DEFINING A WORLD OF DISRUPTION
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>VICE-CHANCELLOR’S OVERVIEW</td>
<td>4</td>
</tr>
<tr>
<td>REORDERING OUR HOUSE</td>
<td>9</td>
</tr>
<tr>
<td>OUR CARIBBEAN RESPONSE</td>
<td>28</td>
</tr>
<tr>
<td>BUILDING CRITICAL PARTNERSHIPS FOR DEVELOPMENT</td>
<td>48</td>
</tr>
<tr>
<td>AWARDS AND EXCELLENCE</td>
<td>56</td>
</tr>
<tr>
<td>STATISTICS</td>
<td>72</td>
</tr>
<tr>
<td>CAMPUS HIGHLIGHTS</td>
<td>78</td>
</tr>
<tr>
<td>CENTRE REPORTS HIGHLIGHTS</td>
<td>102</td>
</tr>
<tr>
<td>DEPARTMENTS, SPECIALISED UNITS AND CENTRES HIGHLIGHTS</td>
<td>122</td>
</tr>
<tr>
<td>PRINCIPAL OFFICERS OF THE UNIVERSITY OF THE WEST INDIES</td>
<td>137</td>
</tr>
</tbody>
</table>
THE UWI:
A GLOBAL DISRUPTOR DEFINING A WORLD OF DISRUPTION
Disruption is about change. It is about challenging the status quo. It behoves innovation. The most obvious and imperative global disruptors over the past decades have been the rapid changes in digital technologies, climate change, social activism, and the most recent in 2020, a pandemic that has shown the world just how inter-connected we are. These imperatives and others, called on us as individuals, as institutions, as nations, as humankind, to be caring, committed and courageous to confront them optimistically, to seek out the value-creating opportunities in them, and to lead in devising and implementing solutions.

The UWI’s approach to these disruptions has been radical rethinking—and being steps ahead of them—in order to remain responsive and relevant to the needs of the stakeholders we serve. The UWI as a global disruptor continues to dare rather than be daunted. This has been our imperative in defining a world of disruption – being proactive rather than reactive.

This in part, answers the question, “Why are we succeeding?”

The UWI has long recognised and celebrated its role as a global disruptor in influencing radical change through innovation. This role was brought sharply into focus with the shaping and implementation of the bold and revolutionary Triple A Strategy—a strategic plan with its finger on the pulse, built upon three performance pillars—Access, Alignment, Agility and dedicated to “revitalising Caribbean development”.

Using the Triple A Strategy framework, The UWI focussed on a Reputation Revolution aimed at demonstrating to our stakeholders and potential partners that The UWI was seized of its role as a global disruptor. In our debut in the global rankings in 2018, our presence and visibility in the international arena served to propel the University into the top 4% of ranked universities in the world. Times Higher Education commented that: “The UWI has done in a few years what other universities have taken decades or centuries.” This was affirmation of the accelerated rate at which this transformation took place. As a global disruptor, we continued to soar in a range of prestigious university rankings as the only Caribbean university ranked among the top, for Latin America and the Caribbean, for Golden Age universities (between 50 and 80 years old) worldwide, among the top universities in the Impact Rankings for its response to the world’s biggest concerns aligned to the 17 United Nation’s Sustainable Development Goals, and in the World University Rankings. Then in 2021, in the throes of the pandemic, we earned our highest World University Rankings performance, advancing an impressive 94 places and surging to the top 1.5% in the global field of some 30,000 universities and elite research institutes—a remarkable feat achieved during our five-year strategic cycle.

PRO VICE-CHANCELLOR AND PRINCIPAL OF THE OPEN CAMPUS, DR. LUZ LONGSWORTH, APTLY NOTED THAT THE OPEN CAMPUS [AND ITS ANTECEDENTS] HAS BEEN A WORLD DISRUPTOR IN ONLINE AND VIRTUAL TEACHING FOR TWENTY YEARS.
The UWI is acutely aware of its responsibility of service to the Caribbean and wider world and has declared itself an activist, SDG-engaged university under the Alignment pillar. To address pressing development issues we hinged our strategic plan to all of the 17 UN SDGs. Particular areas of focus have been climate change, social justice and partnerships.

Climate change is a global disrupting force that has been part of The UWI’s research agenda for decades even before it was recognised to be an existential threat. Our researchers and indigenous climate scientists and experts have long advocated for an inter-disciplinary approach to climate change solutions, and have been actively contributing to policy-impacting research at the national, regional and international levels. As an activist university, The UWI has been leading the discourse within the region and globally, to act decisively on the “1.5 to Stay Alive” agenda and resilience strategies. We have partnered with development agencies, donors, universities – individually and in consortia, and governments, to devise and implement solutions to protect lives and livelihoods, and avert the climate crisis.

The UWI champions gender justice and reparatory justice, reflecting the core values of inclusivity and social justice. The University has led in the regional and global reparations movement by pioneering the first-ever Caribbean Reparatory Justice initiative that has given global reparations a sound and workable development framework for wider adoption. These contributions are perfectly aligned with the Black Lives Matter and the Me Too movements that have gained momentum around the world, disrupting thinking and perspectives on social justice.

Today, our world is driven by global connectedness. Under the Agility pillar, we honed in on rebranding our multi-campus regional university as a global university system. We redefined the academy as the “excellent global university rooted in the Caribbean” by embarking on a restructuring and re-engineering to be robustly competitive in the context of 21st century global higher education realities. This redefinition is underpinned by changes in digital technology which is considered to be one of the most disrupting forces. Online pedagogy is transforming before our eyes and the lexicon of learning now includes e-learning, online, hybrid and hy-flex. The UWI had already started on a process of digital transformation before the COVID-19 pandemic unfolded in 2020. It was this focus on Agility that allowed us to pivot with unparalleled nimbleness to respond definitively to the unprecedented demands of the pandemic. After two years, COVID-19 continues to stretch our resilience. The severity of its impact has driven us to reset and revolutionise. The pandemic has sharpened the issue of entrepreneurship and innovation as we seek to take our top-ranked world-class and excellent academic programmes into the global online space to connect with and build a market base of international students.

We are intensifying our efforts on a path to a Revenue Revolution. Among our top priorities in the Triple A Strategy, has been a laser focus on the University’s financial health: reducing dependency on government funding, and moving towards improved budgets for our future sustainability. In 2020, two special sub-committees of the University Grants Committee were established under the leadership of two of our distinguished Prime Ministers. The Prime Minister of Barbados, the Hon. Mia Mottley, chaired a committee to examine the systemic deficit drivers on The UWI’s balance sheet and to make recommendations on how to cauterise these drivers. The Prime Minister of Grenada, the Hon. Dr. Keith Mitchell, chaired a committee to examine the operations of the University Centre – the Vice-Chancellery – to determine how to better streamline units and resources to maximise efficiency.

We look forward to the reports and recommendations of these committees as they will form an integral part of the next phase of implementation of the strategic plan – the Revenue Revolution. We have embraced a new financial culture and formulated the second
phase of our **Triple A Strategy**—anchored by cost-saving measures, bankable entrepreneurial projects, backing from the grant market and international funders, as well as a business model for our new global online campus.

The UWI has an enduring legacy of provision of essential outreach services to the Caribbean community through its extra-mural department. From the Extra-Mural Department evolved the School of Continuing Studies (SCS), and the further expansion of distance education services through UWIDITE and UWIDEC, to today’s UWI Open Campus. Pro Vice-Chancellor and Principal of the Open Campus, Dr. Luz Longsworth, aptly noted that the Open Campus [and its antecedents] has been a world disruptor in online and virtual teaching for twenty years. This qualitative growth puts into context the way in which the University has been continuously shaping its capacity and widening its leveraging of modern digital technologies, to improve access by and delivery of higher education services to stakeholders in under-served communities. It was this competence that supported our success in the face of the COVID scourge, to keep moving, providing access to quality education to ALL our students. Our agility in converting over 900+ academic programmes to online, remote formats, ensuring throughput to examination processes and on to graduation for two consecutive years of the pandemic, is tribute to the tremendous commitment and dedication of staff – management, academic, administrative and support. I thank them all for ensuring that The UWI survived and succeeded in delivering on its mandate of service to its stakeholders.

During the pandemic we were primarily virtual but never out of touch. Called upon to look after the wellbeing of the people of the region, The UWI remained actively committed to helping contain COVID-19, provided crisis relief and technical support, championed global activism and representation, advocated for investment in higher education and remained SDG-engaged and dedicated to driving Caribbean resilience, all while earning international awards and leaving our mark in global conversations among the biggest players across the world.

These competencies position and propel us onto the next greatest transformation – The UWI’s Global Campus. The Global Campus is a key part of the University’s new finance vision that seeks to convert its global reputation into sustainable revenue.

The past academic year 2020/2021 revealed what The University of the West Indies is made of. As we wrestled with the reality of the pandemic’s impact, we recognised room for improvement, embarked on aggressive and disruptive strategies, and stepped up our mandate to serve the Caribbean. It has been a year that tested us yet again. But we proved our resilience and solid reputation as a top-class, globally-respected academy. A global disruptor navigating a world of disruption. Looking toward the post-COVID world, we are optimistic, and moving ahead with local clarity, and global focus. Our mission continues—The UWI **Triple A Strategy** of Access, Alignment and Agility alongside a Revenue Revolution all powered by digital transformation. We are succeeding. We are committed.
REORDERING OUR HOUSE
Applauded as the University's most impressive strategic response to the challenges and opportunities in its operating environment, The UWI's Triple A Strategy was grounded in the vision of a revolution— an access revolution to confront the low level of enrolment at the tertiary level, regionally and among members of the Caribbean diaspora; alignment with industry to help strengthen the innovation capacity and capabilities of regional economies and lead to higher levels of growth; and a deep transformation to become more agile to take advantage of global opportunities.

The first phase of its unique 10-year strategic plan covered the period 2017–2022 and emerged from an understanding of the role of the University within its national, regional and global environments. But at the core was also a sensitivity to the fact that keeping its house in good operational order was a necessary strategic priority. So it aggressively pursued the Reputation Revolution phase to build and harness the UWI’s brand reputation.

In that regard, Phase 1 of the Triple A Strategy saw The UWI soar to the top in latest global universities rankings— catapulted into the top 1.5% of the best universities worldwide.

It set in place all the vital elements needed for Phase 2 of the Triple A Strategy, which is envisaged to begin in 2022. Described as The UWI’s Revenue Revolution, it seeks to now convert its well-earned and honed international reputation into much-needed revenue.
In the 2022 World University Rankings, released by the Times Higher Education (THE) in September 2021, The UWI soared within the scales, moving up a very impressive 94 places. From the global field of some 30,000 universities and elite research institutes, The UWI now stands in the top 1.5%, up from 3% in the prior year.

Vice-Chancellor Beckles considers this a spectacular performance, noting that while The UWI has maintained its number one position in the Caribbean, and top 1% in Latin America and the Caribbean, the surge to the top 1.5% in the world gives us a considerable degree of professional satisfaction as a management and leadership team. He concluded, “The top global tier is where we set out to position our university and we have reached there.”

The vision embedded in the Triple A Strategic Plan laid the foundation for this ranking engagement since 2018.
“The top global tier is where we set out to position our university and we have reached there.”
Vice-Chancellor Beckles describes the time as “right to address the matter of repositioning the University to be globally competitive and financially sustainable.” Only a reengineered UWI will be able to deliver more effectively on the region’s development agenda. The vision of a post-COVID UWI is a different kind of academy, one more agile in capturing opportunities to enhance its financial health.

A series of virtual strategic planning retreats throughout the 2020/2021 academic year provided the rich discourse, foresighting and deliberations that birthed the strategic framework for the Revenue Revolution, set to unfold officially from August 1, 2022.

Encouragingly, substantial steps already taken in 2020–2021 signal the University’s preparedness for the expected economic transformation process:

• Significant cuts in budgetary expenditure for 2020–2021, with more to come in 2021–2022.
• The fostering of intimate partnership relationships with major international donors to facilitate research and advocacy around the development agenda of the region.
• Building bonds of engagement with critical multilateral organisations to create new and innovative clusters of activity in areas of urgent regional need. These include climate change, digital transformation, innovation studies, public health management, food security, financial services, tourism enhancement, social justice for democratic advancement, and production technology development.
• Facilitating industry-academic partnerships to drive the process of regional economic diversification and competitiveness.
“The time is right to address the matter of repositioning the University to be globally competitive and financially sustainable.”
Emerging from its business planning retreats is the ambitious stretch goal to monetise the University’s global reputation into sustainable revenue, with an annual net revenue generation target of US$50 million set, to be divided among the five campuses and the Vice-Chancellery. The objective of this entrepreneurial engagement is to confront and remove the University’s institutional operational deficit.

A major pillar in this strategy is the roll out of a Global Online Campus initiative, using existing capabilities within the Open Campus system to upgrade to a next-generation digital institution.

As noted by Vice-Chancellor Beckles, “The UWI is determined to be aggressively entrepreneurial in securing its financial future as a top-class university, and will be going to the regional and global online academic markets with its excellent courses and programmes. This moment is the first in its history of strategic planning that the institution is focused collectively and exclusively on its financial condition with a view to transformation and sustainability.”

### US$50 Million Per Year: Entrepreneurial Target

<table>
<thead>
<tr>
<th>UWI-wide target of income of US$50 million annually established in 2021. Targets for Campuses and Vice-Chancellery:</th>
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<tbody>
<tr>
<td><strong>US$</strong></td>
</tr>
<tr>
<td>Five Islands</td>
</tr>
<tr>
<td>Mona</td>
</tr>
<tr>
<td>St. Augustine</td>
</tr>
<tr>
<td>Cave Hill</td>
</tr>
<tr>
<td>Vice-Chancellery</td>
</tr>
<tr>
<td>Open Campus</td>
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<tr>
<td><strong>TOTAL</strong></td>
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“This moment is the first in its history of strategic planning that the institution is focused collectively and exclusively on its financial condition with a view to transformation and sustainability.”
EMBRACING A NEW FINANCIAL CULTURE

The EMT retreated on July 14, 2021, to discuss the implementation of the University’s new operational plan, Operation Revenue Revolution (Operation RR 75+).

Among the commitments made were the reduction of expenditure and increase in revenues by 10% per year in each of the coming three years. Each campus also identified bankable commercial projects to be implemented to strengthen their entrepreneurial functions and rewards.

In these robust operational planning discussions, the team heard from special guests: Chairman of CARICOM and Prime Minister of Antigua and Barbuda, the Honourable Gaston Browne; Group President and CEO of Sagicor, Mr. Dodridge Miller; and President of the CDB, Dr. Hyginus ‘Gene’ Leon. They represented valued stakeholder sectors in the University’s operational ecosystem and gave endorsements on behalf of Caribbean governments, private sector and developmental agencies.
The Ten in Two Strategy agreed to in the prior academic year 2019/2020 has been a success. Indicators in 2020/2021 show:

- 10% overall reduction
- 19% reduction evidenced in the 2021 Consolidated Financial Statements
- Overall decline in expenditure 2020–2021
- 19% reduction in Centre expenditure
Between the period August 2020 and May 2021, the University pursued US$45 million in grant funding. Of this, it won US$14 million, with an additional US$11 million exclusively for university-wide projects.

New Externally-Funded Projects
July 2017 – 2021 (BDS$Millions)
In the period under review, Dr. the Honourable Keith Mitchell, PM of Grenada, accepted the invitation to serve as Chair of a Special Committee of the UGC, established to examine the structure, operations and budgets of The UWI Centre (or Vice-Chancellor). From its review, the Committee will make recommendations on the best strategies/measures to reduce expenditure, increase revenue and improve the operations of the University Centre to achieve a balanced budget approach and maintain a cost structure that can be supported more efficiently by the University’s revenue.

Prime Minister Mitchell noted that, “the critical question is value for money and whether central functions can be delivered with a lower investment.”

This Special Committee comprises:
- **Dr. the Right Hon. Keith C. Mitchell** – PM and Minister of National Security, Public Administration, Youth Development, Home Affairs, ICT and Disaster Management, Grenada – Chair
- **Dr. William Warren Smith** – Former President, Caribbean Development Bank, Barbados
- **Mrs. Rosa Greenaway** – Permanent Secretary, Ministry of Education, Sports and the Creative Industries, Antigua and Barbuda
- **Mrs. Lorraine Armbister** – Permanent Secretary, Ministry of Education, Bahamas
- **Mrs. Betty Alleyne-Headley** – Permanent Secretary, Ministry of Education, Technological and Vocational Training, Barbados
- **Dr. Grace McLean** – Permanent Secretary (Ag.), Ministry of Education, Youth and Information, Jamaica
- **Mrs. Suzette Taylor-Lee Chee** – Permanent Secretary, Ministry of Finance, Trinidad and Tobago
- **Ms. Carol Bickram** – Acting Director of Research, Planning and Technical Services, Ministry of Education, Trinidad and Tobago

“The critical question is value for money and whether central functions can be delivered with a lower investment.”
The UWI continues to challenge the narrative that its deficits are due to mismanagement; but rather the issues that negatively impact its financial well-being are largely around the cost of the post-employment benefits, particularly the Federated Superannuation System for Universities (FSSU) Pension Supplementation Scheme, which is currently unfunded, and the cost and impact of impairments, particularly of Governments and students’ receivables.

In March 2021, the Special Committee of the UGC, chaired by PM of Barbados, the Honourable Mia Amor Mottley, was convened to examine the origins and impact of deficit drivers in the consolidated accounts of The UWI, and to make recommendations to treat with those issues.

At a meeting held on April 7, 2021, the UGC approved the Special Committee’s recommendations, which were also ratified by the University Council on July 30, 2021.

Recommendations made for immediate, mid- and long-term action/consideration include:
- Pension reform
- Student loan reform
- Assets for cash exchange
- Negotiations for concessionary interest rates for loans

The members of the Special Committee include:
- **The Honourable Mia Mottley** – PM and Minister of Finance, Economic Affairs and Investment, Barbados – Chair
- **The Honourable Gaston Browne** – PM and Minister of Finance and Corporate Governance and Public-Private Partnerships, Antigua and Barbuda
- **The Honourable Colm Imbert** – Minister of Finance, Trinidad and Tobago, and Chairman of the University Grants Committee
- **Dr. The Honourable Nigel Clarke** – Minister of Finance and the Public Service, Jamaica
- **Mr. Andrew Skerritt** – Permanent Secretary, Office of the PM, St. Kitts and Nevis
- **Mr. Ian Carrington** – Director of Finance and Economic Affairs, Ministry of Finance, Economic Affairs and Investment, Barbados
- **Mr. Dodridge Miller** – President & Chief Executive Officer, Sagicor
- **Mr. Isaac Solomon** – Vice President, Operations, CBD (Representing Dr. William Warren Smith, President)
- **Mr. Daniel Best** – Director of Projects, CDB (Representing Dr. William Warren Smith, President)
## Consistently working to reduce the debt owed by contributing governments over the years

<table>
<thead>
<tr>
<th>Year</th>
<th>BDS$</th>
<th>US$</th>
</tr>
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<tbody>
<tr>
<td>JULY 2010</td>
<td>162,668,988</td>
<td>81,334,494</td>
</tr>
<tr>
<td>JULY 2011</td>
<td>169,606,859</td>
<td>84,803,430</td>
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<tr>
<td>JULY 2012</td>
<td>159,203,905</td>
<td>79,601,953</td>
</tr>
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<td>JULY 2013</td>
<td>210,889,773</td>
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<tr>
<td>JULY 2014</td>
<td>23,429,6181</td>
<td>117,148,091</td>
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<tr>
<td>JULY 2015</td>
<td>230,97,3000</td>
<td>115,486,500</td>
</tr>
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<td>JULY 2016</td>
<td>210,389,000</td>
<td>105,194,500</td>
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<td>JULY 2017</td>
<td>22,1480,000</td>
<td>110,740,000</td>
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<tr>
<td>JULY 2018</td>
<td>214,479,000</td>
<td>107,239,500</td>
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<tr>
<td>JULY 2019</td>
<td>131,129,000</td>
<td>65,564,500</td>
</tr>
<tr>
<td>JULY 2020</td>
<td>96,78,7000</td>
<td>48,393,500</td>
</tr>
<tr>
<td>JULY 2021</td>
<td>10,266,3000</td>
<td>5,133,1500</td>
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### Proposed New Funding Model

- **50% Government**
- **15% Students**
- **5% Alumni**
- **10% UWI Entrepreneurial Activities**
- **10% Private Sector**
- **10% International Development Partners**
In the review period, a team of coordinators, serving in a voluntary capacity, were appointed to assist with the effective synchronisation of operational activity and new initiatives across The UWI system. The coordinators complement The UWI’s management structure, serving as data gatherers and knowledge providers to the EMT and facilitating a strengthened information network of Principals and PVCs.

These six key areas of focus require considerable enhancement and development to meet strategic objectives and metrics across the University system, as we begin formulation of the Operation RR 75+: Revenue Revolution phase.

**STRATEGY COORDINATORS SYNCHRONISE ONE UWI**

*Professor Christine Carrington*
UWI COVID Health/Wellness

*Professor Aldrie Henry-Lee*
Gender Equity/Justice

*Dr. Indrani Bachan-Persad*
Entrepreneurial Culture

*Ambassador Gillian Bristol*
Multi-lingual Culture

*Dr. Indira Rampersad*
COVID-19 HR Initiatives/Employee Satisfaction

*Professor Lloyd Waller*
Digital Transformation, and new Chair, The UWI ICT Steering Committee
In April 2021, The UWI secured an international grant of US$25 million, the largest in its history, when Silicon Valley digital technology giant, EON Reality, announced its partnership with the University.

This partnership represents a significant investment in Caribbean digital education and professional training, and sees EON Reality entering the Caribbean market as a post-COVID education development leader.

The project, which grounds the Open Campus’ transformation into The UWI’s Global Campus, is a key part of the University’s new finance vision that seeks to convert its global reputation into sustainable revenue.

Vice-Chancellor Beckles noted, “The University is moving swiftly along its plotted finance trajectory and there are other such major funding initiatives in the global pipeline. Our development work and institutional credibility are now globally known and our allies are keen to offer support.”

“Our development work and institutional credibility are now globally known and our allies are keen to offer support.”
In the review year, the university community and its wider base of external stakeholders expressed considerable interest in the work and recommendations of the Chancellor’s Commission on Governance.

The Commission was established in December 2018 by Chancellor of The UWI, Robert Bermudez, the principal purpose of which was to review the University’s governance systems.

Chaired by the Rt. Hon. Sir Dennis Byron, former President of the Caribbean Court of Justice, the Commission completed its 142-page report in July 2020.

At its special meeting convened on January 20, 2021, the University Council established a special Review Committee comprising members of Council to review these recommendations and to put forward to Council those for adoption and subsequent implementation.

At the Council’s meeting on April 30, 2021, it was agreed that the Vice-Chancellor and the EMT would engage in a programme of stakeholder consultations and offer a “management response” for the Review Committee’s consideration. The stakeholders include Staff Unions and Student Guilds, and the consultations were part of a collaborative and collegial process of conversations and engagement.

It should be noted that of the 95 recommendations proffered by the Commission’s Report, the University’s Management agreed with 92 of them and had begun planning for the implementing of many of them.

Vice-Chancellor Beckles noted, “The decisions will contribute to a more fit-for-purpose 21st century UWI that is respected, resilient and sustainable.”
The digital transformation journey focuses on the interconnectedness among people, processes and technology.

As The UWI positions itself as an agile institution, it is re-engineering its business processes to remove bottlenecks and redundancies so that it can respond swiftly to internal exigencies and external opportunities. The technology will be critical to facilitate this change in processes and mind-set. This is the essence of the digital transformation the strategic plan envisages. When transformed, The UWI should see improved business processes and increased revenues flowing to the enterprise from the digital space. The measure of whether or not digital transformation has happened will be in the efficiencies gained and the outcomes of revenues generated from that space.

Throughout the period in review, the teams progressed in the DISCOVERY phase, with the work model focused on optimising mission-critical operations across the entire UWI system. It involved the discovery of nomenclature and site locations through data scans and system audits led by Domain Sponsors, Stream Anchors or other focal points leading the programme.
NEW APPOINTMENTS

**Professor Sir Hilary Beckles:** During a virtual meeting of the University Council, chaired by Chancellor Robert Bermudez on April 30, 2021, the reappointment of Professor Sir Hilary Beckles as Vice-Chancellor for a second six-year term was approved. Sir Hilary is a distinguished academic, international thought leader, UN committee official, and global public activist in the field of social justice and minority empowerment. He was first appointed as the 8th Vice-Chancellor of The UWI in May 2015. He has a legacy of over 40 years of distinguished service to the University, which has encompassed roles including Professor of Economic History, Pro Vice-Chancellor for Undergraduate Studies, and a 13-year tenure as Principal of the Cave Hill Campus.

**Professor Clive Landis:** Principal of The UWI Cave Hill Campus, confirmed at the annual business meeting of the UC on April 30, 2021. Professor Landis, who joined The UWI in 2004, served as Deputy Principal of the Campus from 2015–2019; as PVC for Undergraduate Studies from 2019–2021 and Chair of the UWI Zika Task Force in 2016. He is also currently Chair of the UWI COVID-19 Task Force.

**Professor C. Justin Robinson:** PVC of the BUS, effective August 1, 2021. He will oversee the OBUS, which has responsibility for policy, quality and regionality in developing and coordinating policy initiatives to guide undergraduate and sub-degree programming at The UWI and its regional and global affiliates.

**Professor Rose-Marie Belle Antoine:** PVC of the BGSR effective September 1, 2021. The portfolio includes management of administration, funding, and monitoring and evaluation of graduate education and research.

**Dr. Stacy Richards-Kennedy:** Interim PVC for Global Affairs, effective August 1, 2021. She will assume leadership of the University’s global engagement portfolio and responsibility for coordinating internationalisation and strategic global initiatives.
Dr. Patrick Anglin: University Data Protection Officer, effective August 1, 2021. He serves as the advisor to University’s leadership teams, committees and governing bodies on all strategic and operational matters relating to data protection and associated compliance issues.

Ms. Cheryl Daley: University Risk Manager, effective August 1, 2021. She previously served The UWI as a Senior Auditor, Audit Manager and Senior Audit Manager in the Management Audit Department at Regional Headquarters, and as Senior Audit Manager for the St. Augustine, Five Islands and Cave Hill campuses.

Professor Paula Morgan: University Director of the IGDS, effective August 1, 2021. She is a long-serving member of The UWI in several capacities, including teaching, curriculum development, programme coordination, public service, research and university administration.
OUR CARIBBEAN RESPONSE
As an SDG-engaged university, in the period under review The UWI continued to prioritise building partnerships and connecting knowledge to opportunities for multi-stakeholder development solutions with a Caribbean focus.

We continued to embrace the ethos of a fine university, understanding that we exist not to serve ourselves but to serve the needs of our regional community.

This firm belief has been the driver of our interventions within the region, in a period wracked not only by the effects of the pandemic, but also by cataclysmic natural events such as the La Soufrière eruptions.

We also continue to march at the vanguard of the battle to save our region from the disastrous consequences of climate change. We are proud to be a voice for climate advocacy and were honoured to play a significant role in COP26 interventions.

We remain dedicated to the revitalisation of our Caribbean economies for post-COVID success in areas such as tourism, the blue economy, technological evolution, etc.
An MoU to establish a Centre of Excellence for Oceanography and the Blue Economy at the Five Islands Campus was signed in January 2021. The collaboration was formalised by the PM of Antigua and Barbuda, the Vice-Chancellor of The UWI, and Chair of the Association of Commonwealth Universities (ACU) to achieve this goal.

The Centre will aim to advance intellectual progress and strengthen institutional capacity in the areas of marine science and the blue economy while benefitting from the societal, economic and environmental opportunities for the Caribbean within this emerging sector.

Antigua and Barbuda, and the rest of the Caribbean region, stand to benefit from an emerging industry worth US$2.5 trillion globally through the sustainable diversification of the economy into areas such as aquaculture, marine renewable energy, biotechnology...
and sea vegetable farming. As a ‘large ocean state’, Antigua and Barbuda has been active in key blue economy initiatives, including co-championing the Commonwealth Blue Charter’s Sustainable Blue Economy Action Group, which encourages better stewardship of ‘blue resources’.

PM of Antigua and Barbuda, The Honourable Gaston Browne, pledged his government’s support for the Centre, observing that “its realisation will require our collective ingenuity and commitment to identify and secure the necessary resources to advance this important ambition.” He invited stakeholders to support the establishment of the Centre.

This vision for the Centre builds on The UWI’s wider reputation for leading climate action and advocacy on the SDGs and the 2030 development agenda which have received global acknowledgement.

Dr. Stacy Kennedy co-chairs the International Steering Committee of the Centre of Excellence for Oceanography and the Blue Economy, which aims to strengthen institutional capacity in the areas of marine science and the blue economy while ensuring that the Caribbean benefits from the societal, economic and environmental opportunities of this emerging sector.
Amid the series of eruptions from the La Soufrière volcano in April 2021, parts of St. Vincent and the Grenadines and neighbouring islands were blanketed in ash and smoke.

Scientists from the Seismic Research Centre (UWI-SRC) had been deployed since December 2020, when volcanic activity was first detected. Teams on rotation conducted monitoring and their science data updates were critical to the government of St. Vincent and the Grenadines’ and NEMO’s planning, shaping public policy, activation of alert levels, evacuation and other decision-making in the emergency management process.

On April 8, the team recorded tremors and elevated periods of steam and gas venting, and on April 9, the volcano moved to an explosive phase with magma extrusion, tremors and volcano-tectonic seismic activity.

The University immediately spearheaded disaster management and relief efforts. The approach was two-phased. The first was the rapid deployment of relief aid and experts to assist in the areas of greatest need, in close coordination with the government and NEMO. The second phase concentrated on rehabilitation response.

Staff, students, alumni, friends and partners were encouraged to contribute financial resources with special priority towards healthcare, education and displaced students left vulnerable following the eruption.

In the aftermath, PM Ralph Gonsalves thanked The UWI for this extraordinary national support and asked the question, “What would have happened to us had it not been for The UWI’s Seismic Team?”

“What would have happened to us had it not been for The UWI’s Seismic Team?”
Professor Sir Hilary Beckles assured the Prime Minister of St. Vincent and the Grenadines, Dr. the Honourable Ralph Gonsalves, of The UWI’s continued support for the Government and people of the country, following the series of explosive volcanic eruptions which began in early April. Vice-Chancellor Beckles paid a courtesy call to Prime Minister Gonsalves on a visit to St. Vincent and the Grenadines, on May 14, 2021.

L-R: Dr. Ilias Papadopoulos, Engineering Seismologist, UWI-SRC; Ms. Houlda Peters, Communications Officer, National Emergency Management Organisation (NEMO); Professor Sir Hilary Beckles, Vice-Chancellor, The UWI; and Dr. Adam Stinton, Volcanologist, in the Operations Room at the Belmont Observatory in St. Vincent and the Grenadines.
The UWI entered into an agreement with Sandals Resorts International (SRI) and Florida International University’s (FIU) Chaplin School of Hospitality and Tourism Management to solidify a landmark industry-academic alignment partnership to establish a world-class tourism training institute based at the University. The signing took place in October 2021.

The project was initiated by SRI to commemorate the company’s 40th anniversary, and the new institute honours the legacy of Sandals’ founder, the late Jamaican entrepreneur, Gordon ‘Butch’ Stewart, OJ, CD, Hon. LLD.

The tribute is particularly meaningful for The UWI, given the University’s longstanding friendship with Butch Stewart, who held a lifelong belief in the power of education. At the 2019 Annual UWI Toronto Benefit Gala, Sandals was honoured for its extraordinary international success and positive contribution to the region. Butch Stewart received an Honorary Doctor of Laws (LLD) degree in Tourism/Eco-tourism from the Mona Campus in 2001.

The Gordon ‘Butch’ Stewart International School of Hospitality and Tourism will be a cutting-edge, research-led facility, providing students with an immersive, holistic world-class learning and training experience. It will be headquartered at the Mona Campus but integrate all the other campuses, recruiting students from across the Caribbean. The initiative represents a significant element of the University’s pillar of Alignment.
The Gordon ‘Butch’ Stewart International School of Hospitality and Tourism will be a cutting-edge, research-led facility, providing students with an immersive, holistic world-class learning and training experience. It will be headquartered at the Mona Campus but integrate all the other campuses, recruiting students from across the Caribbean.
Given the distinctive strategic role the University plays in providing the technical expertise and climate action advocacy, it continued to be active in addressing the threat of climate change to the region.

The State of the Caribbean Climate Report
The UWI’s State of the Caribbean Climate Report, released in November 2020, provided critical analysis and discussion on Caribbean climate, variability, trends and projections. It was produced with grant funding from the ACP-EU-CDB Natural Disaster Risk Management in CARIFORUM Countries programme (NDRM), which is funded by the EU and managed by the CDB.

The publication, which admittedly highlighted some stark Caribbean climate realities, is geared towards increasing decision-makers’ basic understanding of climate variability and change, facilitating evidence-based planning and policy, and implementing prioritised actions tailored to respond to climatic threats as well as sector-specific sensitivity contexts.

Professor Michael Taylor, Dean, FST and co-Director, CSGM, described the report as “a review document of authoritative works and recent studies on climate change, climate variability and climate impacts specific to the Caribbean and a first stop reference to climate information for the Caribbean.”

UWI Scientists at UN COP26
At the UN COP26 summit on Climate Change, The UWI was centre among many of the major conversations given its distinctive strategic role in providing the technical expertise and climate action advocacy for the Caribbean region.

The UWI currently serves as the global leader mobilising the International Association of Universities’ Global University Consortium for on SDG 13 (Climate Action) and has a leading role in a specialised network known as the Commonwealth Climate Resilience Network (CCRN) — established by the Association of Commonwealth...
Universities. The UWI was recently invited to become a member of the International Universities Climate Alliance (the Climate Alliance). Established in 2020, it includes 48 world class climate research universities across 21 countries globally. The UWI joins the Alliance, sharing in its vision to be ‘a global source of trusted communication on scientific research and evidence-based practice on climate change science, impacts, adaptation and mitigation’, and supporting its series of public events and outreach focussed on helping the public understand the IPCC reporting and policy commitments in the lead up to and beyond COP26.

“The outcomes from the November 1-12 COP26 can have profound impacts on our Earth as we know it, and many view it as the last best chance for political leaders to avert a climate catastrophe, which would be unavoidable if global warming exceeds 1.5°C,” says Professor Michael Taylor, Climate Scientist and Dean of the Faculty of Science and Technology at The UWI Mona Campus and co-leader of the Climate Studies Group at Mona (CSGM). Over the months leading up to COP26, he and Professor Tannecia Stephenson, who is Head of the Department of Physics at The UWI Mona and co-lead for the CSGM, were the lead technical experts among a CARICOM team preparing the key issues and positions that the 15-member group highlighted at the COP26. Professor Stephenson also presented on Small Island Science at the COP26 Science Pavilion Event being organised by the Intergovernmental Panel on Climate Change (IPCC).

Another UWI Environmental Scientist, Dr. Hugh Sealy, had particularly significant roles at COP26. He served as the technical lead of the Barbados delegation. He was also the lead negotiator for the Alliance of Small
Island States (AOSIS), charged with coordinating AOSIS positions on matters related to raising the mitigation ambition of all countries to limit global warming to less than 1.5 degrees Celsius, and a co-facilitator of the negotiations under Article 6 of the Paris Agreement.

Other UWI experts who participated in virtual events related to the COP26 summit included Professor John Agard, a leading scientist at The UWI St. Augustine, Professor of Tropical Island Ecology and Executive Director of the University’s Global Institute for Climate-Smart and Resilient Development, as well as Dr. Donovan Campbell, a Senior Lecturer and Head of the Department of Geography and Geology at the Mona Campus.

Providing the best scientific research to tackle climate change has long been a priority for The UWI; the regional university’s scientists have been sounding the alarm for almost five decades. Thirteen UWI scientists have contributed to the IPCC Sixth Assessment cycle to produce the three-volume global assessment report, known as “The Sixth Report” and “Three Special Reports”, which were presented at COP. As the Caribbean’s leading university, The UWI has a distinctive strategic role in providing the technical expertise and amplifying the advocacy needed for the region.

According to Dr. Stacy Richards-Kennedy, Pro Vice-Chancellor for Global Affairs at The UWI, “Strengthening research, innovation and the science-policy interface so that knowledge produced by universities can be translated into policy and practice is one of the most significant contributions that The UWI makes to advancing SGD-13 (Climate Action). We have heard the clarion call of our UWI scientists and our governments. Our region is on the frontline and faces disproportionate levels of vulnerability and risk, but we cannot solve the climate crisis alone. What is urgently needed is moral and decisive leadership, increased financing for small island developing states and demonstrated collective action,” she said.

The COP26 Futures We Want project
The COP26 Futures We Want project released its findings just before the start of the international climate summit in Glasgow. These visions, commissioned in 2021 by the UK in their role as COP26 President, aim to explore what the future could look like in a climate-resilient, net-zero world.

They highlight some of the innovations that could make this future a reality, and explore what science can tell us about the wide-ranging benefits of achieving this future.

The visions cover a series of cross-cutting themes and six regions: the Arabian Peninsula (specifically focused on the Kingdom of Saudi Arabia and the United Arab Emirates), Brazil, India, Jamaica, Kenya, and the UK. They were chosen to reflect the diversity of challenges and opportunities in building a sustainable future.

The regional profile for Jamaica developed with input from our UWI academic experts Professor Michael Taylor, Dr. David Smith and Mr. Rajne Reynolds sets out a synthesis of the available evidence based on regional challenges and opportunities for mitigation, adaptation, and resilience measures associated with climate change and a global transition to an inclusive, desirable, and resilient net-zero future.
The Caribbean’s First Global Climate-Smart Institute
The UWI launched its Global Institute for Climate-Smart and Resilient Development (GICSRD) on October 7, 2021, just a month ahead of COP26. The Institute, a manifestation of the One UWI philosophy, is the first of its kind for the Caribbean virtual hub and consolidates The UWI’s research and teaching on climate change, disaster risk reduction, resilience and sustainable development.

The GICSRD is backed by high profile regional and international partner institutions such as the UNDP, Open Society Foundations and Barbados-born entertainer Rihanna’s Clara Lionel Foundation.

The UWI is uniquely positioned to lead this facility, given its collective resources and expertise based on decades of research. At the core of the new Institute’s objectives will be increasing scientific understanding of the changing climate and its impacts on regional communities and economies. It will also execute projects that promote more resilient and sustainable development.

Professor John Agard is serving as the Institute’s inaugural Executive Director. The GICSRD has received statements of support from within the region and across the globe from prominent partners who have committed funding and technical resources.

Several members of the GICSRD Management Committee were later central to discussions and events related to the COP26 summit.

Other significant areas of climate action by The UWI:
- Mobilising the IAU’s Global University Consortium on SDG 13.
- Playing a leading role in a specialised network called the CCRN, established by the ACU. The UWI was recently invited to become a member of the International Universities Climate Alliance (the Climate Alliance).

Climate Change and Health Leaders Fellowship
The UWI is one of five partners working in the EU-funded five-year project aimed at strengthening climate-resilient health systems in the Caribbean. The project is being implemented by PAHO and its scope spans 16 countries. It is aimed at improving climate and health systems, as well as human capacities, in the Caribbean.
CONTAINING COVID-19

The UWI continued to engage in the fierce battle to regain its grasp on the many aspects of our lives that have been threatened by the pandemic. In addition to the initiatives already mentioned within this report, there were several other ways in which the University responded individually and collectively.

**Vaccination Drives**

In **Jamaica**, by the close of the 2020/2021 academic year, the Mona Aging and Wellness Centre had succeeded in vaccinating over 16,000 persons, many of whom were from the UWI retiree community and UWI lecturers.

The UWI School of Nursing (UWISoN) supported the T&T Ministry of Health by providing vaccination administration training for inter-professionals. UWISoN trained 468 persons to support the Ministry’s vaccination roll-out.

In **Trinidad and Tobago**, on the St. Augustine Campus, the MoH granted approval to the Health Services Unit (HSU) to operate a COVID-19 vaccination site as part of the national effort to protect the population from the worst effects of the virus. This was one of the largest outreach exercises the HSU has ever embarked upon.

In **Barbados**, in collaboration with the Ministry of Health and Wellness, The UWI Cave Hill Campus facilitated vaccinations for all staff and students. In addition, approximately 400 students were hailed for their courage by PM Mia Mottley after they volunteered to support the country’s COVID response by helping to gather data and disseminate information through Operation Seek and Save, conducted to help stem a deadly second wave. There was also a focus on other health issues, including dengue fever. A further 575 volunteered for the National Immunisation Campaign. The students were also lauded by Principal Professor the Most Honourable Eudine Barriteau in a special virtual appreciation ceremony.

**Genome Sequencing Project**

Led by Professor of Molecular Genetics and Virology, Christine Carrington, Faculty of Medical Sciences, researchers at the St. Augustine Campus commenced a project to analyse the coronavirus genomes in infected people, to monitor mutations of the virus and identify the sources from which the virus was being spread. The project was entitled COVID-19: Infectious Disease Molecular Epidemiology for Pathogen Control and Tracking (COVID-19: IMPACT).

The UWI offers the only facility in the English-speaking Caribbean with the capacity for rapid whole genome sequencing for SARS-CoV-2. Tests were conducted to detect variants of concern for 17 Caribbean countries. Thousands of samples were sequenced and the effectiveness of the project was demonstrated by its rapid detection, assessment and reporting of the presence of one or more SARS-CoV-2 variants of concern.

This project informed public health policy and communication across the region.

**COVID-19 Partnerships**

The Campus engaged with several stakeholders in its contribution to the fight against the pandemic. They included:

**Trinidad and Tobago Ministry of Health** – Guidance on what medical equipment and PPE is needed and in what
Student Volunteers in the Field – “Operation Seek and Save”.
quantities. Testing and approval of all equipment prior to use in national hospitals.


**PAHO and the WHO** – Guidance and assistance with testing of medical equipment and PPE to applicable international standards.

**TTMA** – Partnerships to mass manufacture and export medical equipment and PPE.

**CARICOM Regional Organisation for Standards and Quality (CROSQ) and the TTBS** – Development of local and regional standards for medical equipment and PPE.

**MIC** – Assistance with prototyping and manufacturing of medical equipment and PPE.

**AMCHAM TT and the Embassy of Canada** – Technical assistance and access to funding for research into medical equipment and PPE.

**UWI COVID-19 Task Force**
The UWI COVID-19 Task Force is an in-house panel of subject-matter experts, who have been guiding the pandemic response at university, national and regional levels over the past two years. During the period in question, they continued to bring value to our efforts to overcome the pandemic and its effects.

**Support to MSMEs through upskilling and digitalisation**
As part of its COVID-19 recovery programme, the UNDP in Barbados and the Eastern Caribbean partnered with The UWI Open Campus and Frankfurt School (FS) to support more than 300 Micro, Small and Medium-Sized Enterprises (MSMEs) in increasing their digital skills and resilience to external shocks.

As MSMEs rely strongly on tourism, they have been the most affected sector during the pandemic. The UNDP Future Tourism Project was born out of a need to adapt to the new post-COVID environment, and to help MSMEs to be more resilient and respond better to shocks and new market needs through revamping their digital skills.

**New book on COVID-19**
A new book addressing the challenges of the Coronavirus in the CARICOM region features chapters written by experts from The UWI.

Written by Dr. Yonique Campbell, Senior Lecturer at the Mona Campus, with her University of Sydney co-author, Professor John Connell, *COVID in the Islands: A comparative perspective on the Caribbean and the*...
Pacific considers the complex impacts of the COVID-19 pandemic in two contrasting island regions and within several islands and island states. The book focuses on public health, the economies, social tensions and responses, public policy, future ‘bubbles’ and regional connections.

**COVID-19 ethics handbook**
A handbook outlining ethical principles to guide the responses of Caribbean governments and policymakers in managing the COVID-19 pandemic was authored by two members of The UWI COVID-19 Task Force.

Dr. Anna Kasafi Perkins, an ethics specialist, and Professor R. Clive Landis, a cardiovascular research expert—who chairs the COVID-19 Task Force—wrote the handbook aimed at helping decision-makers navigate the ethical dilemmas arising from the mix of medical, social, economic and other issues posed by COVID-19. The free eBook is entitled *Ethics Amidst COVID-19: A Brief Ethics Handbook for Caribbean Policymakers and Leaders*. It is available for free download via The UWI COVID-19 Task Force website.

**The UWI COVID-19 Task Force website**
The UWI was awarded gold at the 36th annual Educational Advertising Awards (EduADAwards) for marketing execution and message impact in its public education/communication campaign on its COVID-19 response strategy.
In response to the impact of COVID-19 on the trade and economic fortunes of both the Caribbean and Europe, The UWI and the European University Institute (EUI) brought together researchers and practitioners for an e-dialogue to exchange thoughts and best practices on trade and economic affairs between the two regions.

The e-dialogue provided a forum for information sharing, comparative analysis, and debate of interest to policymakers, academia, researchers and the public. The relationship with the EUI is part of the overall UWI Global strategy of critical collaboration and partnerships with world class universities on every continent.

The event was entitled “COVID-19 and Trade – Sharing the Experiences of the Caribbean and Europe” and was the first initiative stemming from a partnership agreement between the two universities. The partnership between The UWI and the EUI was birthed during the pandemic period and solidified through an MoU signed in July 2020, which is expected to deepen ties between the Caribbean and Europe and help The UWI protect CARICOM in the EU.

The discussion focused on the pandemic’s impact on international supply chains and the trade policy responses of international governments. Speakers also highlighted issues concerning contemporary relations between Caribbean and EU territories such as blacklisting and restrictions on food and medical products during the pandemic, and the potential for plurilateral agreements and mutual agendas in the future.

Severe restrictions, lockdowns and waves of COVID-19 in major manufacturing countries such as China, Korea, Italy, Japan, the US and Germany have had devastating effects on global manufacturing and exports. The Caribbean has also experienced a disruption in supply chains and industries such as tourism and manufacturing. For small island states, for whom tourism is a mainstay, there have been severe economic repercussions that have exacerbated vulnerabilities and economic partnerships. The EUI expressed the hope that the collaboration would result in a policy that would be useful and relevant, particularly with a focus on EU-Caribbean relations.
Three officials from The UWI were among world leaders, policy makers and academics who made significant contributions to the United Nations High-Level Political Forum on Sustainable Development from July 6–15, 2021.

The High-Level Political Forum is the main UN platform on sustainable development and has a central function in the follow-up and review of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs).

Representing The UWI were Dr. David Smith, Director of the Centre for Environmental Management and Coordinator of the Institute for Sustainable Development (ISD); Dr. Stacy Richards-Kennedy, Director of the Office of Global Partnerships and Sustainable Futures; and Professor John Agard, Director, St. Augustine Centre for Innovation and Entrepreneurship and Professor of Tropical Island Ecology at the St. Augustine Campus, in his capacity as co-chair of the Global Sustainable Development Report team.
UN Invites Professor Beckles to Serve as Expert on Futures of Higher Education Project
The United Nations invited Vice-Chancellor Beckles to serve as an expert for its Futures of Higher Education Project. Led by UNESCO-IESALC, the project is intended to "generate innovative and visionary ideas about the purpose and functions of higher education."

He was part of a five-member panel of experts that included representatives from University College London, the University of South Africa, the University of Oxford, and the University of Ghana.

The Futures of Education Global Initiative provided much of the evidentiary basis for a report published in November 2021, the aim of which was to envision the higher education landscape beyond 2030 and to shape world opinion about the 2050 horizon.

Professor John Agard Co-Chairs 2023 Global Sustainable Development Report Team
In October 2020, Professor John Agard was appointed by UN Secretary-General, António Guterres, to help draft the 2023 Global Sustainable Development Report. The only scientist from the Caribbean region on the team, he co-chairs a group of 15 eminent scholars from around the world, representing a wide range of disciplines, backgrounds, and areas of expertise.

The report is being developed in the context of the impact of the COVID-19 global pandemic. It will be published in 2023, and will inform the high-level global review of the implementation of the 2030 Agenda.

GLOBAL ACTIVISM AND REPRESENTATION

Over the period under review, several senior academics and administrators have represented the activist university on regional and international projects and committees, contributing their expertise and knowledge.
The UWI’s Director of Centre For Disabilities Elected Member of UN Committee

Dr. Floyd Morris, Director of the Centre for Disability Studies at the Mona Campus, was elected to represent the interests of persons with disabilities on the global stage for four years, following his confirmation in November 2020. He currently serves as a member of the United Nations’ Committee on the Rights of Persons with Disabilities (CRPD).

The CRPD is the international body of experts that monitors the implementation of the rights guaranteed under the Convention on the Rights of Persons with Disabilities (2007). Some 180 members of the UN voted for the selection of nine new members from a field of 29 candidates.

As Minister of State in the Government of Jamaica’s Ministry of Labour and Social Security, Dr. Morris led negotiations which culminated in the country being the first in the world to sign and ratify the Convention on the Rights of Persons with Disabilities in 2007. He currently serves as Opposition Senator, and formerly as President of the Senate of Jamaica (2013–2016).

UWI Professor Led UN Committee on the Elimination of Racial Discrimination to Adopt New General Recommendation

The UN International Convention on the Elimination of All Forms of Racial Discrimination (CERD), adopted General Recommendation 36 (GR36), which aims to prevent and combat racial profiling by law enforcement officials. The document is the result of two years of consultation, and the final drafting and adoption were led by Professor Verene Shepherd.

Racial profiling by law enforcement officials has been a regular complaint of historically marginalised groups, particularly people of African descent, and especially when they are minorities in the countries in which they live.

GR36 was adopted on the last day of the 102nd session of CERD on November 24, 2020. Its recommendations urge states and law enforcement officials to guard against the misuse of digital technology, facial recognition software, and artificial intelligence (AI), which may reproduce and reinforce already existing biases and lead to even more discriminatory practices against marginalised populations and individuals.

Dr. David Smith appointed to Science Policy Advisory Committee for Americas

The Inter-American Institute for Global Change Research (IAI) appointed Dr. David Smith to its Science Policy Advisory Committee (SPAC). Dr. Smith, who serves as Director of the Centre for Environmental Management and Coordinator of the Institute for Sustainable Development (ISD) at The UWI, was elected to the Advisory Committee for a three-year term, from 2020 to 2023. The election took place at the 28th Meeting of the Conference of the Parties to the IAI (CoP-28) in August 2020. A regional intergovernmental institution comprising 19 nations in the Americas, the IAI promotes scientific research and capacity building related to global change issues throughout the Americas to inform decision-makers. As a member of the SPAC, Dr. Smith will provide advice to the CoP and the IAI Directorate on how to use and design science for policy and decision-making.

National Focal Points: Inter-American Institute for Global Change Research

At the CoP-28 meeting on August 19, 2020, Jamaica was also elected as member to the Executive Council of the IAI, joining Canada, Chile, Guatemala, Mexico, Panama, Paraguay, the United States of America and Uruguay as Council members from 2020 to 2022. The Ministry of Foreign Affairs and Foreign Trade of Jamaica designated The UWI Mona as a National Focal Point to the IAI for Jamaica; with Professor Michael Taylor, Dean of the Faculty of Science and Technology, and Dr. Tannecia Stephenson, Head of Physics, appointed to serve as the designated representatives from Jamaica to the IAI.
BUILDING CRITICAL PARTNERSHIPS FOR DEVELOPMENT

IDB President, Mauricio Claver-Carone and Vice-Chancellor Beckles display signed copies of an MoU to launch a new phase of cooperation between their institutions.
INVESTING IN HIGHER EDUCATION

On October 14, 2020, the University convened a landmark virtual Development Partner Forum, themed “Investing in higher education to build more diversified and resilient post-COVID economies”, which drew over 100 participants. The discussion revolved around the mobilisation of international resources to support the regional objectives of CARICOM.

The forum, held in conjunction with the Economic Commission for Latin America and the Caribbean (ECLAC), brought together leading international donors such as the World Bank, the IMF, the United States Agency for International Development (USAID), the European Union Aid, and agencies from Canada and Australia for a bilateral discussion.

According to Vice-Chancellor Beckles, “This was arguably the first time that The UWI was able to sit down with all the global development partners and speak about the future of the Caribbean.”

Through this multi-partner approach, The UWI seeks to establish a US$600 million trust fund over three years for the Caribbean’s human capital development. It is hoped that this investment will help stem the systemic decline in the region’s higher education and research sector.

“This was arguably the first time that The UWI was able to sit down with all the global development partners and speak about the future of the Caribbean.”
DECOLONISATION AND DEVELOPMENT

The UWI and the ACS have entered into a commitment for development, decolonisation and regionalism within the Caribbean. The MoU was signed at a virtual event on October 27, 2020, in English, Spanish and French. It provides a framework for both institutions to cooperate on resource mobilisation, integration and furthering the sustainable development of the Caribbean region.

ALLIANCE WITH THE DUTCH CARIBBEAN

The University of St. Martin (USM) and The UWI sealed a decade-long partnership with the signing of an MoU between the two universities on Wednesday, October 7, 2020. This marked a historic partnership, not only between the universities, but significantly for the framework for collaboration and regional development now established between the Dutch Caribbean and English-speaking territories of The UWI.
The UWI continues to partner with the Open Society Foundations (SOROS Foundations), the highest funded private foundation in the world. They signed an MoU in September 2020 in support of The UWI’s climate change research and focus on climate justice, as well as the consolidation of climate initiatives through The UWI’s Global Institute for Climate-Smart and Resilient Development (GICSRD).

The UWI and the IDB signed an MoU to support joint research and innovation and strategic initiatives linked to digital transformation, climate change and resilience. IDB President, Mauricio Claver-Carone, described the bank’s cooperation with The UWI as a big step forward to strengthen ties with the Caribbean, which is a top priority for the organisation.
In December 2021, The UWI and the CDEMA signed an MoU to renew a joint commitment to drive resilience in the Caribbean. The MoU will provide a framework for the operationalisation of five interrelated pillars of the Caribbean Pathway for Resilience: social protection for the marginal and most vulnerable; safeguarding infrastructure; enhancing economic opportunity; environmental protection; and operational readiness and recovery.

The UWI participated in a global conversation about partnership for development, hosted by the Clinton Global Initiative during its sixth Action Network on Post-Disaster Recovery in May 2021. A virtual roundtable provided an opportunity to engage with representatives from leading international foundations, funding agencies and private sector corporations. The session was organised to highlight opportunities for philanthropies and institutional donors.
Deeply concerned about the public health, financial and climate crises currently facing the Caribbean, The UWI advanced the discourse on solutions with regional stakeholders. On August 12, 2021, Vice-Chancellor Beckles led a discussion with the new president of the CDB, Dr. Gene Leon, alongside senior UWI executives, student leaders and representatives from the public and private sectors who serve on UWI committees. It was also attended by key university stakeholders, including Dr. Carla Barnett, new Secretary-General of CARICOM.

This forum was the first of a series of engagements seeking to strengthen alignment between the strategic priorities of the Caribbean region’s development bank and the region’s leading university. It seeks to support innovative solutions, new development approaches and large-scale investments in the economic, digital and social transformations critical to the Caribbean’s post-COVID recovery.

In his presentation entitled “A Transformative Vision: Propelling Regional Development for the Post-COVID Era”, Dr. Leon introduced the concept of KIDS—Knowledge, Innovation, Diagnostics and Strategies—which he believes is where educational systems like The UWI are needed to play critical roles. He concluded that the region’s key priorities are education, digital transformation and implementation capacity deficit reduction.
AWARDS AND EXCELLENCE
Vice-Chancellor’s Forums

The Vice Chancellor’s Forums are a series of public presentations hosted by Vice-Chancellor Beckles with the aim of fostering ongoing dialogue among regional experts on a variety of relevant topics. The forums offer informed analysis, perspective, and context to important political, social, and economic developments in the region and wider world.

COVID-19 Vaccination
December 18, 2020

Royalty, Racism, Republicanism and Reparation: Preparing for the 60th Anniversary of Nationhood in the CARICOM Region
March 25, 2021
VICE-CHANCELLOR’S REPORT TO COUNCIL 2020–2021

Awards FOR Excellence 2020/2021

**Departmental Excellence**
Office of the Dean
Faculty of Medical Sciences
Mona Campus

Represented by
Professor Minerva Thame
Dean

Dr. Annette Crawford-Sykes
Deputy Dean

Professor Russell Pierre
Director, Health Professions Education Unit

Mr. Craig Hall
Facilities Officer

**Excellence in Research**
Professor Tannecia Stephenson
Head, Department of Physics,
Faculty of Science & Technology
Mona Campus

**Excellence in Teaching**
Dr. Venkateswara Penugonda
Senior Lecturer, Department of Physics,
Faculty of Science & Technology
Mona Campus

**Excellence in Public Service**
Professor Cynthia Barrow-Giles
Department of Government,
Sociology & Social Work,
Faculty of Social Sciences
Cave Hill Campus

**Excellence in Service to the University Community**

Ms. Allison Fung
Executive Assistant,
Office of the Vice-Chancellor
Regional Headquarters

Dr. Heather Ricketts
Deputy Dean,
Faculty of Social Sciences
Mona Campus

Mr. Compton Beecher
Chief Forensic DNA Analyst,
Faculty of Medical Sciences
Mona Campus

All-round Excellence
Professor Marshall Tulloch-Reid
Director, Caribbean Institute for Health Research (CAIHR)
In the wake of the unprecedented postponement of the 2020 Graduation Ceremonies to January 2021 due to COVID-19 restrictions, The UWI was able to return to its regular graduation schedule later that year. The 2021 graduation ceremonies were held in October and November with a series of six virtual ceremonies.

As usual, they were broadcast live on UWITV’s cable channels on Flow EVO, as well as on The UWI’s website, Facebook page and YouTube channel.

Approximately 10,228 graduands had their degrees conferred upon them virtually by Chancellor Robert Bermudez.

**Special Convocations**

Two special convocations were held in the review period. The first was to confer an Honorary Doctor of Science degree (DSc) on Dr. Ruby Lake-Richards, one of the first 33 medical students who attended The UWI (then University College of the West Indies). Now 99 years old, she is also the first female UWI graduate from Antigua and Barbuda. The ceremony, hosted by the Five Islands Campus, marked the first honorary degree awarded at the University’s newest campus.

In the second convocation, a Doctor of Laws degree was conferred upon Her Excellency Dame Sandra Prunella Mason, GCMG, DA, QC, Governor-General of Barbados.

Her Excellency had been among the first cohort of students enrolled at the Cave Hill Campus, Faculty of Law, which was established 50 years ago. She told family, friends and UWI representatives present that her graduating class owes an immeasurable debt of gratitude to the great regional institution.

“As I accept this honour this evening, I do so with humility and with the unerring recognition that I represent not only myself but the Class of 1973 of the Faculty of Law of The University of the West Indies, with whom I began that pioneering journey some 50 years ago,” she said.

“Our gratitude is more because attendance at The University of the West Indies results in a complete education underpinned by the listed core values which guide the University’s mandate. The values of integrity, intellectual freedom, excellence, civic responsibility, accessibility, diversity, and equity,” Dame Sandra added.

**Honorary Degrees**

In the continued tradition of recognising Caribbean excellence through the conferral of honorary degrees, The UWI also celebrated 14 eminent persons for their outstanding contributions to regional and international development.

**Dr. George A. Mansoor**  
(physician, educator and entrepreneur) – Doctor of Science (DSc)

**Sir Anderson Montgomery Everton Roberts**  
(former cricketer) – Doctor of Laws (LLD)

**Mr. George S. Willie**  
(international auditor, leader and philanthropist) – Doctor of Laws (LLD)

**Mr. Nicholas Brancker**  
(musician, reggae producer) – Doctor of Letters (DLitt)

**Sir Cuthbert Gordon Greenidge**  
(former cricketer) – Doctor of Laws (LLD)

**Mr. Desmond Leo Haynes**  
(former cricketer) – Doctor of Laws (LLD)

**Mr. Ray Anthony Holman**  
(musician, educator) – Doctor of Letters (DLitt)

**Dr. Roshan A. Parasram**  
(medical practitioner) – Doctor of Science (DSc)

**Mr. Sieunarine Persad Coosal**  
(entrepreneur, philanthropist) – Doctor of Laws (LLD)

**Mrs. Lynette Seebaran-Suite**  
(attorney-at-law) – Doctor of Laws (LLD)

**Ms. Alia Shanee Atkinson**  
(sport icon) – Doctor of Laws (LLD)

**Mr. Gary ‘Butch’ Craig Hendrickson**  
(philanthropist) – Doctor of Laws (LLD)

**Mr. Linton Kwesi Johnson**  
(poet) – Doctor of Letters (DLitt)

**The Honourable Oliver Adolphus Samuels**  
(cultural icon) – Doctor of Letters (DLitt)
Governor General of Barbados, Her Excellency Dame Sandra Mason GCMG, D.A., Q.C., receives the honorary Doctor of Laws (LLD) degree at a special convocation.
The 24th annual Legacy Awards Gala of the AFUWI saw seven distinguished persons being honoured. Notable among these was Barbadian Prime Minister, the Honourable Mia Amor Mottley, QC, MP.

The AFUWI partners with UWI alumni, the Caribbean community in the US, and American foundations and corporations to raise funds for scholarships, development projects and academic programmes at The UWI. It provides an average of 50 scholarships each year.

This edition of the gala was held virtually on February 21, 2021.

The other honourees were:
• **Arlene Isaacs-Lowe**, Global Head of CSR, President, Moody’s Foundation Vice-Chancellor’s Achievement Award
• **Dr. Jermaine Omar McCalpin**, Chair, African and African American Studies Research Interests, New Jersey City University Pelican Award
• **Cedella Marley**, OD, CEO of Tuff Gong International Chancellor’s Award for Excellence in Global Leadership
• **David Mullings**, Founder, Chairman and CEO, Blue Major Capital Partners Chancellor’s Award for Excellence in Business Leadership
• **Amanda Seales**, actress, activist, artist and media personality Caribbean Luminary Award
• **107.5 WBLS FM radio station** in New York and celebrity host, **Dahved Levy** Trailblazer Award for Excellence in Community Engagement
TORONTO GALA 2021

Two-time Grammy award winning recording artist Shaggy was a major draw at the Virtual Toronto Benefit Awards 2021, held on May 22. Shaggy (Orville Richard Burrell), from Kingston, Jamaica, is a 2015 recipient of the Toronto Gala’s Luminary Award and has partnered with The UWI on fundraising efforts.

The UWI Toronto Benefit Awards supports the University’s Scholarship Fund. This signature event honours leaders and organizations of Canadian and Caribbean heritage, or those whose body of work have impacted the Caribbean region. To date, it has provided over 600 scholarships to students in financial need.

This year’s honourees were:
- [Dr. Graça Machel](#) and [Ms. Naomi Campbell](#) Luminary Award
- [Mr. Denham Jolly, CM](#) G. Raymond Chang Award
- [CAMH: The Centre for Addiction and Mental Health](#) Chancellor’s Award
- [Mrs. Wendy Beckles, Ms. Pamela Coke-Hamilton, Professor Kevin Fenton](#) Vice-Chancellor’s Award
US$500,000 TO UWI GLOBAL GIVING AS PERSONAL REPARATION

It was a series about the Atlantic slave trade on the BBC that shocked Bridget Freeman. Up until then, she knew almost nothing about the plight of free Africans who boarded ships and were taken throughout the world and sold into slavery.

“I was horrified and it touched me and I thought dear God, this is not right,” she said.

Mrs. Freeman, an accomplished musician, was born in the United Kingdom of Irish background, and adopted at the end of World War II by a couple in their 40s. She has lived in the UK for most of her life. However, some of her relatives left the UK for the Caribbean. One such, was her mother’s brother, Billy Hopkins. As the story goes, ‘Uncle Billy’, the last Master of the King’s Music in Ireland, became a priest and migrated to Barbados where he married Marion, a local Barbadian woman whose family were plantation and slave owners—another revelation that horrified Bridget Freeman.

“My late husband said, ‘You’ve got to do the right thing.’ There was always a feeling of what do I do with all I have? The young people in the family are doing alright and they don’t need a step-up”, said Mrs. Freeman. Further research led her to The UWI and its Executive Director of Institutional Advancement, Mrs. Elizabeth Buchanan Hind.

Bridget Freeman bequeathed her properties worth half a million US dollars (US$500,000) to The UWI, through its Global Giving 2021 campaign, and noted that her grand piano is being kept in tune for the Cave Hill Campus as a contribution to the University’s new Faculty of Culture, Creative and Performing Arts.

Vice-Chancellor Beckles described it as “a seminal moment in the regional reparations movement. Bridget Freeman should be celebrated as a citizen who has broken ranks with British white supremacy, conservatism and has become an activist reparationist.” He continued, “Bridget has accepted her responsibility and willingness to be held accountable. In this regard, she is a reparations hero, and we hope that the millions of other British citizens in her position will step up, come forward, and participate in the healing and development that is reparations. The reparation investment will be directed to needy students in order to sustain the access revolution that is central to Caribbean development and to the University’s strategic plan.”
UWI ACADEMICS SHINE AT ANSA AWARDS

The Anthony Sabga Caribbean Awards for Excellence (ANSCAFE) is one of the region’s leading awards recognising excellence in all fields of endeavour. In 2021, three of our own were named ANSCAFE laureates. They were:

**Excellence in Science and Technology**

Dr. Ayanna Phillips Savage, Lecturer in Marine Mammal Medicine/Aquatic Animal Health and the Coordinator of the Aquahelath/Aquatic Animal Health Diagnostic Laboratory at the School of Veterinary Medicine, The UWI St. Augustine Campus

**Excellence in Science and Technology**

Professor Rupika Delgoda, Director of the Natural Products Institute (NPI) in the Faculty of Science and Technology, The UWI Mona Campus

**Excellence in Public and Civic Contributions**

Dr. Floyd Morris, Director of the Centre for Disability Studies, The UWI Mona Campus
In 2021, The UWI shared in the Caribbean’s celebration of Olympic glory as current students, alumni, coaches and sports medical support staff were among the Caribbean contingent at the Tokyo Games. These included four athletes who collectively won two gold medals, one silver and two bronze.

The four medals were won by Jamaican competitors:

**2017 UWI graduate, Hansle Parchment**  
Gold, men’s 110 metre hurdles

**Shelly-Ann Fraser-Pryce, honorary graduate**  
Gold, women’s 4x100 metre relay and silver in the women’s 100 metre race

**Current Mona Campus students, Candice McLeod and Roneisha McGregor**  
Part of the bronze medal-winning team in the women’s 4x400 metre relay

Also competing were current UWI Mona students:

**Fedrick Dacres**  
2018 Vice-Chancellor’s Sportsman of the Year and discus throw athlete

**Jaheel Hyde**  
Men’s 4x400 metre relay team and 100 metre athlete

**Emmanuel Archibald**  
Men’s 100 metre race

Also competing were UWI Mona alumni Shanieka Ricketts and Traves Smikle in the women’s triple jump and men’s discus throw respectively.

The UWI’s contribution did not end there. Throws Coach, Julian Robinson and Head Coach, Fitz-Albert Coleman, both of Mona Campus, also participated. Although Coleman didn’t travel to the Games, he is credited with the top performances of Jamaica’s hurdle athletes.

The Open Campus student, Deon Sutherland, doubled as President of the Belize Athletics Association and coach for the Belizean Olympic team, and St. Augustine Campus staffer, Mr. Shurlan Bonas, was one of the massage therapists on the T&T Olympic team.
THE UWI COPS 3 INTERNATIONAL MARKETING AWARDS

On March 1, 2021, the 36th annual Educational Advertising Awards (EduADAwards) were announced. The UWI earned two gold awards and one merit award for creativity, marketing execution and message impact in its public education/communication campaigns on climate action and its COVID-19 response.

Presented by Higher Education Marketing Report, the leading marketing publication for higher education professionals in the US, the EduADAwards is the largest, oldest and most respected educational advertising awards competition in the country. This year, more than 2,000 entries were received from over 1,000 colleges, universities and secondary schools.

The University Marketing and Communications Office was honoured as follows:

**Leading Climate Action Special Report**
Gold award in the E-Publication category

**The UWI COVID-19 Task Force Website**
Gold award in the COVID Response Materials category

**Leading Climate Advocacy and Action Website**
Special merit award in the Website category

It is notable that in these categories, The UWI competed with other top ranked universities such as Johns Hopkins, Emory and University of Toronto, to name a few of this year’s recipients.
GLOBAL CONVERSATIONS AND ACCOLADES

Vice-Chancellor Beckles received several awards and other tokens of recognition for his global advocacy, academic scholarship, and intellectual leadership in support of social justice, institutional equity, and economic development for marginalised and oppressed ethnicities and nations. Among them are:

The Peace and Freedom Award, by Reverend Al Sharpton and the National Action Network (NAN) on Dr. Martin Luther King Day, January 18, 2021, for his “contributions to the global fight for human rights and human dignity, particularly in the African diaspora”.

Presenting the Award to Sir Hilary during a live virtual ceremony, Reverend Al Sharpton stated, “Every year we have the National Action Network Dr Martin Luther King Awards, we look for someone who has personified in their own work, in their own life, the global fight for human rights and human dignity, particularly in the African diaspora and there’s no doubt about the fact that Sir Hilary has been one in that tradition—I would say unequalled in the present African diaspora of those of us that are still among us.”

In his response, Sir Hilary noted that growing up, his generation followed and was inspired by the works and teachings of Dr King and that he remains a ‘template’ and guiding light in the global reparatory justice movement. He acknowledged that Dr King’s philosophies “framed his own views of the world.” He expressed his gratitude for the accolade saying, “I am humbled and honoured to be considered in the context of the legacy of Dr King.”

Sir Hilary personifies the global fight for human rights and dignity in the African diaspora.
The Cross and Plaque, the highest honour of Antigua and Barbuda’s Faithful and Meritorious Award. It was presented by Governor-General, His Excellency Sir Rodney Williams, on December 4, 2021, in recognition of his “40 years of distinguished service to The UWI and the Caribbean”.

His Excellency Sir Rodney Williams presents the Governor General’s Faithful and Meritorious Award’s highest honour, the Cross and Plaque, to Vice-Chancellor, Professor Sir Hilary Beckles.

Paul Harris Fellowship, by the Rotary Foundation, through the Rotary Club of St. Andrew, Jamaica, in recognition of his “extensive work as a thought leader in the field of social justice and minority empowerment”. He joins a list of distinguished Paul Harris Fellows including former US President Jimmy Carter, former Russian President Boris Yeltsin, US Astronaut James Vogel, former United Nations Secretary General Javier Perez de Cuellar, and polio vaccine developer Jonas Salk.

Professor Sir Hilary Beckles (2nd left), Vice-Chancellor of The UWI and Marie Powell (2nd right), Assistant Governor, Rotary Jamaica, South East, display the instrument naming Sir Hilary a Paul Harris Fellow. Sharing the occasion are Dr. Lloyd Eubank Green (left), Past President of the Rotary Club of St. Andrew and Minna Israel, a member of the Club.
Vice-Chancellor Beckles also participated in some conversations and made presentations of global significance, such as:

**2021 Keynote Speaker at the UNESCO Day for Remembering the Transatlantic Slave Trade and Abolition, on 23 August.** The memorial provides “an inclusive space for all people to remember the victims of the transatlantic slave trade, reflect on its legacy, and honour those freedom fighters who fought for its abolition”. The theme of this year’s event was "Justice and Restoration". It was hosted by Sadiq Khan, Mayor of London.

**Presentation to European Parliament, December 2, 2020.** Invited to speak at a virtual international panel during a special discussion on the poverty legacies of colonization, Vice-Chancellor Beckles reminded the audience that Europe’s economic development was funded by a brutal and inhumane system of wealth extraction from the Caribbean, leaving the region impoverished and unable to meet its economic development targets. Further, he pointed out that reparatory justice is a top priority moral issue in the international order, and exhorted them to end colonialism in the region and honour the debt owed.

**Dialogue with Secretary General of the Organization of American States (OAS), His Excellency Luis Almagro, April 14, 2021, marking Pan American Day.** Vice-Chancellor Beckles was invited to speak on The UWI’s support in the region in response to the COVID-19 pandemic, during the first of a virtual series entitled, “A Chat with the OAS”. He called on the OAS for coordinated, organized global investment in the Caribbean to combat major challenges, “most of which are not of our making.”

**Virtual Courtesy Call with EU Head of Cooperation, Dr. Luis Maia, on Monday June 7.** This conversation took place ahead of the opening ceremony to launch the EU-funded project coordinated by PAHO with five main sub-regional partners (including The UWI). The goal was to “Strengthen Climate-Resilient Health Systems in the Caribbean” by improving climate and health systems, as well as human capacities, through collaborations.
STATISTICS

TOTAL ENROLMENT
49,360
-1.6% DECREASE OVER PREVIOUS YEAR

82.4% ON-CAMPUS STUDENTS IN FACE-TO-FACE STUDY

13.7% OPEN CAMPUS STUDENTS

3.2% AT TERTIARY AND AFFILIATED INSTITUTIONS AND / OR BY DISTANCE EDUCATION

ON-CAMPUS ENROLMENT 0.0%
OPEN CAMPUS ENROLMENT -9.6%
OFF-CAMPUS ENROLMENT -4.5%
% CAMPUS ENROLMENT IN SCIENCE AND TECHNOLOGY PROGRAMMES

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

53.5% ST. AUGUSTINE
40.4% MONA
30.9% CAVE HILL
12.2% FIVE ISLANDS

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

75.8% MONA
73.8% ST. AUGUSTINE
68.0% CAVE HILL
74.8% FIVE ISLANDS

FACULTIES WITH MOST FTE STUDENTS
1. SOCIAL SCIENCES 37.9%
2. SCIENCE & TECHNOLOGY 19.3%
3. MEDICAL SCIENCES 18.5%

*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

68.7% FEMALE 31.3% MALE

ON-CAMPUS ENROLMENT

65.8% FEMALE 34.2% MALE

OPEN CAMPUS ENROLMENT

82.6% FEMALE 17.4% MALE

OFF-CAMPUS ENROLMENT

74% FEMALE 16% MALE

MALE-DOMINATED FACULTIES

ENGINEERING 65.6%  SPORT 65.7%
The University of the West Indies continues to cater to a predominantly undergraduate student population.

### ON-CAMPUS ENROLMENT

**77.9%**

**UNDERGRADUATE PROGRAMMES**

**22.1%**

**POSTGRADUATE PROGRAMMES**

**83.4%**

**OPEN CAMPUS**

**UNDERGRADUATE PROGRAMMES**
### GEOGRAPHICAL DISTRIBUTION OF STUDENTS

<table>
<thead>
<tr>
<th>Country</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trinidad and Tobago</td>
<td>35.4%</td>
</tr>
<tr>
<td>Jamaica</td>
<td>38.0%</td>
</tr>
<tr>
<td>Barbados</td>
<td>12.7%</td>
</tr>
<tr>
<td>OECS Countries</td>
<td>9.1%</td>
</tr>
<tr>
<td>Other Caribbean Countries</td>
<td>3.5%</td>
</tr>
<tr>
<td>International (OECS)</td>
<td>1.2%</td>
</tr>
<tr>
<td>On-campus OECS Students</td>
<td>3.4%</td>
</tr>
<tr>
<td>Enrolment from Non-contributing Countries</td>
<td>1.1%</td>
</tr>
</tbody>
</table>

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

As a regional university, The University of the West Indies enrolls students predominantly of Caribbean origin.
The academic year 2020/2021 continued in a similar vein to that of the previous year, with the COVID-19 pandemic continuing to affect core operations of the Campus, especially teaching and learning.

During the review period, due to the fluidity of the pandemic environment, the Campus was required to pivot between face-to-face, hybrid and full online delivery of programmes. Having successfully navigated a similar path over the last year, however, the Campus was in a state of readiness to respond to changes in COVID-19 protocols as mandated by the Government of Barbados.

In addition to the challenges brought about by the COVID-19 pandemic, Barbados and the Campus were further impacted by severe ash fall resulting from the eruption of the La Soufrière volcano in St. Vincent and the Grenadines on April 9, 2021, which caused further national disruption. The ash fall necessitated an extensive clean-up of the Campus as several buildings had been impacted. This was followed by Hurricane Elsa on July 2, 2021, which caused water damage to some of the Campus’ facilities.

Despite the difficulties experienced, the Campus was able to systematically and consistently reduce operational expenses through measures such as investments in renewable energy to reduce energy expenditure and create savings, stringent monitoring of its hiring practices, rationalisation of courses and programmes, postponement of capital upgrades, restrictions on the number of major events hosted and approval of essential travel only. Conversely, plans for revenue generation included the introduction of new fee-based master’s programmes and short courses, increasing the number of projects and grants and targeted philanthropy.

The Triple A Strategy
Grounded in the Triple A Strategy, the Campus pressed ahead with the achievement of its planned objectives, having completed approximately 93% of its strategic initiatives at the time of the University’s Mid-Term Strategic Planning Review in November 2020. While reprioritising some of its proposed programmes, the Campus continued to focus on digital transformation through its Smart Campus Initiative, with a view to expanding on the significant gains realised under this
exercise. Additionally, other targeted areas included expanding access, revenue generation, improving employee engagement and enhancing the quality, quantity and impact of research, innovation and publications.

**ACCESS**

**Enrolment Snapshot**
- Total Student Enrolment: 6,733 – up 1%
- Undergraduate Enrolment: 5,582
- Postgraduate Enrolment: 1,151

**Graduation Snapshot**
- Total graduates: 1,405
- Postgraduate degrees, diplomas and certificates: 370
- Undergraduate degrees, diplomas and certificates: 1,035

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

On August 1, 2020, under the theme “Creating New Freedoms – Crafting New Futures”, the Campus hosted a very successful virtual launch of the Faculty of Culture, Creative and Performing Arts. The two-hour extravaganza, which was streamed via UWItv throughout Barbados and other Caribbean countries, showcased the richness of Caribbean scholarship on cultural studies and many dimensions of the performing and creative arts. Vice-Chancellor Beckles and Barbados’ Prime Minister The Hon. Mia Amor Mottley joined the Principal, Dean, and many regional experts, scholars and creatives in bringing greetings on the launch of the Faculty.

Dr. David Akombo was appointed as the first Dean of Cave Hill’s seventh and newest Faculty.

**Cave Hill to welcome Ghanaian Students in Academic Year 2022/23**

The joint BSc Pre-Clinical Sciences degree programme developed by The UWI and the University of Ghana attained the approval of the Ghana Medical and Dental Council and is awaiting approval of the Ghana Tertiary Education Commission. The programme would enable students of the University of Ghana to complete their pre-clinical requirements at the Cave Hill Campus and allow them to graduate from Cave Hill with an accredited BSc Pre-Clinical Sciences degree and move seamlessly into the clinical programme at the University of Ghana. It is hoped that the first cohort of students would commence studies at the Cave Hill Campus from 2022.

**New and Revised Programmes**

In support of its plans for expanding access, over the past year, the Cave Hill Campus developed a suite of new programmes and undertook revisions to a number of existing ones.

- **Faculty of Culture, Creative and Performing Arts:** a BA Music with a Minor in Education; a BFA Dance; a BA Caribbean Studies with Minors in several subject areas; and an MFA in Caribbean Visual Arts.
- **Faculty of Humanities and Education:** MPhil/PhD in Philosophy; revised Psychology Special; Major and Minor programmes.
- **Faculty of Medical Sciences:** BSc Human Nutrition and Dietetics; postgraduate Diploma in Paediatric Nursing; Diploma in Health Systems and Health
Policy; expansion of the MSc Nursing programme to St. Vincent and the Grenadines; revision of concentration in Health Informatics in the Bachelor of Health Sciences.

**ALIGNMENT**

The Campus continued to work with the Barbados Government, the corporate sector, regional institutions and civil society to expand Cave Hill’s reach into the community. These collaborations continued to impact positively on Barbados and the region.

**Training Initiatives in collaboration with the Barbados Government**

In response to a request from the Government of Barbados, the Cave Hill Campus assisted in creating training initiatives specifically designed to move the Barbadian economy forward in light of the downturn caused by the COVID-19 pandemic. Pro Vice-Chancellor and Principal, Professor the Most Hon. Eudine Barriteau, chaired the Government’s Services and Creative Economy Committee (SCEC), which provided a report containing over 164 training initiatives aimed at a wide cross section of national institutions. The Campus subsequently submitted a proposal at the request of the Ministry of Education, Technological and Vocational Training to deliver some of the proposed training initiatives.

**Operation Seek and Save**

Following a surge in COVID-19 cases on the island, the Campus accepted an invitation from the Government of Barbados to design and deliver a national health survey themed ‘Operation Seek and Save’. Approximately 400 student volunteers participated in the survey which collected information from households across Barbados on health issues including COVID-19 and dengue fever. The project not only enabled the students to learn experientially but showcased the data analytical skills honed by students registered in the MSc Business Analytics and MSc Management Information Systems degree programmes at Cave Hill. Student volunteers also assisted the Government with the collection of information relative to Barbados’ vaccination drive.

**COVID-19 Evidence Briefs for Government of Barbados**

The George Alleyne Chronic Disease Research Centre (GA-CDRC), at the request of the Ministry of Health and Wellness, conducted modelling analyses and provided public health recommendations related to COVID-19 risk among vaccinated travellers entering Barbados, to inform the development of new travel protocols for the country. Recommendations on the vaccination rollout strategy within the Barbadian population, and assistance in conducting qualitative research to understand barriers to the uptake of COVID-19 testing in Barbados, were also provided. Following this initial collaboration with the Barbados Government, the GA-CDRC team continued to work closely with the Caribbean Disaster Emergency Management Agency (CDEMA), the Caribbean Public Student Volunteers in the Field – “Operation Seek and Save”.
Health Agency (CARPHA) and CARICOM to provide technical support and surveillance updates to CARICOM member states.

Confucius Institute Expands Language and Culture Programme
The Confucius Institute (CI) continued to expand its language and culture programme in Barbados, through a partnership with the National Library Service (NLS), to offer a country-wide, virtual programme to all persons registered through the NLS to learn the Chinese language and culture. The CI also introduced a new co-curricular course – Introduction to Chinese Culture – to be offered through the Faculty of Humanities and Education, and continued to work with the Caribbean Examinations Council (CXC) on the development of a syllabus in Mandarin. Students of selected primary and secondary schools also continued to benefit from Mandarin classes.

Oral History Project
The Department of History and Philosophy of the Faculty of Humanities and Education, through its Oral History Project, started a 42-month project, “The Visible Crown: Queen Elizabeth II and the Caribbean — 1952 to the Present”. This project is being undertaken in collaboration with the Department of History, Royal Holloway University of London. Projected outputs include publications, an online database, a two-day conference, a regional survey on attitudes toward Queen Elizabeth and the monarchy and a television documentary on the Queen and the Caribbean.

Educational and Psychological Assessment Unit (EPAU)
A grant agreement in the amount of US$200,000 was signed between The UWI Cave Hill Campus/School of Education and the Caribbean Development Bank (CDB) to support the establishment of an Educational and Psychological Assessment Unit (EPAU). The Unit will enhance the capacity of The UWI Cave Hill Campus and Ministries of Education in Barbados and the OECS to support high-quality inclusive learning experiences for Special Education Needs (SEN) students.

Research Initiative for Supporting Education in the Caribbean (RISE Caribbean)
In March 2021, a grant agreement for US$3.7 million was signed between The UWI Cave Hill Campus/School of Education and USAID for the Research Initiative for Supporting Education in the Caribbean (RISE Caribbean) project. The goal of RISE Caribbean is to set up the Caribbean Educational Research Centre (CERC) in the Faculty of Humanities and Education. The CERC will have an interdisciplinary research focus, where research conducted will be geared towards supporting decision-making and policy development for educational innovation and development in the Eastern Caribbean and Barbados.

Articulation with Barbados Community College
On August 26, 2020, the Cave Hill Campus signed an MoU with Barbados Community College (BCC) which established an operational framework for the articulation of selected two-year associate degree programmes offered by the College, thereby enabling a more seamless transfer of students from BCC to The UWI. BCC students who met the agreed criteria would be eligible for the award of a degree on completion of only two years of study at the Cave Hill Campus.

Support for World Heritage Bid
On behalf of the Department of History and Philosophy, the Campus signed an MoU with R. L. Seale & Co. that would provide financial support for the Department’s World Heritage bid and fund graduate and postdoctoral scholarships respectively in the amount of BDS$325,000. Other planned initiatives include a rum conference, a book on the history of rum and a documentary.

Launch of Health and Law Research Unit
As part of its 50th anniversary celebrations, the Cave Hill Faculty of Law launched the Law and Health Research Unit, under the leadership of Deputy Dean, Mrs. Nicole Foster. The initiative was undertaken in partnership with the O’Neill Institute for National and Global Health Law of Georgetown University, which provided an initial grant of US$140,000. The Unit will explore the role of law with special reference to non-communicable disease (NCD) prevention and control through legal capacity building and training, technical cooperation and scholarship.

Medicinal Cannabis Project
The Cave Hill Faculty of Medical Sciences entered a Public Private Partnership (PPP) arrangement with BIM Medical Cannabis Ltd. to undertake a range of research and development activities in the area of medicinal cannabis. The areas of focus include training, public education, research, and quality assurance and the future development of a cannabis analytical lab.
AGILITY
During the review period, the Cave Hill Campus focused on making the necessary adjustments to its modes of delivery, work practices, and examination rubrics. The Centre for Excellence in Teaching and Learning (CETL), in collaboration with Campus IT Services (CITS), continued to provide significant assistance to students and academic staff to ensure familiarity with the new technologies with which they would be interfacing, including Blackboard Collaborate, Zoom and Microsoft Teams.

Technology guides were disseminated to students who also benefitted from live chat support offered through the IT Service Desk. Training support for faculty included practice-run tech clinics for testing teaching equipment, the offer of webinars focusing on hybrid teaching and alternative assessment, and the dissemination of online resource materials.

Professional development workshops focusing on smart teaching and learning with technology were also offered.

The Smart Campus Initiative/Ellucian Impact Award
In the review year, Cave Hill continued to build on its Smart Campus Initiative which was used to drive the digital transformation of the Campus and in so doing received global recognition for its efforts. In April 2021, the Cave Hill Campus was one of six universities globally to be awarded the Ellucian Impact Award 2021 in the category of digital transformation. In their submission for the Award, the Campus’ Enterprise Systems Support Unit (ESSU) demonstrated how the Cave Hill Campus successfully used its Smart Campus Initiative, launched in 2017, to help revolutionise the delivery of educational and other services by integrating information and communications technology into many aspects of the Campus’ higher education provisions and related operations.

Microsoft Partnership – Power Barbados 2020
The Cave Hill Campus partnered with Microsoft Corporation in December 2020 to offer two successful workshops branded “Power Barbados 2020” which sought to promote digital literacy. Arising from discussions with Microsoft, it was agreed that the event would be held annually, and plans put in place for Power Barbados 2021. An interview with Mr. David Smith, Network Engineer, CITS, who had spearheaded the project, was aired globally, contributing to the promotion of the event.

Upgrade to Banner 9
During the last quarter of 2020, CITS, in collaboration with the Registry and the Bursary, completed the user acceptance testing for the suite of admin pages used in offices, and the Banner self-service products, now in use by students and faculty. The rollout of these products marked the end of a 23-month process wherein the Campus moved from Banner 8 to Banner 9 in the Ellucian cloud. This move significantly de-risked the Campus’ on-premise hardware, environmental and software maintenance and upgrade challenges. Key benefits of the Banner 9 self-service products included easy grade entry, attendance tracking, a new advising functionality and registration planning.
Tribute to Professor the Most Honourable V. Eudine Barriteau

Professor the Most Honourable Eudine Barriteau demitted office on July 31, 2021, after being at the helm of the Cave Hill Campus for the past six years. Professor Barriteau, described as a scholar, thought-leader, public advocate, researcher and administrator, was lauded for her distinguished leadership of the Cave Hill Campus and for her overall contribution to The UWI. The Principal’s vision in launching the Smart Campus Initiative at Cave Hill, which had since been adopted across The UWI, and the establishment of the Faculty of Culture, Creative and Performing Arts, were identified as examples of her innovativeness and creativity.

Professor Barriteau’s exemplary leadership allowed the Campus to remain financially viable during difficult periods, the most recent being the impact of the COVID-19 pandemic. Her sound decision-making, rooted in a deep commitment to the Cave Hill Campus, encapsulates her mantra that “The UWI Cave Hill is greater than, and would not be defined by the challenges it confronts.”

Professor Barritteau’s exemplary leadership allowed the Campus to remain financially viable during difficult periods, the most recent being the impact of the COVID-19 pandemic.
A new leadership team was installed on the Campus in August 2020. Professor Densil A. Williams became the first permanent Principal and Pro Vice-Chancellor. He was joined by Dr. Curtis Charles as Director of Academic Affairs, Ms. Daniella Hickling as Director of Administration, and Ms. Frances-Ann Mellanson as Senior Financial Manager.

The Five Islands Campus celebrated top matriculant Ms. Lynna Burton at the second matriculation ceremony, held on September 25, 2020. The ceremony was held in a blended format with majority attendance virtually and 15 persons physically, in keeping with the Government of Antigua and Barbuda’s health protocols for COVID-19.

Student enrolment increased by 68.5% over the previous year, marking enrolment for the 2020/2021 academic year at 300.

The Campus Principal rolled out a suite of growth inducement projects for the Campus in areas such as ICT infrastructure, academic programming, physical plant upgrades and revenue diversification.

A grant of US$250,000 received from the People’s Republic of China in 2019 was repurposed to purchase teaching and learning equipment for the FIC to enable better access to remote teaching during the pandemic.

The Campus launched its Public Advocacy Series as the inaugural outreach programme in October 2020. It is designed to create conversations between industry, government, and academia. Five fora were held over the academic year, inviting local, regional and international industry experts and academicians to participate in multi-disciplinary discourse.

The Five Islands Campus held its first graduation ceremony on January 10, 2021, for six graduates who had Postgraduate Diplomas in Education conferred upon them. Notably, all six graduates were women, and all teachers. The ceremony was presided over by the Honourable Aziz Fares Hadeed, Chair of the Five Islands Campus Council, who substituted for Mr. Robert Bermudez, Chancellor of The UWI. Both the Chancellor (who conferred the degrees) and the Vice-Chancellor, Professor Sir Hilary Beckles (who delivered an address) participated virtually. Prime Minister Gaston Browne delivered the inaugural keynote address at the graduation.

Mr. Carlos Miro, a Cuban sculptor, donated and officially gifted the Mace for The UWI to the Campus Principal at a small ceremony on the Campus on February 1, 2021.
The Five Islands Campus conducted its inaugural Quality Evaluation Exercise for the three Schools. The Campus benefited from the expert knowledge of Programme Officer, June Wheatley-Holness, who provided comprehensive guidance on the Quality Evaluation Instrument (QEII).

To enhance commitment and strengthen instructional delivery, especially in the online space, a faculty development programme was created, with more than five workshops hosted across the academic year.

The Five Islands Campus partnered with the CB Group UWI 5K and Smart Eggs Kids to stage its inaugural virtual 5K run/walk race from November 1 – 21, 2020, to raise funds for its scholarship programme. In its first outing, the Five Islands Campus registered 51 participants, including the Governor General of Antigua and Barbuda, Sir Rodney Williams and the Permanent Secretary in the Ministry of Education, Sports, and Creative Industries, Mrs. Rosa Greenaway.

The Raymond Chang Endowment Fund contributed US$10,000 to support the UWI 5K scholarships event and two tuition-only scholarships. In addition, the Campus received sponsorship in cash and kind from eight companies in Antigua and Barbuda.

The Institutional Advancement Division donated CAN$10,000 to be awarded in UWI Toronto Benefit Gala Scholarships to students enrolled at The Five Islands Campus.

The Campus presented two Promise Scholarships to deserving first year students who aptly demonstrate a propensity to give back to the community.

The National Baking Company Ltd. Foundation provided a grant of US$130,000 to assist the Campus in operationalising a Centre for Oceanography and the Blue Economy (COBE).

The Five Islands Campus accepted an invitation to partner with the Caribbean Tree Planting Project Antigua and Barbuda and FirstCaribbean International Bank to undertake a series of tree planting exercises to beautify the Campus and to promote environmental sustainability. The first set of trees (five flamboyant trees, also known as poinsettias) to be planted in Antigua were planted at the Five Islands Campus. The ceremony took place on June 3, 2021.

The Board for Undergraduate Studies (BUS) approved the Exemption with Credit Articulation Agreement between the UWI FIC School of Management, Sciences and Technology and the Antigua State College's (ASC) Department of Business. This will see qualified students from ASC entering UWI FIC at Level 2, thus shortening the time it takes to complete their bachelor’s degree.

The Campus received programme approval for the Bachelor of Education (90-Credit) programme out of the School of Humanities and Education. This programme is the first ever full programme approved for the Five Islands Campus.

The Guild of Students won the Quality Day Quality Assurance Competition for a video submission highlighting quality and reinforced education.

The Campus held its inaugural Convocation on July 31, 2021, to celebrate Dr. Ruby Lake Richards, the first female Antiguan student to enrol in the first cohort of students in the Faculty of Medical Sciences at the University College of the West Indies in 1948. She received an Honorary Doctor of Science degree.
This snapshot of the past year proves that the COVID-19 pandemic has not shaken the resolve of The UWI Mona Campus to advance its academic mission, nor its commitment to excellence in teaching, research and service, to the Caribbean community and to the wider world. Indeed, this ongoing global pandemic has fortified the Campus’ resolve to continue to be the place in Jamaica where great minds collaborate to advance the development of a more equitable society.

The Mona Campus adhered to its three-pronged Triple A Strategy to improve Access to The UWI’s resources by the people of the Caribbean, to ensure Alignment of its goals with regional aspirations, and to improve the Agility of the institution to respond to the constantly changing environment. With strategic interventions and a determined resolve, the Campus found powerful ways to redefine possibilities. Collectively, the Campus found creative means of using existing resources to advance its strategic agenda, searching out fresh perspectives and drawing on untapped talents to create new possibilities.

What became clear by the second year of the pandemic is the knowledge that the future will bring both challenges and disruptions. Continued success requires a mindset of adapting, prioritising, and possessing an unflagging resilience to manage even and especially through instability.

The Campus adapted by expanding horizons for enhanced teaching and online learning, and hurdling the challenges revisited in 2020/21 to still turn out 4,214 career-ready graduates, armed with knowledge to contribute to industry and their communities.

Despite the obstacles, Faculties and Departments were able to work diligently and effectively, either within teams or in partnerships, to achieve a significant number of stated goals in the Triple A Strategic Plan.

ACCESS
The Mona Campus adapted to the restrictive environment created by the pandemic by developing protocols for the delivery and administration of online examinations, and connecting local, regional and international users with teaching, research and learning outputs. As an example, for the period September 2020 to July 2021, the online resources of the Campus received over 7 million hits from users in Jamaica and another 500,000 hits from users across the region and the United States.

Virtual communication proved to be an integral tool for facilitating internal communication with students and staff in 2020/2021. Several entities on the Campus utilised FSS Zoom Accounts, WhatsApp, Kayako Classic...
and Blackboard Collaborate as platforms to interact with current and prospective students, promote research of faculty members, and promote various activities and initiatives.

During the academic year it was increasingly crucial to advance the outreach activities of the Campus to boost the morale of the Campus in respect of their value to the communities it serves. New areas of outreach of all Faculties were enabled, especially those that provided thought leadership in the management of the impact of the COVID-19 pandemic on public health, schools and education, industry, Caribbean economies, sport, society, and the preservation of the environment.

To facilitate this level of outreach, the Mona Information Technology Services (MITS) provided the technical support for some 101 such virtual events that were produced on the Campus.

**ALIGNMENT**

Not unexpectedly, health and health-related issues continued to be of paramount importance this year. The Mona Campus is proud of the excellent performance of the Mona Ageing and Wellness Centre which partnered with the Ministry of Health and Wellness in its aim to vaccinate 65% of the Jamaican population by March 2022.

Under the leadership of Professor Denise Eldemire-Shearer, the Centre routinely administered vaccines and participated in vaccination blitz days. As at July 31, 2021, the team reported that more than 16,000 persons had been vaccinated at the Centre.

Those affected by the coronavirus were cared for by a cadre of dedicated healthcare professionals. Many of the health workers and medical personnel are UWI-trained and worked tirelessly towards successful mitigation of the pandemic.

**Health Connect Jamaica**

In addition, The UWI Mona Campus signed an MoU with the Ministry of Health and Wellness (MOHW) that will govern the operation of Health Connect Jamaica (HCJ), a network that has a mandate to expand access and utilisation of high-quality HIV-specific primary health services in the private health sector.

HCJ is funded by the President’s Emergency Plan for AIDS Relief (PEPFAR) through the United States Agency for International Development (USAID) and their implementing partner FHI360 as a special project of the Faculty of Medical Sciences (FMS), at The UWI, Mona. It expands the access and utilisation of high-quality HIV-specific primary health services in the private health sector, filling the gaps in quantity and quality that currently exist in the national HIV response. This service was particularly vital for people living with HIV (PLHIV) in Jamaica who are currently unable to afford access to HIV treatment and care in the private health sector.

By the end of the first year of operations (September 2021), the HCJ network had expanded across the country with clinician and laboratory access points in all four health regions. The services of 42 clinicians were contracted, and 6 laboratories were established with 31 locations available to clients to seek healthcare services. The clientele expanded to over 276 and viral suppression has been achieved in 92% of clients. This is a phenomenal success story, translating into PEPFAR exceeding its target achievement by 48% for total patients being served and 2% for the total patients virally suppressed.

Continuing to provide a strategic and vital contribution to national needs, the Campus maintained robust private sector linkages, collaborating with agencies and organisations to enhance the employability quotient of students. By retaining and prioritising ongoing partnerships and adding others, the Campus is a vital link in the chain between education and skill preparedness for the future workforce of the nation.

Of these, one example is worth highlighting. The New Fortress Energy (NFE) Summer Internship Programme is an investment in the next generation of engineering innovators. The Programme allows students to apply the conceptual knowledge they gained in the classroom to the fields of Liquefied Natural Gas (LNG), energy generation, automation and electronic controls. In the year under review, 14 Mona engineering students worked closely with mentors on exploring new technologies while solving complex engineering problems and designing new and future engineering projects. The Programme rotated students between the company’s LNG plants in St. Catherine, Clarendon and Montego Bay.

**AGILITY**

The Campus embarked on several initiatives to improve the financial status and health of the institution and for the first time in six years recorded a positive
Comprehensive Income of J$467 million. This was as a result of significant reduction in expenditure in the following areas:

• Administrative services
• Local and foreign travel
• Repairs and maintenance
• Security costs
• Inventory/supplies
• Consumables
• Expected credit losses due to better collection of funds

Added to the above was a positive pension adjustment that supported that outcome. These were, however, offset by increased spending of 83% to support the increased ICT-related initiatives on the Campus, which was essential in the pivot to the virtual environment from which the Campus carried out the majority of its undertakings.

The Mona Campus proudly acknowledged Faculty members who received national awards or who were recognised in the region for excellence in their scholarly and academic achievements. The fog of COVID-19 was lifted long enough for the virtual staging of the Annual Long Service Award ceremony to be produced and aired in March 2021. This event celebrated the commitment of UWI staff who have been exemplary in the execution of work in the service of the Campus. Awards were presented to 162 members of the academic, administrative, professional, technical and support services staff who have served the institution for periods exceeding 15, 21, 30 or 40 years. This year, 81 employees received awards for 15 years of service, 48 received awards for 21 years of service, 31 employees received awards for 30 years of service and 2 employees for 40 years of service.

The pandemic has disrupted education systems globally. The path ahead continues to be paved with blocks of uncertainty. We have, by 2020/2021, learnt that as an educational institution we must be adaptable to constantly redefining possibilities for digital learning environments that suit the times. Against the background of disheartening predictions of further waves of coronavirus, in forging forward, innovation and resilience are indispensable tools. By utilising these tools, we are redefining how we assist students and staff to realise their potential. We are harnessing the power of disruptive technologies and partnerships within the society and globally to make rapid response strides. Yet the most important stride has been an adoption of the mindset that technologies must help us to work more efficiently, and that change, whilst disruptive, provides meaningful opportunities for us to help our populations in Jamaica and the Caribbean to live more balanced, productive, healthy and enjoyable lives.
Signing of MoU (The UWI & Health Connect Jamaica)
The last academic year was challenging for The UWI Open Campus because of both natural and man-made crises. Notwithstanding the challenges, the Campus demonstrated its resilience, agility, empathy and the collective will to thrive, not just survive. The year under review was the first full academic year of the ongoing COVID-19 pandemic, which continues to send shock waves across the world, with the Caribbean enduring its fair share of its impact.

Not surprisingly, issues related to the pandemic continued to largely define the parameters within which the Campus operated, particularly at its Country Sites and operational centres in Barbados, Jamaica and Trinidad and Tobago. The pandemic also forced the Campus to become ever more creative, nimble and innovative in its operations. Additionally, it afforded the Campus the opportunity to share its online education expertise with sister campuses of The UWI, as well as with other organisations and partners in the region.

Eruption of La Soufrière Volcano
The explosive eruption of the La Soufrière Volcano in St. Vincent and the Grenadines on April 9, 2021, added to the challenges of the Campus, and particularly to its students and operations in St. Vincent and the Grenadines.
The eruption caused severe displacement of thousands of Vincentians, including 572 Open Campus students in senate-approved programmes, plus hundreds more in continuing and professional education courses. The eruption, while disruptive, also galvanised the philanthropic spirit of both the Open Campus and The UWI communities.

Very appropriately, the Open Campus managed The UWI’s response and coordinated the donation and shipment of relief supplies to the Country Site in St. Vincent and the Grenadines. In addition, several concessions were made for Vincentian students, including extensions of assignment deadlines and the provision of a counselling service to students who needed it. Financial assistance was also provided to students on a needs-basis, through funds donated by the Guild of Students, the Toronto Gala, Grace Kennedy Foundation and the American Foundation for The University of the West Indies (AFUWI). Additionally, The UWI offered students from St. Vincent and the Grenadines a 50 percent discount on their tuition fees for academic year 2021/2022.

In collaboration with UWItv, University Marketing and Communications and The UWI Seismic Research Unit, the Campus coordinated a live online programme entitled Rally Round SVG on April 13, 2021. The panelists were Professor Sir Hilary Beckles, Vice-Chancellor of The UWI; Dr. Luz Longsworth, Pro Vice-Chancellor, Global Affairs and Principal of The UWI Open Campus; Professor Richard Robertson, Geologist, The UWI Seismic Research Centre; and Dr. Francis Severin, Deputy Principal of the Open Campus and Co-Chair of the Open Campus Emergency Management Team. The Open Campus Marketing and Communications Manager moderated the programme. The programme was carried live on UWItv and on all Open Campus social media platforms.

**ACCESS**

**First Cohort of Graduates from New Programmes**

During the year under review, the first cohort of students from three postgraduate programmes graduated during the Virtual Graduation Ceremony on October 16, 2021. The students were enrolled in the Graduate Certificate in Disaster Risk Management and Resilience; the Graduate Diploma in Disaster Risk Management and Resilience; and the Master of Education (MEd) in Teaching and Learning with Emerging Technologies (TLET).

**Prior Learning Assessment**

Prior Learning and Portfolio Development/Assessment at the Graduate Level was offered for the first time in the 2020/2021 academic year. It will assist eligible UWI students in the preparation of a learning portfolio for PLA that will be submitted to reviewers for assessment as per The UWI policy. The course is designed for use at the graduate programme level and prior learning can be used for credit toward a degree. The portfolio course is a pass/fail course.

**Train The Trainer**

CARICOM Implementation Agency for Crime and Security (IMPACS): Train the Trainer. The course is geared towards enhancing regional capacity to promote and support cooperation amongst the police and other law enforcement training academies. By delivering a train-the-trainer component, CARICOM IMPACS will allow trained facilitators and administrators to impart this knowledge to other law enforcement and security professionals who will utilise its CBSI Connect Platform of 37 participants.

**Open Campus Academy of Sport (OCAS)**

**BSc Sport and Physical Literacy (Revised)**

The Academic Quality Assurance Committee (AQAC) of the Open Campus granted approval for the review of the recently approved BSc Sport and Physical Literacy. After a comprehensive consultation process that included reviews from key personnel across the region, as well as alignment with the proposed review of the CAPE Physical Education Syllabus, recommendations were adopted for the review of the programme structure to enable greater alignment with the needs of the region. As such, the curriculum specialist at the Faculty of Sport was engaged to amend the programme to include courses that were highlighted as relevant by practicing professionals from the region.

**Certificate in Swimming and Lifesaving**

The OCAS engaged members of the Ministry of National Security’s Lifeguard Division in an effort to facilitate collaborations for the development of a multi-faceted certificate in swimming and lifesaving. This certificate has become most relevant because of an increase in drowning in Trinidad and Tobago. Members of the Lifeguard Department were engaged to develop a professional certificate that included multiple objectives:

- Capacity building for existing lifeguards
- Professional development and certification of new lifeguards
- Transitioning of national swimmers to professional lifeguards
- Increase in the number of lifeguards in Trinidad and Tobago
Sport Broadcasting Workshop
The second cohort of the Sport Broadcasting Certificate workshop commenced on June 21, 2021. Thirteen participants, including former Captain of the West Indies Female Cricket Team, Ms. Stacy Ann King, registered and completed the programme. Mr. Daren Ganga and Mr. Alan Wilkins were the main facilitators for the programme. Members of the Faculty of Sport are engaged in discussions with respect to offering a level-two certificate for the programme.

Government of Guyana MoU
The Open Campus signed an MoU with the Government of Guyana for the offer of undergraduate, graduate and CPE programmes and courses to students in Guyana. Weekly meetings were held from March to September 2021 for the planning and implementation of the Guyana project. It was agreed that Open Campus’ support for the Government of Guyana’s plans to improve its population’s skills base would commence with the delivery of CPE programmes in the 2020/2021 summer semester. Towards this end, efforts were made to ensure that Guyanese students would receive scholarships to participate in Open Campus Trinidad and Tobago’s CPE short courses. Consequently, over 600 learners were supported through CPE course delivery during the summer 2020/2021 teaching session.

WAND Online
The Women and Development Unit (WAND)’s online learning programme in collaboration with CPEC and Open Campus Country Site (OCCS) Grenada, WAND has engaged with the Ministry of Social Affairs in Grenada to pilot the course, Gender Analysis for Development Professionals and three other courses in gender and development planning and management.

Programme Revision
During the academic year, the department led Quality Assurance Reviews for two sets of programmes:
- In May 2021, an external team reviewed Social Work programmes – Certificate, Diploma, Associate Degree and Undergraduate Degree.
- In June 2021, an external team reviewed Youth Development Work programmes – Diploma, Undergraduate Degree in Youth Development Work and Undergraduate Degree in Youth Development Work with Minor in Management Studies.

Examinations Monitoring Committee
Face to face examinations continued to be suspended. This meant that the Examinations Monitoring Committee had to manage the Board for Undergraduate Studies’ (BUS) mandate to incorporate alternative assessment strategies to replace the final examination in courses. The Committee comprises staff in key APAD roles – Curriculum Development Specialist, Instructional Development Coordinator, and Programme Manager, who vetted alternative assessment strategies prepared for the academic year to ensure they met the required standards. The Campus continues to request the Board for Undergraduate Studies Chair’s approval to use alternative assessments in place of the conventional final exams.

Social Media
The social media platforms utilised during the campaigns in the year under review included Facebook, Instagram, YouTube, and Twitter. The Campus’ four social media platforms continued to show significant reach and engagements. Throughout the year, Facebook had the greatest reach with the highest numbers — 572,443 — in November 2020. Instagram had the second-highest reach of 176,431 in November 2020. Twitter had the third-highest reach in November 2020 of 67,400 and YouTube had its highest reach of 26,600 in June 2021. The graph below shows a comparative overview of each social media platform as it relates to the number of people reached over the period August 2020 to July 2021.

Social media reach August 2020 – July 2021
ALIGNMENT

St. Kitts and Nevis
On November 19 and 20, 2020, the St. Kitts and Nevis Country Site hosted a two-day virtual regional workshop entitled, “Contending with Fake News and Disinformation in the Caribbean during the COVID-19 pandemic”. This workshop was fully funded by the United Nations Educational, Scientific and Cultural Organisation International Programme for the Development of Communication (UNESCO-IPDC) and catered to journalists, students, communicators and other stakeholders. The participants came from across the region: Anguilla, St. Maarten, Curacao, Montserrat, St. Kitts and Nevis, Jamaica, Grenada, Saint Lucia, St. Vincent and the Grenadines and Trinidad and Tobago. Concepts covered included Truth-Seeking and Telling in the Pandemic, National and Regional Story Angles, Verification Techniques to Challenge Propaganda and Disinformation, and Fair and Responsible Media Practice in the Pandemic.

Pink Parliament
The Pink Parliament Initiative with Life in Leggings: Caribbean Alliance Against Gender-based Violence and the Barbados Youth Development Council continued its partnership with WAND. This programme continues to equip girls ages 14–20 with the tools to be bold and effective advocates through professional training, mentorship, and networking sessions with political leaders. This partnership continued for a second year and was launched on October 11, 2020, and continued with sessions every Sunday until March 8, 2021. The graduation ceremony was held virtually due to the COVID-19 pandemic. Fifteen girls graduated from Cohort Two.

Inventory of Open Campus Visual Arts Collections
An OCLIS team continued collaborative work on a project with The UWI Museum Curator to develop an inventory of the Open Campus Visual Arts Collections. The project, which documents valuable works of art located indoors and outdoors at the OCCS, was undertaken in response to a request from the Open Campus Principal, with support from the Director of Graduate Studies and Research, at the Academic Board meeting on September 10, 2020.

An online survey has been developed and piloted with Divisional Heads/Heads of Sites. Data gathered will be accessible via an online retrieval system. The creation of this inventory is timely, closely aligned with the recently approved University Policy for the Management of Visual Arts Collections. This Policy governs the acquisition, collection management, and preservation of visual arts collections owned by the institution across all its landed sites. The creation of an inventory of visual art collections at the Open Campus will facilitate the effective implementation of the University Policy, given the survey’s emphasis on identifying, locating, and documenting works of art owned by the institution.

The UWIOC and partner institutions have collaborated to facilitate students in Management Studies programmes completing practicals and research. This kind of collaboration was further extended in the MEd Teaching and Learning with Emerging Technologies programme in which students completed an internship at The Mico University College in Jamaica. This internship was geared towards strengthening the capacity of The Mico in offering online courses.

Website Redesign Project
User research was conducted to yield insights from the four main user groups of the Campus website, namely, prospective students, current students, staff, and alumni. This research highlighted the strengths of the website, but more importantly, the challenges users faced in navigating the website and finding the desired information. Using the insights along with contributions from other stakeholders, the website was designed to have a clean, modern look, simplified navigation menu, and key display and navigational elements to ensure compatibility with mobile devices. Another major aspect of The UWI Website Redesign Project was the upgrade of the website’s Drupal content management system from Version 7 to Version 9. This was a big and a crucial step. With an updated infrastructure, this meant the Campus was able to deliver high-quality web services to its stakeholders over the long term. It also meant...
that the website platform was equipped with the latest technology and current trends to ensure that the content being consumed by the audience was arranged in a familiar manner.

There was a soft launch on July 23, 2021, to garner feedback from stakeholders and a full launch on August 6, 2021.

**CB Group UWI 5K and Smart Eggs Kids 1K**
The Alumni joined with The UWI to promote a single UWI Brand awareness by participating in the Annual CB Group UWI 5K and Smart Eggs Kids 1K, which was held virtually from November 1–21, 2020. This fundraiser generated much-needed funds for an Open Campus Scholarship, through alumni registering and participating in the run/walk. Beyond the fund-raiser, it provided an opportunity for the health and wellness of staff, alumni and students, who were negatively impacted by the restrictions of the COVID-19 pandemic.

**AGILITY**

**Organization of American States (OAS)**
The Business Development Unit negotiated two agreements with the Organization of American States (OAS), resulting in a total of 68 scholarships being offered to students of the Open Campus. Fifty-eight scholarships were offered to students in the Early Childhood and Family Studies Programmes. The Inter-American Teacher Education Network (ITEN), an initiative of OAS’ Department of Human Development, Education and Employment (DHDEE), worked with The UWI through its Academic Programming and Delivery Division to engage students in the ITEN-UWI STREAM Virtual Community (VC) of Practice. The total value of the MoUs executed by the Open Campus and the OAS was US$128,900.

**BDU Funding Opportunities Platform**
The BDU created a repository of funding opportunities, which internal UWI Open Campus staff might access to get a curated, easy-to-use list of regional and international grants. The grant opportunities cover a wide range of sectors and range from US$1,000 to US$1.5 million. The BDU team members update this repository weekly.

**OCLIS Book Drive**
The COVID-19 pandemic has exacerbated a situation where the OCLIS has been struggling over the years to provide resources (print and electronic books) to support teaching, learning and research. The Resource Management Department’s Book Drive continues to serve as a creative solution to collection development, and directly addresses this budget issue, by appealing to the generosity of the Open Campus community to use book grants or personal funds to purchase books from a selective listing of resources. All items purchased are added to the OCLIS collection. This campaign was initiated in July 2020. As of this reporting period, the Book Drive received donations in the sum of US$999.

**OCLIS Revenue Generating Opportunities**
In collaboration with other divisional units, the OCLIS engaged the services of a cross-functional ASAP and ATSS team to develop short-, medium- and long-term strategic initiatives aimed at cost containment, cost reduction, revenue generation and improved organisational productivity and efficiency. The cross-functional OCLIS team convened in February 2021 and prepared proposals for revenue generation. These proposals, estimated to generate US$59,750,000 annually, were presented in March 2021 to the Open Campus Leadership Team for evaluation and consideration for adoption.

**Human Resources (HR) Department**
The HR department started the year with attention being given to two major areas of focus. Firstly, the continued effort to maintain a high level of engagement among staff on Home Based Work Arrangement (HBWA) occasioned by the global COVID-19 pandemic. Secondly, the continued rollout of the Health, Safety and Environment framework in fulfilment of the HSE Action Plan developed consequent to the Management Audit Report 2019. Following the strategic review of the 2017–2022 Triple A Strategy undertaken by the University’s executive management in November 2021, the OCHRD refocused its attention on the following two primary goals: 1) Incorporate online tutors in the processes and improve services to them, and 2) design programmes for staff loyalty and engagement and in so doing, enrich the staff experience.

**EON Reality**
The BDU prepared and submitted an application to EON Reality for a US$25 million Grant Guarantee Programme and collaboratively negotiated the terms of contract. On March 1, 2021, an agreement was executed between The UWI and the Silicon Valley Company, EON Reality, to govern the arrangement for the implementation of The UWI EON XR Centre. The BDU also drafted a Business Plan for Academic-Industry Partnerships on AR/VR Technology for The UWI EON-XR Centre. Three staff members from the BDU enrolled in the EON XR Educator Training course. The BDU provided business development support and lead on the grant writing process to seek funding for The UWI EON XR Centre throughout the reporting period.

**Verifiable Credentials Pilot Project**
The Open Campus, in collaboration with partner World Data, successfully submitted a proposal to Compete
Caribbean and the Inter-American Development Bank to develop and implement a blockchain solution to effectively issue verifiable credentials for students of Continuing and Professional Education courses. This project, valued at an estimated US$500,000, will allow for the issuance of tamper-evident, blockchain technology generated credentials, where students can have their credentials verified by employers, partners and clients around the world.

**Transition to Amazon Web Services**

The transition to Amazon Web Services (AWS) was a digital transformation of the provisioning of Information Technology infrastructure. Prior to August 2020, the Campus’ IT infrastructure was collocated in AMPATH at the Network Access Point (NAP) of the Americas in Miami, Florida, USA. The transition to Amazon Web Services saved the Campus from having to use funds for capital expenditure to replace obsolescent computer equipment. Using Infrastructure as a Service (IaaS) from AWS also saves the Campus monthly and annual operational expenditure as the annual costs in AWS are less than the cost at the NAP of the Americas. In addition, with AWS, the expenditure is only for actual usage and not excess unused capacity in the traditional Data Centre provisioning.

The greatest benefit to the Campus is the agility that the AWS infrastructure gives to the Campus to meet business demand by almost instantaneously adding IT resources or deploying new software to infrastructure. In the old Data Centre model, it took months to deploy additional resources, which also needed a team of personnel dedicated for that period. Staff time has been freed up from maintenance of physical computer equipment to focus on more value-added activities.
Prime Minister Dr. The Honourable Keith Rowley announced at a press conference on August 15, 2020 that all teaching institutions would be closed until December 31, 2020, and that all teaching would be conducted virtually. Given this mandate, the St. Augustine Campus announced that programme delivery for the 2020/2021 academic year would pivot from face-to-face or blended to a fully virtual mode. Despite being closed to students, the Campus was initially open to staff and approved external suppliers only, with all administrative, technical and support services continuing to function on rotation in accordance with COVID-19 protocols. On May 4, 2021, due to the rapidly rising number of cases, the Campus returned to fully remote work for the rest of the academic year.

As with other organisations, the transition to remote work required several adjustments and brought with it challenges as well as opportunities. While some operations and services such as halls of residence, sporting activities and on-campus commercial activity were severely affected, other activities such as conferences and counselling thrived in the online environment. Additionally, while the Campus is experiencing downward pressures on enrolment, this trend predates the pandemic, and as remote learning has become more accepted globally, new opportunities are emerging.

**ACCESS**

**Enrolment**

General enrolment continued its downward trend and slipped a further 1% compared with last year, to stand at 15,931 students. The number of undergraduate students remained relatively unchanged but postgraduate enrolment declined by 4%.

- Postgraduate total – 4,658
- Undergraduate total – 11,273
- Enrolment total – 15,931

**MBBS Full-Fee-Paying Intake Introduced**

Recognising a national, regional and international gap in the marketplace, the Faculty of Medical Sciences welcomed its first intake of full-fee-paying students in January 2021, similar to what is already established at the Mona Campus. Fifty spots in the Bachelor of Medicine, Bachelor of Surgery (MBBS) programme were allotted to this category to facilitate qualified students who were able to meet the requirements to begin their medical sciences degree in Semester 2. The initiative is open to students of all nationalities and widens access to a professional field. Students who are part of the government-subsidised September intake are not affected or compromised in any way.

Read the full Campus report at www.uwi.edu/vcreport
Campus Makes 10 Commitments to Students

Beyond expanding access to new students, the St. Augustine Campus listened to its students and sought to address the challenges many of them were facing in continuing their studies during the COVID-19 pandemic. In September 2020, the Campus Principal issued the following 10 Commitments to Students:

1. The Student Amenities Fee was waived for academic year 2020/2021 only.
2. The Student Payment Plan (SPP) would be accessible to all students, not just nationals of Trinidad and Tobago or The UWI contributing countries. The SPP facilitates the payment of fees in up to three instalments.
3. All students who were at that time still residing on halls due to the lockdown would continue to be accommodated, although there would be no intake of new residents.
4. Laptops and tablets would continue to be made available on loan from the Campus through a system managed by the Campus Libraries. In the 2020/2021 academic year, 270 devices were loaned to students.
5. Library access (virtual and drop-off service) would continue to be supported by staff working remotely and on-site. Students accessed loans of physical materials off-site at the Sir Arthur Lewis Hall of residence in Tunapuna.
6. Repatriation support would be provided as far as possible to non-national students still in Trinidad and Tobago at the time seeking repatriation, as well as nationals abroad seeking to return.
7. Virtual health and wellness support would be provided through the Health Services Unit (HSU), which would remain accessible by phone and email for emergencies; the Counselling and Psychological Services (CAPS) would continue to offer virtual sessions; and the Sport and Physical Education Centre (SPEC) would provide online wellness sessions.
8. In keeping with best practice, teaching staff would make lectures available to students on a timed basis while teaching and assessment continue in the virtual mode.
9. The 75% Attendance Record regulation was relaxed, although lecturers retained the right of enforcement depending on the circumstances.
10. The Campus received support from the Minister of Health to continue clinical teaching for medical students and a policy was developed to guide this process. The Campus also reached out to its regional network to secure clinical opportunities for students who were outside of Trinidad and Tobago at the time.

The Campus successfully lived up to most of its commitments. Some areas, such as CAPS, reported increased access to virtual services compared with on-site services, while SPEC’s in-person spin and tennis sessions could be conducted only when protocols allowed.

Curriculum and Pedagogical Reform

The Curriculum and Pedagogical Reform Sub-Committee developed a concept paper – “Towards Curriculum Reform for Holistic Education.” The paper recommended the Campus engage in Curriculum Reflection to effect minor annual changes, as part of continuous quality improvement; Curriculum Renewal for more detailed changes, based on research or benchmarking in the context of existing strategic plans; and Curriculum Reform, considered as major curriculum change, triggered by changes in strategic plans or educational philosophy. The Concept Paper was accepted by the Strategic Implementation Steering Committee (SISC), and a process for implementation of Curriculum Reform is to be detailed and circulated for comments to the wider Campus community, along with the Concept Paper.

Access to Continuing Education

The widespread decision to implement virtual modes of teaching and learning has made it possible for the Campus to expand its reach nationally and regionally.

For example, the Centre for Teaching and Learning (CETL) conducted a five-week online course in curriculum development and design for staff at the Government of Trinidad and Tobago’s Office of Procurement Regulation (OPR) between April and May 2021.

The UWI School of Nursing (UWISO) and the Department of Clinical Medical and Clinical Surgical services conducted a month-long introductory course to Critical Care Nursing. There was a local component and a CARICOM cohort that comprised participants from Antigua and Barbuda, Barbados, Belize, Dominica, Guyana, and Suriname.

The Child Health Unit in the Faculty of Medical Sciences and the Vanderbilt Kennedy Centre, Treatment and Research Institute for Autism Spectrum Disorders (TRIAD) conducted a free virtual workshop on a virtual autism diagnosis tool for 80 healthcare professionals and researchers from Trinidad and Tobago, Jamaica, Barbados, Saint Lucia, Antigua, and the Bahamas.

ALIGNMENT

The St. Augustine Campus has a vision for a strong and vibrant net foreign exchange earning SME
sector across the Caribbean by 2034. In this regard, The Campus has created a crucible for the initiation of this through the establishment of a UWI Innovation and Entrepreneurship (I&E) Ecosystem that would integrate several key UWI entities into a harmonious network of resources that would effectively support innovation and entrepreneurship and promote the development of UWI spin-off companies. The core of the I&E Ecosystem, commissioned in 2017, is the Innovation Pipeline that provides a well-defined conduit for the creation of commercially viable products and processes. The elements of the Pipeline are the Faculties where ideation and initial concept development take place, an Entrepreneurship Unit that provides business development, training and mentorship, and the St. Augustine Centre for Innovation and Entrepreneurship (STACIE) R&D that provides support through sourcing project funding and facilitating IP Development and Management and serves as the portal to UWI Ventures Limited (UVL), a UWI subsidiary that would, inter alia, serve as a holding company for UWI spin-off companies.

In 2020/2021 the portfolio of projects being nurtured in the I&E Ecosystem included four patents, two license agreements, two collaboration agreements, three spin-off companies, five key grants and two other significant entrepreneurial projects. Among them were the following which were added during the review period:

**Patents**
1. Antibiotic adjuvant for gram +ve bacteria patent filed in the USA (Department of Life Sciences, Faculty of Science and Technology, through STACIE)
2. Antibiotic adjuvant for gram –ve bacteria under preparation funded by ITT Fund (Department of Life Sciences, Faculty of Science and Technology, through STACIE with US$20,000 funding from ITT Fund)
3. Prostate cancer drug filed in USA and EU (Department of Biochemistry, Faculty of Medical Sciences)
4. Cocoa processing equipment filed in Trinidad and Tobago with patent fees paid by Office of PVC Graduate Studies and Research (Department of Mechanical Engineering, Faculty of Engineering)

**Collaboration Agreements**
1. Proman on biogas from organic waste (Faculty of Engineering and STACIE)
2. MIC Institute of Technology on producing N95 respirator masks with funding from Canadian Government (Faculty of Engineering and STACIE)

**Key Grants**
1. STEM Education in Trinidad and Tobago (Funded by SHELL Trinidad and Tobago Ltd.)
2. Human Rights Abuses of Remand Prisoners (Funded by EU (184,211 Euro) through Faculty of Law)
3. Harnessing Innovative Technologies to Support Resilient Settlements on the Coastal Zones of the Caribbean (HIT RESET) (EU funded (4.9 million Euro) with UWI as lead through STACIE and in collaboration with Anton de Kom University of Suriname (AdekUS) and the Caribbean Disaster and Emergency Management Agency (CDEMA)
4. Helping Venezuelan migrants in T&T (Funding from Pan-American Development Foundation through Institute of Critical Thinking)
5. Detecting COVID-19 variants (Funded by RDI Fund with an additional $500,000 grant from the Ministry of Health)

**Entrepreneurship Masterclass for Alumni**
The Fundraising and Alumni Affairs Unit (FAA) in the Office of Institutional Advancement and Internationalisation (OIAI), in collaboration with the Entrepreneurship Unit, Faculty of Social Sciences and UWI Ventures Limited, delivered an Entrepreneurship Masterclass Series. While the event was open to the public, it specifically targeted UWI alumni, their families, and friends.

The first Masterclass in October 2020 included topics such as business planning and ideation, developing a business model canvas, marketing basics for small business cash flow planning and management, and proposal techniques and strategy.

The second instalment in June 2021 led participants through the legal do's and don'ts of entrepreneurship, business planning and ideation, developing a business model canvas, marketing basics for small business cash flow planning and management, and proposal techniques and strategy.

**AGILITY**
As tertiary level institutions were unable to physically re-open to students, digitisation of content and digitalisation of processes continued to accelerate across the Campus, with Campus IT Services providing the technological backbone.

**First Virtual Graduations**
Formerly physical events were re-cast and entirely re-imagined for the virtual world – from lectures and conferences to signature Campus events such as First Year Experience and Graduation. The celebration of the Class of 2020 will go down in history as the first ever virtual Graduation ceremonies to be held at The UWI. The lockdowns instituted nationwide to slow the
spread of COVID-19 forced the Campus to postpone the event by three months to January 2021. They were followed just eight months later by the 2021 Graduation Ceremonies, which were also held virtually because of continued COVID restrictions. The cross-Campus team created a memorable online experience and unique culmination of The UWI experience for graduating students. Three thousand, three hundred and seventy-four graduates — 86% of the graduating class — participated in the 2021 ceremonies. Of these, 2,700 had their official photos taken at specially arranged sessions on the Campus, allowing them to be featured in a virtual “crossing of the stage” that was broadcast regionally by UWI TV and online.

**STA Online Fee Pay**
The Campus Bursary developed STA Fee Pay, an online system which automates both the Payment Plan and Financial Clearance processes at The UWI St. Augustine Campus. Students enrolled in STA Fee Pay would benefit from automatic financial clearance once payment is made online, a process that would otherwise take between three to five business days. The system was ready to be rolled out at the start of the 2021/2022 academic year.

The new January intake of full-fee-paying MMBS students is open to students of all nationalities, widens access to a professional field with global popularity, and will provide some financial stability to the Faculty as well as the Campus. Fees continue to be set on a tiered basis, distinguishing between Trinidad and Tobago nationals, nationals of UWI contributing countries and students from other countries.

**Campus Launches Recruitment App – Built by Students**
The Campus launched a new online tool to help prospective undergraduate students discover the range of programmes available to them, based on their current or future qualifications — all in a matter of minutes. The BeUWI app conceptualised by Marketing and Communications was developed by student interns from the Department of Computer and Information Technology with input from Campus IT Services. It was created in response to feedback from Student Admissions and is intended for use especially by high school students from as early as third form when they are typically required to select the subjects they would like to pursue at CSEC and CAPE. It is also useful to parents, teachers and anyone charged with guiding students. The app attracted more than 6,000 users between mid-March and the end of July 2021, 18% of whom were not locally based.

**Digitalisation of Examinations Services**
The Examinations section worked with the Bursary to extend the online payment facility implemented last year to include payment for official photography services for the virtual graduation ceremonies. The section also re-engineered its business processes to provide electronic transcripts and verification letters, electronic certification of certificates and verification letters in lieu of original certificates. The first session of conducting Teaching, Learning and Assessment in a virtual mode at the St. Augustine Campus because of the impact of the COVID-19 pandemic. Campus Management and the Registry continued to revise and tweak the examination process for Final Assessment in a virtual mode.

**Improved Criteria for Tenure, Assessment and Promotion**
Managing and developing human resources are vital to improving the agility of the Campus. The Office of the Campus Principal set out to tackle some of the issues surrounding the award of tenure to academic staff and merit bar crossing. The original paper drafted evolved into a proposal for radically new, robust and transparent criteria for academic staff assessment and promotion. The criteria are guided by the following core principles:

- Fairness, transparency and consistency
- Basing upon “objective determinations, with decisions based on evidence of merit and impact”
- Equity, non-discrimination
- Due recognition of the diversity of academic roles, practice and career trajectories
- Consideration of fractional appointments and other work circumstances, personal circumstances, or both
- Alignment with the mission and strategy of the University.

The proposal pivots on the creation of discipline-specific reference career trajectories that define the expected career path of a staff member who makes satisfactory progress as an academic, and in his/her contribution to the achievement of UWI’s Vision, Mission and goals. In assessing a staff member, one would generate an individual career trajectory that can then be compared to the reference.

The proposal was sent to the University Registrar, the Campus Appointments Committee, and other campus stakeholders for consideration as part of ongoing discussions on revising The UWI assessment and promotion framework.
Re-engineering Student Recruitment

Students are the lifeblood of a university and student recruitment is crucial. Given the challenges, ranging from population shifts, changing attitudes to tertiary education, and increasing local and international competition, in November 2020 the Campus decided to invest in a new customer relationship management system to digitalise its antiquated manual recruitment and admissions processes and align them with industry best practices.

CRM Recruit from Ellucian is a cloud-based solution that will provide powerful analytics to help the Campus better understand prospective students, and allow tracking of enrolment and retention trends, leading to more targeted marketing. It will be configured for seamless data transfer to the existing Banner Student and Banner Document Management systems as applications are being processed. Online processing of application fees would be possible through a T-Link with the Bursary’s TouchNet payment system.

CRM Recruit is an important part of the broader digitalisation of the Campus and for prospective students it will mean improved communication with the Campus, faster feedback and an easier application process overall. The project is being led by the Office of the Campus Registrar and a pilot phase is scheduled to begin in the second quarter of 2022.

Process Mapping to Achieve Strategic Goals

The final configuration of CRM Recruit at the St. Augustine Campus was determined after careful review and reengineering of the business processes in student admissions and recruitment operations. Similarly, achieving Curriculum, Pedagogical Reform and Access on the Campus required a revised process map and a description of the teaching and learning (T&L) component of the Academic Core of the Campus. Both activities are part of a wider initiative to “process map” the entire institution. This is an exercise begun in 2016 to show how the work of the Campus could be restructured to close operational gaps and identify any opportunities to improve effectiveness, efficiency, and agility.

The Future

Even as the St. Augustine Campus grappled with the immediate challenges posed by the pandemic, it continued to prepare for the next phase of the University’s development as set out in the next phase of the Strategic Plan to come into effect in May 2022 — The Revenue Revolution. The Campus identified these projects as its contribution:

- The establishment of the UWI Global School of Medicine at Debe/Penal South Campus
- The UWI Fine Cocoa Products Ltd.
- An Alumni Giving project using the Graduway portal

All of these will require some initial funding, but the Campus is already putting in place the necessary systems and processes — some of which, such as the digitalisation of academic and administrative functions, were hastened by the imperatives of the pandemic. Many of the approaches to teaching and learning in particular, and work in general that were introduced during the pandemic, will become permanent aspects of our operations and interactions. In many ways the 2020/2021 academic year may be regarded as a test run, a first draft of what will become our new normal.
The Office of the Board for Undergraduate Studies (OBUS) has three broad responsibilities:

- **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.
- **Quality** – The Quality Assurance Unit (QAU), 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 period under review, OBUS rolled out initiatives in three core areas:

- Implementation of The UWI Quality Policy university-wide
- StudentRetention and Success
- 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.

**ACCESS**

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

The QAU organised sixteen Quality Assurance Reviews:

- Cave Hill Campus: Department of Management Studies, Computer Science
- Mona Campus: Department of Economics, Physics Department, Department of Literatures in English, Chemistry Department
- Open Campus: MA English Language, MSc Instructional Design and Development, Social Work, Youth Development Work
- St. Augustine: Department of Mechanical and Manufacturing Engineering, Department of Geomatics and Land Management, Department of Economics, Department of Chemical Engineering, Department of Geography, School of Dentistry

Twenty-five Quality Evaluations were also completed during 2020/2021.

**Implementation of the UWI Quality Policy**

Roll out and implementation of The UWI Quality Policy accelerated during the period under review. A cross-campus, virtual Quality Champions Training Workshop organised by the Campus Quality Management Team.

Read the full report for Undergraduate Studies at www.uwi.edu/vcreport
(CQMT), St. Augustine, and the Quality Assurance Unit, was held on December 3 and 4, 2020, via Zoom. Twenty-nine persons attended the workshop, with twenty persons attending both days and receiving certificates of participation. The workshop was part of our continuing effort to instil a culture of quality among all staff at The UWI. The Annual UWI Quality Day was held on November 12, 2020. Due to the on-going COVID-19 pandemic, the Campuses found innovative ways to celebrate the day. The theme was ‘Creating Customer Value’. Among the activities were messages from PVC, Board for Undergraduate Studies, Chairs of CQMTs and The UWI Alumni Association; an awards ceremony at Cave Hill for employees and teams for their outstanding efforts in creating customer value and demonstrating quality while carrying out their duties; testimonials from students attending the Open Campus as well as a virtual lunchtime panel discussion. The St. Augustine and Mona campuses conducted panel discussions, quizzes, video presentations, and other activities involving the students’ guilds. The Five Islands Campus was the winner of the UWI Quality Day Award 2020 for the most innovative celebration of Quality Day.

Maintaining Quality in a Pandemic
Campuses continued their emergency online teaching and learning to varying degrees. All QAU officers continued to support their campuses by participating in AQAC meetings and deliberations to interrogate and finalise the revised assessment plans.

QAU conducted hybrid and in most cases totally online quality assurance reviews and evaluations, as the COVID-19 pandemic imposed travel and public health restrictions.

Officers of the QAU continued to support quality-related matters on the campuses, such as the CQMTs, the Quality Policy, Academic Quality Assurance Committees and Accreditation activities when required. The QAU has also been at the forefront of drafting new policies such as the Policy on Delaying, Suspending and Terminating Programmes.

Scholarships
149 UGC-funded regional scholarships were awarded through OBUS in 2020/2021, with an approximate total value of BDS$1,887,523. In addition, BDS$52,064 was allocated to University Bursaries. These included 134 UWI Open Scholarships, 15 UWI/CXC CSEC Scholarships and 18 Caribbean Integration Programme Scholarships. Additionally, over 400 donor-sponsored scholarships were administered with a total value of approximately J$84,101,366 or US$560,675. Approximately 75% of the awards administered were ‘one off’ grants of varying values allocated to assist students across the region who were experiencing difficulties paying off their tuition costs due to the COVID-19 pandemic.

ALIGNMENT
National and Regional Alignment
During the year under review, the PVC BUS continued to serve on several committees and Boards including:
• Chair, Board for Undergraduate Studies
• Chair, UWI COVID-19 Task Force
• Chair, University Quality Management Team
• Chair, Library Assessment Committee
• Chair, UWI Global Online Policy Sub-committee
• Co-chair, UWI Five Islands Implementation Task Force
He was also engaged in several local and international media presentations including

- “COVID-19 Vaccines and Immunity”, a Caribbean Tourism Organisation Recovery Forum. [https://youtu.be/-ZhBKSAa7gw](https://youtu.be/-ZhBKSAa7gw)
- “COVID-19 in the Caribbean: Successes, Challenges, Opportunities”, a University of Miami-The UWI joint webinar
- “Ethics Amidst COVID-19”, an Association of Certified Chartered Accountants (ACCA) Initiative – Global Ethics Webinar Series, ACCA Jamaica Chapter

Members of the QAU continued to be active participants in the transitioning to emergency online teaching and learning and alternative exam assessments on their respective campuses, because of the COVID-19 restrictions.

The SPOs and POs continued their training of the “Student Members of Quality Assurance Review Teams (SMQART)”. Two postgraduate students were apprenticed to review teams for Semester 1. All students would be deployed with honoraria in Semester 2.

The Quality Education Forum (QEF), our own refereed Journal on Teaching and Learning, was published online under the theme, “Navigating Higher Education in a Pandemic: Teaching and Assessment in the Time of COVID-19 and Beyond”. This journal, which is managed by Dr. Angella Stephens and edited by Professor Paulette Ramsay, can be accessed at: [http://uwi.edu/undergraduatestudies/default.aspx](http://uwi.edu/undergraduatestudies/default.aspx)

**The UWI Quality Circle (Volume 21)**

Volume 21 of The UWI Quality Circle, the newsletter of the QAU, co-edited by Dr. Kay Thompson and Mr. Gregory Jones, focused on Implementing The UWI Quality Policy – Walking the Talk. Its centre spread celebrated the distinguished contribution to quality by Dr. Sandra Gift, who retired at the end of the year under review.

**RHQ Newsletter – Voices in the Vice-Chancellery (VIV)**

The SPO, Cave Hill, by invitation, became a member of the Editorial Committee for the revamped Regional Headquarters/Vice-Chancellery newsletter. For the second edition, the SPO contributed an article on opinions and approaches to coping with COVID-19.

OBUS staff members continued research and publication in their own areas of academic interest, presented lectures, and gave seminars or conference presentations. The SPO (CH) led the revision of Quality Assurance Units Modules 1, 2 and 6 and served as Chair of the team for the quality assessment of the Clarence Fitzroy Bryant College (CFBC) to continue delivery of The UWI Cave Hill Campuses’ Postgraduate Diploma in Education. The PO (FIC) led in preparations for the quality evaluation of Preliminary Sciences courses, and was also part of the team led by SPO, St. Augustine, working on quality evaluation of St. Kitts CFBC franchised Social Sciences Level 1 programmes. The SPO (Mona) continued to support the work of the Mona QMT and AQAC, mentor the QAO in the Mona Faculty of Engineering and serve as a member of the University Quality Management Team. In addition, SPO (CH) wrote a chapter in a book scheduled to be released in May 2021. The book, an edited volume, is entitled Caribbean Quality Culture: Persistent Commitment to Improving Higher Education. The PO (FIC) authored a chapter entitled “The UWI Quality Policy: Towards a Quality Policy in Action” It was edited by Sandra Gift.

**AGILITY**

**Policies and Procedures**

**UWI Global Online Policy**

This policy, which offers indigenous regional programme content to be prepared by Faculties and Departments and delivered to a global online market audience, was approved by the UF&GPC in February 2021. A proposal for the establishment of the UWI Faculty Development Committee, the Operating Framework for the Office of Online Learning and the Terms of Reference for the UWI Online Steering Committee, were presented to BUS for noting at the February meeting.

**Matriculation Policy**

As a result of the ongoing disruptions from the COVID-19 pandemic, BUS approved a waiver of the matriculation requirement for CAPE students applying for admission in academic year 2021/2022. The waiver allowed campuses to make firm offers to students based on their first year of CAPE results. BUS approved pending graduates of Barbados Community College and other approved Community Colleges in the Eastern Caribbean to be assessed for matriculation based on their pre-COVID-19 GPAs.

**Foundation Courses**

Campus responses to the draft policy implementation framework of the approved policy were received and will be finalised for implementation in the 2021/2022 academic year.

**One UWI Disability Policy**

A cross-campus committee was established to develop a One UWI Policy for Students with Disabilities. The policy will be tabled at the next meeting of BUS in 2021/2022.

**Foreign Language Policy**

Campus responses to the draft policy implementation framework of the approved policy were received and will be finalised for implementation in the 2021/2022 academic year.
The School for Graduate Studies and Research (SGSR) continued its main functions of providing oversight and direction to graduate studies, promoting its growth and quality assurance, as well as enhancing the capacity, quality and relevance of research across The UWI academy and supporting its various Research Institutes and Centres. Central to these defining roles is the School’s important work in catalysing and supporting revenue earning grant funding and international research collaborations for The UWI in general, and for individual campuses. Student-centredness and a desire to improve the overall student experience remained focussed elements of these functions. The SGSR also implemented initiatives as part of its new mandate to entrench entrepreneurship within The UWI, in keeping with the University’s Triple A Strategy, and played a lead role in The UWI’s focus on digital transformation.

ACCESS

New and Revised Graduate Programmes
The Board for Graduate Studies and Research (BGSR) reviewed and approved a total of twenty new graduate programmes. Twenty-four programmes revised in content, nomenclature and delivery modes were also considered and approved.

Graduate Enrolment and Student Support

Graduate Enrolment
Enrolment in graduate programmes was 9,237, an 11% decrease over the previous year’s enrolment. This was largely due to decreases at both the St. Augustine (17%) and Mona (10%) campuses. The reduction in enrolment brought it in line with the figures of two to three years ago, and was no doubt in large part due to the impact of COVID-19. Enrolment in research degrees as a percentage of total enrolment increased slightly to 15%, with 46% of these registered as full time students. The Faculties of Social Sciences (40%) and Humanities and Education (27%) continued to account for the majority of registrations across all campuses.

Graduate Scholarships
A total of BDS$1,122,183 (a 48% decline over the previous year) was allocated to graduate scholarships across all campuses, which allowed for twenty-six three-year awards to research students.

CCRIF Scholarships
Five scholarships, with a total value of US$49,500, were awarded to students registered in Master’s programmes across the campuses.
OAS Scholarships
Two partial scholarships, valued at US$7,000 each, were awarded under a Memorandum of Understanding signed in 2013 between The UWI and the OAS Partnerships Programme for Education and Training (PAEC). Students were able to register for select Master's degree programmes at The UWI. A PhD candidate in Applied Physics was approved for a continuing scholarship under the OAS LASPAU-administered programme.

Queen Elizabeth Commonwealth Scholarships (QECS)
There were two categories of this award, tenable at The UWI for citizens of low/middle income Commonwealth countries (valued at over US$40,000). For the general award, the successful candidate was from Nigeria (MSc Criminology and Criminal Justice, St. Augustine Campus). For the Climate Resilience Award, the successful candidate was from Vanuatu (MSc Natural Resources and Environmental Management – Tropical Coastal and Marine Resource Management, Cave Hill Campus). Both awardees deferred acceptance for a year due to the COVID-19 pandemic.

Lisa Gore-Seifart Scholarships
Sponsored by the Gore Foundation, two partial scholarships, valued at US$5,000, were awarded to psychology students at the Mona Campus.

Policies and Procedures
Implementation of the Grade Point Average (GPA) System for Graduate Students
With the approval of the GPA Policy for Graduate Students by the BGSR in the previous academic year, a Committee, chaired by the Director, Graduate Studies and Research (GS&R), St. Augustine Campus, and comprising colleague Directors, the (Senior) Assistant Registrars (GS&R), and Student Administration System personnel, worked through various issues arising from the implementation of the graduate GPA system. Regulations that required amendment were identified, modified and approved by the BGSR, and these were referred to the Standing Committee on Ordinances and Regulations (SCOR), which reviewed and finalised them. A communications strategy was developed by University Marketing and Communications, and the Chair worked with the CETL Directors to develop videos on the introduction of the GPA system to be made available across all the campuses in time for its application to new graduate students in the 2021/2022 academic year.

Amendments to Ordinance 8
The School submitted an application to the University Registrar’s Office on an amendment to Ordinance 8, to include in Part 2, Appraisal, Assessment, Evaluation and Promotion, a section 14(b)(ii) entrepreneurial activities by a staff member. Incorporating entrepreneurial activities formally in the promotion process at The UWI is a critical tool for moving towards an entrepreneurial UWI. The Revised Ordinances and Statutes are currently subject to University-wide consultation.

Regulations, Guidelines and Forms
A number of amendments to the Regulations for Graduate Certificates, Diplomas and Degrees (2018 Edited), the Manual of Procedures for Graduate Certificates, Diplomas and Degrees and the Thesis Guide were approved by the BGSR. These include amendments to accommodate the electronic submission of theses for examination, and to allow for the option of rejecting a thesis found to be inadequate after re-examination. The amended Regulations were presented to SCOR for review and final approval.

BGSR also developed and approved a Declaration of Interest Form for Internal and External Examiners nominated to evaluate research theses: a Research Student Assessment of Supervisors form which research students would be asked to complete at the end of their academic programme; Procedural Guidelines for Examining PhD Theses; and Guidelines for Examining Professional/Competency-Based Doctoral Theses. The latter two were rubric instruments developed to assist objectivity in the evaluation of both PhD and professional doctoral theses.

Capacity Development Courses, Workshops and Seminars
As part of its strategic initiative to build research capacity across the University, SGSR hosted two SPSS Data Analysis Training Sessions facilitated by Dr. Loraine Cook and Ms. Lamoine Samuels-Lee, both from the School of Education, Mona Campus. Collaboration continued with Dr. Loraine Cook for the promotion of the ProSuite Software, and included University-wide sensitisation of the tool through flyers, short videos, a webinar, and presentations to Faculty Board Meetings; and the training of at least two persons from each Faculty across the five campuses.

As in previous years, the Directors, GS&R, continued to undertake various initiatives and developmental activities to improve throughput and for the all-round development of graduate students. Virtual orientation sessions for new graduate students, as well as workshops and seminars covering such areas as The UWI’s Intellectual Property Policy, research tools and strategies, writing projects, writing research papers, and avoiding plagiarism, were held throughout the year. Resources were also devoted to aid staff and students to cope with the impact of COVID-19 and working/studying from home.
Quality Assurance Reviews
The Quality Assurance Unit (QAU) organised and coordinated several reviews during the reporting period. These included reviews of research and taught graduate programmes in those disciplines/departments in which these programmes are offered.

- Cave Hill Campus: Management Studies, Computer Science
- Mona Campus: Economics, Physics, Literatures in English, Chemistry
- Open Campus: MA English Language, MSc Instructional Design and Technology
- St. Augustine Campus: Mechanical and Manufacturing Engineering, Geomatics and Land Management, Economics, Chemical Engineering, Geography, School of Dentistry
- Graduate Studies and Research: Institute of International Relations

A number of reviews had to be rescheduled due to disruptions caused by the COVID-19 pandemic. 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 Schools (entities not linked to an academic Department) met several times over the year to consider reviews of the Cocoa Research Centre; Caribbean Institute for Health Research (CAIHR); DM Psychiatry programme (Cave Hill, Mona and St. Augustine Campuses and the Bahamas); Sagicor Cave Hill School of Business and Management; Mona School of Business and Management (MSBM); Cultural Studies programme and Hugh Wynter Fertility Management Unit.

Research Funding
UWI Graduate Research and Research and Publications Funds
The SGSR continued to oversee the provision and use of the Postgraduate Research and Research and Publications Funds across the campuses. There were significant reductions in the budgets made available from the University Centre – BDS$503,946 for Postgraduate Research, representing a 65% cut, and an 11% reduction for Research and Publications to BDS$212,903.

Grants Management and International Partnerships
The University Office of Research, SGSR (at St. Augustine) continued its developmental thrusts in the research landscape at The UWI.

Donor-funded Projects
The Office’s strategic interventions in donor research funding resulted in continued transformation of the Caribbean’s research landscape through our expanded international research partnerships; strengthening of the Caribbean’s knowledge economy through contemporary research and knowledge exchanges; and advancing funding thrusts to aid financing of The UWI’s research agenda.

The proposals and projects supported spanned a range of disciplines across The UWI. Relationships with international donors were strengthened through dialogue and subscribing to their calls for advancing and finding solutions to key intra- and extra-regional developmental constraints. Most of these donor agencies are repeat funders of The UWI’s collaborative applications, a glowing testament to their validated confidence that The UWI provides best-value research outcomes and developmental impact in return for the funds they expend on these projects. Through these projects, the Office has continuously advanced The UWI’s Triple A Strategy of Revitalising Caribbean Development.

Research Proposals Developed and Submitted to International Donor Agencies
The Office worked with research staff across the campuses in identifying funding opportunities and preparing and submitting sixteen international research grant applications, valued at over US$27.9 million to several international donor agencies.

The Office also assumed responsibility for the Erasmus+ Mobility Programme after funding ended for the project staff.

Research Projects Won
The Office won nine collaborative international research projects during the reporting period, valued at over US$15.5 million, funded primarily through larger international donor agencies. These projects were funded in spite of the agencies’ experiencing significant resource constraints and cutbacks caused by the unexpected devastating negative effects of the COVID-19 pandemic, validating their continuing approval of the research deliverables and outcomes generated in UWI projects.

Management/Oversight of Ongoing Research Projects
The Office continued to manage several ongoing multi-million dollar research and grant projects from donor agencies such as the European Commission, National Institutes of Health, USA, Belmont Forum, and others.
A Policy on Research Misconduct and a Policy on Financial Conflict of Interest were developed by the SGSR’s Project Office; these were accepted by the National Institutes of Health as part of their compliance requirements for disbursing funding when The UWI is the lead organisation. This is an ongoing initiative as donor agencies improve upon, and expand, compliance requirements for their funds.

Management and Maintenance of Key Donor Grant Management Portals
Most of the key international donor agencies have implemented electronic Proposal and Project Management Systems, and The UWI must be registered in them to apply for funds. In the review period, the Office maintained a number of these donor management portals for The UWI.

The UWI Research Ethics Committee
Key issues discussed at The University Ethics Committee were an assessment of the current UWI Policy and Procedures on Research Ethics to identify the gaps and proposed issues to be considered for a review of the Policy; discussions on the liability coverage for members of staff and students, and for Ethics Committee members; and an update on the roll out of the Online Ethics Assessment System across the campuses.

The Campus Research Ethics Committees
The University Office of Research, SGSR (at Cave Hill) serves as the Secretariat of the Cave Hill Campus Research Ethics Committee, which also services the Barbados Ministry of Health (MOH) and the Queen Elizabeth Hospital (QEH). Seeking ethics approval for research projects has now become an accepted part of the operational culture on all campuses and is a prerequisite in competing for research grants from international donor agencies. The Office collaborates with the St. Augustine Office of Graduate Studies and Research in operating the Campus Research Ethics Committee at St. Augustine and on the development and implementation of the Online Application System across The UWI campuses.

ALIGNMENT
Innovation and Entrepreneurship
The Vice-Chancellor’s Award for Excellence in Innovation and Entrepreneurship
As part of its thrust to generate and incentivise entrepreneurship, the SGSR successfully drafted and received F&GPC approval for the Vice-Chancellor’s Award for Excellence in Innovation and Entrepreneurship, which will form part of the existing Vice-Chancellor’s Award for Excellence programme.

The Entrepreneurial UWI Webinar Series
The School’s Entrepreneurial Webinar Series continued to turn the spotlight on The UWI’s transition to an entrepreneurial university. In November 2020, the SGSR facilitated a presentation titled, “Towards an Entrepreneurial UWI: Navigating Your Journey in Entrepreneurship Education”, hosted by Dr. Natasha Ramkissoon-Babwah, Lecturer in Entrepreneurial Studies, and Mr. Julian Henry, Programme Manager, Entrepreneurship Unit, both of the Department of Management Studies, St. Augustine Campus.

Entrepreneurial Meetings
Faculty Chairs Entrepreneurial Workshop
Engagement with the members of The UWI’s Entrepreneurial Committees were maintained, and two meetings with the Faculty Entrepreneurial Chairs were held in the 2020/2021 academic year, in November 2020 (deferred from June 2020 due to COVID-19) and June 2021. These presentations captured commercial activities, consultancies, entrepreneurial education, funding, partnerships and challenges.

Intellectual Property (IP) and Commercialisation
The UWI Intellectual Property Committee
The University Office of Research, SGSR (at Cave Hill) serves as the Secretariat of The University Intellectual Property Management and Commercialisation Committee. A Sub-Committee of the University IP Committee was established to conduct a comprehensive review and revision of the current UWI IP Management and Commercialisation Policy. The revision was completed and the Revised UWI IP Policy submitted to the BGSR for approval.

Intellectual Property Protection and Management
The University Office of Research, SGSR, serves as the central repository and manager of all UWI patents across the campuses. This involves facilitating the registration and maintenance of the patents, for example monitoring when maintenance fees become due and when revenue is generated. It also involves communication with the patent holders to assess whether progress towards commercialisation is in the time frame required by the UWI IP Policy.

AGILITY
Digital Transformation
The SGSR is leading the Academic Domain of The UWI’s Digital Transformation Project. The work of this domain captures the operations of the undergraduate, graduate, continuing and professional education, open and distance learning programmes and services. The Discovery phase of the project, currently underway, is focused on understanding the University’s business operations through an intensive and systematic data gathering process.
During the period under review, the Office of Global Affairs (OGA) continued to successfully deliver on its mandate to guide The UWI’s international thrust by initiating, coordinating and facilitating the University’s engagements with external and internal partners.

ACCESS
Throughout the year under review, the OGA and The UWI Quality Assurance Unit (QAU) continued initiating and establishing collaborative arrangements with regional Tertiary Level Institutions (TLIs) through the facilitation of franchise, articulation and joint programming arrangements. In light of COVID-19, and in collaboration with QAU, OGA with the approval of the Pro Vice-Chancellor, Board for Undergraduate Studies adopted the QAU’s newly established combined virtual and physical review procedure. Under this format all stakeholder meetings were held virtually. However, to ensure that the evaluation was not compromised, a member of staff of The UWI Open Campus was nominated to conduct the site visit of the respective TLI being assessed. To date, franchise and articulation arrangements have been completed with the Antigua State College, the Clarence Fitzroy Bryant College and the University of St. Martin.

ALIGNMENT
University of Bath
OGA in partnership with the University of Bath’s International Centre for Higher Education Management (ICHEM), hosted a three-part webinar series targeted to administrators in higher education and focused on relevant themes in international higher education.

- “Internationalisation, Globalisation and the Rise of the Emerging Global Model of the Research University”. Presented by Dr. Ludovic Highman. (November 18, 2020)
- “Enhancing Teaching in Higher Education: The Role of Cultural Capital”. Presented by Professor Rajani Naidoo. (December 2, 2020)

As the world continued to grapple with the ravages of the pandemic, the OGA, focused on public advocacy and education, once again partnered with the International Centre for Higher Education Management (ICHEM); the Society for Research into Higher Education (SRHE); and

**UWI/Afro Caribbean Churches in the UK**

Another significant partnership for the Office of Global Affairs centred around activism and public advocacy was with the Afro Caribbean Churches in the UK, comprising: The Church of God of Prophecy (UK) (COGOP); The New Testament Church of God (NTC); and the New Testament Assembly (NTA). Key to this was the Caribbean Institute for Health Research (CAIHR) and the Centre for Reparations Research (CRR).

In the wake of the global movement for social justice and change following the death of George Floyd, The UWI and the Afro Caribbean Churches in the UK, in their effort to engender greater appreciation for their history, heritage and identity, engaged the Caribbean diaspora in the UK, particularly the youth, in dialogue. In the words of the ministerial communique, the engagement was to “construct the intellectual infrastructure for a high-quality conversation with the Church of England and other officials in the power structure of British society”.

Together, the multi-institution team realised two symposia addressing different themes affecting the UK Caribbean Diaspora. Aired live on UWI tv, the first of these was produced on November 12, 2020, and featured Vice-Chancellor, Professor Sir Hilary Beckles as the keynote speaker. Other presentations were delivered by representative of the Archbishop of Canterbury, The Most Reverend and Right Honourable Justin Welby; Professor Donna Hope of the Institute of Caribbean Studies (Mona); Dr. David Muir, Head of Whitelands College and Senior Lecturer in Public Theology and Community Engagement and Reverend Dr. Carol Tomlin, Principal and Director of studies at Kingdom School of Theology.

The second symposium, held under the theme “Overcoming the Burden of Disease”, again featured Vice-Chancellor Beckles as the keynote speaker and included presentations from Professor Kevin Fenton, Public Health Regional Director for London, Public Health England and other public health professionals based in the UK and the Caribbean. As a result of the engagement, the OGA received a cheque for £1,000 from Jeremiah Global, to support studies for a student at the University for a year.

**AGILITY**

**Database of Agreements**

During the year under review, the OGA continued to maintain the database of agreements between The UWI and other institutions. To date, the database includes more than 500 agreements with other institutions including educational, governmental, development agencies and private companies. Among the notable additions for the period are the MoUs signed with the Open Society Foundation, the University of St. Martin, Arizona State University and Barrett Honors College. Work continues with the Office of the University Chief Information Officer (UCIO) to make the database of agreements accessible across the university community.

**The UWI’s Global Centres**

Beginning in 2016, as part of a robust effort at globalisation, The UWI partnered with universities to establish a network of global centres. To date, these efforts have resulted in the creation of ten centres with first class universities in North America, Latin America, Asia, Africa and Europe. As part of the OGA’s efforts to support, better coordinate and advance the work programmes of the centres, the Office established a Central Coordination Office. Under the stewardship of Ambassador Gillian Bristol, who serves both as Director of the Latin American-Caribbean Centre (LACC) and Coordinator of The UWI Global Centres and Institutes (GCIs), the initiative serves to realise The UWI’s global strategic objectives under the One UWI banner. For the reporting period, much was done by the centres to satisfy the University’s strategic goals.

**Canada-Caribbean Institute**

Following on the launch of the Canada-Caribbean Institute (CCI) on February 17, 2020, the two universities have hosted several successful public education and engagement activities including:

- “Open Science and the Decolonisation of Knowledge”, held on October 15, 2020, to discuss the difficulties surrounding the dissemination and use of science within the region and in developing countries, as well as issues related to the lack of access to science by Indigenous Peoples.

- “Maple and Palm Forum”, held on February 25, 2021, in collaboration with the Canadian High Commission (Kingston) and the Institute of Caribbean Studies (UWI Mona). The forum highlighted and celebrated the long-standing relationship between Canada and the Caribbean. With the support of the Institutional Advancement Division (IAD) at The UWI, a two-year scholarship was made available to a graduate student from the Institute for Caribbean Studies.
“Revitalising Canada-CARICOM Trade and Investments”, held on April 29, 2021, which focused on opportunities for strengthening trade between Canada and the Caribbean in the wake of the pandemic.

Additionally, the Institute assembled a Governing Board and met for the first time on June 16, 2021. The Board, which is composed of members from government, private sector and academia, is supported by six Standing Committees.

European University Institute
Following the virtual signing of the MoU between The UWI and the European University Institute (EUI) in July 2020, as a first step, the two institutions initiated a dialogue titled “COVID-19 and Trade – Sharing the Experiences of the Caribbean and Europe to examine the effects of COVID-19 on trade in Europe and in the Caribbean”. Opening remarks were delivered by Pro Vice-Chancellor, Dr. Luz Longsworth. Featured presentations included Her Excellency Joy Ann Skinner, Ambassador of Barbados to the European Union, and Felipe De La Motta, E.U. Team Leader for Regional Integration and Trade Programmes in the Caribbean.

UWI – UNILAG
The relationship between The UWI and the University of Lagos (UNILAG) was formalised through the signing of an MoU in May 2017. Through the efforts of Dr. Luz Longsworth, Pro Vice-Chancellor, Global Affairs, and Professor John Ayotunde Isola Bewaji, the initiative was reactivated in May 2021 and now offers a joint Master’s in African and Diaspora Studies. The programme makes manifest The UWI’s Triple A Strategy of Access, having now recruited the first cohort of students, who have commenced classes with their Nigerian counterparts.
During academic year 2020/2021, the UOP continued to provide technical and advisory support to the various units within the Vice-Chancellery and the other business units within the university system as they implemented strategic and operational initiatives to assist The UWI to fulfil its Triple A Strategic Plan 2017–2022, Mission and Vision.

The UOP organised its work around four non-mutually exclusive portfolios, namely: Strategic Planning, Business Intelligence/Institutional Research, Economic Engagement/Industry Partnerships and Business Process Re-engineering/Project Management. These units carried out technical as well as routine administrative work across seven broad portfolios:

• Survey design and implementation
• Policy research for the development of proposals for new business
• Strategic planning
• Development of ICT systems for monitoring and evaluation of major projects
• Execution of special projects that will enhance the work of the University
• Participation in university ranking exercises
• Proposal developments to enhance operational efficiency

These portfolios assist the various units within The UWI with the implementation of the strategic plan and general operational efficiency to drive organisational effectiveness.

ACCESS
Concept Papers and Reports
Some of the major papers and reports drafted and presented at various meetings by members of the UOP team over the course of the academic year:

• Concept paper for the “Young Scholars/Early Researchers Diaspora Doctoral Mentorship Programme” with Portsmouth Business School, UK, and Department of Management Studies, Faculty of Social Sciences, St. Augustine Campus
• Statistical Digest 2015/2016 to 2019/2020
• Reports from the Student and Staff Satisfaction Surveys 2021 (presented at the following University Meetings: Committee of Deans; Board of Undergraduate Studies and Board of Graduate Studies and Research over the period May 17–20, 2021)
• “Towards Metrics Centred Management at the UWI: Update on Progress”, prepared for the University Finance and General Purposes Committee Meeting, May 21, 2021

Read the full report for Planning at
www.uwi.edu/vcreport
• Concept Paper: “Process for the Mapping of Ranking Variables into the One UWI BI System”
• Convening of workshops to better align the work of the campuses to the wider UWI system

The Office also developed a Model to Predict Student Retention and Dropout.

Survey Instruments Prepared
• The UWI Survey of Campus Visual Art Collections
• Student Survey on Perceptions of Gender and Gender-related Issues
• An Assessment of Interest in Online Courses at The University of the West Indies

Metrics Workshop
The first Metrics Workshop, was held over the period March 10–11, 2021, via Zoom, with key data owners and senior executives from the University. The aim was to identify a core set of metrics for systematically measuring and tracking operational performance starting academic year 2021/2022.

The second workshop was held on May 26, 2021, with the UOP and Campus Planning Officers via Zoom. The aim was to discuss and harmonise the key work elements of the institutional research and business intelligence portfolio of all entities.

UOP Bulletin
The UOP maintained its production of the UOP Bulletin. The bulletin, based on the STEEP Model (Social, Technological, Economic, Environmental and Political), highlights major developments in the higher education sector that impact the strategic direction of The UWI. For the reporting period, the unit produced three issues of the Bulletin:

• Trends in Higher Education Vol. 3 Issue 1 – Political Trends (October 2020)
• Trends in Higher Education Vol. 3 Issue 2 – Social Trends (February 2021)
• Trends in Higher Education Vol. 3 Issue 3 – Technology Trends (May 2021)

The information from these bulletins helps 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
• Draft Concept Note for a major conference on the Fourth Industrial Revolution and the Future of Caribbean Enterprises
• New Governance Model to establish a UWI Holding Company and Campus Corporate Companies to coordinate and structure UWI subsidiaries
• Best Practice International Universities Governance Models
• The UWI Guyana Strategy Proposal
• Caribbean Development Bank Digital Transformation Initiative

AGILITY
Quarterly reviews and virtual training on BSC system
With the assistance of the Strategy Steering Committee, which comprised all the strategy officers from the campuses and the University Centre, the UOP engaged in quarterly reviews of the progress and status of the initiatives put forward from each Campus and the Vice-Chancellor’s office for the Triple A Plan 2017–2022. The UOP also continued to provide virtual training sessions to faculty and staff engaged in the monitoring and evaluation of the strategic plan, on how to navigate the Balanced Scorecard (BSC) System.

Strategic retreat
Following the launch of the inaugural annual Executive Management Retreat in 2019, the UOP convened its third instalment of the EMT Retreat on July 14, 2021, via Zoom, as the COVID-19 pandemic did not allow for face-to-face meetings of the executives. The aims of the retreat were to have an Executive Session to review the plans to close out Strategic Plan 2017–2022, and to commence plans for the preparation of the Strategic Plan 2022–2027. The participants at the retreat comprised members of the UWI EMT, Campus Bursars and Registrars, along with members of the University Office of Planning.

Business Intelligence System
The UOP worked closely with the Office of the University CIO to continue the build-out of the first Business Intelligence System for the institution. This system provides live and static data on key metrics that are used to track the operational performance of The UWI over time.

The UOP also engaged in the development of concept papers on a number of areas to drive greater efficiency in The UWI’s operations:
• Developed a Prototype for a Competitor Analysis Database, which provides The UWI with a comprehensive set of information on all institutions that provide direct or indirect competition to it.
• Established a system to track and monitor The UWI’s cost saving and revenue generation initiative to rebalance its financial position—the “10 in 2” financial model tracking system.

Rankings
Besides the technical work on major projects, the UOP also led the coordination and submission of data to Times Higher Education for its University Rankings assessments.
The Office of the University Registrar

- Chaired the Data Protection Policy Implementation Committee
- Chaired the Working Group for the Administration of Global Students
- Facilitated system wide coordination of online examinations
- Hosted meetings of Heads of RHQ Units
- Facilitated the re-establishment of the Library Advisory Committee
- Hosted strategic performance management workshops with the Office of Finance and the Legal Unit
- Inaugurated the UWI Futuring Programme
- Led the Digital Transformation Programme
- Oversaw the re-establishment of the University Library Advisory Committee
- Produced and published biannual editions of the VIV Newsletter

Human Resources

- Hosted end of year staff appreciation activity
- Coordinated the process to develop the Differential Workload Policy and the review of Ordinance 8
- Developed and had approved by the UF&GPC a Travel Policy for The UWI
- Facilitated charity outreach programme for the Alpha Boys
- Hosted virtual function for retirees

Secretariat Operations

- Advanced substantially the Procedural Manual for the Unit
- Hosted regional Minute Taking Webinar for administrative professionals
- Coordinated finalisation of adopted system wide policy framework
- Inaugurated the online repository of statutes, ordinances, regulations and policies
- Operated the confidential registry for the Office of the University Visitor
- Coordinated the framework for the first Virtual Graduation Ceremonies which were executed in January 2021
- Coordinated the first Virtual Presentation Ceremony for the Vice-Chancellor’s Awards for Excellence
- Developed and maintained the Office of Administration’s Website
- Developed the Academic Dress Competition which was approved by UF&GPC in June 2021
- Guided the Five Islands Campus’ first Special Convocation Ceremony
- Secured CARICOM flag for each campus and RHQ
Archives and Museum
- Staged one virtual exhibition
- Archived a valuable donation from the family member of a past Prime Minister of Jamaica
- Chaired Campus Records Working Group in the Digital Transformation Programme
- Collaborated with WIFAC and Barbados National Archives in hosting a Lecture to commemorate International Archives Day
- Commenced the digitisation of records documenting the early history of the University, particularly UCIW records
- Completed the Digitisation Project Plan
- Coordinated policy and procedure development; operational planning for the programme; capacity building for staff and leadership in respect of enterprise wide Information Management projects
- Developed and had approved by the UARMAC the University Records Retention Policy Framework
- Developed and had approved by the UF&GPC the Visual Arts Policy
- Expanded archival software to receive and store archives in digital format from all campuses
- Maintained public engagement through social media
- Revised and had approved by the University Archives & Records Management Committee the UARMP Policy

Facilities Management
- Developed Emergency Preparedness and Management Policy for the RHQ
- Developed and administered a Performance Evaluation System for the Providers of Janitorial Services at the RHQ
- Prepared preliminary draft of the department’s Procedural Manual
Improving the financial health of The UWI is one of the objectives of “Agility”. During the academic year 2020/2021, the Office of Finance and the Campus Bursaries continued to effectively manage the financial affairs of The UWI to achieve this objective.

Globally, universities and college campuses have been impacted significantly by the rapid spread of the coronavirus (COVID-19) outbreak commencing in 2020, creating uncertainty regarding the implications for higher education. The UWI remained resilient in its efforts to remain viable, and by continuing to exercise fiscal prudence, was able to achieve this goal.

The most effective tool for student retention and maintaining access to learning has been delivery of online programmes. At the onset of the COVID-19 pandemic, The UWI had to pivot to remote learning for its students. This was not new to The UWI as the Open Campus had engaged in this modality for a long time. In a short time, the other campuses responded to the need to place their programmes online. In this digital age, The UWI is better placed today more than ever to provide students with easy access to continue their studies online and this is being further developed as an income generating initiative.

During the 2020/2021 academic year, The UWI continued to face funding challenges exacerbated by the onset of the COVID-19 pandemic during the previous academic year.

Facing declining revenues this past academic year, The UWI took additional steps to control spending, while seeking additional revenues and adopting new policies to provide quality service to its stakeholders. The budget approved for the 2020/2021 academic year took into consideration the uncertainties created by the COVID-19 pandemic and, in addition to other measures taken, The UWI also curtailed spending on capital projects.

FINANCIAL HEALTH
A summary of the financial performance of The UWI for the year ended July 31, 2021 is provided below. This represents the combined performance of the five campuses and certain of their subsidiaries as well as the University Centre.

The audited Financial Statements of The UWI for the financial year 2020/2021 show that the operations of The UWI resulted in a deficit of BDS$29.3 million, representing a 57% reduction in the deficit of BDS$68.3 million recorded in 2020, after finance costs, depreciation and post-employment pension and...
medical benefits expense. Prior to inclusion of these items of expenditure the operations showed a surplus of BDS$67.8 million (2020: BDS$32.7 million). The improved results were primarily due to reduction in expenditure.

Other comprehensive income was BDS$103.8 million (2020: BDS$23.4 million) comprising primarily of a gain of BDS$80.8 million from the actuarial re-measurement of the post-employment pension and medical benefits liability. Contributing factors were the increase in the discount rates used to measure the liability as well as a significant reduction in actual premium rates for medical insurance, compared to that previously expected. Total Comprehensive income for the year therefore stood at BDS$74.5 million (2020: BDS$44.9 million loss).

Total income for 2021 was BDS$847.8 million, a reduction of 6.3% from BDS$905.2 million in 2020. The sources of income for the year were: Government Contributions 46% (2020: 47%), Tuition and Other Student Fees 16% (2020: 15%), Special Projects and Other projects 21% (2020: 20%), Commercial Operations 12% (2020: 13%) and Other Income 5% (2020: 5%).

For the year ended July 31, 2021, Government contributions, the most significant source of income, totalled BDS$391.9 million, a reduction of 8.1% from BDS$426.6 million in 2020. This was primarily due to reduced commitments from some Governments as they tried to respond to the needs of their own health care systems in the COVID-19 pandemic.

Income from tuition and other student fees for UGC funded programs totalled BDS$137.5 million in 2021, and showed a marginal increase over BDS$137 million in 2020. Some campuses experienced a decline in enrolment, while at other campuses enrolment was marginally increased or remained flat for the academic year 2020/2021. Tuition fees remained unchanged at the 2020 levels at all campuses.

Total expenditure for 2021 was BDS$877.1 million, a reduction of 9.9% from BDS$973.5 million in 2020. The categories of expenditure and their percentages of the total were: Departmental 47% (2020: 45%), Administrative 13% (2020: 12%), Central 15% (2020: 16%), Special and Other projects 17% (2020: 19%) and Commercial Operations 8% (2020: 8%).

The two items of expenditure which continue to drive the deficit shown in the financial statements of The UWI from time to time are: (i) post-employment pension and medical benefits expense and (ii) impairments. Actuarial valuations, conducted by an independent Actuary and in accordance with International Accounting Standard 19 (IAS19), determined that for 2021 the cost of post-employment benefits (pension supplementation and medical benefits) for all campuses and the University Centre, and the costs associated with the defined benefit scheme for administrative staff at the St. Augustine Campus, totalled BDS$45.2 million (2020: BDS$43.2 million). The pension supplementation element of the Federated Superannuation Scheme for Universities (FSSU) is unfunded.

Impairments recorded in accordance with International Financial Reporting Standard 9 (IFRS9) accounted for BDS$16.3 million of the deficit in 2021 (2020: BDS$22.7 million). Impairments were recorded primarily on student and Government receivables outstanding for several years.

These two items of expenditure which continue to influence the results adversely each year are being reviewed by a Special Committee of the University Grants Committee (UGC) formed in 2020. The Committee is chaired by The Honourable Mia Amor Mottley, Prime Minister and Minister of Finance, Economic Affairs and Investment, Barbados, and is comprised of Government representatives, members of the Private Sector and the University leadership team. The inaugural meeting of the Committee was held on March 17, 2021.

A preliminary Report of the Committee on measures to reduce the cost of post-employment pension and medical benefits and the associated liability was presented to UGC on April 6, 2022 by Mr. Dodridge Miller, President and Chief Executive Officer of Sagicor Financial Company Limited.
A Consulting Actuary was also previously engaged to review the post-employment benefit schemes and a Report was received with recommendations which are being examined for implementation.

Both reports indicated that substantial benefits could be achieved in improving the financial results of The UWI, from implementation of the measures recommended.

The UWI maintained a positive working capital position, although a reduction of 5.6% was seen in 2021 when compared to 2020. Current assets decreased by 2.9% while current liabilities showed a 1.3% reduction. Some entities of The UWI continued to experience cash flow shortages primarily from the inability to collect receivables on a timely basis.

Total reserves of the University showed an increase of 23%, from BDS$255.9 million in 2020 to BDS$314.9 million in 2021.

**ACCOUNTS RECEIVABLE**

Government receivables and student receivables accounted for the majority of the receivables at July 31, 2021.

**Receivables from 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. Over the years, Caribbean Governments have relied on The UWI as the institution of choice to educate their people. This ultimately helps to address the needs of the Caribbean economies and bolsters economic growth. The development of the region has benefited significantly from Governments’ investment in education.

During the year 2020/2021, emphasis was placed on maintaining dialogue with contributing Governments to encourage payments of their committed and assessed contributions for economic cost to The UWI on a consistent basis. 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 UWI continued to submit payment plans accompanied by monthly or quarterly invoices and statements to the contributing Governments. This has assisted somewhat in reducing the receivables of most Governments. The total net receivable of Government contributions for economic cost at July 31, 2021 was BDS$102.7 million, an increase of 6% above BDS$96.8 million (net) at July 31, 2020. Other amounts receivable from Governments for tuition fees and other items were progressively received throughout the year, but at the year-end there were balances that were not settled. Dialogue has continued with Governments regarding recovery of the amounts outstanding.

**Student receivables**

Student receivables at July 31, 2021 stood at BDS$103.6 million, an increase of 11% over BDS$93.5 million at July 31, 2020. This primarily resulted from the inability to collect student fees on a timely basis primarily due to the hardships faced by students as a result of the adverse effects of the COVID-19 pandemic.

**APPROVAL OF THE BUDGETS FOR THE BIENNIA 2021/2022 and 2022/2023**

Annually, the Office of Finance issues Budget Guidelines to the campuses and University Centre departments for the preparation of the Biennial Estimates, and coordinates and directs the preparation of these estimates for submission to the Meetings of the Technical Advisory Committees (TACs) and the Grants Committees.

The TACs met virtually on March 2 and 3, 2021 to deliberate on the budgets of The UWI and the University Hospital of the West Indies (UHWI) for the Biennium 2021/2022–2022/2023. The Opening Ceremony was hosted virtually by the Government of The Bahamas.

The Campus Grants Committees (CGCs) and the University Grants Committee (UGC) subsequently met virtually on April 7, 2021 and reviewed and approved the Biennial Estimates for 2021/2022 and 2022/2023 of The UWI and The UHWI, based on the recommendations of the TACs. The decisions taken on other financial matters by the Sub-Committees and Special Committees of UGC were also ratified by UGC.
Both the TACs and Grants Committees had representatives from the Ministries in the contributing countries responsible for tertiary education and finance. The Ministry of Health, Jamaica was also represented. Representatives of The UWI and UHWI also attended the meetings.

The UGC meeting was chaired by the Honourable Colm Imbert, Minister of Finance, Trinidad and Tobago. An expenditure budget of BDS$652.8 million was approved for The UWI, to be funded by Government contributions totalling BDS$492.2 million, tuition fees of BDS$131.9 million and the balance from other sources of income.

An expenditure budget of XCD49.7 million was approved for the Five Islands Campus. The budget included XCD25.2 million for the infrastructural and information and communication technology development of the Campus. The budget of the Five Islands Campus was expected to be funded in the amount of XCD47.3 million, by Government contributions from the Government of Antigua and Barbuda, the only contributing Government to this Campus. Tuition fees and other income were expected to provide the balance.

**Bahamian Prime Minister urges full support for The UWI**

“Allow me to make a plea to all the governments of contributing territories to make good on their subventions, particularly in these unprecedented financial times – the current and post-pandemic periods. The circumstances of COVID-19 dictate that we must work together to ensure that The UWI, our internationally recognised, esteemed university stays afloat. Therefore, we must carefully plug any holes that we may have found in our regional flagship University.”

**Prime Minister of The Commonwealth of The Bahamas, Dr. The Honourable Hubert Minnis**
INCREASED AGILITY TO NATIONAL, REGIONAL AND GLOBAL OPPORTUNITIES

Research Grants
The total value of Research Grants received for the 2020/2021 financial year totalled US$22.7 million (2019/2020: US$13.1 million). The total reflects a 73% increase over the prior year. This significant improvement is primarily attributed to increased research activity in healthcare advancement, social development and environmental protection. This is graphically represented below.

To sustain this trend, The UWI continues to enhance processes and provide training in the preparation of proposals suitable for award acceptance, account management and project closeout that together provide better service to the departments, research administrators, principal investigators and donors. The UWI is aiming to maximise income from fees earned from execution of sponsored research projects as part of its income generation drive.

EXPANSION OF ACCESS TO TERTIARY EDUCATION

Tuition Fees
To widen access to students to receive a university education as well as to retain students, there were no increases in tuition fees for the academic year 2020/2021. This was due to the need to continue to keep fees affordable to students, in light of the adverse effects that the COVID-19 pandemic had on families.

Scholarships
During the 2020/2021 academic year, scholarships to UWI students were provided from funds raised through The UWI Regional Endowment Fund, The British Foundation and The American Foundation of The UWI, The UWI Toronto Benefit Gala and gifts from individuals and the private sector. Awarding of scholarships from these sources was managed by the Institutional Advancement Division.

From its UGC budget, The UWI also offered Open Scholarships to undergraduate students. Postgraduate students were also provided with scholarships and grants for research and publications.

INITIATIVES FOR IMPROVEMENT OF OPERATIONAL EFFICIENCY

Review of Operations
A Special Committee of UGC was formed in 2020 to review and make recommendations on the structure and operations of the University Centre.

The Committee is chaired by Dr. the Right Honourable Keith C. Mitchell, Prime Minister and Minister of National Security, Public Administration, Youth Development, Home Affairs, ICT and Disaster Management, Grenada,
and consists of membership from the contributing Governments and the private sector. The inaugural meeting was held on Thursday, May 6, 2021 and a preliminary Report was tabled at the UGC meeting on April 6, 2022. The operations of the Open Campus are also being reviewed by The UWI’s leadership team to determine strategies to maintain its viability.

Digital Transformation Initiative
This is a University-wide project which is expected to yield efficiencies in several areas of the operations of the institution. The project has three tracks: academic, technology and business. The Digital Transformation Initiative 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 initiatives for shared services, which will provide significant reduction in the cost of operations. The current phase of the programme focuses on expanding online delivery of academic programmes to accommodate the strategic enrolment target and enhancing the infrastructure required for Business Continuity and Resilience. Subsequent to the financial year-end July 31, 2021, the Caribbean Development Bank (CDB) approved financing for the digital transformation project, with a loan of US$6 million and a grant of US$190,000 to The UWI. The loan is guaranteed by Sagicor Financial Company Limited and the Governments of Antigua and Barbuda and Barbados. The Governments of Jamaica and Dominica also facilitated lower interest rates for a portion of the loan, by transferring a portion of their allocation of the Special Funds Resources (SFR) at CDB to The UWI.

Banner Finance
Staff members University-wide are tasked with ensuring that the Banner Finance system is optimally used.

The use of the Banner Finance System and its interfacing with other Banner Modules, particularly the Student Administration System and the Research Accounting and Grants Management module allowed The UWI to continue to improve efficiency in the accounting operations and generated timely and accurate financial information to support major initiatives across The UWI.

Cost Saving Measures
The UWI’s expenditure reduced in 2021 by 9.9% from the prior year, 2020. This level of reduction was an improvement over the prior year in which expenditure reduced by 4% from the 2019 levels.

In light of the budget cuts experienced, a number of cost saving measures have been undertaken across the campuses and the University Centre to reduce expenditure, while enhancing the delivery of service. Rationalisation of programme offerings and the reduction of staff costs, capital expenditure, travel, office expenditure and utilities, as well as leveraging technology are some of the strategic measures undertaken. Costs related to post-employment benefits are being reviewed for more cost-effective arrangements to be implemented.

The reduction in staff costs was achieved by reduction in numbers aided by attrition, freezing vacant posts and reassigning tasks and a reduction in overtime payments. Travel expenditure was cut by using various meeting platforms to host meetings virtually. The UWI continues to seek opportunities for operational efficiency in order to reduce cost.

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 employed prior to August 1, 2005 with a supplement to pension on retirement. During the financial year, the Office of Finance continued to have consultations with an investment advisor on the maximisation of returns (at minimal risk) on investment of pension contributions of members of the FSSU. This is one of the tools that can be used to reduce the size of the unfunded supplementation liability. Sound management of all pension schemes was continued in 2020/2021.

THE WAY FORWARD
The UWI appreciates the financial support received from contributing Governments, funding agencies (particularly donors to research projects), the private sector, alumni, staff, students and other stakeholders, without whom it could not achieve its current commendable Times Higher Education ranking as being among the top 1.5% of universities in the world.

Astute stewardship of The UWI’s resources and improving the financial health of The UWI remains a priority. The UWI will continue to focus on revenue generation and cost containment in order to improve its financial health while achieving the other objectives of its Strategic Plan.

As we continue to adjust to an unpredictable situation with the COVID-19 pandemic, strong financial stewardship will position The UWI to accelerate progress.
ALUMNI RELATIONS

- Bi-monthly Virtual Soft and Life Skills (SLSS) webinars facilitated by alumni, in collaboration with YoPro Global Foundation, enhanced the holistic knowledge of students and catered to the personal and professional development of graduates of all ages on topics such as financial planning, conflict resolution, entrepreneurship and preparation for retirement. The successful first staging of the inaugural Soft and Life Skills Conference from October 27–29, 2020, attracted over 900 participants.

- Alumni were continually engaged through Campus Alumni Officers and UWIAA Chapters to donate to initiatives, such as the St. Vincent and The Grenadines Relief Effort and the Tablet and Laptop Drive, as well as the Mobile Data Drive, both for students in need.

From left: SVG Relief Effort - Mr. Dwayne Haynes, UWIAA Jamaica President; June Barbour, Honorary Consul for St. Vincent and the Grenadines and UWI Student Guild Representative.
• Global UWI Alumni Day was established as part of the UWI calendar to celebrate, recognise and appreciate all UWI alumni. The 2021 inaugural event, held on June 26, was entirely virtual, due to the COVID-19 pandemic.

• Top Tier Talks Webinar Series was launched so alumni and students could interact with UWI Executive and Senior Management and hear directly about their perspectives, as well as their priorities and plans. The first two webinars featured Dr. Luz Longworth, Principal of the Open Campus, on April 21, 2021, and Professor the Most Hon. Eudine V. Barriteau, Principal of the Cave Hill Campus, on May 7, 2021.

• The Vice-Chancellor’s UWI STAT Ambassadorial Corps successfully staged its second year of the Carry Yuh Pen Pal Come programme, an online regional initiative which pairs Caribbean university students to foster integration, collaboration, and cultural transformation. During the period, the programme had a total of 403 pen pal pairs, representing 15 CARICOM states and UWI international students.

• A key component the UWISTAT Corps’ mandate is Climate Action, and over 400 new members were recruited regionally for the UWISTAT Climate Change Advocacy Action Network (CCAAN), increasing the total to over 750. This network of youth between the ages of 18 and 29 is engaged through a monthly newsletter providing news, updates, and tips on how to be climate smart and ways they can support climate action and advocacy.
• The Foundation responded to a request from Mona Campus for a personal protective equipment (PPE) supply for students who were attending in-person classes and for the medical student doctors and nurses who were now involved in triage and other essential services in hospitals and clinics across the island. Generous donors enabled a substantial contribution of over 100,000 pieces of PPE (masks, gloves, isolation gowns) along with swabs, sanitizers, and thermometers. Thanks to donors, Dr. Orrett Ogle and Dr. Dwight Williams, dental accessories were also sent to the Faculty of Medical Sciences at the Mona Campus.

• In response to another request from UWIAA Jamaica to assist with securing computers for needy students who were now forced to work remotely and had no equipment, AFUWI collaborated with UWI Alumni Chapters in New York, Florida, and Washington DC, to procure 50 state-of-the-art laptops, which were delivered to the Mona Campus with the support of Caribbean Airlines.

• Proceeds from the 24th Annual Legacy Awards Gala held on February 21, 2021 provided scholarships for 40 young, talented and ambitious students who would otherwise have been denied access to higher education. During the period under review, total funds raised from all activities and in collaboration with other departments to support endowments and scholarships exceeded US$600,000.

• On April 14, 2021, in response to mounting misinformation about vaccinations amongst various groups in the Caribbean Diaspora community, collaborating with the UWI Alumni Chapters of Jamaica, Canada, the USA, and the UWI Institutional Advancement Division, AFUWI hosted a virtual symposium titled COVID-19: Vaccination in the Caribbean Diaspora, which included Jamaican Dr. Sandra Lindsay, the first person to receive the COVID-19 vaccine in the USA.

• AFUWI joined the rest of the UWI community to fundraise for restoration and recovery efforts for St. Vincent and the Grenadines (SVG) after the eruption of the volcano. Funds raised in the public domain of US$9,691 were sent to The UWI for allocation to the needs of the SVG education community. Additional aid was provided to the Seismic Research Centre (SRC) by securing a three-piece set of high-tech precision bore tiltmeters to measure volcanic activity, valued at US$30,000, made possible through a Haliburton donation, and Dennis Shipping for cargo services. A total of US$7,500 was also raised from the Foundation’s public appeal to support the restoration and reconstruction work after hurricanes Irma and Maria.
• The Three Island COVID-19 Metabolic Health Study: CAIHR obtained a grant from the United Kingdom Research and Innovation (UKRI) to conduct a study to determine the impact of COVID-19 control measures and policies on metabolic and physical health of persons with NCDs in Jamaica, Barbados and Trinidad. These findings can guide policy development to limit adverse effects in persons at risk of or living with NCDs while containing future COVID-19 outbreaks or other natural disasters.

• The Caribbean and South America Team Based Strategy to Control Hypertension (CATCH) Study: In September 2020 The UWI received its largest prime award from the United States National Institutes of Health in the amount of US$6 million for the CATCH study. This six-year study, conducted in collaboration with Tulane University, USA and The University of Santander, Columbia, will plan and implement a team-based approach to hypertension care in Jamaica and Columbia.

• Work with Regional Ministries of Health: Members of CAIHR contributed to the Jamaica Ministry of Health and Wellness COVID-19 Task Force and maintained and extended surveillance systems for COVID-19 in the region. Professor Trevor Ferguson was appointed Chair of the Jamaica Ministry of Health and Wellness NCD Committee in March 2021. The NCD Committee will guide multi-sectoral action, with a goal towards advocating and
Departments, Specialised Units and Centres Highlights

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• In partnership with the MOHW Family Health Unit, the Child Development Research Group developed a remote delivery approach for the Ministry’s Early Stimulation programme, allowing this vital support for parents and young children to continue.

• Professor Knight-Madden co-chaired the Jamaica MOHW Sickle Cell Technical Working Group to improve the quality of sickle cell disease care island-wide. In addition to providing clinical care for persons with sickle cell disease, the CAIRH-SCU has partnered with the Jamaica MOHW to conduct online training programmes to increase clinicians’ capacity for managing this condition. In 2021, private maternity hospitals in Jamaica joined the Sickle Cell Disease new-born screening programme, making this service available through ALL maternity hospitals.

• Work with the Early Childhood Commission (ECC), Jamaica: The Irie Homes Toolbox is an early childhood violence prevention parenting programme that aims to reduce harsh punishment by parents at home, increase positive parenting practices, and decrease child behaviour problems. In response to the increased need for parental support due to the COVID-19 pandemic, a 10-week virtual version of the programme was created including videos of parents and children at home, text messages, weekly virtual group parenting sessions, a weekly ‘Irie Challenge’ and session summaries sent via WhatsApp. The programme is delivered by ECC officers with training and support provided by the Irie Toolbox Team at CAIHR. This work was a partnership with the World Bank, and the Early Childhood Commission (ECC), Jamaica.

• History, Heritage and Identity: Collaboration with the Black Churches in the UK Diaspora: This initiative emerged out of conversations held between CAIHR and leaders of the largest African-Caribbean Churches in the United Kingdom, who were desirous of forging an alliance with The UWI to stage a signature Diaspora Education and Empowerment initiative based on the University’s body of research and scholarship. Regional and international strategic partnerships are a critical component of CAIHR’s strategic plan and this collaboration with the UK Diaspora Churches offers a unique opportunity to extend The UWI and CAIHR research activities and other interventions to the Caribbean and Black diaspora residing in the UK. CAIHR partnered with the Office of Global Affairs to stage two symposia during the 2020/2021 academic year.
CENTRE FOR REPARATION RESEARCH

- The CRR continued to promote research on the legacies of colonialism, native genocide, enslavement and indentureship in the Caribbean; and how to bring justice and positive transformation to these legacies. The CRR partnered with the CARICOM Reparations Commission and the Saint Lucia National Reparations Committee to present a year-long Regional Schools Lecture Series which takes into consideration the CXC and CAPE curricula. The CRR also played a key role in the development of a joint Master’s programme with the University of Glasgow, to be taught starting September 2022.

- CRR sustained collaborations with advocates such as the National African-American Reparation Coalition, USA; Global African Congress, UK; and National Committees of the CARICOM countries and plans to formalise a relationship with the Ameena Gafoor Institute for the Study of Indentureship.

- Among its fund-raising and research projects for 2020/2021, the CRR conducted research for J. Wray & Nephew Limited on the History of Appleton Estate; research for the Tourism Product Development Company on Slavers’ Arrival Ports in Jamaica; and research in association with Brown University, and University of Glasgow to compile and produce a graduate course, Master of Arts in Reparatory Justice (to be taught in academic year 2022/2023).
The IGDS designed and delivered training under various projects with the development of accompanying pedagogical and facilitation materials. Of note, the NBU delivered the 14th session of the “Caribbean Institute for Gender and Development (CIGAD): An Intensive Training Programme” in June and July 2021. Over 80 regional and international applicants were received for the programme, which was converted for online delivery. The NBU also convened a Gender Issues in Education Committee on behalf of the Ministry of Education, Technological and Vocational Training of Barbados.

The IGDS’ emphasis on activism and public advocacy was evident by the range of its programmes during the academic year, and more specifically during internationally observed days, such as International Women’s Day (IWD), International Men’s Day, International Day for the Elimination of Violence Against Women (IDEVAVE) and 16 Days of Activism Against Gender-Based Violence.

The Units submitted several research grant proposals and worked assiduously on advancing and concluding existing funded projects while commencing new ones. Among the projects undertaken during the academic year were:

- the UNDP Spotlight Initiative project with Women’s Media Watch (WMW).
- the EU-funded LIVITY project in partnership with the Barbados Council for the Disabled (BCD) and the Eastern Caribbean Alliance for Diversity and Equality (ECADE) to address marginalisation, discrimination and exclusion of persons with disabilities, LGBTI Caribbean citizens, women, girls, youth, and the elderly in national and regional decision-making processes through enhancing civil society organisations CSO capacity and participation.

- The UNDP Spotlight Initiative Pillar 1.1.1 “Legislative Reform to Eliminate Violence Against Women and Girls”
- The AMCHAM/IGDS Intimate Partner Violence (IPV) in the Workplace Project. The first of its kind, this project seeks to obtain baseline qualitative and quantitative data to understand employers’ and employees’ experiences of IPV in the context of work, workplaces, work-family balance, co-worker relations, productivity, and services, and to get intervention recommendations from employers and employees.
INSTITUTE FOR SUSTAINABLE DEVELOPMENT

• The Net Zero Energy Building project funded by the GEF and The UWI designed and built a net zero energy building at Mona. It also helped to upgrade the efficiency of existing buildings, using the National Housing Trust in Kingston as an example. The project developed solutions to transform building policies and practice and allow countries to improve energy efficiency, increase disposable income, reduce energy imports, minimise exposure to energy price volatility, and reduce their contribution to climate change. The project valued at US$7,461,000 was completed in 2021.

• The ongoing Plastic Reduction project examined ways to reduce plastic consumption and waste. The collaborators were The UWI and the Universities of Surrey, Bayreuth, and Nairobi and the project was implemented in Jamaica, Malawi and Kenya and funded by UK Research and Innovation (UKRI) for £16,633.

• The Future Cities project developed design parameters for Jamaica’s next city. The report, “Building for the Future: Horizon Scan and Foresight Exercise for Jamaica’s Next City”, for the Urban Development Corporation of Jamaica concluded in 2021, with a project value of US$136,850.

• ISD adjunct faculty and staff continued to serve as members of the Steering Committee for the Association of Commonwealth Universities Commonwealth Climate Resilience Network. ISD also worked to support The UWI in the International Association of Universities cluster on SDG 13, and ISD coordinated the Caribbean chapter of the Sustainable Development Solutions Network (SDSN).

• ISD, Farmingdale State College (SUNY) and Stony Brook University hosted the International Energy and Sustainability Conference 2021 in March along with UWI STAT and the Jamaican and Long Island chapters of the IEEE. While the IESC is an annual event; this is the first time it was hosted by The UWI. The meeting opened by the Lieutenant Governor of the State of New York included presenters from SUNY and The UWI as well as the private sector from Jamaica and New York. The conference featured the new energy system on the Mona Campus as well as the ZEN+ building and other work from across The UWI.
• Volume 2, Issue 1 of the Caribbean Journal of Criminology published: The issue explored areas of concern in crime and justice across ten Caribbean countries. Specifically, Jamaica’s attempts to curb illegal, unregulated and unreported fishing; the link between exposure to family violence, low self-control and perpetration of bullying in schools in Trinidadian society; the status of youth incarceration across nine Caribbean nations; and how justice can be delivered more efficiently using productivity and time lag metrics. The CJC, a publication of the Institute, is a multi-disciplinary, peer-reviewed journal, and is the sole journal of criminology located within the region.

• Caribbean working group on Crime and COVID-19: The Caribbean working group, convened by the Institute, continued its work to analyse crime trends throughout the period of the pandemic. The multi-country effort includes researchers from Barbados, Trinidad, Jamaica, Saint Lucia and George Mason University (USA). Results from this collaboration are expected to be published in 2022.

• Latin America Public Opinion Project (LAPOP) comparative report on governance and key social issues published: The report, “The Political Culture of Democracy in Jamaica and in the Americas, 2018/2019: Taking the Pulse of Democracy”, was financed and published by the United States Agency for International Development (USAID) in December 2020. The Institute’s director led the investigative team. Amongst the areas probed were citizens’ satisfaction with essential public services (including policing); level of cyber activity amongst citizens and tolerance of a military takeover of the government (military coup). This public opinion project is vital as it informs discussions on the quality and strength of democracy and governance in the region.

• UWI Researcher contributes to the development of a Global Organised Crime Index: Between February and March 2021, ICJS Research Fellow joined a group of Caribbean experts for the review of the Global Organised Crime (GOC) Index. The GOC Index is the first tool of its kind engineered to measure levels of organised crime and resilience to organised criminal activity. The Research Fellow, in reviewing 11 Caribbean countries, gave specific insight regarding how state structures in the Leeward Islands can be more resilient and effective in combatting organised crime.
SIR ARTHUR LEWIS INSTITUTE OF SOCIAL AND ECONOMIC STUDIES

• SALISES academic staff continued to contribute new publications to the scholarly community. Staff reported thirty-five peer-reviewed publications.

• Thirty-two conferences and seminars were held that addressed developmental issues affecting small island developing states (SIDS). Among them: the Vice-Chancellor’s Forum/Distinguished Arthur Lewis Virtual Event on June 21, 2021. The Prime Minister of Barbados, The Honourable Mia Amor Mottley, QC, MP and Professor Jeffrey Sachs, Director of the Centre for Sustainable Development at Columbia University were the featured speakers where they engaged “A Conversation on Sustainable Islands Futures”.

• SALISES continued to forge academic and industry research partnerships on regional and global issues. Commissioned research projects including:
  • International Institute for Sustainable Development (IISD) - Development of a Comprehensive Wealth Index for Trinidad and Tobago, SALISES, St. Augustine.
  • Rights of Children and Youth Partnership, Social Sciences and Humanities Research Council (SSHRC), Canada – Strengthening Collaboration in the Americas (RCYP).
  • An MoU was entered into between SALISES, St. Augustine and the Equal Opportunity Commission (EOC). The Project entitled “Discrimination Experienced among Persons with Disabilities in Trinidad and Tobago: Assessing Complaints Lodged with the Equal Opportunities Commission” commenced in June 2021.
  • SALISES Mona entered into a two-year MoU with the Jamaica Tertiary Education Commission (JTECH) to establish a robust intelligence system for the conduct of research and data gathering to advance research and policy recommendations in the higher education sector of Jamaica.

Prime Minister of Barbados, The Honourable Mia Amor Mottley and Professor Jeffrey Sachs, Director of the Centre for Sustainable Development, Columbia University.

• International Institute for Sustainable Development (IISD) Canada - Tracking Progress in the SDGs Initiative, SALISES, Cave Hill and Mona.
• Caribbean Development Bank - Situational Analysis of persons with Disabilities in Grenada, Jamaica, Saint Lucia and Trinidad and Tobago. SALISES Mona and St. Augustine.
The OGPSF coordinated The UWI’s leadership on SDG 13 and advanced the work plan of the Global University Consortium on SDG 13 by hosting a virtual meeting of the Global University Consortium (GUC) on SDG13 to pursue collaboration opportunities including preparing the One Ocean Expedition joint research collaboration between the University of Bergen (Norway) and The UWI, and moderating a discussion on SDG-13 as part of the Solve Climate by 2030 initiative in collaboration with the Center for Environmental Policy at Bard College, organised by the regional coordinator, Universidad de Los Andes. In addition, it facilitated a partnership with the University of New South Wales and the International Universities Climate Alliance. The Office was also responsible for maintaining the SDG 13 Knowledge Management Platform to promote courses, research and advocacy of member institutions of the GUC on SDG 13. The knowledge management platform can be accessed at: https://www.universities4climateaction.org/

The Director was part of the high level panel for The UWI Virtual Roundtable Meeting: “Towards a Centre of Excellence in Oceanography and the Blue Economy” at The UWI Five Islands Campus in April 2021, aimed at articulating the key strengths relevant to oceanography and the blue economy cross-UWI, in order to inform the vision for the Centre of Excellence; identifying existing international partnerships, and priorities for future international collaborations in oceanography and the blue economy; and considering how to harness existing UWI expertise in this area. The OGPSF Director co-chairs the International Steering Committee of the COBE, which aims to strengthen institutional capacity in the areas of marine science and the blue economy while ensuring that the Caribbean benefits from the societal, economic and environmental opportunities of this emerging sector.

The Director co-led and facilitated the Global Institute of Climate Smart and Resilient Development (GICSRD) Management Committee meetings aimed at operationalising the new institute to be a focal point for all of The UWI’s work on climate related issues. The OGPSF acts as an interim Secretariat for this Management Committee.

Through its Director, OGPSF participated in the UNDP’s High-Level Political Forum side event “Unleashing the Potential of the Blue” in July 2021.
This Forum remains the main platform for the UN in the follow-up and review of the 2030 Agenda for Sustainable Development of the Sustainable Development Goals (SDGs).

- OGPSF led The UWI delegation’s virtual participation in the CARICOM-UN General Meeting in July 2021, which in turn led to a follow-up discussion with the Open Campus and Faculty of Food and Agriculture on an opportunity to expand the work of CARICOM through a partnership with The UWI on Climate Smart Agriculture.

- The Office facilitated The UWI’s joining the Obreal Global Observatory connecting The UWI with diverse, internationally-oriented academic and research institutions, university associations and networks and individual researchers and professionals from Europe, Latin America, the Middle East, Africa and Asia.

- OGPSF coordinated and participated in the launch of the UNITAR’s University Network of Sustainable Development in July 2021, comprising 16 international universities across the Americas.

- The Office coordinated and facilitated a series of dialogues with Common Earth to explore synergies with the work programme of the Global Institute for Climate-Smart and Resilient Development.

- Strengthening Youth Participation in the 2030 Sustainable Development Agenda: The OGPSF provided technical oversight of the work programme of The UWI Youth Development Programme (YDP), which was integrated into OGPSF in the 2020/2021 academic year. The OGPSF collaborated with UWISTAT to participate in the second HEY Campaign jointly convened by UNICEF and Ashley Lashley Foundation, and supported the CYEN Summit on Building the resilience of the Caribbean through effective youth engagement and participation.

- Resource Mobilisation for Key Strategic Initiatives (Targeted Institutional Grants):
  - In the advancement of The UWI’s work as a Climate-smart leader, the OGPSF secured US$140,000 funding from Clara-Lionel Foundation to assist with the development of a knowledge management portal and research on strengthening resilience in the Caribbean.
  - The OGPSF supported the preparation of a US$1 million non-reimbursable Technical Cooperation with the UWI St. Augustine Centre for Innovation and Entrepreneurship.
  - Collaborated with Universities Caribbean on the preparation of a joint funding proposal to the Kellogg Foundation in the amount US$25 million focused on Racial Equality.
  - Partnered with the Government of Antigua and Barbuda on the preparation of proposal for the Earthshot Prize to support the work of COBE.

- Sustainable Market Initiative (SMI): The OGPSF participated in meetings with the His Royal Highness (HRH) The Prince of Wales’ Sustainable Markets Initiative (SMI) which was launched at The World Economic Forum’s Annual Meeting in Davos in January 2020. SMI members represent the world’s most influential and sustainably-minded global CEOs who actively support HRH, their industries and an action-biased agenda.

- Coordinated and facilitated discussions with UWI researchers and United Nations Office for Disaster Risk Resilience (UNDRR) with a view to developing a work programme, and facilitated the process for new grant funding of US$30,000 to The UWI Disaster Risk Reduction Centre in December 2021.

- The OGPSF provided technical support for a US$15,000 grant from UNESCO to support The UWI Quality Assurance Unit.

- Facilitated discussions with Open Society Foundation Global Education Team and The UWI Open Campus to develop a new climate education project. OGPSF continued to manage the work funded from this grant which included the delivery of the Climate Resilience and Strategy Draft in August 2021 and the stakeholder review, which was completed in October 2021. The development of the Online Course has been initiated through the Open Campus using FutureLearn, and a Project Support and Cluster Management Consultant has been recruited to support the work of GUC and GISCRD.

- Collaborated with Universities Caribbean on the preparation of a joint funding proposal to the Kellogg Foundation in the amount US$25 million focused on Racial Equality.
OFFICE of the UNIVERSITY CHIEF INFORMATION OFFICER

- **One UWI Cross-Campus Learning Management System (Moodle):** There was an increase in demand for the cross-campus Moodle (CCM) platform to deliver cross-campus courses. This was particularly a requirement from the Faculty of Medical Sciences to utilise the CCM for MBBS and some DM final exams. The OUCIO was involved in coordinating the cross-campus FMS technical team and eLearning team to formalise setting up of course containers, strengthen the security and technical procedures in preparation for MBBS and DM exams using the CCM, and facilitate the conduct of final exams, which involved close collaboration with Faculty and Registry Exams/Registration sections.

- **Website Redesign – Cross-Campus and UWI.edu websites:** The OUCIO led the cross-campus technical web team in the redesign of the university’s network of top-level websites in collaboration with the cross-campus Marketing and Communications Offices.

- **Student Experience Survey – IT Working Group (Sub-Committee of BUS):** The OUCIO completed the evaluation of the university-wide student survey platform and negotiated with selected vendor for the enterprise license, and organised the cross-campus Course Evaluation Coordinators team to commence implementing the selected solution.

- **CDB Loan Appraisal Preparation (Technical):** OUCIO prepared the appraisal documents for the digital transformation loan. This activity was conducted in close collaboration with Campus CIOs and cross-campus teams. The documents prepared included results-based framework/matrix with indicators, baseline and targets; terms of reference for consultancies; impact and potential savings document; counterpart funding.

- **Microsoft Office365 for All Staff on UWI.EDU domain:** The OUCIO assisted with coordinating the migration of email (Open, St. Augustine campuses). It prepared the O365 Draft Security Baseline checklist for UWI.EDU using Microsoft Secure Score and Microsoft Cloud Information Security Benchmark with cross campus team, commenced transitioning to M365 license model, the draft administrative operating model in a shared environment, convened and led SharePoint Governance Stakeholder Committee.

- **Web-conferencing Assessment including requirements definition and assessment working in close collaboration with Campus CIOs and the Elearning Team. The assessment exercise was led by the Campus CIO, St. Augustine.

- **ICT Governance:** The Office of the University CIO continued to provide leadership and coordination in many university-wide ICT projects and is guided by the University ICT Steering Committee.
OFFICE of UNIVERSITY GENERAL COUNSEL

• As the University continued to establish new relationships and deepen existing ones and the Office of General Counsel facilitated and enabled some of the major engagements including:
  - The UWI and Brock University – Finalisation of the Canada-Caribbean Institute (CCI) Constitution
  - The UWI and Collabzo Solutions Limited – to establish a Virtual Centre of Excellence and virtual social business incubation centres to offer academic and continuing professional education programmes and capacity building.
  - Heads of Agreement – The UWI, Teachers’ Colleges of Jamaica and The Ministry of Education, Youth and Information Jamaica – for the delivery of programmes by the participating colleges within The UWI’s framework to enhance the quality of teacher education in Jamaica, and the award of the degrees under the aegis of the University.
  - Franchise Agreement – The UWI and Clarence Fitzroy Bryant College.
  - The Office of General Counsel was integral in facilitating the following collaborations:
    - The UWI and European University Institute (EUI)
    - The UWI and the Caribbean Court of Justice
    - Research Collaboration Agreement – The UWI, University of Bristol, The National University of Colombia, and the Universiteit Antwerpen.
  - Tripartite agreement among The UWI, Norwegian University of Science and Technology and University of British Columbia
  - Clinical Trial Agreements
  - Along with the Cross Campus Legal Team, the Office engaged in strategic discussions with heads of subsidiaries to facilitate alignment with The UWI Data Protection Policy. The Office continued to facilitate the implementation of the Data Protection Policy and established associated Governing Framework documents. In light of the current pandemic, it also prepared a COVID-19 Policy and continued to advise on new developments. Other key policies spearheaded included:
    - Whistle Blower Policy
    - Alternative Work Arrangements Policy
    - Intellectual Property Policy
  - The Office of the General Counsel completed a comprehensive review of the governance structure and operation of The UWI and provided responses to the recommendations of the Chancellor’s Commission on Governance.
  - In 2018, the Privy Council delegated their visitorial jurisdiction to The Honourable Mr. Justice Paul Harrison (now deceased), who would have continued the adjudication of matters that were before the Privy Council. In May 2019, another University Visitor, the Honourable Mr. Justice Rolston Nelson, was appointed to determine matters that were not before Justice Harrison, which was facilitated by the amendment of the Royal Charter, led by the Office of the General Counsel. During the period August 2020 to July 2021, a total of five petitions were determined and judgments made by Justice Nelson. There were six petitions before Justice Harrison; with judgment yet to be made in those petitions. The Office of General Counsel spearheaded a successful application process to the Privy Council for a further amendment to be made to Article 6 of the Royal Charter to enable Justice Nelson to determine outstanding petitions that were before Justice Harrison. The Office also continues to defend the University.
  - The Office engaged in key discussions concerning the development of an Endowment Fund towards the sustainable financing of The UWI.
  - The Office of General Counsel continued to assist in the transformation of the Human Resource system, and spearheaded the review of Ordinance 8 to include provisions to ensure greater equity and transparency. This instrument had garnered the input from all internal stakeholders and is in its final stage of review.
DEPARTMENTS, SPECIALISED UNITS AND CENTRES HIGHLIGHTS

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UWItv

- The ground-breaking industry and academic partnership with FLOW enabled UWItv to continue to provide access through its cable television platform across 15 regional territories.

- UWItv CATV channel’s reach is evident as FLOW statistics, conducted in the second quarter of 2020, estimated that the channel had a minimum of approximately 184,000 monthly unique viewers, with the top three viewership popularity in Trinidad and Tobago, Jamaica, Barbados.

- Access to credible and reliable information was particularly critical within the context of the evolving nature of the COVID-19 pandemic. The UWI has been at the forefront of the fight against the virus and bringing awareness of the COVID-19 vaccination to the region. UWItv continued to work in tandem with the UWI COVID-19 Task Force and other regional entities such as PAHO, CARPHA and CARICOM to disseminate COVID-19 information.

- UWItv provided regional access during the seismic activity at the La Soufrière eruption in St. Vincent and the Grenadines. UWItv worked closely with the UWI Seismic Research Centre, the government of St. Vincent and the Grenadines and CARICOM to provide up to date information to the region and wider diaspora. The provision of this information came in the form of live press conferences, social media alerts and direct broadcasts to the UWItv channels.

- With the continued challenges brought about by the COVID-19 pandemic, access to informative and reliable information has become even more critical. UWItv employed numerous digital solutions to enable the continued delivery of information to the region and beyond. These E-engagements were particularly effective at providing access by including multiple languages to fully encompass the needs of the diverse Caribbean and its diaspora.

- **UWItv’s COVID-19 programming**
  - COVID-19 Impacts and Vaccination in the Caribbean Diaspora
  - COVID-19 Vaccination: Truth and Untruths
  - COVID-19 Vaccinations Q&A
  - A dialogue on the COVID-19 Vaccinations
  - The Tourism Community Responds to COVID-19
  - Women in Leadership: Achieving Equality in a COVID-19 world
  - The World Health Organisation Press Briefing
  - Broadcast – online and on CATV Vaccination PSAs – UWI, CARHPA, WHO and PAHO

- **UWItv’s Regional Organisation Partnerships**
  - UNDP Regional Dialogue Series: The Future of Tourism
  - CDB 51st Annual Meeting of the Board of Governors
  - CSME & Freedom of Movement Issues
  - USAID Symposium Opening: Refresh, Renew, and Re-pivot for Climate Action
  - CDB and EU State of the Caribbean Climate Report
  - Youth Voices Rising – A celebration of the UN 75th Anniversary

- **UWItv Regional (Government) and International Partnerships**
  - AFUWI Virtual Round Table in Celebration of Caribbean-American Heritage Month
  - Toronto Benefits Awards 2021
  - The St. Vincent and the Grenadines Virtual Live Forum Rally Round SVG
  - Caribbean Justice – A Needs Assessment of the Judicial System
  - MoU Signing Ceremony between The UWI and the Open Society
VISITOR

The Hon. Mr. Justice Fitzherbert Rolston Nelson
retired JCCI, MA Oxon; LLM Lond

PRINCIPAL OFFICERS OF THE UNIVERSITY

CHANCELLOR

Mr. Robert Bermudez

VICE-CHANCELLOR

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**GLOSSARY OF ACRONYMS**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>AFUWI</td>
<td>American Foundation for the UWI</td>
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<tr>
<td>AMCHAM TT</td>
<td>American Chamber of Commerce</td>
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<tr>
<td>ACS</td>
<td>Association of Caribbean States</td>
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<tr>
<td>ACU</td>
<td>Association of Commonwealth Universities</td>
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<tr>
<td>BGSR</td>
<td>Board for Graduate Studies and Research</td>
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<tr>
<td>BUS</td>
<td>Board for Undergraduate Studies</td>
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<tr>
<td>BDU</td>
<td>Business Development Unit</td>
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<tr>
<td>CDB</td>
<td>Caribbean Development Bank</td>
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<tr>
<td>CDEMMA</td>
<td>Caribbean Disaster Emergency Management Agency</td>
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<tr>
<td>CARIRI</td>
<td>Caribbean Institute for Research Institute</td>
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<tr>
<td>CRR</td>
<td>Centre for Reparation Research</td>
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<tr>
<td>CSGM</td>
<td>Climate Studies Group Mona</td>
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<tr>
<td>CCRN</td>
<td>Commonwealth Climate Resilience Network</td>
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<tr>
<td>ECLAC</td>
<td>Economic Commission for Latin America and the Caribbean</td>
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<tr>
<td>EU</td>
<td>European Union</td>
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<tr>
<td>EUI</td>
<td>European University Institute</td>
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<tr>
<td>EMT</td>
<td>Executive Management Team</td>
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<tr>
<td>FST</td>
<td>Faculty of Science and Technology</td>
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<tr>
<td>GICSRD</td>
<td>Global Institute for Climate-Smart and Resilient Development</td>
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<tr>
<td>ICJS</td>
<td>Institute of Criminal Justice and Security</td>
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<tr>
<td>IGDS</td>
<td>Institute for Gender and Development Studies</td>
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<tr>
<td>ISD</td>
<td>Institute for Sustainable Development</td>
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<tr>
<td>IDB</td>
<td>Inter-American Development Bank</td>
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<tr>
<td>IAU</td>
<td>International Association of Universities</td>
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<tr>
<td>MIC</td>
<td>MIC Institute of Technology</td>
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<td>NEMO</td>
<td>National Emergency Management Organisation</td>
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<tr>
<td>OBUS</td>
<td>Office of the Board for Undergraduate Studies</td>
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<tr>
<td>OGA</td>
<td>Office of Global Affairs</td>
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<tr>
<td>OGPSSF</td>
<td>Office of Global Partnerships and Sustainable Futures</td>
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<tr>
<td>OUCIO</td>
<td>Office of the University Chief Information Officer</td>
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<tr>
<td>PAHO</td>
<td>Pan American Health Organization</td>
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<tr>
<td>PVC</td>
<td>Pro Vice-Chancellor</td>
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<tr>
<td>RHQ</td>
<td>Regional Headquarters</td>
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<tr>
<td>Sagicor</td>
<td>Sagicor Financial Corporation Limited</td>
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<tr>
<td>SRI</td>
<td>Sandals Resorts International</td>
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<tr>
<td>SGSR</td>
<td>School for Graduate Studies and Research</td>
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<tr>
<td>SAGRI</td>
<td>Seismic Research Centre</td>
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<tr>
<td>SALISES</td>
<td>Sir Arthur Lewis Institute for Social and Economic Studies</td>
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<tr>
<td>SDG 13</td>
<td>Sustainable Development Goal 13 – Climate Action</td>
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<tr>
<td>SDGs</td>
<td>Sustainable Development Goals</td>
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<tr>
<td>TTBS</td>
<td>Trinidad &amp; Tobago Bureau of Standards</td>
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<tr>
<td>TTMA</td>
<td>Trinidad &amp; Tobago Manufacturers’ Association</td>
</tr>
<tr>
<td>COP26</td>
<td>UN Climate Change Conference</td>
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<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
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<tr>
<td>UNESCO-IESALC</td>
<td>UNESCO International Institute for Higher Education in Latin America and the Caribbean</td>
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<tr>
<td>CERD</td>
<td>United Nations International Convention on the Elimination of All Forms of Racial Discrimination</td>
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<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
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<tr>
<td>UC</td>
<td>University Council</td>
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<tr>
<td>UF&amp;GPC</td>
<td>University Finance and General Purposes Committee</td>
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<tr>
<td>UGC</td>
<td>University Grants Committee</td>
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<tr>
<td>UOP</td>
<td>University Office of Planning</td>
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<tr>
<td>QAU</td>
<td>Quality Assurance Unit</td>
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<tr>
<td>WHO</td>
<td>World Health Organisation</td>
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