing and programmes to enhance their bowling technique. The entire process was filmed by Flow Sports working in conjunction with UWI tv, and was aired as a multi-episode series on Flow Sports.

## ► SPORTS CARIBBEAN

One area in which the University has enabled Caribbean citizens to make phenomenal contributions to their nations, the Caribbean region, North America, and the global community, is sport. Measured in terms of performance excellence and community participation, the impact has been positive in all areas of engagement. Sustaining this legacy of service requires an injection of significant capital resources, considerably beyond the capacity of the University. A support system designed around capital cooperation is necessary in order to strengthen and sustain this tradition of service.

‘Sports Caribbean’ is a globally respected brand built upon and around best practices in teaching, learning, research, performance and community advocacy. In this era of global benchmarking, the University is called upon to elevate its roles to a higher level of sophistication in order to meet current and future needs. Existing facilities, programmes and inter-disciplinary connections required to advance along this trajectory are now largely inadequate. An effective upgrade of the sport eco-system is necessary in order to sustain the noble efforts of former generations.

Only The University of the West Indies can provide the quality assured programmes, supportive facilities and support services to meet the needs of youth whose preference is to stay on the court rather than be in the courts. Community security and youth culture intersect within this context. The concept of ‘peace at the crease’ resonates within communities keen to facilitate conflict resolution among youth whose identities of social marginalisation and economic disempowerment are empirically evident.

For these reasons, enhancing the positive relationship between sport and the development of the finest citizenship values is a primary outcome of the

University’s Strategic Plan. In the social arena the University has had decades of outstanding results. It began with taking its share of responsibility for achieving quality public living. It ends with a commitment to serve and to be seen as a passionate, resolute partner in humanity’s quest for the best imagined civic existence.

Sport is the interdisciplinary crossroads within grassroots and academic communities. It is the juncture where multiple programmes contend for the attention of youth and students. Appropriate facilities will enable access to professional engagement and the creation of lifelong career options in areas such as:

- sports medicine
- biomechanics
- events management
- media, broadcast and communications
- arbitration and contract law
- entrepreneurship and innovation
- entertainment and community celebrations finance and marketing project management heritage and culture education and literature digital imagery, etc.

Partnering for progress is the key that opens the door to the future. As the Caribbean community seeks to be a competitive participant in the global world, daily demonstrating its determination to achieve success with dignified, indigenous activity, its leading ranked university has chosen to reach out for support in the area of sport and youth empowerment. It seeks to be a continued energy source that inspires as it empowers.



### ► WINNER'S TROPHY FOR CCC AT INAUGURAL UWI WORLD UNIVERSITIES T20 TOURNAMENT

**The Combined Campuses and Colleges team**, known as the CCC Marooners, squared off against the Oxford Marylebone Cricket Club (Oxford MCCU) at the finals of the first UWI World Universities T20 Tournament at the Sir Frank Worrell Cricket Ground at UWI SPEC in St. Augustine in January 2019.

The meet, which ran from January 10 to 20, also featured a UWI team, a combined colleges team from the US and the Tertiary Sport Association of Trinidad and Tobago (TSATT).

This victory came on the heels of the Marooners' win against the Guyana Jaguars at the Regional Super 50 tournament.

The top five players of the UWI World Universities T20 tournament went on to participate in pre-tournament camps hosted by the Caribbean Premier League (CPL), creating a direct route for university students to transition into professional cricket.

The tournament designed by The UWI Faculty of Sport provided student athletes with exposure and skills building in open competition against other strong competitors. The model has been so successful that the intention is for it to be used to establish similar tournaments in other sporting disciplines.

This inaugural competition allowed The UWI to establish relationships with other reputable universities using cricket as a conduit to produce many more world class student-athletes. It brought to the fore new talent and along with UWI's advanced sporting facility, helped expand a pool of 'thinking cricketers' and build the region's dominance in cricket. Former West Indian Cricketer, Daren Ganga, Chair of the Local Organising Committee (LOC), led the planning, coordination, promotion, and execution of the tournament.





# ALIGNMENT

Acting in the service and the best interest of the people of the Caribbean and its diaspora is the raison d'être of The University of the West Indies. This region continues to be faced with significant challenges arising from its long and bloody history of colonialism, inequity, and economic disadvantages; it is therefore imperative that The UWI embrace its responsibility to be an activist university, constantly seeking to right wrongs and provide opportunities for social and economic success among its many communities.

The **Alignment** pillar of its **Triple A Strategy 2017–2022** continues to guide the University's pursuit of thoughtful and mutually beneficial partnerships and its positioning as an activist university in the consciousness of its many publics.

By taking the cue from real-world needs, the work of the University expands beyond the walls of academia as researchers collaborate with industry leaders to bring innovative products to market, reignite the region's productivity and competitiveness, and unleash its economic potential. Its entrepreneurial culture is creating space for faculties to manage spin-off companies and generate revenue by commercialising The UWI's expertise. Meanwhile, it is a leading voice in the global reparatory justice and climate action movements.



TSTT's CEO Dr. Ronald Walcott, UWI St. Augustine's Pro Vice-Chancellor and Campus Principal Professor Brian Copeland and Huawei T&T's CEO Mr. Jeff Jin in conversation as they view a model of the bmobile-UWI Innovation Lab, powered by Huawei. PHOTO COURTESY HUAWEI

## ► BUILDING CAPACITY IN ENTREPRENEURSHIP

► **The UWI Team** that visited Warwick University and Coventry University in the UK to investigate strategies and best practices used by these universities towards a successful I&E Ecosystem.



### **Adding to Our Field of Distinguished Professors of Practice**

In the reporting period, The UWI continued to appoint subject matter experts to the distinguished position of **Professor of Practice**.

In June 2019, **Dr. Sterling Frost**, a senior career banker and the Deputy CEO, Operations and Administration, First Citizens and a UWI alumnus, was appointed Professor of Practice in Management Studies, attached to the Faculty of Social Sciences at the St. Augustine Campus.

In July 2019, **Mr. Dodridge Miller**, President and CEO, Sagicor Financial, one of the leading finance minds in the Caribbean, with more than 30 years' experience in the banking, insurance and financial services industries, was assigned to the Vice-Chancellery, The UWI Regional Headquarters as Professor of Practice in Finance.

### **Engaging the Private and Public Sectors**

Understanding that innovation is a key driver of economic growth, the University has embraced a leadership role in promoting innovation and entrepreneurship across the region to realise this growth. As it takes those necessary steps to become more entrepreneurial, **consultations with Industry** were held in the year under review in the areas of Research and Innovation; Entrepreneurship and Commercialisation; Teaching and Learning; and University and Industry Collaboration.

These engagements were spearheaded by the Office of the Pro Vice-Chancellor, Graduate Studies and Research, with sessions held in Port of Spain, Trinidad; Cave Hill, Barbados; and Kingston, Jamaica. A specific session also targeting the countries served by the Open Campus was earmarked for the new academic year.

Arising out of the consultations were key agreements on areas such as the need for greater alignment between The UWI and industry; more industry-relevant projects; and greater research collaboration between industry and The UWI, where industry can influence the research agenda. A robust database of industry partners has also been established to assist in various development activities as The UWI's entrepreneurial thrust continues and its ecosystem is built out.

### **Partnering for Development**

#### ***Universities Caribbean: One Caribbean Solutions***

On Friday, June 14, 2019, The UWI Regional Headquarters was the venue for "One Caribbean Solutions", a yearly symposium convened by **Universities Caribbean**, formerly the Association of Caribbean Universities and Research Institutes (UNICA). The main objective of this annual forum is to create awareness among rectors and presidents of Higher Education Institutions (HEIs) and other stakeholders of the important role that universities play in the advocacy for finding practical solutions to challenges faced by the Caribbean and Latin American region.

The 2019 edition of the symposium, organised in collaboration with the Inter-American Development Bank (IDB), sought to develop sub-regional policy dialogue on science, technology and innovation.

This collaboration between the regional organisation of universities and the development bank offered an exchange platform to economic, political and academic leaders across the Caribbean and Latin America to discuss their role in developing innovative entrepreneurship in the Caribbean and facilitating sustainable development in small nation states.

The symposium allowed participants to discuss the concept of the Caribbean as one space with a focus on issues significant to the region: education and access to accreditation and recognition, cultural economy, the blue economy, regional security, public health, and entrepreneurship, among other relevant topics. Universities Caribbean, which is led by Vice-Chancellor Professor Sir Hilary Beckles as its President, aims to create more opportunities for academics to engage with practitioners to build strategies to implement One Caribbean solutions.

#### ***IDB Sub-Regional Policy Dialogue on Science, Technology and Innovation***

The Sub-Regional Policy Dialogue on Science, Technology and Innovation in Kingston, Jamaica in June 2019 was organised in collaboration with the **Inter-American Development Bank (IDB) and the Development Bank of Jamaica** and sought to engage Caribbean policymakers, tertiary level educational institutions and private sector stakeholders in conversations on how to strengthen ecosystems that support dynamic entrepreneurship and innovation in the Caribbean and Latin America. It culminated in the symposium held at The UWI, themed "One Caribbean Solutions", which further interrogated the role that universities play in advocacy for the region.

## ► HIGHER EDUCATION SECTOR PARTNERSHIPS

**A major development in the transformation** of the higher education sector took place in the Dominican Republic, in November 2018, as Vice-Chancellor of The UWI, Professor Sir Hilary Beckles was elected as Universities Caribbean's first president.

Formerly the Association of Caribbean Universities and Research Institutes (UNICA), the overarching mandate of Universities Caribbean is to revitalise, energise and effectively integrate the regional university sector and to enhance its quality and regional impact. The new approved strategic plan of the university grouping rests on three pillars: to improve the **reputation** of the sector; to enhance the **resilience** of the member universities, and to increase the **revenue** position members and the sector.

Guided by the organising principle of "One Caribbean Solution", Universities Caribbean operates within the understanding that no one university can find answers to regional problems such as climate-smart actions, blue economy innovation, poverty and security, thus the university leaders pledge to work as a collective. Based on this principle, Vice-Chancellor Beckles assured colleagues that "Universities Caribbean will be the region's voice in the areas of quality, globalisation, resilience, and financial sustainability."

In June 2019, The UWI Regional Headquarters hosted One Caribbean Solutions, the yearly symposium convened by Universities Caribbean in collaboration with the Inter-American Development Bank (IDB).



Universities Caribbean executives and members at the One Caribbean Solutions symposium.



Among the presenters: (2nd right) Mr. Jose Jorge Saavedra, Lead Operations Specialist, Inter-American Development Bank.



Policy Dialogue on Promoting Dynamic Entrepreneurship in the Caribbean Region.

### ***CARPHA on Caribbean Health Policy***

The UWI and the **Caribbean Public Health Agency (CARPHA)** signed a five-year MOU formalising a partnership towards improved research and training on public health priorities affecting people in the region. It represented an important aspect of the 30<sup>th</sup> Inter-sessional Meeting of the Conference of Heads of Government of CARICOM on February 26, 2019.

The intention is to deepen the relationship between these two institutions, leading to a more efficient use of research evidence to inform clinical and health-related policy and practice in CARICOM.

Since CARPHA's inception in 2013, The UWI has been a partner on projects such as the region's response to major public health threats like Zika, Chikungunya, Dengue and today's COVID-19 pandemic; Non-Communicable Diseases (NCDs); climate change and health; and the comprehensive Evidence Informed Decision Making Network (EviDeNce), a continuously updated repository for Caribbean health research and policy-related documents.

### ***Mexico Chair at The UWI Mona***

Through the MOU signed in May 2016 between The UWI and the **Mexican Agency for International Development Cooperation (AMEXCID)**, a Mexico Chair was created at The UWI Mona to strengthen cooperation in the fields of education and research in five subject areas: history; political sciences; arts or Mexican culture; and science and technology.



UWI-CARPHA MOU signing event during the 30th CARICOM Heads of Government Meeting.

Under this MOU, the Mona Campus hosted visiting professor Dr. Ruben Olachea Perez during the academic year 2018/2019.

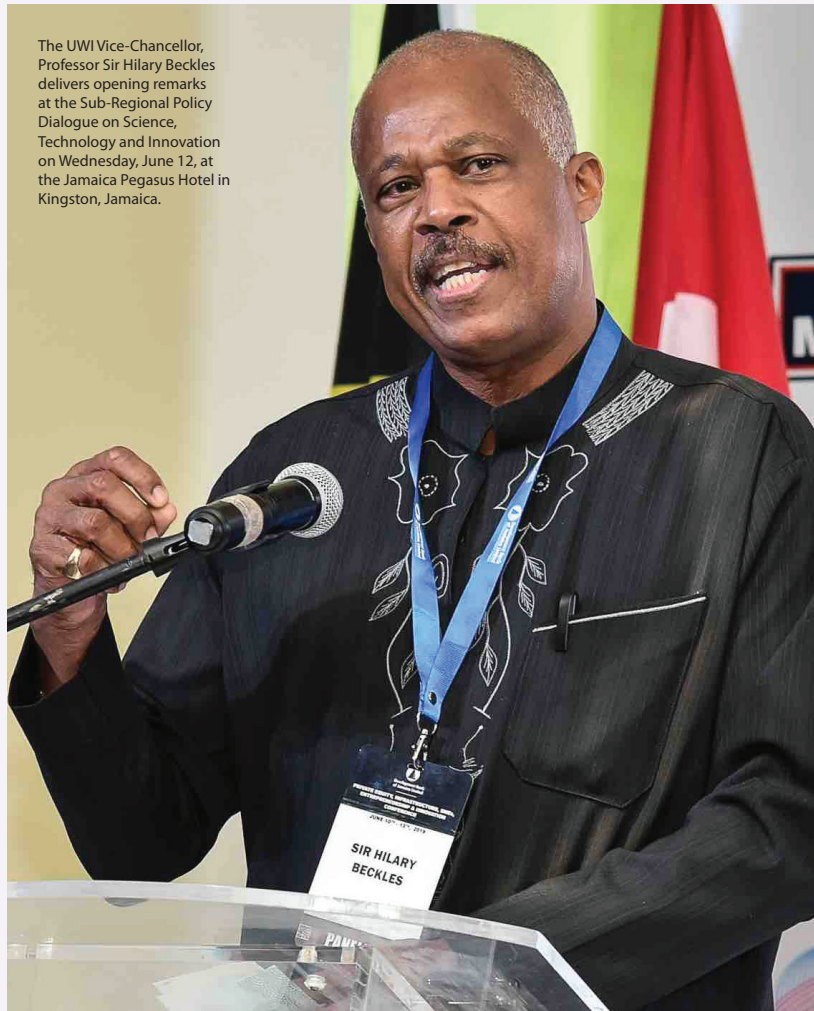
Dr. Olachea was attached to the Department of History and the Department of Modern Languages in the Faculty of Humanities and Education in 2018 and completed a successful tenure. Reports of the success of that visiting professorship sparked great interest in other Latin American countries and their diplomatic missions

in Kingston explored with the Latin American Caribbean Centre Director, Ambassador Gillian Bristol, ways in which their countries might also facilitate a similar programme. Those discussions are still evolving as national economic and political issues have affected implementation.

The Mexico Chair furthers the achievement of the goals of the UWI Strategic Plan as it relates to the internationalisation of The UWI and greater access through professor mobility, joint research and knowledge sharing.

### ► THE UWI'S SLEEVES ROLLED UP

The UWI Vice-Chancellor, Professor Sir Hilary Beckles delivers opening remarks at the Sub-Regional Policy Dialogue on Science, Technology and Innovation on Wednesday, June 12, at the Jamaica Pegasus Hotel in Kingston, Jamaica.



**Addressing an IDB forum on entrepreneurship** and economic transformation on Wednesday, June 12, 2019 in Kingston, Jamaica, Professor Sir Hilary Beckles informed regional participants that, "The UWI has its sleeves rolled up and was in the trenches with the entrepreneurial community in the effort to push our economies onto the highway of sustainable economic growth."

Noting that "being at the centre of the economic growth agenda was the top priority for The UWI," he commended the Government of Jamaica, Prime Minister Andrew Holness, and Michael Chin of the Economic Growth Council, for pushing and promoting the matter of economic growth to a "feverish pitch" in an effort to ensure that "every citizen and all institutions come on board with an understanding that economic growth and development with social justice is a collective public movement."

Sir Hilary placed the conversation in historical context, stating that this moment of the Fourth Industrial Revolution is "our time to be leaders and beneficiaries." He pointed out that the people of the Caribbean were the primary victims of the First and Second Industrial Revolutions. "Our people," he said, "over 15 million of them, were placed in chains and driven to power these global industrial movements that saw the attainment of sustainable development in the Western World." He continued, "We have survived, and now it is our time to run like a burst pipe through the more level playing field of the digital age. We have more experience with globalisation and openness than any other region, and this cultural exposure will see us through this time as pioneers and discoverers."

The UWI with its enormous reputation as a first class global institution has developed and is implementing a Strategic Plan (**Triple A Strategy**) that addresses frontally our role at this time, he concluded.

## ► THE UWI LEADING GLOBAL CLIMATE ACTION



(L-R) Dr. Hilligje van't Land, Secretary General of the IAU, Professor Pam Fredmam, President of the IAU and Vice-Chancellor of The UWI, Professor Sir Hilary Beckles at UNESCO's Headquarters.

► The UWI works with universities across the globe on projects that harness research, innovation and their application to promote social and economic growth with a balanced focus on people, planet and prosperity.

**The International Association of Universities (IAU)**, in November, 2018 selected The UWI as its global leader in the mobilisation of research and advocacy for the achievement of a climate-smart world.

The UWI was selected from a field of distinguished universities that have established a track record of research around the United Nations Sustainable Development Goal (SDG) 13: Climate Action.

The IAU, an affiliate body and higher education think tank for the United Nations Educational, Scientific and Cultural Organisation (UNESCO), selected The UWI for this task because of the University's long track record of excellent research on climate change and sustainable development, including climate modelling, environmental protection, marine ecosystems, disaster risk reduction and resilience, through diverse faculties and specialised research centres such as the Institute for Sustainable Development, Centre for Disaster Risk Reduction, Centre for Resource Management and Environmental Studies (CERMES) and Seismic Research Centre. It is one example of UWI research driving scientific knowledge, policy and advocacy on the global stage.

Sustainable Development Goal #13 (SDG 13) calls for urgent action to combat the serious impacts of a changing climate, which include changing weather patterns, rising sea levels, destruction of marine ecosystems due to warmer, more acidic oceans, and extreme weather events such as hurricanes, floods, prolonged droughts and wildfires. All of these disrupt human food supplies, wreak havoc on agriculture, housing settlements and economies, and threaten life.

As the leader of the SDG 13, (Climate Action) Global Cluster on Higher Education and Research for Sustainable Development (HESD), The UWI works with universities across the globe on projects that harness research, innovation and their application to promote social and economic growth with a balanced focus on people, planet and prosperity.

## University Office of Global Partnerships and Sustainable Futures

The current global development agenda is anchored in the Sustainable Development Goals (SDGs)—17 ambitious and inter-connected goals that seek to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. Universities play a critical role in the advancement of the SDGs through research that stimulates new knowledge, innovation and development solutions; teaching and student engagement; as well as advocacy, public outreach and leadership.

In 2019, the Office of Development was retitled the **University Office of Global Partnerships and Sustainable Futures**. This reflects the University's increased focus on the delivery of the SDGs by re-calibrating and aligning its teaching, research, advisory services and advocacy to facilitate greater application of transdisciplinary research and innovation.

The Office is committed to bolstering UWI's contribution to advancing the implementation of the 2030 development agenda in the Caribbean by strengthening linkages between the University and multilateral development partners and deepening the University's engagement with regional and national development processes.

### **Leadership of SDG 13 (Climate Action) within the International Association of Universities' (IAU) Global Cluster on Higher Education and Research for Sustainable Development (HESD)**

Launched in November 2018, the IAU's Global Cluster on HESD promotes the role of higher education institutions in building more sustainable societies. Within this Cluster, the IAU leads efforts on SDG 17 (Partnerships



for the Global Goals) while universities lead each of the other 16 SDGs. The Office coordinates UWI's leadership on SDG 13 and facilitates participation in the Cluster by working on multiple levels.

In January 2019, the IAU held the first workshop of the Global Cluster at UNESCO in Paris. The UWI was represented by the Vice-Chancellor, Professor Sir Hilary Beckles; Professor John Agard, Director, St. Augustine Centre for Innovation and Entrepreneurship; and Dr. Stacy Richards-Kennedy, Director, University Office of Global Partnerships and Sustainable Futures.

The Global University Consortium (GUC) on SDG 13 led by The UWI was officially established in March 2019 and includes ten satellite universities across five continents:

- University of Witwatersrand
- University of Ghana
- University of Waterloo
- State University of New York
- University of Bergen
- University of Bristol
- TERI School of Advanced Studies
- University of the South Pacific
- University of Aruba
- Universidad de Los Andes

GUC members meet monthly to share information, coordinate work programmes, identify opportunities for collaboration and better understand institutional approaches to sustainability. A knowledge management platform to strengthen the work of the GUC on SDG 13 has also been developed in collaboration with The UWI Open Campus and is accessible at: <https://www.universities4climateaction.org/>.

On July 12, 2019, the GUC on SDG 13 in collaboration with the United Nations (UN) Department of Economic and Social Affairs, hosted a symposium entitled "Research & Innovation 4 Climate Action" at the UN Secretariat, New York. This symposium was convened as one of the side events associated with the United Nations High Level Political Forum (HLPF). In keeping with the HLPF's 2019 focus on reviewing SDGs including Goals 4 – Quality Education, 13 – Climate Action and 17 – Partnerships for the Global Goals, The UWI organised the participation of Consortium members to feature the cutting-edge research being undertaken by universities in different regions to combat climate change.

A few days earlier, on July 10, Dr. Richards-Kennedy served as a lead discussant on a HLPF SIDS panel entitled "Perspectives of Small Island Developing States", which provided the opportunity to highlight the work of the regional university in contributing to advancing SDG 4 (Quality Education) in the Caribbean.

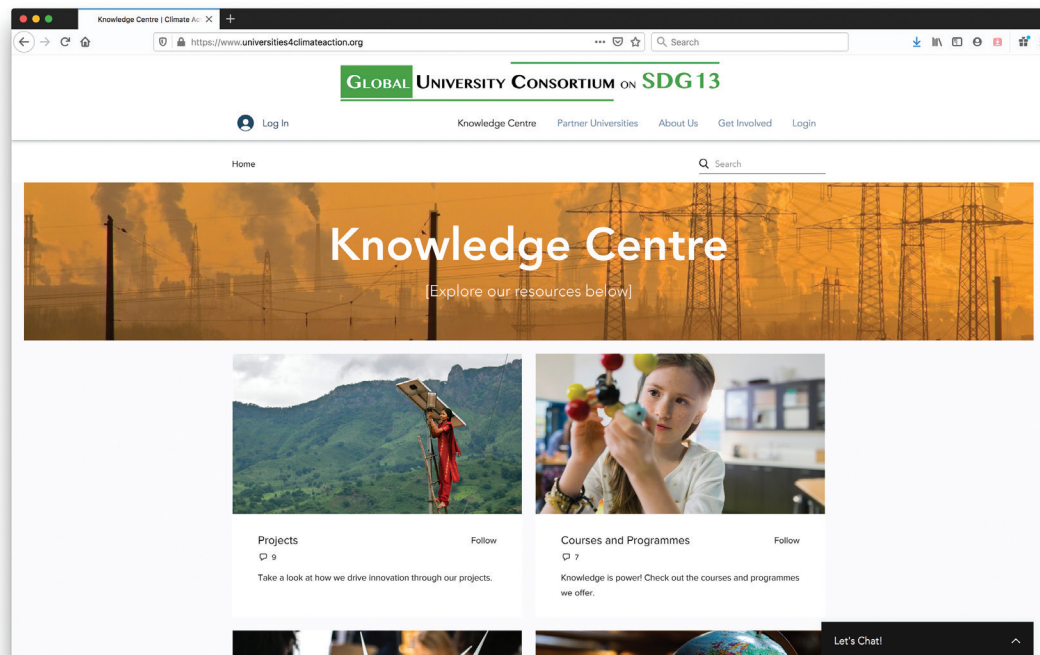
### ***New and expanding partnerships***

The Office facilitated several development initiatives in the review period:

- Policy Dialogue on Masculinity and Gender Relations in the Caribbean (April 11–12, 2019) and a series of IDB - commissioned UWI research studies with the IGDS, UWI St. Augustine Campus, SALISES and IGDS, UWI Cave Hill; and School of Education, UWI St. Augustine, which underpinned the Policy Dialogue.
- Policy Dialogue on Promoting Dynamic Entrepreneurship in the Caribbean Region (June 12–14, 2019), organised by the IDB, Development Bank of Jamaica and The UWI. It focused on strengthening ecosystems that support dynamic entrepreneurship and innovation in the Caribbean region; advancing the Blue Economy; the role of higher education in entrepreneurship development and issues critical to fostering one-Caribbean development solutions.
- United Nations Development Programme (UNDP) Blue Talk (May 27, 2019). Hosted at The UWI Cave Hill Campus, it brought together leading innovators in the field to engage with the public on the unique opportunities presented by the Blue Economy.

In addition, the Office provided project execution oversight and strategic donor relations management for CDB-funded projects including:

- The preparation of a Comprehensive Sport for Development Initiative for the New Faculty of Sport of UWI (US\$210,000)
- Enhancement of UWItv Regional Project (US\$130,000).



The Global University Consortium (GUC) website accessible at: <https://www.universities4climateaction.org/>

The Office also mobilised resources for key strategic initiatives including:

- CDB's approval for US\$500,000 dedicated to equipping the UWI China Institute of Information Technology under the UWI Open Campus Development Project
- Funding dedicated by CDB to the One UWI Digital Transformation Project (over US\$100,000 approved to date)
- Customised training in Procurement Management for the Office of the Parliament of Trinidad and Tobago (US\$35,000), which was commissioned and delivered by The UWI Open Campus
- CARICOM Development Fund (CDF) grant funding to support the preparation of a Strategy to Strengthen the Higher Education Ecosystem in the Eastern Caribbean. This study articulates a pathway to increased access to tertiary education for persons living in the Eastern Caribbean.

### ► JOINING FORCES WITH UNDP TO PROMOTE THE BLUE ECONOMY

**In response to the challenges Caribbean islands are facing** when it comes to sustainable use of marine resources, including impacts on ocean-related sectors such as fisheries, research, tourism, and on maritime transport infrastructure, The UWI and the UNDP signed an MOU in 2019 to support governments in the creation of public policies to diversify their economies while ensuring inclusive growth and sustainable development.

Contained within the MOU, the Blue Economy proposal is a paradigm shift that coordinates sectors instead of creating silos, promotes more integrated approaches to marine management and delivers structural funding, innovation, capacity building, and other changes that improve the management of Small Island Developing States' (SIDS) maritime space and related sectors.

It was signed by UWI Vice-Chancellor, Professor Sir Hilary Beckles, and UNDP Regional Director for Latin America and the Caribbean, Dr. Luis Felipe López Calva. This joint venture will provide Caribbean governments and other public entities with commissioned research and high-level technical assistance on critical development challenges that can have catalytic impact in the region.

Vice-Chancellor Beckles said, "The Caribbean Sea, around which approximately 115 million people live, accounts for 1% of the global ocean area and 14% of the global ocean economy. Partnership on the

Blue Economy is therefore significant for our region. The UWI continues to demonstrate that universities must play a unique role in advancing the 2030 global development agenda as drivers of knowledge, innovation and development solutions. As an activist university, we take this role seriously, with particular responsibility for climate action given the vulnerability of our region. The impact of our efforts, however, will only be as strong as our partnerships with international players, so we will continue to create and promote opportunities like these to advance this agenda."

Dr. Calva responded, saying, "UNDP is proud to join forces with The UWI and reaffirm its commitment to support Caribbean countries in effectively leveraging their ocean and coastal assets for economic and social development. This is not a pie in the sky, but rather very specific and concrete commitment to contribute in the implementation of the SAMOA Pathway and the SDG Agenda."

This collaboration builds on UNDP's Accelerator Labs, a new way of working in development. The organisation established 60 Accelerator Labs across the world; the one in Barbados is the only one based in the Caribbean and focuses on promoting innovation and community engagement on Blue Economy-related sectors and to make progress along three lanes: higher productivity and growth; a greater inclusion in the labour market and in access to quality services; and stronger resilience.



(From left to right) The UWI Pro Vice-Chancellor and Professor of Practice, Global Affairs, Ambassador Dr. Richard Bernal; The UWI Pro Vice-Chancellor and Campus Principal, Open Campus, Dr. Luz Longworth; The UWI Director, University Office of Global Partnerships and Sustainable Futures, Dr. Stacy Richards-Kennedy; The UWI Vice-Chancellor, Professor Sir Hilary Beckles; UNDP Assistant Secretary General and Regional Director for Latin America and the Caribbean, Dr. Luis Felipe López Calva; UNDP Regional Advisor, Latin America and the Caribbean, Mr. Kenroy Roach and UNDP Regional Partnership Advisor, Ms. Francesca Nardini.

### UWItv

**UWItv** continues to provide public information services, education and training programmes that reflect the roles and responsibilities of The UWI as the premier intellectual engine of the region. The primary objective of UWItv is to present critical analyses of the common issues, concerns and socio-economic priorities in our region and the wider Caribbean diaspora. During the period under review, UWItv embarked on a series of objectives that are strategically synced with The UWI's **Triple A Strategy**.

In 2016, UWItv established a partnership arrangement with the Caribbean Media Corporation (CMC), which catered for UWI-generated content to be aired for six hours daily. This partnership proved uniquely advantageous for The UWI, and laid the foundation for the UWItv's transition to a full 24-hour cable TV channel in 2019.

Its channel, available on the Flow Evo network, covering 15 Caribbean markets, is complemented by active and popular social media platforms like Facebook, Twitter, YouTube and Instagram. Through these, UWItv facilitates ongoing dialogue with students, alumni and youth across the Caribbean and the world. Among its social media accounts, UWItv's official Facebook page has the largest following with over 15,000 likes and is strategically utilised to enhance visibility, reach and access to the UWItv's content, campus events and happenings. The 'One UWI News' on the UWItv's website, [www.uwitv.org](http://www.uwitv.org), aggregates and integrates the daily announcements of events and activities on all five campuses.

UWItv continued to facilitate the broadcasting of livestreamed videos, recorded videos, public lectures, conferences, symposia, faculty interviews and other pertinent events and activities hosted across The UWI system. Similarly, UWItv serviced the needs of government, non-governmental and international actors through numerous strategic arrangements and negotiated media partnerships with the following agencies that were built and/or maintained during the review period.

They are:

- United Nations (UN)
- The Caribbean Development Bank (CDB)
- Caribbean Court of Justice (CCJ)
- CARICOM
- Eastern Caribbean Central Bank (ECCB)
- LIAT

UWItv provided a vital platform for these entities to more effectively engage in their public education and service mandates. In particular, the Caribbean Development Bank (CDB) partnership in 2018 confirmed UWItv as a media partner for the CDB and provided an additional platform for UWItv, and by extension The UWI, to expand its regional and international reach through CDB's extensive network. UWItv also worked closely with the Eastern Caribbean Central Bank (ECCB) to host a series entitled ECCB Connects, which is an outreach initiative for the group of eight island economies namely – Anguilla, Antigua and Barbuda, Commonwealth of Dominica, Grenada, Montserrat, St. Kitts and Nevis, Saint Lucia, and St. Vincent and the Grenadines.

UWItv's international collaborations have also enlarged the university's global footprint. One of the most significant partnerships that has raised the profile of The

UWI was the broadcast arrangement between UWItv and the United Nations (UN) in May 2019, which allows for the use of UN broadcast material that includes free-to-air content for television broadcast across the region, the United States and Canada.

Among the projects that UWItv provided media service included:

- The United Nations Development Programme's (UNDP) – Blue Talk
- The launch of the United Nation's Blue Economy Conference
- The 48<sup>th</sup> Annual Meeting of the Board of Governors of the Caribbean Development Bank (CDB)
- Caribbean Development Bank (CDB) Annual News Conference
- Eastern Caribbean Central Bank (ECCB) Connects
- The Inauguration of the CCJ's Third President – Caribbean Supreme Court (CCJ)

Some notable content aired during the 2018-2019 review period included coverage of:

- The MOU signing for the Glasgow-Caribbean Centre for Development Research
- CCJ Hearing on Landmark Cases – Guyana Elections Commission
- The Opening Ceremony of the 40<sup>th</sup> CARICOM Heads of Government Meeting
- The Town Hall Meeting at the 40<sup>th</sup> CARICOM Heads of Government Meeting
- The Closing Press Conference of the 40<sup>th</sup> CARICOM Heads of Government Meeting
- Media conference on The UWI Five Islands Campus, Antigua and Barbuda
- The Blue Talk Barbados with the UNDP

## ► GOING BEYOND BORDERS

**UWItv is the multimedia public information and education service of The UWI.** It aims to globalise the University through the production and distribution of content on common issues, concerns and socio-economic priorities in our region and the wider Caribbean diaspora. Through leveraging 21<sup>st</sup> century technologies, regional audiences and those within the Caribbean diaspora can experience a greater sense of inclusion as they can now connect to The UWI in the comfort of their living spaces.

This has allowed The UWI to continue to be at the forefront of access to higher education through traditional and non-traditional media platforms. These platforms provide The UWI community and the general public with comprehensive services

including education, research, advocacy, and policy formation. It is this education through connectivity that inches the region closer to a more substantive democracy which must be achieved through an educated citizenry.

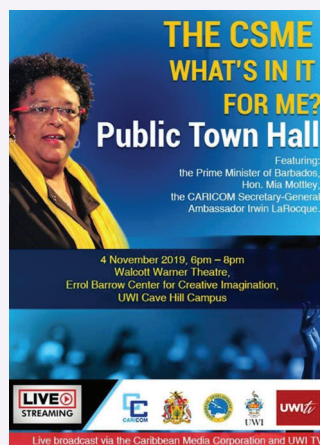
UWItv has also engaged in strategic activities and established notable partnerships to better serve The UWI and the wider region. These partnerships include the broadcast arrangements between UWItv and the United Nations (UN), the Caribbean Development Bank (CDB), CARICOM and the Caribbean Court of Justice (CCJ). Furthermore, UWItv has collaborated with UNICEF, UNESCO, and the Eastern Caribbean Central Bank (ECCB).

The significance of UWItv as a reputable media entity has also been recognised by the Caribbean Broadcasting

Union as it was inducted into membership of the union as an associate member, during the union's 50<sup>th</sup> Annual General Assembly in San Andres Island, Colombia.

UWItv's Managing Director, Janet Caroo, expressed her enthusiasm in making a broader contribution to the region.

Ultimately, The UWI's strategic pivot into the media and broadcast space is essential. This decision has provided the region with a media entity that can lend itself to educational, democratic, and developmental outcomes and assures that the eyes of the Caribbean can be on Caribbean-generated content.



## ► THE UWI AND FLOW LAUNCH INDUSTRY-ACADEMIC PARTNERSHIP

**In 2019, Vice-Chancellor, Professor Sir Hilary Beckles** and Flow's Country Manager (Barbados), Jenson Sylvester formally launched a partnership that enables UWItv to be accessible on Flow channels across the Caribbean.

UWItv went live in December 2016, and is now available on the Flow EVO service, allowing subscribers to access 24/7 content from the regional university.

A one-of-a-kind facility in the region, UWItv cable channel is complemented by a robust website and social media presence, allowing access to content in real time or on demand. In addition to showcasing original UWI content, UWItv through its existing partnerships with regional and international agencies like CARICOM and the UN, offers programming that includes interviews, documentaries and regional and international event coverage on research and ground-breaking work and issues that directly affect the Caribbean.



Commenting on the initiative, Professor Sir Hilary Beckles said, "The development of innovative national and regional economies in the age of globalisation is dependent on intimate and effective partnerships between industry and academia. This partnership between The UWI and Flow reflects the truth of this statement. Outcomes will resonate across the Caribbean and the world."

Mr. Sylvester noted that Flow was proud to be the broadcast partner of choice for The UWI and said the company was equally pleased to be strengthening its ties with the institution.

"Flow is driven by a mission of 'Connecting Communities...Transforming Lives' and we see our partnership with The UWI as an extension of this philosophy. With our Flow EVO platform, we now have the facility to deliver content that will directly benefit the people of the Caribbean and I'm proud that UWItv now forms part of our market-leading channel line-up," he said.



(L-R) Ms. Marilyn Sealy, Senior Manager, Communications, Southern Caribbean, Flow; Jenson Sylvester, Country Manager, Flow Barbados; Professor Sir Hilary Beckles, Vice-Chancellor, The UWI; and Ms Janet Caroo, Managing Director, UWItv.

## Lumin Consulting: A Regional Technology Extension Service Provider

In 2018–2019, **Lumin UWI Consulting** strategically pursued projects and partnerships that have a direct and positive impact on The UWI's bid to be increasingly more agile. One such project involved Lumin UWI Consulting's successful negotiation with the Inter-American Development Bank's Compete Caribbean Programme to have The UWI engaged as one of three technology extension service providers in the region.

Technology Extension Services (TES) are a type of government policy used to accelerate the pace at which small and medium sized enterprises catch up with more advanced firms by a transfer of knowledge about best practices, particularly cutting-edge technologies for their specific sectors. It is a strategic public investment in technological diffusion through on-site, specialised technical assistance. The benefit of TES with respect to other innovation policy tools is that it is cost efficient given the size of the investment per firm; offers quick wins by implementing innovations already proven to be effective in other markets, and is impactful in terms of improving productive efficiency and competitiveness of SMEs.

The Compete Caribbean Partnership Facility (CCPF), the Organisation of American States (OAS), and Small Business Development Centres (SBDCs) have collaborated to implement a pilot that will test a regional TES delivery framework targeting Caribbean SMEs in the agro-processing and tourism sectors with high growth potential, with a special focus on women-owned firms. The main actors include eligible Caribbean firms; local business support organisations (BSOs) and Small Business Development Centres (SBDCs); technology extension service providers (TSPs); and financial

institutions from the Caribbean region. Key outputs will include business potential assessments (BPAs), technology audit plans (TAPs), and the technology assistance reports (TARs).

The services provided by the pilot will be demand driven and will pay particular attention to supporting increased adoption of digital technologies and technologies that improve environmental and energy management practices. Ultimately, the pilot seeks to improve understanding on the following elements:

- The demand for TES amongst Caribbean firms
- The supply capacity of the region's technology services providers
- The impact of TES on firm productivity, efficiency, revenue and competitiveness in targeted markets
- The likely return on investment for a Caribbean-based TES programme.

In the pilot project, Lumin conducted a complete audit of all The UWI's campuses by the first quarter of 2019, with particular emphasis paid to the Faculties of Science and Technology and the Natural Sciences to assess capacity for testing services using professional consulting networks, researchers, centres and institutes and faculty laboratory facilities. A proposal was then submitted to IDB Compete Caribbean recommending that The UWI has the capacity to support regional SMEs through the provision of the following services on a commercial basis across the campus territories:

- Adoption of industry 4.0 technology such as artificial intelligence, blockchain, robotics, 3-D printing, virtual reality, big data, etc.
- Food safety, ergonomics, waste management, compliance, energy efficiency, etc.
- Information technology: assessment and requirements/specifications for computer software/

packages related to accounting, reservation, order entry, payment, scheduling, inventory, e.g. MRP II and ERP.

- Sourcing and matching for technology, suppliers or vendors. Support for outsourcing contracts and establishing service level agreements (SLAs) with technology providers.
- Lean operations and quality improvement – certification to standards such as ISO 9000, TS 16949, ISO 13485 and ISO/IEC 17025.

The UWI will benefit directly from immersion in the business community, identifying key constraints to growth and developing technology driven solutions to stimulate private sector-led growth and development. Additionally, The UWI will benefit from internal capacity building across its campuses in order to equip internal teams to provide these services on a commercial basis. The consultancy is estimated to begin during the first quarter of 2020 and continue over a duration of eight months.

This project pulls the UWI eco-system together in a coherent framework, builds internal capacity, coordinates administration under Lumin and creates region-wide impact in a sector that is valuable to regional governments and industry players.

The pilot project is designed to finance 75 technical audits and 50 technical interventions. It is estimated that 200 business diagnostics will be conducted in the eligible countries to identify 75 firms with high growth potential.

The model used for the development and marketing of this project is underway in the areas of student services and career placement, and startup development.

### **A Leading Advocate for 1.5 to Stay Alive Agenda**

The Caribbean region is under constant threat from the fallout from global warming. According to the UN's Intergovernmental Panel on Climate Change (IPCC) 1.5 Report, released in October 2018, global temperatures are expected to reach 1.5°C above pre-industrial levels by as early as 2030.

As an activist university, The UWI has been leading the discourse within the region and globally, calling upon leaders, particularly policy makers, technocrats, private sector and civil society, to act swiftly on the *1.5 to Stay Alive* agenda and the options for enhancing resilience.

Further, a recent study co-authored by The UWI's academics and published in *Science* suggests that investment in these instruments of climate awareness and responsibility will redound to financial well-being, as any related expenditure would be significantly lower than the costs of recovering from the results of climate-related events such as hurricanes and flooding.

The University therefore continues to highlight the high risk faced by small island and low-lying states such as ours in the Caribbean, advocating mitigation methods, and adopting strategies to enhance resilience.

### **The Climate Action-Reparatory Justice Crossroad**

As the global reparatory justice movement takes shape as the greatest political movement of the 21<sup>st</sup> century, The UWI affirms its commitment to greater advocacy and consciousness-raising.

The scientific evidence points to the Caribbean as the place where there is the greatest "local harm caused by global warming." The Caribbean climate change discourse is, however, a relevant conversation about reparatory justice—as inherited colonialism, which has gone unrepaired, has resulted in a cocktail of community vulnerability and structural exposure to nature. Today's existential crisis of environment entrapment results from the legacies of the Crimes against Humanity represented by slavery and colonialism. Furthermore, global warming has released from their natural habitats viruses and bacteria, affecting public health in vulnerable communities. The mobility of such pathogens, causing mass exposure to respiratory infections and non-communicable diseases, has seen the African people of the Caribbean classified by these criteria as the sickest peoples in the world.

Thus, there is an interconnected call in the Caribbean bringing together the demand for support for climate resilience within the reparations framework.

## ► GLOBAL INSTITUTE FOR CLIMATE SMART STUDIES AND RESILIENCE

**The establishment of a Global Institute for Climate Smart Studies and Resilience (GICSSR)**, is being proposed as the research and knowledge management hub for the Caribbean Climate Resilient Pathway.

This GICSSR will be a university ecosystem with a remit to deliver courses for undergraduate programmes, a special undergraduate offering, professional and demand-driven knowledge management products, conduct graduate-level scientific research, promote policy formulation, advance advocacy to facilitate the management of the region's development pathway. The Institute is intended to be a mechanism that accommodates the agility required for The UWI, in partnership with other Higher Education Institutions (HEIs), to rapidly adapt to the increasing advances in knowledge, the way research is conducted and the way solutions are presented.

Given the long history of debilitating effects of climate-related hazards on Caribbean economies and societies, which are increasing over time, the low levels of economic growth, high unemployment and debt levels, **inaction to the climate change threat is no longer an option.** The region will need to take practical steps to mainstream climate solutions. The diverse

and variable capacities of the region's HEIs need to be urgently consolidated to be the effective reservoir which provides the scientific and applied research needed to inform risk-sensitive development policy formulation, strategy, practice and partnerships. (*Source: Kevin Hope (CDB) Perspectives on growth and resilience, February 15, 2018, Grenada*).

The 2011–2021 Implementation Plan of the CARICOM Regional Framework for Achieving Development Resilient to Climate Change calls for transformational change by several actors including regional institutions. The GICSSR provides an HEI sector mechanism to action this call.

The establishment of the GICSSR is proposed to provide thought leadership, education programmes and research-informed solutions to the multidimensional climate challenges facing the Caribbean, other SIDS and LLDCS regions.

The GICSSR will promote the integrative approaches required to support regional climate change mainstreaming through the facilitation of a culture of climate-centred resilience thinking and approaches to foresighting for policy formulation and practices.

The GICSSR will consolidate climate change teaching and research interventions and strengthen regional and

global collaborative efforts, knowledge and capacity development to support transformative action for building more resilient and sustainable societies, environments and economies in the Caribbean.

It will also include multi-actor planning, coordination and implementation of targeted initiatives in the Higher Education Sector to manage and adapt to the current and projected impacts of climate change.

It will be a home for global inter-disciplinary collaborations across teaching and research in resilience-related fields such as climate studies, environmental management, disaster risk reduction, coastal zone management, renewable and clean energy, and sustainable development dedicated to transforming climate-related vulnerability and risk to communities and societies.

It is envisioned that the GICSSR will work as a generator of climate-smart and resilience ideas and innovations, climate change and disaster risk modelling, a knowledge management broker with the public and private sectors, a networking platform and a central knowledge node to support research-informed action.

Through state-of-the-art ICT platforms, this Institute will maximise real-time connectivity to relevant thematic networks, regional and international agencies (CARICOM, CDEMA, CCRIF, CDB, 5 Cs, GCF, CCSA, UN agencies, IDB, WB, Commonwealth Secretariat, etc.) with a view to harnessing teaching and research collaborations to build a critical mass of cutting-edge knowledge, research and innovations.



Photo by Berti Benbanaste on Unsplash

### ► REPARATORY JUSTICE

**Regionally and internationally**, there were major developments in the pursuit of reparatory justice.

Antigua and Barbuda, home of the Five Islands Campus, steered this charge through a letter, penned by Prime Minister the Hon. Gaston Browne to Harvard University President Lawrence Bacow. The letter, a follow-up on previous correspondence from Antigua and Barbuda's Ambassador to the United States, Sir Ronald Saunders, pressed the Harvard Law School to atone for the fact that the school's success was partially due to the oppression of Antiguans enslaved by plantation owner Isaac Royall Jr. during the Colonial era. Prime Minister Browne established a direct connection to Royall Jr. who was Harvard's very first law professorship and the wealthy benefactor of the slaved-fueled sugar trade in Antigua.

"We consider Harvard's failure to acknowledge its obligations to Antigua and the stain it bears from benefiting from the blood of our people as shocking if not immoral", said Prime Minister Browne. He stressed that Harvard should be held accountable and should compensate Antigua and Barbuda through reparations. "Reparation from Harvard would compensate for its development on the backs of our people." Reparation is not aid; it is not a gift; it is compensation to correct the injustices of the past and restore equity. Harvard should be in the forefront of this effort." Further, Browne maintained that reparatory compensation for Harvard should be directed to The University of the West Indies Five Islands Campus as education is essential to the development of Antigua and Barbuda.

Confronted by these historical facts presented by Ambassador Saunders and Prime Minister Browne, Harvard University extended an invitation to discuss possible collaboration.



Sir Ronald Saunders, Ambassador Extraordinary and Plenipotentiary to the United States and the Organisation of American States and non-resident High Commissioner to Canada for Antigua and Barbuda.



Prime Minister of Antigua and Barbuda, The Hon. Gaston Browne

The engagement could potentially be the genesis of a reparatory justice programme with the Five Islands Campus at the centre. Given the campus is in its infancy stage, a portion of the \$5 billion budget which Harvard enjoys could fund developmental research, establish resource networks, and fund scholarships and collegial exchanges as a form of compensation for Harvard's history.

Such an opportunity is indicative of other successful regional engagements with high-profile universities including the UK-based Glasgow University. After acknowledging its role in the Scottish Slave trade, Glasgow University agreed to fund a joint centre for development with The UWI as a form of atonement for its legacy. These engagements are a result of the direct efforts by Vice-Chancellor Professor Hilary Beckles, who continues to champion reparatory justice.

## ► SIR HILARY GOES TO CONGRESS

### **US Congresswoman, Democratic Representative of Texas,**

Sheila Jackson Lee, extended an invitation to Professor Sir Hilary Beckles, Vice-Chancellor of The UWI, and Chairman of the CARICOM Reparations Commission, to participate in the decades-long anticipated, historic sitting of Congress on Reparations. On Wednesday, June 19, 2019 the House Judiciary Subcommittee on the Constitution, Civil Rights and Civil Liberties convened a hearing on H.R. 40, the path to Restorative Justice.

Keenan Keller, Senior Counsel to the House Judiciary Subcommittee, informed Sir Hilary, "Given your long standing interest in H.R. 40 as a model for legislative action that has positively impacted the Reparations movement in the Caribbean, Rep. Sheila Jackson Lee, lead sponsor on the bill, would be honoured by your attendance at this momentous hearing."

Sir Hilary's participation in the Congress followed his contribution at the British House of Commons in 2014, and his delivery of the keynote address at the sitting of the United Nations General Assembly to launch the International Decade (2015 to 2025) for People of African Descent.



With Senator Cory Booker.



With Congresswoman, Sheila Jackson Lee.

► On Wednesday, June 19, 2019 the House Judiciary Subcommittee on the Constitution, Civil Rights and Civil Liberties convened a hearing on H.R. 40, the path to Restorative Justice.

### CELEBRATING ACHIEVEMENTS, REMEMBERING GIANTS AND GREATS



**The Honourable Justice Rolston Fitzherbert Nelson replaces Her Majesty the Queen of England as Visitor**

Since the inception of The UWI, Article 6 of its original Royal Charter has designated Her Majesty the Queen as "Visitor" of the University. This title confers the right or duty of occasionally inspecting and reporting on a college or other academic institution. As the University's 70<sup>th</sup> anniversary celebrations drew to a close, and following the precedent set by other Commonwealth universities, a recommendation was

put forward for The UWI Charter to be amended to empower the University Council to name a new Visitor. In November 2018, Her Majesty endorsed it, and the Privy Council approved the amendment.

In April 2019, the University Council accepted the recommendation to appoint Justice Nelson, an eminent retired jurist, as the first Visitor from the region, to serve for a period of five years in the first instance.

A key role of the Visitor is to settle UWI disputes with staff and students, who have the right to appeal decisions of the University to the Visitor once all other internal remedies have been exhausted. The Visitor also has the authority to adjudicate on matters based on the interpretation and application of the University's Charter, Statutes, Ordinances, Regulations and other governing instruments, and his decisions on such matters are considered final. In the past ten years, none of these appeals have been heard, thus the move to appoint a Visitor from within the region is a great stride towards ensuring that these petitions can be heard expeditiously.



**Professor Dale Webber receives Jamaica's Order of Distinction in the Rank of Commander**

For his outstanding career in coastal ecology and environmental management, together with years of influencing young minds through his career as an educator and researcher, Pro Vice-Chancellor and Principal of the Mona Campus, Professor Dale Webber received the Order of Distinction in the rank of Commander (CD). The National Honours and Awards Ceremony was held at King's House in St Andrew on October 15, 2018.



**Former UWI Vice-Chancellor Sir Alister McIntyre Passes On**

In April 2019, the region and the UWI family lost an icon with the passing of former Vice-Chancellor Sir Alister McIntyre, OCC, OM, CCH who dedicated his life to regional development, and was described by Jamaica's Prime Minister Andrew Holness as "a foremost actor in our evolution as Caribbean people."

He served as Vice-Chancellor from 1988–1998. Among his many visionary and radical initiatives, he was keen on institutionalising a culture of formally rewarding academic, administrative and service efforts. The establishment of the annual Vice-Chancellor's Awards for Excellence arose from this intention.

### Vice-Chancellor's Awards for Excellence

One of the most anticipated events on the University's calendar is the Vice-Chancellor's Awards for Excellence, in which academic, senior administrative, and professional staff are recognised for excellence in teaching, research, service to the university community, and public service, or a combination of areas.

The Awards Ceremony, held at Cave Hill, recognised the following persons:

#### Teaching

- **Dr. Aisha Spencer**, School of Education, Mona Campus

#### Research

- **Dr. Adesh Ramsubhag**, Department of Life Sciences, St. Augustine Campus
- **Dr. Georgiana Gordon-Strachan**, Caribbean Institute for Health Research, Mona Campus

#### Public Service & Service to University

- **Professor Justin Robinson**, Faculty of Social Sciences, Cave Hill Campus

#### Research & Service to University

- **Professor Ann Marie Bissessar**, Faculty of Social Sciences, St. Augustine Campus

#### International Collaboration

- **Dr. O. Peter Adams**, Faculty of Medical Sciences, Cave Hill Campus and **Professor Rohan G. Maharaj**, Faculty of Medical Sciences, St. Augustine Campus—Principal Investigators with the Eastern Caribbean Health Outcomes Research Network (ECHORN) and the Yale Transdisciplinary Collaborative Centre for Health Disparities Research focused on Precision Medicine (Yale-TCC).
- **Dr. Saran Stewart**, School of Education, Mona Campus for her work with the Global Access to Postsecondary Education (GAPS) initiative.



### UWI Climate Change Expert Receives 2019 ANSA Caribbean Award

The Anthony Sabga Caribbean Awards for Excellence (ANSACFE) is one of the region's leading awards, recognising excellence in all fields of endeavour. In 2019, Climate Scientist Professor Michael Taylor, Dean of the Faculty of Science and Technology at Mona Campus, was among the distinguished laureates.

He was recognised for his outstanding contributions to the battle against climate change. He is Director of the Climate Studies Group (CSGM) at Mona, and has positioned the Group as a centre of regional thought and expertise in climate change science. His work has been invaluable to understanding and responding to the threats posed by climate change. His research has produced over 100 publications and garnered over US\$20 million in research grants and funding for The UWI.



### ► CELEBRATING OUTSTANDING STAFF

**The UWI celebrated some outstanding staff members** for their professional achievements and contributions towards the University's high performance, at the Vice-Chancellor's Awards for Excellence.

Considered one of the annual highlights of The UWI calendar, the prestigious ceremony was presided over by Vice-Chancellor, Professor Sir Hilary Beckles, who presented academic, senior administrative, and professional staff with awards for excellence in teaching, research, service to the university community, and public service, or a combination of areas.

"The concept of excellence is not a simple one. It is not simply about achievement", said Vice-Chancellor Beckles during his remarks. "It is about the location of that achievement within the context of the evolution of a civilisation and the move towards sustaining it."

He defined that the measure of an excellent university is one that is committed to all of the big conversations and challenges, and all the major shortfalls that need to be remedied in a society. He stated, "And therefore when we celebrate the excellence of our colleagues, we are celebrating them within the context of all of these discourses and their special effort and commitment towards achieving all of these objectives."

Addressing the awardees directly, Vice-Chancellor Beckles said, "I wish to thank you for all that you've done, not only for yourselves but for us as a University."

In a response on behalf of the awardees, Professor Justin Robinson, who was recognised for excellence in Public Service and Service to University, also expressed a message of gratitude. He stated, "I want to thank the leadership for continuing to seek to be such a high-quality university. I also want to commend Caribbean governments and our various stakeholders for continuing to provide the support for excellence at The UWI. A University of the type that is The UWI is not a cheap endeavour and I really want to encourage Caribbean governments and our stakeholders to continue to provide the support that The UWI needs if it is to be excellent."

► "The concept of excellence is not a simple one. It is not simply about achievement. It is about the location of that achievement within the context of the evolution of a civilisation and the move towards sustaining it."

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



Professor Sir Hilary Beckles (centre) pictured with the 2018/2019 Vice-Chancellor's Awards for Excellence awardees.

### ► AFUWI GALA IN NEW YORK



**The American Foundation for The University of West Indies (AFUWI)** held its 22<sup>nd</sup> annual gala event at the Pierre Hotel in New York City in February 2019. The three-fold purpose of the much-anticipated formal event is to raise funds for scholarships, to honour persons of Caribbean heritage who have made contributions to the region and to the diaspora, and to bring together alumni, partners and key supporters.

#### ► The 2019 Honourees:

- **Kevin Hendrickson**, Chairman, Courtleigh Hotel Group
- **Anya Schnoor**, Executive Vice President, Scotiabank
- **Malcolm Lee**, Film Director
- **Dr. the Hon. Hubert Minnis**, Prime Minister of the Bahamas
- **The Hon. Sharlene Cartwright Robinson**, Premier of the Turks & Caicos Islands
- **H.E. Penelope Beckles**, Trinidad and Tobago's Permanent Representative to the United Nations and President of UN Women.



H.E. Penelope Beckles



Dr. the Hon. Hubert Minnis



Anya Schnoor



Kevin Hendrickson



The Hon. Sharlene Cartwright Robinson

## ► TORONTO GALA



Awardees at the 10<sup>th</sup> Annual UWI Toronto Benefit Gala Dr. Joy Spence, Damian Marley, Dr. Mohamad Fakhri, Dr. Juliet Daniel, Gordon Arthur 'Butch' Stewart, Deborah Cox and Justice Gregory Regis.

**The UWI Toronto Gala**, a signature event that honours Canadian/Caribbean individuals and organisations as well as global citizens whose body of work has impacted the Caribbean, is also the largest fundraiser in Canada for The UWI. At the 10<sup>th</sup> annual UWI Toronto Benefit Gala, on April 6, 2019 at The Ritz-Carlton, Toronto, the University paid tribute to distinguished leaders:

- Reggae artist and multiple Grammy winner, **Damian Marley** and **Deborah Cox**, Canadian Grammy nominated, multi-platinum R&B/Pop recording artist and actress received the Luminary Award.
- The G. Raymond Chang Award was presented to Lebanese-Canadian businessman and philanthropist **Dr. Mohamad Fakhri**.
- **Sandals Resorts**, a Jamaican operator of all-inclusive resorts for couples in the Caribbean was presented with the Chancellor's Award.
- **The Vice-Chancellor's Awards:**
  - **Dr. Joy Spence**, a UWI alumnus and Master Blender at Appleton Estate Rum. She is the first woman to hold the position in the spirits industry.
- **Dr. Juliet Daniel**, Associate Professor in the Department of Biology, McMaster University in Hamilton, Ontario. She is also actively involved in the Afro-Caribbean community in Hamilton and Toronto.
- **The Honourable Justice Gregory Regis**, former regional senior judge from the Ontario Court of Justice and a distinguished visiting professor at Ryerson University.

### ► PRESENTATION OF GRADUATES

**The 2019 Graduation season** witnessed an estimated 9,300 degrees awarded across a total of 13 ceremonies.

The UWI continued its tradition of broadcasting the series of ceremonies from start to end, via its public information platform, UWItv online at [www.uwitv.org](http://www.uwitv.org), Facebook and UWItv channel on Flow Evo.

#### **Honorary Degrees**

##### ***Cave Hill Campus***

- Ms. Maxine Williams – LLD
- Mr. Stedson 'Red Plastic Bag' Wiltshire – DLitt
- Mr. Alan Emtage – DSc

##### ***Mona Campus***

- Mr. Patrick A. A. Hylton – LLD
- Mrs. Thalia Lyn – LLD
- The Reverend Dr. Burchell Taylor – LLD

##### ***Open Campus***

- Sir S. W. Tapley Seaton – LLD

##### ***St. Augustine Campus***

- Mr. Ewart Williams – LLD
- Mr. Pelham Goddard – DLitt
- Professor Emeritus Harold Ramkissoon – DSc



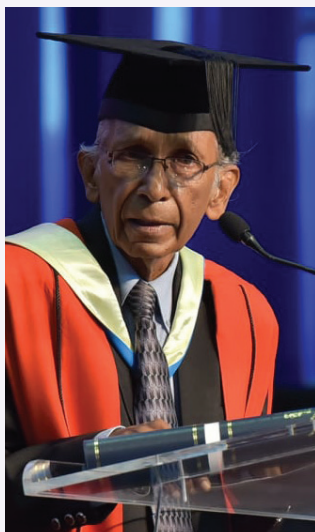
The Reverend Dr. Burchell Taylor



Mr. Alan Emtage



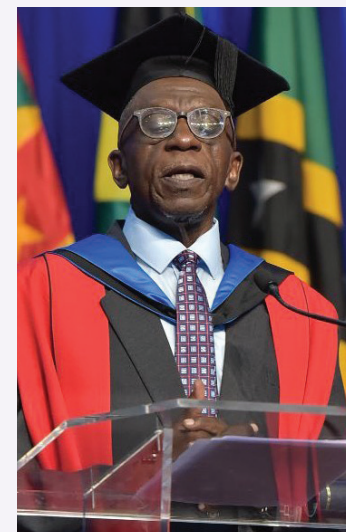
Ms. Maxine Williams



Professor Emeritus Harold Ramkissoon



Stedson 'Red Plastic Bag' Wiltshire



Mr. Ewart Williams



Sir S. W. Tapley Seaton



Mr. Patrick A. A. Hylton



Mr. Pelham Goddard



Mrs. Thalia Lyn

## ▶ VOICES OF THE PELICAN

**The fifth Chancellor of The University of the West Indies, Sir George Alleyne**, was the first UWI alumnus to fill the prestigious position of Chancellor. Sir George is the quintessential 'UWI man', with a long record of outstanding service to his beloved alma mater. His association with The UWI did not end at graduation – he joined the staff of The UWI Tropical Metabolism Research Unit at the Mona Campus in 1962. Within 10 years he had risen to Professor of Medicine and was Chair of the Department of Medicine when he left in 1981 to take up an appointment with the Pan American Health Organisation (PAHO).

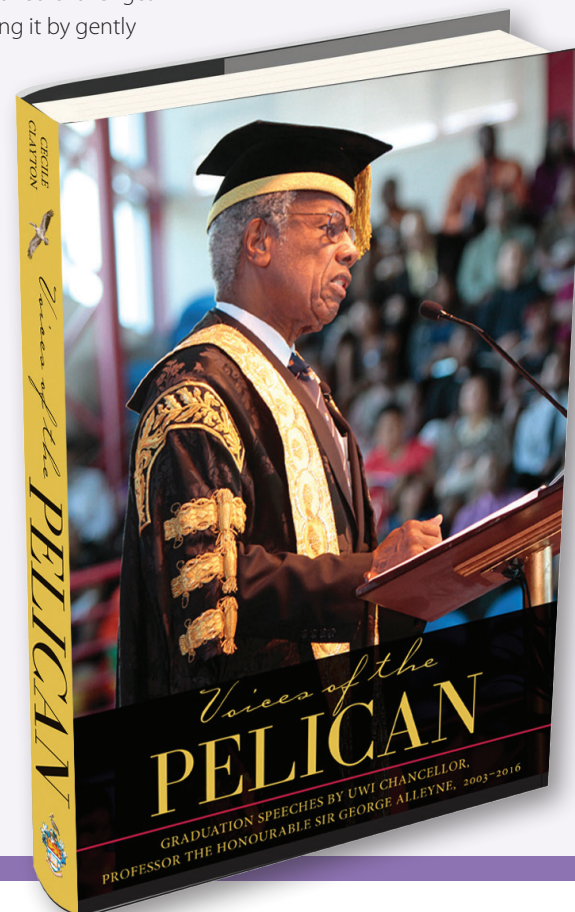
He brought to the role of Chancellor a deep understanding of the challenges faced by developing countries as well as a profound commitment to and love of The University of the West Indies, which he saw as critical to the development of the English-speaking Caribbean countries it serves. Sir George is a widely read scholar of the classics. His graduation speeches, which he crafted himself and to which he gave iconic titles, were therefore imbued with a unique appreciation of a wide swathe of human experiences, including of the role and development of universities in general. He always took the longer view, rather than become overly concerned with current difficulties. He had

words of advice not only for the graduates, but also for the parents of the graduates, the University Administration, the contributing governments and the alumni.

Sir George's speeches can be considered a road-map tracing the responses by the institution to the varied challenges over the fourteen-year period and guiding it by gently reinforcing its mission and vision.

The University captured for posterity the sagacity of this Caribbean Renaissance man. It is hoped that this publication will be a lasting memento of the inimitable way he carried out his role as Chancellor. The UWI is indebted to him and we thank Sir George for his service.

Edited by Cecile Clayton, *Voices of the Pelican: Graduation Speeches by UWI Chancellor, Professor the Honourable Sir George Alleyne, 2003–2016* was officially launched on Tuesday, January 22, 2019 at the E. Nigel Harris Council Room, The University of the West Indies, Regional Headquarters Building.



## ► SPORTSMAN AND SPORTSWOMAN OF THE YEAR 2019

**The UWI Sportsman and Sportswoman of the Year Awards** hold great prestige among the athletic and academic community. The 2019 Vice-Chancellor's Sports Awards ceremony was one of the highlights of the 31<sup>st</sup> biennial UWI Games, which took place in Mona, Jamaica in May 2019. As usual, approximately 500 student athletes from across all campuses met for ten days in the spirit of friendly competition. The UWI Games are the largest multisport event in the Caribbean, and feature ten disciplines: basketball, football, tennis, swimming, table tennis, track and field, volleyball, cricket, netball and six-a-side hockey.

The finalists for the Sportsman award included **Kavem Hodge (Cricket)** and **Brandon Field (Archery)** of the Cave Hill Campus; **Jean-Paul Drakes (Track)** of the Open Campus; **Akim Fraser (Cricket)** of the Mona Campus; and **Amir Jangoo (Cricket)** and **Jordan Reynos (Hockey)** of the St. Augustine Campus.

The 2019 nominations for the Sportswoman award included **Vanessa Bobb (Netball)** and **Cadijah Mars (Football)** of the Cave Hill Campus; **Maya Roberts (Volleyball)** of the St. Augustine Campus; and **Staciann Lake (Netball)** of the Open Campus.

In the end, the title of Sportsman of the Year went to **Jordon Reynos** at St. Augustine. He is a regular on the Trinidad and Tobago Senior Hockey Team and has represented the country in over 30 games.



2019 Sportsman and Sportswoman of the Year, Jordan Reynos and Vanessa Bobb.

**Vanessa Bobb**, at Cave Hill, received the title of Sportswoman of the Year. She was captain of the St. Barnabas Netball team, which competed in the sport's top division in Barbados. As captain, Bobb led her team to victory in the 2018 Barbados Netball Association's League Competition.

The criteria for the awards are not limited to sporting excellence, but include academic performance, integrity and commitment, and volunteerism and service.

### ► IMMORTALS HONOURED AT VICE-CHANCELLOR'S XI CRICKET MATCH

**The 20<sup>th</sup> instalment of the Vice-Chancellor's XI 50-over cricket match** was held against a touring England team in February 2019 at the 3Ws Oval, Cave Hill Campus. As usual, the game served as a preliminary match ahead of the West Indies vs England One Day International (ODI) Series. This tradition celebrates the historic partnership between The UWI and the West Indies Cricket Board of Control (now Cricket West Indies) and gives the young athletes exposure to international teams.

It is customary to recognise Caribbean athletes at this event. This year, three West Indians, referred to by Vice-Chancellor Beckles as The Immortals, were honoured: Sir Wes Hall—the tall and powerful right-armed fast-bowler; Sir Everton Weekes—one of the '3Ws', who changed the landscape of the game with their skills; and Sir Garfield Sobers—regarded as the finest all-rounder in cricket history.

The UWI Vice-Chancellor's XI Cricket Match is one of many initiatives through which the University seeks to demonstrate its commitment to a strategic focus on regional sport development.



Sir Wes Hall



Sir Garfield Sobers



Sir Everton Weekes

### ► THANKING SIR ALISTER



#### **The following tribute was authored by Vice-Chancellor Beckles on Sir Alister's passing**

I was but a rookie, in UWI years, when Sir Alister, after blazing a global trail, wheeled and returned to the realm as a Caribbean colossus to serve us as Vice-Chancellor. The timing was perfect. His presence powerful and turbulent. Together, they constituted an image reflective of the ground-scorching cover drive we had come to expect of Viv Richards.

The academic community, long accustomed to having its way, wished to be wooed. Alister was not the wooing sort. They braced for the anticipated bruising winds of change. His full-blown reputation, sown in the richest soils of Caribbean scholarship and matured in the cut and thrust of post-colonial regional political governance, was respected and celebrated in the global corridors of the United Nations. No one doubted that he was a no-nonsense transformative leader. He arrived at the Mona Campus in the August of 1988, but his identity had departed from Geneva for Kingston in May while the poui bloomed; colourful rumours of his selection were everywhere.

It was a most extraordinary summer. The West Indies cricketers defeated England 4-0 in the Test series, against the background of two successive 5-0 "black washings". It was the climax of the 50<sup>th</sup> anniversary celebrations of the University's service to the region. It was the 20<sup>th</sup> anniversary of the purging of Walter Rodney from the home campus, an action that opened up in a biblical discursive fashion; what wrong had this brilliant man done to deserve such drastic treatment? And, as fate would have it, Sir Alister arrived at the crease to find that not only was the wicket slippery, but the dark clouds were gathering and the skies were about to open up.

Some called it 'an act of God'. We named it Gilbert. Its fury found and focused upon Jamaica while the Vice-Chancellor was meeting and greeting his colleagues. It blew the roof off the Mona Campus. It wasn't personal; it was September 12. Thirty-six years had passed since Kingston had felt such ferocity. History and hurricane had huddled to greet the arrival of the man tipped to bring the winds of change.

► A generation of academics, leaders, and administrators was schooled in the McIntyre Model and mentality.

The Vice-Chancellor then made his debut on a wicket that was not only sticky but wet and in bad light. Trapped between the looming legacies of the Rodney Affair and the immediacy of Gilbert's despair, the goodly Sir erupted like the Soufrière he knew. He took control of the crease and stamped his authority at the wicket. The pace of his institutional reforms and transformation was hot like fire.

I was his Dean of Humanities at the distant Cave Hill Campus, long considered in the periphery. He was urged by his cabinet to slow it down, but he had no time for medium pace or middle thinking. He was in a hurry. West Indian society, he said, had no time to waste. Haste, he believed, was necessary to guide our flight from the colonial scaffold. Our golden age, he thought, is in the future, not the past. From the rookies at the base of the academic community came a loud applause.

In short order the traditional, British-style three-term structure of the academic year was blown away and the American oriented semester system became the new order. The modernisation of The UWI had begun. He assembled his leadership team to transform its academic operations, restructure its finances, and raise the standards of academic performance.

The decision to explode the age-old ad hoc administration of the regional institution arrived with a big bang, and arising from the dust was something sensational—systematic five-year strategic planning.

Leading from the front as a development economist, he took senior and middle management into brainstorming retreats to put the Jurassic world behind us. The University took a giant leap into the world of hands-on development.

He rolled out a road map for the OECS, the sub-region that had been left behind in respect of having a university ecosystem to infuse national transformation. University degrees were franchised to their community colleges. He demanded a distance education revolution to facilitate human resource development. He developed an access to higher education which was branded the 'Hub and Spokes' model; The UWI was the hub and community colleges were the spokes.

Simultaneously, he engaged the global space initiative to make his case. The United Nations system was called upon to provide funding for capital works to build capacity across the region in areas of science and technology. The global private sector was tapped for support in constructing new dormitories to secure the expansion of student enrolment from the region and internationally. Within this context, he secured the coveted tax exemption status for

the American Foundation for The UWI that has since hosted an annual fundraising gala in New York.

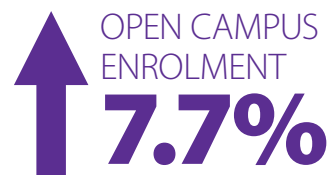
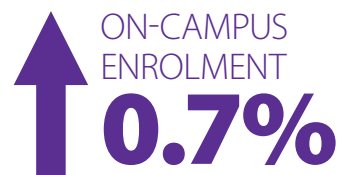
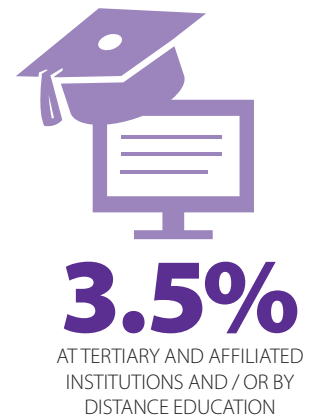
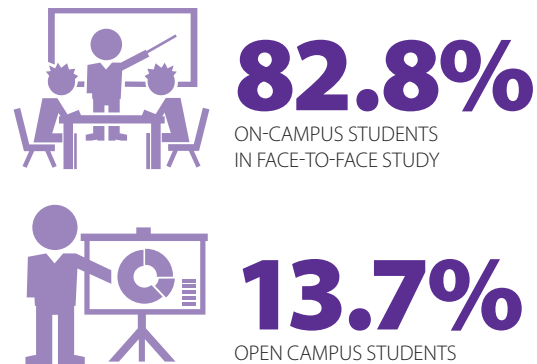
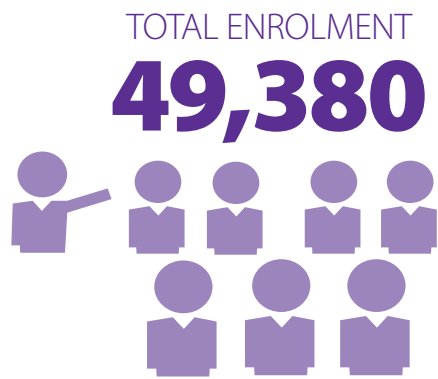
Critically, Sir Alister moved with alacrity to institutionalise a culture of formally rewarding academic, administrative and service efforts. The annual Vice-Chancellor's Awards for Excellence have since been the benchmark for accomplishment recognition. The modern UWI in its management dimensions took sustainable shape and form within his imagination, orations and actions.

In effect, what can be described as 'The McIntyre Moment', born in a hurricane, represents the beginning of a new era. The image, for example, of three landed campuses, stuck in their status as independent-seeking entities, was disrupted and set aside. The new strategic planning process foregrounded the 'One UWI' principle. In this regard, he might have saved the University from its internal impulse to be too overtly campus-centric.

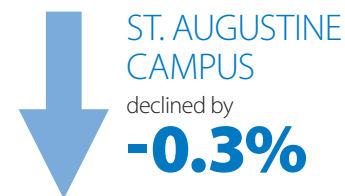
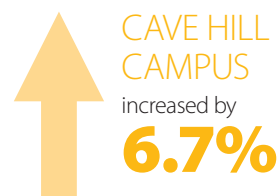
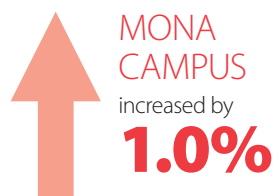
A generation of academics, leaders, and administrators was schooled in the McIntyre Model and mentality. It is evident today, 21 years after his term, that our strategic planning cycle is still driven by the compelling imperative of economic development and social transformation. His vision, and his mission, remain robustly relevant.

Last year, when Times Higher Education ranked The UWI among the best universities worldwide, my first, visceral reaction on receiving the report, was to thank Sir Alister for insisting upon the highest standard. That, I thought, was his greatest gift to us.





## FULL-TIME EQUIVALENT (FTE) ENROLMENT: (ON-CAMPUS)



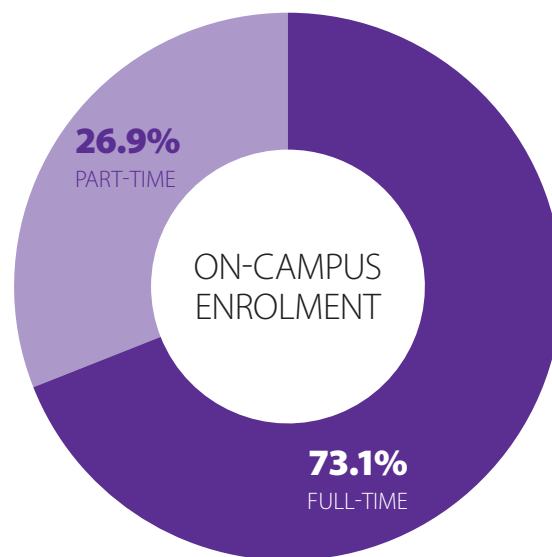
### CAMPUS ENROLMENT IN SCIENCE AND TECHNOLOGY PROGRAMMES

(inclusive of Engineering, Food & Agriculture, Medical Sciences and Science & Technology)

**51.8%**  
ST. AUGUSTINE

**40.7%**  
MONA

**31.7%**  
CAVE HILL



Mona Campus continued to record a higher full-time enrolment than St. Augustine and Cave Hill.

**76.8%** MONA  
**70.5%** ST. AUGUSTINE  
**69.0%** CAVE HILL

### % TOTAL FTE STUDENTS PURSUING FIRST DEGREES

**86.3%** CAVE HILL  
**85.5%** MONA  
**72.4%** ST. AUGUSTINE

### % HIGHER DEGREE FTE ENROLMENT

**18.4%** ST. AUGUSTINE  
**13.4%** MONA  
**10.0%** CAVE HILL

### FACULTIES WITH MOST FTE STUDENTS

1. SOCIAL SCIENCES
2. SCIENCE & TECHNOLOGY
3. MEDICAL SCIENCES

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

## ENROLMENT BY GENDER

### TOTAL UNIVERSITY ENROLMENT



### ON-CAMPUS ENROLMENT



### OPEN CAMPUS ENROLMENT



### OFF-CAMPUS ENROLMENT



### MALE-DOMINATED FACULTIES

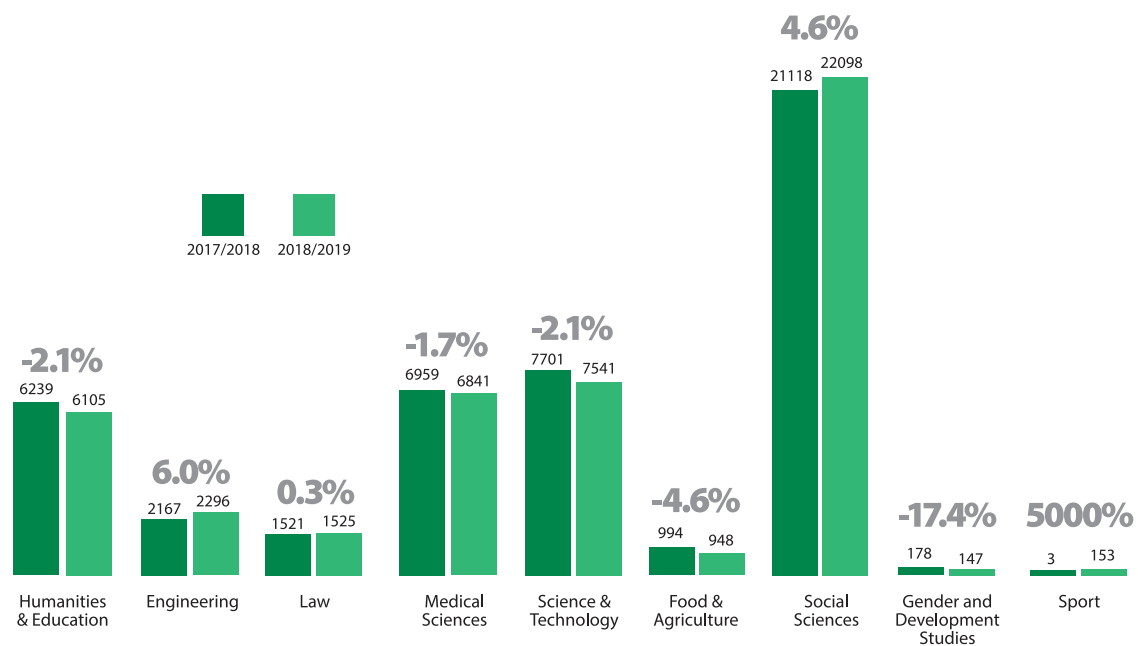


ENGINEERING  
**65.4%**



SPORT  
**64.7%**

## STUDENT REGISTRATIONS BY FACULTY AND PROGRAMME



## MOST STUDENTS BY DISCIPLINE

### ST. AUGUSTINE

1. Social Sciences **31.3%**
2. Science & Technology **19.2%**

### MONA

1. Social Sciences **45.1%**
2. Medical Sciences **19.9%**

### CAVE HILL

1. Social Sciences **51.6%**
2. Science & Technology **18.7%**

## ON-CAMPUS ENROLMENT

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

### 78.4%

UNDERGRADUATE PROGRAMMES

### 21.6%

POSTGRADUATE PROGRAMMES

### 84.6%

OPEN CAMPUS

UNDERGRADUATE PROGRAMMES

## GEOGRAPHICAL DISTRIBUTION OF STUDENTS

**36.9%**



TRINIDAD AND TOBAGO

**39.0%**



JAMAICA

**10%**



BARBADOS

**8.9%**



OECS COUNTRIES

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

**3.8%**

OTHER CARIBBEAN  
COUNTRIES

**1.4%**

INTERNATIONAL  
(NON-CONTRIBUTING COUNTRIES)

**3.1%**

ON-CAMPUS OECS STUDENTS OF TOTAL ON-CAMPUS ENROLMENT

**1.4%**

ENROLMENT FROM NON-CONTRIBUTING COUNTRIES

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



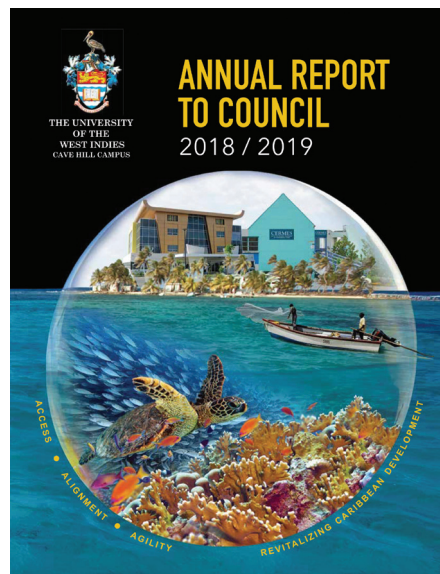
## Professor The Most Hon. V. Eudine Barriteau

PRO VICE-CHANCELLOR AND PRINCIPAL

During the academic year 2018/2019, the Cave Hill Campus continued to be resilient in the face of a challenging economic environment coupled with an equally complex, competitive and constantly evolving higher education landscape. Notwithstanding the foregoing, the Campus recorded a number of significant achievements during the review period.

### **Institutional Reaccreditation of the Campus**

The signal event for the year under review was the award to the Campus of the Certificate of Institutional Accreditation. The Cave Hill Campus secured the maximum seven years of institutional accreditation after successfully completing a rigorous round of evaluation by an international review team commissioned by the Barbados Accreditation Council (BAC), the national body which awards such validation.



The Campus was commended on its self-evaluation exercise which was described as reflective and analytical, while addressing the various challenges which it faced. In its report, the BAC's review team concluded that determined leadership and supportive staff enabled the Cave Hill Campus to survive a substantial fall in enrolment and income resulting from the period when the Government of Barbados no longer paid full tuition fees. The team also noted that the Campus was diversifying its sources of income and planning confidently for the future.

The report also highlighted the Campus' culture of professionalism and reflective practice in teaching and learning, and noted its commitment to student centeredness as evidenced by the good relationship between the Students' Guild and the senior management of the Campus. The diversity of the Cave Hill Campus was also cited as a notable feature which was valued by students who regarded it as an enriching cultural experience.

### Strategic Plan 2017-2022: Assessment of Campus Performance

During the academic year 2018/2019, the Campus continued to advance its attainment of the Triple A goals of **Access**, **Alignment** and **Agility** in the context of the Smart Campus and Internationalisation. A refocusing of initiatives around these themes was required as a result of a number of key changes which impacted the Campus' planning environment. These changes included the restoration of full funding of tuition fees for Barbadian students, the restructuring of receivables from the Government of Barbados, and the aging physical plant and ICT infrastructure. The implications of these environmental factors meant that the Cave Hill Campus had to aggressively pursue financing; undertake necessary capital upgrades; increase its intake of international students; and earn revenue.

In response to these changes, it was decided that a number of strategic initiatives, mainly under the **Access** goal would be closed out or refocused and that **Access** and **Alignment** activities would be centred on priority areas for Barbados and the Eastern Caribbean. In addition, agility initiatives to promote internal operational efficiency would be implemented.

## ACCESS

### Faculty of Culture, Creative and Performing Arts

The establishment of the Faculty of Culture, Creative and Performing Arts was approved by The UWI Senate and is set to begin operations from August 1, 2020. The new Faculty will be driven by a focus on deepening critical studies of Caribbean culture and identity as well as global economic imperatives that centre the creative industry within the academy. The Government of Barbados has prioritised the Creative Economy as a key plank in its national development strategy and on

this basis, had endorsed the Cave Hill initiative and have pledged full support for collaborations.

### Cave Hill Office of Research and Innovations (CHORI)

The establishment of the Cave Hill Office of Research and Innovation (CHORI) also provided another avenue to further operationalise **Access**, in particular AC4 – Improving the quality, quantity and impact of research, innovation and publication. Through the CHORI, the Campus will seek to enable the expansion of support and coordination of research and innovation/commercialisation activities. Strategies to support research outlined by the CHORI include programmes to

enhance research skills, establish a research culture and create a supportive research environment.

### Renewal of the Faculty of Science and Technology

As reported previously, the Campus had received grant funding from the Caribbean Development Bank to facilitate the conduct of a conceptual study for an enhanced Faculty of Science and Technology. The contracted consultants, MindBloom Consulting Ltd., presented their recommendations for both the programmatic and infrastructural renewal of the Faculty of Science and Technology to the Senior Management of the Campus on September 11, 2019.



Professor Eudine Barribeau receives the Certificate of Institutional Accreditation from Chair of the Barbados Accreditation Council, Ann Lady Hewitt.

### ► RENEWAL OF THE FACULTY OF SCIENCE AND TECHNOLOGY

**Rebuilding a renewed and revitalised Faculty of Science and Technology (FST)** is critical to transforming the Cave Hill Campus as a smart campus, assisting our governments in establishing smart cities and introducing e-technologies throughout the public service, and of course, the overall promotion of growth in science, technology, mathematics and innovation. The renewal of the FST remains the single largest strategic planning imperative for the Cave Hill Campus. With a CDB funded grant, Bank (CDB), MindBloom Consultants have completed, a feasibility study on the programmatic and infrastructural renewal of the Faculty of Science and Technology. The Campus has accepted the recommendations to establish a Commercial Analytical Laboratory (CAL); a Centre for Data Science; and the mounting of short courses that would earn revenue for the Faculty and Campus. Consultations reveal great demands by the private sector for these services since there is no existing local facility catering to their needs. With this laboratory, companies will no longer have to send their requests to North America. The Campus has identified an ideally located building for accessibility and delivery and detached from other structures that can be used for the CAL. The CAL is projected to earn revenue of \$1.32 million in its first year of operations with a projected 5-10% growth in revenue.



Science and Technology students in the classroom.

The programmatic recommendations addressed the need for more interdisciplinarity in the Faculty's programmes and the need to streamline offerings while building new thematic focuses. The recommendations also addressed three new features, all of which could be potential revenue earners for the Faculty and Campus including a commercial analytical laboratory, a centre for data science and the mounting of short courses. Recommendations for infrastructural renewal centred on the redesign and renovation of existing buildings and for potential new construction. The Campus will seek funding support in the range of US\$35-US\$40 million for the completion of the work, which will be undertaken in phases.

#### Expanding Access Through Internationalisation

In support of the Campus' efforts to bolster internationalisation, in the last academic year various units and centres pursued initiatives to expand **Access**, while generating revenue to support the financial sustainability of the Campus.

#### Student Enrolment and Retention Unit (SERU)

Recognising study abroad as a potential income earner and the growing interest among North American universities in intensive study abroad opportunities, in 2018/2019 the Student Enrolment and Retention Unit (SERU) planned a series of activities to capitalise on this trend. Through negotiations with the American Institute for Foreign Study (AIFS), a leading facilitator of study abroad programmes globally, the SERU worked with the Faculty of Humanities and Education to bring students from Richmond University to Cave Hill for both summer and winter offerings of a new Caribbean Studies intensive course. Arising from an agreement signed with Christopher Newport University located in Virginia, USA, the Cave Hill Campus expects in academic year



Participants interacting with Mrs. Sonia Mahon, Officer-in-Charge, Student Enrolment and Retention Unit (SERU) at Recruitment Fair.

2019/2020, to welcome the first cohort of students from that institution, who will spend a semester at Cave Hill as fee-paying study abroad students. Partnerships have also been established with the University of Illinois in the US, with Southern Alberta Institute of Technology in Canada and Murdoch University, Australia.

### **Confucius Institute (CI)**

In academic year 2018/2019, the CI continued to be the main conduit for the Campus' outreach to China and to this end continued to explore opportunities for cooperation between the Campus and interested counterparts in China.

### **Curriculum Development**

The CI collaborated with faculties during the 2018/2019 academic year in the development of new courses. With the Faculty of Law, the CI assisted with the development of a course titled Introduction to Chinese Law and Institutions. In collaboration with the Faculty of Humanities and Education, a Minor in Chinese was introduced and with the Faculty of Science and Technology, the teaching of Chinese language and culture through The UWI China Institute of Information Technology (UWI-CIIT) programme. The CI also worked with the Department of Language, Linguistics and Literature on the development of a level two course

titled CHIN 2200 Introduction to Contemporary China which is expected to come on stream in academic year 2019/2020. Related activities by the CI included facilitation of staff exchanges, the International Moot Court and the Debating Championship.

### **Minor in Chinese (Mandarin)**

The CI continued to provide support for the Minor in Chinese developed in collaboration with the Department of Language, Linguistics and Literature. Students registered for the Minor were afforded the opportunity to participate in the annual 3Bs summer camp, a three-week programme held in China



Graduating Class – Participants in the ESL with Tourism Programme celebrate with faculty and staff of CEL.

which would provide first-hand cultural exposure to supplement the academic knowledge acquired in the Minor.

### **BSc Software Engineering**

Since the last reporting period, the BSc Software Engineering programme, a 2+2 programme offered by The UWI China Institute (UWI-CIIT), in which the first two years are taught at the Cave Hill, Mona and St. Augustine Campuses, and the final two in Suzhou, China, a second cohort of six students from the Cave Hill Campus travelled to China in September 2019 to complete the final two years of the programme. Despite a number of administrative challenges relating to financing, registration delays and the uploading of grades, the programme continued to be of value to students.

The third cohort of seven students who will complete the first two years of the programme at the Cave Hill Campus have started courses in Chinese language and culture. The CI in collaboration with the Centre for Excellence in Teaching and Learning (CETL), have made adjustments to the course delivery to provide a better experience for students enrolled in the programme.

### **Campus and Community Outreach**

The CI continued to facilitate requests from The UWI Open Campus Summer School and the Guild Summer Camp to teach Chinese to camp participants, as well as the offer of evening classes to students and staff of the Campus and the general public. The number of participants in the CI's Chinese language programmes, which are delivered across the national education sector, continued to increase, moving from 1,350 persons in academic year 2017/2018 to 2,507 in 2018/2019.

### **Centre for English Language Learning (CEL)**

The contribution of the Centre for English Language Learning (CEL) to the Campus' internationalisation agenda in academic year 2018/2019 is also acknowledged. During the review period, the CEL designed courses in English for the Medical Professional, English in the Caribbean for the Interpreter and The English Test for Pilots, which is awaiting International Civil Aviation Organisation (ICAO) approval. The Centre continued to engage overseas clients through the mounting of its English in the Caribbean for Interpreters Programme which hosted 10 International Association for Conference Interpreters (AIIC) from various parts of the world including Lebanon, Cote D'Ivoire (Brazilian origin), Switzerland (Hungarian and French origin), France (Venezuelan and Spanish origin); Italy, The Netherlands, Martinique, Jamaica and Estonia.

In March 2019, English as a Second Language (ESL) with Eco-tourism was delivered to 11 students from the Université des Antilles in Martinique, while 33 Martinique high-school students participated in the Intensive ESL for pre-university students programme hosted by CEL.

In addition, 26 Martinique primary and secondary school teachers participated in the ESL/Teaching English to Speakers of other Languages (TESOL) Professional Development programme for teachers who wish to improve their linguistic proficiency in English while enhancing their pedagogical skills in the teaching of English, or, teaching content subject areas through English.

### **Enhancing Teaching and Learning**

#### ***Virtual Faculty Learning/Collaboration Space***

In support of Cave Hill's Smart Campus Initiative, the Centre for Excellence in Teaching and Learning (CETL) has launched the CETL Virtual Faculty Learning/Collaboration Communities (VFLCC) initiative utilising the Microsoft 365 Teams programme. The goal of the VFLCC initiative was to provide professional development opportunities and build a Faculty Learning Community (FLC), primarily for adjunct faculty, via an easy-to-access online medium. Given that adjunct faculty comprised a considerable portion of the teaching staff, it was critical that adequate training opportunities were provided for them in an easily accessible and flexible modality. This was done to ensure that the learning experiences of students maintained a consistently high quality. Given its versatility, the virtual facility also provided a collaborative space to accommodate academic advisors and advisees who needed to utilise video and audio media for sharing of documents and for real-time collaboration and advising.

### **Centre for Professional Development and Life Long Learning**

Academic year 2018/2019 saw the launch at the Cave Hill Campus of the Centre for Professional Development and Lifelong Learning (CPDLL). The CPDLL, which offers a variety of short courses on an open enrolment basis, represents a revolution under the strategic goal of **Access** to the Cave Hill Campus. It facilitates the participation of a wide range of persons at various stages in their careers and personal development, to access and participate in training programmes offered by the Campus.

### New Student Accommodation

During the year, representatives of Cave Hill Campus and the Government of Barbados broke ground for the construction of a new student accommodation block with a capacity to house 97 persons.

### ALIGNMENT

The Campus continued to make strides in 2018/2019 on the goal of **Alignment**. A review of the KPIs under this goal showed that the Cave Hill Campus had exceeded the target of 50% of its staff serving on external bodies as projected in the Strategic Plan. Data collected showed that in 2018/2019 over 80% of the staff were serving on external bodies. This was indicative of the Campus' ongoing contribution to national and regional development.

Another KPI which was met and exceeded was the number of regional and international collaborative seminars and symposia hosted by the Campus. Among those taking place in 2018/2019 were:

- The OAS-sponsored "International Business Law and Inclusive Economic Development: Law as an Engine for Development" workshop, held on March 29, 2019, which was the first of its kind to be held in the Caribbean. The workshop was hosted by the Cave Hill Faculty of Law and held in partnership with the Faculty of Law of Queen's University, Kingston, Canada. It brought together legal scholars from across the region and the broader hemisphere. Previous OAS-sponsored workshops were held in South America and Central America. Jean-Michel Arrighi, Secretary for Legal Affairs, OAS,

expressed the hope that the workshop would pave the way for an Inter-American system of law. In his welcome remarks, Deputy Principal, Professor Clive Landis affirmed that the workshop represented a strengthening of ties between Cave Hill, the OAS, and Queen's University.

- The Centre for Excellence in Teaching and Learning (CETL), in collaboration with the Ministry of Health and Wellness, hosted "Training for Healthcare Providers in Therapeutic Prescribing of Medicinal Marijuana Products" workshops on May 21-22 and June 26, 2019. The workshops were attended by 125 participants from the Barbados Drug Service, the Drug Formulary Committee, the Psychiatric Hospital, the Queen Elizabeth Hospital, the Barbados Pharmaceutical Society, Barbados Pharmacy Owners Inc., Barbados Association of Medical Practitioners and the St. Michael District Hospital, as well as other members of the public and private sectors.
- Hosted by the Shridath Ramphal Centre for International Trade Law, Policy & Services, in partnership with UWItv, "Talking Trade – Caribbean at the WTO" Interview Series was a four-part series which featured interviews with key WTO experts and Geneva-based Caribbean trade professionals on the hot-button discussions and negotiations taking place at the WTO, bringing a unique Caribbean perspective. The interviewees included: Ambassador Chad Blackman, Permanent Representative of Barbados to the United Nations

and the WTO; Emmanuelle Ganne, Counsellor, WTO; Michael Roberts, Aid for Trade Coordinator, WTO; and Stephen Fevrier, Head of Mission and Chargé d'Affaires of the OECS Permanent Delegation in Geneva. The interviewers were Neil Paul and Dr. Jan Yves Remy. MITP alumna Jeanelle Clarke, then WTO intern, was the co-host of the series with Dr. Remy.

In pursuit of the strategic initiative AL2 – Increase and improve academic/industry research partnerships, in 2018/2019, the Cave Hill Campus entered into various types of collaborative agreements and other strategic partnerships as part of its thrust towards greater university-industry engagement. Select agreements are listed below.

- MOU between Hyuna International Ltd. and The UWI, Cave Hill Campus through the Department of Computer Science, Mathematics and Physics which provides for the promotion of joint educational and cultural collaboration through guest lecturing and/or delivery of course content opportunities for Hyuna; internship, scholarship, coaching, career development and social development opportunities and the sharing of educational materials and resources.
- MOU between the Government of Barbados through the Ministry of the Public Service and The UWI, Cave Hill through the Faculty of Social Sciences, and the Centre for Professional Development and Life-Long Learning (CPDLL) which provides for strengthening of their partnership in training and research.

- LOA between The UWI, Cave Hill Campus and the Food and Agriculture Organisation of the United Nations (FAO) for the project “Conservation and Propagation of Sweet Potato Planting Material in Barbados.” The project seeks to address challenges relating to viruses affecting sweet potato varieties in Barbados.

The Campus commends the Centre for Resource Management and Environmental Studies (CERMES), the Institute for Gender and Development Studies: Nita Barrow Unit and the Faculty of Medical Sciences for their highly successful efforts to obtain grant funds in support of their research during the year under review.

#### **CERMES**

Ongoing collaboration between CERMES and regional and international partners has resulted in the Centre obtaining grant funding from the Food and Agriculture Organisation (FAO) of the United Nations in excess of BDS\$1.2 million for the provision of services on projects including:

- Illuminating Hidden Harvests: Case Study on Small-scale Fisheries in Anguilla, St. Kitts-Nevis, St. Vincent and the Grenadines, Turks and Caicos”;
- Activities in the support of Ecosystem Approach to Fisheries Implementation in the North Brazil Shelf Large Marine Ecosystem”;
- Climate Change Adaptation in the Eastern Caribbean Fisheries Sector (CC4FISH); and
- Developing Organisational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-scale Fisheries Sector”.

#### **Faculty of Medical Sciences**

##### **Paediatric ECHORN Cohort Study: Intergenerational Factors that Contribute to Cardiovascular Risk in the Caribbean**

The Faculty of Medical Sciences obtained US\$543,388 from the National Heart, Lung, and Blood Institute/ National Institutes of Health (NHLBI/NIH) for this five-year project which began in July 2018. The Study focuses on cardiovascular risk factors among children in the Eastern Caribbean and complements existing US-based paediatric research. Dr. O. Peter Adams is the Barbados site Principal Investigator and Professor Ian Hambleton the Senior Analyst.

#### **IGDS: NBU**

##### **The PATH Project: Promoting Agency, Trust and Hope (PATH) Among Incarcerated Barbadian Youth Project (2019-2021)**

The Institute for Gender and Development Studies obtained US\$233,335 from Templeton World Charities Fund for this project. In 2018, the IGDS: NBU began its collaboration with the University of Oxford and Tulane University on the Promoting Agency Trust and Hope (PATH) among Incarcerated Barbadian Youth Project, a programme which uses the science of character building to promote a set of developmental actions for youth resident at the Government Industrial Schools. The PATH project centres the well-being of incarcerated Barbadian youth toward their meaningful reintegration into communities.

#### **Staff Achievements**

During the annual Vice-Chancellor’s Awards Ceremony held on October 16, 2019, Professor C. Justin Robinson, Dean of the Faculty of Social Sciences, received the award for Public Service and Service to the University, while Dean of the Faculty of Medical Sciences Dr. O. Peter Adams, received the award for International Collaboration.

Among his many responsibilities, Professor Robinson serves as the Key Strategy Officer of the Cave Hill Campus, and as Interim Director of the Sagcor Cave Hill School of Business and Management. He efficiently manages these varied and substantial responsibilities as an administrator, while still maintaining an active teaching and research portfolio. He contributed significantly to the development of academic programmes and centres, including the Centre for Biosecurity Studies, six MSc and three BSc programmes. He has published 20 peer-reviewed journal articles and 11 technical reports, including those prepared for the Inter-American Development Bank, Caribbean Disaster Emergency Management Agency, and the Eastern Caribbean Central Bank.

Dr. Adams is one of two Principal Investigators with the Eastern Caribbean Health Outcome Research Network (ECHORN) and the Yale Transdisciplinary Collaborative Centre for Health Disparities Research focused on Precision Medicine (Yale-TCC). The project is a collaboration between Yale School of Medicine, The University of the West Indies (Cave Hill and St. Augustine Campuses), University of the Virgin Islands and the University of Puerto Rico. The research study was the first of its kind in the English-speaking Caribbean and examined the lifestyles, eating habits, and health behaviours associated with cancer.



Professor C. Justin Robinson (second left) and Dr O. Peter Adams (first right), pictured with Vice Chancellor, Professor Sir Hilary Beckles and Pro Vice-Chancellor and Principal, Professor V. Eudine Barriteau.

## AGILITY

### Enrolment

Student enrolment increased for the second time in six years, largely due to the decision of the Barbados Government to resume the payment of tuition fees for Barbadian students. As at October 1, 2019, there was a total of 6,000 students—5,212 undergraduates and 788 postgraduates, representing an increase of 11.5% over last year's figures. Women continued to dominate registration at 66% of total registered students with men representing 34%. An 8% increase was recorded in the number of Barbadian students registered, which rose to 80% from 72% in the previous year. The Faculty of Humanities and Education enjoyed a 29% increase at the graduate level and an 18% increase at the undergraduate level. Sports enjoyed a 183% increase at the graduate level, due to the provision of government support for 12 postgraduate scholarships, while Law enjoyed an 81% increase in graduate students. Enrolment in Gender Studies declined at the graduate level as did enrolment in Medical Sciences at both the graduate and undergraduate levels. It should be noted, however, that student numbers in Medical Sciences are closely monitored and influenced by quotas. Social Sciences had a 44% increase in graduate students and a 12% increase at the undergraduate level, and continued to be the largest Faculty, with 52.5% of the total student body.

### Rolling Enrolment

For the first time in its operations, the Campus is set to introduce rolling enrolment and admission for some faculties. This means that while all new students will be accepted in August/September, some will actually begin studies in the second semester, which starts in January. This initiative is influenced by two factors, namely, the heavy demand in some programmes and the number of teaching spaces available for scheduling classes. The success of rolling enrolment is dependent on optimised timetabling, which is being managed by the Timetabling Committee in collaboration with the Enterprise Systems Support Unit (ESSU) and Campus management.

### Graduation Performance

During the Campus' graduation exercises held on October 19, 2019, a total of 1,258 students were awarded degrees. Nine hundred and sixteen (916) students were awarded undergraduate degrees, with 10 medical students receiving distinctions and honours, 126 receiving First Class honours, 319 Upper Second Class honours, 290 Lower Second Class honours, and 171 Pass degrees. At the graduate level, 342 students received higher degrees, including 22 who were awarded doctoral degrees. At its 2019 graduation ceremony, the Campus welcomed three honorary graduates into its community—Mr. Stedson "Red Plastic Bag" Wiltshire (Doctor of Letters) for his contribution to entertainment; Ms. Maxine Williams (Doctor of Laws) for outstanding leadership and global achievements and Mr. Alan Emtage (Doctor of Science) for his sterling commitment to scientific invention.

### Restructuring and Streamlining of Services

The reorganisation of units and departments in support of the Triple A goals of **Access**, **Alignment** and **Agility** promoted in the 2017-2022 Strategic Plan has been ongoing during the year under review and has resulted in the creation of one new unit and the restructuring and amalgamation of three departments respectively. The new unit—Enterprise System Support Unit (ESSU) seeks primarily to optimise Campus administrative processes, while the restructured Office of Planning and Projects into the Office of Institutional Planning and Infrastructural Services (INPLAIS), which now incorporates the Campus Quality Assurance Unit, is designed to bring a more coordinated and integrated approach to the functions of institutional research, planning, development, operations and management of the Campus' facilities.

In addition, given the close linkages, the Office Public Information and the Office of Recruitment and Marketing have been merged into the Office of Marketing and Communications. The Education Media Services (EMS) Unit has also been absorbed into this Office.

The ongoing reorganisation of service units in particular symbolises the Campus' commitment to improving internal operating processes and is expected to result in heightened service delivery, greater efficiency and the institutionalisation of key processes, better data analysis and forecasting, advancing the Smart Campus Initiative, and preparing the Campus to receive more regional and international students.

### Smart Campus Initiative: Upgrade of ICT Infrastructure

As previously reported, the Smart Campus Initiative (SCI) has been adopted by the Campus as one of two main strategic themes and over the past year, Cave Hill has continued to invest in its technology upgrade in keeping with the strategic goals of **Access** and **Agility**. In addition to the deployment of Office 365, the Campus continued to work on internet access improvement, the upgrade of classroom technology and the migration of IT services to the cloud. As a result of the technology upgrades in the past year, departments across the Campus were using technology not only to enhance programme delivery but for deeper collaboration on projects using collaborative tools such as Microsoft Sharepoint, Teams and Power Apps.

Some highlights of the year include:

- The Office of Student Affairs – Examinations is pioneering the use of electronic scanning of student identification cards to permit entry of students into examination rooms. This eliminates the need to print examination cards, resulting in significant savings in time and reduction of resources.
- The Banner System, which is used to manage student and finance operations on the Campus, is being upgraded from Banner 8 to Banner 9. In August 2019, the system was migrated to a cloud platform, greatly improving the resilience of the system and also providing improvements in performance. Banner 9 administrative functionality is expected to go live as of November 15, 2019.

- The Human Resources Section has introduced a fully electronic leave request and approval process as well as enhanced the scheduling of optical and medical examinations for staff. The Bursary is in the process of developing and testing a system for electronic submission of invoices and petty cash statements. The Registrar's Office has developed and rolled out the Campus Calendar – based on Office 365. This calendar allows the Campus community to be kept up to date on key meetings and events scheduled on the Campus, fostering better awareness and engagement within the community.
- Partnering with mobile payments solutions provider Bitt Inc., the University Bookshop at Cave Hill has implemented the mMoney mobile payment facility, allowing internal and external stakeholders to use the mMoney cashless payment option to conduct transactions.

### Curriculum Renewal

#### Faculty of Law: New Double Degrees Introduced

The Faculty created two double postgraduate degrees in the reporting period. This was a major accomplishment for the Faculty, which pioneered both degrees and steered them through to completion. The LLM-EMBA with the Sagcor Cave Hill School of Business and Management (SCHSBM), and the LLM degree with Leuphana University became the first two double degrees devised specifically to integrate seamlessly into existing programmes. As a result, these double degrees should generate no additional costs, but create additional revenue for the Campus.

### Faculty of Medical Sciences

#### New MSc Nursing Programme Offered

The Master of Science in Nursing (MScN) programme commenced in the academic year 2018/2019 with specialisations in Education and Administration. The programme is coordinated by Dr. Wendy Sealy, former Chief Nursing Officer with the Ministry of Health, Barbados. The taught curriculum was adapted from the Mona Campus. The MScN students took classes with the MPH students for mandatory quantitative and qualitative research courses, which served to strengthen cross-fertilisation across the Faculty.

### Navigating the Future

Activities of the past year demonstrate the Cave Hill Campus' commitment to harnessing information technology to transform the delivery of higher education including all services, facilities, administrative processes and pedagogical strategies. It is envisaged that in the coming academic year, the Campus will seek to deepen existing collaborations with its local, regional and international partners while at the same time building new relationships. In keeping with its internationalisation agenda, efforts will be concentrated on penetrating new regional and international markets while maintaining the best quality assurance standards for all stakeholders. Continuous enhancement of the learning environment is also envisaged through continuous curriculum revision and enhancement, and the maintenance of sound quality assurance practices.

## ► SMART CAMPUS INITIATIVE

### Cave Hill's Smart Campus Initiative

fully supports The UWI's digital transformation and reflects significant gains in the last year. The Campus needed to upgrade its ageing IT infrastructure, and within the conditions of the debt restructuring and the government resuming responsibility for two loans, the Campus was able to upgrade to Banner 9 in the Cloud and live. This critical transition was made in time for the start of the academic year, with seamless and incident-free registration in August 2019. The Campus expects the ongoing transformation of online services, especially improvements in student and client experiences. The move to the Cloud means risks of hardware failure or damage from natural disasters, such as hurricanes, are eliminated. It also makes Cave Hill the only campus to have its major service platforms, Banner 9 – student and finance administration system and Microsoft Office 365 – suite of applications for business productivity both live and in the Cloud. It is a sure signal that Cave Hill is fully on the way to becoming a smart campus in the 21st century.



The smart classroom at Cave Hill.



## Professor Dale Webber

PRO VICE-CHANCELLOR AND PRINCIPAL, MONA CAMPUS, JAMAICA

The theme *Maximising our Resources for a Sustainable Future* encapsulates the resolute direction of the Mona Campus for the reporting year, harnessing **The UWI Triple A Pillars and Strategic Plan 2017-2022** as our unifying guide for action. Together these have provided the path to focus our energies on our vision and mission and the activities needed to reach our intended goals. During the year 2018/2019, to ensure that we were meeting our Triple A pillared goals, we generated an enabling environment that was channeled by six high-level priority strategies. These six strategies were selected to provide enhanced infrastructural support and motivational stimuli to our staff and current and potential stakeholders. The six overlapping priority strategies were: (1) improve the quality of teaching, learning and student development; (2) Fostering a Culture of Research; (3) Establishing new academic/industry partnerships; (4) Restoring Financial Health, (5) Initiating a Caring, Accountable, Motivated Professional Team (CAMP); and (6) Digitisation.



### Improving the Quality of Teaching, Learning and Student Development

Improving the quality of teaching, learning and student development is an underlying goal of the Mona Campus. Efforts are ongoing to improve the ability of staff to transfer knowledge, especially current research, to support the curriculum and instruction in our classrooms. Through our Centre for Excellence and Learning (CETL) and the Health Professionals Education Unit (HPEU) staff are engaged and empowered in instruction delivery. The addition of the Campus Office for Online Learning (COOL) further supports this effort as the Campus moves towards online delivery as a major goal.

### Fostering a Culture of Research

Fostering a Culture of Research is central to our University as it is our reputation in research that separates The UWI from other tertiary institutions. This is our competitive advantage and the very core of who and what we are as a University. This year we have emphasised and reinforced this among our students, staff and partners through incentives and supports that allow for a continued thriving culture of research on the Mona Campus.

This is evident in the research outputs of our students, departments and research centres. Plans were put in place for the re-establishment of the Mona Office of Research and Innovation (MORI). MORI stepped up the necessary support measures that will help improve the quality and relevance of research outputs in the coming years.

**Table 1. Grant funding data for The UWI Mona Campus**

Academic Period	Faculty/Other	# of Grant Applications	# of Grant Awards	Value of Grant Awards (J\$)
Aug 2018 - Mar 2019	Engineering	0	0	-
	Humanities & Education (FHE)	1	1	J\$2,565,747.00
	Law (FoL)	1	1	J\$20,438,752.00
	Medical Sciences (FMS)	6	4	J\$49,392,604.00
	Science & Technology (FST)	18	12	J\$55,441,083.00
	Sport	0	0	-
	Social Sciences (FSS)	6	6	J\$29,451,625.00
	Multi-Disciplinary: FMS-FST	1	-	-
	Multi-Disciplinary: FSS - FHE-IGDS Centre	1	1	J\$37,701,859.00
	Multi-Disciplinary: FSS-FHE	1	0	-
	Other	6	4	J\$20,580,071.00
	<b>Total</b>	<b>41</b>	<b>29</b>	<b>J\$215,571,741.00</b>

### Establishing New Academic/Industry Partnerships

Establishing new academic/industry partnerships allows us to provide the research information and data required by industry partners to fuel national development. For the period under review our existing partnerships placed us at the heart of national and regional development, and symbolised our commitment to the belief that universities were not created for themselves but for the communities they serve.

### Restoring Financial Health

Restoring financial health was identified as a major priority and selected because of the lack of financial resources on the Campus. The Campus needed to get back to the 2012 point of self-sufficiency and to aim to sustain this for the future. The initiatives taken under this priority gave precedence to areas that are being funded, while also ensuring academic freedoms to pursue innovative research and knowledge making. Grant funding allowed us to bridge the gap between the goals defined by funding institutions and the key outputs required of scholarly research. For the academic period August 2018–March 2019, the above data was recorded for The UWI Mona Campus:

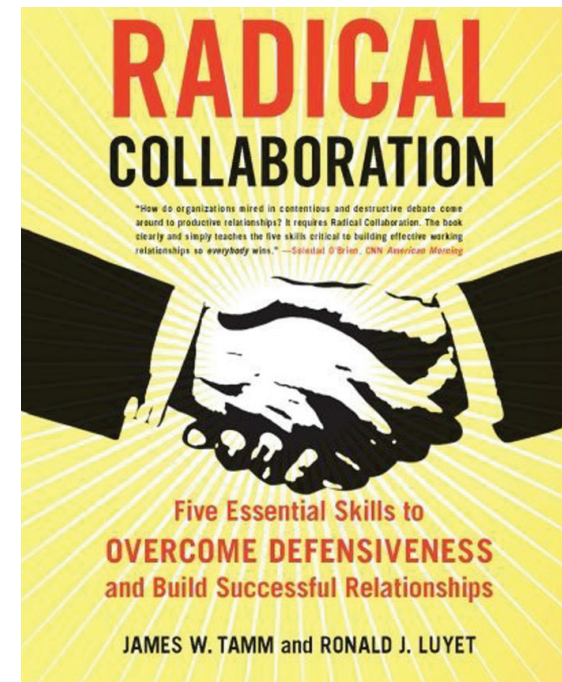
### **Caring, Accountable, Motivated Professional Team (CAMP)**

Initiating a Caring, Accountable, Motivated Professional Team (CAMP) is a less palpable but essential ingredient of this year's resource maximisation approach. Staff need to feel valued to generate the desired level of productivity. By motivating staff through training, retreats, recognition and other incentives, we began improvements to create greater accessibility and agility of our services, thus advancing the financial health of the Campus.

The Mona Campus continued to be strapped financially but its most valuable asset is that of its human resources: its faculty, its students and the network of administrative and technical staff who carry out the business of the Campus daily. In support of The UWI 2017–2022 Strategic Plan to develop a “creative, caring, accountable, motivated and professional staff”, the Mona Campus included Radical Collaboration as one of its priority strategies for maximising resources for a sustainable future. Through this we exposed hundreds



Members of the Senior Management team during a Radical Collaboration training Session



of staff to the skills necessary to build a collaborative environment at the Campus. Radical Collaboration is an approach to building and maintaining climates of trust and collaboration within organisations. Widely used in a range of applications in both public and private sectors worldwide, including universities, the Radical Collaboration approach is proven to increase productivity, efficiency and staff engagement. During the 2018/2019 academic year a total of 132 persons were trained in Radical Collaboration including the Senior Management team and senior members of faculties and administrative units.

## Digitisation

We continued to view Digitisation as a key to transformation of processes used both in administration and in the primary service we offer of teaching and communication of knowledge products. The process of moving to a fully digitised University began this year with selected first steps that will be accelerated in the next. These included assistance to research and teaching in the form of improved online processes and tools, improvements in our application processes, facilitating staff access to publications, enhancing citation indices for journals and the measurement of impact factors. The Campus Office of Online Learning (COOL) is central to the fulfillment of the Mona Campus' Digital Transformation initiative. Established in January, COOL

will lead the expansion of online delivery of courses and programmes across the Campus. The focus of the Office encouraged a more effective use of the Campus' Learning Management System (LMS) for teaching and learning, guiding the conversion of existing courses for blended and online delivery, and reviewing and drafting guidelines to facilitate standardisation of existing online delivery efforts at the Campus level.

The successes and challenges of meeting the Triple A Strategic pillars of **Access, Agility and Alignment** which underpin the objectives to be met by the initiatives of departments, faculties and individuals, and provide a scorecard for measuring our performance as a Campus, are analysed under the following metrics.



Senior members of Faculties (Heads of Department, Deputy Deans) and Managers of Administrative Units during a Radical Collaboration Training Session

## ACCESS

### Repositioning Who We Are to Meet the Needs of Society

The Mona Campus has made consistent gains over the year to ensure that our brand as the premier tertiary institution for students, for research and knowledge outputs, for creative and innovative thinking about our societal and regional future, remains firmly rooted in the hearts and minds of our stakeholders.

The academic year 2018/2019 was an eventful one for The UWI, Mona. The Campus concluded its 70<sup>th</sup> Anniversary celebrations, commemorating 1948 when the College first opened its doors to 33 medical students from across the Caribbean. Seventy-one years later, the Campus boasts a population of over 19,000 students in over 300 programmes across 7 faculties.

During the year under review, the Mona Campus made great strides in realising the objective of being the University of choice. Our publication output in reputable journals showed consistent growth over the last four years.

The Mona Campus made some progress in widening access to a UWI education. We converted some face-to-face programmes for online delivery and hosted the Ground Breaking Ceremony in Montego Bay for the planned expansion of the Western Jamaica Campus. The Mona Campus Research Days were one of our highpoints for the year. The exposition and events demonstrated the impressive spread and interdisciplinary nature of our research and the links that we are making between Campus research and the Sustainable Development Goals (SDGs).



The UWI Mona Research Days Awards Ceremony 2019.



Dr. The Hon. Nigel Clarke (right) and Dr. The Hon. Fayval Williams among the guests at Research Days 2019.

## ALIGNMENT

### Let Us Be Your Research Engine

We continued to forge partnerships with local, regional and international entities that have materialised in faculty and student exchanges, internships and employment opportunities for students, and research fellowships and funding for the institution. We further consolidated our ties with the National Commercial Bank (NCB) primarily through their ongoing linkages with the Mona School of Business and Management (MSBM).

We strengthened our relationship with the Planning Institute of Jamaica (PIOJ), with which we have ongoing ties and exchanges. Dr. Wayne Henry, Director General of the PIOJ confirmed this working agreement between the institutions when he spoke of The UWI's contribution to the PIOJ and Vision 2030, drawing attention to fact that 32 UWI members sit on the Thematic Working Groups of Vision 2030 that are driven by the PIOJ. The

PIOJ contributed financially to The UWI Mona Research Days 2018/2019, ensuring that we had the backing to make this event a major success.

Of special note was the completion of the new Confucius Institute (CI) at the Mona Campus, signaling a ten-year partnership between the Campus and the People's Republic of China.

## AGILITY

### More Proactive, More Responsive

Restoring financial health as a mark of our agility was one of our priorities in 2018/2019. The year began with the appointment of a Financial Subcommittee of the Finance and General Purposes Committee (F&GPC), a Subcommittee comprised predominantly of external members of F&GPC, that was charged to review and make decisions on each financial decision that affects the Campus. The year 2018/2019 also saw the formation

of the Public Private Partnership (PPP) Unit to ensure intensive oversight and management over the financial, legal and technical relationships of this partnership. Three projects that are targeted to earn us the biggest financial gains are currently being monitored by the PPP Unit.

The Mona Campus is poised to be the *University of Choice* through its international recognition in climate change and its alignment with sustainable and national development goals on climate change and the marine environment. With a focus on cost management, operational excellence and student centricity we are actively seeking to be more proactive by developing and testing new products and commercialising our services. We are confident that these efforts will continue to elevate our standing in the Times Higher Education World University Rankings.

The **2017–2022 Strategic Plan** calls for an articulated alignment between the academic research outputs and activity and industry requirements for Caribbean socioeconomic development in the 21<sup>st</sup> century. In addition, we have positioned ourselves as a Campus rooted in the Caribbean yet positioned to respond to global needs. In light of this, our centres of research, institutes and faculties have adopted a proactive stance to respond to the fundamental appeals of the United Nations Sustainable Development Goals, while simultaneously forging links with government and leading industry experts and organisations, the latter marking out our contribution to the Jamaica National Development Goals.

### **Mona Campus Alignment with the SDGs and the Jamaica National Development Goals**

The Mona Campus undertakings this year have been processed with the 17 stated SDGs in mind. While we have made contributions under all, we are especially proud of those that relate to Goals 13, 14 and 15, to combat climate change, conserve marine resources and promote viable ecosystems. We play a leading country role in Climate Studies through the work of Professor Michael Taylor and colleagues in the Faculty of Science and Technology (FST). During 2018/2019, we contributed to a *Special Report on Climate Change and Land* that was published by the United Nations' Intergovernmental Panel on Climate Change (IPCC).

The four national goals that jointly strive to empower Jamaicans: (to achieve their fullest potential; to secure a cohesive and just society for all; to ensure economic prosperity; and to create a healthy environment, are indivisible from those we have attempted to achieve through access, knowledge brokering, policy research,

and expansion of curricula. The Mona Campus conducts and disseminates policy-oriented research that has assisted in the growth and development of the Jamaican economy during the year 2018/2019.

### **Our Commitment to the Future**

Much more than a place of learning, a driver of multi-disciplinary scientific innovation, a workplace for our employees, a partner in Jamaican national development and one of the satellites of the regional University of the West Indies, to those who hold the reins of this institution as caretakers over a determinate period, the Mona Campus is an enshrined legacy of our society's heritage. This is an enormous responsibility to carry out and one that we do with pride and commitment, attempting to not only preserve its majesty as a site, but to ensure that the Campus anticipates future technologies and the changing demands of future generations. By maximising our resources intelligently and with defined goals and setting out a clearly signposted road map for the years ahead, we will ensure that we continue to build on the firmest foundations laid down by past architects who were similarly entrusted, to create a sustainable future for this space, our University of choice.



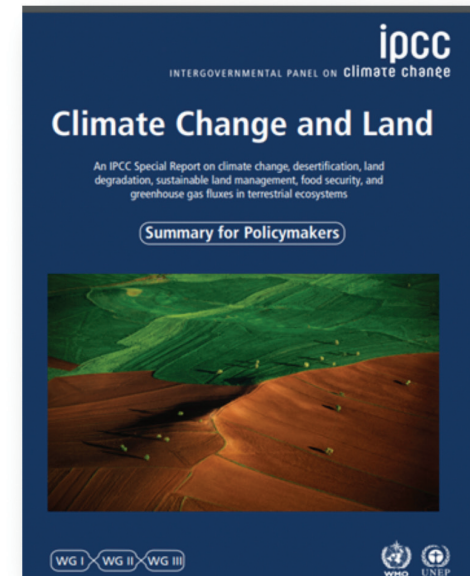
Mrs. Sophia Preston  
Executive Assistant Legal Affairs



Mr. Peter Ainsworth  
General Manager



Ms. Marcia Cobran  
Financial Officer



The United Nations' Intergovernmental Panel on Climate Change (IPCC) Special Report on Climate Change and Land. The UWI Mona contributors to the Report were Dr. Adrian Spence of the International Centre for Environmental and Nuclear Sciences; Dr. Donovan Campbell of the Department of Geography and Geology; Professor Nouredine Benkeblia of the Department of Life Sciences; and Professor Michael Taylor and Dr. Tannecia Stephenson of the Faculty of Science and Technology. The Report highlighted the effects of climate change on oceans and ice. Findings of the Report were also used to inform a special Summary for Policymakers.

## ► RESEARCH DAYS

The traditionally staged UWI Mona Research Day activities, led by the Director of Graduate Studies and Research, was held between February 6 and 8, 2019 under the theme Powering Development through Partnerships in Research & Innovation as the University celebrated 20 years of Research Days. Research Days provide an opportunity for The UWI to showcase research that is being done across the Campus. Over the years, the series of activities have sparked the interest of the government, the public and private sector, and other institutions that share The UWI's mission of positively transforming the Caribbean and the wider world.

Dr. Wayne Henry, Director General of the Planning Institute of Jamaica (PIOJ), participated in this year's event, presenting a paper which highlighted the contributions of 32 UWI academics to Vision 2030, Jamaica's National Development Agenda, from concept stage and continuing through to the implementation, now.

The event received tremendous support from The UWI community. There were over 100 posters on display and 53 interactive sessions covering areas including gender, the environment, marine science, community, energy, puppets in teaching, archaeology digs and natural products. A Policy Wall was also mounted which looked back at the contributions of UWI academics over the past 20 years to significant policies impacting Child

Health, Ageing, HIV Prevention, Medium Size Enterprises, Climate Change, and Mangroves and Environmental Management.

Finance Minister, Dr. The Hon. Nigel Clarke, in his keynote address at the Opening Ceremony, emphasised the importance of research to social and economic development. To underscore the government's commitment to research and development, a budget allocation will be made for research at the tertiary level. Research and development will also be included in Jamaica's measurement of Gross Domestic Product (GDP) as of September 2020.



Professor Dale Webber, Pro Vice-Chancellor and Principal of The UWI Mona Campus, and Dr. Wayne Henry, Director General of the Planning Institute of Jamaica (PIOJ) during Dr. Henry's Distinguished Lecture at The UWI Research Days 2019.



(Right) Finance Minister, Dr. The Hon. Nigel Clarke, with Professor Dale Webber and Professor Denise Eldemire-Shearer

## ► EXPANSION OF THE MONA WESTERN JAMAICA CAMPUS

On Friday, March 22, 2019, a Ground Breaking Ceremony was held on Barnett site in Montego Bay to signal the start of construction of the new Mona Western Jamaica Campus.

The development of The UWI Mona Western Jamaica Campus (The UWI-WJC) will provide more tertiary opportunities in Western Jamaica (**Access**); more academic and industry partnerships through collaboration with Barnett Limited (**Alignment**) and; another step toward restoring the financial health of The UWI.

The Campus is expected to have a world class School of Management that caters to Business Process Outsourcing (BPO), as well as Financial and Tourism Management. A world class School of Engineering will provide the technical skillset for the BPO sector.

Minister of Tourism, The Hon. Edmund Bartlett, expressed his delight at the ceremony. "To see this vision now become a reality under the leadership of Professor Dale Webber augurs well for tourism and our human capital development strategy."



L-R: Mrs. Jennifer Griffith, Permanent Secretary in the Ministry of Tourism; Professor Dale Webber, Pro Vice-Chancellor and Principal of The UWI Mona Campus; and The Hon. Edmund Bartlett, Minister of Tourism at the Ground Breaking Ceremony at The UWI Mona Western Jamaica Campus Barnett Site.



## Dr. Luz Longsworth

PRO VICE-CHANCELLOR AND PRINCIPAL, OPEN CAMPUS

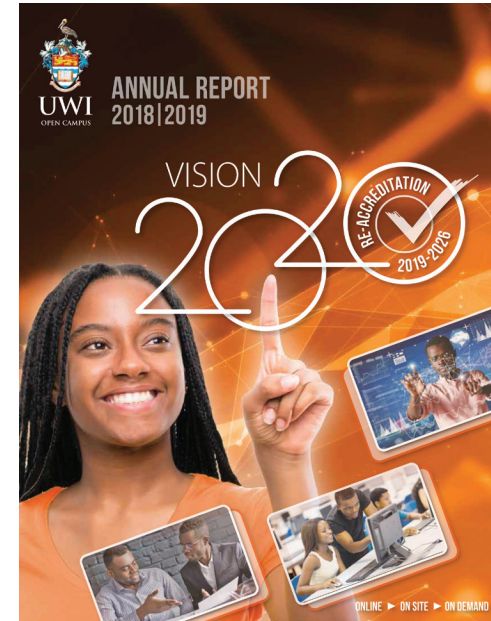
It is with much pride and gratitude I present my review for the academic year 2018/2019 of The UWI Open Campus. Pride because of the many significant accomplishments the Campus has recorded over the year under review, and gratitude for the opportunity and indeed privilege to lead this innovative and agile Campus of The UWI.

### Institutional Re-Accreditation

On June 4, 2019, the Campus had much to celebrate when institutional reaccreditation was granted by the Barbados Accreditation Council for the maximum period achievable of seven years. This meant that the Open Campus distinctly met the accreditation criteria and its standards through the commitment and dedication of all levels of staff who provided impactful services to all its constituents. The Report stated, *inter alia*, "...

the Open Campus is poised to take advantage of the opportunities presented by the Global Online Strategy, its ambassadorial role in the non-physical campus countries and the growth of continuing professional education." We will definitely continue on this trajectory. Subsequent to the Campus' institutional reaccreditation, 14 countries have granted the Campus mutual recognition.

There were two overarching committees: the Self-Study Team, which I chaired as Pro Vice-Chancellor and Principal, and the Re-Accreditation Steering Committee, chaired by the Deputy Principal, Professor Julie Meeks. Following the submission of the Self-Assessment Report (SAR), a team of international experts reviewed the Open Campus, including visits to 10 different Open Campus sites in Barbados, Grenada, Jamaica, St. Vincent and



## ► THE UWI OPEN CAMPUS RE-ACCREDITED FOR MAXIMUM SEVEN YEARS

In June 2019, the Barbados Accreditation Council (BAC) re-accredited The UWI Open Campus for the maximum period of seven years, a momentous achievement for a ten-year old Campus. As part of the re-accreditation process, the Campus prepared and submitted a Self-Assessment Report (SAR), which was completed by a cross-section of Open Campus staff and included student representatives. The electronic version of the SAR is available on the Open Campus' website at [https:// www.open.uwi.edu/sites/default/files/Self\\_Study\\_Report\\_2018/mobile/index.html](https://www.open.uwi.edu/sites/default/files/Self_Study_Report_2018/mobile/index.html). Following the submission of the SAR, a team of international experts was convened to review the Open Campus.

The Campus received a very favourable Factual Report from the BAC. It contained several recommendations for improvement, and the Campus has articulated terms of reference for the review, monitoring and implementation of these recommendations. The Factual Report also summarized the value of the Campus in the following comments:

1. The work of the Open Campus is clearly valued by its students and the communities it serves. The accreditation criteria and their supporting standards are fully met. In the view of the team, the Open Campus is poised to take advantage of the opportunities presented by the Global Online strategy, its ambassadorial role in The UWI-14 countries,



Mrs. Margo Lady Ann Hewitt (2nd left), Chairman of the Board of Directors, Barbados Accreditation Council, presents Professor Julie Meeks Gardner (2nd right), Acting Principal of The UWI Open Campus, with the Certificate of Institutional Accreditation. Professor Alan Cobley, Pro Vice-Chancellor, Board for Undergraduate Studies, is at left, and Ms. Valda Alleyne, Executive Director of the Barbados Accreditation Council, is at right.

and the growth of Continuing Professional Education (CPE).

2. The team commended the Open Campus for:
  - The honesty of the self-evaluation, and the use of the exercise to identify opportunities for improvement.
  - The improvement in administrative systems, and the commensurate reduction in student complaints, following the introduction of the Banner ERP system.
  - The commitment of staff at all levels to the mission of serving the under-served in the region.

The Campus has been granted mutual recognition from the other 14 Open Campus countries. Mutual recognition signifies that the external quality assurance agency or Ministry of Education has accepted the institutional accreditation decision of the BAC, and as such the Campus does not have to undergo a separate institutional accreditation process in the respective country.

The achievement of institutional re-accreditation for the maximum period has placed the Campus in an ideal position to face the changing higher educational environment. It has highlighted that The UWI Open Campus is not only a Campus for the times and a Campus for the future, but that it continues to open doors to life-changing learning opportunities for the people of the region.

the Grenadines and Trinidad and Tobago. Chairman of the Board of Directors of the Barbados Accreditation Council, Mrs. Margo Lady Ann Hewitt presented the Re-accreditation Certificate to the Campus.

## Triple A Strategy

In keeping with the **Agility** pillar of **The UWI's Triple A Strategy**, the Campus relaunched the Turks and Caicos Islands (TCI) country site in March 2019 with much fanfare. The re-launch of the physical presence of The University of the West Indies in TCI was marked by a special ceremony for the re-opening of the site on Providenciales on Friday, March 15, 2019. A wide cross-section of stakeholders, including the Honourable Sharlene Cartwright-Robinson, Premier, and other government, education and visiting university officials attended the ribbon-cutting ceremony at the Town Centre Mall.

The impact of the relaunch of the site was felt immediately with enrolment in the TCI in Open Campus programmes jumping by over 50% in the first year of our operations.

## Increased Enrolment

As the Campus works towards increasing access to learners of all ages and abilities, I am happy to report that for the January to July recruitment period 2019, there was an increase in the number of applications when compared to the previous three years. A total of 5,165 applications were received for Senate-approved programmes, with 4,072 for undergraduate programmes and 1,093 for graduate programmes.



Mr. Robert Scott, KStG, JP, Dean of Consular Corps of Jamaica and Dr. Luz Longworth, Pro Vice-Chancellor and Principal of The UWI Open Campus. Sharing in the moment are: (l-r) Ms. Indera Persaud, Honorary Consul for Guyana; Mr. Peter Goldson, Honorary Consul General for Sweden; Mr. Winston Bayley, Honorary Consul for Barbados; Ms. Annessia Welsh, Head, Business Development Unit, The UWI Open Campus; and Ambassador Dr. Richard Bernal, Pro Vice-Chancellor for Global Affairs, The UWI.

These figures represent an increase of 14.04% when compared with applications for 2018/2019; 18.52% when compared with 2017/2018 and 3.86% when compared to 2016/2017 respectively. We continue to strive for increased enrolment and retention as key elements of our **Access** strategy.

### Strategic Partnerships

The year under review was marked by increased collaboration between the Open Campus and several partner organisations and institutions at the national, regional and international levels. These strategic partnerships were solidified with the signing of Memoranda of Understanding and Letters of Agreement and manifested in joint activities throughout the year.

Partnerships the Campus entered into this academic year included the West Indies Rum and Spirits Producers' Association Inc. This MOU provides a framework for cooperation between the West Indies Rum and Spirits Producers' Association representing the regional rum industry and The University of the West Indies. The first planned collaboration involves an online certification offering in rum and spirits production. Such certification could be offered regionally and internationally, in several languages.

The Campus collaborated with the Jamaica Defence Force to host a two-day Cybersecurity Workshop entitled "Cybersecurity: Pathways to Managing Cyber Vulnerabilities" on July 24 and 25, 2019. The workshop attracted speakers from North America and the Caribbean and attendees from throughout the region.

Partnerships with several organisations also resulted in the Campus delivering special courses to stakeholders thus improving access to its programmes, another critical pillar of the **Triple A strategy**. Among these are partnerships with The UWI Mona Campus' Institute of Caribbean Studies, which involved provision of services for offering the course "Culture of Rastafari;" Jamaica Promotions (JAMPRO) for the conversion of JAMPRO's face-to-face course, "A Step-by-Step Guide to Exporting" into an online workshop; UNICEF Eastern Caribbean Area with whom the Campus successfully implemented the Needs Assessment for Safety and Justice for Children component of the agreement. In conjunction with the Caribbean Policy Development Centre, the Campus successfully implemented the NGO Professional Management Certificate programme during the 2018/2019 academic year. The programme, funded at a value of US\$135,168, allowed for the granting of 86 scholarships to enable students to complete the course.

The Campus is serious about both our alignment with industry and other partners as well as our diversification of revenue sources. I congratulate the Business Development Unit, the Continuing and Professional Education Centre and Academic Programming and Development Division for the pivotal roles that they are playing in this area.

### Response to Hurricane Dorian

Once again the Campus and the entire UWI community were called upon to respond to another devastating onslaught of a hurricane. Hurricane Dorian, the most powerful hurricane on record, pounded Abaco Islands and Grand Bahamas in The Bahamas. The Campus

expeditiously responded with assistance to students and their families and lead the University's response. A bank account was established for donations of funds at a regional bank and a collection point was set up at the Open Campus Mona office for donations of non-perishable items.

At the earliest possible time, the Campus dispatched Dr. Cheryl Sloley, Deputy Director OCCS to Nassau to offer assistance to staff, students and their families. She held one-on-one meetings with students, the majority of whom requested and subsequently received leave of absence (LOA). She was also on hand to welcome Vice-Chancellor Sir Hilary Beckles and other UWI team members. Dr. Sloley also represented the Open Campus at a forum entitled Hurricane Recovery in The Bahamas, hosted by the Vice-Chancellor on Friday, September 13, 2019, to provide an update on the post-Hurricane Dorian crisis.

Hurricane Dorian not only proved once again that states in the region are susceptible to natural disasters, but also that the region needs to continue to build its resilience capacity to better respond to affected territories. The efforts of The UWI generally and the Open Campus in particular is evidence that the University is willing to be at the forefront of this effort in the region.

### Thank you to Global Affairs Canada

The Global Affairs Canada's Strengthening Distance Education in the Caribbean (SDEC) Project came to an end in 2019 after six years in operation. The project has made a major difference in the Campus, positively impacting all aspects of the Campus' operations.

## ► ALLIANCE WITH REGIONAL RUM INDUSTRY

### Among the partnerships

the Open Campus entered into this academic year included the West Indies Rum and Spirits Producers' Association Inc. This MOU provides a framework for cooperation between the West Indies Rum and Spirits Producers' Association representing the regional rum industry and The University of the West Indies. The first planned collaboration involves an online certification offering in rum and spirits production. Such certification could be offered regionally and internationally, in several languages.



Dr. Nicole Phillip-Dowe, Open Campus Grenada Head of Site signing the MOU with Mr. Vaughn Renwick, Chairman of the West Indian Rum and Spirit Producers Association (WIRSPA)

The Open Campus expresses unequivocal gratitude to the Government of Canada for its generous support of the Campus' commitment to strengthening student services and success; its teaching and learning programmes; its staff services and the technological infrastructure of the Campus' sites and offices.

The Campus will continue to build on these successes and looks forward to future collaborations with the Government of Canada.

### Bright Future

Over the past ten years, the Open Campus has developed an impressive organisation that remains committed to its mission of "Opening Doors to Lifelong Learning" wherever you are. With the global economy focusing on technological skills as well as continuing education for rapid upskilling or reskilling as new industries are formed, and new skills and human resource needs become evident for our region, the Open Campus is ready for the next ten years and beyond to continue to innovate and to reach out to those who need non-traditional access to education and training.

Work on the student relationship management system is ongoing. On completion, this system is expected to be a game changer for the Campus' interaction with students, from application through to graduation.

In the year ahead, two new facilities are expected to be opened; the refurbished country site in St. Vincent and the Grenadines and the new site in Chaguanas, Trinidad and Tobago. These sites will expand the capacity of respective countries to offer additional programmes to an increasing number of students. In addition, with the improved modern facilities, the sites are also expected to play an increasingly greater role in the social and cultural lives in their communities.



Participants in the Organisation of American States-sponsored in Belize display their completion certificates.

A sustainable financial model is also of paramount importance and therefore as we robustly seek new and diverse income streams we have been quite successful in gaining new partnerships as well as renewing agreements with existing partners. In alignment with the Campus' financial strategic trajectory, the Business Development Unit (BDU) and our newly established Continuing and Professional Education Centre (CPEC), are effectively developing and implementing strategies for increased income opportunities.

The Campus will also play a major leadership role in the UWI Global Online Initiative which is one of the five pillars of growth for The UWI. Already we are working with colleagues in the faculties and the Office of Online Learning to ensure a successful launch into the global online space. The opportunities in this US\$24 billion market are endless.

The Open Campus remains resilient and fearlessly on the frontier of lifelong learning. We are committed to expanding and creating new pathways for student access, support and success. Without doubt, we look forward to even greater achievements and successes over the next decade and beyond.



## Professor Brian Copeland

PRO VICE-CHANCELLOR AND PRINCIPAL, ST. AUGUSTINE CAMPUS, TRINIDAD AND TOBAGO

As in previous years this report is filled with good news of awards, achievements and ample evidence of a Campus community that remains committed to excellence in teaching and research, a best-in-class student experience, and to providing high value services and support to local and regional stakeholders – from our surrounding communities to local and regional governments and organisations.

While the Campus has achieved much, in order to truly appreciate some of the achievements highlighted in this report, one needs to understand the pressures facing the Campus community. I have spoken often about the need to set regional and institutional priorities around building a region and a people that are resilient. While technical skills are part of the required formula, there is a psychological aspect as well, what some authors refer to as “grit” and what we refer to in this year’s report as “Perseverance”.



## People

In 2018/2019 total student enrolment on the Campus was 16,349 – down 2% from the previous year. Meanwhile, on the staff side, the Campus employed 979 full-time and part-time Academic staff – 3% fewer than the previous year and 14% lower than five years ago. The number of full-time staff was, for the first time, higher than part-time staff, as many part-time teaching and administrative positions were cut as the Campus sought to reduce its expenditure. However, this has meant that the remaining staff have had to concentrate on maintaining existing services, a compromise that led to a reduced focus on only those new projects deemed to be the most strategic. Our students are also facing economic stress as many more Trinidad and Tobago students are seeking assistance, citing new financial pressures linked to the new means test for the now tiered government funding system.

## Infrastructure

The maintenance of the Campus' physical infrastructure remains challenged by the reduction in financial resources. While a number of new buildings were constructed over the last decade, there are still several structures that pre-date the establishment of the Campus 60 years ago. These are becoming increasingly expensive to maintain, and difficulties accessing funds in a timely manner led to delays in the receipt of goods and services, and therefore, the response time of the facilities management team.

For the most part, the upgrade and expansion of campus infrastructure has been funded through the Trinidad and Tobago Government Public Sector Investment Programme (PSIP). This programme has, not surprisingly, been negatively impacted by the nation's finances over the past couple of years. Thankfully, after some delays, the PSIP has funded some critical projects such as upgrades to the original electrical distribution system that could put large sections of the Campus at various levels of risk.

## Entrepreneurship

The **St. Augustine Centre for Innovation and Entrepreneurship (StACIE)** is charged with monetizing the research of the Campus, an activity that most agree is critical to its future. This is discussed further later in this report. The challenge here is how to finance a growth strategy which we expect to be self-sustaining when a critical mass of projects are commercialised. Funding is, however, required at different stages from concept creation to prototype fabrication and then to commercial engagement. To this end, StACIE also manages the new **UWISTA Innovation and Technology Transfer Fund (ITTF)**, which provides grants to UWI staff and students to accelerate the development of intellectual property (IP) for commercialisation. At present the fund is limited, while the **Research and Development Impact (RDI) Fund**, originally financed by the Government of the Republic of Trinidad and Tobago and used to resource early stage projects with strong potential impact, is quickly being depleted and in critical need of replenishment. The low level of funding for the new Innovation and Entrepreneurship initiatives has, not surprisingly, stymied activities to date.

## Financing – the Current Arrangement

Although this is not the first time that this Campus has had to weather an economic downturn, given the changes in the world economy there is a sense that we are facing a new normal that may render the existing financing arrangements unsustainable. Most programmes operate on a model in which economic costs are shared between governments and students, where typically, governments cover 80% of costs while the remaining 20% are covered by tuition fees charged to students. The dollar value that 80% subvention paid to a Campus by any given government is based on the number of its citizens enrolled at the Campus. Approximately 92% of the enrolment at St. Augustine are Trinidad and Tobago citizens.

For the Faculty of Medical Sciences (FMS) at St. Augustine, which was originally a full fee-paying Faculty, this cost sharing ratio is actually 50/50 for Trinidad and Tobago citizens, with students from other jurisdictions paying full cost. This special arrangement was entered into to address a shortage of doctors in Trinidad and Tobago many years ago.

Germane to this aspect of the discussion is the fact that, in the Trinidad and Tobago context, many are unaware of the fact that even when local students are refused support for GATE approved Campus Grants Committee (CGC) programmes, they still pay only 20% of the actual tuition cost. Furthermore, the cost of tuition at St. Augustine has not been increased for almost two decades.

It is apparent to all who are fully seized of The UWI finances that, particularly in regard to FMS, the cost-sharing arrangement is no longer sustainable. The situation is particularly severe for the FMS. The Campus has been engaging in all sorts of financial gymnastics to keep operations running and to keep our commitment to preserving the jobs of at least its full-time staff as far as possible. However, these contortions are themselves unsustainable and, as such, the Campus has been actively searching for robust strategies to mitigate its financial challenges.

### The New Normal

In order to continue its mission and promise to the people of the Caribbean, the University and the Campus must adjust to the new normal, with new sources of funding, and must also devise effective self-financing mechanisms. Strategies, some of which are summarised below, include the re-engineering of systems and processes for greater effectiveness and efficiency and, particularly in the case of FMS which has achieved its mandate for the training of doctors for Trinidad and Tobago, adoption of a new business model based on refocusing the expertise, reputation and resources of the Campus to a more global education market. These are all in keeping with the refinement of the Strategic Plan as expressed in the Vice-Chancellor's vision for a new UWI as a "Global System for the Future".

### St. Augustine Strategic Initiatives and Focus

Despite its funding challenges, the Campus has persevered in making significant progress on three of its strategic initiatives.

In particular it has made strides in transforming itself into an **Entrepreneurial University**. Two years ago, the Campus proposed the growth of a robust model for positive transformation of Caribbean economies along the lines of a **Caribbean Mittelstand** – a robust, extremely healthy network of innovation-driven export-oriented Small and Medium Enterprises (SMEs). A thousand SMEs each netting TT\$1 million per year translates to TT\$1 billion in annual foreign exchange contribution to the local economy. If the Caribbean Mittelstand performs as well as its German counterpart, it will also cater for some 60% of the Caribbean workforce and will place the local and regional economy on a much more robust footing through wider participation of foreign exchange income earners in the economy.

The UWI sees the exploitation of its **Intellectual Property (IP)** assets as crucial to its contribution to the growth of the new economy based on the establishment of a Caribbean Mittelstand, as the novelty of these assets would lend a degree of international competitiveness to any business, new start-up or existing enterprise, that utilises them. In keeping with the above, The UWI has begun to forge an **Innovation and Entrepreneurship (I&E) Ecosystem** for nurturing potentially innovative ideas from first concept to commercial start-up. During the year in review, the Campus completed the framework for the creation of its I&E Ecosystem. The fleshing out of the

ecosystem has begun with the formation of Faculty I&E Committees and the establishment of a secure database that will not only maintain an inventory of all projects, but will also allow researchers, mentors and investors to monitor the progress of each project through the Innovation and Entrepreneurship pipeline that is at the heart of the ecosystem. The Campus community has also been mandated to adjust curricula to support a culture of Innovation and Entrepreneurship, to nurture creativity, and to build entrepreneurial skills.

During the review year, **UWI Ventures** was fully established as a holding company for UWI start-ups, to commercialise intellectual property, and to provide a portal for attracting venture capital and angel funding. Even as the I&E Ecosystem was being formed, the Campus sought to commercialise mature IP assets. In particular, it licensed technology to Lake Asphalt of Trinidad and Tobago (1978) Limited, and approved the incorporation of two subsidiaries for the commercialisation of asphalt by-products and cocoa research respectively.

### Internal Process Review

The internal processes of the Campus have an opportunity to become more flexible and agile as we encourage earlier student applications. Earlier applications allow for better planning and preparation for all new students, particularly regional and international students, and should minimise bottlenecks in the very busy July and August months. A transformation of the relevant business processes will support the introduction of a fully digital application process. The Campus is also introducing a new Applicant Relationship Management process that allows for more feedback and ongoing communication, as well as an increased use of metrics.

## Financial Process Review

Transformation of the Campus' financial processes continued with the completion of **Activity-based Costing (ABC)** across all units and a new, more inclusive budget planning process is being refined. Revitalisation of the FMS is being pursued. Business plans that incorporate strategies for attracting foreign students were completed or are in the process of completion for three departments in the Faculty of Medical Sciences – Veterinary Medicine, Dentistry, and Nursing. Most significantly, a business plan for establishment of a new medical teaching facility at UWI St. Augustine South Campus, Penal-Debe (UWISC) has been completed. The new school will be part of an expanded network of sites as described later in this review.

## Curriculum and Pedagogical Reform (CPR) – The Academic Enterprise

An Education Philosophy and an Academic Programme Process Map have been drafted to advance Curriculum & Pedagogical Reform (CPR). These two initiatives directly address the evolution of a much more effective and efficient academic enterprise. The process map will facilitate academic programme design and maintenance, and will help us better determine whether students are learning what they are supposed to know, as well as the readiness of our graduates to succeed. It will also allow us to clearly demonstrate the value for money invested in a UWI education.

## St. Augustine Special Initiatives

The special initiatives of the Campus are also key to building a more resilient Campus. Two of these, in particular, represent a major expansion into central and south Trinidad and create the opportunity to establish a

**Medical Education Artery**, running from Mount Hope in the north, to Couva in central Trinidad, to Penal-Debe in the south. The Couva and Penal-Debe sites, provided for by the Government of Trinidad and Tobago, have been in development for some time but have faced numerous and significant setbacks. Here indeed are true examples of perseverance in the face of pressure, as staff from across all arms of the Campus have risen to the occasion, ensuring that these two important ventures continue to progress to commissioning, and understanding that under the current circumstances, failure is simply not an option.

In 2016, the Campus Projects Office (CPO) assumed oversight for the completion of the new UWISC, following the removal of the original contractor due to subpar work progress. Despite the spectre of an economic downturn, the Campus decided to complete the works at UWISC, but had to revise the projected completion date on several occasions, given the myriad of construction challenges involved in restarting a project of this magnitude, one that had been dormant for so long, and in light of increases in labour and material costs.

Happily, the Campus is now going through the last of these challenges and in mid-2019 it sought approval from the Accreditation Council of Trinidad and Tobago (ACTT) to expand its programme offerings to the UWISC. This expansion is an opportunity for The UWI to increase access, consistent with the **Triple A Strategic Plan**. The ACTT granted approval for the delivery of programmes from the Faculties of Humanities & Education, Medical Sciences, Food & Agriculture, and Science & Technology. In addition to the aforementioned Faculty offerings, the

UWI subsidiary, UWI-ROYTEC, will relocate its southern operations from its current base in San Fernando to the Penal-Debe site and will offer a suite of management and education programmes. As such, beginning in the 2020/2021 academic year, it is anticipated that UWI St. Augustine will welcome a first cohort of 600 students to the Penal-Debe site.

The **Couva Medical and Multi-Training Facility Limited** ("CMMFL") is a Special Purpose Company incorporated under the laws of the Republic of Trinidad and Tobago in July 2018, with a broad remit to facilitate the operationalisation of the Couva Hospital and Multi-Training Facility. The Board of the CMMFL currently comprises representatives of The University of the West Indies and the Ministries of Health and Finance acting on behalf of the Government of Trinidad and Tobago. The Hospital will be run by the Government as a modern, innovative, and information-technology driven medical facility. The training facility has been leased to The UWI FMS to house the Schools of Optometry, Pharmacy and Nursing.

## Perseverance

A character of grit and perseverance is absolutely required for building the level of resilience and resolve needed to survive and thrive in these difficult times. Our Campus community has undoubtedly shown its capacity to persevere. Contrary to the widely held notion by many over the years, the St. Augustine Campus is "a real place", not an ivory tower, insulated or isolated from the challenges facing those we serve. We accept the challenge of proving our resilience, not merely for the sake of The UWI as an institution, but also for the sake of the region it serves.

### ► UWI VENTURES

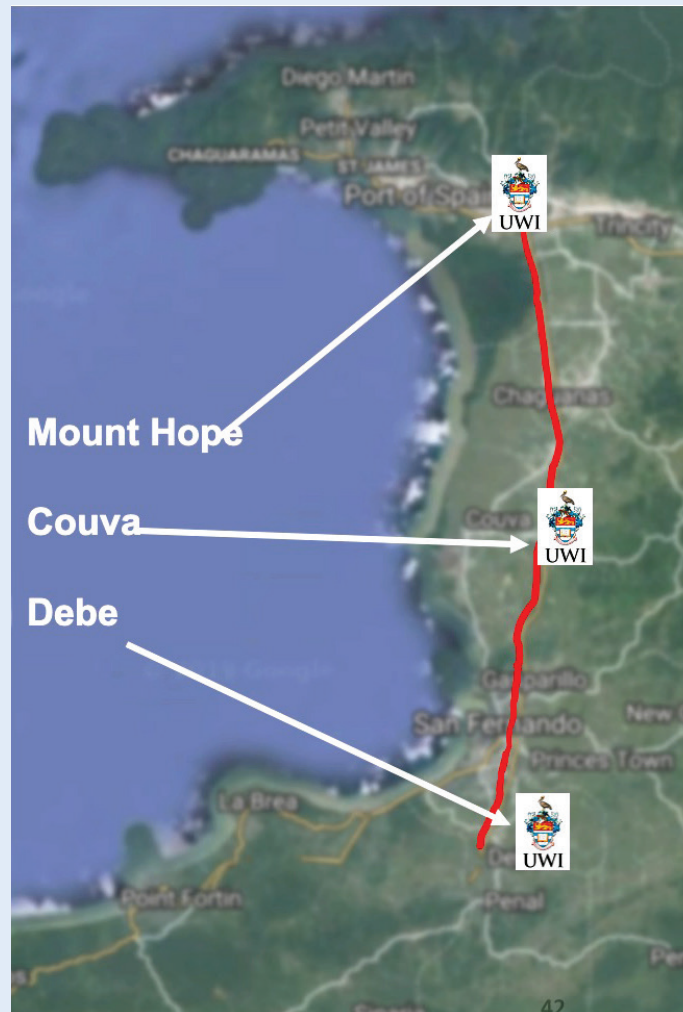
**The UWI has begun to forge** an Innovation and Entrepreneurship (I&E) Ecosystem for nurturing potentially innovative ideas from first concept to commercial start-up. The establishment of UWI Ventures, a holding company for UWI spin-off companies, completes the St. Augustine Campus I&E Ecosystem framework. UWI Ventures works in tandem with StACIE and the Entrepreneurship Unit.

The Campus' I&E thrust will soon be further strengthened through the incorporation of two other companies: one focussed on fine cocoa innovations and another producing asphalt based chemical coatings.



## ► MEDICAL EDUCATION ARTERY

**One of the special initiatives** key to building a more resilient St. Augustine Campus is its creation of a Medical Education Artery, running from Mount Hope in the north, to Couva in central Trinidad, to Penal-Debe in the south. Both the Couva and Penal-Debe sites were provided for by the Government of Trinidad & Tobago. The Campus is now developing a business plan for the Medical Education Artery. The root of that artery is the UWI Global School of Medicine, to be situated at Debe/Penal, which will be primarily focused on the recruitment of international medical students.





## Professor Alan Cobley

PRO VICE-CHANCELLOR, BOARD FOR UNDERGRADUATE STUDIES

The Office of the Board for Undergraduate Studies (OBUS) has three broad responsibilities within the university:

**Policy** – Responsibility to develop and coordinate policy initiatives to guide all aspects of undergraduate and sub-degree programming at The UWI and its regional and global affiliates. The Board for Undergraduate Studies (BUS) formally approves policy with respect to undergraduate studies, and provides formal approval of all new or revised undergraduate and sub-degree programming.

**Quality** – The Quality Assurance Unit, located within OBUS, articulates, implements and manages The UWI's academic quality assurance enhancement system.

**Regionality** – OBUS is charged with the preservation of the regional mandate of The UWI.

During the second year of **The UWI's Triple A Strategic Plan**, OBUS rolled out initiatives in three core areas:

- a. Implementation of The UWI Quality Policy university-wide
- b. Student Retention and Success
- c. Students as Partners in Learning

These initiatives relate mostly to Strategic Objective AC3 under the **Access** pillar: *Improving the Quality of Teaching, Learning and Student Development*.



Quality Co-Evaluator Training Workshop, St. Augustine Campus, December 6, 2018

## ACCESS

### *Improving the Quality of Teaching, Learning and Student Development.*

The Quality Assurance Unit (QAU) organised 17 Quality Assurance Reviews during 2018/2019, as follows:

#### **Cave Hill**

Physics  
Spanish

#### **Mona**

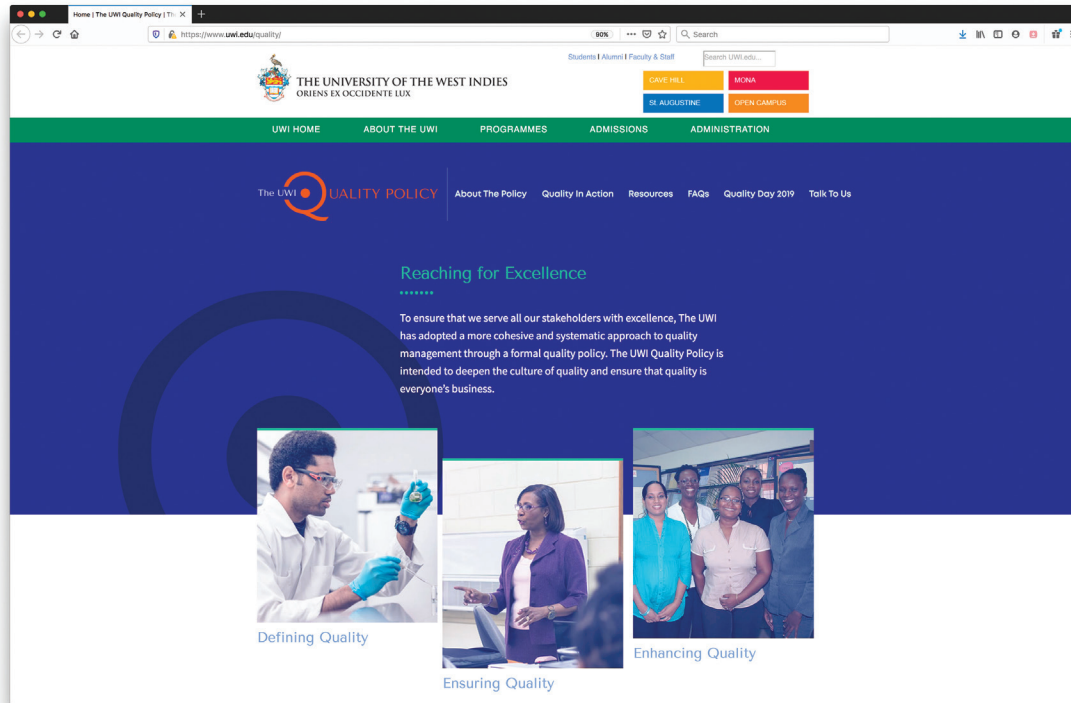
Diagnostic Imaging,  
School of Medical Radiation Technology  
Office of Student Services and Development  
Centre for Hotel and Tourism Management  
(The Bahamas)  
Clinical Medical Programme

#### **Open Campus**

Associate Degree Paralegal Studies

#### **St. Augustine**

French  
Theology  
Social Work and Mediation Studies Units  
English Language Foundation  
Programme  
School of Veterinary Medicine  
Department of Para-Clinical Sciences  
Department of Clinical Medical Sciences,  
Faculty of Medical Sciences



The Quality Policy website ([www.uwi.edu/quality](http://www.uwi.edu/quality)).

#### **Graduate Studies & Research**

Caribbean Institute for Health Research (CaIHR)  
(Cave Hill & Mona Campuses)  
Mona School of Business and Management  
Doctor of Medicine (DM) Psychiatry Programme  
(St. Augustine, Cave Hill, Bahamas SCMR, Mona)

In addition to the Quality Assurance Reviews, the QAU conducted 11 Quality Evaluations as well as the Franchise Evaluation for the MoU renewal between the UWI School of Nursing, Mona and the Fitzroy Bryant College, St. Kitts.

#### **Implementation of The UWI Quality Policy**

The UWI Quality Policy is an overarching policy framework designed to permeate all functions of university life in order to drive efficient delivery of services in the areas of teaching, learning, research, and student services, but also all operations of The UWI, internal as well as external. Efficiency gains and quality enhancements will be tracked over time against metrics collected in regular Staff and Student Quality Policy Surveys. The baseline Staff Quality Policy Survey was completed during the period under review.

It is important to note that quality improvements are led by the respective Campuses and Centre Quality Management Teams (C-QMTs), with coordination provided at the level of the University QMT chaired by PVC BUS and supported through the QAU.

Implementation of The UWI Quality Policy achieved the following milestones during academic year 2018/2019:

- i. All Campus and Centre QMTs were established and started meeting; C-QMTs are chaired by the Deputy Principals and University Registrar respectively.
- ii. The Quality Policy website was developed in conjunction with the University Marketing and Communications Team ([www.uwi.edu/quality](http://www.uwi.edu/quality)).
- iii. Quality Policy Surveys for Staff and Students were developed.
- iv. A **UWI Quality Day** was officially designated and included as a permanent fixture in the University's Academic Diary on **November 14**, the day marking International Quality Day.
- v. The inaugural **Quality Champions Training Workshop** was conducted on the Mona Campus in July 2019.

The QAU played an important role in supporting the roll out of The UWI Quality Policy, liaising with PVC BUS, University Marketing and Communications, University Office of Planning and other indicated entities to embed the Quality Policy into university life. The QAU contributed to the development of material for the Quality Policy website; the development of baseline surveys for staff and students respectively; and the conduct of the **Quality Champions Training Workshop**.

### *Quality Champions Training Workshop*

The inaugural training workshop for The UWI Quality Policy Champions was held over two half-days on July 17-18, 2019, in Mona Jamaica. Hosted by the Mona C-QMT, the workshop enabled the QAU and the University-QMT to engage key campus stakeholders in building The UWI's quality ethos. There were 44 participants drawn from the Mona Campus, but also members of the Open Campus situated at Mona and Regional Headquarters staff; both the U-QMT Chair and the C-QMT Chair (Mona) attended and shared valuable insights.



The UWI Quality Policy Workshop Participants at Mona Campus, July 17 - 18 2019



The Quality Policy Training Workshop held in Jamaica, July 17 - 18, 2019

## Scholarships

The mission of OBUS to support and enhance student success while preserving regionality is exemplified by its administration of regional scholarships, which provides access to some of our brightest and best students from across the Caribbean attending any campus of The UWI. UGC-funded regional scholarships during academic year 2018/2019 included 181 UWI Open Scholarships, 19 UWI/CXC CSEC Scholarships, and 6 Caribbean Integration Programme Scholarships. In addition, OBUS administered a growing list of donor-funded regional scholarships, whom we wish to acknowledge and thank publicly:

**UWI Toronto Gala Scholarships** (51)  
**American Foundation for the UWI (AFUWI)** (38)

**UWI Regional Endowment Fund (UWIREF)** (12)  
**CB Group/UWI 5K Scholarships** (27)  
**Lainey's Education Grant** (10)  
**Caribbean Catastrophe Risk Insurance Facility (CCRIF)** (8)  
**Wolmer's Alumni Association Toronto Scholarships**(5)  
**Denis Cohen Scholarship** (2)  
**Mill Reef Fund Education Grant** (1)  
**Tekla Hyacinth Hylton Scholarship** (1)  
**Patsy Latchman-Atterbury Scholarship** (1)  
**Allison Peart Scholarship** (1)  
**Anya Schnoor Scholarship** (1)  
**Jackie Sharp Scholarship** (1)  
**Patricia Ismond Memorial Scholarship** (1)  
**Edgar Whiteley Scholarship** (1)

**Sylvan & George Alleyne** (1)  
**McIntyre/Nettleford Vice-Chancellors' Scholarship** (1)  
**The Most Honourable P.J. Patterson Scholarship** (1)  
**Jamaica Observer 25<sup>th</sup> Anniversary Scholarship** (10)

The approximate value of the 206 UGC-funded regional scholarships awarded through OBUS in 2018/2019 was US\$2.03 million. A total of 69 regional scholarship holders are included in the graduating class for 2019, including 31 with First Class Honours, plus 5 with Honours and Distinctions in the MBBS programme. The 173 donor-sponsored scholarships administered by OBUS had a total value of approximately US\$ 478,272.



The UWI Open Scholarship Awardees - Cave Hill Campus 2018



The UWI Open Scholarships Awardees - Mona Campus 2018

### ALIGNMENT

#### *National and Regional Alignment*

During the year under review, the PVC BUS continued to serve as a member of the Caribbean Examinations Council and made a presentation on the CXC Task Force on History Report to Caribbean Examinations Council at the 50<sup>th</sup> Meeting of the Caribbean Examinations Council held in Kingstown, St. Vincent and the Grenadines, on December 7, 2018; he also presented a Paper at the 61<sup>st</sup> Annual Meeting of the African Studies Association

in Atlanta, Georgia, USA on November 30, 2018 and a Lecture in the Barbados Museum and Historical Society/ UWI 2019 Lecture Series: 'From Invitation to Deportation: 70 Years of the Windrush Generation', March 27, 2019:

Members of the QAU were active participants in the Accreditation exercises which took place on their respective campuses. The Senior Programme Officer (SPO) of the QAU was a member of the Cave Hill Campus Accreditation Steering Committee. The re-accreditation exercise

took place in March 2019. The SPO QAU (Open Campus) was the Co-ordinator of the re-accreditation exercise for the Open Campus, which also took place in March 2019.

Members of the QAU were active participants in the work of the Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE), and worked to promote a culture of quality assurance in partner Tertiary Level Institutions of the Caribbean.

*The UWI Quality Education Forum*, Issue No. 22 (December 2018), a refereed Journal on Teaching and Learning and edited by the SPO QAU (Mona), was published on the theme, '*Institutionalising Best Practice in Higher Education in the Caribbean.*'

Members of the QAU contributed a joint publication assessing the University's Quality Assurance process, entitled '*A Critical Look at Selected Components of The UWI Academic Quality Assurance Process*', by Pamela Dottin, Sandra Gift, Anna Kasafi Perkins and Kay Thompson. *The UWI Quality Education Forum*. Vol. 22: 44-80 (Published online October 2018; print January 2019)

Volume 20 of *The UWI Quality Circle* was dedicated to an exploration of stakeholders' initial impressions of The UWI Quality Policy. This publication was aimed at diffusing and deepening the culture of quality at The UWI. Volume 20, co-edited by SPO QAU (Cave Hill and Open Campus), was entitled: '*What The UWI Quality Policy Means to Me.*'

#### *Report on Student Performance*

Campuses have been tasked to compile routine failure rate statistics annually to identify courses with > 25% failure rate on the books. The statistics are supported by a narrative report from each Faculty to examine possible causes of failure and remedial action taken.

#### *Matriculation Policy*

At the request of the Board for Undergraduate Studies, the Open Campus is piloting the use of Prior Learning Assessment Recognition (PLAR) as an alternative pathway for matriculation, with a view to making recommendations for the introduction of the policy university-wide in 2020/2021.

#### *Continuing Professional Education*

The Board for Undergraduate Studies is noting and maintaining a register for all new Continuous Professional Education (CPE) courses and programmes offered at the campuses.

#### *Foundation Courses*

Following the successful delivery of FOUN1101 *Caribbean Civilization* using a cross-campus modality in 2016/2017, BUS approved FOUN 1201 *Science, Technology and Medicine* for cross-campus delivery in a blended mode.



The UWI Open Scholarship Awardees - St. Augustine Campus 2018



# Professor Stephan Gift

PRO VICE-CHANCELLOR, GRADUATE STUDIES AND RESEARCH

Commencing in the 2018/2019 academic year, the School for Graduate Studies and Research was mandated with the responsibility of making The UWI more entrepreneurial. This was in keeping with the University's current **Triple A Strategic Plan 2017-2022** to support the creation of an 'entrepreneurial university' and the introduction of Innovation and Entrepreneurship as part of our overall developmental agenda. Along with the responsibility for the continued growth and quality enhancement of graduate education at The UWI, several initiatives were also continued to align our research activities with the needs of the Caribbean region, as well as to increase the visibility of The UWI's research.

### ACCESS

#### NEW AND REVISED GRADUATE PROGRAMMES

The Board for Graduate Studies and Research, at the three meetings held for the academic year 2018/2019, reviewed and approved a total of 27 new programmes. Twelve programmes revised in content, titles, delivery modes, and additional specialisations were also approved. Of special note were The University of the West Indies and Leuphana University of Lüneburg Double LL.M Degree, and the Master's of Law (LL.M) and Executive Master's in Business Administration (EMBA) Double Degree.

#### GRADUATE ENROLMENT AND STUDENT SUPPORT

##### Graduate Enrolment

Enrolment in graduate programmes declined slightly (1%) to 9,153, this due to decreases for the Mona and St. Augustine campuses. The Open Campus rebounded with a 16% increase in enrolment, with the suite of Management Masters and Education Doctoral (EdD)

programmes accounting for the majority of registrations. Enrolment in research degrees as a percentage of total enrolment declined slightly to 16%, with 45% of these registered as full-time students. The Faculties of Social Sciences (33%) and Humanities and Education (21%) continued to account for the majority of registrations across all campuses.

#### Graduate Scholarships

A total of BDS\$2,033,453 was allocated to all the campuses for **UWI Graduate Scholarships**, which allowed for 39 three-year awards to research students.

##### CCRIF Scholarships (US\$33,000)

One full scholarship and two half-scholarships were awarded to MSc students registered at the Cave Hill Campus. A special full scholarship was also awarded to an MPhil/PhD Applied Sciences student (a member of the Mona Climate Studies Group) for an internship at the School of Geographical Sciences at University of Bristol for six months.

### *OAS Scholarships*

Four partial scholarships, valued at US\$7,000 each, were awarded under a Memorandum of Understanding signed between The UWI and the OAS, Partnerships Programme for Education and Training (PAEC), for select Master's degree programmes at residential campuses of The UWI.

There were two categories of the *Queen Elizabeth Commonwealth Scholarships (QECS)* tenable at The UWI for citizens of low/middle income Commonwealth countries, and valued at over US\$50,000:

- i) For the general award, the successful candidate from Nigeria will take up his award at the St. Augustine Campus;
- ii) The new *QECS - Climate Change Scholarship*, the successful candidate from the Solomon Islands will be studying at the Mona Campus. Under a new Memorandum of Understanding signed between the ACU and The UWI, for the next three years, The UWI will accept Queen Elizabeth Commonwealth Scholars to study at the Master's level.

### **Graduate Students Assistance**

The School provided financial support for ten graduate students to attend a Joint International Summer School at the University of Leicester, the first in a five-year themed approach, which will see The UWI hosting three of the sessions at one at each of the residential campuses.

### **QUALITY ASSURANCE REVIEWS**

The Quality Assurance Unit organised and coordinated several disciplinary reviews during the reporting period. These included reviews of research and taught graduate programmes in those disciplines/departments in which these programmes are offered; these are listed below:

**Centre:** Caribbean Institute for Health Research (CalHR); **Cave Hill Campus:** Doctor of Medicine (DM) Psychiatry, Physics, Spanish; **Mona Campus:** Centre for Hotel and Tourism Management (Bahamas), Doctor of Medicine (DM) Psychiatry (Mona and School of Clinical Medicine & Research, Bahamas), Mona School of Business and Management; **St. Augustine Campus:** Doctor of Medicine (DM) Psychiatry, French, Para-clinical Sciences, Social Work and Mediation Studies Units, Veterinary Medicine.

The *Quality Assurance Review Follow-up Committee for Centre Funded Centres and Institutes*, which oversees the implementation of recommendations arising out of the quality assurance reviews of UWI-wide Institutes, Centres, Units and School (entities not linked to an academic Department), met to consider the Implementation Report for the Sir Arthur Lewis Institute for Social and Economic Studies (SALISES).

### **RESEARCH FUNDING, GRANTS MANAGEMENT AND INTERNATIONAL PARTNERSHIPS**

The University Office of Research continued its activities in providing support for staff for the preparation and submission of proposals for externally-funded research grants, managing and reporting on these grants, as well as working to influence future funding opportunities. The Office also continued to manage and maintain The UWI's electronic accounts with various international donor agencies to allow for the electronic submission of proposals. For the reporting period, 24 research grant applications, valued at US\$50,323,316 were submitted to donor agencies. The European Commission remains the main source of funding (US\$41.5M), followed by the UK Research Councils (US\$5.7M), US Funding Agencies (US\$2.7M) and Caribbean Funding Agencies (US\$0.45M). Through these applications, new international partnerships were forged, thereby increasing the University's knowledge networks, and aiding new cutting edge technologies and strategies which would have otherwise taken years to reach the Caribbean.

Seven new grants were won during the reporting period: Erasmus+ Plus Grant valued €1M. Donor Agency: European Commission; National Institute of Health Grant valued at US\$46,000. Donor Agency: United States of America National Institute of Health; INTERREG Grant valued at €2.25M. Donor Agency: European Commission; Government of Haiti Grant valued at US\$1.7M. Donor Agency: Government of Haiti; Andrew A. Mellon Foundation Grant valued at US\$127,000. Donor Agency: Andrew A. Mellon Foundation; US JTIP Grant valued at US\$355,000. Donor Agency: United States of America Department of States; and UNICEF Grant valued at US\$50,000. Donor Agency: United Nations Children's Fund.

Grants administered or implemented during the reporting period included: 3 Horizon2020 Grants valued €11.6M; 2 Erasmus Plus Grants valued €2M; 4 European Development Fund Grants valued €2M; National Institutes of Health Grants valued US\$1.4M; 1 International Development Research Centre Grant valued CAD\$2.9M; and 1 Andrew A. Mellon Foundation Grant valued US\$127,000.

The University Office of Research was invited by CARIFORUM to serve on two Technical Steering Committees: the 11<sup>th</sup> European Development Fund (EDF) Thematic Task Force for Climate Change, Disaster Management, Environment, and Sustainable Energy; and the Post-Cotonou Agreement: Caribbean Protocol. The University Office of Research was also invited to two specialised trainings organised by consultants engaged by CARIFORUM Directorate: Regional Workshop on CARICOM/CARIFORUM Pilot Training on EU-financed Projects; and Regional Workshop on EDF Monitoring Framework.

## THE UWI RESEARCH ETHICS COMMITTEE

There was one meeting of The UWI Research Ethics Committee during the period under review. The meeting received reports from the Chairs of the various Campus Ethics Committees. Among the items discussed were matters related to the amendment of the University's Ethics Policy, the Ethics Collaborative Institutional Training Initiative (CITI) programme, and Cross Campus Application of the Ethical Approvals, to name a few. The Committee continues its comprehensive review of the existing *UWI Policy on Research Ethics*.

## ALIGNMENT

### INNOVATION AND ENTREPRENEURSHIP

#### Entrepreneurial Committees

Presentations on "*Making The UWI more Entrepreneurial*" were made to 19 Faculty Boards, the Open Campus, and the Centres, Units, Institutes and Libraries. Following this exercise, and in collaboration with the Campus Principals and Deans, Faculty Entrepreneurial Committees (FEC) were established to discuss and implement plans and programmes that promote Innovation and Entrepreneurship among staff and students. Campus Entrepreneurial Committees (CEC) were also instituted, comprising the Chairs of the FEC on a particular campus; these provide a forum for cross-Faculty discussions and promotion of Innovation and Entrepreneurship at the campus level. The UWI Entrepreneurial Steering Committee, composed of the Chairs of the CECs, and chaired by the Pro Vice-Chancellor, Graduate Studies and Research, was also established to oversee the entrepreneurial activities of The UWI; there was one meeting of this Committee.

An *Innovation and Entrepreneurship Workshop* was also hosted by the School in June 2019, where each Faculty reported on their progress and challenges, and projections for the academic year 2019/2020. The exercise was very successful, with 16 of the 19 Faculty Entrepreneurial Committees (FEC), the Open Campus and the Mona Entrepreneurial and Commercialisation Centre (MECC) making presentations.

## The Entrepreneurial UWI Webinar Series

The School launched *The Entrepreneurial UWI Webinar Series*, and two instalments were held.

- "*Designing an Entrepreneurial University*", delivered by Professor Emeritus Thomas 'Rock' Mackie, Entrepreneurial Coach in the field of Medicine, Investor and Chief Innovation Officer at University of Wisconsin-Madison Health, March 14, 2019.
- "*Building an Entrepreneurial University: International Lessons Learnt and Future Possibilities for The UWI*", delivered by Professor David Wheeler, Co-founder of the Academy for Sustainable Innovation, May 14, 2019.

The objective of the series were to: increase awareness of The UWI's transition to the entrepreneurial university; stimulate and foster the entrepreneurial university mind-set; increase awareness of best practice; and provide practical ways in which The UWI could become more entrepreneurial. Invitations to participate in the webinar series were also extended to members of industry across the region.

## UWI-INDUSTRY CONSULTATIONS

The School for Graduate Studies and Research, in association with the University Office of Planning, hosted a series of consultations with industry throughout the region, aimed at engaging with key local stakeholders to solicit new ideas and identify experiences and successes that could lead to innovative approaches to entrepreneurship and to the establishment of opportunities for collaboration. These were held as follows: Port of Spain, Trinidad and Tobago – March 18, 2019; Cave Hill, Barbados – April 3, 2019; and Kingston, Jamaica – April 24, 2019.

Discussions at these consultations focused on four thematic areas:

- (i) Research and Innovation;
- (ii) Entrepreneurship and Commercialisation;
- (iii) Teaching and Learning; and
- (iv) University-Industry Collaboration.

Some of the recommendations arising included: the need for greater alignment between The UWI and industry; the need for more industry-relevant projects; and the need for greater research collaboration between industry and The UWI, where industry can influence the research agenda.

## INTELLECTUAL PROPERTY (IP) AND COMMERCIALISATION

### UWI Intellectual Property Committee

The UWI Intellectual Property Committee continued to meet during the academic year. Some of the main issues addressed were: the establishment of the University Invention Disclosure Sub-Committee to have a wider membership to include representatives from all campuses; recognition of the need for the establishment of the Commercialisation Sub-Committee; continued



From left to right: Mrs. Gillian Hyde, General Manager, Jamaica National Small Business Loans, Mr. Leon Mitchell, Assistant General Manager, Jamaica National Group, Mr. Douglas Lindo, Managing Director, Bellindo Limited, and Professor David Tennant, Dean, Faculty of Social Sciences, The UWI Mona Campus, in discussions during breakfast at the UWI-Industry Consultation held in Kingston, Jamaica.



From left to right: Senator, The Honourable Paula Gopee-Scoon, Minister of Trade and Industry, Trinidad and Tobago, Professor Brian Copeland, Pro-Vice-Chancellor and Campus Principal, The UWI St. Augustine Campus and Mr. Ronald Hinds, President, Trinidad and Tobago Chamber of Industry and Commerce, listening intently during the presentations at the UWI-Industry Consultation held in Port of Spain, Trinidad and Tobago.



From left to right: Professor Don Marshall, Director, SALISES, Cave Hill Campus; Mr. Douglas Trotman, Attorney-at-Law; and Mr. Anthony Clerk, CEO, Republic Bank (Barbados) Limited, in discussions during the UWI-Industry Consultation held at the Cave Hill Campus, Barbados.



From left to right: Dr. Graham King, Lecturer, Industrial Engineering, Mechanical & Manufacturing Engineering, and Ms. Ann Marie O'Brien, Senior Blender, Angostura Limited, Trinidad, in discussions at the UWI-Industry Consultation held in Port of Spain, Trinidad and Tobago.

discussion on the aspects of the current Policy that require a review and subsequent discussion on the best way to achieve the review; need for raising awareness of the *UWI IP Management and Commercialisation Policy* across the campuses, targeting both staff and student populations; and discussion about the number of patents being paid for by The UWI that were past the 'five year' mark stipulated in the Policy.

### Patents

The maintenance of five patents were supported during the academic year. There are ongoing communications with the Principal Investigators responsible for the patents currently being supported by The University of the West Indies to assess the progress being made to commercialise the protected IP.

### REGIONAL SERVICES

The Office of Research facilitates the University's response to governments in the Caribbean during the hurricane season. The Office supported engineers, public health and psycho-social responses to hurricane impacts in the Caribbean. The Office of Research collaborated with the Disaster Risk Reduction Centre to develop a *Volunteer for Services* form and information letter to be sent out to The UWI Community for persons to indicate their willingness to assist in the event of a natural disaster. Their information will be kept on file to facilitate travel and accommodation arrangements in order to render assistance to those communities in need.



From left to right: Professor Densil Williams, Pro-Vice-Chancellor, Planning and Development; Professor Dale Webber, Pro-Vice-Chancellor and Campus Principal, The UWI Mona Campus; Senator Aubyn Hill, Chief Executive Officer, Economic Growth Council, Jamaica; Sir Hilary Beckles, Vice Chancellor, The UWI; and Mr. Metry Seaga, President, Jamaica Manufacturers and Exporters Association, pose for a picture at the UWI-Industry Consultation held in Kingston, Jamaica.



Professor Stephan Gift, Pro-Vice-Chancellor, Graduate Studies and Research (at centre) greets Mr. Metry Seaga, President, Jamaica Manufacturers and Exporters Association (left) on his arrival at the UWI-Industry Consultation held in Kingston, Jamaica. At right is Ms. Minna Israel, Special Advisor to the Vice-Chancellor on Resource Development.



Vice Chancellor of The UWI Sir Hilary Beckles (3rd right) greets The Hon. Dwight Sutherland, Minister of Small Business, Entrepreneurship and Commerce, Barbados (3rd left) at the UWI-Industry Consultation held at the Cave Hill Campus, Barbados. Looking on from left to right are Professor Justin Robinson, Dean, Faculty of Social Sciences, The UWI Cave Hill Campus; Professor Stephan Gift, Pro-Vice-Chancellor, Graduate Studies and Research; Ms. Anne Reid, Barbados Private Sector Association and Professor Densil Williams, Pro Vice-Chancellor, Planning.



## Professor Densil Williams

PRO VICE-CHANCELLOR, UNIVERSITY OFFICE OF PLANNING

This report outlines the major developments in the University Office of Planning (UOP) for the academic year 2018/2019. It embodies the activities and achievements of the office in its supporting role to the core functions of The UWI in the implementation of its **Triple A Strategic Plan 2017-2022**. The report also highlights the initiatives that individual team members were engaged in to advance their own professional development despite their heavy technical work load, over the reporting period.

During academic year 2018/2019, the UOP continued to provide technical advisory support to the various units within the Vice-Chancellery to implement strategic and operational initiatives as The UWI implements year two of the **Triple A Strategic Plan 2017-2022**. To achieve its goals, the UOP organised its work around four non-mutually exclusive portfolios, namely; Strategic Planning, Business Intelligence and Institutional Research, Economic Engagement and Industry Partnerships and, Business Process Re-engineering and Project Management. These units carried out technical policy and research work in order to assist with the implementation of the strategic plan in-line with the thematic areas of the **Triple A Strategy**. The various initiatives and their major outcomes along the lines of the **Triple A Strategy** are reflected in this report.

## ACCESS

This pillar refers to work in both the operational and policy arena that is geared towards giving persons from underserved communities the change to get into the tertiary education sector and mainly, The UWI. The work done in this area includes but is not limited to:

- a) *Proposal for the establishment of the fifth campus of The UWI in Antigua and Barbuda.*
- b) *A revision and resubmission of the report on the "Ideal UWI Professor", now referred to as the "Cobley/Williams" report.*
- c) *In February 2019, the UOP in collaboration with the Times Higher Education (THE) hosted a one-day workshop for members of the Executive Management Team (EMT), Deputy Principals, Deans, and Planning Officers. The workshop provided strategic insight into THE's institutional characteristics and methodology. It showcased how the rankings can be used to assist with strategic planning and marketing and branding to improve operational performance and enhance The UWI's future ranking.*



Ms. Nicki Horseman of Times Higher Education conducts a workshop with The UWI Executive Management Team.

The UOP maintained its production of the *UOP Bulletin*. The bulletin, uses the STEEP Model (Social, Technological, Economic, Environmental and Political) to highlight major developments in the higher education sector that will impact the strategic direction of The UWI. These bulletins are generated in time for university meetings that are convened in February, May and September/October.



Professor Densil Williams delivers remarks at the THE one-day workshop.

For the reporting period, the unit produced three issues of the Bulletin. These are:

- *Trends in Higher Education Vol. 1.4 - Environmental Trends (October 2018)*
- *Trends in Higher Education Vol. 1.5 - Political Trends (February 2019)*
- *Trends in Higher Education Vol. 1.6 - Social Trends (May 2019)*

The information from these bulletins are used to help owners of strategic initiatives to better plan how best to execute on them, taking into account the changing dynamics of the environment in which the institution operates.

## ALIGNMENT

The **Alignment** pillar reflects the need for The UWI, through both operational and policy work, to ensure its works meet the needs of stakeholders both in the public and private sector. The UOP facilitated this through the following outputs over the period:

In the area of industry/academic partnerships, the policy paper entitled:

*"Policy to Guide the Governance of Engagement between UWI and the Private Sector"* was fully approved by UF&GPC. The paper called for the approval of campuses to establish Campus Steering Committees to oversee the engagements between The UWI and the private sector within their jurisdiction.

Further, to execute on the policy, a concept note and agenda for engaging the private sector was developed and approved by The UWI EMT. This saw the office working in collaboration with the Board of Graduate Studies and Research to execute breakfast seminars with private sector organisations and captains of industries on each landed campus of The UWI. These seminars were held as follows:

- *March 18, 2019 – Trinidad and Tobago*
- *April 2, 2019 – Barbados*
- *April 24, 2019 – Jamaica*

Institutional research policy papers were also completed in this area. These include, inter alia:

- *Benchmarking Operational Best Practices Within Universities*
- *Benchmarking Sources of Income for Selected Universities in the USA, UK, Canada, Australia, Africa and also The UWI.*

## AGILITY

This pillar focuses on how The UWI is making its processes and systems more responsive to the changing needs of the environment.

In keeping with The UWI's **Triple A Strategic Objectives: AC3 Teaching, Learning & Student Development and AG4 A Creative, Caring, Accountable, Motivated and Professional (CAMP) team**, the UOP hosted a two-day cross functional workshop in October 2018. This engagement brought together all the relevant stakeholders from the campuses to agree on the design and methodology for the survey instrument for both **the Student and Staff Satisfaction Surveys** for administering in the first quarter of 2019.

Over the period **November 18-19, 2018**, the UOP convened a two-day retreat at the St. Augustine Campus focusing on Year 1 of **The UWI's Triple A Strategic Plan 2017-2022**. The aim of the retreat was threefold: (i) *review the progress of the implementation of the plan*, (ii) *identify possible gaps/problems and* (iii) *provide clarification on pain points going forward*. The audience comprised members of EMT, Deputy Principals, Key Strategy Officers (KSOs), and Planning Officers. The event was facilitated by Ms. Marguerite Orane, CEO, Free & Laughing Inc.

The UOP also continued to provide virtual training sessions to faculty and staff who are engaged in the monitoring and evaluation of the Strategic Plan, on how to navigate the Balanced Scorecard (BSC) System. In addition, Mr. Leighton Duncan assisted the Campus Bursar and the Bursary at the St. Augustine Campus to build out its Balanced Scorecard similar to the wider UWI Scorecard.

The UOP also worked closely with the University CIO's office to build the first Business Intelligence system for the institution. This system provides live data on key metrics that are used to track the operational performance of The UWI over time. The first iteration of the system was presented to the University Council in April 2019. The work to build out other areas of the system is on-going.

In addition, a number of reports to drive policy decisions were also done. These include but are not limited to:

- *Statistical Digest, 2013/2014 to 2017/2018*
- *Reports from the 2019 Student/Staff Satisfaction Reports*
- *Methodology for Assessing Faculty workload*
- *Proposal for the Establishment of a University Trust Fund.*
- *Proposal for a Revenue Sharing Model for The UWI Global Online Project.*

Further, the office also carried out general routine work as part of its portfolio. These include the co-ordination and submission of data to the following ranking agencies:

- *U-Multirank*
- *Times Higher Education World University Rankings – data collection exercise and aggregation of same for all campuses for submission to the THE for its World University and Latin America University Rankings. The UWI was ranked **32** out of **150** Universities in the Latin American and Caribbean region in June 2019 by the Times Higher Education (THE).*
- *Provide oversight of the ranking and ranking related and accreditation activities for the UWI.*

As it relates to its internal operations, over the period of the review, the UOP held six staff meetings. These meetings were both operational and developmental. Staff members who worked on special reports and concept papers presented their findings and received valuable feedback to revise and improve their papers. The meetings also serve as a networking session among staff to build camaraderie in the office.

In addition, since the UOP does not fall under a specific faculty but sits within the Vice-Chancellery, this report captures the research output of its staff members as an indication of its commitment to achieve the goals under the **Access** pillar of the Strategic Plan. Below, these outputs are listed.

### **Pro Vice-Chancellor – Densil A. Williams**

#### Refereed Journals

**Williams, D.A.** & Ramdani, B. (2018). "Exploring Characteristics of Prosperous Caribbean SMEs. *Entrepreneurship and Regional Development*" 30(9-10) pp 1012-1026

#### Book(s) Refereed

Waller, Lloyd, **Williams, Densil, A.**; Hawthorne, Omar, Johnson, Donovan (2018). *Doing Business in Jamaica*. Ian Randle Publishers. Kingston. Pp. 1-148.  
**Williams, D. A.** (2019). *International Business Blunders: Lessons for Future Managers*. Emerald Publishers: United Kingdom. Pp. 1-160.

### **Senior Planning Officer – Halima-Sa'adia Kassim**

#### Refereed Publications Bottom of Form

#### **Chapters in Books**

**Kassim, Halima-Sa'adia.** (2019) "Expressions of feminist forms in the Indo-Muslim community of Trinidad." In *Turning Tides: Caribbean Intersections in the Americas and Beyond*. Edited by Heather Cateau and Milla Cozart Riggio. Ian Randle Publishers, pp. 88-103. Bottom of Form

#### Journal Articles

Howe, Glenford; **Halima-Sa'adia Kassim**; and David Rampersad. "Tertiary Education–Private Sector Engagement: A Strategic Approach to catalysing Innovation, Economic Revitalisation, and Inclusive Development in CARICOM Countries." *Journal Educación Superior y Sociedad* (IESALC-UNESCO) Vol. 31 Núm. 31 (2019).pp. 42-57.

**Kassim, Halima-Sa'adia.** (2019) *Defining the Characteristics of Engagement and Capacity Building among Institutions of Learning. The Journal of Arts Science and Technology*. Volume 12 Special Issue Number 1 (July). pp. 52-81.

Howe, Glenford and **Halima-Sa'adia Kassim.** (2019) "Reinvigorating the Humanities at the UWI to Create Exciting Futures and Vibrant Societies." *The UWI Quality Education Forum*. Special Issue Number 23 (February). pp. 54-59.

### **Planning Officer – Tashfeen Ahmad**

#### Refereed Publications

#### **Journal Manuscript**

**Ahmad, T. (2019).** "Undergraduate Mobile Phone Use in the Caribbean: Implications for Teaching and Learning in an Academic Setting." *Journal of Research in Innovative Teaching & Learning*. Early Cite Section.

**Ahmad, T. (2019).** "Corporate Social Responsibility: A Value-creation Strategy to Engage Millennials." *Strategic Direction*, 35(7), 5-8.

**Ahmad, T. (2018).** "Teaching Evaluation and Student Response Rate." *PSU Research Review*, 2(3), 206-211.



## Ambassador The Hon. Dr. Richard Bernal

PRO VICE-CHANCELLOR, GLOBAL AFFAIRS

This report outlines the major activities of the Office of Global Affairs (OGA) for the academic year 2018/2019, as it carried out its role in co-ordinating The UWI's international thrust. It is headed by Pro Vice-Chancellor Ambassador Dr. Richard Bernal, OJ, who was appointed Professor of Practice at The University of the West Indies, effective November 1, 2018.

### AGILITY

#### *Establishment of The UWI's Physical Presence Outside of the Caribbean*

One of the strategic goals is for The UWI to have a physical presence "on all the continents". This is being achieved through partnerships with institutions in various countries. Agreements to establish or work toward the establishment of joint centres have been made with the State University of New York, University of Lagos, University of Johannesburg, Coventry University, Brock University, and University of Glasgow.



Vice-Chancellor of The UWI, Professor Sir Hilary Beckles (seated right) and President and Vice-Chancellor of Brock University in Canada (seated left) on April 5, 2019 signed the Memorandum of Understanding to work towards the establishment of the Canada-Caribbean Institute. (Standing right to left) Ambassador Dr. Richard Bernal, Pro-Vice-Chancellor for Global Affairs, The UWI; Her Excellency Laurie Peters, High Commissioner of Canada to Jamaica and The Bahamas with accreditation to Cayman Islands and Turks and Caicos Islands; and Dr. James Mandigo, former Vice-Provost, Enrolment Management and International, Brock University.

### Database of Agreements

The OGA continued the development and maintenance of the database of agreements to keep track of the University's regional and international reach through a wide variety of partnerships. The database facilitates the systematic collection, storing, sharing and analysis of the information pertinent to regional and international collaboration across the University, allowing for a more effective implementation of The UWI's international thrust. To the end of July 2019, there were over 400 agreements in the database (expired and current).

Agreements facilitated by the OGA included:

- Service Agreement with Florida International University (FIU) for three FIU courses to be included in The UWI's Master of Science degree in Hospitality Management, executed on August 3, 2018.
- Memorandum of Agreement with the University of Leuphana, Germany, for a dual LL.M degree, executed on October 12, 2018.
- Consortium agreement with University of Western Cape, University of Cape Town, American University of Beirut (executed on November 28, 2018), with the University of Ghana-Legon and the University of Witwatersrand added subsequently), and sub-award agreement with the University of Western Cape (executed on November 27, 2018), for *Other Universals: Theories from Postcolonial Locations on Politics and Aesthetics Project*.
- MOU with the University of Prince Edward Island (Institute of Island Studies) Canada, and The UWI (Sir Arthur Lewis Institute of Social and Economic Studies), executed on December 12, 2018.
- Hogeschool Utrecht University of Applied Sciences, executed on February 25, 2019.
- CARPHA on Caribbean Health Policy, executed on February 26, 2019 during the 30<sup>th</sup> Inter-sessional Caribbean Community (CARICOM) Heads of Government Meeting.
- Three agreements with Brock University executed on April 5, 2019.
  - MOU to work towards establishing a joint institute for Canada-Caribbean Studies;
  - Student Exchange (renewal); and
  - General Co-operation agreement (renewal).
- Jamaica Defence Force (Caribbean Military Academy), executed on May 7, 2019.
- Memorandum of Agreement with the University of Leicester for co-hosting a one-week international summer school over five years, executed on June 20, 2019.



Professor Sir Hilary Beckles, Vice-Chancellor of The UWI (left) and Lieutenant General Rocky Meade, Chief of Defence Staff, Jamaica Defence Force (JDF), sign the Memorandum of Understanding between the two institutions at the Directorate of Training and Doctrine, Up Park Camp, Kingston, Jamaica on May 7, 2019. The UWI will assist the JDF in the development of the Caribbean Military Academy (CMA), the academic arm of the JDF, to improve the standard of its programmes to enable it to achieve international accreditation.

In addition to those agreements that the OGA assisted in drafting, others uploaded to the database over the 2018/2019 period include agreements with the following institutions:

- Inter-American Development Bank and Inter-Investment Corporation and The UWI, executed on August 9, 2018.
- Island Outsources Limited, executed on July 13, 2018.
- Ministry of Foreign Affairs of the United Mexican States, executed on May 18, 2016.
- Caribbean Agricultural Research and Development Institute, executed on October 9, 2018.
- The Eastern Caribbean-South East Asia Economic and Cultural Chamber and The UWI, St. Augustine Campus, executed on November 23, 2017.
- The Board of Governors of Bow Valley College, executed on March 15, 2018.
- Online Workshop Design, Development and Delivery Agreement with United Belize Advocacy Movement.
- Belize Telemedia Limited, executed on August 29, 2018.
- State University of New York Empire College, executed on June 13, 2018.
- The General Secretariat of the Organisation of American States through the Executive Secretariat for Integral Development and The UWI through Open Campus, executed on October 16, 2018.
- Student Exchange Agreement with the University of Western Ontario, executed on August 9, 2018.
- George Brown College of Applied Arts and Technology, executed on April 5, 2018.
- Renewal of Agreement of Cooperation with the University of New Brunswick, executed on June 4, 2019.

- University of Valladolid (Spain) executed on December 12, 2018.
- University of Miami, executed on July 12, 2017.
- University of Toronto, executed on October 9, 2018.
- University of Glasgow, executed on July 31, 2019.
- Coventry University, executed on April 10, 2019.
- Duke University Press, executed on May 21, 2019.
- Three agreements with Universidad de los Andes (Colombia) executed on April 11, 2019.
  - General Co-operation;
  - Culture and Medical Sciences;
  - Establishment of the Strategic Alliance for Hemispheric Development.

## Public Fora

During the year under review, the OGA collaborated with other UWI departments to organise or present at public fora on various topics, including:

- “The EU, the Caribbean and Post Cotonou Agreement”, in collaboration with SALISES and the University of Glasgow, held at The UWI Regional Headquarters on April 16, 2019.
- “United Kingdom and Jamaica: Regional Implications for Policy Makers”, organised by the British High Commission in Kingston in collaboration with the Department of Government, held on the Mona Campus, May 16, 2019.
- “Conversation with the Canadian Minister of Immigration, Refugees and Citizenship, Hon. Ahmed Hussen” on May 20, 2019, organised in association with the Canadian High Commission.

## ALIGNMENT

### *Embassies, High Commissions and Universities*

The OGA held meetings with a number of diplomats and diplomatic bodies to strengthen existing and elicit new support for The UWI and its international initiatives. Included were representatives of South Africa; United States of America; Nigeria; Canada; Mexico; India; Japan; Spain; Korea.

On February 21, 2019 PVC Bernal met with diplomats in Jamaica to promote collaboration and support for the Faculty of Sport.

On June 16, 2019, PVC Bernal along with other senior managers of The UWI had a breakfast meeting with a Ghanaian delegation, led by the Minister of Tourism for Ghana.

Close collaboration with Latin American embassies and other institutions in Latin America was continued through the Latin America-Caribbean Centre.

### *International/Multilateral/Regional Organisations*

Some of the international/multilateral/regional bodies with which meetings were held include UNICA; IADB; Times Higher Education (THE) University Rankings; Commonwealth Students’ Association; Canada-Caribbean Emerging Leaders Dialogue; and the European Union.

### *UWI Affiliates*

Meetings were also held with UWI Affiliates such as the Sir Shridath Ramphal Centre; and American Foundation for The University of the West Indies (AFUWI).

### *Other Meetings*

The PVC represented the Vice-Chancellor at the Global Tourism Resilience and Crisis Centre Board Meeting in London from November 1-9, 2018.

### *Media*

PVC Bernal continued his weekly radio commentary of the global economy on Jamaican radio station Power 106 on Friday mornings. He was interviewed on December 6, 2018 on Nationwide 90 FM Radio on the death of former US President, George H.W. Bush. He also conducted interviews for airing on *UWI tv*.

### *Speaking Engagements*

PVC Bernal was a speaker at the Tourism Resilience Summit of the Americas conference held at The UWI on September 13, 2018. He gave one of the keynote addresses at the Higher Education Summit of the Americas in Cartagena, Colombia from November 15-17, 2018 and gave the keynote address at the Caribbean Institute of Professional Military Education on November 24, 2018 at the JDF Training Camp, Moneague, St. Ann, Jamaica.

## **ACCESS**

The OGA continued its regional engagement through the facilitation of franchise and articulation arrangements between The UWI and tertiary level colleges in the region, including the co-ordination and participation in monitoring visits for the BSc programme franchised to the Antigua State College and the BSc Nursing programme franchised to the Clarence Fitzroy Bryant College in St. Kitts.

A number of the agreements executed throughout the year included student and faculty mobility, and programme development.

Work continued with the Board for Undergraduate Studies and the Board for Graduate Studies and Research to refine The UWI's inter-institutional degrees policy and encourage more departments to engage in offering dual degrees with international partners.



## C. William Iton

UNIVERSITY REGISTRAR

As the hub of the Vice-Chancellery with respect to service delivery, information and human resource management, the Office of Administration (OA) is the point of convergence for the campuses, centres, institutes and the myriad of regional and international entities with which the University engages. Having adopted *Continuous Improvement* as our creed, the OA prides itself in its capacity to encourage and promote transformative behaviour and attitudes through targeted staff engagement activities such as Health and Wellness Fairs, Movie Nights, and themed Employee Appreciation Days.

In keeping with its role to provide corporate services, the Secretariat continued to support the University's statutory boards and committees during the 2018/2019 academic year. Whereas these statutory functions are well established, there is another critical function, which is less known and generally underestimated at best. This is its duty to advise on the regulatory

provisions, processes and procedures by which The UWI is governed. The University Registrar, who is this institution's Corporate Secretary, gives legitimacy to the application and enforcement of the University's statutes, ordinances, rules, regulations and procedures. It is conventionally, for this reason, that the Registrar and by extension, the Secretariat should be the first port of call to persons needing guidance and advice on institutional custom and practice.

Despite its expansive scope of work, the services of the Secretariat provided support to the Chancellor's Commission on Governance, which under the chairmanship of Sir Dennis Byron, former President of the Caribbean Court of Justice, has been conducting the decadal review of the University's system of governance. To date, many stakeholder consultations have taken place and it is expected that the Commission will conclude its report in time for the Annual Business Meeting of Council in April 2020.

In the period under review, the Archives continued to fulfil its role in ensuring that the University's records are managed and preserved in ways that ensure their authenticity, reliability, integrity and usability. There was the continuing development of the archives collection with the accessioning of records from programme stakeholders. The Archives also continued to make the holdings accessible to stakeholders and during the period, serviced 68 requests from internal, local, regional and international researchers while the Museum continued to build partnerships that led to the acquisition of objects.

The OA coordinated the selection process for the Vice-Chancellor's Award for Excellence for which 32 applications were screened at the local level. A University Selection Committee considered and reviewed 16 applications leading to the recognition of seven winners; five individuals and two project.



From left: Incoming University Registrar, Dr. Maurice D. Smith, Vice-Chancellor Professor Sir Hilary Beckles and outgoing University Registrar, Mr. C. William Iton.

In 2018/2019, the OA and the wider University community and the OA, UWI bade a fond farewell to C. William Iton who proceeded on retirement after 12 years of service as the sixth University Registrar and 35 years of dedication as an employee of the University. Recalling his uncharacteristic approach as a leader and mentor, the OA commends him for his inexorable

devotion to the University and for upholding the ideal of The One UWI. He would often remark that "if it's to be, it's up to me." The OA adopted this as its motto and gave expression to it with the conviction that individually we can contribute to change but collectively, we make the difference. The OA transitioned to a new University Registrar who assuredly will usher in another era of

stewardship that heralds even more change in keeping with the thrust to be more responsive to the needs of an evolving higher education community.



## Andrea McNish

UNIVERSITY BURSAR

The **2017-2022 Strategic Plan** of The University of the West Indies (The UWI), entitled “**Revitalising Caribbean Development**” and regarded as the **Triple A Strategy**, has three pillars; **Access, Alignment and Agility**.

Restoring financial health to The UWI is one of the objectives of **Agility**. During the academic year 2018/2019, which was the second year of the Strategic Plan, the Office of Finance and the Campus Bursaries continued to effectively manage the financial affairs of The UWI in order to achieve this objective.

The UWI continues to face funding challenges, as contributing governments which provide the largest portion of income in the form of contributions to economic cost, have been experiencing difficulties in honouring their financial obligations to the University. With the exercising of fiscal prudence and becoming more entrepreneurial by engaging in more income generating activities, the University has remained viable, without sacrificing the quality of teaching, learning and research.

### FINANCIAL HEALTH

The Financial Report and Combined Financial Statements for the year ended July 31, 2019, which represent the financial operations of the four campuses which existed at the year-end, certain of their subsidiaries and the University Centre, were approved by the University Audit Committee on April 27, 2020 and will be presented for ratification at the Annual Business Meeting of Council on May 13, 2020. Consistent with prior years, the Combined Financial Statements for the year ended July 31, 2019, received an unqualified opinion from the University's external auditors, PricewaterhouseCoopers which conducted the external audit for the first time. PricewaterhouseCoopers was appointed as the external auditors of the University on April 26, 2019 at the University's Annual Business Meeting of Council.

A summary of the financial performance of The UWI for the year ended July 31, 2019 is provided below.

For the financial year 2018/2019, the operations of the University resulted in a deficit of BDS\$91.5 million (2018: BDS\$95.2 million deficit).

A significant contributory factor to the deficit was the cost of post-employment benefits which totalled BDS\$57.8 million in 2019 (2018: BDS\$38.5 million), an increase of BDS\$19.3 million. The increase in medical benefits was BDS\$17.7 million while the pension supplementation element of the Federated Superannuation Scheme for Universities (FSSU) showed an increase of BDS\$1.3 million. Costs associated with the defined benefit scheme for administrative and technical staff at the St. Augustine Campus contributed BDS\$0.3 million to the increase. The increase in premiums for health insurance due to a benefit improvement in the scheme at the St. Augustine Campus, as well as an increase in past service costs for additional members not previously included in the results of prior years at the Mona Campus, were the main contributors to the increase in expenditure related to medical benefits.

Included in other comprehensive income are costs related to medical benefits due to increased health insurance premiums at the Mona Campus.



University Grants Committee Meeting 2019

Also included are pension supplementation costs arising from salary increases during the year, and a reduction in the prescribed discount rate from 7.5% to 6.5% used to calculate the net present value of the pension supplementation obligation for staff and retirees whose pension arrangements are managed by the Mona Campus.

The surplus of BDS\$51 million (2018: BDS\$81 million) made from income generating activities showed a reduction, compared with the prior year. This was primarily due to loss of revenue in tuition fees from reduced enrolment in certain programmes, and from loss of rental income due to reduced occupancy levels at some conference facilities.

In accordance with international accounting standards (IFRS9), an impairment provision of BDS\$17 million was made on receivables for government contributions, advances, government scholarships, student fees, and investments.

The sources of income for the year were:

- Government Contributions 48% (2018: 45%)
- Tuition and Other Student Fees 14% (2018: 13%)
- Special Projects 7% (2018: 8%)
- Other Projects 20% (2018: 22%)
- Commercial Operations 7% (2018: 8%)
- Other Income 4% (2018: 4%)

The categories of expenditure and their percentages of the total were:

- Departmental 44% (2018: 40%)
- Administrative 13% (2018: 9%)
- Central 17% (2018: 23%)
- Special projects 6% (2018: 8%)
- Other Projects 14% (2018: 14%)
- Commercial Operations 6% (2018: 6%)

As a result of the debt restructuring programme, during the year, the Government of Barbados issued Bonds totalling BDS\$119 million to the University in exchange for economic cost, and tuition fees totalling BDS\$102 million and Value Added Tax (VAT) totalling BDS\$17 million, owed to the University at July 31, 2018. A Bond for BDS\$10.3 million was also issued as replacement for treasury notes previously held.

The University received a payment of BDS\$51 million in March 2019 as proceeds of the Bond held for Tuition Fees and economic cost and the balance of BDS\$51.1 million was received in March 2020.

For early settlement of the Bond, payment of tuition fees from the Government of Barbados to the Cave Hill Campus was restricted to amounts in excess of BDS\$20 million for the next two years. The Bond held for VAT was sold to a third party.

## APPROVAL OF THE BUDGETS FOR THE BIENNIUM 2019/2020–2020/2021

Annually, the Office of Finance issues *Budget Guidelines to the Campuses and University Centre Departments* for the preparation of the Biennial Estimates, and co-ordinates and directs the preparation of these estimates for submission to the Meetings of the Technical Advisory Committees (TACs) and the University Grants Committee (UGC).

The Budgets for the Biennium 2019/2020–2020/2021 of the University—four campuses, the University Centre and the University Hospital of the West Indies (UHWI) were reviewed by the TACs at the meetings hosted by the Government of Antigua and Barbuda on February 21–22, 2019. The attendees included representatives of

the Ministries in the contributing countries responsible for tertiary education and finance. The Ministry of Health, Jamaica was also represented.

The meetings of the Campus Grants Committees (CGCs) and the University Grants Committee (UGC) were subsequently held on April 3, 2019 in Barbados to review and approve the recommendations of the TACs. Ministers and senior officials of the Ministries of Education and Finance of the contributing countries and the Ministry of Health, Jamaica, as well as representatives of The UWI and UHWI attended the meetings. The UGC meeting was chaired by the Honourable Mia Mottley, Prime Minister and Minister of Finance, Economic Affairs and Investment, Barbados. An expenditure budget of BDS\$740.4 million was approved for The University of the West Indies, to be funded by government contributions totalling BDS\$535.5 million and the balance from tuition fees and other sources of income.

## RECURRENT CONTRIBUTIONS FROM THE CONTRIBUTING GOVERNMENTS

Higher Education delivers real and substantial benefits to economies globally. This investment in human capital provides individuals with the ability to gain mobility up the economic ladder. Caribbean governments rely on The UWI to educate its people and this ultimately helps to address the needs of the Caribbean economies and bolsters economic growth. The development of the region has benefited significantly from its investment in education.

Over the past few years, focus has been placed on maintaining dialogue with governments to encourage payment of their assessed contributions to The UWI on a consistent basis. During the year 2018/2019, The

UWI continued to maintain invaluable relationships with contributing governments and increased their awareness regarding their outstanding obligations to the institution. In an effort to recover outstanding debt, the University continued to submit payment plans accompanied by monthly or quarterly invoices to the contributing governments. This has in some instances resulted in more frequent payments.

## **BROADENING THE FUNDING BASE**

### **University Trust Fund**

The creation of a Trust Fund to provide additional income from performing assets is being pursued. The increasing gap between approved budgeted contributions and actual commitments from the contributing governments, puts tremendous pressure on the University's cash-flow and also severely impacts its financial stability.

Contributing governments will pledge physical assets and other revenue performing assets to the Trust and in some cases these assets will be exchanged for contributions owed to the University.

The Trust Fund is being considered as a long term solution to provide an additional source of revenue to reduce the gap in the budget. The estimated annual funding gap for the University on a consolidated basis is in the order of US\$70 million which is approximately 20% of the annual UGC Budget. Other funding mechanisms are also being explored.

## **INCREASED AGILITY TO NATIONAL, REGIONAL AND GLOBAL OPPORTUNITIES**

### **Research Grants**

Increasing research output remains a priority for the University. The thrust towards increasing research output continued during the year. The University continued to make significant strides towards its goal of growing and sustaining a culture of research and innovation aligned to the specific developmental needs of the region, despite the constraints faced by its academics.

The value of research grants received during the year under review was BDS\$12.5 million (2018: BDS\$32.8 million). Efforts are being made to obtain new grants of high value to conduct research, particularly related to development of the region.

Recognising the need to increase funding of research, several steps have been taken by the Office of Graduate Studies and Research. These include: diversification of the sectors from which grants are targeted, and responding to an increased number of calls for grant applications.

### **Risk Management**

The University's risk management goals, are to have the highest possible concern for the safety of its students, faculty, staff and public in combination with maximum protection to prevent financial loss of institutional property.

Efforts continue to be made to ensure that all major risks are properly identified and to foster more complete risk management arrangements. To this end, initiatives regarding the establishment of adequate University-wide Enterprise Risk Management (ERM) processes are being considered for implementation.

The components of this process include (a) identification and prioritisation of risks; (b) risk mitigation strategies; (c) continuous risk reporting and monitoring.

The University of the West Indies, like similar institutions of higher learning, is exposed to a wide cross section of risks related to:

- Reputation
- Student experience
- Staffing issues
- Commercial issues
- Organisational issues
- Information and IT (Cyber risks)
- Financial issues
- Property and facilities

### **Insurance**

The University utilises various forms of insurance, both at the local campus level and regionally, as a key risk management tool in mitigating exposure related to assets owned by the University and other related operational risk exposures. The University continues to pursue options aimed at generating premium saving solutions for its regional insurance programme.

Annual reviews are conducted to ensure there is balance between cost and risk profile. Discussion on the captive insurance option continues and preliminary analysis has indicated that this could be a viable option.

## EXPANSION OF ACCESS TO TERTIARY EDUCATION

### Tuition Fees

The UWI has managed to keep tuition fees affordable and hence widen access to students regionally and internationally. For the year 2018/2019 tuition fees for University Grant funded programmes (UGC) at the Mona Campus were increased by 2.5%. Tuition fees at the other campuses remained at the 2017/2018 levels.

### Scholarships

During the 2018/2019 year, the Office of Finance provided financial oversight and management of funds generated for the purpose of granting scholarships to students.

Scholarships to deserving students were provided from funds raised through The UWI Regional Endowment Fund, American Foundation of The UWI, British Foundation of The UWI, and the UWI Toronto Benefit Gala.

At the end of the academic year, 27 students who were awarded scholarships (18 from the Mona Campus and 9 from the Cave Hill Campus) completed the first year of their study in the BSc Software Engineering programme at the Global Institute of Software Technology (GIST) in Suzhou, China. The second cohort started their first year in China with the assistance of scholarships from the private sector.

## INITIATIVES FOR IMPROVEMENT OF OPERATIONAL EFFICIENCY

### Banner Finance

All campuses and the University Centre are currently upgrading the Banner Finance software to version 9 to achieve greater efficiency in processing and reporting

financial information. Staff members University-wide who are tasked with ensuring that the system is optimally used, attended the annual Banner Finance Conference in April 2019 in New Orleans.

During the financial year, the Cave Hill Campus started transitioning to the Ellucian Cloud platform.

Use of the Banner Finance System allowed the University to continue to improve efficiency in the accounting operations, and generated timely and accurate financial information to support major initiatives across the University.

### Digital Transformation Project

This is a University-wide implemented project which is expected to yield efficiencies in several areas of the operations of the institution. A consultant has been engaged to lead the project which has three tracks; academic, technology and business. The digital transformation project will include an ICT Target Operating Model for shared services. The Office of Finance and Campus Bursaries will be engaged in the implementation of various aspects of this model.

### Cost Saving Measures

Cognisant of the funding challenges, the University has undertaken a number of cost saving measures across the campuses and the University Centre to reduce expenditure in deserving areas including staff costs, capital expenditure, travel, and utilities. Staff are continually apprised of these measures to remain financially viable in an environment of budget cuts. Costs related to post-employment benefits are being reviewed for more cost effective arrangements to be implemented.

## Pension Administration

The University operates defined-contribution pension schemes for its academic and senior administrative staff and non-academic staff. The St. Augustine Campus administers a defined-benefit plan for its administrative and technical staff.

The Federated Superannuation Scheme for Universities (FSSU) for academic and senior administrative staff has a defined benefit element which provides qualifying retirees with a supplement to pension on retirement. This scheme is currently unfunded and conversion to a funded scheme is of priority.

## THE WAY FORWARD

The University appreciates the financial support received from contributing governments, funding agencies—particularly donors to research projects, the private sector, alumni, staff, students and other stakeholders, and looks forward to a continuing mutually beneficial relationship.

Stewardship of the University's resources and restoring the financial health of The UWI remains a priority. The University will continue to focus on revenue generation and cost containment in order to achieve the targets of its Strategic Plan.

The efforts of all members of staff in the Office of Finance and the Campus Bursaries are appreciated for maintaining sound financial practices and contributing to the achievement of the financial goals of the University.

The finance team remains committed to the success of the **Triple A Strategy** which is the current roadmap for The UWI as it seeks to deliver quality service and drive Caribbean development.



University Grants Committee Meeting 2019

### CARIBBEAN INSTITUTE FOR HEALTH RESEARCH (CAIHR)

In the academic year 2018/2019, the CAIHR was approved as one of the sites for the Global Health Equity Scholars (GHES) Fellowship. It is part of the **Global Health Pro-gramme for Fellows and Scholars sponsored by the Fogarty International Center (FIC)** and several collaborating institutes and centres at the National Institutes of Health (NIH). The GHES programme brings together a consortium that includes the University of California-Berkeley, the University of Arizona, Stanford University, and Yale University, with affiliated international sites across 24 countries. It supports a 12-month mentored research fellowship for investigators interested in studying diseases and conditions in developing countries. Trainees are matched with top-tier global health research faculty from one of the four participating US institutions and an international site, enabling them to engage in rich and enduring, mentored research experiences that will foster scientific and career development in global health research.

Researchers at the George Alleyne Chronic Disease Research Centre (GA-CDRC) continued to **address the Caribbean's growing non-communicable disease epidemic through innovative research** investigating the impact of community-based food production initiatives on nutrition and diet-related outcomes, conducting clinical trials to determine the feasibility and impact of a low-calorie diet to induce remission of type 2 diabetes, and evaluating the impact of the Barbados sugar-sweetened beverage tax on beverage sales and consumer behaviour. To facilitate data collection, the Centre also developed a short course on the use of the electronic online data collection soft-ware, REDCap, which has been delivered locally, regionally and internationally. This data collection system is being used in Barbados and Jamaica and in collaborative studies in the UK, South Africa, Kenya and Cameroon.

### CARIBBEAN QUARTERLY (CQ)

Sharpening its identity as a peer-reviewed “**journal of Caribbean culture**”, under its partnership with Taylor and Francis, the CQ continued to publish digital and online versions and market its journal and The UWI brand internationally and within the region. Two special issues and one general issue were published in the year under review.



Cover, Vol. 64, Nos. 3–4 (Sept – Dec 2018)



Cover, Vol. 65, No. 1 (March 2019)



Cover, Vol. 65, No. 2 (June 2019)

### CENTRE FOR REPARATION RESEARCH (CRR)

In its short period of existence, the CRR birthed several significant academic and industry partnerships and collaborations with institutions both regionally and internationally—such as the National African-American Reparation Coalition in the USA, Global African Congress in the UK, and National Committees of the CARICOM countries. In the review year, the Centre served as a consultant, a raiser of consciousness, and an activist on matters of colonial legacies and decolonisation; as it was approached by industries and establishments with ties to slavery to assist them in managing their public response. The CRR established two international committees: an **Advisory Committee** and a **Network of Scholars**, with membership from academia and civil society, and hosted a number of seminars, workshops and conferences which brought together national, regional and international speakers. It also provided representation at some of the highest levels of reparation discussion. One such instance was March 28, 2019, when the Director presented at the **United Nations' Panel on Reparation** in Geneva, Switzerland.

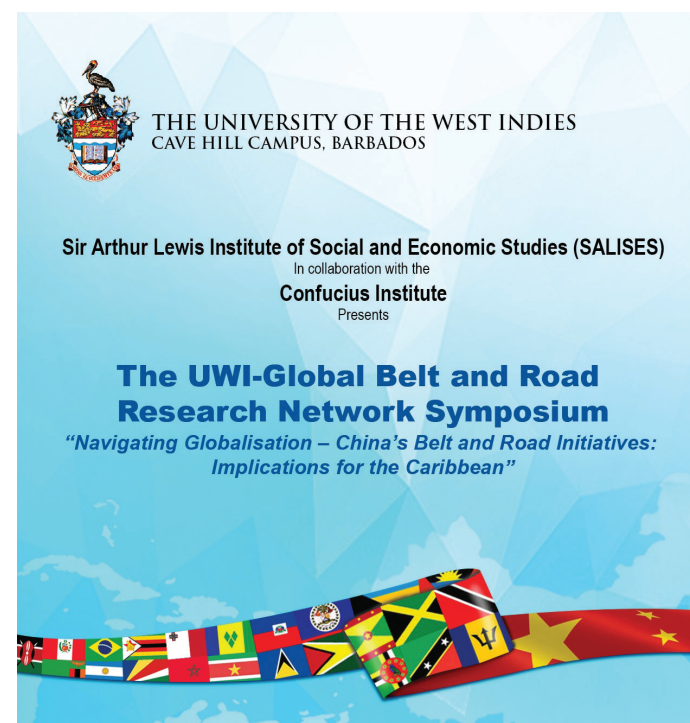
## HUGH WYNTER FERTILITY MANAGEMENT UNIT (HWFMU)

The HWFMU continued to make strides to improve its four, interconnected areas of focus—*Clinical Services, Training, Research* and *Outreach*. In 2018/2019 the HWFMU forged strategic and mutually beneficial partnerships for training in minimally invasive gynaecologic surgeries and assisted reproductive technology. Sponsors and partners in this initiative included: the Caribbean Association of Gynaecologic Endoscopic Surgeons (CAGES), International Society for Gynaecologic Endoscopy (ISGE), Ferring Pharmaceuticals, and Roche Diagnostics – Central America and the Caribbean. These partnerships have made significant contributions in upgrading the skills and knowledge of obstetricians/gynaecologists across the Caribbean in hysteroscopic, laparoscopic and assisted reproductive technology. Addressing the growing levels of infertility in Jamaica, the HWFMU also signed an agreement with JMMB Bank in April 2019 to provide up to JA\$ 5 million in loan financing to patients accessing the Unit's infertility treatments and related services. This agreement led to the offering of an unsecured maternity loan, the **first of its kind in the Jamaican financial sector**.

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

Among the highlights for SALISES in the period under review were:

- The conversion of the current MSc Development Studies Programme to **online delivery mode, increasing access** to postgraduate education opportunities.
- Collaboration with external stakeholders as part of **strengthening academic-industry alignment**; including key partnerships with United Nations Development Programme (UNDP) and the Caribbean Development Bank (CDB) for conferences and forums on critical Caribbean regional issues.
- The launch of **The UWI-Global Belt and Road Research Network** dedicated to research the implications of *China's Belt and Road Initiatives* from the vantage point of the Caribbean and global South – in keeping with the institutional **Agility** required given current global power shifts.



## INSTITUTE OF CRIMINAL JUSTICE AND SECURITY (ICJS)

In 2018/2019, the ICJS continued its work to highlight issues of crime, security and justice in the Caribbean. June 2019 saw the first edition of The UWI/UoL International Summer School successfully rolled-out, allowing UWI students to participate in a week-long intensive programme at the University of Leicester.



An image of the cover for the April 2019 special issue of the Caribbean Journal of Criminology.

It continued its publication of the *Caribbean Journal of Criminology (CJC)* which is presently the **only Caribbean journal which focuses on understanding crime in the region.**

ICJS contributed to numerous conferences and meetings convened by international organisations for the purposes of setting their research agendas and funding priorities.

These conferences included: the *Caribbean Conference on Youth Violence Prevention* funded by USAID; *Conference on Violence and Toxic Masculinity* hosted by the Inter-American Development Bank (IDB); and a similar research agenda-setting conference by the Pan-American Health Organisation (PAHO). Between January and July 2019 ICJS also hosted three researchers—Robert Rivera, University of California; Natalie Ward, University of Amsterdam and Francesca Pilo, Université libre de Bruxelles—all engaged in work on restorative justice, police accountability and governance in Jamaica. This kind of research support serving to deepen The UWI's global connections and lend for greater evidence-based work in Caribbean criminology.



Students and Faculty from the University of Leicester and The UWI pose for a group shot during the 2019 staging of summer school in Leicester, UK.



## INSTITUTE FOR GENDER AND DEVELOPMENT STUDIES (IGDS)

Among the highlights for IGDS in the review year was that of Dr. Leith Dunn, Senior Lecturer and Head of the Mona Campus Unit being named among **the top 100 most influential persons globally in the areas of Gender Policy and Equality for 2019** by Apolitical.com, selected from over 9,000 nominations.

As part of its commitment to internationalisation, the Institute began a collaboration with the University of Oxford and Tulane University on the **PATH Project**. The project focuses on supporting the needs of residents of Barbados' Government Industrial Schools (GIS) for more meaningful reintegration into their communities, post-release. **The IGDS Regional Biennial Symposium** under the theme *Global Feminisms and the Anti-Colonial Project*, hosted in November 2018 was held in honour of the three IGDS founding Heads, Professors Eudine Barriteau, Patricia Mohammed and Rhoda Reddock and was attended by over 150 persons.



Minister Ursula Owusu-Ekuful, Minister of Communications, the Republic of Ghana (centre) with The IGDS staff, UN Women representatives and NourbeSe Phillip at the Biennial Conference 2018



Graduates of The UWI, Mona Campus at 70 plus Outstanding UWI Women Awards Ceremony held at the Regional Headquarters

### INSTITUTE FOR SUSTAINABLE DEVELOPMENT (ISD)

In the period under review, significant progress was made by the ISD in the **Energy Security project** funded by the Global Environment Facility, the IDB and The UWI at a total value of US\$7,461,000. Among the project achievements were:

- the completion of the Net Zero Energy Building (ZEB) and the testing of smart building systems. The building will be used for research and teaching energy solutions.
- The upgrade of the Jamaican National Housing Trust Headquarters, to modern standards of energy efficiency under the energy retrofit component. The major public building will be used to showcase energy solutions.
- The drafting of a new energy strategy for Jamaica for the Ministry of Science, Energy and Technology under the policy component.

The ISD advanced the science-policy interface with staff supporting the achievement of the United Nations' Sustainable Development Goals (SDG) at high levels of intergovernmental, academic, scientific and civil society organisations. Dr. David C. Smith worked on the **Global Sustainable Development Report** and represented The UWI at the **UN's High-level Political Forum on Sustainable Development**. The DRRC joined the **Risk and Resilience Network** with UK-based universities which use history and culture to inform effective policies and practices for resilience. Professor Anthony Clayton wrote the **Jamaican SDG Report's chapter on cities**.

ISD staff also supported the work of The UWI under the **IAU cluster on SDG 13** (Climate Change), with the first meeting of the **Climate Change Resilience Network** in Fiji attended by adjunct faculty Mr. Jeremy Collymore and the Coordinator, Dr. David C. Smith. The UWI and the Association of Commonwealth Universities hosted the network at The UWI's Regional Headquarters.



Net Zero Building

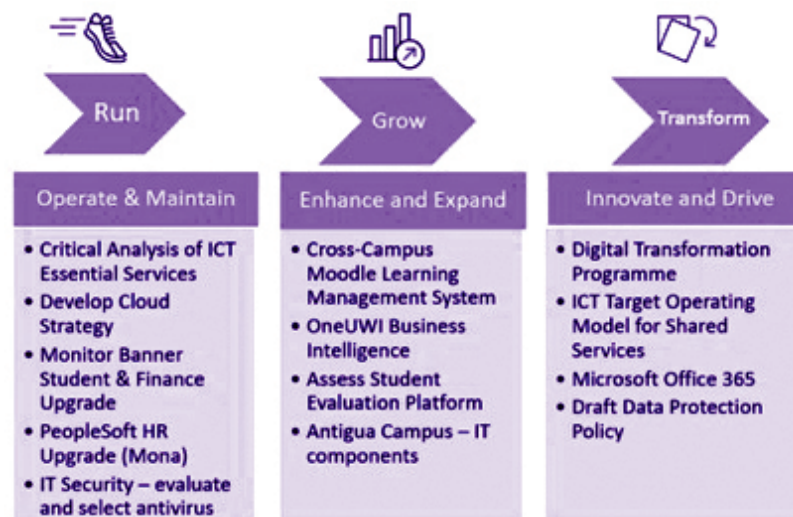


David Smith at UN events from the Climate Action Special Report

## OFFICE OF THE UNIVERSITY CIO

Propelled by a vision **“to be a One UWI IT team delivering excellent ICT services to enable the transformation of The UWI”** the major accomplishments and initiatives coordinated by the Office of the CIO and cross-campus ICT teams during the 2018/2019 academic year are categorised under the themes of *Run*, *Grow* and *Transform*.

The annual cross-campus IT retreat held from November 14–16, 2018 at The UWI Regional Headquarters was hosted under the theme **‘Working together to realise Digital Transformation’** and included over 80 participants, and enabled remote participation from key stakeholder departments such as academic units, Library, Marketing and Communications, Planning, Bursary and Registry.



The annual cross-campus IT retreat

## Imagining the Future

The UWI's response to the COVID-19 pandemic was swift and timely. It is an unprecedented event that brought disruption, panic and fear to all nations. The vulnerable Caribbean has not been exempt, but The UWI, with its proud tradition of service and leadership, has risen to the cause.

### UWI Students in China

Initially, of primary concern at the end of 2019 were our 36 students in Suzhou China, enrolled in the BSc Software Engineering programme at UWI-China Institute of Information Technology (UWICIT) and our administrative staff deployed to assist our students. The UWI worked closely with our partner institution, the Global Institute of Software Technology and local authorities to ensure the safety and wellbeing of students and staff, while also staying in contact with and updating parents and guardians in the Caribbean.

### UWI COVID-19 Task Force

By February 2019, The UWI launched a task force to combat the growing public health threat, similar to the one established during the Zika outbreak four years ago. It was chaired by Professor Clive Landis, Pro Vice-Chancellor for Undergraduate Studies and former Director of the George Alleyne Chronic Disease Research Centre, who has considerable experience in the field of Caribbean public health. The UWI COVID-19 Task Force comprises a regional team of 20 persons, mobilised to leverage the University's knowledge and expertise to assist the Caribbean in its readiness and response to the virus outbreak, and is committed to providing clear and accurate information, sharing its research with

stakeholders across the region. Membership was drawn from UWI campuses, comprising scientists, researchers and public health professionals with expertise in virology, epidemiology, laboratory diagnostics, critical care, respiratory medicine, pulmonology, health leadership, emergency medicine, veterinary medicine, mental health, public health, clinical psychology and counselling, tourism, trade, international relations, public education, youth advocacy, gender, ethics, and communication, among other areas.

Looking ahead, a new taskforce has also been convened to consider the Post-COVID impact; it has been dubbed the "Imagining the Future 2021 Taskforce".

### Vice-Chancellor's Forums

The novel Coronavirus was the subject of four Vice-Chancellor's Forums hosted by The UWI. The first, called "Demystifying the Coronavirus (2019-nCoV)", took the form of a panel discussion and livestreamed Q&A format. Audiences heard presentations by Professor Christine Carrington, Molecular Genetics and Virology Expert at The St. Augustine Campus; Dr. Sandra Jackson, Department of Microbiology at The Mona Campus; Dr. Joy St. John, Executive Director of CARPHA; Dr. Roshan Parasram, Chief Medical Officer for Trinidad and Tobago; and Professor Landis. It was chaired by Pro Vice-Chancellor Global Affairs and Professor of Practice at The UWI, Ambassador Dr. Richard Bernal.

The second forum was called "Partnering in the Caribbean's Response" and took place on March 9. It included two panel discussions on Preparedness and

Economic Impact, featuring UWI academics, and experts from regional agencies and government ministries. They included Dr. Michelle McLeod, Director at the Centre for Hotel and Tourism Management at The UWI; Senator Lisa Cummins, Executive Director of UWI Lumin Consulting; Dr. Don Marshall, Director of SALISES; Mr. Ronald Jackson, Executive Director, Caribbean Disaster Emergency Management Agency (CDEMA); and Dr. Justin Ram, Director of Economics at the Caribbean Development Bank (CDB).

The third forum was held virtually, in keeping with social distancing protocols put in place by that time. It was themed "Sickness, Science, and Sovereignty: Caribbean Unity or Plurality" and took place on March 20. Speakers included Dr. Douglas Slater, CARICOM Assistant Secretary-General, Human and Social Development; Dr. W. Warren Smith, President, Caribbean Development Bank; Dr. Joy St. John, Executive Director, Caribbean Public Health Agency; Ambassador Dr. June Soomer, Secretary General, Association of Caribbean States; and Professor Clive Landis.

As the global count of COVID-19 cases approaches 3 million, the virus pandemic seems to be a disease that is dividing us by demographics and affecting some groups more than others. Underlying health issues, socioeconomic inequality, downright poverty and discrimination are among the factors that have been highlighted in all conversations about the high infection and death rates of ethnic minorities, especially Indigenous Peoples, Africans/people of

African descent. The fourth, brought together a panel of regional and international experts in another virtual setting, on April 27, to examine why some racial groups and socio-economic classes are more vulnerable than others and what strategies are key to interrupting this worrying trend.

The UWI has also been actively present in other events, such as a presentation made by Professor Ian Hambleton of the George Alleyne Chronic Disease Research Centre to CARICOM's Special Emergency Meeting of Heads of Government on modelling the virus' mobility, country by country. This valuable scientific work adds to the outstanding contributions being made every day by 'UWI Science' in policy fora, complementing 'UWI Medicine' at the region's hospitals, clinics, and COVID-19 centres.

### Business Continuity Assured

The UWI moved rapidly to transition courses and programmes to online delivery, ensuring continued **Access** for our people, **Alignment** with the needs of society in this time of crisis, and **Agility** in our response.

The UWI Executive Management Team decided that the business of The UWI must go on, while in full compliance with the public health policies of our governments. Both academic and administrative staff transitioned to working from home, ensuring that the business of the University continues.

In a historic moment, The UWI delivered the inaugural meeting of the Five Islands' Campus Council online within the context of the State of Emergency and 24-hour public health curfew in Antigua and Barbuda. It was "UWI solidarity" in the worst of times.

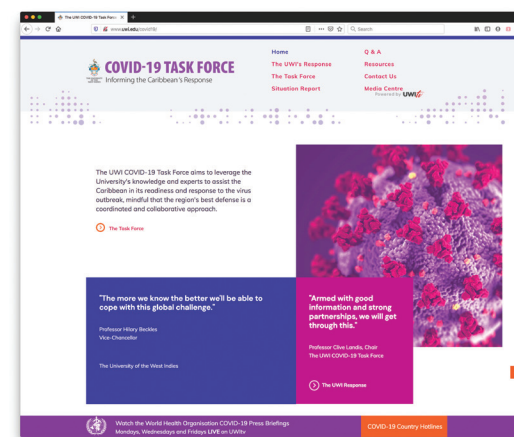
The UWI's core business and mission-critical meetings such as those of the Campus Council, the University Grants Committee, and the University Council meeting also continued in this vein.

### Online Delivery of Classes

The swift transformation to online delivery of classes was made possible by more than a decade of realignment towards a technologically-enabled future, starting with the formation of the Open Campus in 2008. All campuses have been able to move to multi-mode delivery, with more than 90% of our courses now having online content and delivery. Systems to facilitate examinations and assessments have also been agreed upon to ensure the successful completion of the academic year.

### The UWI Supports the Region in This Battle

As we struggle beside our people to overcome the threat of COVID-19, we are heartened that we have the skills, the talent and the robustness to build an even better university for the future. We continue to support our regional political leaders in their management and containment policies, through multifaceted engagement and participation.



UWI COVID-19 website: [www.uwi.edu/covid19](http://www.uwi.edu/covid19)

### ► THE UWI ESTABLISHES COVID-19 TASK FORCE

#### **Once again, The University of the West Indies**

(The UWI) has launched a Task Force to assist with the mobilisation of the region's public health providers to deal with an incoming virus. Four years ago, the Zika virus triggered the response; today it is COVID-19.

Again, the Task Force is chaired by The UWI's Professor Clive Landis, Pro Vice-Chancellor for Undergraduate Studies and former Director of the George Alleyne Chronic Disease Research Centre, who has considerable experience in the field of Caribbean public health.

Vice-Chancellor of The UWI, Professor Sir Hilary Beckles stated, "Against the background of dealing with its internal affairs in China, The UWI has been working in close collaboration with regional health ministries and the relevant CARICOM agencies." The purpose, he added, is to "provide the necessary scientific data on the virus and to work with government colleagues in creating an effective communications strategy for the region." He concluded saying, "The Task Force will have a critical role to play in solutions building in the immediate future".

Membership of the Task Force is drawn from the regional UWI campuses, comprising multi-discipline specialists, scientists, researchers and public health professionals with combined expertise in virology,

epidemiology, laboratory diagnostics, critical care, respiratory medicine, pulmonology, health leadership, emergency medicine, veterinary medicine, mental health, public health, clinical psychology and counselling, tourism, trade, international relations, public education, youth advocacy, gender, ethics, and communication, among other areas.

Commenting on the work of the Task Force, Professor Landis stated, "It is right that The UWI should deploy its full expertise as a public academy to help Caribbean communities cope at this instance of the COVID-19 epidemic. The primary emphasis of the COVID-19 Task Force will be to provide accurate and reliable information through UWItv and other channels of communication, and to share research with national and regional agencies managing the COVID-19 pandemic in the Caribbean. Armed with good information and strong partnerships we will get through this viral outbreak as we did for 'swine flu', Chikungunya and Zika before it."

A trusted, reliable, single source of information, the Task Force website, [www.uwi.edu/covid19](http://www.uwi.edu/covid19) provides a helpful repository of resources all relevant to the Caribbean's response to the global COVID-19 pandemic. This includes daily Covid-19 Surveillance reports by region/country produced by The UWI George Alleyne - Chronic Disease Research Centre (GA-CDRC).



THE UNIVERSITY  
OF THE  
WEST INDIES

# COVID-19 TASK FORCE

Informing the Caribbean's Response

## M E M B E R S



**Prof. Wendel Abel**  
Mental Health/  
Public Health



**Dr. Joshua Anzinger**  
Virology



**Dr. Carl Bruce**  
Neurosurgery



**Ms. Janet Caroo**  
Broadcast &  
Public Outreach



**Prof. Christine Carrington**  
Molecular Genetics  
and Virology



**Mr. Caleb Gardiner**  
Youth Advocacy



**Dr. Gabrielle Hosein**  
Gender



**Dr. Katija Khan**  
Clinical Psychology



**Prof. Clive Landis**  
Chairman  
Cardiovascular Research



**Dr. Don Marshall**  
International Relations &  
Economics



**Prof. Donna-Maria Maynard**  
Clinical Counselling & Psychology



**Michelle McLeod**  
Hotel and Tourism Management



**Prof. Julie Meeks**  
Health Research



**Mrs. Ceceile Minott**  
Counselling,  
Child Development,  
Social Development



**Dr. Rhonda Jaipaul-O'Garro**  
Marketing & Communications



**Prof. Christopher Oura**  
Veterinary Virology



**Dr. Anna Kasafi Perkins**  
Ethics, Research Ethics,  
Theological Ethics, Quality Assurance,  
Popular Culture, Gender/Sexuality



**Prof. Terence Seemungal**  
Pulmonology



**Dr. Maurice Smith**  
University Registrar  
(ex officio  
Task Force member)



**Dr. Veronica Simon**  
Continuing Education &  
Public Outreach



**Dr. Harold J. K. Watson**  
Emergency Paediatric  
Medicine

### ► THE UWI FIGHTS COVID-19

**More than ever before**, we are called to rally around each other. As an activist University, we at The UWI continue to engage in the search for sustainable solutions for the Caribbean to confront the COVID-19 challenge. Universities are built and resourced to serve their communities and nations, so times like these draw precisely on our academy's purpose. Through science, medicine, engineering and volunteerism, our staff and students are contributing their resources and expertise towards the fight, demonstrating that UWI cares.

As we continue to do our part, we are energised by the solidarity of regional unity because it is only together we will get through this.

#### DAILY SURVEILLANCE AND MODELLING

by The George Alleyne Chronic Disease Research Centre at The UWI Cave Hill are facilitating evidence-based decision-making in the Caribbean via [www.uwi.edu/covid19/surveillance](http://www.uwi.edu/covid19/surveillance). The website functions as an 'observatory' for confirmed COVID-19 cases, deaths and outbreak growth rates for 14 CARICOM countries and 6 UK Overseas Territories, as well as regional heat map models.

#### FRONTLINE CLINICAL CARE

Members of our Faculties of Medical Sciences across the region are providing critical care for COVID-19 patients at hospitals and primary care settings and centres.

#### MEDICAL STUDENTS VOLUNTEER

Hundreds of medical students from across all our campuses are volunteering to provide supplementary support to doctors and nurses.

UWI Mona students are supporting communication activities for the Ministry of Health and Wellness through the Campus Call Centre and the National Emergency Operations Centre.

100+ students in the District Health Visiting programme at UWI St Augustine are doing contact tracing for the Ministry of Health, Trinidad and Tobago.

Nursing Programme staff are working the COVID Hotlines, and overseeing operations of Field Hospitals.

Cave Hill's Department of Social Work staff are lending social care assistance to the elderly, along with UWI Five Islands providing COVID-19 relief to single mothers and the elderly.

#### TESTING

The National Influenza Centre at The UWI Mona's Department of Microbiology is testing for COVID-19.

Similarly, to help increase testing capacity in Trinidad and Tobago, The UWI St Augustine has handed over the School of Veterinary Medicine's Molecular Biology Laboratory along with additional PCR machines from its Faculty of Science and Technology's Department of Life Sciences to the Ministry of Health for real-time polymerase chain reaction (PCR) testing for COVID-19.

#### FIELD HOSPITALS

The UWI Cave Hill, in partnership with the Barbados Defence Force and Ministry of Health and Wellness, is hosting a Respiratory Short Stay Unit, a field hospital on the premises of its E.R. Waldron Clinical Skills building at Jemmots Lane. In Trinidad and Tobago, The UWI St

Augustine's Couva and Debe facilities are both in use for COVID-19 patients and quarantined returning nationals.

#### DRUG TREATMENT

The Faculty of Medical Sciences at the St Augustine Campus has reviewed the use of drugs for the management of COVID-19 to guide Trinidad and Tobago's Ministry of Health.

#### GLOBAL SOLIDARITY CLINICAL TRIAL

The UWI is part of the World Health Organisation's 'Solidarity Trial' to investigate the efficacy of potential treatment drugs.





### ENGINEERING SOLUTIONS

The Faculties of Engineering at UWI St Augustine and Mona in collaboration with students, alumni and industry partners are driving national efforts to manufacture ventilators, face shields and other medical equipment for the COVID-19 response.

### SCIENCE FOR POLICY DECISIONS

Researchers and experts from our specialised units and centres are producing models and policy briefs to inform national and regional governments and decision makers.

### STUDIES

- COVID's psychological impact on workers
- Intervention strategies to curb spread
- Public health modelling to predict infection and mortality rates of the virus
- Behavioural change needed to halt the spread of viral illness

### HAND SANITIZER

Thousands of litres of hand sanitizer is produced daily by The UWI Mona Campus' Doctor of Pharmacy programme in collaboration with National Health Fund and its partners - J. Wray and Nephew Ltd., Organic Growth Holdings and Carimed Ltd.

The UWI Cave Hill Campus is also producing hand sanitizer for essential workers.

### EQUIPPING REGIONAL EDUCATORS TO TEACH ONLINE

The UWI Open Campus has trained more than 2000 teachers/educators across the region in the use of educational technology for the rapid response delivery of online education.

- close to 600 teachers, community college lecturers and curriculum officers from ministries of education in Barbados and OECS, in association with the Eastern Caribbean Joint Board of Teacher Education.
- over 1000 personnel from sister campuses and 752 tutors from Open Campus Country Sites in 16 countries.

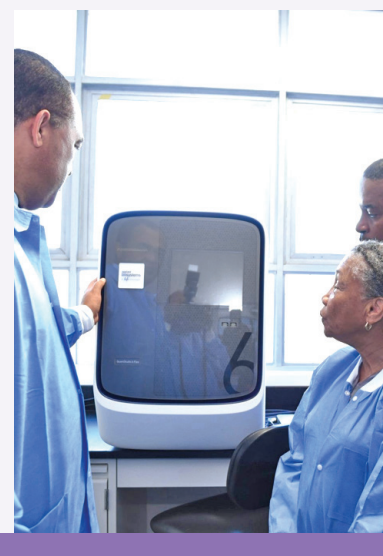
### POST COVID-19 RECOVERY

The Post COVID-19 Road Map to Recovery team comprises UWI Chancellor and other UWI experts and alumni for Trinidad and Tobago.

Similarly, in Barbados, Cave Hill staff are serving on a Jobs and Investment Council to help the government mobilise and catalyse opportunities during and after the COVID-19 pandemic. Pro Vice-Chancellor and Campus Principal, Prof. The Most Hon. Eudine Barriteau chairs the Services and the Creative Economy Committee.

The UWI Global Tourism Resilience Centre in Jamaica is leading the recovery of the region's tourism industry beginning with simulations to understand the economic and social impact.

From psycho-social and clinical experts to economists and more, a wide range of disciplines and specialists are focused on the Caribbean's rebound from the impact of COVID-19.



### ► UWI EXPERTS CALLED ON TO MAP POST COVID-19 RECOVERY

#### **Prime Minister of Trinidad and Tobago,**

the Honourable Dr. Keith Rowley, has called on experts from The UWI to join a Cabinet-appointed 'Post COVID-19 Road Map to Recovery' team. The team which was recently announced, has sole responsibility for compiling a draft national post COVID-19 road map by April 30 and submit a complete proposal by May 31.

Prime Minister Rowley, a UWI alumnus and former geologist at The UWI Seismic Research Centre, chairs the 22-member team. It comprises current and former ministers of finance, captains of industry, financial experts in the banking sector, as well as leaders in the trade union movement and civil society. The membership bears strong connection with The UWI, including Chancellor Robert Bermudez; Professors of Practice Gerry Brooks (co-Chair) and Winston Dookeran, along with Karl Theodore, Professor Emeritus and Director of the Centre for Health Economics; and other distinguished alumni and current and former adjunct members of staff.

Chancellor Bermudez expressed, "I am pleased to be able to serve and contribute towards what needs to be a national effort to repair the damage done to the economy and alleviate the hardships being experienced by so many."

Commenting on the announcement, Vice-Chancellor of The UWI, Professor Sir Hilary Beckles said, "My views are in full support of Prime Minister Rowley's thesis to CARICOM, himself a UWI trained scientist, that in pursuit of post COVID-19 development we must be guided first and foremost by the science of the circumstance." He added, "This is a crisis like no other. It demands an economically-sound and socially-just strategy rooted in science and data propelled by the solidarity of regional unity. Universities are built and resourced to serve their communities and nations, so times like these draw precisely on our academy's purpose as we focus on the sustainability of our Caribbean economies and people. Dr. Rowley, just like all our regional leaders, has The UWI's full support. We are here to serve."



Chancellor, Robert Bermudez

► "My views are in full support of Prime Minister Rowley's thesis to CARICOM, himself a UWI trained scientist, that in pursuit of post COVID-19 development we must be guided first and foremost by the science of the circumstance."

Vice-Chancellor of The UWI, Professor Sir Hilary Beckles

In Barbados, the Jobs and Investment Council has been established by Prime Minister the Honourable Mia Amor Mottley, and several members of staff of The UWI Cave Hill campus are serving on its eight committees preparing a guide for the survival and transformation of Barbados.

Among them, Professor The Most Hon. Eudine Barriteau chairs the Services and the Creative Economy Committee. Meanwhile former Prime Minister, and Professor of Practice, Owen Arthur, chairs the Industrial Transformation group, and Professor of Practice, Dodridge Miller chairs the Finance and Insurance group.



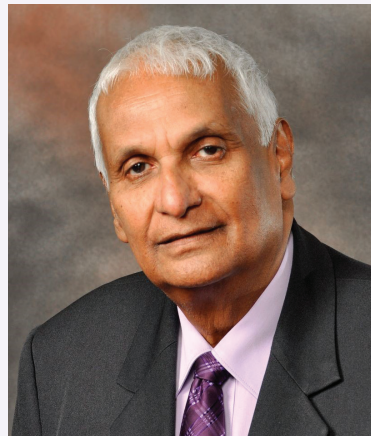
Professor of Practice, Owen Arthur



Professor The Most Hon. Eudine Barriteau



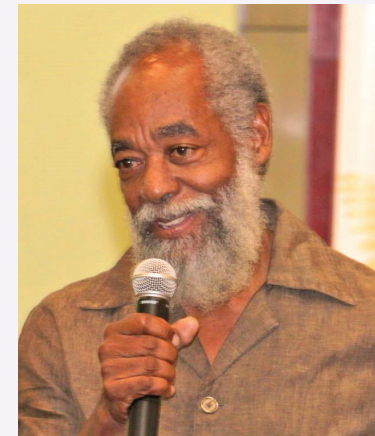
Professor of Practice, Gerry Brooks



Professor of Practice, Winston Dookeran



Professor of Practice, Dodridge Miller



Professor Karl Theodore

### ► SAVING THE CARIBBEAN

**The following was authored  
by Vice-Chancellor Beckles**

**The opportunity to participate** in the Special Emergency Meeting of the Conference of Heads of Government of the Caribbean Community, on April 15, served to focus my mind around the existential threat to the Caribbean posed by the COVID-19 virus. Caribbean imagination can be forgiven if it is beginning to head in this direction of thought—that the cascading combination of global warming, annual hurricanes, economic downgrades, and coronavirus constitutes a cocktail of apocalyptic proportions. The daily destruction of life, and the diminishing of our way of life, have opened up the inner strengths and weaknesses of Caribbean society and sovereignty.

For me, the meeting settled two important matters. Paramount is the issue of where we are in respect of the regional migration and management of the coronavirus. With glowing pride, I congratulate our prime ministers, whose bold strategic actions certainly created the context for all of us to save the Caribbean. Having acted with swiftness and seriousness, they provided the people of the region with the opportunity to get ahead of the COVID



Professor Sir Hilary Beckles, Vice-Chancellor, The UWI

curve. This early call-to-action accounts for why the region has recorded below par infection and death rates. We shall hear more of this achievement in the future as it will be the core narrative that guides the successful reopening of the tourism lifeline.

Then there was the image of our university—The University of the West Indies—rising in its role as a dependable partner on multiple anti-COVID fronts, but particularly in the areas of reliable medicine and relevant science. It is satisfying to see on display the research results of UWI science in the field. Our COVID-19 Task Force, led by Professor Clive Landis, provided our political leaders with the much-needed modelling and surveillance products in respect of the speed of the pandemic's spread and its expected trajectories. Such data serving to inform evidence-based decision-making and assist in phase two of public policy pronouncements.

Holding steady, as a given, the priority of public health, while thinking through how best to manage the reopening of the regional economy, will require the mobilization of the collective wisdom that resides within CARICOM. The ideal is to achieve both objectives simultaneously rather than sequentially. The time is fast approaching to propose regional timelines for the summer.

The creation of competitive economic sectors and industries in the Caribbean has been a Herculean entrepreneurial task, and the global elimination of our customary edge can be swift. With this in mind, the urge to retain our edge must be encouraged, tempered only by the restraints of science.

A Triple “S” strategy could therefore guide our regional resolve. Foregrounding as we are the SCIENCE of the situation; insisting upon regional SOLIDARITY as the best policy framework; and keeping a laser-like focus on the SUSTAINABILITY of our sovereignty is an effective way to proceed.

COVID-19 has torn the roof off our Caribbean home. It has revealed the weaknesses of its internal structures and the inequalities of its domesticity. For 60 years, inhabitants have laboured to build our independence. Now, sadly, once again, we see how the fruits of freedom have eluded the marginalized; many in such a way that threatens the foundations of the just democracy we still crave. This we know is part of the legacy of plantation America, from Toronto to New York, through the Caribbean, into Brazil and beyond. The poor are the most vulnerable, and the most death has descended upon their vicinities.

Prime Ministers may wish to consider the establishment of a CARICOM Commission of Enquiry into the Corona Corrosion of the Caribbean community. There are some

specific matters to be researched and fixed for the future in order to build the resilience required to hold and uphold the spirit of our people. Maybe The UWI Social Sciences and Humanities can carry this forward.

Then there is the issue of the public capacity for compliance with the social distancing policy that is the key to our survival. There is a tendency to confuse the capacity to comply with a lack of discipline. From what I have observed in many impoverished regional communities, the universal desire to comply with public policy is breached by the material pressures to survive. Here is a learning moment in which the victim should not be blamed but appropriately resourced in order to comply.

But the search for an appropriate level of public discipline as a necessary practice to achieve policy efficiency might also require, at this time, the reaffirmation of the ‘social contract’ on which our post-independent societies are built. Between the 1948 Montego Bay Conference, when a ‘just democracy’ model was declared as the vision, and 1962 when Jamaica and Trinidad and Tobago led the way and paved the road to sovereignty, the approved social contract promised equality and equity for all. It was also understood that this ideal construction would be an inter-generational project with no shortcuts. Maybe the COVID calamity is calling for a rekindling of the regional vision.

Many questions are being asked as we seek success with our current tools. Is it time to publicly reaffirm commitment to the values and principles of the old social contract in order to assist with the regional social management of COVID over the next five years? Would such an ideological mobilization of our mentality facilitate the higher level of public discipline the region will require?

Whatever the answers, what is certain is that solidarity with the regional leadership of CARICOM is the vehicle on which we must all travel to transcend the COVID test. The ‘One Caribbean’ approach is about SOLIDARITY, SUSTAINABILITY, and respect for the role of SCIENCE. We shall win this viral war. Our history tells us why. Let us keep our distance, and strengthen our resolve.

## Visitor

**The Hon Mr Justice Fitzherbert Rolston Nelson**  
retired JCCJ, MA Oxon; LLM Lond

## PRINCIPAL OFFICERS OF THE UNIVERSITY

### Chancellor

**Mr Robert Bermudez**

### Vice-Chancellor

**Sir Hilary Beckles**, KA, BA, PhD Hull, Hon DLitt Brock,  
Hon DLitt Hull, Hon DLitt Glasgow, Hon DLitt KNUST,  
Hon DHL University of the Virgin Islands

### Chairpersons, Campus Councils

**Sir Paul Bernard Altman**, KA, GCM, BCH, JP, BBA Mia, Hon LLD UWI – **Cave Hill**

**Aziz Fares Hadeed**, CBE – **Five Islands**

**The Hon Earl Jarrett**, OJ, CD, JP, Hon LLD UWI, FCA, MSc UWI – **Mona**

**Her Excellency June Soomer**, BA, PhD UWI – **Open Campus**

**Sharon Christopher**, LLB UWI, LLM London, LEC, Acc. Dir – **St. Augustine**

### Pro Vice-Chancellors and Campus Principals

**The Most Hon V. Eudine Barriteau**, FB, BSc UWI, MPA NYU, PhD Howard – **Cave Hill**

**Stafford Griffith**, BA, MEd Guy, PhD UWI, LLB Lond – **Five Islands**

**Dale Webber**, CD, BSc, PhD UWI – **Mona**

**Luz Longworth**, BA, MBA UWI, MA Queens, DBA Bath – **Open Campus**

**Brian Copeland**, ORTT, CM, BSc UWI, MSc Tor, PhD Southern Cal – **St. Augustine**

### Pro Vice-Chancellors

**The Hon Richard Bernal**, OJ, BSc UWI, MA, PhD New Schl for Soc Res, MIPP Johns Hopkins – **Global Affairs**

**Stephan Gift**, BSc, PhD UWI – **Graduate Studies and Research**

**R. Clive Landis**, BSc Birmingham, MSc, PhD Loyola – **Undergraduate Studies**

**Densil Williams**, BSc, MSc UWI, PhD Manc – **Planning**

## Deputy Campus Principals

**Winston Moore**, BSc UWI, MSc Warwick, PhD Surrey – **Cave Hill**

**Ian Boxill**, BSc, MPhil UWI, PhD Colorado State – **Mona**

**Julie Meeks Gardner**, BSc, Dip Nutrition, PhD UWI – **Open Campus**

**Indar Ramnarine**, BSc UWI, MSc U of Wales, PhD UWI, MBA Heriot-Watt – **St. Augustine**

## University Registrar

**Maurice D. Smith**, JP, BSc NCU, MSc NSU, EdD Howard

## University Bursar

**Andrea McNish**, BSc, MSc UWI, FCCA, CA

## University Librarian

## Public Orators

**Kenneth Connell**, MBBS, DM UWI, PhD KCL – **Cave Hill**

**Michael Bucknor**, BA UWI, MA, PhD U of Western Ontario – **Mona**

**Francis Severin**, BA, MSc, PhD UWI – **Open Campus**

**Christine Carrington**, BSc, PhD London – **St. Augustine**



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